

CABINET AGENDA



**TUESDAY 30 JANUARY 2024 AT 7.30 PM
CONFERENCE ROOM 2 - THE FORUM**

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 Tindall (Leader)
Councillor Bromham
Councillor Dhyani

Councillor England (Deputy Leader)
Councillor Weston
Councillor Wilkie

For further information, please contact Democratic Support or 01442 228209

AGENDA

1. **MINUTES** (Pages 3 - 9)

To confirm 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 -

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

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

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

A member who discloses at a meeting a disclosable pecuniary interest which is not

registered in the Members' Register of Interests, or is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days of the disclosure.

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

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

4. PUBLIC PARTICIPATION

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

5. REFERRALS TO CABINET

There were no referrals to Cabinet

6. CABINET FORWARD PLAN (Page 10)

7. HOUSING STRATEGY (Pages 11 - 45)

8. MENOPAUSE POLICY (Pages 46 - 72)

9. TREASURY MANAGEMENT MID-YEAR REVIEW (Pages 73 - 84)

10. EASTWICK ROW CONTRACTOR APPROVAL (Pages 85 - 151)

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 items in Part 2 of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that, if members of the public were present during those items, there would be disclosure to them of exempt information relating to the financial and business affairs of the Council and third party companies/organisations.

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

12. REPAIRS & MAINTENANCE PROCUREMENT STRATEGY (Pages 152 - 240)

MINUTES

CABINET

12 DECEMBER 2023

Councillors: Tindall (Leader)
Bromham
Dhyani
Weston

Also attended: Cllrs Williams and Anderson

Officers:

A Wilkie	Deputy Chief Executive
C S Donayre	Strategic Director Corporate & Contracted Services
J Doe	Strategic Director Place
D Southam	Assistant Director Place Communities & Enterprise
F Jump	Head of Financial Services
B Hosier	Head of Commercial Development
Mark Brookes	Assistant Director Legal and Democratic Services
L Fowell	Democratic Services

The meeting began at 7.30 pm

CA/100/21 MINUTES

The minutes of the last meeting were approved.

CA/101/21 APOLOGIES FOR ABSENCE

Apologies were received from Cllr Wilkie and Cllr England.

CA/102/21 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA/103/21 PUBLIC PARTICIPATION

There was no public participation

CA/104/21 REFERRALS TO CABINET

There were no referrals to Cabinet.

CA/105/21 CABINET FORWARD PLAN

Noted

M Brookes advised Legal and Shared Services were to be removed from January and that they would be re added at a later date.

CA/106/21 CVS GRANT FUNDING PROPOSALS

Decision

Cabinet to:

1. Endorse the principle of a direct award grants based approach to funding the Voluntary and Community Sector as set out in the report
2. That awards be made to the following organisations for a three year period, with an option to extend for a further two years upon review, for the sums set out in section 5.1:
 - (a) Citizens Advice Dacorum
 - (b) Community Action Dacorum
 - (c) Herts Age UK
 - (d) Relate Dacorum, Watford and Three Rivers with Mediation Hertfordshire
3. Delegate any decision to implement the two year extension to the Portfolio Holder for Place

RESOLVED TO RECOMMEND

4. **Recommend to Council** that authority be delegated to the Monitoring Officer and the Head of Commercial Development to amend the Procurement and Commissioning Standing Orders to allow for a direct award approach to grant funding

Corporate Priorities

Building strong and vibrant communities

Ensuring efficient, effective and modern service delivery

Statutory Officer Comments:

Monitoring Officer:

The terms of the funding will be documented in a formal grant funding agreement to ensure that the funding is applied to the particular purpose of the organisation and can be monitored by the Council.

The proposal for direct award of the grant funding will require an amendment to the Council's Procurement and Commissioning Standing Orders if the recommendations in this report are agreed.

Deputy S151 Officer:

The 2024/25 budget setting process will set a budget in line with the grant awards for VCS and future annual budget setting cycles provide relevant inflation in line with the approved MTFS.

Advice

Recommendation agreed

CA/107/21 QUARTERLY STRATEGIC RISK REGISTER

Decision

To approve the Q1 and Q2 2023-24 update on the Strategic Risk Register.

Corporate Priorities

Ensuring efficient, effective and modern service delivery

Statutory Officer Comments:

Monitoring Officer:

The report presents an overview of the Council's approach to strategic risks and the mitigations in place to manage those risks. The arrangements in place to manage risk appear appropriate for this period.

Deputy S151 Officer:

This is a Deputy S151 Officer report.

Advice

Recommendation agreed

CA/108/21 PARKING CHARGES

Decision

1. Cabinet agreed to progress with the statutory consultation on the proposed changes to parking tariffs and charging policies as set out in appendix of this report, these include:

- Off-Street Parking tariff changes for 2024,
- On-Street tariff changes for 2024 – Minimum tariff for on street parking to be set at £2,
- Changing on-street Limited Wait Bays to chargeable spaces,

- Extending the current operating hours of the car parks,
- Introducing new longer stay off-street tariffs to support extended car park operating hours
- Consolidating off-street (car parks) short stay sessions to introduce a new minimum stay of 2 hours
- Opening up part of the upper level of the Water Gardens North car park for public use Mon – Fri.

2. Cabinet delegated authority to the Leader of the Council and Portfolio Holder for Corporate and Commercial Services to consider the responses from the statutory consultation and make any final decision on the implementation of the parking tariff increases and changes to charging policy through formal Traffic Regulation Orders.

Corporate Priorities

A clean, safe and enjoyable environment
 Building strong and vibrant communities
 Ensuring economic growth and prosperity
 Ensuring efficient, effective and modern service delivery
 Climate and ecological emergency

Statutory Officer Comments:

Monitoring Officer:

The proposed changes to policy and charging are required to be confirmed by a Traffic Regulation Order following the statutory consultation period. Any views expressed through the statutory consultation will be considered by the Leader of the Council and Portfolio Holder for Corporate and Commercial Services before final approval.

Deputy S151 Officer:

The proposed changes to the Traffic Regulation Order are estimated to provide an additional £660k per annum based predominantly on current parking behaviours. The part year implementation, if approved in 24/25, will provide an initial £500k income in year and the shortfall will be supported in 24/25 by a one off draw down from the Management of Change reserve.

There are risks when increasing the fees for services, as outlined in the risk section of this report, the most significant risk is in regards to maintaining competitive pricing. The current benchmarking and competitor data assessment shows this risk is limited. There will always be the risk that fee rises create behavioural change. As stated in the report the service will be under close financial scrutiny.

Advice

Recommendation agreed

CA/109/21 COUNCIL TAX BASE REPORT & SUPPORT SCHEME

Decision

RESOLVE TO RECOMMEND

1. To **recommended that Council** changes the council tax support scheme from April 2024 to:
 - a. increase the backdating period for working age CTS applications to three months in line with pension age applications;
 - b. remove the restriction for residents in properties from bands E to H for maximum CTS to be calculated using band D.
2. Approved an additional one off payment of support to Council Tax Support Claimants.
3. Cabinet approved the Collection Fund surplus estimate of £665,115.33 as at 31 March 2024. The Dacorum Borough Council share of this surplus is £77,517.77.

RESOLVED TO RECOMMEND

4. Cabinet **recommended to Council** that Dacorum's share of the Council tax surplus (£77,517.77) be transferred to the funding equalisation reserve, specifically to manage fluctuations in the collection fund position.
5. Cabinet approved the payment profile for the surplus identified at 3) above and contained at section 2.39 to this report (Table 4).
6. Cabinet approved the calculation of the Council's tax base for the year 2024/25 incorporating an estimated collection rate of 98.5%.
7. Agreed that, in accordance with the Local Authorities (Calculation of Tax Base) Regulations 2012, the amount calculated by the Council as its tax base for the year 2024/25 shall be 60,276.5 and its constituent elements shall be

Table 1 Taxbase 2024/25

Part of Area - Parished and Non Parished	100% Tax base	98.5% Tax base
Hemel Hempstead	32,886.6	32,393.3
Aldbury	477.0	469.8
Berkhamsted	8,715.3	8,584.6
Bovingdon	2,165.9	2,133.4
Chipperfield	911.2	897.6
Flamstead	671.5	661.5
Flaunden	182.2	179.5
Great Gaddesden	463.5	456.6
Kings Langley	2,406.1	2,370.0
Little Gaddesden	638.2	628.6
Markyate	1,346.8	1,326.6
Nash Mills	1,241.2	1,222.6
Nettleden with Potten End	815.2	803.0
Northchurch	1,415.0	1,393.8
Tring Rural	728.6	717.7
Tring Town	5,450.4	5,368.7
Wigginton	679.5	669.3
Total Taxbase	61,194.4	60,276.5

Corporate Priorities

A clean, safe and enjoyable environment

Building strong and vibrant communities

Ensuring economic growth and prosperity

Providing good quality affordable homes, in particular for those most in need

Ensuring efficient, effective and modern service delivery

Climate and ecological emergency

Statutory Officer Comments:

Monitoring Officer:

No comments to add to the report.

Deputy S151 Officer:

This is a Section 151 officer report. Comments contained within the body of the report.

Advice

Recommendation agreed

The Meeting ended at 7.50 pm



CABINET FORWARD PLAN

DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
13/02/24	HRA Business Plan Refresh		25/01/24	Darren Welsh – Chief Housing Officer Darren.welsh@dacorum.gov.uk	
13/02/24	Committee Timetable		25/01/24	Mark Brookes – Assistant Director Legal and Democratic Services Mark.brookes@dacorum.gov.uk	
13/02/24	Parking Charges		25/01/24	Ben Hosier Head of Commercial Development Ben.Hosier@dacorum.gov.uk	
13/02/24	Draft Interim Asset Management Strategy		25/01/24	Darren Welsh – Chief Housing Officer Darren.welsh@dacorum.gov.uk	
13/02/24	SANG		25/01/24	Sara Whelan Assistant Director Planning Sara.whelan@dacorum.gov.uk	
13/02/24	Building Safety Policy		25/01/24	Mark Pinnell – Assistant Director Property Mark.pinnell@dacorum.gov.uk	
13/02/24	Budget		25/01/24	Nigel Howcutt – Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
19/03/24	Financial Monitoring Report		29/02/24	Nigel Howcutt – Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
19/03/24	Annual AI programme approval		29/02/24	Nigel Howcutt – Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
19/03/24	Performance Improvement Project – Revised KPI Framework		29/02/24	Shaj Choudhury – Head of Transformation Shaj.Choudhury@dacorum.gov.uk	
19/03/24	Health in Dacorum		29/02/24	James Doe Strategic Director Place James.doe@dacorum.gov.uk	
19/03/24	Quarterly Strategic Risk Register		29/02/24	Nigel Howcutt – Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
23/04/24	Anti-Social Behaviour Policy		04/04/24	Natasha Beresford – Assistant Director Housing Operations and Safer Communities Natasha.beresford@dacorum.gov.uk	
23/04/24	Dacorum Affordable Rent: Meeting Housing Need and Delivering Viable Schemes		04/04/24	David Barratt – Assistant Director Strategic Housing and Delivery David.barratt@dacorum.gov.uk	
23/04/24	Mutual Exchange Policy		04/04/24	Natasha Beresford – Assistant Director Housing Operations and Safer Communities Natasha.beresford@dacorum.gov.uk	
23/04/24	Local Connection Policy		04/04/24	Julie Abbey-Taylor Head of investment and Delivery Julie.abbeytaylor@dacorum.gov.uk	



Cabinet

Report for:	Cabinet
Title of report:	Housing Strategy 2024 - 2029
Date:	30 th January 2024
Report on behalf of:	Councillor Simy Dhyani, Portfolio Holder for Housing and Property Services
Part:	I
If Part II, reason:	N/A
Appendices:	1 – Housing Strategy 2 – Action plan 3 – Community Impact Assessment
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	

Report Author / Responsible Officer	
Simon Walton, Head of Strategy, Quality & Assurance	
 	
Simon.walton@dacorum.gov.uk	

Corporate Priorities	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery Climate and ecological emergency
Wards affected	All
Purpose of the report:	To approve the Housing Strategy
Recommendation (s) to the decision maker (s):	That Cabinet approves the Housing Strategy 2024 – 2029, annexed to this report.
Period for post policy/project review:	Annual review against action plan.

1 Introduction/Background:

A Housing Strategy is a legislative requirement, however as a Council we want to make it a more meaningful document that outlines:

- The level of housing need in Dacorum and how we will drive up housing standards.
- How we will drive forward the provision of genuinely affordable housing.
- How we will provide help for people in Dacorum who are facing the cost of living crisis, homelessness, poor housing conditions or who have other additional needs.
- How we will champion diversity and resettle refugees.
- How we will make the best use of available land.
- How we will work with other landlords such as housing associations, and private landlords to ensure that all homes in Dacorum are safe, warm and dry.

2 Key Issues/proposals/main body of the report:

2.1 To develop this strategy we considered a number of key changes in the housing sector, on both a national and local scale, as well as the needs of the service users and our communities. Based on this this we have developed five, outcome-based commitments:

- **Commitment one:** To become an excellent social landlord, delivering tailored services that meet the needs of our residents.
- **Commitment two:** Demonstrate dedication to tackling the climate emergency in Dacorum. Reduce the carbon footprint of our existing housing stock, and take steps to ensure that all new homes meet excellent thermal efficiency standards.
- **Commitment three:** Champion the provision of safe, warm and dry homes across the borough.
- **Commitment four:** Champion a culture of collaboration, both internally and with external stakeholders, to deliver services and positive outcomes
- **Commitment five:** Seek to meet the diverse housing needs of everyone living in Dacorum.

2.2 The Strategy is supported by a shared action plan, which will be a live document to capture how we will work with partners to deliver the commitments in the strategy. We will also develop supporting success measures to record outcomes and hold ourselves to account throughout the lifetime of the strategy.

2.3 To support the Strategy and make it a live document, we will host an annual stakeholder conference. This annual event will enable us to work with partners and stakeholders to review and drive progress on the actions detailed in the action plan. The networking opportunity at this event will create opportunities for further partnership working and allow us as a group to align the strategy with the most up to date legislation and best practice.

2.4 Once approved the Housing Strategy will be launched in Spring 2024.

3 Options and alternatives considered

Previously section 87 of the Local Government Act 2003 required a Housing Strategy on a statutory basis to reflect the Government's belief that a robust strategy is essential to the delivery of local authorities' housing functions. [Section 29](#) of the Deregulation Act 2015 removed the power to require preparation of housing strategies, however we believe that a housing strategy is best practice and provides a useful framework for the delivery of housing and statutory services.

4 Consultation

- 4.1 The Housing Strategy has been developed in partnership with Officers across Dacorum and with the Council's stakeholders, the activity to date has included:

September 2022 – HQN commissioned - To lead on the stakeholder consultation and produce the draft strategy.

November 2022 – Stakeholder consultation event - Over 100 attendees from local authority partners, registered providers, Homes England, Charity sector and more, helped shape the Commitments and action plan.

December 2022 – 2 staff consultation sessions - Including teams across the Council, feeding back on operational deliverables.

May 2023 - The Housing Strategy has been substantially rewritten to take on board the priorities of our engaged residents, the new Administration and the changing regulatory framework.

June 2023 – The Council's Tenant & Leaseholder Committee were consulted and provided input.

September 2023 – The Council's Sheltered Housing Forum were consulted and provided input.

October 2023 – The Council's Housing and Community Overview and Scrutiny Committee were consulted and provided input.

- 4.2 The Housing Strategy and its priorities have been aligned with the HRA Business plan, Local Plan, and new Corporate Plan.

5 Financial and value for money implications:

5.1 The Housing Strategy has been developed to align with the HRA Business plan. The Strategy explores opportunities for us to make the best use of our housing stock, but also take a wider strategic view by linking with the strategic asset review and local plan.

5.2 The Strategy has been developed closely working with residents and partners, and the shared action plan will include actions for both Dacorum and our partners, by working collaboratively we can seek out value for money and maximise outcomes.

6 Legal Implications

The Housing Strategy is aligned with current and emerging legislation, in particular the Social Housing Regulatory Act which will introduce inspections from the Social Housing Regulator. This document will underpin our approach to delivering a housing service which will deliver the best service for our residents, and also how we will demonstrate our compliance with the Consumer Standards and Tenant Satisfaction Measures.

