



Strategic Planning & Environment

Overview & Scrutiny

Agenda

TUESDAY 10 NOVEMBER 2015 AT 7.30 PM

Maylands Business Centre

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

Membership

Councillor Adshead
Councillor Anderson (Chairman)
Councillor Ashbourn
Councillor Bateman
Councillor E Collins
Councillor Fisher
Councillor Hearn

Councillor Hicks
Councillor Howard
Councillor Matthews
Councillor Ransley
Councillor Riddick
Councillor Wyatt-Lowe (Vice-Chairman)

Substitute Members:

Councillors Birnie, Link, McLean, Ritchie, Sutton and Tindall

For further information, please contact Katie Mogan or Member Support

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.

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

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

and, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

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

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

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

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

4. PUBLIC PARTICIPATION

An opportunity for members of the public to make statements or ask questions in accordance with the rules as to public participation.

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

None.

6. ENVIRONMENTAL SERVICES QUARTER 2 PERFORMANCE REPORTS (Pages 4 - 33)

7. PROVISIONAL OUTTURN QUARTER 2 (Pages 34 - 41)

8. PLANNING, DEVELOPMENT & REGENERATION QUARTER 2 PERFORMANCE REPORTS (Pages 42 - 54)

9. MAYLANDS BUSINESS CENTRE UPDATE (Pages 55 - 63)

10. HEMEL TOWN CENTRE STRATEGY & TOWN CENTRE MANAGEMENT (Pages 64 - 71)

11. EXCLUSION OF THE PUBLIC

To consider passing a resolution in the following terms:

That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during the item in Part II of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that if members of the public were present during this item there would be disclosure to them of exempt information relating to:

12. WORK PROGRAMME (Pages 72 - 74)



Agenda Item 6

AGENDA ITEM: 6

SUMMARY

Report for:	SPAЕ Overview & Scrutiny Committee
Date of meeting:	10 November 2015
PART:	1
If Part II, reason:	

Title of report:	Quarter 2 Performance
Contact:	Councillor Janice Marshall, Portfolio Holder for Environmental Services and Sustainability Craig Thorpe, Group Manager, Environmental Services
Purpose of report:	1.To report on Quarter 2 performance
Recommendations	1.That the report be noted
Corporate objectives:	To provide a clean, safe and green environment
Implications:	<u>Financial</u> None as a result of this report
'Value For Money Implications'	<u>Value for Money</u> None as a result of this report.
Risk Implications	None as result of this report
Equalities Implications	N/A
Health and Safety Implications	None as a result of this report
Consultees:	Officers within Environmental Services
Background	Waste Tonnages – Appendix 1

papers:	Corvu Report – Appendix 2 Operational Risk Register – Appendix 3
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	This report has been produced to provide an update to Members on performance against key objectives and an overview of progress on a number of ongoing projects
Glossary of acronyms and any other abbreviations used in this report:	CSG – Clean, Safe and Green

Environmental Services Overview and Scrutiny Quarter 2 – Performance Review

Introduction

1. Environmental Services consists of the following:

1.1 Refuse and Recycling – Domestic and Commercial Waste Collections.

- Providing scheduled collections of waste and recycling materials from over 62,000 domestic properties and 800 commercial waste customers
- Collection of over 5000 “paid for” bulky collections per annum upon request

2. Waste Transfer Site – ISO 14001 compliant

- Storage and bulking of over 24,000 tonnes of recycling materials for onward processing
- Separation, storage and disposal of hazardous waste including asbestos, dead animals, paints and flammables.

3. Clean, Safe and Green (CSG)

- Scheduled grass cutting on behalf of Herts County, Housing Landlord and on Dacorum owned land
- Maintenance of hedges, shrub beds and some roundabouts
- Maintenance of parks and open spaces including play equipment
- Maintenance of sports pitches
- Weed spraying
- Clearance of fly tips
- Removal of graffiti
- Removal and disposal of road kill
- Management of Trees on behalf of Herts County, Housing, Dacorum owned land, parks and open spaces and woodlands
- Management of Rights of Way and Countryside access

4. Educational Awareness

- Initiating campaigns to promote the waste hierarchy through school talks and other initiatives. Also undertakes anti littering campaigns with local residents and businesses.

5. Vehicle Repair Shop (VRS)

- Servicing and maintenance of all the Councils fleet of vehicles to ensure legal compliance with Road Transport Law and effective running of front line services.

6. Performance Indicators

- Setting and monitoring of performance indicators including tonnages, reports from public and sickness figures which are shown as part of this report.

7. Waste Services

- Carried out members induction to site/ cupid green
- Carried out induction for St Albans staff
- Carried out FirstCare Training to supervisors
- Visited alternative waste disposal point in Ardlie Oxfordshire
- Hosted Mayors visit to Cupid Green
- Carried out bank holiday working on Saturday 5 September.
- Carried out interviews for LGV 2 driver / loaders

8. Environmental Services Projects

- This year's Clean, Safe and Green Community Champion Award are Friends of Chipperfield Common (from the group category) and John Savage from Tring (from the individual category). John Savage is the secretary for the Chiltern Society Rights of Way Group and regularly patrols footpaths encouraging good behaviour to others. Leading by example, John single-handedly collects over 1000 sacks of litter on his countryside walks each year.
- Friends of Chipperfield Common are a dedicated group of around 40 members engage with the public over management of the Common. By carrying out activities such as hedge laying, path cutting and pond clearance they have helped to ensure Chipperfield Common has retained its coveted Green Flag Award.
- Our Highly Commended runners up were Berkhamsted based litter picker Colin Garrett, The Boxmoor Trust who are devoted to maintaining the beauty of their Trust lands and Boho Boxmoor, a Facebook community promoting healthy discussion and action on local issues. The Mayor of Dacorum, Cllr Gbola Adeleke, presented trophies and certificates to the winners and the highly commended at an awards reception on Thursday 17 September. This is the seventh year that our Awards have recognised members of the community who go above and beyond, taking great pride in their area and helping to keep the borough clean, safe and green. For more information, visit: www.dacorum.gov.uk/csgawards

The 'Recycle for Dacorum' Project Team have been shortlisted for Best Team of the Year at the fifth annual LARAC (Local Authority Recycling Advisory Committee) Celebration Awards to be held in October.

9. Clean, Safe and Green

- Set up team and equipment for new Town Centre Team.
- Attended Green Flags Awards. Retained three existing flags and one new flag awarded for Bunkers Park.
- Completed Landscape works at Summer Court.

10. Personnel

- Melanie Parr started on 7 September 2015 as an Environmental Awareness Officer - replaced Camille McCawley
- Jenny Carrington-Dunn recruited and started 05 October 2015 as Unit Administrator - replaced Jenny Canty
- Interviews for Waste Site Operative took place – Sean Clingham successful candidate, starts - 1 November 2015
- Interviews for 6 permanent LGV Drivers took place – due to start early November
3 permanent Environmental Operatives recruited in September 2015 – Ryan Dean, Malcolm Franklin and Robert Woods
- Another successful year with 8 Temporary Seasonal Environmental Operatives – leave 09 October 2015
- FirstCare introduced on 1 August to monitor and manage absence

11. Sickness: Days Lost due to sickness

Days Lost due to sickness	HCount	Jun-15	Jul-15	Aug-15	Sep-15	12 Month total
Environmental Services	197	222	233	316.5	404.25	3180.25

Departmental split - Days Lost	HCount	Jun-15	Jul-15	Aug-15	Sep-15	12 Month total
Area Teams	88	94	108.5	171	202	1270
Refuse & Recollection Crews	75	102	92.5	80.75	124.75	1449
Depot Services	3	0	0	0.75	9.5	85.25
Trees & Woodlands	9	0	8	23	22	97.5
Vehicle Repairs	3	22	23	21	22	130
Resources	3	0	0	20	5	26
Waste Development (S)	2	0	1	0	0	4

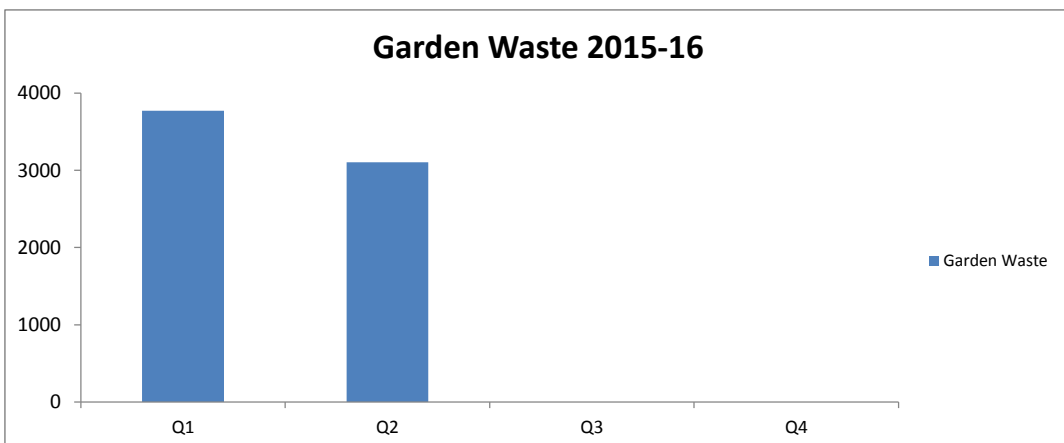
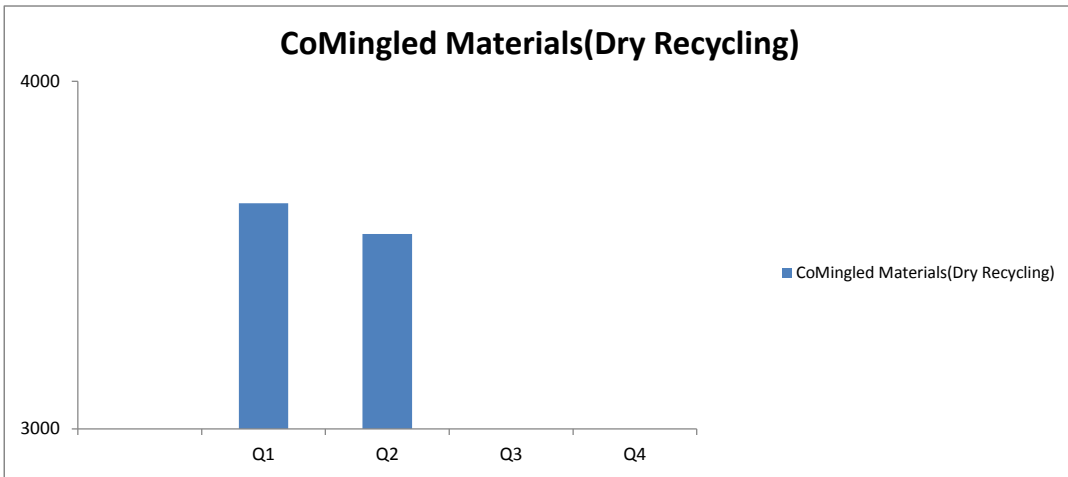
12. Return to work compliance

Department	Aug-15	Sep-15	Total over 12 months	Completed Late	Expired	Avg days to complete
Environmental Services	61.50% (8/13)	83.30% (20/24)	75.70% (28/37)	9	0	3.12
Operational Services	61.50% (8/13)	82.60% (19/23)	75.00% (27/36)	9	0	3.14
	100.00% (2/2)	71.40% (10/14)	75.00% (12/16)	4	0	3.69
Area Teams						
Refuse & Recollection Crews	55.60% (5/9)	100.00% (9/9)	77.80% (14/18)	4	0	2.44
Depot Services	100.00% (1/1)	0.00% (0/0)	100.00% (1/1)	0	0	1.07
Trees & Woodlands	0.00% (0/1)	0.00% (0/0)	0.00% (0/1)	1	0	9
Resources	0.00% (0/0)	100.00% (1/1)	100.00% (1/1)	0	0	2.25