7 Risk implications:

We are keen for the Housing Strategy to be a dynamic and live document, which is owned by the Council and also our partners and stakeholders. The ongoing engagement and annual stakeholder conferences will be key in the success of the supporting action plan.

8 Equalities, Community Impact and Human Rights:

Community Impact Assessment reviewed/carried out and annexed at appendix 3

Human Rights – There are no Human Rights Implications arising from this report.

9 Sustainability implications (including climate change, health and wellbeing, community safety)

Central to this document is the consideration and actions to tackle the climate emergency. The Strategy also outlines the promotion of health, wellbeing and safety for our Tenants and Leaseholders, but also the wider community in Dacorum, no matter what tenure of home they live in.

10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

There are no implications.

11 Statutory Comments

Monitoring Officer:

The Housing Strategy is an important document to ensure that the Council meets all of its statutory requirements and provides a framework to ensure continual improvement.

S151 Officer:

The Housing strategy is the backbone to the 2024 revised HRA business plan and the two strategies/plans are symbiotic. The business plan outlines how the service plans to utilise the resources available in the HRA to deliver the housing strategy in a sustainable and cost effective process.

12 Conclusions:

The recommendation is that Cabinet approves the Housing Strategy.



Housing Strategy

2024-2029

Date of Publication

10/2023

Version Number

2.0

Contents

1	Foreword: A New Approach to Housing—Right home, right place, right price	3
2	Introduction	3
3	Our vision	5
4	About Dacorum.....	6
5	Place Making & Our Local Plan	7
6	National and local considerations.....	8
7	Affordability	9
8	Our Customers and Services:.....	11
9	Our Commitments	12
10	Commitment One: To become an excellent social landlord, delivering services that meet the needs of our residents.	12
11	Commitment Two: Demonstrate dedication to tackling the climate emergency in Dacorum. Reducing energy consumption of our existing housing stock, and take steps to ensure that all new homes meet excellent thermal efficiency standards.	13
12	Commitment Three: Champion the provision of safe, warm and dry homes across the Borough.....	14
13	Commitment Four: Champion a culture of collaboration, both internally and with external stakeholders to deliver services and positive outcomes.....	15
14	Commitment Five: Seek to meet the diverse housing needs of everyone living in Dacorum.....	15
15	Governance and monitoring:.....	16
16	Conclusion.....	17

1 Foreword: A New Approach to Housing—Right home, right place, right price

I am pleased to introduce our new housing strategy, developed with partners who will continue working with us to deliver our shared commitments.

The urgent climate emergency calls for meaningful and targeted action, to lead the Council's housing stock to our target of net zero carbon by, or preferably before 2050. However, we aspire to go beyond this and to be a champion for action to tackle climate change with all housing providers in the borough. As part of this commitment, we will look to promote greening of estates to make sure everyone can access attractive open space to support their wellbeing, and to benefit native wildlife.

We aspire to making accommodation in Dacorum high quality, energy efficient and as importantly affordable, particularly for younger people who may have limited options due to the high cost of home ownership. I am also passionate about providing high quality and sought-after housing for older people, which supports them to thrive into their retirement. We will continue to create sustainable communities, where everyone feels safe and supported, including those who have come into our borough as asylum seekers or refugees.

Housing is the key foundation for a good life; stable and affordable accommodation is a basic requirement for good health, education and employment. This strategy sets out our five commitments and how the Council and its partners will do their utmost to make sure that everyone in Dacorum can access warm, safe, secure housing to meet their needs, in an attractive, welcoming community where people from all backgrounds feel at home.

[Simy Dhyani](#)
[Portfolio Holder, Housing and Property Services](#)

2 Introduction

Dacorum is an aspirational place: close to the Capital, with excellent standards of education and a broad range of employment. Dacorum is surrounded by beautiful and accessible countryside, including part of the Chilterns Area of Outstanding Natural Beauty (AONB) and the National Trust's 2,000 hectare Ashridge Estate. Dacorum is proud to be the home of 85% of the world's extremely rare chalk streams, Rivers Gade, Bulbourne, Ver and Chess.

The main town of Hemel Hempstead already hosts successful retail and business areas and is targeted for future growth, whilst the desirable market towns of Berkhamsted and Tring

are surrounded by attractive villages.

Dacorum's ever-growing population places increased demands on services, but brings improving economic prosperity, with economies of scale allowing the prospect of greater efficiency and cost-savings. Dacorum Borough Council is committed to working with partners to deliver good quality affordable housing, particularly for those in greatest need. We let Council homes at truly affordable 'social rent', but our commitments go beyond this; we want everyone living in the borough to have a warm and dry home and we will encourage a move towards sustainable heat sources across all tenures. We want to build strong and vibrant communities; we work hard to prevent homelessness and end rough sleeping. And we commit to ensuring that our own stock of over 10,000 homes is well-managed and maintained.

We are proud of our achievements: We have successfully bid for funding from Homes England and used this to build award-winning developments. Our commitment to building and letting these homes at truly affordable 'social rent' – around 50% of local market rents – is demonstrated by the fact that over the five years up to 2022, Dacorum Borough Council had the second-highest number of starts on site for social rent of any Local Authority in the whole of England and Wales (Exceeded only by Birmingham City Council).

Dacorum Borough Council's ambitious development programme is already delivering its own additional social rented units, and we will continue to seek funding from Homes England. We also work collaboratively with other registered providers to develop affordable homes. In addition to new build opportunities, we are keen to make the best use of our property and estates to create thriving and sustainable communities. To inform this we are carrying out a Strategic Asset review on our housing estates, sheltered housing and garages.

In the financial year ending April 2022, the Council had agreed planning permission for 159 units for social rent, and 470 affordable rent properties across Dacorum, prioritising brownfield development to avoid undue pressure on green open spaces. Investment in development will be balanced with a sound investment and stock improvement strategy. In 2021, the Council commissioned the BRE to review all private dwellings in Dacorum. This report, together with the recently-commissioned stock condition survey of the Council's own stock, will inform the investment programme for the lifetime of this strategy.

Housing is not just about bricks and mortar, it's about the quality of the home, the services provided and the positive impact good housing has on communities and the local economy. An effective housing strategy will support our vision to deliver the Council's corporate strategy together with those focused on place making, the local economy, health and well-

being, and the delivery of highly energy efficient homes for all tenure types.

The strategy is being developed at a time when inflation and living costs are high. The climate emergency impact threatens to increase energy prices, making energy-efficiency crucial. Many Dacorum residents are struggling. We want to make sure that no-one becomes homeless because of the financial pressures on households – regardless of their tenure. The Council and its partners also face financial pressures; costs are rising, including the cost of delivering new homes and improving existing stock. Despite these challenges, we remain committed to the actions in this strategy.

This housing strategy has been developed with support and input from a wide range of stakeholders and partners, all of whom play a vital role in meeting our resident's needs. We reviewed our previous housing strategy and used input from stakeholders including our partners, residents, Tenant and Leaseholder Committee (TLC), the Supported Housing Forum and staff to determine the main housing issues that the Council should address. The feedback around the Council's role in helping to deliver new homes was positive, with the key issue for residents and organisations being affordability and the challenges this brings to our local community.

We will continue to consult and work collaboratively with our partners and local residents about housing issues throughout the life of this strategy in order to ensure that our services provide value for money and meet local need.

3 Our vision

The Council's corporate plan commits us to ensuring delivery of 5,000 new homes in the borough by 2025 (including 400 new Council homes, let at a social rent) and to investing £88 million in our housing stock. Yet we know that the population is growing and that it may become increasingly difficult for many households to afford market rent or a mortgage.

Our vision is:

People living in Dacorum have a safe, warm and affordable home that meets their needs; homes are energy-efficient and tackle the Climate and ecological emergency.

The housing strategy supports the Council's vision and priorities of:

- A clean, safe and enjoyable environment
 - Building strong and vibrant communities
 - Providing good quality affordable homes, in particular for those most in need
- Climate and Ecological Emergency - working to deliver net zero carbon.

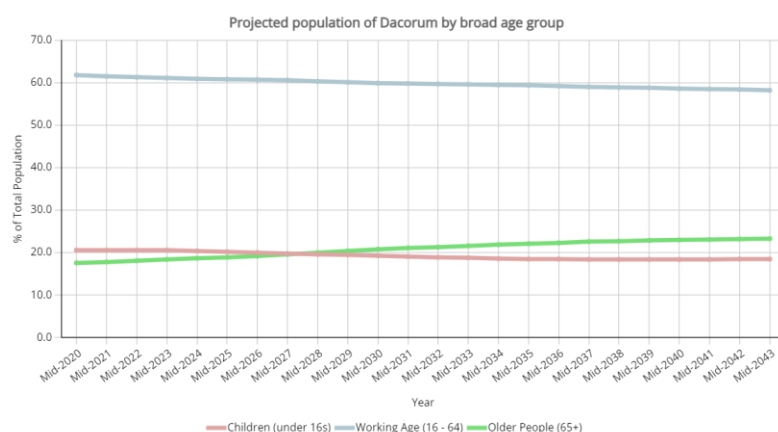
Dacorum Borough Council develops a robust annual Housing Revenue Account Business Plan to ensure that income is invested efficiently into its housing stock and landlord service delivery. This strategy complements key strategies, by providing the context for the delivery of good quality affordable housing, in particular for those in greatest need.

4 About Dacorum

Located in Hertfordshire, just outside the Greater London area, Dacorum sits amongst the countryside of the Chiltern Hills and includes an Area of Outstanding Natural Beauty. The borough has easy access both into London and the countryside along well-established road and rail networks. Our location offers the best of both worlds, making Dacorum an attractive place to live, work and visit.

Dacorum’s population grew by 7.1% between 2011-2021. The age distribution is similar to the average in England, but Dacorum has a slightly larger proportion of young people than the national average. 61.9% of the population is working age (16-64), with 83% in employment.

The proportion of young people has fallen over time as the population ages, which is a trend projected to continue in the future. Household size is predicted to continue to fall (from 2.36 in 2006 to 2.15 in 2031), particularly as a consequence of an increase in one-person households. The percentage of the population from minority and ethnic groups in the borough is below both the East of England and national averages. The largest non-white minority ethnic group is people of Asian origin.

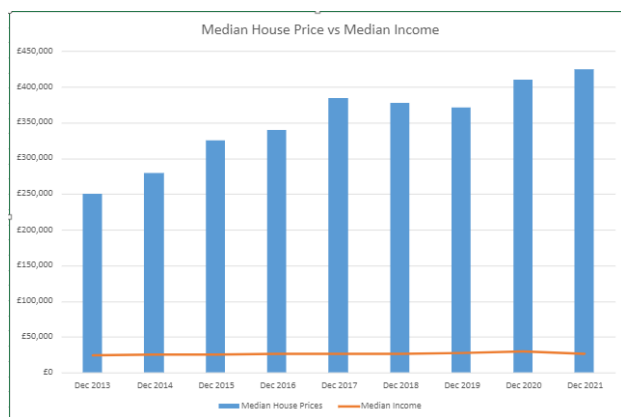


Around 60% of Dacorum lies within the Metropolitan Green Belt, which poses some development constraints. However, it also sets a foundation for a creative and innovative approach to sustainable development, such as regeneration and re-purposing underutilised land. The Council’s priority will always be to make best use of these ‘brownfield’ sites.

Weekly wages for those living in Dacorum are higher than the East of England and National average. House prices are high due to the borough's proximity to London and its attractive local environment. House prices are very high relative to incomes, which means that many local people find it difficult to access suitable accommodation, particularly in the private sector.

Demand and need for housing has been assessed through the Strategic Housing Market Assessment (SHMA) 2020 (covering six Hertfordshire authorities, including Dacorum). The SHMA provides information on the type and tenure of housing required to meet need and market demand across different housing markets. The SHMA demonstrates that the average sale price for houses in Dacorum increased by 29.87% from 2014 to 2019, and the average market rental cost increased by 17.50%.

In 2021, there were 66,078 dwellings in Dacorum, of which 61% were owner-occupied, 18% privately rented and 21% socially rented. The existing stock of housing is generally of good quality and there are very low levels of vacancy. The proportion of Council-owned housing is higher than other local authority areas within Hertfordshire, which reflects Hemel Hempstead's New Town legacy. The borough has a mix of housing types that includes a large proportion of terraced housing, modest levels of detached properties, and lower proportions of flats and semi-detached properties when compared with adjoining districts.



5 Place Making & Our Local Plan

Dacorum's Local Plan sets out a strategic vision to address the borough-wide need for housing, employment, and retail and other development, including the required levels and mix of affordable housing on qualifying sites. The current Local Plan and supporting documents are published on the Council's website and kept up-to-date to ensure that we incorporate national changes, such as the Government's ['First Homes'](#) scheme.

Looking to the future, over the coming decades Dacorum's main town of Hemel Hempstead will be transformed through major regeneration and investment that will see it evolve into a Garden Town, with a vibrant and dynamic centre.

The Hemel Garden Communities partners – Dacorum Borough Council, St Albans City and District Council, Hertfordshire County Council, Hertfordshire Local Enterprise Partnership and Hertfordshire Innovation Quarter - are working together with The Crown Estate, who are a major landowner, and other strategic landowners. Resident consultations and community engagement will play a key part in shaping these proposals, which will include delivery of truly affordable homes to meet the needs of the local community.

The project partners are working to create a greener, more connected New Town through the delivery of more than 11,000 new homes and 10,000 new jobs by 2050. This will provide a variety of benefits to Hemel Hempstead including integrated neighbourhoods with new high-quality, mixed tenure homes and vibrant local centres providing facilities such as shops, schools, doctors' surgeries, green spaces and leisure activities. The communities will be connected through sustainable transport links, footpaths and cycle ways to encourage and enable more walking, cycling and trips by public transport, as we transform to a greener, healthier environment. For more information, please visit:

www.hemelgardencommunities.co.uk/about-us and [New Dacorum Local Plan \(to 2038\)](#)

6 National and local considerations

Whilst developing this strategy the housing Sector faces significant legislative change. The introduction of the [Social Housing \(Regulation\) Act 2023](#) will provide the legal basis for many of the measures set out in [the 2020 social housing white paper](#). The Act is intended to deliver 'transformational change' for social housing residents and fulfil the Government's [2019 manifesto pledge](#) to empower residents, provide greater redress, better regulation and improve the quality of social housing.

A large part of empowering residents and giving them greater redress is delivered through the Housing Ombudsman, who investigates and resolves disputes between tenants, leaseholders and landlords. We pride ourselves on putting our customers first, and learning lessons when things go wrong, so we will continue to work proactively with complainants and the Housing Ombudsman to ensure that our residents feel valued and heard.

Another way Dacorum will deliver its key value of customer focus, will be by demonstrating our performance against the new Tenant Satisfaction measures and [Consumer standards](#). [The Tenant Satisfaction Measures](#) will require Dacorum to collect and report data to the

regulator annually, starting in spring 2024. We will collect information from tenant perception surveys and landlord performance data will cover five main themes: repairs, building safety, effective complaint-handling, respectful and helpful tenant engagement, and responsible neighbourhood management. The Regulator of Social Housing will use this data to monitor us against the new consumer standards to ensure Dacorum is efficient, well-governed, and delivers homes to meet a range of needs. We will report our performance against this new regulatory regime via our [website](#) and our monthly Housing e-newsletter, 'Housing Matters'.

Focus on safety in our homes will continue to be a priority as the Building Safety Act reforms are rolled out, giving our residents and leaseholders more rights, powers and protections. In particular, we will work collaboratively with our residents in blocks which fall within the 'higher risk' category within the scope of the Act to deliver a tailored service to them.

In addition to these legislative changes, there are other factors at a national level that have influenced this strategy and action plan. The key current issues and legislation are:

- Homelessness Reduction Act 2017
- National Planning Policy Framework and the introduction of First Homes
- Welfare Reform, in particular the impact of Universal Credit on residents' incomes and arrears.

The Climate Emergency (Climate Change Committee, the IPCC and the UN Sustainable Development Goals)

- Local Housing Allowance and the impact on benefit levels and affordability
- Grenfell inquiry and the Hackett report
- The social housing white paper – 'A new charter for social housing'
- The Building Safety Act
- The Social Housing (Regulation) Act
- Tenant Satisfaction Measures (TSMs)
- The impact of COVID 19
- Refugees and those with no recourse to public funds.
- Increased cost of living
- The war in Ukraine

7 Affordability

There is significant demand for affordable housing across Dacorum, with more than 1,300 households currently on the housing register and another 100 needing a transfer due to changing needs (September 2023 figures).

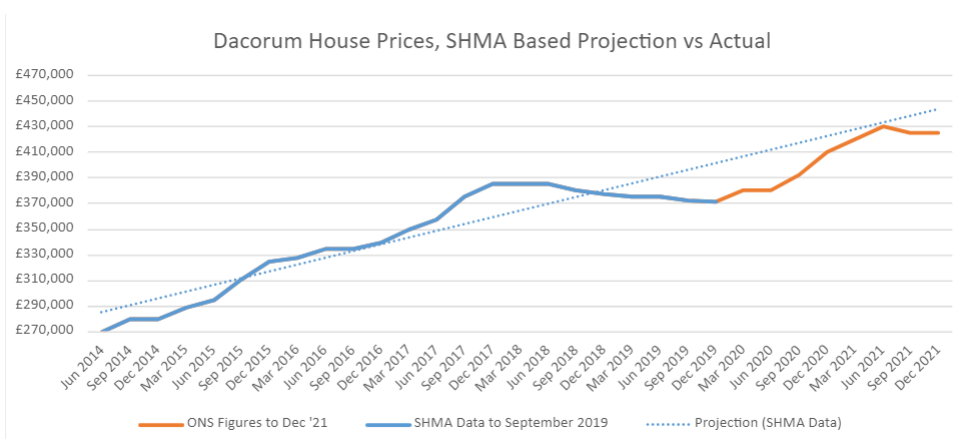
Although Dacorum has high employment, affordability is a major issue, with high rent levels in the private sector contributing to a growing affordability gap.

The growing housing market affordability gap sees middle income households being squeezed out. Increasing interest rates will continue to compound this. Many are left with limited options for home ownership or in the private rented sector. Whilst average house prices have increased by 29.87% from 2014 to 2019 and median rent has increased by 17.50%, median income has only increased by 13.01% since 2013. This can clearly be seen in the median affordability ratio, which measures how many years of gross median income is required to purchase a median house. From 2013 to 2019, the ratio has worsened from 8.7 to 11.06. This is a significantly greater increase than in the years leading up to 2013, which saw the median ratio increase from 8.1 in 2005 to 8.7 in 2013. Median household income has seen a slightly larger increase from 2014 to 2019, rising by 18.79%, but this is still significantly lower than the increases in housing costs.

This pressure is even greater for lower-income households. Lower quartile house prices and rent have risen by 27.61% and 26.47% respectively, whilst lower quartile income has only risen by 2.10%. This has led to the affordability ratio growing from 9.4 in 2013 to 12.2 in 2019.

Local Housing Allowance (LHA) rates across the borough vary, but the majority lies within the South West Herts LHA area. The average monthly rental cost of a two-bedroom property in Dacorum is consistently higher than the LHA rate, particularly in Berkhamsted, Tring and rural areas.

In 2022, the majority of demand on the housing register across the borough is for one-bedroom properties, representing 64.4% of current need. Two and three-bedroom properties have the next highest level of demand, at 17.4% and 14.3% respectively. 61.8% of housing register applicants are aged between 18 and 39 years.



Local Housing Allowance (LHA) rates across the borough vary, but the majority lies within the South West Herts LHA area. The average monthly rental cost of a two-bedroom property in Dacorum is consistently higher than the LHA rate, particularly in Berkhamsted, Tring and rural areas.

In 2022, the majority of demand on the housing register across the borough was for one-bedroom properties, representing 64.4% of current need, due to the high number of single applicants on the waiting list. However the applicants with higher points allocated based on need require two and three-bedroom properties which are the next highest level of demand, at 17.4% and 14.3% respectively. 61.8% of housing register applicants are aged between 18 and 39 years.

8 Our Customers and Services:

To deliver a modern and efficient services which support the vision in our corporate plan 2020-2025 *“Working in partnership to create a borough which enables the communities of Dacorum to thrive and prosper”*, we have developed a vision for our customers, which is:

“To put the customer at the centre of our services in order to provide a positive and effective customer experience, and to empower our staff so they can deliver consistent and quality Council services.”

We have Set out our customer vision, principles, and approach to our customer engagement in our customer strategy, which will enable us to consistently design and deliver our services which meet the need of our tenants, whilst managing the ongoing financial pressures that local authorities face.

Our goals are to:

- Put the customer at the centre of our services
- Provide a positive and effective customer experience.
- Empower our staff so they can deliver consistent and quality Council services

- Establish a corporate approach to customer research, customer feedback and continuous improvement
- Influence customer behaviour to encourage increased adoption of online and automated channels
- Embed customer focus in all roles, teams, and services, and manage ourselves against this
- Provide us with customer insight and increase intelligence-led decision making
- Reduce the cost of interactions and remove inefficiencies

9 Our Commitments

To develop this strategy we considered a number of key changes in the housing sector, on both a national and local scale, as well as the needs of the service and our communities.

Based on this this we have developed five, outcome-based commitments:

Commitment one: To become an excellent social landlord, delivering services that meet the needs of our residents.

Commitment two: Demonstrate dedication to tackling the climate emergency in Dacorum. Reducing energy consumption of our existing housing stock, and take steps to ensure that all new homes meet excellent thermal efficiency standards.

Commitment three: Champion the provision of safe, warm and dry homes across the borough.

Commitment four: Champion a culture of collaboration, both internally and with external stakeholders to deliver services and positive outcomes

Commitment five: Seek to meet the diverse housing needs of everyone living in Dacorum

10 Commitment One: To become an excellent social landlord, delivering services that meet the needs of our residents.

We will:

· Acknowledge that change is required, and complete a transformational review of our Housing and Property Services directorate - known as the Housing Transformation & Improvement Project (HTIP) to deliver an excellent, open and co-developed with customers housing and property service.

· Listen to and act upon the voice of our residents. Ensure all feedback opportunities are maximised, and feedback data and insight from Tenants is fed into service improvement plans. Making 'You said – We did' real life and key to everything we do.

Co-design services with customers, seeking feedback and aligning those services with the people they serve.

Effectively use data to help us understand our customers, so we can consistently design and deliver our services that meet the needs of our residents.

- Work collaboratively with residents' via a range of engagement opportunities including formal meetings, survey responses, particularly Tenant Satisfaction Measures (TSMs), and embed the feedback and scrutiny from Tenants into service planning and budget setting.
- Work closely with industry professional bodies to deliver services delivering best practice.
- Develop tailored service plans for each department within the Housing and Property service which focus on meeting the needs of residents, and are developed through analysis and delivery of the Tenant voice.
- Empower residents to achieve their aspirations and goals by providing resources such as our free online learning portal, '[Dacorum Online Training \(DOT\)](#)'.
- Provide advice and support to help out Tenants minimise the impact to them of the cost of living crisis. In particular: provide guidance to maximise household income by accessing all benefits to which they are entitled, help with household budgeting, and a proactive approach by our rent and income team to tackle arrears empathetically and holistically.
- Use the outcomes of the Housing Regulator's new inspection regime to drive further service improvement, with the aim of becoming a top-performing landlord that is always the landlord of choice for home-seekers throughout Dacorum.

11 Commitment Two: Demonstrate dedication to tackling the climate emergency in Dacorum. Reducing energy consumption of our existing housing stock, and take steps to ensure that all new homes meet excellent thermal efficiency standards.

We will:

- Ensure that all decisions around construction and maintenance of the Council's housing stock support the aims set out in Dacorum Borough Council's [Climate and Ecological Emergency Strategy](#) and milestone updates.
 - Support and encourage all landlords and homeowners to move to more sustainable energy sources, offering advice, information and exploring the potential for loans or signposting to grants where needed.
 - Play a proactive role in exploring available/emerging technologies to reduce reliance on carbon-based fuels
- Develop a robust affordable housing policy, to secure affordable housing through development.
- Tackle fuel poverty and the climate emergency by ensuring all Council-owned housing meets at least Energy-efficiency rating 'C' by 2030, and achieve net zero carbon before 2050.
 - Roll out insulation improvements across the council-owned stock. To support de-carbonisation and increase energy efficiency and affordability of utilities for Tenants.

- Continue to build new homes that go beyond current sustainable build standards, and aim to require our new homes to have passive provision for, or actually use, the latest green technology for heating and the proper climate change mitigation required for the future.
 - Develop a plan for greening housing estates to provide accessible and attractive outside space.
 - Incorporate permeable paving, wildflowers, bat and bird and other wildlife boxes into Dacorum's new builds, and current estates.
- Climate Generation instead of Climate Emergency. Work with Dacorum Climate Action Network (DCAN) partners and residents to reduce, re-use and recycle our consumption, make proper space for wildlife and generate renewable energy for the grid.

12 Commitment Three: Champion the provision of safe, warm and dry homes across the Borough

We will:

- Continue to ensure all Council-owned properties meet the Decent Homes standard and other regulatory standards.
- We will work towards a zero tolerance approach to damp, mould and condensation by improving thermal properties of our own less well-insulated older homes, and act quickly when problems do arise, as well as informing and supporting other landlords to maintain high standards.
- Explore potential for area/district heating schemes where this will deliver lower cost energy for individual households and reduce emissions.
- Ensure that each HRA Business Plan during the life of this strategy takes account of the need to upgrade the energy efficiency of our older housing stock.
- Continue to build more new homes than are sold under Right to Buy, and to use renewable technologies to ensure that these homes that are energy efficient and reduce costs.
- Work with RP partners to ensure that all housing association stock meets the Decent Homes Standard and other regulatory standards, hosting a regular Landlord Forum to facilitate this aim.
- Ensure that all Landlords in Dacorum, including RP's have robust process in place to tackle damp and mould, and ensure works are carried out efficiently to resolve problems.
- Continue to work with private landlords to ensure all privately rented properties meet all relevant legislative standards, offering advice and information as needed and using enforcement activity when appropriate.
- Continue to license HMOs to ensure they are of a good standard, safe and well-managed.
- Use stock condition survey data to inform decisions around the future of stock.
- Empower tenants through readily-accessible information and support to enable them to live well in their homes.
- Establish design codes with strong bias on homes that meet the needs of residents.

13 Commitment Four: Champion a culture of collaboration, both internally and with external stakeholders to deliver services and positive outcomes

We will:

- Champion truly affordable housing through collaboration between the housing & property services directorate and planning to maximise new affordable homes through S106 Agreements, delivering 'social' rather than 'affordable' rents where possible.
- Explore opportunities to make better use of land in Council and housing association ownership, including infill development and regeneration opportunities. Working proactively to bring forward affordable housing projects on appropriate brownfield sites.
- Explore all opportunities for new homes including empty homes, unused sites and conversion of commercial properties.
- Work to meet rural housing need; explore potential for supporting current and new Community Land Trusts in rural areas.

Complete the Strategic Asset Review to develop an action plan to regenerate housing estates, sheltered housing and garages to maximise the opportunities they offer.

- Continue to attract significant funding into the Borough from Homes England.
- Deliver 153 new homes which are currently under construction, and a further 145 in the pipeline, with plans to build more during the lifetime of this strategy
- Review existing [service plans](#) to explore opportunities for new affordable housing.
- Continue to promote affordable low-cost home ownership including '[Rent to Buy](#)', and similar schemes
- Continue to use [Modern Methods of Construction](#) where appropriate, and feed innovation and continuous improvements into future developments.
- Develop and host a regular forum for Registered Providers of social housing in Dacorum, building a network and encouraging collaborative working.

14 Commitment Five: Seek to meet the diverse housing needs of everyone living in Dacorum

We will:

- Recognise that Dacorum is becoming an increasingly diverse borough, and develop service plans which embrace the changing needs of our population.
- Maximise the delivery of new affordable housing for the diverse needs of residents in Dacorum including families, young people and single households. Putting the needs of residents at the centre of new build design.
- Work with partners, including Hertfordshire County Council, to make sure appropriate supported and specialist accommodation is available to those who need it, which promotes independence and takes a person-centred approach.

Make the best use of stock with adaptations to make sure those who need it, have a home which supports their needs.

- Continue to provide an efficient and effective aids and adaptations service, working effectively in partnership with Hertfordshire County Council, housing needs/adult care services and making efficient use of the Better Care Fund.
- Explore the use of rent flexibility for new and existing stock, to deliver homes for the diverse requirements of people in Dacorum.
- Ensure infrastructure (schools, GPs, transport etc) is delivered alongside new housing development.
- Continue to include fully wheelchair-accessible homes in all new housing developments, tailored to level of need via both the Housing Register and those awaiting a direct offer of adapted housing.
- Ensure all new Tenants are equipped with knowledge and skills to manage a tenancy, including awareness of availability and cost, and skills in managing finances. Offer extra support for those with additional needs who may be at greatest risk of being unable to sustain their tenancy.
- Deliver a multi-agency action plan to support those impacted by the increased cost of living. Signposting to cost of living support, using multi-channel communication methods. Ensure all households know of the information, advice and other services available to all including those who are 'just about managing'. Working with partners to ensure accessible toolkits and other online resources.
- Champion a move towards increased digital awareness and accessibility, including free WiFi provision in our own buildings.
- Engage with communities to champion community safety for everyone, working in partnership with residents to inform priorities and action plans.
- Offer a compassionate and practical humanitarian response to ensure that refugees and asylum seekers feel welcomed and supported whilst awaiting their next move.

15 Governance and monitoring:

The Housing Strategy will be supported by an action plan (attached at appendix 1) and governance arrangements to deliver outcomes needed.

The strategy will be reviewed annually, in order to respond to changes in guidance and legislation, and any changes in trends relating to need and demand for housing and services. We will ensure that the Strategic Housing Partnership have oversight of the delivery of the strategy, and we will actively work with them to achieve its aims. We will host an annual stakeholder conference to ensure that the partnership remains strong and focussed.

This strategy is a dynamic document, and will be reviewed as required in the event of a major change in legislation, external economic and social factors, or guidance. In addition to the action plan, we have identified key performance measures that will be reported upon to

demonstrate the outcomes being achieved on the commitments.

16 Conclusion

This strategy demonstrates the commitment of Dacorum Borough Council and its partners to make sure that everyone living in Dacorum has access to a safe, warm and affordable home. Through our commitments and the actions set out, we show how this can be delivered.

We do not underestimate the challenge in this period of economic uncertainty. We will work with our partners to make best use of available resources. We also recognise the need to be adaptable as circumstances around us change, and to work to continuously improve our services.