13. Long term sickness cases have ended for the quarter at 4 for Refuse and 7 for CSG.

Appendix 1

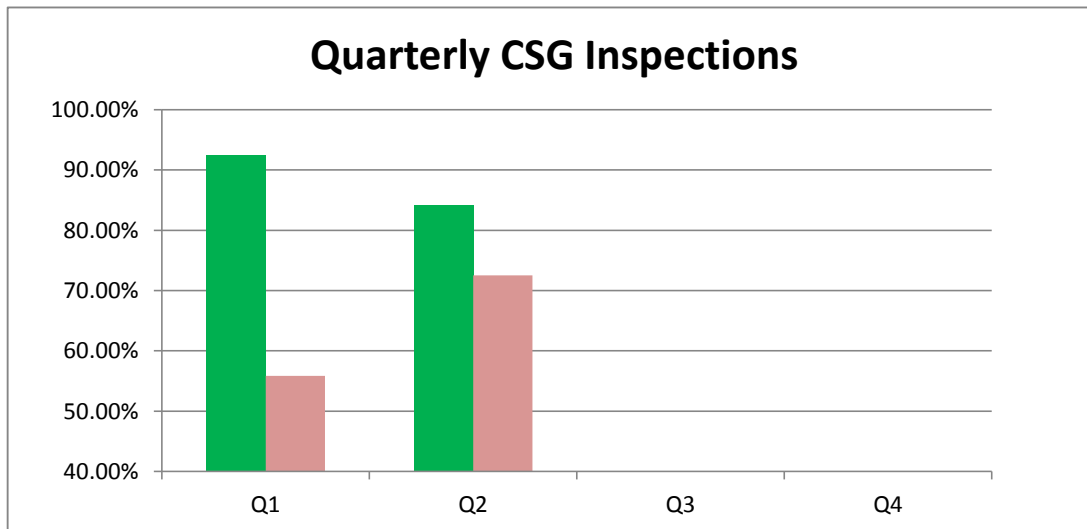
DBC Outgoing Weights					
2015-16	CoMingled Materials(Dry Recycling)		Food Waste		Garden Waste
Q1	3648.66	Q1	1019.74	Q1	3770.33
Q2	3560.75	Q2	952.19	Q2	3102.72
Q3		Q3		Q3	
Q4		Q4		Q4	



CSG Litter & Detritus Inspections 2015/16

Litter	Detritus	120 Inspections per quarter
Grade A+B	Grade A+B	
111	67	
101	87	

	Q1	Q2	Q3	Q4
Litter	92.50%	84.17%		
Detritus	55.83%	72.50%		



QUARTERLY PERFORMANCE

Environmental Services



September 2015

All Measures



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Measure	Owner & Updater	Sep 2015 Result	Trend	Jun 2015 Result	Sep 2014 Result	Actions	Comments	Sign Off
CSG01 - Percentage of dog fouling reports actioned within the set timescale of 7 days	Craig Thorpe Shirley Hermitage	100.00% (56/56) Target: 95.00	↗	96.36% (53/55) Target: 95.00	95.31% (61/64) Target: 95.00		Owner 100% achieved	✓
CSG02 - Percentage of fly tips collected within the set timescale of 7 days	Craig Thorpe Shirley Hermitage	97.92% (329/336) Target: 95.00	↘	99.28% (274/276) Target: 95.00	93.77% (241/257) Target: 95.00		Owner Time taken to clear can be effected by size, type of material dumped and whether there is a likelihood of evidence being found on site	✓
CSG03 - Number of reports of litter	Craig Thorpe Shirley Hermitage	73 Reports Info Only	↗	66 Reports Info Only	No Data Info Only		Owner Info only	✓
CSG04 - Litter Area inspections up to standard	Craig Thorpe Shirley Hermitage	120 Inspections No Target	↗	120 Inspections Target: 120	No Data Target: 0		Owner Approved	✓
CSG05 - Graffiti Removal - Percentage removed from Dacorum Structures within 7 days	Craig Thorpe Shirley Hermitage	93.33% (14/15) Target: 95.00	↘	93.55% (29/31) Target: 95.00	96.55% (28/29) Target: 95.00	No cause for concern	Owner Slightly under target	✓
TW03 - Percentage of Trees and Woodlands works instructions completed in the required timescale	Craig Thorpe Shirley Hermitage	88.89% (72/81) No Target	↘	93.98% (78/83) Target: 95.00	95.41% (104/109) Target: 90.00		Owner Team of 3 has been 1 person short for over 2 month and is therefore struggling to keep up with the workload	✓
TW04 - Trees and Woodlands - Contractor Quality Performance	Craig Thorpe Shirley Hermitage	100.00% Info Only	↗	100.00% Info Only	100.00% Info Only		Owner	✓
WR01a - Justified Missed collections (Excluding Assisted Collections)	Craig Thorpe Shirley Hermitage	293 Bins Target: 750	↗	607 Bins Target: 750	219 Bins Target: 750		Owner Excellent performance	✓
WR03 - Number of justified missed assisted collections	Craig Thorpe Shirley Hermitage	No Data Target: 150		86 Collections Target: 150	No Data Target: 150		Owner	✓
WR05 - Dry recycling Collected	Craig Thorpe Shirley Hermitage	3560.60, Tonnes Target: 3786.00	↘	3648.66, Tonnes Target: 3786.00	No Data Target: 4062.00		Owner Approved	✓

Measure	Owner & Updater	Sep 2015 Result	Trend	Jun 2015 Result	Sep 2014 Result	Actions	Comments	Sign Off
WR06 - Total tonnage of garden waste collected as per new service	Craig Thorpe Shirley Hermitage	3102.72 Tonnes No Target		3770.33 Tonnes No Target	No Data No Target			Owner ✓
WR07 - Tonnage of food waste.	Craig Thorpe Shirley Hermitage	951.98 Tonnes Target: 1200.00		1019.74 Tonnes Target: 1200.00	No Data Target: 1200.00	Articles planned for publications which will hopefull raise awareness and therefore tonnages		Owner ✓
WR08 - Recycling Rate	Craig Thorpe Shirley Hermitage	53.60% Target: 60.00		No Data Target: 60.00	No Data Target: 60.00			Owner Percentage figure needs to be achieved at through a number of sources and this may not fit in with our timesacle for reporting ✓

OPERATIONAL RISK REGISTER

September 2015



1) Neighbourhood Delivery - David Austin

ND_F01 Failure to monitor the variation in projected levels of income for recyclables.

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	2 Medium	6 Amber
Consequences		Current Controls		Assurance	
<p>The comingled recyclables are delivered to a Material Recycling Facility where we receive a 'basket' price for the materials. This 'basket' price is based on market rates and the relative percentage presence of the different recyclables in the mix (e.g the % of say glass of the overall weight , a sampling regime is in place). If there is a fall in market rates or changes in the % mix away from the more valuable recyclables we would see a gate fee introduced and the opposite of this also applies (a rise in material values would the Council receive an income per tonne of recyclable material. In addition the Council receives an incentive payment (called the Alternative Financial Model) from Hertfordshire County Council . This payment is based on reducing the amount of waste sent for disposal so again any changes in recycling performance will impact on this income stream.</p>		<ul style="list-style-type: none"> - There are regular meetings with the Service Accountant to monitor any changes. - The market price for recyclable materials and potential forecasts in changes is monitored via trade publications and professional contacts such as the Chartered Institute 		<p>The contract for the processing of recyclables is with one of the larger waste management companies which gives greater reassurance in terms of their market position.</p>	

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Sign Off and Comments

Sign Off Complete

There has been a decline in global commodity prices which has affected some materials in the comingled mix for the second quarter.

ND_F02 Lack of budget to develop services

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls	Assurance		
There would be issues with service provision leading to more complaints around missed bins, return of containers etc and general dissatisfaction with the service. In addition , there would be issues with the provision of effective recycling services which may impact on recycling performance in the Borough.		The budget in place is based on significant modelling work carried out as part of the move to the new waste service. This included the use of route optimisation software to ensure that rounds were achievable using the resources provided.	There are issues with initial overspends in the first quarter which officers are currently analyzing. Including productivity on the rounds.		

Sign Off and Comments

Sign Off Complete

The residual risk score remains high as officers further investigate issues on the new service.

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ND_I01 Failure to achieve Headline Service Objectives

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	2 Medium	4 Green	1 Very Unlikely	1 Low	1 Green
Consequences		Current Controls		Assurance	
The headline service objectives link to the Borough's Corporate Plan and any failure to achieve them would lead to reputational damage to the Council and potentially additional costs.		The Service Plan objectives are monitored closely at a series of forums including appraisals, Corporate Working Group and Departmental Management Team. Any potential issues with delivery are discussed and addressed to ensure delivery. There are also regular updates at Corporate Management Team to ensure that there is cross working when required. Where possible, objectives are also supported by a suite of performance indicators.		Progress against the objectives is being monitored so assurance details will be advised here later in year.	
Sign Off and Comments					
Sign Off Complete No further comments at this stage.					

ND_I02 Failure to manage relationships with Service areas across the Council

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score

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3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
This could lead to duplication of activities on projects or the required support for a service not being by another part of the Council. This could have a negative impact on either service delivery or the successful completion of projects.		There are Corporate Working Groups that include staff from a cross section of disciplines across the Council to ensure there is effective communication on a range of areas. These meet on a monthly basis and there is a specific one for this area - the Environment Corporate Working Group. These groups then report to the senior Corporate Management Team an agreed unified approach can be taken. There are also regular Leadership Team events where any key current topics can be discussed.		There has been good progress on a range of Council projects which demonstrates that effective communication continues to take place.	
Sign Off and Comments					
Sign Off Complete No further comments at this stage.					

ND_I03 Failure to manage sickness levels and staff retention					
Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	3 Likely	4 Severe	12 Red
Consequences		Current Controls		Assurance	
If there is an in increase sickness, there are a number of significant impacts on services. Agency staff usage		There is a robust system to manage sickness and absence with dedicated Human Resource support based		As more agency staff have therefore been employed this has a 'knock on' effect to service quality and further	

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increases which leads to higher revenue costs but also affects service quality. This can lead to further additional costs such as returning for missed bins as well the resource required to deal with additional complaints.	at Cupid Green Depot. A monthly update is circulated for management team including a case review of long term absences to ensure everything is being done to support the employee back into work. There is also a programme of inoculation against diseases to act as a preventative measure.	cost implications. Officers will be carrying out further work in this area during 2015/2016 to ascertain whether policy changes are required to improve performance in this area.
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Sign Off and Comments

Sign Off Complete

An action plan has been initiated by Neighbourhood Delivery to look at improving levels of sickness absence.

Planning Development & Regeneration - James Doe

PDR_F01 Market fails to bring forward because of continuing economic uncertainty

Category: Financial	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 Likely	2 Medium	6 Amber
Consequences		Current Controls		Assurance	
Needs of the community in terms of housing, jobs and local services will not be met.		Economic Development Strategy in place with review process planned in - Dacorum Development Programme in place with dedicated team and budget - Participation in county-wide initiatives and Partnership - Corporate actions; developments monitored and		Economic Development Strategy published at http://www.dacorumlooknofurther.co.uk/docs/default-document-library/ed-strategy-brochure-web-pdf.pdf?sfvrsn=0 Dacorum Development Programme at	

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Page 18	<p>managed through Corporate Regeneration Group; - Dacorum: Look No Further initiative in place and operational with £150,000 fund over two years - Submission made to the LEP's Single Local Growth Fund for a range of projects to boost the economy; - New Town Centre team in place with Town Centre Strategy now approved; funding for this ends in March 2016 but services are to be rearranged for 16/17 onwards to allow TC management to continue</p>	<p>http://www.dacorum.gov.uk/docs/default-source/strategic-planning/ddpjanuary2013.pdf?sfvrsn=0</p> <p>Regeneration proposals generally at http://www.dacorum.gov.uk/home/regeneration</p> <p>See promotional information at www.dacorumlooknofurther.co.uk</p> <p>Town Centre Strategy at http://www.dacorum.gov.uk/home/council-democracy/meetings-minutes-and-agendas/events/2014/10/21/cabinet/cabinet</p>
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Sign Off and Comments

Sign Off Complete

PDR_F02 External funding sources are reduced or disappear

Category: Financial	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Key projects fail to come forward.		Robust project management procedures in place to minimise risk to the Council in seeking new funds and to		Cabinet reports on Water Gardens project	

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ensure timely spend to avoid clawback of grant funding.	Cabinet reports on Maylands Urban Realm Project
Corporate Project Management systems	Bid submission to Herts LEP
Management of cases through Dacorum Regeneration Programme Board.	
Sign Off and Comments	
Sign Off Complete	

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PDR_F03 Key income streams do not meet planning fees, building regulations and local land charges income budgets					
Category: Financial	Corporate Priority: Regeneration		Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
Unable to meet government and local targets. - Bad press - Shortfall on budget and potential staff cuts/service reduction		Monthly monitoring of development levels and income with Accountancy at GM and AD level		Budget preparation for 2016/17 plans for increased income from planning fees.	
Sign Off and Comments					
Sign Off Complete					