If you have any questions about this strategy, please contact talk-to-us@dacorum.gov.uk

Objective	Outcome	Target	Proposed Actions
Commitment one: To become an excellent social landlord, delivering services that meet the needs of our residents.			
Acknowledge that change is required, and complete a transformational review of our Housing and Property Services directorate - known as the Housing Transformation & Improvement Project (HTIP), to get the most from staff, systems and processes.	Efficient and modern service delivery	Year 1	Progress with the Housing transformation and improvement project to deliver an efficient and excellent target operating model for the delivery of the housing service.
Act upon the collective voice of our residents, adopting a 'You said – We did' approach to service improvement, with particular emphasis on responsive repairs and communication.	Tailored services built and developed by the residents voice	Year 1	Effectively collect and listen to the residents' voice, ensuring that feedback is fed into continuous service improvement across the housing landlord function.
			Learn from residents via a range of engagement opportunities including formal meetings, survey responses, particularly Tenant Satisfaction Measures (TSMs), and embed the outcomes into service planning and budget setting.
Better understand our Tenant population through accurate records and data to tailor services, and signpost to support services	Effective use of data to drive service improvement	Year 2	Expand our knowledge of our tenant population to ensure that our records are full and accurate to better tailor services, such as signposting those with complex needs or vulnerabilities to appropriate support.
		Year 1	We will develop tailored service plans that focus on meeting the needs of residents, and improve record-keeping to ensure that tenant records are accurate

			and that we build our knowledge of the people occupying our homes in order to address any vulnerabilities.
Deliver a continuous improvement environment where we strive to learn and improve our service to our residents	Deliver a continuous improvement environment	Year 1	Invest in best practice industry expertise, such as procuring engagement experts Tpas to carry out a 'SMART Review' of our resident engagement offer, leading to a refreshed engagement strategy.
		Year 3	Use the outcomes of the Housing Regulator's new inspection regime to drive further service improvement, with the aim of becoming a top-performing landlord that is always the landlord of choice for home-seekers throughout Dacorum.
Empower our residents to achieve their full potential	Empower our residents	Year 1	Empower residents to achieve their full potential by providing resources such as our free online learning portal, ' DOT '.
Support our residents during the cost of living crisis	Provide support to our residents	Year 1	Act upon our understanding that residents of social housing are more likely to feel the impact of the cost of living crisis and may need additional support to reduce the risk of unmanageable debt. In particular: guidance to maximise household income by accessing all benefits to which they are entitled, help with household budgeting, and a proactive approach by

			our rent and income team to tackle arrears empathetically.
		Year 1	Acting on resident feedback, we will ensure that information and services are readily-available to those unable to access them digitally.
Commitment two: Demonstrate dedication to tackling the climate emergency in Dacorum. Reducing energy consumption of our existing housing stock, and take steps to ensure that all new homes meet excellent thermal efficiency standards.			
Reduce the energy use of properties in Dacorum, by supporting and encouraging the transition to more sustainable energy sources.	Promote and champion the sustainable energy sources	Year 3	Support all landlords and homeowners to move to more sustainable energy sources, offering advice, information and exploring the potential for loans or signposting to grants where needed.
		Year 2	Play a proactive role in exploring available/emerging technologies to reduce reliance on carbon-based fuels.
Measure and take action to reduce the energy use of the service delivery of the housing service and sub-contractors	Reduce service delivery energy use	Year 2	Measure energy use of the delivery of the housing service, and create an action plan to reduce this over a 5-year period.
		Year 2	We will require our supply chain to demonstrate and develop an action plan to reduce its energy use over a 5-year period or before.
		Year 2	We will use our procurement processes to give weighting to more environmentally friendly organisations or suppliers.
	Green and pleasant spaces	Year 1	We will identify and maximise opportunity to create green open spaces

Re-wild estates and create pleasant green spaces which support local wildlife and promote wellbeing by providing outside space for residents.	on estates to promote wellbeing and support local wildlife		and re-wild areas where appropriate to support local wildlife.
		Year 2	Use Tenant Improvement Grant (TIG) funding to roll out sustainable and green facilities on estates, like rainwater harvesting and community gardens.
		Year 4	We will consider wildlife-friendly measures such as fitting Swift/Bat boxes etc.
Deliver new developments which promote safe and climate-regenerative transport options	Enable residents and businesses to reduce carbon by 80%	Year 2	When developing new Council homes, we will include safe and sustainable travel options and local facilities to encourage people to access local services.
Commitment three: Champion the provision of safe, warm and dry homes across the Borough			
Continue to ensure all Council-owned properties meet the DBC Decent Homes standard and other regulatory standards.	Accurate stock condition survey information to inform planned works	Year 2	Use stock condition survey data to inform decisions around the future of stock.
		Year 1	Work with RP partners to ensure that all housing association stock meets the Decent Homes Standard and other regulatory standards.
		Year 1	Ensure that each HRA Business Plan during the life of this strategy takes account of the need to upgrade the energy efficiency of our older housing stock.

	New build specification	Year 1	Continue to build more new homes than are sold under Right to Buy, and to use renewable technologies to ensure that these homes are affordable to heat.
		Year 5	Tackle fuel poverty and the climate emergency by ensuring all Council-owned housing meets at least Energy-efficiency rating 'C' by 2030.
Tackle damp, mould and condensation by improving thermal properties of our own less well-insulated older homes, as well as informing and supporting other landlords to maintain high standards.	Improved thermal efficiency across DBC stock, RP's and private sector	Year 1	Delivery of grant funded scheme – Herts consortium.
		Year 2	Ensure that Landlords including RPs have robust process in place to tackle damp and mould, and ensure works are carried out efficiently to resolve.
		Year 1	Continue to work with private landlords to ensure all privately rented properties meet all relevant legislative standards, offering advice and information as needed and using enforcement activity when appropriate.
		Year 1	Continue to license HMOs to ensure they are of a good standard, safe and well-managed.
		Year 2	Empowering tenants through education to support them to live well in their homes.
Commitment four: Challenge ourselves and partners to work collaboratively to maximise the delivery of truly affordable new homes			
Maximising the supply and diversity of affordable housing options to ensure the right type of housing is available in the	Affordable housing	Year 1	Work with developers, landowners and Housing Associations to ensure that

right places. Exploring all opportunities for new homes including empty homes, unused sites and conversion of commercial properties.	negotiated through the planning system, acquisitions, grant funding, 141 receipts, RCGF etc.		affordable housing is delivered by the planning system. Cross referencing the local plan and SPD to ensure appropriate policies are included to meet this Commitment.
		Year 1	Continue to attract significant funding into the borough from Homes England.
		Year 3	Strengthen relationships with our Housing Association partners, ensuring that opportunities for truly affordable housing delivery are maximised. This will include introducing a Registered Provider panel to explore joint working and create greater housing opportunities across the housing sector.
		Year 1	Monitor the delivery and affordability of new affordable homes achieved through the planning process, acquisitions, grant funding, 141 receipts, RCGF etc.
	Diversifying the range of affordable housing options to provide greater affordable choice for local people	Year 2	Investigate the feasibility of different housing tenure options and promote as appropriate.
		Year 3	Work to meet rural housing need; explore potential for Community Land Trusts in rural areas.
		Year 1	Continue to promote affordable low-cost home ownership including 'Rent to Buy'.
		Year 5	Work proactively to bring forward affordable housing projects on appropriate brownfield sites.

Deliver Social rented new build properties	Deliver 400 new Council homes	Year 3	Review existing neighbourhood plans to explore opportunities for new affordable housing.
		Year 2	Deliver energy efficient new homes which will create savings for our residents in the future.
		Year 1	Continue to use Modern Methods of Construction where appropriate, and feed innovation and continuous improvements into future developments.
Commitment five: Meet the diverse housing needs of everyone living in Dacorum			
Deliver housing across Dacorum working with partners to meet the diverse needs of everyone living in Dacorum.	Enabling appropriate accommodation in Dacorum to meet diverse needs	Year 1	Work with partners, including Hertfordshire County Council, to make sure appropriate supported and specialist accommodation is available to those who need it.
		Year 5	Maximise the delivery of new affordable housing for families; aim to include outside space and sufficient storage in all new family homes.
		Year 1	Continue to provide an efficient and effective aids and adaptations service, working effectively in partnership with housing needs/adult care services.
		Year 2	Work in partnership with Hertfordshire County Council to make sure an effective and efficient aids and adaptations service, and efficient use of the better care funding.

		Year 3	Maximise the delivery of new affordable housing for the diverse needs of residents in Dacorum including families, young people, single households and residents with long-term health conditions that impact on their ability to carry out everyday tasks. Putting the needs of residents at the centre of new build design.
		Year 2	Continue to include fully wheelchair-accessible homes in all new housing developments, tailored to level of need both via the Housing Register and those awaiting a direct offer of adapted housing.
Deliver sustainable communities in Dacorum	Deliver thriving and sustainable communities	Year 5	Ensure infrastructure (schools, GPs etc) is delivered ahead of or alongside new housing development.
Support all Dacorum residents to tackle the cost of living crisis	Signpost and support residents to manage the increased cost of living	Year 1	Ensure all new Tenants are equipped with knowledge and skills to manage a tenancy, including awareness of availability and cost, and skills in managing finances.
		Year 2	Deliver a multi-agency action plan to support those impacted by the increased cost of living. Signposting to cost of living support, using multi-channel communication methods. Ensure all households know of the information, advice and other services available to all

			including those who are just about managing. Working with partners to ensure accessible toolkits and other online resources.
		Year 3	We will champion a move towards increased digital awareness and accessibility, including free Wi-Fi provision in our own buildings.
		Year 4	Explore potential for area/district heating schemes where this will deliver lower cost energy for individual households.

Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Housing Strategy

Description of what is being impact assessed

What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?
Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc
It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact

The Housing Strategy sets out our vision for delivery of affordable social housing in Dacorum. The impact is far-reaching, because availability of high quality social housing also impacts the private market. In particular, younger people, older people, larger families and people with long term health conditions are more likely to have difficulty accessing housing that meets their needs.

Evidence

What data/information have you used to assess how this policy/service/decision might impact on protected groups? *(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

Internal and external stakeholder events, Customer satisfaction data, best practice and legislative guidance.
 External contractor (HQN) appointed to write first draft in line with best practice.
 Strategic Housing Market Assessment (SHMA).

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

Internal and external stakeholder events, TLC. Supported Housing Forum.

The formal approval process through housing senior leadership, the portfolio holder, overview and scrutiny and full Cabinet will seek to inform later versions of this document.

Analysis of impact on protected groups (and others)

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

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

Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Protected group	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			
Age	Residents vulnerable due to their age may find it more difficult to access a suitable home. Increasing age is linked directly to increased incidence of disabilities. Younger people may be more likely to be on lower incomes than those aged 25-60 and therefore less able to afford a suitable home. This strategy seeks to acknowledge and address these needs.	□	□	☒

<p>Disability (physical, intellectual, mental)</p> <p><i>Refer to CIA Guidance Notes and Mental Illness & Learning Disability Guide</i></p>	<p>Residents with a disability require accommodation that meets their needs. This strategy seeks to acknowledge and address the current shortage of suitable homes for those unable to have their needs met on the open market.</p>	□	□	☒
<p>Gender reassignment</p>	<p>The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We seek to ensure that the needs of those who have undergone gender reassignment are met and that they are suitably housed. We have not yet recorded any instances whereby an individual has requested a different type of property as a direct result of gender reassignment.</p>	□	☒	□
<p>Race and ethnicity</p>	<p>The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We seek to ensure that the needs of all racial and ethnic groups are met and that they are suitably housed. Our choice based lettings approach allows applicants to bid on homes that are close to their desired location, for example near family members or places of worship.</p>	□	☒	□
<p>Religion or belief</p>	<p>The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We seek to ensure that the needs of all beliefs (and none) are met and that they are suitably housed. Our choice based lettings approach allows applicants to bid on homes that are close to their desired location, for example near family members or places of worship.</p>	□	☒	□
<p>Sex</p>	<p>The policy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010.</p> <p>Females are more likely than males to be victims of domestic abuse, so we take an approach that minimises any risk of perpetrators having access to victims in line with the Council's Domestic Abuse Policy.</p>	□	☒	□

Sexual orientation	<p>The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We have not yet recorded any instances whereby an individual has requested a different type of property as a direct result of their sexual orientation.</p> <p>In cases where a resident is threatened with abuse or violence as a result of their sexual orientation we will take all appropriate action.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.	<p>Households on low incomes are more likely to apply for social housing than the general population.</p> <p>Carers, veterans, those being released from prison etc. may have additional needs or requirements for housing.</p> <p>Properties for private rent or sale in Dacorum's rural areas are extremely expensive, so out of reach for many brought up in these locations. This strategy therefore seeks to address the need for social housing in our villages.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Negative impacts / outcomes action plan Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.				
Action taken/to be taken <i>(copy & paste the negative impact / outcome then detail action)</i>	Date	Person responsible	Action complete	
			<input type="checkbox"/>	
			<input type="checkbox"/>	

If negative impacts / outcomes remain, please provide an explanation below.	
Completed by (all involved in CIA)	Ada Terry, Sue Prowse
Date	07/07/2023
Signed off by (<i>AD from different Directorate if being presented to CMT / Cabinet</i>)	Sara Whelan
Date	09/01/2024
Entered onto CIA database - date	
To be reviewed by (officer name)	
Review date	



Report for:	Cabinet
Title of report:	Menopause Policy
Date:	30 th January 2024
Report on behalf of:	Councillor Carole Weston, Portfolio Holder for People and Transformation
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix 1: Menopause Policy Appendix 2: Community Impact Assessment
Background papers:	Nil
Glossary of acronyms and any other abbreviations used in this report:	EDI – Equality, Diversity and Inclusion HR – Human Resources OD – Organisational Development CLT – Corporate Leadership Team SLT – Strategic Leadership Team

Report Author / Responsible Officer	
Aidan Wilkie – Strategic Director (People and Transformation) Aidan.wilkie@dacorum.gov.uk	
Matt Rawdon – Assistant Director (People) Matthew.rawdon@dacorum.gov.uk	
Priti Gohil – HR Manager Priti.gohil@dacorum.gov.uk	

Corporate Priorities	Ensuring efficient, effective and modern service delivery
Wards affected	N/A

Purpose of the report:	For Cabinet to consider the Council's new Menopause Policy
Recommendation (s) to the decision maker(s):	That Cabinet approves the new Menopause Policy.
Period for post policy/project review:	The policy will be fundamentally reviewed three years post implementation.

1 Introduction/Background:

- 1.1 Menopause in the workplace is currently a high-profile issue. Recently, there has been an increase in cases where individuals have taken claims of discrimination to Employment Tribunals due to a lack of support and awareness of Menopause at their place of work.
- 1.2 A Menopause survey of over 4000 women, carried out by Savanta ComRes in 2022, found that 1 out of 10 women who have worked while going through the menopause have had to leave their job directly because of their symptoms. It also discovered that 14% of women had to reduce their hours at work, 14% had to go part time and 8% felt they could not apply for a promotion.
- 1.3 The purpose of a Menopause at Work Policy is to educate staff and provide clarity to staff and managers, to remove the taboo associated with the menopause and to normalise it within the workplace. It confirms the support available from the Council, (including reasonable adjustments), the expected training, information about menopause symptoms and provides guidance around the relevant employment legislation.

2 Proposals/Methodology

- 2.1 In order to develop the Council's policy, a benchmarking exercise was carried out to review current Menopause Policies within other local government and public sector organisations. There have been various discussions regarding Menopause and support for staff and managers with other Heads of HR across Hertfordshire and also at EDI networking groups.
- 2.2 The menopause was also discussed at the International Women's Day Forum within the Council and further discussions with staff have since taken place at the Gender Equity forum, EDI Reference Group and the Staff Engagement Forum. The Council also received positive feedback about the need for a policy for staff and managers when Menopause workshops were delivered.
- 2.3 In creating this policy, officers have worked in partnership with trade union colleagues, the Corporate and Strategic Leadership teams and the EDI reference group.
- 2.4 The Council has also been working in partnership with its voluntary sector colleagues, namely DENS. We have been exploring setting up a support group for staff across the Council and voluntary sector, which will include regular talks from leading experts in the menopause field.
- 2.5 It should be noted that additional mandatory training is required for managers as part of this policy where managers will be expected to undertake awareness training on the menopause and how to effectively manage staff experiencing menopausal symptoms.
- 2.6 Appendix 1 contains the proposed Menopause Policy.

3 Options and alternatives considered

Given the feedback from various staffing groups and, considering good HR practice, it is recommended that the Council has a Menopause Policy. This policy will increase overall menopause awareness, and an understanding of its effects on staff, as well as providing managers with the knowledge and skills to be able to effectively manage staff experiencing menopausal symptoms. The option not to implement this policy will create various risks to the Council as detailed in section 7 of this paper.

4 Consultation

This policy has been reviewed and includes comments/feedback from the Council's EDI Reference Group, HR and OD Team, CLT, SLT, Finance and Resources Overview and Scrutiny and the Trade Unions. These key stakeholders all support this new policy.

5 Financial and value for money implications:

The launch of the Menopause Policy will be supported by mandatory Menopause Training for Managers that will be available on the Council's current e-learning platform. There will also be staff workshops on the Menopause which will be incorporated in the current corporate training budget.

6 Legal Implications

Although there is no direct legal obligation for employers to have a Menopause Policy, not having one could have a negative impact by inadvertently failing to consider and support the health and wellbeing of employees going through the menopause. Not managing menopause effectively in the Council's workforce may result of discriminatory claims under the Equality Act 2010.