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PDR_I01 Failure to deliver on the Regeneration and Sustainability Agenda by Insufficient Capac

Category: Infrastructure	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
Regeneration projects fail, are delayed or go over budget.		<ul style="list-style-type: none"> - SPAR team fully in place - Formation of corporate regeneration group has brought in further support and capacity - Projects monitored through Dacorum Regeneration Programme Board and Steering Group 		<p>Project PIDs and governance in place, particularly Corporate Regeneration Group and Dacorum Regeneration Programme Board.</p> <p>See Cabinet report Dec 2013 regarding Hemel Evolution project management arrangements http://www.dacorum.gov.uk/docs/default-source/council-democracy/cabinet---13-12-17---hemel-evolution-report---final-report-jd-comments.pdf?sfvrsn=0</p> <p>Work now progressing on site for the Marlowes Shopping Zone improvements and on schedule.</p>	
Sign Off and Comments					
Sign Off Complete					

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PDR_I02 Failure to deliver on the Regeneration and Sustainability Agenda by lack of internal expertise

Category: Infrastructure	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
Regeneration projects fail, are delayed or go over budget.		Qualified staff appointed. Specialist expertise has been brought in using project finance on cost management, Design monitoring and Health and Safety.		See Dec 2013 Cabinet report for Hemel Evolution project management arrangements http://www.dacorum.gov.uk/docs/default-source/council-democracy/cabinet---13-12-17---hemel-evolution-report---final-report-jd-comments.pdf?sfvrsn=0	
Sign Off and Comments					
Sign Off Complete					

PDR_I03 Failure to deliver on the Regeneration and Sustainability Agenda by Failure of partners to engage

Category: Infrastructure	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	

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Regeneration projects fail, are delayed or go over budget.	Regular engagement with key partners and stakeholders through direct project management and through Dacorum Regeneration Programme Board.	<p>HH Town Centre Masterplan at http://www.dacorum.gov.uk/home/regeneration/hemel-evolution/hemel-hempstead-masterplan</p> <p>Water Gardens funding report to Cabinet at http://www.dacorum.gov.uk/home/council-democracy/meetings-minutes-and-agendas/events/2014/07/22/cabinet/cabinet</p>
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Sign Off and Comments

Sign Off Complete

PDR_104 Failure of Business Continuity Plan to keep critical and key services running

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Tolerating	
Inherent Probability 2 Unlikely	Inherent Impact 3 High	Inherent Risk Score 6 Amber	Residual Probability 1 Very Unlikely	Residual Impact 3 High	Residual Risk Score 3 Green
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> - loss of service to the public - harm to Council's reputation - duty to meet legal requirements is impaired - potential loss of income and business 		<p>Actions in Corporate Business Continuity Plan</p> <p>Prioritisation of key service in the event of disaster or other failure.</p>		Corporate Business Continuity Plan	

Sign Off and Comments

Sign Off Complete

OPERATIONAL RISK REGISTER

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PDR_I05 Workforce Planning fails to prevent service failure

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Service cannot be delivered effectively if staffing levels are reduced		Workforce development plan as drafted Timely filling of posts and rearrangement of responsibilities where appropriate when staff leave Review of need for trainees to be developed in house to deal with recruitment and retention issues caused by a strong professional jobs market in 2015.		Workforce Development Plan	
Sign Off and Comments					
Sign Off Complete					

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OPERATIONAL RISK REGISTER

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PDR_R01 Local Development Framework (LDF) fails to meet milestones in Local Development Scheme

Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	3 High	3 Green
Consequences		Current Controls		Assurance	
The Council is left without and up to date development plan and unable to resist inappropriate new developments (eg in the Green belt) and unable to plan effectively for future growth and development		<ul style="list-style-type: none"> - Core Strategy adopted September 2013 - a major task and milestone achieved, to make the rest of the process achievable - Project management and monitoring of progress against the Local Development Scheme - LDS revised December 2014 to set out work programme - Site Allocations DPD and masterplans well advanced 		<p>Core Strategy published on line at http://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/local-planning-framework/core-strategy</p> <p>Report to Cabinet http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---report-(373-kb).pdf?sfvrsn=0</p> <p>supplementary report to Cabinet on 17 Sep at http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---report-supplement---core-strategy-legal-challenge-(572-kb).pdf?sfvrsn=0</p> <p>Further report to Cabinet on next steps with Local Planning Framework Dec 2013 http://www.dacorum.gov.uk/docs/default-</p>	

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		<p>source/council-democracy/annual-monitoring-report-and-lpf---report-(187-kb).pdf?sfvrsn=0</p> <p>Local Development Scheme at http://www.dacorum.gov.uk/docs/default-source/strategic-planning/lfs-2014-final-version.pdf?sfvrsn=0</p> <p>Other cabinet reports on Local Planning Framework progress</p>
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Sign Off and Comments

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Sign Off Complete

2) Neighbourhood Delivery - David Austin

ND_E05 Response to EH Emergencies

Category: Health and Safety	Corporate Priority: Health & Safety	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	5	15 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
Failure to respond to a serious EH/PH Incident involving death, harm or injury (or potential to cause these) could have catastrophic consequences to individuals , communities, businesses and the environment. An		Ensure there is sufficient resilience and expertise in Regulatory Services to manage an incident and control the risks. Training carried out on a regular basis which covers roles and responsibilities.		Mass casualty /CBRN incidents would be covered by Centralised emergency plans. Local emergency plans tested on an annual basis. LA outbreak plans peer reviewed.	

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<p>outbreak of infectious disease for example could spread further unmitigated. Chemical hazards left uncontrolled in the environment could continue to expose individuals to explosion, fire and chemical burns. A biological hazard such as legionella has potential to cause a serious health hazard if uncontrolled.</p>	<p>There are arrangements in place for other LA's to provide cover in emergency. Any incident would be managed by TL or GM.</p>	
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Sign Off and Comments

Sign Off Complete

No other comments at this stage.

DB E01 General enforcement

Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Technical/Operational	Health & Safety	David Austin	Cllr Janice Marshall	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	3 High	6 Amber	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
<p>Lack of resource for Enforcement could result in a failure to meet statutory duties imposed by central government. This could result in Legal action, poor reputation and most likely put the public at risk in terms of their health or safety. Failure to employ officers of sufficient calibre or monitor competence could also have similar consequences.</p>		<p>Resources maintained to a level which will achieve statutory inspection targets and respond to any complaints in a timely fashion. Ensure that officers employed by DBC have the required level of competence commensurate with their level of responsibility. There are arrangements in place for other LA's to provide cover in emergency.</p>		<p>Annual Inspection reports to FSA. Performance published on FSA website All officers required to do CPD. All EH Targets reported quarterly at H&C Overview & Scrutiny Committee and any resource issues identified. Service Plans identify key priorities and emerging issues. All enforcement actions are taken in accordance with the Councils Enforcement Policy which has been reviewed and approved by Cabinet.</p>	

Sign Off and Comments

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Sign Off Complete

No comments at this stage.

ND_E02 Direct enforcement action

Category: Technical/Operational	Corporate Priority: Health & Safety	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	2 Unlikely	3 High	6 Amber
Consequences		Current Controls	Assurance		
Direct enforcement action resulting in closure of businesses, curtailment of commercial operations or sanctions against individuals. Immediate enforcement action is taken in response to serious contraventions of EH or PH legislation and the impact on businesses and individuals can be far reaching. The types of enforcement action include closure of premises (residential or commercial), works in default, prohibition of processes and sanctions against individuals. The consequences of getting this wrong is very serious and could result in compensation claims as well as legal action against DBC		Ensure that officers employed by DBC have the required level of competence commensurate with their level of responsibility. Enforcement protocols followed and any direct action is overseen by a team leader/GM. In many cases the Ass Director will also be advised.	All enforcement action is taken in accordance with the Councils Enforcement Policy and corresponding regulators code.		

Sign Off and Comments

Sign Off Complete

None at this stage.

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ND_E03 Primary Authority

Category: Financial	Corporate Priority:	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Green
Consequences		Current Controls	Assurance	
<p>DBC has a number of Primary Authority Partnerships and the income from these partnerships pay for the salaries of the specialist EHO's. If any of the larger companies suddenly terminated their contract this would result in an immediate deficit in funding. There is also a risk that failure to give the correct technical advice could have far reaching implications nationally and could result in legal action against DBC. There would also be legal implications if we blocked an enforcement action by one of the enforcing Authorities and a challenge was upheld.</p>		<p>Ensure that full cost recovery is achieved at the beginning when contracts are agreed and throughout the term of the partnership. Ensure that officers employed by DBC have the required level of competence commensurate with their level of responsibility. If specialist officers left the authority other officers in the team could take over duties on a temporary basis.</p>	<p>PA budgets are reviewed on a monthly basis and with the larger companies such as Tesco's there is an annual assessment of performance and key objectives.</p>	
Sign Off and Comments				
Sign Off Complete				

ND_E04 Pest Control

Category: Reputational	Corporate Priority: Safe and Clean Environment	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Risk Score

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3 Likely	4 Severe	12 Red	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
Failure to honour contracts or provide effective treatments could result in a loss of income and loss of reputation. The incorrect use of pesticides could result in harm to the public and non-target species and could result in compensation claims against the Council.		Ensure that pest control officers employed by DBC have undergone appropriate training. All PCO's have successfully completed the BPCA course and are familiar with the correct use of pesticides and other eradication techniques. COSHH risk assessments are carried out.		A log of training is maintained by the Team Leader. COSHH risk assessments are reviewed on an annual basis.	
Sign Off and Comments					
Sign Off Complete					

M02 Failure to reach our most vulnerable citizens, in particular the elderly and disabled, in the provision of housing assistance i.e. grant aid and loan schemes

Category: Marketplace	Corporate Priority: Safe and Clean Environment	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Leads to essential repairs and disabled adaptations not being undertaken, resulting in (non Council owned) dwellings remaining unfit for purpose and a reduction in the quality of the housing stock.		<ul style="list-style-type: none"> - The housing assistance scheme being completely reviewed to offer a comprehensive package - The Private Sector Housing Renewal Strategy being reviewed to reflect this 		There have been no issues to date with performance in this area.	

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- IT system being re-programmed to capture more sophisticated performance data
Sign Off and Comments
Sign Off Complete No further comments at this stage.

ND_RO2 CCTV – Not implementing the mandatory Public Surveillance Code of Practice

Category: Reputational	Corporate Priority: Safe and Clean Environment	Risk Owner: David Austin	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
A failure to implement the code of practice is likely to result in an intervention from the Surveillance Commissioner (Part of the Information Commissioners Office) and an improvement notice or closure of the system		A full compliant policy and procedure is currently being drafted and will be implemented in the permitted time span.		Full training will be given to all staff A corporate approach is being applied to all Public Space CCTV within DBC Monitoring and regular review will form part of the procedures	

Sign Off and Comments
Sign Off Complete The new policy has been drafted and approved by officers and will now be taken through Committee process for approval.

ND_RO4 Adventure Playgrounds – failure to manage risk of adventure play

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Category: Reputational	Corporate Priority: Safe and Clean Environment		Risk Owner: David Austin	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	2 Green
Consequences		Current Controls		Assurance	
A failure to manage risk could result in serious injury to a service user. OFSTED intervention and inspections and resulting actions. Closure of premises and reputational impact to the Council		All equipment fully risk assessed Voluntary registration with Ofsted and staffing to the good practice levels which meet their requirements. External inspections of play equipment		Qualified staff and ratio of staff to children. Appropriately trained staff Daily equipment inspections and remedy of any defects	
Sign Off and Comments					
Sign Off Complete No further comments at this stage.					

ND_RO5 Old Town Hall – increased competition from other providers

Category: Marketplace	Corporate Priority:		Risk Owner: David Austin	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	3 High	6 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences		Current Controls		Assurance	
The consequences of increased competition could impact on the attendance at the Old Town Hall and the		A wide range of genres offered to a wide range of age groups		Experienced staff setting the programme	

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Cellar Club	The Old Town Hall's reputational standing	
Sign Off and Comments		
Sign Off Complete		

ND_RO1 Lack of capacity to deliver Neighbourhood Action/Love Your Neighbourhood					
Category: Reputational	Corporate Priority: Building Community Capacity		Risk Owner: David Austin	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	2 Unlikely	1 Low	2 Green
Consequences		Current Controls		Assurance	
A failure to act on priorities as identified by residents, members which are supported by the Dacorum 'Knowing What Works' (EBDM) process		Demand is managed by NA Officers who manage expectations of residents and members. All projects to be assessed and supported with evidence of need and a full evaluation		There is a new team structure in place to manage this process. All projects require an evidence base to proceed and are targeted on a needs basis	
Sign Off and Comments					
Sign Off Complete					

ND_RO3 Community Safety and Anti-social behaviour – failure to address ASB at an early stage and identify vulnerable or repeat victims				
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:

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September 2015



Reputational		Safe and Clean Environment		David Austin	Cllr Neil Harden	Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score	
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green	
Consequences		Current Controls		Assurance		
A failure to identify vulnerable or repeat victims of ASB /crime could result in extreme outcomes – as in the Pilkington case. This would result in not only the damage to the victim but significant damage to reputation and trust of the Council		Shared IT systems with Police and other partners Dedicated ASB Team Community Trigger Early intervention meetings with partnerships Monitoring of emerging Community Safety trends		Highly trained and experienced staff Strong Community Safety Partnership with good working relationships with partners.		
Sign Off and Comments						
Sign Off Complete						

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AGENDA ITEM: 7

SUMMARY

Report for:	Strategic Planning and Environment Overview and Scrutiny Committee
Date of meeting:	10 November 2015
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 2 2015/16
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources David Skinner, Assistant Director (Finance & Resources) Richard Baker, Group Manager (Financial Services)
Purpose of report:	To provide details of the projected outturn for 2015/16 as at Quarter 2 for the: <ul style="list-style-type: none"> • General Fund • Capital Programme
Recommendations	That Committee note the forecast outturn position.
Corporate objectives:	Dacorum Delivers
Implications:	Financial and Value for Money implications are included within the body of the report.
Risk Implications	Risk implications are included within the body of the report.
Equalities Implications	There are no equality implications.
Health And Safety	There are no health and safety implications.

Implications	
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account

1. Introduction

1.1 The purpose of this report is to outline the Council's forecast outturn for 2015/16 as at 30 September 2015. The report covers the following budgets:

- General Fund
- Capital Programme

2. General Fund Revenue Account

2.1 The General Fund revenue account records the income and expenditure associated with all Council functions except management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA).

2.2 Appendix A provides an overview of the General Fund provisional outturn position, separating expenditure into controllable and non-controllable categories in order to focus scrutiny on those areas that officers are able to influence, i.e. the controllable.

2.3 The majority of non-controllable costs result from year-end accounting adjustments, e.g. depreciation charges. These are required to show the true value of resources used to provide the Council's services, but do not result in a cash charge to taxpayers.

2.4 The current budget is the original budget approved by Cabinet in February 2015, plus the following approved amendments:

Amendments	£000	Approved
2015/16 Original budget	17,534	
Grant Funded Staff Costs in Revenues and Benefits	70	Council September 2015
Office Accommodation	52	Council September 2015
Reserve Funded Staff Costs	(10)	Council September 2015
Local Development Framework	(50)	Council September 2015
2015/16 Current Budget	17,596	

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

	Current Budget £000	Forecast Outturn £000	Variance		Movement in Forecast since last quarter £000
			£000	%	
Finance & Resources	10,735	10,795	60	0.6%	(419)
Strategic Planning & Environment	5,760	5,969	209	3.6%	(70)
Housing & Community	1,101	1,106	5	0.5%	(22)
Total	17,596	17,870	274	1.6%	(511)

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

3. Strategic Planning and Environment

Strategic Planning and Environment	Current Budget £000	Forecast Outturn £000	Variance		Movement in Forecast since last quarter £000
			£000	%	
Employees	7,963	8,382	419	5.3%	100
Premises	1,312	1,242	(70)	-5.4%	(57)
Transport	1,421	1,538	117	8.2%	(2)
Supplies & Services	4,615	4,583	(32)	-0.7%	38
Third-Parties	117	117	0	0.0%	0
Income	(9,668)	(9,892)	(224)	-2.3%	(149)
	5,760	5,969	209	3.6%	(70)

3.1 Employees - £419k over budget (5.3%)

Pressure of £230k – There is a pressure of £230k in the budget for Employees costs in Waste Services. At Quarter 1 a figure of £195k had been expected.

A savings target of £420k was put in to the 2015/16 Budget, based on efficiencies to be delivered through the new waste service which was introduced in November 2014. Only a portion of these savings are currently being achieved. The Quarter 1 report set out the impact of 2 additional waste collection rounds being required over and above the anticipated round structure. As at Quarter 2 this has been reduced to 1 additional round.

A specific Waste Performance group has been set up to review productivity and to tackle the issue of high levels of sickness. The quarter 1 projection of £195k

assumed that improvements in productivity would come into effect fairly quickly, but it now seems likely that these will take longer to be realised.

Pressure of £100k – A pressure of £100k is expected in Planning and Building Control. There are a number of vacant posts within the establishment for these services, but the posts have proved very difficult to fill due to county-wide recruitment issues. Agency staff are currently carrying out this work but at a more expensive rate.

Pressure of £90k – A pressure of £124k was reported in the Quarter 1 report as a result of the vacancy provision. This has reduced by £34k as further vacancies within the establishment have arisen.

3.2 Premises - £70k under budget (5.4%)

Underspend of £70k – The budget for Tring Town Development of £100k will only be spent in part in 2015/16. This budget is funded from the Dacorum Development reserve, so the contribution from reserves will be reduced by £70k resulting in no overall impact to the Council's budget. The £70k balance on the approved amount of £100k will be rolled forward into the budget for 2016/17 to fund the necessary works in Tring town.

3.3 Transport - £117k over budget (8.2%)

Pressure of £117k – This pressure has remained fairly constant from Quarter 1 to 2. It has arisen in Waste Services due to the need to hire additional vehicles. As mentioned above there is currently one additional waste collection round being put on over and above the planned rounds. There is also a vehicle on hire pending the purchase of a replacement vehicle through the capital programme.

3.4 Supplies & Services - £32k under budget (0.7%)

Underspend of £50k – An underspend of £50k was reported at Quarter 1 in Waste Services. This figure has remained unchanged in Quarter 2. Waste from Housing repairs is no longer being disposed of at Cupid Green depot, as a result of the new Housing repairs contractor Osborne disposing of waste externally. Although a variance is showing in controllable expenditure, this will be offset in full by a lower than budgeted recharge to the HRA. A decrease in recharge income has therefore been shown in the non-controllable section of the report at Appendix A.

A reduction of £50k in the budget for the Local Development Framework (LDF) funded from the LDF reserve was recommended in the Quarter 1 Cabinet report and this adjustment has been made. This accounts for the majority of the movement between the variance at Quarter 1 and the variance at Quarter 2.

3.5 Income - £224k surplus (2.3%)

Surplus of £100k – A surplus of £100k is expected in Planning Fees. This is due to a high volume of large one-off applications having already been received, and the forecast for the rest of the financial year looking strong for larger applications.

Surplus of £90k – A surplus of £80k was reported at Quarter 1 on car parking income. This has risen slightly to £90k as parking income continues to perform

well in on-street car parking (£35k surplus expected) and off-street car parking (£55k surplus expected).

4. Capital Programme

4.1 Appendix B shows the projected capital outturn in detail by scheme.

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

The 'Rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2016/17 rather than 2015/16, or conversely, where expenditure planned initially for 2016/17 will now be in 2015/16.

The 'Variance' column refers to those projects which are now complete, but have come in under or over budget and those projects which are no longer required.

	Adjusted Budget £000	Projected Outturn £000	Rephasing £000	Variance	
				£000	%
Strategic Planning & Environment	14,474	10,676	(3,145)	(653)	-4.5%
G F Total	14,474	10,676	(3,145)	(653)	-4.5%

4.2 General Fund Major Variances

There is an overall projected underspend of £3,797k on the General Fund. This is a combination of forecast underspending of £653k and slippage of £3,145k into 2016/17.

The projected net underspend of £653k is comprised of:

- Line 149: underspend of £129k on the Car Park Refurbishment project. The requirements for 2015/16 have been refined, and 3 car parks will be refurbished this financial year at a cost of £207k rather than the budgeted £336k. A new capital bid will be submitted for works to be carried out to further car parks in 2016/17.
- Line 163: an overspend of £476k on Maylands Phase 1 Improvements. At the time of setting the budget in September 2013, an overall project cost of £1,250k was anticipated. Since this time, costs have been reviewed in greater detail and inflation has also had an impact. The total cost is now expected to be £1.6m. A report has been taken to Cabinet on 20 October 2015, detailing the financial impact of the scheme and requesting additional funding. This report will go on to Council for further approval and budgets will be amended as necessary once this approval has been gained.
- Line 169: an underspend of £1m on the Heart of Maylands project. This scheme was intended to support the provision of highway access and

infrastructure serving DBC's landholding on the Maylands Gateway, however this work is no longer required and the budget will not be spent.

The projected rephasing to future years of £3,145k includes:

- Line 155: slippage of £62k on the Play Area Refurbishment Programme. The programme of work has been reviewed many times, particularly as individual amounts of section 106 funding are being identified that can be used to fund particular sites. The requirements have now been reworked and the anticipated spend for 2015/16 is £62k less than the budgeted £350k. Any unused funds will be slipped into 2016/17 to fund the programme of works for that year.
- Line 159: slippage of £1.63m on the Fleet Replacement Programme. The requirements of the service for communal properties are still being scoped out, and until this process has been carried out, it would be unwise to rush into a decision regarding purchasing, as the specification of the vehicles will be based on the methodology of collection chosen. A decision is expected towards the end of the calendar year, at which point the procurement process can begin. The build time for refuse vehicles is typically in excess of 6 months which will push the actual purchase into financial year 2016/17.
- Line 164: slippage of £300k on Urban Park. This project will not be completed in 2015/16 now due to other projects such as the Water Gardens taking priority.
- Line 167: slippage of £650k on the Water Gardens. The budgets were based on estimates available at the time. More detailed cash flows have now been obtained which suggest that £650k of the £2.85m budget for 2015/16 will be required in 2016/17.
- Line 171: slippage of £500k on Town Centre Access Improvements project. Options for the scheme have been received and are currently being considered. Pre-assessment work of £20k will be carried out in 2015/16, but the majority of the work will now be in 2016/17.



Dacorum Borough Council

APPENDIX A

Revenue Budget Monitoring Report for September 2015 (by Overview and Scrutiny Committee)

	Month			Year-to-Date			Full Year		
	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Forecast Outturn £000	Variance £000
Controllable									
Finance and Resources	975	892	(83)	5,847	6,016	169	10,735	10,795	60
Housing and Community	204	118	(86)	2,894	3,029	135	1,101	1,106	5
Strategic Planning and Environment	107	126	19	674	607	(67)	5,760	5,969	209
Controllable	1,286	1,136	(150)	9,415	9,652	237	17,596	17,870	274
Non-Controllable									
Finance and Resources	(219)	498	717	(1,311)	(229)	1,082	(4,456)	(4,456)	0
Strategic Planning and Environment	315	0	(315)	1,892	(5)	(1,897)	3,783	3,833	50
Housing and Community	164	1	(163)	985	3	(982)	2,275	2,275	0
Non-Controllable	260	499	239	1,566	(231)	(1,797)	1,602	1,652	50
General Fund Service Expenditure	1,546	1,635	89	10,981	9,421	(1,560)	19,198	19,522	324
Reversal of Capital Charges							(4,125)	(4,125)	0
Interest Receipts							504	504	0
Revenue Contributions to Capital							4,106	4,106	0
Contributions to / (from) Reserves							(890)	(772)	118
Contributions to / (from) Working Balance							(152)	(543)	(391)
Budget Requirement:							18,641	18,692	51
Met From:									
Revenue Support Grant							(2,070)	(2,070)	0
Non-Domestic Rates							(3,986)	(3,986)	0
New Homes Bonus							(2,611)	(2,620)	(9)
Other General Government Grants							(70)	(112)	(42)
Council Tax Surplus							(80)	(80)	0
Requirement from Council Tax							(9,825)	(9,825)	0
Total Funding:							(18,642)	(18,693)	(51)

Interpreting this report

General Fund Service Expenditure

This subtotal includes those costs which are directly attributable to specific Council services.

Budget Requirement

This subtotal shows the total cash requirement to operate the Council for one year. It includes the General Fund Service Expenditure plus corporate costs and income.

Total Funding

This subtotal shows how the Council receives sufficient funding from different sources to meet the Budget Requirement. In order to 'balance the budget', Total Funding must equal the Budget Requirement.