7 Risk implications:

The absence of a Menopause at Work Policy could pose several risks including:

- Possible contribution to a lack of engagement, low morale, lower performance and productivity from individuals who may not feel supported
- Rise in absence rates as individuals may not feel supported or confident to share the real reason for their absence.
- Increase the risk of staff experiencing stress, anxiety and depression
- Valuable members of staff leaving the organisation due to the lack of support and stigma attached to the menopause.
- In some cases, this could be seen as a discrimination matter, which could lead to an increase in Employment Tribunal claims.

8 Equalities, Community Impact and Human Rights:

8.1 The Community Impact Assessment can be seen in Appendix 2.

8.2 This indicates that the presence of a Menopause Policy would support staff who may be going through the menopause and would also educate managers and colleagues. By removing the taboo and stigma attached to a sensitive topic of discussion, staff affected by the menopause will feel better supported and encouraged to work with their managers.

8.3 There are no Human Rights Implications arising from this report.

9 Sustainability implications (including climate change, health and wellbeing, community safety)

This policy is to support staff and managers by educating and increasing awareness of the Menopause and its symptoms. By removing the stigma attached to this sensitive topic, the Council aims to normalise discussions about the Menopause, hence improving the wellbeing of staff and making the workplace more inclusive and supportive.

10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

All relevant stakeholders have been consulted and support this policy.

11 Statutory Comments

Monitoring Officer:

The Policy will help to ensure equality of treatment of all employees and minimise complaint or legal claim and is recommended for approval.

S151 Officer:

No further comments to add to the report.

12 Conclusions:

This new policy has received full support from key stakeholders during the consultation process and will support the Council's workforce. If approved, it provides another essential employment policy to the existing suite of staff policies, which fully aligns with the Council's ambitions to be an employer of choice through the delivery of its People Strategy.

Menopause at Work Policy

Author	Equality, Diversity and Inclusion Team		
Version	1.5	Date of publication	DD/MM/YY
		Review date	DD/MM/YY

Contents

1. Introduction	3
2. Legislative Drivers	4
3. Aims	4
4. Scope	5
5. Definitions	5
6. Symptoms	6
7. Support and advice for those experiencing the Menopause	7
8. Workplace/Reasonable Adjustments & Flexible Working	8
9. Roles and Responsibilities	10
10. Reporting Issues	13
11. Data Confidentiality	13
12. Links to other policies	14
13. Equality and Diversity	14
14. Review and monitoring	14
Appendix 1 Self-management for staff experiencing the menopause	15
Appendix 2 Guidance for managers discussion	17
Appendix 3 Sources of information and support	18
Appendix 4 – Workplace/Reasonable Adjustment Form	19

Accessibility

If you require this document in a different format please send your request by email to humanresources@dacorum.gov.uk.

Introduction

The Council is committed to ensuring the health, safety and wellbeing of its employees and ensuring everyone is treated with dignity and respect.

The menopause is a natural process and for many can be positively managed through lifestyle adjustments. However, the Council recognises that for some the menopause is not always an easy transition. Some employees may need additional considerations to support and improve their experience at work.

The menopause can also directly and indirectly affect others both within the workplace and at home. This can include colleagues, family members, same sex partnerships, those going through gender reassignment and those with disabilities.

With this in mind, this policy is designed to raise awareness of menopause transition and provide information and support for those who are directly or indirectly affected. It therefore contains information relevant to employees, their managers and other colleagues.

This policy is part of the Council's commitment to equality, diversity and inclusion, to create a workplace that respects and values each other's differences, that promotes dignity and combats prejudice, discrimination and harassment. This policy seeks to benefit the welfare of individual members of staff; retain valued employees; improve morale and performance and enhance the reputation of Dacorum Borough Council as an employer of choice.

The Council recognises that many of the changes to workplace culture and adjustments offered here may not only be of benefit to workers experiencing the menopause, but to all staff.

This Policy is inclusive of all gender identities including Trans and non-binary employees.

Legislative Drivers

[The Health and Safety at work act \(1974\)](#) requires employers to ensure the health safety and welfare of all workers. Employers are to carry out risk assessments under the Management Regulations which should include any specific risks to menopausal employees if they are employed.

Risk assessments should consider the specific needs of menopausal employees and ensure that the working environment will not make their symptoms worse. Issues that need looking at include temperature, ventilation, toilet facilities and access to cold water. It is important that workplace stress is also considered.

While menopause is not a specific protected characteristic under the [Equality Act 2010](#), in accordance with the Advisory, Conciliation and Arbitration Service (ACAS), "if an employee is disadvantaged and treated less favourably in any way because of their menopause symptoms this could be viewed as discrimination if related to a protected characteristic, for example, age, disability, gender reassignment or sex".

Aims

The aim of this policy is to:

- Support employees to remain at work.
- Raise awareness of menopause, the related issues and how this can affect employees.
- Break the stigma and taboo surrounding the menopause at work and to promote an environment in which employees feel confident in discussing menopausal issues and ask for support and adjustments, if required.
- Provide guidance and direction on how to support employees who raise menopausal issues not only for the individuals experiencing the menopause but also those who may be affected indirectly which may include managers, colleagues, partners and family members.
- Inform managers of the potential symptoms of menopause, how this can affect employees and what can be done to support individuals including workplace/reasonable adjustments.

Scope

This Policy applies to all employees and workers of Dacorum Borough Council. It includes permanent and fixed-term employees

Definitions

Menopause – The menopause is a natural part of ageing and refers to the time in life when periods stop and the natural reproductive cycle ends. It usually occurs between the ages of 45 and 55 with the average age being 51.

Premature ovarian insufficiency (premature menopause) – Approximately 1 in 100 affected people will experience menopause before 40 years of age (naturally or as an effect of a medical condition or treatment).

Peri-menopause – the time leading up to menopause when menopausal symptoms can be experienced. Symptoms can start a few months or even years before periods stop.

Post-menopause – The time after the last period.

Andropause - The Male Menopause. *(Note the Andropause is not covered in this guidance).*
Symptoms of Menopause

According to the National Institute for Health Care and Excellence (NICE) the most reported symptoms of menopause (hot flushes and night sweats) can occur in approximately 75% of cases with 25% being severely affected.

Symptoms are associated to a decrease in the body's production of the hormone oestrogen. Other factors such as diet and exercise, lifestyle and medication can also influence the symptoms.

Below are the most common symptoms, however, this is not a fully exhaustive list. It is important to note that not everyone will notice symptoms or need help and support. Symptoms can vary overtime and between individuals, here are examples:

- Hot flushes
- Night sweats
- Sleep disruption
- Fatigue
- Difficulty concentrating/memory problems/loss of confidence
- Mood disturbances including anxiety and depression
- Headaches
- Irregular periods/heavy bleeding
- Bone and Joint problems

Symptoms can last over a number of years and in some cases cause lifelong changes. The nature of symptoms will vary from mild to severe. These symptoms can have a significant adverse impact on the quality of both personal and working life.

It is also important to note that the onset of menopause symptoms can also coincide with other health issues as well as potential caring responsibilities for elderly parents/relatives/children.

Support for those experiencing the Menopause

The Council is committed to a programme of action to make this policy effective and will work to positively support staff experiencing the menopause.

Training/workshops offering further information and guidance will be available to all staff so that they are able to better understand the effects of the menopause and be comfortable about discussing and addressing the impact that it can have on employees in carrying out their roles.

Employees may find it beneficial to research the menopause or discuss it with family or friends. Additional sources of support can be found on appendix 3, as well as on the intranet (DENNIS) within the [Health & Wellbeing Hub](#).

If symptoms are causing problems at work, employees are encouraged to speak to their line manager and/or HR so that the appropriate support can be provided. If required, a support plan can be created for the employee which can include details of agreed adjustments (if applicable) in line with the Council's Workplace and Reasonable Adjustment Guidance (see section 8 and 12).

Workplace/Reasonable Adjustments & Flexible Working

The Council not only has a duty to provide a safe working environment for all employees, but also aims to facilitate an open, understanding, working environment.

As symptoms associated with menopause can affect an employee's comfort and performance at work, the Council is committed to ensuring that adjustments and additional support are available for those experiencing menopausal symptoms or for those supporting individuals with menopausal symptoms.

Adjustments can be made to the workplace following the Workplace/Reasonable Adjustments Guidance and/or on employees' ways of working, following the Flexible Working Policy (policies are listed on section 12 of the employment handbook).

Below are suggested adjustments to consider for the most common symptoms, however, this is not a fully exhaustive list:

Hot Flashes – Can result in employees feeling uncomfortable and less tolerant of workplace temperatures.

- Review control of workplace temperature and ventilation – consider desktop fan in an office or locate desk closer to an opening window or away from a heat source.
- Access to drinking water.
- Access to washroom facilities (take into consideration employees who travel or work in multiple locations).
- Avoid tight fitting uniforms.
- For staff who are not required to wear uniforms recommend loose fitting layers and cotton fabrics rather than manmade fibres.
- Access to a rest area/room for breaks if work involves prolonged periods of standing or sitting.
- Access to a quiet room/area for a short break to manage a severe hot flush.

Night Sweats/Sleep disruption – Can result in increased tiredness and fatigue.

- Consider flexible working hours or temporary shift changes to accommodate difficulties
- Difficulty concentrating/Memory problems – Performance may be affected
- Regular supervision/review with manager for additional support, if required
- Review task allocation and workload
- Consider flexibility in working pattern or shift pattern; for example if concentration is better or worse at certain times of the day.
- Offer quiet place to work (if feasible, for example in office environments)

Low mood/Depression/anxiety/panic attacks/loss of confidence – Can make work tasks more difficult to carry out and performance may be affected.

- Provide opportunity to openly discuss any concerns/difficulties
- Regular supervision/review with manager for additional support, if required
- Access to a quiet area for a short break if required (allowing time for simple relaxation and mindfulness techniques)
- Encourage the employee to discuss symptoms with their GP practice
- Signpost to sources of support including Employee Assistance Programme (see appendix 2 for contact details)
- Consider referral to Occupational Health (see appendix 2 for contact details)

Headaches

- Access to drinking water
- Access to quiet space or area for short break and to take medication if required.

Irregular/heavy bleeding

- Access to toilet and washroom facilities
- May require more frequent short breaks

Bone and Joint problems – certain moving and handling tasks may be more uncomfortable

- Local risk assessments and moving and handling assessments, if required.
- Consider temporary adjustments or modifications to work tasks

Personal/intimate issues

- Advise to attend GP practice for advice
- Signpost to Menopause information from the Menopause Service NHS which can be accessed via the link <https://www.nhs.uk/conditions/menopause/>

The Council will seek to be flexible and to support requests wherever possible, and to this end will work proactively with the Equality, Diversity and Inclusion working group and staff members to better understand people's experiences with menopause.

Roles and Responsibilities

Employees

Each employee should take responsibility and care for their own health and wellbeing and seek medical advice from their GP if there are any concerns (see appendix 1 and 3 for sources of information and support).

Inform their line manager of any circumstances or conditions that might affect their ability to perform their work and/or that could put themselves or others at risk. If for any reason they feel unable to speak to their manager they can also speak to Human Resources or their trade union. Follow the risk assessments and reasonable adjustments in place and inform their line manager of any changes to their health.

Human Resources

Human Resources will offer support to managers and employees on the interpretation and implementation of this and all related policies.

Promote awareness-raising activities including mandatory training and education for managers.

Line Managers

Although menopause usually affects people between the ages of 40 and 60; it can impact younger people, partners and families, and those who are transitioning. Managers have a duty of care to support anyone affected by the menopause in the workplace, directly or indirectly, and to recognise the potential impact of menopausal symptoms on the performance of employees experiencing the menopause as well as those who support people with menopause.

Menopause can challenge both physical and mental wellbeing. When notified by the employee of any concerns or changes in their health, it is the line manager's responsibility to have a supportive conversation with the employee (following guidelines on appendix 2), and where appropriate, outline and signpost them to the support available, such as Occupational Health and the Employee Assistance Programme.

When an employee discloses menopause-related concerns, managers must gain an understanding of their employee's likely support needs, using the information in this policy, as well as their own research using the links on appendix 3.

The line manager with the employee must review the current risk assessment(s) in place to keep staff and others safe. Where the control currently in place are not sufficient for that individual, the risk assessment must be amended or ensure that a workplace/reasonable adjustment form is in place to be used to list the additional controls required for that employee.

When completing a workplace/reasonable adjustments form (template can be found on appendix 4) managers must ensure that any adjustments agreed are recorded and a copy is provided to the employee (see section 12).

Managers must agree a review period with the employee and a follow up meeting should be diarised with both the manager and employee, to ensure it takes place at the agreed time.

If there is an additional need for sickness absence by employees in order to manage their menopausal symptoms, managers must consider such absence as an ongoing condition requiring the consideration of reasonable adjustments and flexibility in absence procedure triggers. These absences should be recorded on iTrent as sickness absences related to symptoms of menopause.

Managers must assess each case on its own merit, as every individual's issues are unique.

All information shared by the employee must be treated sensitively, professionally and in the strictest confidence, not being shared further without their consent.

Managers must refer to the relevant HR policy when dealing with requests for special leave, being mindful of the importance of being supportive of attendance at appointments.

Managers must ensure that all employees are aware of this policy and understand their own and the employer's responsibilities.

Managers will consider all requests for support and adjustments sympathetically and will not discriminate against those employees who are experiencing the menopause, and put in place the required support or adjustments where possible in a timely manner. All employees must be treated fairly and consistently. Employees need to be confident that they will not be treated less favourably if they take up any support available to employees experiencing the menopause.

Reporting Issues

Workplace 'banter' can be upsetting and could be interpreted as harassment. Employees should report any instances of harassment, bullying, victimisation or discrimination experienced because of issues related to the menopause (see section 12 for related policies).

Data Confidentiality

We will process any personal data collected in accordance with our data protection policy. Data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of providing the necessary support.

Links to other policies

It may be appropriate for an employee to be supported using the Council's Flexible Working or Absence Management policies, but as support needs will vary according to individual circumstances, managers should liaise with HR to ensure fairness and consistency.

The below policies may be relevant depending on individual circumstances.

[Flexible Working](#)

[Sickness Absence Management](#)

[Workplace/Reasonable Adjustment Guidance](#)

[Code of Conduct](#)

[Harassment](#)

[Data Protection](#)

Equality, Diversity & Inclusion

This policy will be applied consistently and fairly and will not discriminate against anyone based on any relevant characteristics, including those set out in the Equality Act 2010. The menopause primarily affects women and those who have transitioned as women. However anyone experiencing menopause symptoms or supporting individuals who are experiencing symptoms will be supported through this policy, regardless of gender identity.

Review and monitoring

This policy will be reviewed every 3 years, or sooner if there is a specific legislative, regulatory or service requirement or change in guidance, law or practice, including recommendations from the Equality, Diversity and Inclusion working group and trade unions.

Appendix 1 – Self-management for staff experiencing the Menopause

Employees experiencing the menopause are encouraged not to suffer in silence, but to consider:

- Seeking medical advice from their GP;
- Discussing symptoms with line manager or another colleague and/or trade union rep and requesting appropriate workplace adjustments. If unsure how to start the conversation with their manager, something as follows can be suggested:

'Thanks for meeting with me. I recently read the Council's 'Menopause at Work' policy and wondered if I could have a chat with you about how the menopause is impacting on my daily life and my work, so that some additional support could be put in place?'

- Discussing symptoms with Occupational Health;
- Contacting the Employee Assistance Provider.

Employees are also encouraged to make healthier lifestyle choices to help with some of the symptoms such as:

- Eating healthily and regularly – research has shown that a balanced diet can help in alleviating some symptoms, in keeping bones healthy and in not gaining weight;
- Drinking plenty of water;
- Exercising regularly - to reduce hot flushes, improve sleep, boost mood and maintain aerobic fitness levels;
- Not smoking – to help reduce hot flushes and the risk of developing serious conditions such as cancer, heart disease and stroke;
- Ensuring alcohol intake is within recommended levels and cutting down on caffeine and spicy food – all of which can trigger hot flushes;
- Having access to natural light;
- Staying cool at night – wearing loose clothes in a cool and well-ventilated room to help with hot flushes and night sweats;
- Ensuring adequate rest and relaxation – to reduce stress levels and improve mood (through, for example, activities such as mindfulness, yoga and tai chi);
- Trying vaginal lubricant or moisturizer to reduce the symptoms of vaginal dryness – available either on prescription or over the counter from pharmacies

Appendix 2 – Guidance for Managers Discussions with Employees

Regular, informal conversations between manager and employee can enable discussions about issues related to menopause. One of the most valuable things a manager can do is listen and respond sympathetically if issues relating to menopause are reported. These conversations can assist the manager to fulfil their responsibilities outlined in the section 9.3 and to identify additional support at work that can make a real difference in the way employees cope with menopause. This may enable them to continue working well, productively and to remain at work.