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2015

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments
General Fund					
Strategic Planning and Environment					
Commercial Assets and Property Development					
149 Car Park Refurbishment	Nicholas Brown	330,000	6,199	0	0
150 Multi Storey Car Park Berkhamsted	Nicholas Brown	68,000	72,000	0	0
		398,000	78,199	0	0
Environmental Services					
154 Wheeled Bins & Boxes for New Properties	Craig Thorpe	20,000	0	0	0
155 Play Area Refurbishment Programme	Craig Thorpe	350,000	46,558	0	0
156 Waste & Recycling Service Improvements	Craig Thorpe	0	75,000	0	0
157 Play Areas & Open Spaces - replace equipment	Craig Thorpe	20,000	14,510	0	0
158 Cupid Green Depot - new parking area	Craig Thorpe	15,000	0	0	0
159 Fleet Replacement Programme	Craig Thorpe	2,573,000	(288,432)	36,675	36,675
		2,978,000	(152,364)	36,675	36,675
Strategic Planning and Regeneration					
163 Maylands Phase 1 Improvements	Chris Taylor	750,000	294,000	0	0
164 GAF - Urban Park/Education Centre	Chris Taylor	170,000	129,720	0	0
165 Regeneration of Hemel Town Centre	Chris Taylor	1,659,000	718,868	4,000	4,000
166 Maylands Business Centre	Chris Taylor	350,000	0	0	0
167 Water Gardens	Chris Taylor	2,804,148	48,105	0	0
168 Bus Interchange	Chris Taylor	2,550,000	(15,113)	0	0
169 Heart of Maylands	Chris Taylor	1,000,000	0	0	0
170 Heath Park Gardens Improvements (Fully funded from S106)	Chris Taylor	0	0	130,000	130,000
171 Town Centre Access Improvements	Chris Taylor	520,000	2,280	0	0
172 Market Canopies	Chris Taylor	10,000	0	10,000	10,000
173 Digital High Street Software	Chris Taylor	10,000	0	(10,000)	(10,000)
		9,823,148	1,177,860	134,000	134,000
Totals: Strategic Planning and Environment		13,199,148	1,103,695	170,675	170,675
Totals - Fund: General Fund		13,199,148	1,103,695	170,675	170,675

Current Budget	YTD Spend	Projected Outturn
General Fund		
Strategic Planning and Environment		
Commercial Assets and Property Development		
336,199	7,315	207,500
140,000	62,074	140,000
476,199	69,389	347,500
Environmental Services		
20,000	2,824	20,000
396,558	273,335	334,331
75,000	0	75,000
34,510	0	34,510
15,000	0	15,000
2,321,243	174,840	688,715
2,862,311	450,999	1,167,556
Strategic Planning and Regeneration		
1,044,000	14,087	1,520,000
299,720	0	0
2,381,868	1,742,034	2,381,868
350,000	950	350,000
2,852,253	39,218	2,202,253
2,534,887	894,520	2,534,887
1,000,000	0	0
130,000	116,899	130,000
522,280	6,569	22,280
20,000	0	20,000
0	0	0
11,135,008	2,814,277	9,161,288
14,473,518	3,334,666	10,676,344
14,473,518	3,334,666	10,676,344

Forecast Slippage	Projected Over / (Under)
General Fund	
Strategic Planning and Environment	
Commercial Assets and Property Development	
0	(128,699)
0	0
0	(128,699)
Environmental Services	
0	0
(62,227)	0
0	0
0	0
0	0
(1,632,528)	0
(1,694,755)	0
Strategic Planning and Regeneration	
0	476,000
(299,720)	0
0	0
0	0
(650,000)	0
0	0
	(1,000,000)
0	0
(500,000)	0
0	0
0	0
(1,449,720)	(524,000)
(3,144,475)	(652,699)
(3,144,475)	(652,699)

Agenda Item 8



AGENDA ITEM: 8

SUMMARY

Report for:	Strategic Planning and Environment Overview & Scrutiny Committee
Date of meeting:	10 November 2015
PART:	1
If Part II, reason:	

Title of report:	Quarter 2 2015-2016 Performance Report – Planning, Development and Regeneration
Contact:	Cllr Graham Sutton, Portfolio Holder for Planning and Regeneration James Doe, Assistant Director – Planning, Development and Regeneration
Purpose of report:	To report on service performance for the second quarter of 2015/16.
Recommendations	That the report be noted.
Corporate objectives:	The report focuses on the service plan for the area and key performance indicators. All corporate objectives are therefore relevant.
Implications:	<u>Financial</u> None arising directly from this report.
'Value For Money Implications'	<u>Value for Money</u> None arising directly from this report.
Risk Implications	Risk Assessment completed as part of the service plan.
Equalities Implications	None arising from this report.

Health And Safety Implications	None arising from this report.
Consultees:	Cllr Graham Sutton, Portfolio Holder for Planning and Regeneration. Mark Gaynor, Corporate Director for Housing and Regeneration Steve Clark, Interim Group Manager for Development Management and Planning Chris Taylor, Group Manager for Strategic Planning and Regeneration
Background papers:	Planning and Regeneration Service Plan 2013-2015 Performance information held on the CorVu system.

1. This is the second of four reports the Committee will receive this year providing information and analysis of the agreed performance measures for the Planning, Development and Regeneration Service.
2. The quarterly performance report from the CorVu system is attached at Appendix 1; with the updated Operational Risk Register at Appendix 2.

Performance

3. Overall, performance is up from quarter 1 with an improvement in nine of the 17 indicators that are reported to the Committee each quarter. There are no indicators showing red for this quarter.
4. Workload in Development Management (DMP02) remains high at 641 applications this quarter and only marginally down on the 659 submissions received in Q1.
5. There has been an improvement in the speed of processing planning and related applications (DMP04,05,06) from Q1, as replacement staffing in the team has settled in and a backlog of older cases has largely cleared. The team achieved 100% in the processing of major planning applications (DMP04), and improvements in the turnaround of the 'minor' and 'other' categories (DMP05 and 06 respectively) to just below target at 61.25% and 76.58% respectively. These latter two indicators are showing as amber.
6. Last quarter it was reported that there had been a rise in the number and proportion of planning refusals being appealed against to the Planning Inspectorate (DMP03), being just over the target level of 30%. This has risen again to 38.24%. As reported last time, this is not an indicator that the Council can directly control, but it does illustrate the appetite for applicants to exercise their right to appeal and is a reflection in part on the quality and soundness of decision making. Historically this has not been an issue for Dacorum BC, as our appeal success rates are very good, but this is a measure that needs to be kept under review.

7. The validation of planning applications upon their receipt by the Council (DMP08) is performing relatively well but remains a little under the target of 75% being processed in 3 working days at 69%. This indicator is showing as amber.
8. Planning fee income (FIN16) is now running ahead of trajectory by nearly £58,000, an improvement from the slightly below the targeted profile of income trajectory of £8,500 in Q1. At this early stage in the year it is my view this is not a cause for concern.
9. For Building Control, performance remains strong at 100% of cases determined in 2 months (BC01), though this is a service subject to staff shortages and high levels of turnover. This is a result of a strong building industry at the current time and shortage of professionals in this part of the employment market. Income levels for Building Control (FIN15) are slightly under trajectory this quarter by a little under £6,000; this is a minor variance at the mid-way point through the year.
10. In Local Land Charges, casework (LC03) remains high at 672 searches received in the quarter, compared to 703 searches in Q1. Search fees income (FIN17) is now almost £13,000 in excess of budget profile. Despite high workloads, there has been a big improvement in average case turnaround times (LC04) from 13.2 days to 8.2 days.
11. For Planning Enforcement, performance remains high as usual (PE01, 02,03), with only marginal deviations from the 100% targets for priority 2 and 3 cases (the DBC Local Enforcement Plan refers, see) due to more attention needing to be given to the top priority (priority 1) cases, which came in on target at 100% being visited within one working day.
12. The last indicator to report on is SPR05, the Number of New Homes Completed. This refers to all new housing, the majority of which will be delivered by the private sector; as such the Council cannot exercise direct control over performance but can influence it through its facilitation role, and of course through the Council house new build programme. This indicator is therefore reported for information only. In Q2, 47 new homes were completed. This rate of development is below the annual Core Strategy target of 430 units. Officers may need to report further to the Committee on development rates in the future.

Operational Risk Register

13. The risk register has been updated and is at Appendix 2. There are no changes to the risk ratings. The risk register needs to be reviewed in terms of the risk descriptions to reflect new priorities and issues and this will be provided for Q3 onwards.

SPE OSC QUARTERLY PERFORMANCE REPORT

Planning, Development and Regeneration

September 2015



Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
BC01 - Percentage of Building Control Applications determined within 2 months	Sara Whelan Lee Biggerstaff	100.00% (191/191) Target: 100.00	➡	100.00% (194/194) Target: 100.00	➡	100.00% (184/184) Target: 100.00	✓	Updater	
DMP02 - Number of planning applications received	Sara Whelan Fiona Bogle	611 Applications Info Only	➡	659 Applications Info Only	➡	641 Applications Info Only	✓	Updater	
DMP03 - Percentage of planning application refusals appealed against	Sara Whelan Fiona Bogle	36.00% (9/25) Target: 35.00	➡	30.77% (12/39) Target: 30.00	➡	38.24% (13/34) No Target	✓		
DMP04 - Percentage of major applications determined within 13 weeks (YTD)	Sara Whelan Fiona Bogle	66.67% (6/9) Target: 60.00	➡	77.78% (7/9) Target: 60.00	➡	100.00% (4/4) No Target	✓	Updater A further 2 applications were subject to an extension of time of which 1 was determined within the agreed time extension	
DMP05 - Percentage of minor applications determined within 8 weeks	Sara Whelan Fiona Bogle	52.00% (39/75) Target: 65.00	➡	51.96% (53/102) Target: 65.00	➡	61.25% (49/80) Target: 65.00	✓	Updater Of those over time 12 were within an agreed extension of time	
DMP06 - Percentage of other applications determined within 8 weeks	Sara Whelan Fiona Bogle	76.55% (235/307) Target: 80.00	➡	63.46% (198/312) Target: 80.00	➡	76.58% (242/316) Target: 80.00	✓	Updater Of those over time 32 were determined within an agreed extension of time	
DMP07 - Percentage of planning applications refused	Sara Whelan Fiona Bogle	6.51% (25/384) Target: 12.00	➡	8.97% (39/435) Target: 10.00	➡	8.46% (34/402) Target: 10.00	✓	Updater Target met	
DMP08 - Percentage of planning applications validated within 3 working days	Sara Whelan Joan Reid	88% (488/557) Target: 70	➡	70% (639/915) Target: 70	➡	69% (504/732) Target: 70	✓	Updater	

Monitoring Information

Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
FIN15 - Building Control Income ytd actual against profiled budget	James Doe Caroline Souto	£312055 Target: 276600	↓	£166897 Target: 156413	↓	£294116 Target: 299777	✓	Updater	
FIN16 - Planning Fees ytd actual against profiled budget	James Doe Caroline Souto	£473437 Target: 331200	↓	£180844 Target: 189350	↑	£502654 Target: 444675	✓	Updater	
FIN17 - Search Fees ytd actual against profiled budget	James Doe Caroline Souto	£146689 Target: 140000	↑	£76268 Target: 70000	↑	£152884 Target: 140000	✓	Updater	
LC03 - Volume of Local Land Charges Searches Received	Sara Whelan Ann Stowe	623 Searches Info Only	↗	703 Searches Info Only	↘	672 Searches Info Only	✓	Updater The volume of searches is down by 4% this quarter. However we are up by 8% on September 2014.	
LC04 - Average time taken to process an official Local Land Charges search	Sara Whelan Ann Stowe	7.06 Days Target: 10.00	↓	13.20 Days Target: 10.00	↑	8.20 Days Target: 10.00	✓	Updater The turnaround time has improved by 38% on last quarter. We worked through the backlog due to a system upgrade and are now working well below our target.	
PE01 - Percentage of priority 1 enforcement cases visited within 1 working day	Sara Whelan Philip Stanley	100.00% (6/6) Target: 100.00	→	100.00% (7/7) Target: 100.00	→	100.00% (7/7) Target: 100.00	✓	Updater All cases seen within 1 working day	
PE02 - Percentage of priority 2 enforcement cases visited within 10 working days	Sara Whelan Philip Stanley	100.0% (83/83) Target: 100.0	↓	96.9% (62/64) Target: 100.0	↓	92.2% (59/64) Target: 100.0	✓	Updater A busy quarter with a large number of cases	
PE03 - Percentage of priority 3 enforcement cases visited within 15 working days	Sara Whelan Philip Stanley	100.0% (50/50) Target: 100.0	↓	95.6% (43/45) Target: 100.0	↑	97.3% (72/74) Target: 100.0	✓	Updater A good effort, bearing in mind a very large increase in the number of priority 3 cases	
SPR05 - Number of new homes completed	Chris Taylor Francis Whittaker	53 Homes Info Only	↘	99 Homes Info Only	↘	47 Homes Info Only	✓		

OPERATIONAL RISK REGISTER

September 2015



Planning Development & Regeneration - James Doe

PDR_F01 Market fails to bring forward because of continuing economic uncertainty

Category: Financial	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 Likely	2 Medium	6 Amber
Consequences		Current Controls		Assurance	
Needs of the community in terms of housing, jobs and local services will not be met.		<p>Economic Development Strategy in place with review process planned in</p> <ul style="list-style-type: none"> - Dacorum Development Programme in place with dedicated team and budget - Participation in county-wide initiatives and Partnership - Corporate actions; developments monitored and managed through Corporate Regeneration Group; - Dacorum: Look No Further initiative in place and operational with £150,000 fund over two years - Submission made to the LEP's Single Local Growth Fund for a range of projects to boost the economy; - New Town Centre team in place with Town Centre Strategy now approved; funding for this ends in March 2016 but services are to be rearranged for 16/17 onwards to allow TC management to continue 		<p>Economic Development Strategy published at http://www.dacorumlooknofurther.co.uk/docs/default-document-library/ed-strategy-brochure-web-pdf.pdf?sfvrsn=0</p> <p>Dacorum Development Programme at http://www.dacorum.gov.uk/docs/default-source/strategic-planning/ddpjanuary2013.pdf?sfvrsn=0</p> <p>Regeneration proposals generally at http://www.dacorum.gov.uk/home/regeneration</p> <p>See promotional information at www.dacorumlooknofurther.co.uk</p> <p>Town Centre Strategy at</p>	

OPERATIONAL RISK REGISTER

September 2015



	http://www.dacorum.gov.uk/home/council-democracy/meetings-minutes-and-agendas/events/2014/10/21/cabinet/cabinet
Sign Off and Comments	
Sign Off Complete	

PDR_F02 External funding sources are reduced or disappear

Category: Financial	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Key projects fail to come forward.		Robust project management procedures in place to minimise risk to the Council in seeking new funds and to ensure timely spend to avoid clawback of grant funding. Corporate Project Management systems Management of cases through Dacorum Regeneration Programme Board.		Cabinet reports on Water Gardens project Cabinet reports on Maylands Urban Realm Project Bid submission to Herts LEP	
Sign Off and Comments					
Sign Off Complete					

OPERATIONAL RISK REGISTER

September 2015



PDR_F03 Key income streams do not meet planning fees, building regulations and local land charges income budgets

Category: Financial	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
Unable to meet government and local targets. - Bad press - Shortfall on budget and potential staff cuts/service reduction		Monthly monitoring of development levels and income with Accountancy at GM and AD level		Budget preparation for 2016/17 plans for increased income from planning fees.	
Sign Off and Comments					
Sign Off Complete					

PDR_I01 Failure to deliver on the Regeneration and Sustainability Agenda by Insufficient Capac

Category: Infrastructure	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	

OPERATIONAL RISK REGISTER

September 2015



<p>Regeneration projects fail, are delayed or go over budget.</p>	<ul style="list-style-type: none"> - SPAR team fully in place - Formation of corporate regeneration group has brought in further support and capacity - Projects monitored through Dacorum Regeneration Programme Board and Steering Group 	<p>Project PIDs and governance in place, particularly Corporate Regeneration Group and Dacorum Regeneration Programme Board.</p> <p>See Cabinet report Dec 2013 regarding Hemel Evolution project management arrangements http://www.dacorum.gov.uk/docs/default-source/council-democracy/cabinet---13-12-17---hemel-evolution-report---final-report-jd-comments.pdf?sfvrsn=0</p> <p>Work now progressing on site for the Marlowes Shopping Zone improvements and on schedule.</p>
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Sign Off and Comments

Sign Off Complete

PDR_I02 Failure to deliver on the Regeneration and Sustainability Agenda by lack of internal expertise

Category: Infrastructure	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
Regeneration projects fail, are delayed or go over budget.		Qualified staf appointed. Specialist expertise has been brought in using project		See Dec 2013 Cabinet report for Hemel Evolution project management arrangements http://www.dacorum.gov.uk/docs/default-	

OPERATIONAL RISK REGISTER

September 2015



	finance on cost management, Design monitoring and Health and Safety.	source/council-democracy/cabinet---13-12-17---hemel-evolution-report---final-report-jd-comments.pdf?sfvrsn=0
Sign Off and Comments		
Sign Off Complete		

PDR_I03 Failure to deliver on the Regeneration and Sustainability Agenda by Failure of partners to engage					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Infrastructure	Regeneration	James Doe	Cllr Graham Sutton	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
Regeneration projects fail, are delayed or go over budget.		Regular engagement with key partners and stakeholders through direct project management and through Dacorum Regeneration Programme Board.		HH Town Centre Masterplan at http://www.dacorum.gov.uk/home/regeneration/hemel-evolution/hemel-hempstead-masterplan Water Gardens funding report to Cabinet at http://www.dacorum.gov.uk/home/council-democracy/meetings-minutes-and-agendas/events/2014/07/22/cabinet/cabinet	
Sign Off and Comments					
Sign Off Complete					

OPERATIONAL RISK REGISTER

September 2015



PDR_I04 Failure of Business Continuity Plan to keep critical and key services running

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	3 High	6 Amber	1 Very Unlikely	3 High	3 Green
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> - Loss of service to the public - Harm to Council's reputation - Ability to meet legal requirements is impaired - Potential loss of income and business 		Actions in Corporate Business Continuity Plan Prioritisation of key service in the event of disaster or other failure.		Corporate Business Continuity Plan	
Sign Off and Comments					
Sign Off Complete					

PDR_I05 Workforce Planning fails to prevent service failure

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Service cannot be delivered effectively if staffing levels are reduced		Workforce development plan as drafted		Workforce Development Plan	

OPERATIONAL RISK REGISTER

September 2015



<p>Timely filling of posts and rearrangement of responsibilities where appropriate when staff leave</p> <p>Review of need for trainees to be developed in house to deal with recruitment and retention issues caused by a strong professional jobs market in 2015.</p>	
Sign Off and Comments	
<p>Sign Off Complete</p>	

PDR_R01 Local Development Framework (LDF) fails to meet milestones in Local Development Scheme					
Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	3 High	3 Green
Consequences		Current Controls		Assurance	
The Council is left without and up to date development plan and unable to resist inappropriate new developments (eg in the Green belt) and unable to plan effectively for future growth and development		<ul style="list-style-type: none"> - Core Strategy adopted September 2013 - a major task and milestone achieved, to make the rest of the process achievable - Project management and monitoring of progress against the Local Development Scheme - LDS revised December 2014 to set out work programme - Site Allocations DPD and masterplans well advanced 		Core Strategy published on line at http://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/local-planning-framework/core-strategy Report to Cabinet http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---	

OPERATIONAL RISK REGISTER

September 2015



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report-(373-kb).pdf?sfvrsn=0

supplementary report to Cabinet on 17 Sep at
[http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---report-supplement---core-strategy-legal-challenge-\(572-kb\).pdf?sfvrsn=0](http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---report-supplement---core-strategy-legal-challenge-(572-kb).pdf?sfvrsn=0)

Further report to Cabinet on next steps with Local Planning Framework Dec 2013
[http://www.dacorum.gov.uk/docs/default-source/council-democracy/annual-monitoring-report-and-lpf---report-\(187-kb\).pdf?sfvrsn=0](http://www.dacorum.gov.uk/docs/default-source/council-democracy/annual-monitoring-report-and-lpf---report-(187-kb).pdf?sfvrsn=0)

Local Development Scheme at
<http://www.dacorum.gov.uk/docs/default-source/strategic-planning/lds-2014-final-version.pdf?sfvrsn=0>

Other cabinet reports on Local Planning Framework progress

Sign Off and Comments

Sign Off Complete



AGENDA ITEM: 9

Summary

Report for:	Strategic Planning and Environment Overview and Scrutiny Committee
Date of meeting:	10 November 2015
Part:	1
If Part II, reason:	

Title of report:	
Contact:	Cllr Graham Sutton, Portfolio Holder for Strategic Planning & Development Author/Responsible Officer – Chris Taylor, Group Manager Strategic Planning & Regeneration
Purpose of report:	<ol style="list-style-type: none"> 1. To update Members in relation to the growth and development of the Maylands area 2. To update Members in relation to recent and planned economic development activity
Recommendation	That the report be noted.
Corporate objectives:	<p>Regeneration – Maylands is a key area for Regeneration .The attraction of investment and provision of employment opportunities is vital to secure balanced growth for the town.</p> <p>Affordable Housing – separate proposals at the Heart of Maylands by both Dacorum Borough Council and Hightown Praetorian and Churches Housing Association will deliver a significant level of new affordable housing.</p> <p>Safe and Clean Environment – the Maylands Urban Realm Improvement project will result in a significant upgrade to the quality of the environment on Maylands Avenue.</p>
Implications:	<u>Financial</u>
'Value for money' implications	None arising from this report. Regeneration of Wood House for new council housing is being funded through the new build programme. Cabinet has approved funding for the Maylands Urban Realm Improvement project on 20 October 2015. Most developments in the area will be privately led with no financial

	<p>implication to the Council, though the attraction of new businesses to the area will have a positive effect on the proportion of additional business rates to be retained by DBC.</p> <p><u>Value for money</u></p> <p>External funding sources are being utilised wherever possible to support project work, such as Herts County Council for the Maylands Urban Realm Improvement project. Funding from the Hertfordshire Local Enterprise Partnership is being sought for a range of other projects.</p>
Risk implications	None arising directly from this report.
Community Impact Assessment	Not carried out for this update report
Health and safety Implications	None in this report
Consultees:	None
Background papers:	<p>Dacorum Economic Development Strategy 2013-16</p> <p>Maylands Masterplan,2007</p> <p>Maylands Gateway Development Brief, 2013</p>
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:	<p>DBC – Dacorum Borough Council</p> <p>MURI – Maylands Urban Realm Improvement</p> <p>HCA – Homes and Communities Agency</p> <p>DCC – Development Control Committee</p> <p>HHBA – Hemel Hempstead Business Ambassadors</p> <p>LEP – Local Enterprise Partnership</p>

Background

1. A range of activities continue in the Maylands area dealing with both the current businesses and potential investments, working with business to

support growth and retention and considering the potential future developments that will shape the areas future.

Annex a – map showing Maylands areas detailed below

1.1 Maylands Gateway

- DBC Owned land – Work continues to confirm whether the Police will be taking 8.5 Acres of this land and a definitive answer should be known by Christmas 2015. There is current interest in acquisition of two other sites within this area which, being considered through the Commercial Assets & Property Development service currently, could yield the Council long term revenue funding. Once the decision is taken regarding the Police requirements then further work can take place to consider development of the remainder of the site and take forward work on establishing access to the site.
- HCA Owned Land – The HCA has undertaken a bidding process to dispose of their 32.4 acre landholding on the Maylands Gateway which closed in August. They are considering bids currently and will come back to the Council in November with preferred bidders for consideration. It is understood that bidding interest was high. Following the announcement of the successful party, Officers expect that development proposals will come forward for the Council to consider in its capacity as planning authority in early 2016. The Council will consider these proposals in accordance with the Maylands Gateway Development Brief.

Aviva owned land (Peoplebuilding Site) – Aviva is currently promoting a retail development proposal that will be considered by Development Control Committee (DCC) – currently it is scheduled for consideration at the 26 November 2015 meeting. A retail impact study has been completed to identify whether the development has potential to impact the town centre and its effect on the supply of land for employment development. . The development includes a food store (medium size) and large retail warehouses and some food and drink provision.

- Interest continues for the vacant sites along Maylands Avenue to the north of and directly adjacent to the Travelodge hotel. Generally, they are not really in line with the aspirations of the Maylands Masterplan. Interest has included the following: A drive through fast food outlet, where planning officers negotiated offices above the building Site, which has been approved. Also there is an undetermined planning application for a convenience food store on a single storey and additionally interest for a further drive through take away.

- 1.2 Enterprise Zone Application** - The Herts LEP has submitted an application for Enterprise Zone status in partnership with DBC and St Albans City and District Council covering land within Maylands and including the employment area within the 'Gorhambury' land in the St Albans District. If successful, the zone could generate enough revenue to pay for the infrastructure needed to improve the road system around and throughout Maylands including expansion of the Maylands Growth Corridor and improvements to the Breakspear Roundabout.