It is important to note that employees experiencing menopausal issues (directly or indirectly) may feel uncomfortable or embarrassed to approach their manager. However, if a manager is aware of the symptoms associated with the menopause and how this can affect a person, this can greatly assist in promoting an environment where employees feel more confident to approach their manager and seek support, if required.

If an employee wishes to talk about changes in health including symptoms of menopause it is important to:

- Encourage the employee to discuss any relevant health concerns with their GP practice.
- Maintain confidentiality when handling health information (seek a private room/office and ensure any records are stored in a safe and confidential manner).
- Allow for sufficient time to have the conversation and encourage the employee to be open and honest when discussing any difficulties they may be experiencing.
- Explore with them ways in which they can be supported, if required (see below for common symptoms and adjustments to consider).
- Agree an action plan, record the outcome of the discussion and agree a review timeframe (please see Appendix 4 for a discussion template).
- Provide details of support and external services available (appendix 1 and 3)

Appendix 3 - Sources of information/support

If an employee is experiencing troublesome menopausal symptoms they are encouraged to contact their GP practice in the first instance who will be able to discuss possible management options.

Employee Assistance Programme

This service can be accessed through the helpline 0800 328 1437 or online at www.employeeassistance.org.uk using DBC1 for access.

Quiet space

The Council has a medical and multi faith room that staff can use for time away from the officer, occupancy signs are located on the doors to enable privacy.

External links

- Menopause Matters - <https://www.menopausematters.co.uk/>
- NHS Choices - <https://www.nhs.uk/conditions/menopause/>
- The Daisy Network (support for early menopause/premature ovarian insufficiency) <https://www.daisynetwork.org/>
- The Menopause Exchange - <https://menopause-exchange.co.uk/>
- Women's Health concern - <https://www.womens-health-concern.org/>
- Henpicked (community site for women over 40) - <https://henpicked.net/>
- The Royal College of Obstetricians and Gynaecologists <https://www.rcog.org.uk/en/patients/menopause/>
- The Hysterectomy Association (Insights into surgically induced menopause as a result of having a hysterectomy) <https://www.hysterectomy-association.org.uk>
- NICE - National Institute for Health and Care Excellence (Explain how your GP will determine what types of treatments and interventions they can offer you) <https://www.nice.org.uk/guidance/ng23/ifp/chapter/About-thisinformation>
- ACAS - Advisory, Conciliation and Arbitration Service (Menopause and the law) <https://www.acas.org.uk/menopause-at-work/menopause-and-the-law>

Appendix 4 – Workplace/Reasonable Adjustment Form

EMPLOYEE NAME:

MANAGER:

DATE:

REVIEW DATE:

To assist managers in considering adjustments to a job or the working environment.

Reason for Adjustment	
Type of Adjustment	
Effectiveness	
Practicability	
Extent of disruption to work activities	

Resource and cost implications	

Community Impact Assessment (CIA)

Activity

Menopause at Work Policy

Description of what is being impact assessed

What is the activity? For example new policy review of policy, community event etc.

What are the aims of the activity?

Do you need to reference/consider any related activities?

Stakeholders; Who will be affected?

Which protected characteristics is it most relevant to? Consider the community, residents, service users, staff, Members, etc

It is advisable to involve at least one colleague in the preparation of the assessment.

The Council will be implementing a new Menopause at Work Policy for our workforce. The purpose of a Menopause at Work Policy is to educate and provide clarity to staff and managers, remove the taboo associated with the menopause and normalising it within the workplace. It confirms the support available from the Council (including reasonable adjustments), the expected training, information about menopause symptoms and provide guidance around the relevant employment legislation.

This policy will essentially support the wellbeing of women in the workplace and educate staff and managers to have a better understanding of the Menopause. It will also, enable all managers to be aware of what support/adjustments should be considered in these circumstances.

Evidence

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

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

We understand that around 50% of the Council’s workforce are women and approximately 70% of our staff are aged over 40 years old.

There has been an increase in cases where individuals have taken claims of discrimination to Employment Tribunals due to a lack of support and awareness of Menopause at their place of work. A Menopause survey of over 4000 women carried out in 2022 found that 1 out of 10 women who have worked while going through the menopause have had to leave their job directly because of their symptoms. It also discovered that 14% of women had to reduce their hours at work, 14% had to go part time and 8% felt they could not apply for a promotion.

The need derived from the Council’s International Women’s Day Forum in late 2022 and further discussions with staff have since taken place at the Gender Equity forum, EDI Reference Group and the Staff Engagement Forum.

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

Various staff groups such as Council’s International Women’s Day Forum in late 2022 and further discussions with staff have since taken place at the Gender Equity forum, EDI Reference Group and the Staff Engagement Forum.

Consultation has also taken place with the TUs and the Council’s Corporate & Strategic Leadership Team.

Analysis of impact on protected groups (and others)

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

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

Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Protected group	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			

<p>Age</p>	<p>This policy will specially support staff who are experiencing menopause symptoms. The menopause is typically experienced by women who are over 40, however this policy will also take into consideration those who fall into a younger age bracket, who may experience early menopause due to a medical condition or surgery. They will be assured that their managers better understand menopause and know how to best support staff experiencing it. If the Council does not support staff experiencing the menopause, it could be seen as age discrimination as staff may perceive that they have been treated less favourably because of the menopause.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Disability</p>	<p>In some cases, the menopause could be considered a disability under discrimination law. But by having a menopause policy in place, the Council will be able to demonstrate appropriate support for staff.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Gender reassignment</p>	<p>Gender re-assignment is a protected characteristic under the Equality Act 2010. A person has the protected characteristic of gender reassignment if they are planning to go through or have gone through the process to reassign their sex. If the Council puts an employee or worker at a disadvantage or treats them less favourably because they have or someone thinks they have, the protected characteristic of gender re-assignment, this could be discriminatory. This policy will ensure staff under this protected characteristic are treated fairly and consistently.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Race and ethnicity</p>	<p>This policy applies to all of the workforce.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Religion or belief</p>	<p>This policy applies to all of the workforce.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<p>Sex</p>	<p>The policy sets out clear guidance to staff and managers about the importance of treating and supporting colleagues who may be experiencing menopause symptoms. Any unwanted behaviour associated to this could be seen as a conduct issue and can be addressed according to the appropriate Council Policy.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Sexual orientation</p>	<p>This policy applies to all of the workforce.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Not protected characteristics but consider other factors, e.g. carers, care leavers, veterans, homeless, low income, loneliness, rurality etc.</p>	<p>This policy applies to all of the workforce.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Negative impacts / outcomes action plan Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.			
Action taken/to be taken <i>(copy & paste the negative impact / outcome then detail action)</i>	Date	Person responsible	Action complete
Nil	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>

If negative impacts / outcomes remain you must justify why changes cannot be made. Due to potential legal implications please discuss this with the person responsible for signing off this CIA and with the EDI Lead Officer before completing the box below.	
Nil	
Completed by (all involved in CIA)	Priti Gohil (HR Manager)
Date	22 November 2023
Signed off by (Activity Sponsor)	Matt Rawdon (AD – People)
Date	23 November 2023
Entered onto CIA database - date	TBA
To be reviewed by (officer name)	EDI Lead Officer
Review date	TBA



Cabinet

Report for:	Cabinet
Title of report:	Treasury Management 2023/24 Mid-Year Performance Report
Date:	12 th December 2023
Report on behalf of:	Cllr Ron Tindall, Portfolio Holder for Corporate and Commercial Services
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix A: Investment portfolio as at 30 September 2023 Appendix B: Link Asset Services counterparty credit list as at 30 September 2023 Appendix C: Prudential Indicators Q1 and Q2 2023-24
Background papers:	Cabinet 20th June 2023 – Treasury Management Strategy (Appendix D to Provision Outturn Report)
Glossary of acronyms and any other abbreviations used in this report:	CIPFA-The Chartered Institute of Public Finance and Accountancy MPC- Bank of England Monetary Policy Committee CFR- Capital Financing Requirement GDP- Gross Domestic Product CPI- Consumer Prices Index

Report Author / Responsible Officer	
Report Author: Lexi Schultz, Financial and Regulatory Accounting Manager	
	 Lexi.schultz@dacorum.gov.uk / 01442 228533 (ext. 2533)
Responsible Officer: Fiona Jump, Head of Financial Services	
	 Fiona.jump@dacorum.gov.uk / 01442 228162 (ext. 2162)

Corporate Priorities	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity
-----------------------------	---

	<p>Providing good quality affordable homes, in particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
Wards affected	All
Purpose of the report:	To report upon the mid-year information on Treasury Management performance for 2023/24.
Recommendation (s) to the decision maker (s):	Cabinet recommends to Council acceptance of the 2023/24 Treasury Management performance report.
Report Period for post policy/project review:	Regular reports are taken to Members on the Council's Treasury Management performance.

1. Background

1.1 The purpose of this report is to update Cabinet on the performance of this Council's treasury management function during the first half of 2023/24, to the period 30 September 2023.

1.2 Treasury management is defined as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

The Council's Treasury Management team manages the Council's cash flows in order to strike the optimal balance between the following three elements:

- The liquidity requirements for the Council's day-to-day business;
- Funding the Council's capital programme;
- Investing surplus monies in line with the Treasury Management Strategy.

2. Governance

2.1 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management.

2.2 The Code requires:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities;
- Creation and maintenance of treasury management practices setting out the manner in which the Council will seek to achieve those policies and objectives;
- Receipt by Full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report (this report) and an Annual Report (stewardship report) covering during the previous year;
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and execution and administration of treasury management decisions;
- This Council nominates Cabinet to be responsible for effective scrutiny of the Treasury Management Strategy, policies and monitoring before recommendation to Full Council.

3. Economic update

3.1 The first half of 2023/24 saw:

- Interest rates rise from 4.25% to 5.25%.
- A 0.5% decline in real Gross Domestic Product (GDP) in July.
- Consumer Prices Index (CPI) inflation decreased from 8.7% in April to 6.7% in August, its lowest rate since February 2022.
- Employment fell by 207,000 from April to June, but there is no evidence yet that it has led to wage growth easing (average earnings rose to 7.8% in August, excluding bonuses). UK wage growth remains much faster than in the US and Euro-zone.

- 3.2 In September 2023, the Bank of England Monetary Policy Committee (MPC) left interest rates unchanged. Our treasury advisors expect interest rates to stay at the probable peak of 5.25% until the second half of 2024.
- 3.3 Below is our treasury advisors, Link Group's forecast of interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1st November 2012.

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

4. Treasury Management Strategy Statement and Annual Investment Strategy update

- 4.1 Council approved the 2023/24 Treasury Management Strategy Statement (TMSS) on 12 July 2023.
- 4.2 The Council's Annual Investment Strategy, which is included in the TMSS, outlines the Council's investment priorities as:
- Security of capital;
 - Liquidity;
 - Return on investment.
- 4.3 The Council aims to achieve optimum return on investments within the context of the first 2 priorities. See Appendix A for a breakdown of the Council's investment portfolio, as at 30 September 2023.
- 4.4 Link Asset Services' full counterparty credit list as at 30 September 2023 identifies those organisations the Council is able to place funds and is shown in Appendix B.
- 4.5 All investments during the first six months of 2023/24 were placed in accordance with the approved strategy.

5. Investment Performance 2023/24

- 5.1 It is the Council's priority to ensure security of capital and liquidity and to obtain a level of return consistent with the Council's risk appetite. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out best value available in periods up to 12 months with high credit rated financial institutions.
- 5.2 As shown in section 3.3, the latest interest forecast sets out a view that in the short-term interest rates and therefore investment returns will be high, as the Bank of England seeks to manage inflation. The general fund half yearly performance is achieving £1.7m against a budget of £0.4m, a surplus of £1.3m. On the HRA, half yearly performance is achieving investment income of £1m against a budget of £0.1m, a surplus of £0.9m. This favourable return is unlikely to continue in the long-term if interest rates fall as predicted.
- 5.3 The Council held £108.722m of investments as at 30 September 2023 (£103.668m at 31 March 2023). The average investment return for the first six months of the year was 4.51%. In comparison, the Council achieved 1.12% in the first 6 months of 2022/23.

6. Borrowing

- 6.1 The Council's Capital Financing Requirement (CFR) is the Council's underlying need to borrow for capital purposes and is forecasted to be £372.763m as at 31/03/2024. This includes the fixed interest rate borrowing from the Public Works Loan Board (PWLB) for HRA Self Financing and the General Fund capital expenditure requirements.

Current Borrowing Arrangements

- 6.2 As a Local Authority, the Council is able to borrow from PWLB, which operates within the Debt Management Office (DMO), an Executive Agency of HM Treasury.
- 6.3 The PWLB charges interest on loans it issues. Any Council borrowing will be carried out in line with its approved Treasury Management Strategy. If required, the Council can utilise existing cash balances to fund its future capital programme instead of undertaking new external borrowing.

Debt rescheduling

- 6.4 No debt rescheduling has been undertaken in the current financial year. There may be opportunities in the future, although only prudent and affordable debt rescheduling will be considered.

Compliance with Treasury and Prudential Limits

- 6.5 The Council has a statutory duty to determine and monitor affordable borrowing limits. During the half year ended 30th September 2023, the Council operated within the treasury and prudential indicators in the Council's Treasury Management Strategy Statement. The Chief Finance Officer envisages no difficulties for the current or future years in complying.

7. The Council's Capital Expenditure (Prudential Indicators)

- 7.1 Prudential indicators are set yearly as part of the Council's Treasury Management Strategy. They set the annual limits on borrowing, and provide a basis for assessing the affordability of financing costs, external debt and capital expenditure.

Prudential Indicators for Capital Expenditure

- 7.2 The table below shows the revised estimates for capital expenditure and financing with the changes since the capital programme was agreed in February 2023, as at the end of September 2023.

Capital Expenditure by Service	2023/24 Original Budget £M	Revised Forecast as at September 2023 £M
General Fund	32.47	7.798
HRA	81.248	64.786
Total	113.719	72.584
Financed by:		
Capital grants & S106	7.405	7.989
Capital receipts & reserves	56.522	38.539
Revenue	2.538	0.000
Internal Borrowing General Fund	11.848	0.000
HRA Borrowing	35.406	26.056
Total financing	113.719	72.584

- 7.3 The table below shows the CFR and the expected debt position over the period; termed the 'Operational Boundary'. The changes to the forecast CFR are due to incorporation of the actual Capital Programme outturn position from 2022/23 and slippage and underspends in 2023/2024. It is assumed as per the budget that £15m of HRA borrowing will be internal (funded by cash balances rather than borrowing externally), this is usually more cost effective.

	2023/24	2023/24
	Original Estimate £M	Revised Forecast £M
Prudential Indicator – Capital Financing Requirement		
CFR – General Fund	29.728	17.940
CFR – HRA	364.174	354.824
Total CFR	393.901	372.763
Net movement in CFR from 31/03/23	44.552	23.414
Prudential Indicator – External Debt / the Operational Boundary		
Borrowing	355.214	346.193
Other long term liabilities (leases)	0.188	0.188
Total debt 31 March 2024	355.402	346.381

Prudential Indicator for Borrowing Activity

- 7.4 The key control over treasury activity is a prudential indicator to ensure that, over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year, plus the estimates of any additional CFR for 2023/24 and the next two financial years.
- 7.5 The table highlights that the Council's gross borrowing is forecast to be below its CFR.

	2023/24	2023/24
	Original Estimate £M	Revised Estimate £M
Gross borrowing	355.214	346.193
Plus other long term liabilities (leases)	0.188	0.188
Less investments	(15.35)	(108.72)
Net borrowing	340.048	237.659
CFR (year-end position)	393.901	372.76

- 7.6 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised annually by full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. As at 30 September 2023, the Council is forecast to have borrowing and other long term liabilities of £346.381m at 31/03/2024, which is £63.619m under the authorised limit.

Authorised limit for external debt	2023/24 Original Indicator £M	Current Forecast Debt 31/03/2024 £M
Borrowing	400.000	346.193
Other long term liabilities	10.000	0.188
Total	410.000	346.381

- 7.7 Councils are now required to report quarterly on a variety of prudential indicators, these can be seen in Appendix C. The Capital Financing Indicators demonstrate the affordability and sustainability of the Council's capital programme. The Council's council expenditure forecast and capital financing requirement (borrowing requirement) for 2023/24 have reduced since the budget was set due to slippage.
- 7.8 The affordability indicators in appendix C look at the affordability of the Council's borrowing on revenue and monitors the amount of revenue budget needed to cover financing costs. Due to slippage, these have improved since the budget was set.
- 7.9 The treasury indicators ensure the Council is borrowing and investing within the authorised limits set in the treasury management strategy. In all instances, the Council is complying with this indicators in Q1 2023/24 and Q2 2023/24. The liability benchmark is a new indicator, calculated using the net loan requirement plus an allowance for short term investments needed to provide an adequate but not excessive level of cash for daily cash flow management. The Council is successfully operating within this benchmark.

7. Options and alternatives considered

None. A mid- year treasury management review is a statutory requirement.

8. Consultation

The council liaise with Link Asset Services, our Treasury advisors.

9. Financial and value for money implications:

In accordance with the CIPFA Treasury Management in the Public Services Code of Practice, the order of the Council's investment priorities is 1. Security; 2. Liquidity; and, 3. Return. This may result in the Council achieving a lower rate of return than an organisation operating a more aggressive investment strategy in a less regulated sector.

10. Legal Implications:

There are no direct legal implications arising from this report.

11. Risk implications:

A prudent approach to investment is required to minimise the risk to the Council of investment losses, as outlined in the Council's Treasury Management Strategy 2023/24. This report provides an update on the delivery of that strategy.

12. Equalities, Community Impact and Human Rights:

A Community Impact Assessment is not required. There are no Human Rights Implications.

13. Sustainability Implications (including climate change, health and wellbeing, community safety):

None arising directly from the report.

14. Council infrastructure (including Health and Safety, HR/OD, assets and other resources):

None arising directly from the report

15. Statutory Comments

Monitoring Officer:

Deputy S151 Officer:

This is a Deputy S151 Officer report. Comments are contained within the body of the report.

16. Conclusion:

The Treasury Management Mid-Year Report provides an update of the Council's 2023/24 treasury activities and highlights compliance with policies previously approved by Members. Its approval is required for the Council to meet its statutory obligations in respect of Treasury Management activities.

Appendix A: Investment portfolio as at 30 September 2023

Borrower	Deposit Type	Principal	Date Lent	Date Repayable	Interest Rate %	Duration (Days)	Approved Duration	DBC Limit(M)
National Westminster Bank PLC (RFB)	Call Account	1,221,898	30/09/2023	01/10/2023	1.00	1	12 months	14.5
Blackrock MMF	MMF	2,000,000	30/09/2023	01/10/2023	5.16	1	100 days	9.0
Goldman Sachs MMF	MMF	9,000,000	30/09/2023	01/10/2023	5.21	1	100 days	9.0
Insight Liquidity MMF	MMF	9,000,000	30/09/2023	01/10/2023	5.29	1	100 days	9.0
Debt Management Office	Investment	1,000,000	22/09/2023	18/10/2023	5.17	26	60 months	n/a
Debt Management Office	Investment	1,000,000	08/09/2023	06/10/2023	5.21	28	60 months	n/a
Debt Management Office	Investment	1,000,000	06/09/2023	18/10/2023	5.26	42	60 months	n/a
Debt Management Office	Investment	1,500,000	12/09/2023	10/11/2023	5.32	59	60 months	n/a
Debt Management Office	Investment	2,000,000	11/09/2023	16/11/2023	5.32	66	60 months	n/a
Debt Management Office	Investment	4,000,000	01/08/2023	19/10/2023	5.23	79	60 months	n/a
Nationwide Building Society	Investment	1,000,000	31/08/2023	29/11/2023	5.39	90	6 months	11.0
Leeds Building Society	Investment	3,000,000	21/09/2023	22/12/2023	5.41	92	100 days	9.0
Debt Management Office	Investment	3,000,000	15/08/2023	17/11/2023	5.29	94	60 months	n/a
Debt Management Office	Investment	2,500,000	10/07/2023	13/10/2023	5.24	95	60 months	n/a
Barclays Bank Plc (NRFB)	Investment	5,000,000	17/07/2023	20/10/2023	5.30	95	100 days	9.0
Debt Management Office	Investment	4,000,000	01/09/2023	08/12/2023	5.35	98	60 months	n/a
Debt Management Office	Investment	1,500,000	04/09/2023	15/12/2023	5.36	102	60 months	n/a
Coventry Building Society	Investment	1,000,000	04/07/2023	18/10/2023	5.07	106	6 months	11.0
Debt Management Office	Investment	1,000,000	30/08/2023	15/12/2023	5.39	107	60 months	n/a
Santander UK PLC	Investment	2,000,000	13/09/2023	16/02/2024	5.58	156	6 months	11.0
Coventry Building Society	Investment	3,000,000	06/07/2023	15/12/2023	5.38	162	6 months	11.0
Santander UK PLC	Investment	5,000,000	05/05/2023	18/10/2023	4.65	166	6 months	11.0
Coventry Building Society	Investment	1,000,000	05/07/2023	19/12/2023	5.39	167	6 months	11.0
Nationwide Building Society	Investment	2,500,000	03/07/2023	19/12/2023	5.39	169	6 months	11.0
Santander UK PLC	Investment	2,000,000	01/08/2023	18/01/2024	5.61	170	6 months	11.0
Santander UK PLC	Investment	2,000,000	23/06/2023	15/12/2023	5.62	175	6 months	11.0
Close Brothers Ltd	Investment	2,000,000	04/05/2023	31/10/2023	4.90	180	6 months	11.0
Coventry Building Society	Investment	1,500,000	21/07/2023	18/01/2024	5.38	181	6 months	11.0
Lloyds Bank PLC (RFB)	Investment	4,000,000	28/04/2023	27/10/2023	4.68	182	6 months	11.0
Nationwide Building Society	Investment	1,000,000	28/04/2023	27/10/2023	4.42	182	6 months	11.0
Nationwide Building Society	Investment	3,000,000	25/08/2023	23/02/2024	5.51	182	6 months	11.0
Nationwide Building Society	Investment	2,000,000	01/09/2023	01/03/2024	5.47	182	6 months	11.0
Close Brothers Ltd	Investment	9,000,000	15/09/2023	15/03/2024	5.90	182	6 months	11.0
Lloyds Bank PLC (RFB)	Investment	7,000,000	17/05/2023	16/11/2023	4.67	183	6 months	11.0
National Westminster Bank PLC (RFB)	Investment	3,000,000	03/04/2023	28/03/2024	4.65	360	12 months	14.5
National Westminster Bank PLC (RFB)	Investment	5,000,000	18/10/2022	17/10/2023	4.60	364	12 months	14.5

Appendix B: Link Asset Services counterparty credit list as at 30 September 2023

Country	Counterparty	Approved Duration	DBC Limit (M)
U.K	Al Rayan Bank Plc	6 months	11
U.K	Bank of Scotland PLC (RFB)	6 months	11
U.K	Barclays Bank PLC (NRFB)	100 days	9
U.K	Barclays Bank UK PLC (RFB)	6 months	11
U.K	Close Brothers Ltd	6 months	11
U.K	Clydesdale Bank PLC	100 days	9
U.K	Goldman Sachs International Bank	6 months	11
U.K	Handelsbanken Plc	12 months	12.5
U.K	HSBC Bank PLC (NRFB)	12 months	12.5
U.K	HSBC UK Bank Plc (RFB)	12 months	12.5
U.K	Lloyds Bank Corporate Markets Plc (NRFB)	6 months	11
U.K	Lloyds Bank Plc (RFB)	6 months	11
U.K	National Bank Of Kuwait (International) PLC	6 months	11
U.K	NatWest Markets Plc (NRFB)	6 months	11
U.K	Santander Financial Services plc (NRFB)	6 months	11
U.K	Santander UK plc	6 months	11
U.K	SMBC Bank International Plc	6 months	11
U.K	Standard Chartered Bank	6 months	11
U.K	Coventry Building Society	6 months	11
U.K	Leeds Building Society	100 days	9
U.K	Nationwide Building Society	6 months	11
U.K	Skipton Building Society	6 months	11
U.K	Yorkshire Building Society	100 days	9
U.K	National Westminster Bank PLC (RFB)	12 months	14.5
U.K	The Royal Bank of Scotland Plc (RFB)	12 months	14.5

Appendix C: Quarterly Reporting

Capital Financing Indicators

Indicators 1-2 demonstrate the affordability and sustainability of the Council's capital programme.

			2023/24 Treasury Management Strategy reference.	2023/24 Budget £M	2023/24 Q1 estimate for year £M	2023/24 Q2 estimate for year £M
	Indicator	Description				
1	Capital Expenditure	Monitors capital expenditure projections against budget. Capital expenditure is a key driver of Treasury Management activity.	2.1	113.719	81.191	72.584
2	The Capital Financing Requirement (CFR)	Monitors the Council's underlying need to borrow for capital purposes against projections set out in the budget.	2.2	393.901	370.2544	372.763

Forecast Capital Expenditure for 2023/24 has reduced since the budget was set due to slippage. This has reduced the Council's borrowing requirement for the year.

Affordability Indicators

Indicators 3-5 demonstrate the affordability of the Council's borrowing on revenue.

			2023/24 Treasury Management Strategy reference.	2023/24 Budget £M	2023/24 Q1 estimate for year £M	2023/24 Q2 estimate for year £M
	Indicator	Description				
3	Ratio of Financing costs to net revenue stream- General Fund	Monitors the percentage of revenue budget required to cover capital financing costs against budget projections.	2.7	-0.11%	-2.64%	-5.68%
4	Ratio of Financing costs to net revenue stream- Housing Revenue Account	Monitors the percentage of revenue budget required to cover capital financing costs against budget projections.	2.7	17.29%	14.63%	13.84%
5	Ratio of HRA debt to revenues %	Compares the total HRA debt to the 23/24 HRA income against budget projections.	2.8	546%	506%	495%

Treasury Indicators

Treasury indicators ensure borrowing is within authorised limits and avoids large repayments being at the same time. Limits on investments act to secure the Council's cash.

	Indicator	Description	2023/24 Treasury Management Strategy reference.	2023/24 Budget £M	2023/24 Q1 estimate for year £M	2023/24 Q2 estimate for year £M
6	Gross Debt does not exceed the Capital Financing Requirement	Ensures borrowing is not undertaken for revenue purposes or to generate profit.	3.1	Complies	Complies	Complies
7	Operational Debt Boundary	Limit beyond which external debt is not normally expected to exceed.	3.2	355.402	355.402	346.381
8	Authorised Limit for External Debt	Limit beyond which external debt is prohibited and needs to be revised by full Council.	3.2	410.0	410.0	410.000
9	Maturity Structure of borrowing (fixed and variable)	Limits to reduce exposure to large sums falling due for refinancing at the same time.	3.3	Complies	Complies	Complies
10	Upper limit for principal sums invested for longer than 365 days	Limit of lower of 50% of portfolio or £40m.	4.5		Complies	Complies
11	Security of Investments- Compliance with Counterparty Limits.	Limit on investment balances held with Counterparties	4.6		Complies	Complies
12	Liability Benchmark	Calculated using the net loan requirement plus an allowance for short term investments needed to provide an adequate but not excessive level of liquidity for daily cash flow management.	2.3	295.74	288.13	290.640



Cabinet

Report for:	Cabinet
Title of report:	Appointment of Principal Contractor for Eastwick Row, Hemel Hempstead
Date:	30th January 2024
Report on behalf of:	Councillor Simy Dhyani, Portfolio Holder for Housing and Property Services.
Part:	Part I with Part II procurement report annexed.
If Part II, reason:	Procurement report contains commercially sensitive information,
Appendices:	Appendix A – Community Impact Assessment Appendix B – Site Plan
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	DMC – Development Management Committee GF – General Fund HRA – Housing Revenue Account ITT – Invitation to Tender JCT – Joint Contracts Tribunal D&B – Design & Build EA – Employers Agent

Report Author / Responsible Officer

Julie Abbey-Taylor - Head of Investment & Delivery
julie.abbey-taylor@dacorum.gov.uk

Gerard Brennan – Senior Project Manager
gerard.brennan@dacorum.gov.uk

<p>Corporate Priorities</p>	<ul style="list-style-type: none"> • A clean, safe and enjoyable environment • Building strong and vibrant communities • Ensuring economic growth and prosperity • Providing good quality affordable homes, in particular, for those most in need • Ensuring efficient, effective and modern service delivery • Climate and ecological emergency
<p>Wards affected</p>	<p>Adeyfield Ward</p>
<p>Purpose of the report:</p>	<p>To be read in conjunction with Part II.</p> <ol style="list-style-type: none"> 1. To seek approval to enter into the JCT Design & Build 2016 (D&B) contract with Bugler Developments Ltd for the delivery of 34 units at Eastwick Row, Hemel Hempstead. This contract will require Bugler Developments Ltd to complete the previously started construction of the block of flats that was halted due to the previous contractor Jarvis Contracting Ltd going into Administration. 2. To provide delegated authority to the Council's Assistant Director (Legal & Democratic Services) to execute and complete all legal agreements ancillary to the JCT Design & Build Contract 2016 and/or reasonably required to complete the Project.
<p>Recommendation (s) to the decision maker (s):</p>	<p>Principal Contractor Appointment.</p> <p>That Cabinet:</p> <ol style="list-style-type: none"> 1. Approves entering into the JCT D&B contract with Bugler Developments Ltd for the delivery 34 units at Eastwick Row, Hemel Hempstead. 2. Delegates authority to the Assistant Director (Legal & Democratic Services) to execute and complete all legal agreements ancillary to the JCT Design & Build Contract 2016 and/or reasonably required to complete the Project, including (but not limited to): <ol style="list-style-type: none"> a. all professional appointments; b. collateral warranties; and c. Agreements under S.38, & S.278, of the Highways Act 1980; S.247, Part III of the Town and Country Planning Act 1990; S.104 of the Water Industry Act 1991, and S.50 of the New Roads and Street Works Act 1991.
<p>Period for post policy/project review:</p>	<p>There will be a 12-month defect liability period after practical completion. A 2-year review period is therefore recommended for this project.</p>

1. Introduction/Background:

- 1.1 Since 2013, the Council has delivered 385 new Council homes in the Borough.
- 1.2 The Council originally identified Eastwick Row for redevelopment and the scheme to deliver a block of 34 flats and 2 houses received approval by Cabinet in September 2020.
- 1.3 Works had commenced on site on 21st May 2021 and were taken up to the completion of the concrete frame when, unfortunately, on 28th February 2023 Jarvis Contracting Limited (Jarvis) went into administration.
- 1.4 Since this date, Dacorum Borough Council has worked to take back possession of the site, has undertaken significant works to ensure the site is maintained in a safe condition and has taken the scheme back to market via a competitive tender to select another contractor to take the scheme through to completion.
- 1.5 The Council has worked with Employers Agent (EA) Philip Pank Partnerships LLP (PPP) to produce a tender pack and issue this to the market. This process has now completed and Cabinet is asked to approve the appointment of a new Principal Contractor.

2. Proposals:

Principal Contractor Appointment

- 2.1 The proposal put forward is to seek approval to enter into the JCT Design & Build 2016 (D&B) contract with Bugler Developments Ltd for the delivery of 34 flats at Eastwick Row, Hemel Hempstead.
- 2.2 The original JCT Design and Build Contract with amendments was for the erection of a single 7 storey building with 34nr 1 & 2 bedroom units and 2nr 3 bedroom houses including 48nr storage units, car parking, external bin, cycle and scooter stores. It is the Council's intention to let a JCT 2016 Design and Build Contract with amendments for the remaining works (not including the 2nr houses). The two houses were removed from the original project as there was a large sewer diversion required which had a considerable associated costs and this made the delivery of the two houses financially unviable. The construction works also include provision of new pram storage sheds for existing residents and improved parking areas.

Programme

- 2.2 The programme for the development of the scheme is:
 - Planning approval at Committee – June 2020 – Original Permission
 - Site possession – March 2024
 - Works start on site – April 2024
 - Practical completion – July 2025

3. Consultation:

A list of internal Dacorum Borough Council consultees for this decision are as follows:

- Portfolio Holder for Housing & Property Services
- Strategic Director – Housing & Property Services.
- Chief Finance Officer
- Assistant Director – Legal and Democratic Services
- Assistant Director – Strategic Housing and Delivery

- Procurement Lead Officer, Commissioning, Procurement & Compliance

4. Financial and value for money implications:

- 4.1 The overall HRA development budget is reviewed strategically as part of the annual review of the Housing Revenue Account Business Plan. Each individual scheme, following contract award, is subject to close financial monitoring with any variances are agreed formally through a change control methodology.
- 4.2 The lifting of the HRA borrowing cap has provided the opportunity to take out additional borrowing, through the Public Works Loan Board, enabling the expansion of the new build programme in a sustainable and affordable way.
- 4.3 This has been achieved through a successful procurement programme involving a tender process managed by the Council's Procurement Team.
- 4.4 Full financial appraisals are undertaken prior to contract award, including financial analysis of recently published accounts. An assessment of the bidder's financial standing was carried out by the Council's Finance Department. The recommended successful bidder passed this financial evaluation.
- 4.5 The Council also uses external financial analysis services from Altair Consultancy & Advisory Services Ltd to help assess risk and creditworthiness associated with contractors. Updates on the financial status of key contractors are submitted regularly.

5. Implications:

The award of contract has followed a regulated and competitive procurement process to evidence that the Council will obtain value for money for the contract award.

6. Risk implications:

- 6.1 There are inherent risks that are associated with a project of this type where works have been progressed by one contractor that will then need to be taken forward to completion by a different contractor. There is a robust risk management process in place for this project. The Housing Development Team is working with the Council's EA to mitigate the risks contained in the project risk matrix.
- 6.2 Please see below five highlighted risks that have been identified for the Eastwick Row project:
 - **Condition and Quantity of On Site Materials.** Potential for additional costs and delays associated with damaged or insufficient quantities of materials.
 - **Building Safety Act 2022 - High Rise Buildings.** Any unforeseen issues related to the original registration of the scheme that could cause the Regulator to move the scheme over to the High Rise Building Gateway regime.
 - **Structural condition and accuracy of the Reinforced Concrete frame.** This includes the frame, any builders' work and any attachments such as balcony brackets. Costs and delays associated with any remedial works necessary to proceed safely with the contracted works.
 - **Resident Liaison and engagement.** Parking and access restrictions. Disruption to adjoining owners and residents.
 - **Highways - S278 agreement** - delay in obtaining legal agreement. Delay in programme and potentially occupation.
- 6.3 The delivery team will ensure that all risks are reviewed monthly from the award of contract by the Project Manager and the EA, along with the contractor's delivery team. Regular Risk

Workshops will be held with the Project Delivery Team to update risks and ensure the risk register is current.

7. Equalities, Community Impact and Human Rights:

- 7.1 A Community Impact Assessment has been completed – See Appendix A. There are no detrimental impacts identified.
- 7.2 These proposals will have a beneficial impact on low income households. Homes are developed and allocated in line with the demand for social housing and are let in accordance with the Council's Housing Allocation Policy to those households in greatest need. Improved community facilities in the form of enhanced resident parking and new pram storage sheds being built as part of these plans will also have a positive impact.
- 7.3 There are no Human Rights implications arising from this report.

8. Sustainability implications (including climate change, health and wellbeing, community safety):

- 8.1 The scheme has been designed with consideration to Secured by Design standards, and it incorporates high energy efficiency and sustainability features. The construction specification has been produced to significantly exceed building regulation requirements for environmental standards.
- 8.2 The Core Sustainable Development Strategies for Eastwick Row are:
- To promote healthy and sustainable communities and a high quality of life.
 - To mitigate and adapt to the impacts of climate change.
 - To promote social inclusion and cohesiveness, embrace diversity and reduce inequalities
 - To create safe and attractive environments through high quality design

9. Council infrastructure (including Health and Safety, HR/OD, assets and other resources):

Each new build scheme has in place a Principal Designer and Construction Design and Management Regulations (CDM) Advisor. Contractors are required to comply with the Council's Health and Safety (H&S) Policy along with Considerate Constructors requirements. Health & Safety is identified as a key risk of the Housing Service and is reported to the Council's Housing and Communities Overview and Scrutiny Committee on a quarterly basis. To ensure compliance, monthly site checks are carried out on behalf of the Council to ensure adherence to H&S procedures.

10. Statutory Comments

Monitoring Officer:

The contractual terms agreed with the approved contractor will be confirmed through a JCT Design and Build Contract, which will regulate the contract through to completion. The proposed award follows a competitive tender process to ensure that the council is receiving value for money for the contract.

Deputy S151 Officer:

The Eastwick Row project was first tendered back in 2020, when the total budget for the development was circa £11m. The Council has received circa £1.7m in compensation through the Bond and warranty insurance that the Council undertook for the development.

The revised net budget for this project though is now circa £15m an increase of £4m on 2020 prices. The scheme has been subject to substantial inflationary costs for labour and materials that have affected the market due to recent global economic uncertainty, which is the preliminary cause for the 36% uplift in budgeted costs.

The re-procurement has been increasingly complex given the need for a new construction partner that would be content with re-commencing works on an existing development and, as such, the revised budget does also include a 12% contingency to allow for the increased potential risks associated with this build.

The further investment required to complete this development is significantly lower than the projected value of the development on completion and the revised budget costs have been reflected in the modelling of the revised HRA business plan.

11. Conclusions & Recommendations

Appointment of Principal Contractor

The recommendation is that the Cabinet gives approval to enter into the JCT Design & Build contract with Bugler Developments Ltd for the delivery of 34 units at Eastwick Row, Hemel Hempstead.

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

Document is Restricted

Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Principle Contractor Appointment; Eastwick Row, Hemel Hempstead.

Description of what is being impact assessed

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

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

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

This Newbuild project was started in January 2022 by the contractor Jarvis, who unfortunately in February 2023 went into administration. Since February 23 the site has been secured but no further building work has been carried out. Following a procurement process to re-tender the construction works, a report is being take to Cabinet to appoint a principal contractor to complete this partially built block and provide the 34 social rented homes for residents on the Council's housing register. Social rented homes are not being provided for by the housing market and these homes will provide truly affordable homes to those on limited incomes and in highest housing need. By appointing the principal contractor the site will be finished and the local residents will have certainty that the new homes will be provided and that they will no longer be living next to a dormant building site.

The scheme was designed in line with Dacorum's planning policy, Housing Development's New Build Design Guide and Employers Requirements documentation, while ensuring compliance with low maintenance homes requirements in collaboration with the Property and Place team and the Tenancy and Leasehold team. The contractor will be re-commencing the construction works in 2024 with a view to complete by late Spring 2025.

Evidence

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

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

- The mix of properties identified included within this project were approved as a result of consultation with the Council's Housing Allocations team and in recognition of numbers of households on the Council's housing register who required lower cost affordable housing in the form of social rented homes.
- The scheme design and property mix also complies with Dacorum Council's Local Planning policy and National planning policy Framework requirements (NPPF).
- The design is in line with other policies such as housing allocations, wheelchair accommodation and electric vehicle requirements. There are 4 fully wheelchair accessible flats included within the block layout which comply with Building Regulation requirements M4 (3) homes.
- The Council's Development Team had regular meetings with the Planning service, Strategic housing and the Property Team to agree the detail of this scheme.

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

- Housing Needs & Allocations Team
- Planning services Team
- Property Services Team
- Tenant services team
- Procurement team

During the original planning stage the scheme details would have been sent to all the Statutory consultees such as HCC Highways, Flood authority, Natural England as well as nearby local residents for their comments.

During the process to gain approval for the award of this contract to complete the build, internal stakeholders as detailed above have been consulted through Capital Programme Board, HSLT, Commercial Board and SLT. This includes seeking approval that the increased budget approval required is available in the HRA Business plan.

Analysis of impact on protected groups (and others)

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

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

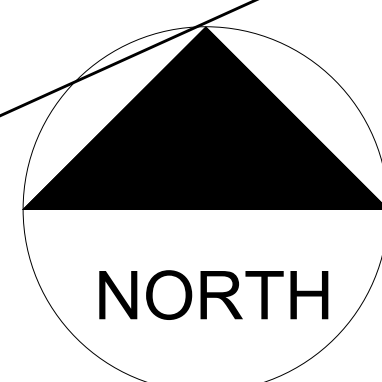
Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Protected group	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			
Age	Currently the partially built scheme is not providing any beneficial housing to the local community. By appointing this contractor to complete the project, the new homes will be available to all eligible households on Dacorum's Housing waiting list. The scheme is not age-specific so will be available to eligible applicants regardless of age.	□	⊗	□
Disability (physical, intellectual, mental) <i>Refer to CIA Guidance Notes and Mental Illness & Learning Disability Guide</i>	The scheme will provide purpose built wheelchair standard homes on the ground floor (4 flats) and will meet Building regulations M4 Category 3 homes. For those with a physical disability registered on the Council's housing register, they will be eligible to apply for these once completed. There are in excess of 90 households registered and seeking wheelchair accessible homes in Dacorum.	□	□	⊗

Gender reassignment	Currently the partially built scheme is not providing any beneficial housing to the local community. By appointing this contractor to complete the project, the new homes will be available to all eligible households on Dacorum's Housing waiting list.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race and ethnicity	Currently the partially built scheme is not providing any beneficial housing to the local community. By appointing this contractor to complete the project, the new homes will be available to all eligible households on Dacorum's Housing waiting list.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	Currently the partially built scheme is not providing any beneficial housing to the local community. By appointing this contractor to complete the project, the new homes will be available to all eligible households on Dacorum's Housing waiting list.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	Currently the partially built scheme is not providing any beneficial housing to the local community. By appointing this contractor to complete the project, the new homes will be available to all eligible households on Dacorum's Housing waiting list.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	Currently the partially built scheme is not providing any beneficial housing to the local community. By appointing this contractor to complete the project, the new homes will be available to all eligible households on Dacorum's Housing waiting list.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Not protected characteristics but consider other factors, e.g. carers, care leavers, veterans, homeless, low income,	For those households who may have carers, the construction will allow key safe facilities to be installed if required. The flats will be available to all eligible households who are on the Council's Housing Register and actively bidding for a home. Households accepted as homeless and in priority need will be eligible for these homes once completed.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

loneliness, rurality etc.				
<p>Negative impacts / outcomes action plan</p> <p>Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.</p>				
<p>Action taken/to be taken <i>(copy & paste the negative impact / outcome then detail action)</i></p>	<p>Date</p>	<p>Person responsible</p>	<p>Action complete</p>	
<p>Some races or ethnic groups are more likely to have English as a second language, so may require additional help throughout the lettings process.</p> <p>Consideration should be given with translation services on residents handbook</p>	<p>Select date</p>		<p><input type="checkbox"/></p>	
	<p>Select date</p>		<p><input type="checkbox"/></p>	
	<p>Select date</p>		<p><input type="checkbox"/></p>	
	<p>Select date</p>		<p><input type="checkbox"/></p>	
	<p>Select date</p>		<p><input type="checkbox"/></p>	

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

Completed by (all involved in CIA)	Gerard Brennan (Senior Project Manager)
Date	19/12/2023
Signed off by (AD from different Directorate if being presented to SLT / Cabinet)	Matt Rawdon
Date	20/12/2023
Entered onto CIA database - date	TBC
To be reviewed by (officer name)	TBC
Review date	TBC



ALL DIMENSIONS, LEVELS AND CLEARANCES TO BE CHECKED ON SITE PRIOR TO WORKS COMMENCING
 THIS DRAWING SHOULD BE READ IN CONJUNCTION WITH ALL OTHER PROJECT RELATED DRAWINGS, SPECIFICATIONS AND DOCUMENTS AS PART OF A SINGLE PROJECT PACKAGE
 ANY DISCREPANCY BETWEEN THIS DRAWING, OTHER DRAWINGS FORMING PART OF THIS CONTRACT, OR THE SPECIFICATION / BILLS OF QUANTITIES MUST BE CLARIFIED BEFORE COMMENCEMENT OF ANY WORK OR ORDERING OF ANY MATERIALS.
 PLEASE CONSULT THE AUTHOR OR PROJECT MANAGER SHOULD THE READER REQUIRE CLARIFICATION ON ANY PART OF THIS DRAWING.
 THE COPYRIGHT OF THE DRAWING AND DESIGN IS THE PROPERTY OF THE COMPANY. THIS INFORMATION HAS BEEN ISSUED UNDER SPECIFIC TERMS FOR THIS PROJECT AND MAY ONLY BE USED AND REPRODUCED ACCORDINGLY.

- NOTES**
- Trees to be Retained
 - Proposed Trees
 - Category U Tree
 - Category A Tree
 - Category B Tree
 - Category C Tree
 - Root Protection Area
 - Refuse Store
 - Existing Tower 2 Bed Unit
 - Existing Tower 1 Bed Unit
 - Wheelchair Accessible 2 Bed Unit
 - Wheelchair Accessible 1 Bed Unit
 - Proposed 2 Bedroom House
 - Circulation
 - Plant
 - New Planting
 - Scooter Storage
 - X Hedgehog House
 - X Box Tubes
 - X Sparrow Terrace
 - X Bird Boxes
 - X 4m High Column LED Lantern
 - Active- Electric Car Charging Point
 - Passive- Electric Car Charging Point
 - Block Paving Colour 1
 - Block Paving Colour 2
 - Block Paving Colour 3
 - Tarmac

P15	16.07.2019	JES	FE	PW	ISSUED FOR PLANNING
P14	10.07.2019	JES	FE	-	Tree No. 45 Retained, Red Line Boundary Updated
P13	28.06.2019	JES	FE	-	Number of Electric Car Charging Points Updated
P12	28.06.2019	JES	FE	-	Parking Space 11 Updated, Red Line Boundary Amended
P11	18.06.2019	JES	FE	PW	Position of Tower Updated
P10	28.05.2019	JES	FE	PW	Updated As Per Highways Comments
P09	21.05.2019	JES	FE	PW	Personal Storage Units Redistributed
P08	17.05.2019	JES	FE	PW	General Update
P03	XX.01.2019	FE	JES	PW	Refuse Vehicle & Bin Storages Changed to Suit Comments & Private Back Garden Sizes Increased
P02	19.12.2018	JES	FE	PW	AMENDMENTS AS PER MEETING COMMENTS 12.12.18
P01	13.12.2018	JES	FE	PW	PRELIMINARY ISSUE
Rev	Date	By	Chk	Appr	Comment

FRANKHAM
 Frankham Consultancy Group Limited
 E: enquire@frankham.com
 www.frankham.com

SIDCUP OFFICE Irene House Five Arches Business Park Headstone Road Sidcup, Kent DA14 5AE T: 020 8309 7777	OXFORD OFFICE Woodton Business Park Besselsleigh Road Woodton, Abingdon Oxfordshire OX13 6FD T: 01865 322500
LONDON OFFICE Third Floor Bard House 15-17 St Cross Street London EC1N 8JW T: 020 7633 0790	STEVENAGE OFFICE Suite 237, Second Floor Kings Court Business Centre London Road, Stevenage Hertfordshire SG1 2NG T: 0203 3748 7063

Client:
 Dacorum Borough Council

Project Title:
 Eastwick Row

Drawing Title:
 Proposed Site Plan

Status:
 PLANNING ISSUE

Drawn By:	Designed By:	Checked By:	Approved By:
JES	JES	DJM	PW
Original Issue Date:	Scale @ A1:		
05.12.2018	1:200		

Job No/ File Ref	Originator	Zone	Level
612825	FCG	ST	00
Type	Discipline	Number	Suitability
DR	A	1003	S2
			Revision
			P15



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

Document is Restricted

Agenda Item 12

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted

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

Document is Restricted