This will ensure that the predicted growth within the area can be accommodated. The outcome of the bid is expected in December.

- 1.3 **Maylands Urban Realm Improvements (MURI)**. The project will begin delivery from early 2016. This will deliver enhancements to the urban realm between the roundabout at the bottom of Maylands Avenue at the entrance to Maylands through to the Heart (shops) area. This will include improved and widened pavements, high quality planting and tree planting, alongside lighting improvements. This is phase 1 from a larger project which can be delivered as and if funding becomes available. There will also be repairs and repainting of the Phoenix sculpture delivered during phase 1.
- 1.4 **Maylands Business Centre Extension** – The land adjacent to the current Business Centre has been allocated to extend the number of light industrial units to the centre and will be the subject of a full report to this committee next month. A bid has been submitted to Herts LEP to supplement the £500k resource already committed by the Council.
- 1.5 **Wood House** (Plan attached Annex B) - The Council has purchased the (former Schroff) site at the corner of Maylands Avenue and Wood Lane End and are proposing a development of six storey affordable housing residential units – a total number of seventy five units being provided with a mixture of social rent and shared ownership. The ground floor of the development is subject to a proposal that it be arranged as a satellite of MBC providing some additional offices and potentially some move-on units for business tenants of the centre. This will be considered by Cabinet in November. The proposal is that the centre will be managed part time alongside the centre on Redbourn Road and provide a part time reception service. This project has been included within a recent bid to the LEP under the Single Local Growth Fund programme to assist with the development costs.
- 1.6 **Recent investment activity** – There is still a steady stream on enquiries relating to availability of land and sites within Maylands. Recently the council has successfully worked with Smiths Industries who are relocating from Watford to Century House in Maylands (next door to the Dixons Building). This will include 300 high tech jobs and include both research and development of new products alongside manufacturing at the site. Planning permission for alterations to the building to meet Smiths' needs was granted by DBC in August 201.

Following on from the merger between Dixons and Carphone Warehouse, staff will be relocating to Acton however; the Dixons Building has been purchased by a new investor to provide for the provision of new office facilities and is subject to a current planning application, which will enhance the quality of the office offer at the site.

- 1.7 DBC has been also been informed that the last remaining large site on Maylands Avenue (SEGRO site) has been acquired recently and will be submitting a planning application for two B8 warehouses with office component. This will be the last remaining large site within the Maylands area and indicates the need for continuous identification of further employment land to meet the future needs of the borough. There will be continued interest in the location due to the great transport connectivity and as a key strategic employment site for Hertfordshire; the area is expected to provide future increased employment opportunities for a wide area.

2 Economic Development Activity 2015 (not Maylands specific)

2.1 **The Hemel Hempstead Business Ambassadors** (HHBA) scheme will be governed by a Board of local business owners and Managing Directors in addition to representation by both the Leader and the Chief Executive of the Council and will give business the opportunity to “buy in” to the local economy and take up the role of Ambassadors for the local business area. The aim of the network is to attract more investment into the town from the private sector. Hemel has a great business offer and through research and consultation, the business community have agreed the new ‘Hemel Story’, which highlights the advantages to investment in the Borough. The scheme and the Hemel Story will be launched at a high level event on December 11th at Breakspear House (This date is the 10 year anniversary of Buncefield which will help attract publicity). It is envisaged that this scheme will subsume other current business partnerships and become “the” business network to belong to for this area. A place manager has now been recruited (Gary Stringer) and the post will aim to be self-funding within a two year period.

2.2 **The Economic Wellbeing Team** continues to work proactively with the business community and promote the area to potential investors across a wide range of areas. Each team member has fixed targets which contribute towards maintaining and enhancing a buoyant economy – see below.

The year to date report shows that most targets are on track for the full year. Where no targets are shown, this is a new area of work or a new measurement and targets will be developed for the next financial year.

Economic Wellbeing Team - Key Performance Indicators Quarterly Report – Q2 (July – September 2015)

Stats to be Measured Quarterly	Yearly Target	Q1	Q2	YTD
DLNF Website Hits (Ave Per Month)	1000 per month	1518	1127	1323
MBC Website Hits (Ave Per Month)	-	500	376	438
DBC Apprenticeship Grant Reserved	-	2	10	12
DBC Apprentice Grant Paid	10	3	0	3
Jobs into the Borough (Net + Growth)	500	33	51	84
New Businesses (II)	10	1	7	8
Business Visits	360	78	52	130
Tourism Partnership Income	£20,000	-	£5,295	£5,295
Filming Days	-	92.5	11	103.5

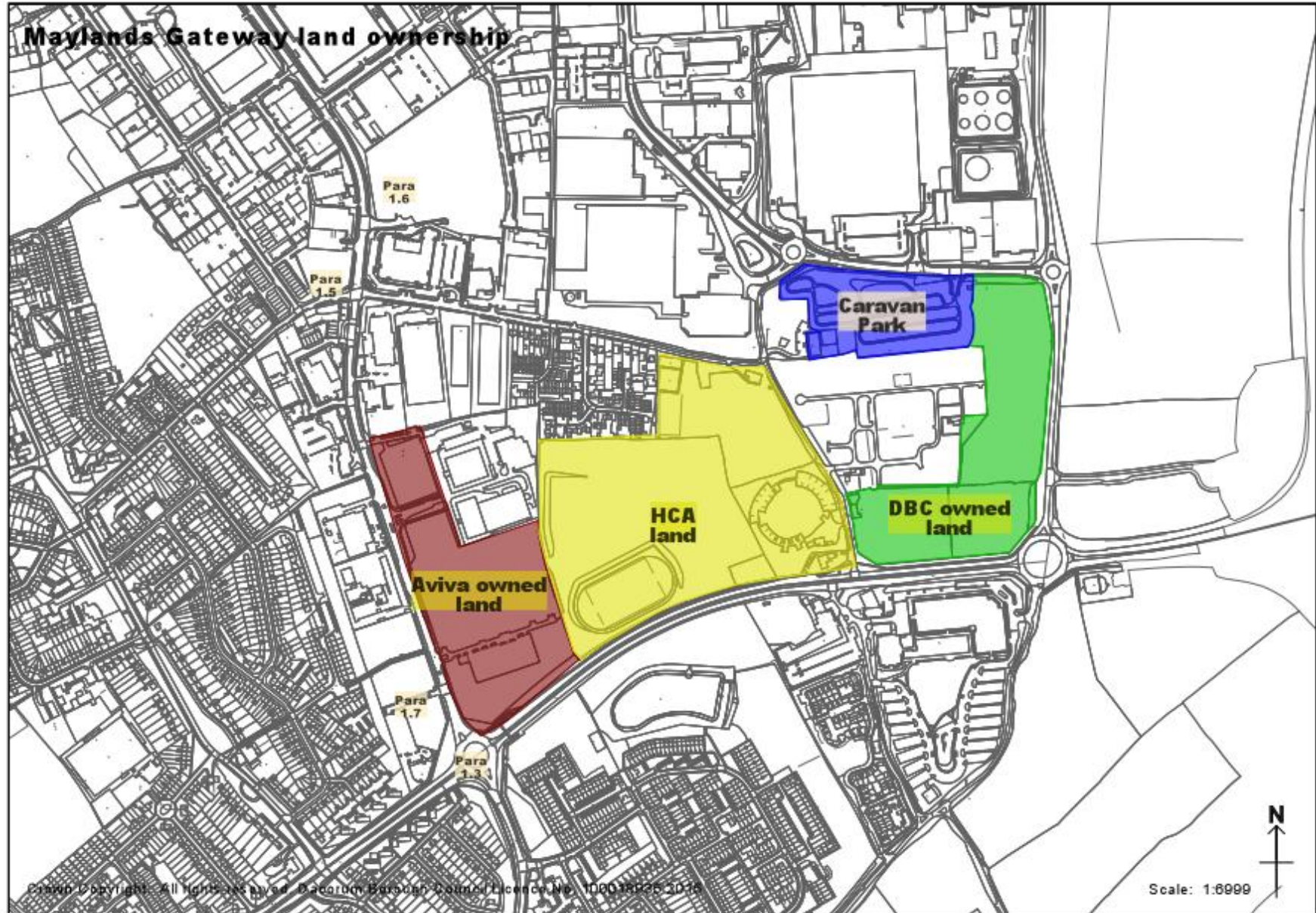
Filming Income	-	£75	£570	£645
MBC Occupancy	Maintain 95%	100%	100%	100%
MBC Meeting Room Income	£4,800	£ 1,773	£ 1,664	£3,437
MBC Virtual Office Income	£10,800	£ 2,790	£ 2,895	£5,685
MBC Workshop Income	-	£ 3,500	£ 4,885	£8,385
No. of Events Held	10	1	4	5
No. of Attendees	-	44	157	201
JSA Claimants (Ave)	reported data only	1120	1240	1180
Customer Satisfaction Rate	100%	100%	100%	100%
DLNF Twitter Followers	20% increase	548	563	13%
MBC Twitter Followers	20% increase	394	409	5%
Network Events Attended	40	17	8	25

Company	Location	Jobs	Date	Reason
Pix Farm Studios	Hemel Hempstead	1	July	New business
Puddingstone Distillery	Tring	2	July	New business
Twee	Great Gaddesden	1	July	New business
Balance Chiropractic	Hemel Hempstead	3	July	New business
Pink Lemon Cakery	Hemel Hempstead	1	July	New business
Bella Italia	Hemel Hempstead	30	13/07/2015	New branch
Purple Menswear	Berkhamsted	2	September	New branch
Business Growth	Dacorum	11	Q2	Business Growth

The smiths Industry jobs have not been included as yet in the Business Growth figures as we are unsure when they are actually relocating. This could be March 2016 if all goes well with their refurbishment.

-
-
- Maylands Business Centre Extension tenders were returned and assessed
 - The Ambassadors Place Manager has been recruited and launch the date of the Ambassadors event has been set for 11 December at Breakspear Park

- Bid in to the LEP for funding to contribute to the Maylands Business Centre Extension
- Dacorum 365 Instagram campaign launched
- A weekly business blog has been launched
- The Workshops are gathering momentum and making a healthy profit.
- Bid in to the LEP jointly with WENTA and STANTA for £161,000 over 3 years for business start-up support
- Introduced a Filming Protocol including an Admin fee of £95.00 - Total so far is £645
- Frasers (Dacorum business) were successful in tendering to design the stand for the Herts Councils at MiPiM
- James May filmed driving a Batmobile on Magic Roundabout
- 20 Members of the Tourism Partnership generating an income of £5360
- PPC has seen an increase in the hits to the DLNF website and shows an improved usage of multiple pages.
- The Dacorum Business Update continues to be effective and receive high response rates.
- The DLNF LinkedIn group now has 420 members and the quarterly networking organised for this group continues to be profitable.



Close Boarded Fence

Close Boarded Fence

El Sub Sta

82 Spaces
Residential Parking
(1 space / unit
+ 7 guest spaces)

13 Spaces
Commercial Parking
1 space / 29sqm

















Automatic Barrier

135.3m

LB

SCHEDULE OF ACCOMMODATION	Ground Floor	First Floor	Second Floor	Third Floor	Fourth Floor	Fifth Floor	Total
Commercial / Office	Approx 660sqm	-	-	-	-	-	-
Shared Ownership 1 Bed (Approx 50sqm)	-	4 units	4 units	4 units	4 units	1 unit	17 units
Shared Ownership 2 Bed (Approx 70sqm)	1 unit	3 units	3 units	3 units	4 units	3 units	17 units
Social Rent 1 Bed (Approx 50sqm)	2 units	6 units	6 units	6 units	3 units	-	23 units
Social Rent 2 Bed (Approx 70sqm)	3 units	5 units	5 units	5 units	-	-	18 units
Total							75 units
Amenity	145 sqm	-	-	-	412 sqm	506 sqm	1,063 sqm

LEGEND

-  Shared Ownership Access
-  Shared Ownership 1 Bed
-  Shared Ownership 2 Bed
-  Shared Ownership Bin / Bicycle
-  Affordable Access
-  Social Rent 1 Bed
-  Social Rent 2 Bed
-  Social Rent Bin / Bicycle Store
-  Commercial / Business Access
-  Commercial / Business Units
-  Commercial Bin / Bicycle Store
-  Store
-  Amenity
-  Vehicle Access
-  Electric Car Charging Point
-  Bollard with artificial lighting

Notes:

Revision:

Date:

Project: Wood House, Marylands Avenue, Hemel Hempstead L4131 14A
 Client: Dacorum Borough Council
 Scale: 1:200 @ A1
 Date: 28.08.2015
 Drawn: GG/MP
 Checked: --
 Proposed Site Plan

1.20 Pill Box Studios
 115 Coventry Road
 London E2 6GG
studio rgp
 020 3137 2197
 hello@studiorgp.com

All dimensions to be checked on site. Copyright protected. Ordnance Survey map information reproduced with permission of HMSO Crown Copyright reserved. studio rgp Ltd. Trading as studio rgp

A Minor amendments / More bollards with artificial lighting added

07-09-15 MP



AGENDA ITEM: 10

SUMMARY

Report for:	Strategic Planning and Environment Overview and Scrutiny Committee
Date of meeting:	10 November 2015
PART:	1
If Part II, reason:	

Title of report:	Town Centre Management Strategy Update, including Outdoor Trading
Contact:	<p>Cllr Graham Sutton, Portfolio Holder for Planning & Regeneration</p> <p>Author/Responsible Officers: Chris Taylor, Group Manager (Strategic Planning & Regeneration)</p> <p>Kevin Langley, Assistant Team Leader, Regeneration Team</p> <p>Pennie Rayner, Strategic Planning and Regeneration Officer</p>
Purpose of report:	To update Members on the work that has been undertaken on the Town Centre Strategy since it was adopted in October 2014 and the approach to be taken to the management of the town centre post March 2016.
Recommendations	Members to note the updates and current activity
	<p>The regeneration of Hemel Hempstead Town Centre forms a key part of the “Regeneration” & “Dacorum Delivers” corporate objectives.</p> <p>The Town Centre Strategy details the plans for the town centre until 2017. It delivers the potential to maintain and grow the economy of the town centre by enabling opportunities to come forward, attracting new inward investment, continuing and enhancing business support services and looking to maximise the financial contributions of council assets within the town centre.</p>
Implications:	<p><u>Financial</u></p> <p>*****</p> <p><u>Value for Money</u></p>

'Value For Money Implications'	*****
Risk Implications	With the additional funding for the town centre soon to be finished certain services/activities will have to be resourced if they are wanted to continue or will have to cease from happening.
Equalities Implications	None
Health And Safety Implications	None
Consultees:	None
Background papers:	Hemel Hempstead Town Centre Strategy 2014-2017 and Associated Action Plan cabinet Hemel Hempstead Masterplan Hemel Hempstead Town Centre Strategy Report
Glossary of acronyms and any other abbreviations used in this report:	<i>BID – Business Improvement District</i> <i>HHTCP – Hemel Hempstead Town Centre Partnership</i>

BACKGROUND

1. From April 1st 2014, a new Town Centre Team was created using finance allocated by the Council for a two year period. It has been delivering the objectives identified in line with the Town Centre Strategy and Action Plan, including investigating and testing if a Business Improvement District (BID), or other self-financing formal partnership, for Hemel Hempstead Town Centre could be established.

A Cabinet Report in June 2014 sets out the strategy and the associated action plan and in October 2015 Cabinet noted the action that had been taken delivering this action plan to date and how this will be taken forward in the year ahead.

The Town Centre Strategy details actions that need to be taken to develop a robust and thriving town centre economy. Partnership and joined up working are key to achieve the project objective which is:-

To create a safe, clean, child friendly, vibrant and exciting destination that will attract visitors, shoppers and inward investment. Creating a culture that encourages business to grow and take greater ownership for their town centre/trading environment, to make Hemel Hempstead town centre a destination of choice for visitors, shoppers and business.

2. Resources are in place to continue working on the action plan set out in the Town Centre Strategy until March 2016. From then, and in the absence of resources from a future BID levy, there will be a need to prioritise what the Council is able to continue to provide in the town centre from established core budgets. This will include:

- Events, limited to:
 - Old Town Halloween Event 2016 and Firework Display
 - Christmas Lights Switch On 2016 and Firework Display
 - Christmas Lights in Hemel Hempstead, Old Town, Tring and Berkhamsted
- Management of the market and Town Centre promotional space contracts:
- Maintenance and footfall checks/monitoring for Town Centre:
- Town Centre and Old Town Partnership representatives
- Town centre filming enquiries
- Point of contact for town centre enquiries and referral on to appropriate bodies/organisations
- Business support/development work, including focus on skills and encouraging investment
- Enhanced town centre cleansing through the expansion of the town centre Clean, Safe and Green resource and use of the new cleansing machine now in operation.

It is anticipated that approximately £38,000 can be generated through promotional space bookings each year, and this is being considered as part of the ongoing budget setting process for 2016/17.

Update on progress of delivery of strategy and next steps to continue post March 2016

Members will recall that the Town Centre Strategy is comprised of a number of key action areas. This part of the report provides an update on progress on each one. i.

Partnership Working

Officers have worked closely with the Hemel Hempstead Town Centre Partnership to encourage and secure new membership from a range of retailers and stakeholders within the town centre. The partnership has primarily focused on investigating and progressing a BID within Hemel Hempstead town centre. After growing the partnership a decision was taken by the group that they did not feel there was enough 'buy in' or engagement from the wider business community and as such the partnership wanted to take time to focus on this and delay work on the BID.

The Town Centre Partnership is now taking a period of time to rebrand and focus on growing their membership. A number of options to create a self-funding town centre model have been explored but this can only succeed if driven by a strong partnership. Once this has occurred, proposals to re-consider establishing a BID with the support of the town centre business community will be taken forward.

ii. Business Support and Engagement

The Town Centre Team has nominated officers who work closely with businesses to assist them with any town centre related issues, ranging from assistance with planning queries, commercial premises searches and business support.

Increased inward investment has seen a number of new businesses coming into the town and existing businesses growing into larger premises. This has seen the vacancy rate in the town centre decrease from 22% in May 2013, prior to the regeneration works in the town centre to its **current level of 13%** at the point where the Marlowes Shopping Zone improvements are nearing completion. The regeneration would appear to be stimulating more welcome investment in the town centre.

A programme of retail skills events is being planned to take place in the town centre during autumn/winter 2015 as part of the Dacorum Celebrates Business Festival, alongside a number of other Economic Development initiatives and a health and wellbeing day is planned for July 2016.

iii. The Old Town

After the completion of the regeneration works the Old Town Partnership reformed with a new Chair, Sean Fletcher owner of Travel Four Seasons. The Partnership now has a clear ambition detailed in an action plan tackling their main priorities, including financing a joint marketing campaign.

Saunders Markets have been running a market in St Mary's Close Car Park in the Old Town on the first Sunday of every month, which has been received well by the public and has grown steadily. A weekly Saturday Food Market has recently been agreed which will begin in the autumn.

A deep clean of the Yorkstone paving and algae treatment took place along the length of the Old Town High Street in June 2015, which has helped to keep the new public realm works looking fresh. Another deep clean has been scheduled by Hertfordshire County Council for 2016.

iv. Hemel Hempstead Market

Saunders Markets Ltd operates markets in the Marlowes pedestrian area on Wednesdays (antiques/bric-a-brac), and on Thursdays, Fridays and Saturdays. The market has had some disruption through the public realm improvement works, but trading has remained vibrant on the whole. Arrangements have recently been made to purchase new gazebo style stalls that will complement the newly regenerated town centre. An amended market plan will be submitted for planning permission purposes by spring 2016.

Regular monitoring meetings take place with Saunders Markets to review progress against their KPIs and discuss improvements to the market. The current individual markets are assessed as well as looking to see if there are any new opportunities for new markets within Hemel such as with the Saturday Old Town Market as mentioned above. This Saturday market will complement the market offer in the Marlowes pedestrian area of the town centre and help to drive footfall to the Old Town High Street, supporting businesses in that area.

As detailed above, Saunders Markets have also been running an Old Town Market on the first Sunday of each month. This has grown steadily and has been received

well by the public. Saunders Markets sit on both the Town Centre and Old Town partnership to ensure market offer is embedded within the whole town offer.

v. Events

With the support of the Town Centre Partnership's Events and Marketing Sub Group, the following events have been facilitated since April 2014.

- Old Town Festival – July 2014
- Old Town Halloween Party – October 2014
- Christmas Light Switch On – November 2014
- May Fair – May 2015
- Live @ New Town Square – September 2015

The Old Town Halloween Party 2015 will be taking place on 25 October 2015 and the Christmas Live @ Hemel Hempstead event 29 November 2015.

vi. Marketing and Communication

Clear marketing and communication channels are utilised to publicise activity in the town centre. A regular email newsletter, About Town, is distributed to town centre residents, businesses and visitors informing them of events, news and information relevant to the town centre. Web pages on both the Dacorum Borough Council and Dacorum: Look No Further websites have been created to assist the public to find relevant information about the town centre. Communication plans are utilised for all events which include Social Media channels (Facebook, Twitter and LinkedIn)

vii. Good Environmental Management

Town centre and old town maintenance have been carried out on a weekly basis since the team has been formed with records of litter, fouling, abandoned trolleys, vandalism and fly posting all reported weekly. Processes have been created to enable issues to be reported swiftly and action taken where possible with these reported to the relevant internal or external areas that need to action.

We have also been working closely with the Regeneration and Clean Safe and Green Teams in ensuring that the appropriate maintenance regime is adopted for the recently regenerated areas of the town centre. A new street cleaning machine has been purchased for use in the town centre, which adds a scrubbing function which is necessary to keep the new public realm clean. Work is ongoing with Clean, Safe and Green to ensure that the new public realm is continued to be cleaned to a high standard and that appropriate resourcing is available to ensure this can be achieved.

A new team leader has been recruited to the Clean Safe and Green service to provide additional capacity and capability for cleansing activities.

viii. Monitoring and Evaluation

In addition to the monthly environmental reports regular health check reports are produced in partnership with Riverside Shopping Centre and Marlowes to monitor key performance indicators such as vacancy rates, car parking statistics, footfall data, sales information and market performance amongst other information within the town centre. This information is reported on quarterly to the Town Centre Partnership.

The footfall counters in the town centre will be switched on when the new UKPN power supply is connected. When available, the data will be analysed to report on trends, impact of events and other information deemed valuable.

i. Pavement Strategy

A Pavement Strategy has been written to complement and expand on the Hemel Evolution programme, encouraging a vibrant and welcoming atmosphere in the town centre. By making use of the outside space around the town centre, we will be encouraging a sense of community and vibrancy where visitors want to spend time, thus increasing both footfall and dwell time leading to a successful town centre.

The strategy details income generators for the Council, such as the letting of promotional space that could be reinvested into the town to facilitate more events and promotion of the town centre.

It is requested that Cabinet approve this strategy. Work is taking place with Hertfordshire County Council to progress a Memorandum of Understanding for the issuing of Pavement Licences as currently under the planned Pedestrian Zone Order and Traffic Regulation Order within the town centre Hertfordshire County Council will need to be consulted as part of the process.

STRATEGIC PLANNING & ENVIRONMENT Overview & Scrutiny Committee: Work Programme 2015/16

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

Meeting Date:	Report Deadline	Items:	Type:	Contact details:	Background information	Outcome of Discussion
Joint Budget 8 December 2015	24 November 2015	Joint Budget OSC Budget 2015-2016 <i>Ideally no further items to be added</i>		James Deane		
2 January 2016	31 December 2015	Land Charges Review of Hemel Evolution Programme Local Planning Framework Review Two Waters Regeneration Framework Environmental Management System		James Doe Sara Whelan James Doe Chris Taylor James Doe Laura Wood James Doe Chris Taylor Dave Austin / Craig Thorpe		

Meeting Date:	Report Deadline	Items:	Type:	Contact details:	Background information	Outcome of Discussion
		CCTV Mode of Practice		Jim Guiton/Julie Still		
Joint Budget 2 February 2016	18 January 2016	Joint Budget 2015-2016 <i>Ideally no further items to be added</i>		James Deane		
15 March 2015	4 March 2015	Provisional Outturn Q3 Environmental Services Q3 Performance Reports Planning, Development & Regeneration Q3 Performance Reports Building Control Development Management Service Conservation Strategy Progress CSG Review		David Skinner/ Richard Baker Dave Austin/ Craig Thorpe Dave Austin / Craig Thorpe James Doe Sara Whelan James Doe Sara Whelan James Doe Chris Taylor Dave Austin / Simon Coultas		

Meeting Date:	Report Deadline	Items:	Type:	Contact details:	Background information	Outcome of Discussion

PM – Performance management

PD – Policy Development

SC – Scrutiny

Items to be scheduled: