

CABINET AGENDA



TUESDAY 18 OCTOBER 2016 AT 7.30 PM
DBC BULBOURNE ROOM - CIVIC CENTRE

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

Membership

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

Councillor Harden
Councillor Marshall
Councillor G Sutton

For further information, please contact Michelle Anderson or Member Support

AGENDA

1. **MINUTES** (Pages 3 - 16)

To confirm the minutes of the meeting held on 20 September 2016 (circulated separately to Cabinet members).

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 (Pages 17 - 19)

7. HOMELESSNESS STRATEGY REVIEW (Pages 20 - 41)

8. QUARTER 1 STRATEGIC RISK REPORT (Pages 42 - 61)

9. CAR PARKING STRATEGY (Pages 62 - 93)

10. 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.

MINUTES

CABINET

20 SEPTEMBER 2016

Councillors: Williams (Leader)
Griffiths (Deputy
Leader)
Elliot
Harden
Marshall
G Sutton

Officers:	Mark Brookes	Solicitor to the Council and Monitoring Officer
	Emily - Rae Maxwell	Policy and Participation Team Leader
	Michelle Anderson	Corporate Support Team Leader- Democracy
	James Deane	Corporate Director - Finance and Operations
	Sally Marshall	Chief Executive
	Mark Gaynor	Corporate Director - Housing & Regeneration
	Elliott Brooks	Assistant Director - Housing
	David Skinner	Assistant Director - Finance & Resources
	Richard Baker	Group Manager - Financial Services
	Ben Hosier	Group Manager - Commissioning, Procurement & Compliance

The meeting began at 7.30 pm

CA/88/15 MINUTES

The minutes of the meeting held on 25 August 2016 were agreed by the members present and signed by the Chairman.

CA/89/15 APOLOGIES FOR ABSENCE

None received.

CA/90/15 DECLARATIONS OF INTEREST

Councillor Williams expressed an interest in item CA/099/16 'Options for provision of athletics track within the borough' and noted that his sons were members of the Dacorum & Tring Athletics club.

CA/91/15 PUBLIC PARTICIPATION

None received

CA/92/15 REFERRALS TO CABINET

None received

CA/93/15 CABINET FORWARD PLAN

That the Cabinet Forward Plan be noted, subject to the following amendments:

- Housing Acquisitions Policy report - remove from the October Cabinet
- Delivery of Complementary Development of the Gade Zone – move to November
- Delivery of Complementary Development of the Gade Zone - contact details are Mark Gaynor and James Doe
- December meeting – add Civic Centre Site Feasibility (Pt 2)
- December meeting – add Gadebridge Splash Park (Dave Austin/Joe Guiton)
- Future items:
 - Parking Service
 - Enterprise and Investment Plan
 - Local Plan
 - Treasury Management – February 2017
 - Budget Setting 17/18 – February 2017

CA/94/15 AUTHORISATION OF VIREMENTS

Decision

That the virements as detailed on the attached Form A of the report to Cabinet be approved.

Reason for Decision

To seek Cabinet approval to proposed virements.

Implications

Financial

The Scheme of Virements is part of the Council's financial management as included within Financial Regulations.

Risk Management

There are no risk implications.

Corporate Objectives

To standardise documentation and authorisation requirements for all virements.

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

No comments to be added to this report.

Deputy S.151 Officer

This is a Section 151 Officer report.

Voting

None.

CA/95/15 TENANCY INVOLVEMENT STRATEGY**Decision**

That the revised tenant involvement strategy as set out in the report and Appendix 1 to the Cabinet report be approved.

Reason for Decision

The purpose of this report is to provide the Cabinet with an overview of the new tenant involvement strategy for 2016 – 2020. This includes a new structure for delivering tenant involvement.

Financial

There are no additional financial implications. The '*Get Involved*' strategy will be delivered using the Policy and Participation team budget.

All involvement activities delivered will be assessed to ensure they are for the benefit of our tenants and leaseholder population and those accessing the housing service where appropriate.

Value for Money

It is important that we deliver value for money for our tenants. Robust tenant involvement that uses an outcome focused approach to engagement and scrutiny means we can capture where improvements have been made as a result of tenant involvement and any associated costs or savings. Shaping our annual service plans using our tenants' priorities helps us to allocate our resources and deliver what is important within the resources that are available. We will work with our tenants to identify more efficient ways of working, such as moving to digital channels enabling us to maximise the resources available. Sharing resources and skills with partner organisations and exploring opportunities for additional funding will also help us to deliver more for less.

Risk Implications

Failure to engage with tenants effectively can risk a breakdown in relationship between the council and tenant population.

The housing operational risk register is presented to the Housing and Communities Overview and Scrutiny Committee on a quarterly basis.

Community Impact Assessment

Community Impact Assessment carried out – see appendix 2

Health & Safety Implications

None

Corporate Objectives

Quality tenant involvement contributes to all of the council's corporate objectives (see appendix 1 - 'Get involved' vision).

- 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
- Delivering an efficient and modern council

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

No comments to add to the report

S.151 Officer

There are no direct additional costs associated with this decision. The existing budget for the Policy and Participation team covers the costs of this exercise.

Advice

Councillor Griffiths explained that the tenants and leaseholders and the Overview & Scrutiny Committee have all been involved in creating the new strategy and work was continuing.

E-R Maxwell reported that the strategy went to OSC in July and their recommendations were being worked on. Currently 17 applications had been received for the new Tenant & Leaseholder Committee, which would include tenants, leaseholders, independent members and a non-executive councillor.

In addition there had been great interest from the community, 130 people have already signed up to be involved in the focus groups, a Twitter account has been launched to engage with the tenants. Overall she summarised that the strategy had been very well received.

Councillor Marshall asked if the suggested composition for the committee had been accepted by the Portfolio Holder.

Councillor Griffiths confirmed the suggestion had been accepted however it would result in a Portfolio Holder Decision.

Councillor Marshall was disappointed that there was no reference to the composition included in the strategy. She suggested that the strategy should also note that the relevant Portfolio Holder and OSC Chairman have the right to attend the Tenant & Leaseholder committee meetings, with no voting rights.

Councillor Griffiths agreed it was important to have a non-executive member on the committee. She confirmed that the relevant Portfolio Holder and OSC Chairman would have the right to attend the Tenant & Leaseholder committee meetings.

E Brooks added that once the strategy is approved then the terms of reference would follow. The composition would need to be approved by the Portfolio Holder.

Councillor Williams was content that the figures for the composition were not set in stone at this stage as he wouldn't want the process to be held up.

E Brooks added that they needed to get the right people at this stage rather than just filling the seats.

E-R Maxwell felt that the volunteers already seen were passionate and grateful for the opportunity to have their say with tangible outcomes.

Councillor Sutton asked what skills the independent people would need to have.

E-R Maxwell said they looked at how people would approach making an objective decision; they would need to draw on their professional skills and perhaps previous knowledge/experience of housing issues.

Voting

None.

CA/96/15 PERFORMANCE REPORT QUARTER 1

Decision

1) That the budget monitoring position for each of the General Fund, Housing Revenue Account and Capital Programme accounts be considered;

2) Resolved to recommend:

- **the approval of the revised capital programme to move slippage identified at Quarter 1 into financial year 2017/18.**
- **the approval of the supplementary budgets set out below. Details for these supplementary budgets are set out in the body of the report and have a net nil impact on the General Fund Working Balance:**
 - **Decrease the Corporate Improvement and Innovation Employees budget by £46k**
 - **Decrease use of the Technology reserve by £46k**
 - **Increase the Planning Supplies and Services budget by £100k**

- Increase use of the Management of Change reserve by £100k
- 3) Resolved to recommend a supplementary Capital budget in the Housing Revenue Account of £1.05m for the Affordable Housing Development Fund, as per paragraph 7.3 of the Cabinet report

Reason for Decision

To provide details of the projected outturn for 2016/17 as at Quarter 1 for the:

- General Fund
- Housing Revenue Account
- Capital Programme

Implications

Financial and Value for Money implications are included within the body of the report.

Risk Implications

Risk implications are included within the body of the report.

Health & Safety Implications

There are no health and safety implications.

Corporate Objectives

Delivering an efficient and modern council

Monitoring Officer/S.151 Officer Comments

Monitoring Officer

No further comments to add.

S.151 Officer

This is a Section 151 Officer report.

Advice

Councillor Elliot suggested that recommendation 4 of the report be removed as this had been approved as part of the previous virements report. He added that there was a pressure of £200k expected in Building Control due to number of vacant posts within the establishment and agency staffs are currently carrying out this work, but at a more expensive rate. Work is ongoing to improve processes within the service and make efficiency savings going forward.

He added that the capital programme was also explained in the report. He said that it was envisaged that the multi storey car park would be approved and completed by this time next year.

Councillor Williams asked if any work had been carried out to compare costs for commercial waste.

J Deane explained that there had been increased pressure from the private sector. They had capacity to offer introductory rates which DBC could not match. The rounds at the depot had already reduced by 25% but they needed to understand how flexible the service could be.

Councillor Griffiths asked which council meeting would approve these recommendations.

M Brookes confirmed that they would be recommended to the next Full Council meeting on 28th September 2016.

Voting

None.

CA/97/15 TREASURY MANAGEMENT OUTTURN & PERFORMANCE INDICATORS 2015/16

Decision

Resolved to recommend acceptance of the report on Treasury Management performance in 2015/16 and the Prudential Indicators for 2015/16 actuals.

Reason for Decision

To report upon the performance outturn for treasury management in 2015/16.

Implications

Financial

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

Risk Implications

Good corporate governance encompasses risk management and making sure that the Council makes decisions with the full knowledge of the associated risks and opportunities. The risk of not reviewing and updating our corporate governance arrangements have been addressed by this report.

Health & Safety Implications

None

Equalities Implications

None

Corporate Objectives

Dacorum Delivers - Optimising investment income for General Fund and Housing Revenue budgets whilst managing investment risk is fundamental to achieving the corporate objectives.

Monitoring Officer/S.151 Officer Comments

Monitoring Officer-

No comments to add to the report.

Deputy Section 151 officer-

This is a S151 Officer report

Advice

Councillor Elliot noted that this would be discussed at the Audit committee meeting on 21 September 2016.

He explained that the positive Capital Financing Requirement (CFR) indicates that the Council had a need to borrow. The General Fund reduction of £7.7m 2015-16, from (£4.5m) to £3.2m, relates to the financing of in-year expenditure on the Capital Programme. The HRA funds available for the future financing of the Capital Programme are held outside of the CFR in the Major Repairs Reserve and Earmarked Reserves, totalling £25.7m.

Voting

None.

CA/98/15 FACILITIES MANAGEMENT AWARD OF CONTRACT

Decision

1. A 5-year contract (with an option to extend for a further 2 years) to Interserve (Facilities Management) Ltd for the delivery of the Facilities Management Services (FMS) be awarded.
2. That authority is delegated to the Corporate Director Finance & Operations in consultation with the Portfolio Holder, Finance & Resources, to initiate the 2 year extension period subject to satisfactory financial and operational performance, and that any extension is within budget.
3. That authority is delegated to the Portfolio Holder, Finance & Resources to extend the scope of this contract to include the buildings/assets in Phase 2 (Berkhamsted Civic Centre, Tring Town Hall and Hemel Hempstead Old Town Hall), subject to the delivery of a business case demonstrating the benefits of such inclusion, and that any extension of scope is within budget.

4. A report back to Cabinet to seek approval to extend the scope of this contract to include the buildings/assets in Phase 3 (any other buildings/assets where it was felt it may be beneficial to be included), subject to the delivery of a business case demonstrating the benefits of such inclusion, and that any extension of scope is within budget was approved.

Reason for Decision

To seek Cabinet approval to award a contract for the delivery of Facilities Management Services.

Implications

Financial

The cost of the FMS is made up from 2 elements.

- The first element is the lump sum charges and these are the known costs for services that will be constantly delivered each month (portage services, security, cleaning etc.).
- The second element is the 'New Works' process, these costs are unknown and will be delivered on an ad-hoc basis as required (building repairs over £500 (comprehensive liability threshold), specialist waste disposal, locksmith services etc.).

Due to the second element of the costs we are unable to provide a precise contract value, but can confirm that the cost of the FMS contract will be covered from within existing budgets.

Value for Money

The award of this contract from the Crown Commercial Services (CCS) framework agreement will have the following implications on value for money;

- A consistent approach to specifications, a common set of service level requirements and standards, a standard set of terms and conditions, scope and key performance indicators.
- Addresses sustainability issues by incorporating the Government Buying Standards, energy efficiency, water consumption and waste minimisation.
- Reduced fees for poor performance meaning that poor performance will result in reduced payments to the suppliers.
- Value for money is gained through better management of cost and performance data.
- NEC3 Term Services Contract is the form of contract to be used for call-off contracts; it includes 10 key performance indicators including one for innovation/gain share.
- NEC3 Term Services Contract is the form of contract to be used for call-off contracts; it includes 10 key performance indicators including one for innovation/gain share.
- Savings in the region of 15% through better buying, leverage, aggregation and standardisation.

Savings in the region of 15% through better buying, leverage, aggregation and standardisation.

Risk Implications

The awarding of this contract has been carried out in full compliance with the Council's procurement rules and as a consequence the risk of any challenge from an unsuccessful bidder is very low.

With regards to the risks associated with the delivery of the FMS contract, these have been addressed through the evaluation of the bids for the 'Mobilisation' period and for the ongoing 'Operational Delivery' of the contracts.

Appropriate risk management methodologies are built into the contract and the monitoring of performance to ensure that risks are identified and managed throughout the duration of the contract.

Additional quality assurance was requested from Cushman and Wakefield and Eversheds to review the specification and drafting of the contract.

Health & Safety Implications

Health & Safety is of paramount importance for the delivery of the FMS contract.

Appropriate Health & Safety requirements have built into the contract and the monitoring of performance to ensure that Health & Safety issues are identified and managed throughout the duration of the contract.

Community Impact Assessment

A Community Impact Assessment is not required for the award of the FMS contract.

Corporate Objectives

The delivery of the FMS at the Forum supports the delivery of an efficient and modern Council which is one of the priorities of the Council's vision.

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

The proposed award of contract follows a regulated procurement process which was procured via the CCS Framework Agreement.

The procurement process has been quality assured through support on the technical specification by Cushman and Wakefield and legal support (contract drafting) by Eversheds Solicitors. Accordingly, the Monitoring Officer is satisfied that the contract can be awarded.

Deputy S.151 Officer

The lump sum charges can be met from within existing approved base budgets. There is also sufficient budget for a prudent estimate of "new works". Any additional

works that incur significant costs would be subject to normal financial control measures which would include monitoring and reporting and if necessary seeking additional approvals either in year or through the budget setting process.

Advice

Councillor Elliot explained that Facilities Management had been through a vigorous process and review. Interserve had been chosen from the two BIDS received for the contract and they were a well known firm. The next stages would look into other civic sites.

Councillor Marshall raised disappointed that only two bids had been received.

B Hosier said this 'further competition' was undertaken utilising Lot 1 of the Crown Commercial Framework Agreement for Total Asset Management.

Lot 1 of this framework agreement has 10 Service Providers on it and all 10 were invited to submit a return tender.

A number of the bidders informed us that they were already involved in a number of 'further competitions' from this framework agreement and declined the opportunity to tender.

Bidders need to invest quite a lot of resource when tendering, and if bidders were to tender for all opportunities that arise under this framework, their chances of being successful could be as low as 1 in 10 which may not be that appealing to the bidders. Bidders tend to be selective on which tenders they focus on, and although the Council only received 2 bids, the proposals that were submitted clearly demonstrated their commitment to winning this contract.

To date, 8 contracts have been awarded from this framework agreement totalling £400M, although the contract value of the Council's requirements are nowhere near this figure, the service that will be delivered is as important to us as any of the clients.

Councillor Harden asked for a further explanation of phase 2 and 3 and the expected timescales.

B Hosier explained that the current focus was on Facilities Management for the Forum. The full scope of the contract needed to be included at the initial stages or it could not be included in the contract. There are currently no timescales for Tring and Berkhamsted sites, but there was a recommendation to return to a future Cabinet meeting to decide any additional sites to be included. B Hosier explained that as the contract was for a maximum duration of 7 years (5 years initially with an option to extend for a further 2 years), he would recommend that the Council look at the option of the other sites in the early years of the contract to take full advantage over the duration of the contract.

Councillor Griffiths asked who would decide on the controls for the new works process. For example who would decide the level of maintenance required?

B Hosier explained that a comprehensive liability threshold had been set at £500, any work that fell below this threshold would be paid for by the Contractor and any work that was requested above this threshold would need to be signed off by the Contract Manager. .

Voting

None.

CA/99/15 OPTIONS FOR PROVISION OF ATHLETICS TRACK WITHIN THE BOROUGH

Decision

That based on the principles outlined in this report, Cabinet:-

- 1) Approved that further, more detailed work be undertaken for the possible relocation of the athletics track from Jarman Park to Longdean School, to be funded from the sale of the location of the current track;
- 2) **Resolved to recommend the approval of a capital budget of £150k to progress more detailed design and planning works for the relocation of the athletics track from Jarman Park to Longdean School.**
- 3) Note that a further report will be brought to Cabinet, within the next few months, detailing: the outcome of the detailed design work; the specific budget requirements; and, a marketing strategy for the site of the current athletics track.

Reason for Decision

To consider the options for the provision of an athletics track within the Borough and the best possible location for the track.

Implications

Financial

The anticipated financial receipt as set out in the part 2 element of this report would allow for a supplementary capital estimate to be made to allow construction of the a new athletics track and associated infrastructure (changing, spectator facilities, storage and parking).

Value for Money

The project should allow for the delivery of a new athletics track at no net cost to the Council.

Risk Implications

Delivery of the scheme is subject to planning approval and detailed design work at both the new site in Longdean and also to enable disposal of the current site at Jarman Park and to demonstrate the re-provisioned site.

Health & Safety Implications

Health and Safety issues will be considered as part of the project risk assessment for delivering the project.

Corporate Objectives

Building strong and vibrant communities

Ensuring economic growth and prosperity

Delivering an efficient and modern council

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

This report seeks approval for further work to develop the proposal for the re-location of the athletics track. Accordingly, further comment will be reserved until full detail has been provided on key issues relating to the development such as achieving best consideration for the existing site, planning and commercial risk from the sale and re-provision, and proposed use arrangements/agreements with the school and other users.

S.151 Officer

The costs and income outlined in Part 2 of this report provides financial justification for further works to be undertaken on this project. As per the recommendation, above, a further report will be brought to Members for final budgetary approval once more detail is available.

Advice

Councillor Williams explained that work had been ongoing with Longdean school and SportSpace for sometime in order to provide a new athletics track. They are very popular but can be costly. There was a tight timescale for this work as Longdean school were currently undergoing works which were due to complete soon and therefore it would make sense to continue into this development rather than start again.

D Skinner added that there was currently £150k in the 2017/18 budget set aside for refurbishing the current track. Therefore if the new site is approved this money would not be required.

Councillor Harden asked who people would need to speak to about football usage on the site.

Councillor Williams said that if the track is relocated; football would not take place on the same field thereby reserving the quality of the site. He noted that all parties involved would discuss the dual site use for the future.

Councillor Marshall enquired as to who was responsible for the management and maintenance cost of the site.

Councillor Williams explained that Longdean and SportSpace would need to agree maintenance costs. DBC and SportSpace would look at management and operational costs.

Councillor Elliot asked who would own the track on Longdean school.
M Brookes explained that in this case the school was an academy and they would own the land and therefore the track.

Councillor Sutton asked if the existing access road to the site would remain.
Councillor Williams said that it was currently on the wrong side to access the athletics track and it was therefore the intention to serve it from the opposite side. This would be a future consideration for HCC and the academy.

Councillor Griffiths asked if there would be an area for spectators and will local schools still be able to use the track for their sports days.
Councillor Williams confirmed there would be an area for spectators and schools would continue to use it for sports days as it would be a fenced off as a separate area.

It was confirmed that the recommendations would be referred to the Full Council meeting on 28th September 2016.

Voting

None.

CA/100/15 EXCLUSION OF THE PUBLIC

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 were excluded during the item 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 this item, there would be disclosure to them of exempt information relating to the financial or business affairs of any particular person (including the authority holding that information)

Local Government Act 1972, Schedule 12A, Part 1, paragraph 3 (Minute CA/098/16 & CA/099/16)

The Meeting ended at 8.30 pm

CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.15 1 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
1.	18/10/16	Homelessness Strategy Review		29/09/16	Elliott Brooks, Assistant Director Housing, 01442 228615 elliott.brooks@dacorum.gov.uk Natasha Brathwaite, Strategic Housing Group Manager, 01442 228840 natasha.brathwaite@dacorum.gov.uk	The Homelessness Strategy is a statutory requirement that all local authorities have. The document is required to set out our approach to Homelessness in the borough. This is a 2013-2018 document, which is having a formal review
2.	18/10/16	Quarter 1 Strategic Risk Report		29/09/16	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	Quarterly update on management of the Council's strategic risks
3.	18/10/16	Car Parking Strategy		29/09/16	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	To review and update the Council's car parking strategy
4.	29/11/16	Impact of Housing and Planning Act		10/11/16	Mark Gaynor, Corporate Director Housing & Regeneration, 01442 228575 mark.gaynor@dacorum.gov.uk	To outline the changes in legislation impacting on the Housing and Planning services resulting from the Housing and Planning Act 2016, including capacity and resource implications
5.	29/11/16	Hemel Hempstead Town Centre Parking Access and Movement Strategy		10/11/16	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk Chris Taylor, Group Manager Strategic Planning and Regeneration 01442 228405 chris.taylor@dacorum.gov.uk Nathalie Bateman, Strategic Planning & Regeneration Team Leader 01442 228592 nathalie.batemen@dacorum.gov.uk	To consider arrangements for taking forward the next stages of the parking access and movement strategy for Hemel Hempstead Town Centre
6.	29/11/16	HRA Business Plan Review		10/11/16	Elliott Brooks, Assistant Director Housing, 01442 228615 elliott.brooks@dacorum.gov.uk	To provide the annual update of the HRA Business Plan, taking account of legislative changes and council priorities.
7.	29/11/16	Dacorum Leisure Review		10/11/16	Robert Smyth, Assistant Director Performance, People & Innovation 01442 228979 robert.smyth@dacorum.gov.uk	To present the findings of a review of Dacorum's leisure provision
8.	29/11/16	New Build Update and Stationers Place Contract award Part 1 report with Part 2 financial		10/11/16	Elliott Brooks, Assistant Director Housing, 01442 228615 elliott.brooks@dacorum.gov.uk Julia Hedger, Interim Group Manager – Development julia.hedger@dacorum.gov.uk	To recommend the award of contract for the construction of new council homes at Stationers Place

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.15 1 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
		detail				
9.	29/11/16	Community Infrastructure Levy Arrangements		10/11/16	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk	To consider and approve arrangements for the governance of CIL and the spending of receipts.
10.	29/11/16	Delivery of Complementary Development of the Gade Zone (Part I and II)		10/11/16	Mark Gaynor, Corporate Director Housing & Regeneration, 01442 228575 mark.gaynor@dacorum.gov.uk James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk	To recommend the preferred delivery route for the residential element of the Gade Zone Regeneration.
11.	13/12/16	Tax Base 2017/18		24/11/16	James Deane, Corporate Director (Finance & Operations), 01442 228278 james.deane@dacorum.gov.uk	To set the Council Tax Base for 2017/18
12.	13/12/16	Treasury Management mid-year performance		24/11/16	David Skinner, Assistant Director Finance & Resources, 01442 228662 david.skinner@dacorum.gov.uk	An update with progress against the capital and financing position as approved by Council February 2016.
13.	13/12/16	Q2 Strategic Risk Report		24/11/16	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	Quarterly update on management of the Council's strategic risks
14.	13/12/16	Park Bye Laws		24/11/16	David Austin, Assistant Director Neighbourhood Delivery, 01442 228355 david.austin@dacorum.gov.uk	To consider new bye laws for the main parks in the Borough
15.	13/12/16	Award of the Community Alarm Monitoring Contract		24/11/16	Elliott Brooks, Assistant Director Housing, 01442 228615 elliott.brooks@dacorum.gov.uk Andy Vincent, Group Manager Tenants & Leaseholders, 01442 228149 andy.vincent@dacorum.gov.uk	To recommend award of contract for the community alarm monitoring contract.
16.	13/12/16	Civic Centre Site Feasibility (Part 2)		24/11/16	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk David Skinner, Assistant Director Finance & Resources, 01442 228662 david.skinner@dacorum.gov.uk	To consider options for the current Civic Centre site following the Council's move into the Forum.
17.	13/12/16	Gadebridge Splash Park		24/11/16	David Austin, Assistant Director Neighbourhood Delivery 01442 228355 david.austin@dacorum.gov.uk Joe Guiton, Neighbourhood Action And Children's Services Team Leader 01442 228429 joe.guiton@dacorum.gov.uk	To present proposals for a Splash Park in Gadebridge Park
18.	13/12/16	Authority Monitoring Report and Local Government Update		24/11/16	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk Laura Wood, Strategic Planning and Regeneration Team Leader 01442 228661 laura.wood@dacorum.gov.uk	To provide Members with the headline figures from the 2015/16 AMR, primarily relating to housing delivery and employment land, and to request

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.15 1 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
						adoption of a revised Local Development Scheme, which, amongst other things, sets out key dates for production of the Council's new single Local Plan.
19.	13/12/16	Update on Sustainability Development Action Note and Sustainability Check List		24/11/16	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 james.doe@dacorum.gov.uk	To request adoption of an updated Advice Note and checklist to ensure that all relevant planning applications reflect the requirements of the Core Strategy, taking into account new Government guidance.
20.	24/01/17	Contract Award for Swing Gate Lane Residential Pt 1 report, Pt 2 Appendix		05/01/17	Elliott Brooks, Assistant Director for Housing 01442 228615 elliott.brooks@dacorum.gov.uk	To consider arrangements for the award of contract.

Future Cabinet Dates 2017: 14 February, 21 March, 25 April, 23 May

Future Items:

Disposal of Assets (David Austin - To seek approval for the disposal of an asset (recycling equipment at Cupid Green Depot).

Enterprise Zone (James Doe - To seek Council's agreement to sign off proposals)

Ladbroke's Site, Jarman Park - Part 2 (James Deane - An update on the Council's land holding at Jarman Park) Parking Service

Enterprise and Investment Plan

Local Plan

Treasury Management – February 2017

Budget Setting 17/18 – February 2017

Agenda Item 7



Report for:	Cabinet
Date of meeting:	18 October 2016
Part:	1
If Part II, reason:	

Title of report:	Preventing and Tackling Homelessness – Dacorum Borough Council Homelessness strategy 2016-2020
Contact:	Cllr Margaret Griffiths – Portfolio Holder for Housing Natasha Brathwaite – Strategic Housing Group Manager Author/Responsible Officer
Purpose of report:	The purpose of this report is to provide the committee with an overview of the proposed Homelessness strategy 2016 - 2020. This includes the approach taken to develop the strategy and an update on national and local trends, key changes in legislation and the council's commitment to achieving a Gold Standard homelessness service.
Recommendations	That Cabinet adopt the Homelessness Strategy 2016-2020.
Corporate Objectives:	Preventing and tackling homelessness contributes to the following corporate objectives; <ul style="list-style-type: none"> • A clean, safe and enjoyable environment • Building strong and vibrant communities • Providing good quality affordable homes, in particular for those most in need
Implications:	Proposals have been made in preparation for the 2017/18 budget, to support recommendations made to further improve the service delivered to customers. These proposals will be subject to the Chief Officer Group assessment and considered through the usual annual budget review process.

Value For Money Implications'	<p><u>Value for money</u></p> <p>It is important that we deliver value for money for local people accessing our homelessness support services. Increased demand requires us to explore new ways to improve efficiency within our housing advice and options service so we can target resources to improve service quality, enhance effectiveness and deliver positive outcomes for our clients. We are also committed to 'demonstrating the cost effectiveness of preventing homelessness'. By investing in preventative approaches we can support people to stay in existing accommodation</p>
Risk Implications	<p>Risk Assessment completed.</p> <p>The intention of this report is to comply with legislation and therefore avoid the risk of non-compliance. Embedding these new ways of working will now need the full commitment of all officers. A procedure and policy review is underway and involves all frontline officers. Improved communications programme is in place and has been since October 2015</p>
Community Impact Assessment	Community Impact Assessment carried out
Health And Safety Implications	There are no direct Health and Safety implications from the strategy.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>No comments to add to the report.</p> <p>Deputy S.151 Officer</p> <p>The proposed strategy will be delivered through approved budgets. Any direct financial implications of any changes will need to be submitted for financial approval through the normal annual budget setting process.</p>
Consultees:	<p>Cllr Margaret Griffiths – Portfolio Holder for Housing</p> <p>Mark Gaynor – Corporate Director Housing and Regeneration</p> <p>Elliott Brooks – Assistant Director Housing</p> <p>Julie Still – Group Manager Residents Services</p> <p>Cynthia Hayford – Strategic Housing Team Leader</p> <p>Emily-Rae Maxwell – Tenant Participation Team Leader</p> <p>Homelessness Forum partners</p>

<p>Background papers:</p>	<p>The Housing Allocations Policy</p> <p>Housing Strategy 2013 - 2018</p> <p>Localism Act 2011</p> <p>The Housing Act 1996 (as amended by the Homelessness Act 2002 and the Localism Act 2011)</p> <p>The Homelessness (Suitability of Accommodation) (England) Order 2012</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>NPSS – National Practitioner Support Service</p> <p>AST – Assured Shorthold Tenancy</p> <p>LHA – Local Housing Allowance</p> <p>MARAC – Multi-Agency Risk Assessment Consultation</p>

1 Background

- 1.1 Each local housing authority is required to consider housing needs within its area; this includes the needs of homeless households, to whom local authorities have a statutory duty to provide assistance. Under the Homelessness Act 2002, local housing authorities must have a strategy for preventing homelessness in their district. The strategy must apply to everyone at risk of homelessness, not just people who may fall within a priority need group for the purposes of Part 7 of the Housing Act 1996. Authorities are also encouraged to take steps to relieve homelessness in cases where someone has been found to be homeless but is not owed a duty to secure accommodation under the homelessness legislation.
- 1.2 In March 2016 Dacorum Borough Councils homelessness service successfully passed a peer assessment conducted by the National Practitioner Support Service (NPSS).
- 1.3 Following this, the council has committed to achieving a Gold Standard homelessness service by completing ten local challenges set out by the NPSS. By completing these challenges along with recommendations captured from the peer assessment the service can embed more efficient and modern practices for preventing and tackling homelessness.
- 1.4 To support the achievement of the NPSS gold standard service, the council took the decision to replace the previous Homelessness strategy 2013 -2018 and develop a new one that considers the increasing demand for the service, potential changes in legislation and the requirements set out by the NPSS.
- 1.5 This report will outline the key changes within the proposed strategy and the approach taken to develop it.
- 1.6 The report will also provide members with an overview of current challenges within the service, national and local trends regarding homelessness and how analysing these issues have influenced the proposed strategy.

2. Proposed strategy for preventing and tackling homelessness 2016-2020

- 2.1 The vision for the proposed Homelessness strategy 2016 – 2020 (see appendix 1) is to create a borough where homelessness is not an option.
- 2.2 The strategy sets out five outcome based commitments for our homelessness service. These were developed in consultation with our partners and consider the recommendations from the NPSS.
- 2.3 Commitment one is to continue to build partnerships across different sectors and lead Dacorum's response to preventing and tackling homelessness. The key areas within this commitment require the service to;

- Increase effectiveness of the Homeless Forum by engaging with partners and ensuring there is a collective approach to achieving the commitments set out within this strategy.
- Improve partnership working to ensure that the Strategic Housing Service influence services commissioned within the borough to maximise opportunities to prevent homelessness
- Ensure that we are the single gateway for homelessness in Dacorum and prevent clients from slipping through the net and for agencies to effectively manage resources to tackle key issues.

2.4 Through commitment two we will work together with partners and residents to understand the causes of homelessness and increase the help Dacorum services can offer, this includes;

- Making effective use of our data and sharing data across the council to profile our clients and to map available services against any identified trends
- Working closely with our Residents Services team, the Police and voluntary sector partners, to further develop our No Second Night Out model and Housing First Model
- Utilising our management systems and data sharing to enable us to identify potential victims of Domestic Abuse earlier and implement appropriate interventions preventing further risk or homelessness.

2.5 By achieving commitment three we will improve access, security and stability within the private rented sector and help Dacorum residents to remain in their homes. Key areas within this commitment are;

- Using channel shift to improve access to detailed housing advice, via alternative options such as skype
- Developing our Help to Rent scheme and promote the increased benefits to landlords enabling more people to access the private rented housing
- Increasing the support offered for mortgage repossession prevention

2.6 In commitment four the strategy outlines how we will empower Dacorum residents to make informed decisions about their housing options. This includes;

- Improving communications with residents to manage expectations for social housing
- Developing the Council's Enhanced Housing Options toolkit and increasing the information that is available by local and national agencies to enable our clients to self-serve and obtain housing advice 24 hours/7days per week.

- 2.7 Commitment five seeks to reduce the affect of homelessness on young people and families by;
- Increasing our offer of respite accommodation and mediation services to reduce breakdown in family relationships
 - Reducing the use of bed and breakfast accommodation for young people and families with young children
- 2.8 Ensuring there is a multi-agency commitment to delivering this strategy the five commitments will be monitored by the Homelessness Forum and supported by the Housing Service and Strategic Housing Team plans.
- 2.9 It is also proposed that an annual progress report is submitted for the HCOSC to review.

3.0 Developing the strategy

- 3.1 A key factor when developing this strategy was the ten local challenges set out by the NPSS. The local challenges are considered best practice for delivering homelessness services and in order to achieve a Gold Standard service, the council is required to demonstrate a strategic commitment to the ten challenges.
- 3.2 By achieving the NPSS gold standard programme for homelessness we will; improve our response to homelessness, identify opportunities that prevent Dacorum residents from becoming homeless and work with our partners to intervene at the earliest possible point. (For a full list of the challenges see appendix 1 – page 6).
- 3.3 The Homeless Forum consists of representatives from local statutory services and the voluntary and community sector. Members of the forum were consulted with throughout developments of the strategy and had a significant role in developing the five commitments. Once approved by the HCOSC and Cabinet, these organisations will be asked to formally sign up to the strategy enabling a multi-agency approach to preventing and tackling homelessness.

4.0 National and local trends

- 4.1 In addition to the NPSS requirements, significant changes nationally and local trends regarding the demand for homelessness have influenced the development of this strategy. Themes within the strategy include; the private sector, supporting young people, addressing rough sleeping and domestic abuse. This is based on the evidence outlined in the following section of this report. By providing this evidence, the intention is to inform members of the current challenges impacting the service and provide context for the commitments set out within the Homelessness strategy 2016 – 2020
- 4.2 According to Government statistics, homelessness rose from 1,768 to 2,744 between 2010 - 2014. The rise means rough sleeping in England has risen by more than half during this period. This is reflective of local trends; homelessness has been steadily increasing in Dacorum over the last two years and is projected to continue

increasing. There are a number of contributing factors to the increase in homelessness and risk of homelessness.

- 4.3 Rising property prices within the private rented sector have seen an increase in households being rendered homeless due to termination of an Assured Shorthold Tenancy (AST) the standard form of tenancy used in the private sector. This is currently the most common cause of people presenting themselves as homeless.
- 4.4 Private rented properties are becoming less affordable due to landlords letting their properties on the open market, at a significantly higher value than set at the Local Housing Allowance (LHA) level. For example, a 2 bedroom property LHA rate is £853.49 per month; however 2 bedroom properties can be let via the private market for as much as £1000 per month. In 2009 and 2015 this reason for homelessness accounted for 11% and 50% respectively of all homeless duties awarded by the council.
- 4.5 This has contributed to an increase in demand for Housing Advice & Options service and in 2016 a total number of 366 homeless applications, of which 200 applications were accepted a full duty and termination of AST's accounted for 45% of acceptances.
- 4.6 This trend has continued so far into 2016/17 with a total of 123 applications (as at 31 August 2016) and 74 acceptances, of which termination of AST's accounted for 46% of acceptances.
- 4.7 There is increase demand to source affordable private sector accommodation. The Council currently has 141 tenancies via our Help to Rent scheme. This scheme works with landlords in the private sector to utilise their properties and enable people actively bidding on the housing register to access private sector properties.
- 4.8 It is becoming increasingly difficult to encourage new landlords to sign up to the Help to Rent scheme. This is due to improved benefits being offered within the local High Street Letting agent market, a local Registered Provider has also implemented a Private Sector Leasing Scheme with full management, guaranteed rent, repairs up to the value of £300 with no management costs.
- 4.9 Additionally other local authorities are offering high value financial incentives than those offered by the council, to attract landlords within Dacorum to enable them to place applicants in affordable housing outside of their local area. The impact of the proposed freezing of the Local Housing Allowance (LHA) until 2020 will continue to enable other local authorities to access the private housing sector within Dacorum.
- 4.10 This has a significant impact on our service and reduces the opportunities available to us to grow the scheme and prevent homelessness, which in turn increases demand on temporary accommodation and discharge of duty into social housing.
- 4.11 Implications of this increase in demand could lead to the following;

- A further reduction in the availability of affordable housing within the borough;
 - Increased risk of people living in poor housing conditions e.g. overcrowding;
 - A negative impact on the economic investment within the borough due to high house prices;
 - And a direct impact on the Council's General Fund ability to fulfil its statutory duty due to limited resources
- 4.12 In addition to trends within the private sector accounting for homelessness within Dacorum, the services must consider how it will address the needs of young people that are experiencing homelessness or at risk.
- 4.13 A July 2015 article, commissioned by Homelessness charity Crisis, warns. *"We are particularly worried about cuts to housing benefit for 18-21s. Under-25s already make up a third of homeless people and there is a real danger these changes could make things even worse."* Nationally, it is estimated 83,000 homeless young people have had to rely on councils and charities to provide a roof over their head in the past year. This is over three times the 26,852 young people recorded in homeless figures released by the Department for Communities and Local Government.
- 4.14 This view is echoed by that of our statutory and voluntary partners across Hertfordshire and has featured as a top strategic issue for discussion at the Homelessness Forum. All partners reported increases in the numbers of young people that are homeless and there for service demands.
- 4.15 Alongside the increase in young people presenting as homeless, the number of rough sleepers across both Dacorum and Countywide has increased.
- 4.16 In the 2014 the council identified 7 known rough sleepers within the borough. Through our close work with partners evidence has shown that this number was thought to be as high as 30.
- 4.17 As a result of the increase DBC undertook a formal homeless count for the first time on 26 November 2015; this was supported by Homeless Link, DENS and other statutory and voluntary partners.
- 4.18 The council continued to gather further evidence regarding rough sleeping, and the above figures have ranged between 4-15 rough sleepers on any given night.
- 4.19 The service has also seen an increase in clients seeking housing advice or making a homelessness application as a result of Domestic abuse.
- 4.20 The council has seen an increase in homelessness as a result of Domestic Abuse as in 2014/15 homelessness acceptances were below 10%, however in 2015/16 and 2016/17 this has increased to 15% and 17% respectively.

- 4.21 Close work with the Multi Agency Risk Assessment Consultation Panel (MARAC) and our Resident Services team suggest this is likely to be as a result of heightened awareness of Domestic Abuse issues, increased staff training, which enables earlier detection of the signs of abuse and more joined up working between agencies.
- 4.22 There is a distinct correlation in the casework conducted by the housing service households presenting with issues, such as financial difficulty and poor physical and mental health and Domestic Abuse.
- 4.23 Domestic Abuse is the second most common reason for homelessness within Dacorum after Termination of Assured Shorthold Tenancy and ahead of parental evictions.

5.0 Current and Pending Legislation

- 5.1 The proposed strategy highlights the importance of understand how changes to legislation such as Welfare Reform and the introduction of the Housing and Planning Act (2016) affect Dacorum residents (see appendix 1 page 4).
- 5.2 In addition to these legislative changes, a Homelessness Reduction Bill is pending. The Bill would amend Part 7 of the Housing Act 1996, to make further provision about measures for reducing homelessness.
- 5.3 The Bill aims to set out more clearly the types of housing advice and information local authorities must provide to people before they become homeless or are threatened with homelessness.
- 5.4 This new duty would apply to all eligible households irrespective of priority need and intentional homelessness. It will also outline expectation for local authorities to intervene with private landlords to prevent evictions
- 5.5 Currently a person is threatened with homelessness if it is likely that they will become homeless within 28 days. The Bill proposes to extend that period to 56 days to enable local authorities to respond to the threat of homelessness at a much earlier point, and provide help such as mediation with the landlord. The Bill's second is reading scheduled for late October. Should this Bill receive Royal Ascent, the proposed strategy and homelessness service would be reviewed to coincide with any new legislative requirements.
- 5.6 This adds further risk to the pressure already facing the service.
- 5.7 In response to the numerous changes impacting people across the UK the Joseph Rowntree Foundation report '*We can solve poverty in the UK*' emphasises the role of social housing providers. It highlights the complexities facing all sectors to support people in need, emphasising the importance of joined up, localised approaches. The proposed strategy seeks to embed these principles across the council and services within Dacorum.

6.0 Conclusion

- 6.1 To conclude, if approved the proposed strategy will replace the existing Homelessness strategy 2013 – 2018. The purpose of this is to ensure the council's homelessness service maintains a clear strategic direction for preventing and tackling homelessness.
- 6.2 Through consultation with partner organisations and internal departments the new strategy includes five outcome based commitments that will be monitored by the Homelessness Forum.
- 6.3 The intention is to achieve a Gold Standard service through the NPSS whilst delivering this strategy.
- 6.4 The report provides both national and local trends for homelessness that have influenced the key groups focused on within the strategy. These include; the private sector, young people, rough sleepers and people fleeing Domestic Abuse.
- 6.5 It considers current changes in legislation such as the Welfare Reform and Housing and Planning Act 2016.
- 6.6 Additionally it outlines implications of introduction a Homelessness Reduction Bill.
- 6.7 Throughout the report the increase in demand and therefore pressures on the service have been outlined. This further supports the proposal to approve implementation of the new Homelessness strategy 2016 – 2020 and support the service to develop efficient and effective ways of meeting some of the challenges outlined
- 6.8 Overall it is anticipated that homelessness and the risk of homelessness will continue to grow in Dacorum.

7.0 Recommendations

- 7.1 For Cabinet to note the implications of the outlined challenges and trends impacting Dacorum's response to preventing and tackling homelessness, particularly the demands on the councils homelessness service.
- 7.2 For Cabinet to approve the Homelessness Strategy.



Preventing and Tackling Homelessness

Dacorum Borough Council Homelessness Strategy
2016 - 2020



Foreword

I am pleased to introduce Dacorum Borough Council's Homelessness Strategy for 2016-2020.

Homelessness has continued to increase in Dacorum and changes in legislation mean we must work in partnership to prevent and tackle homelessness.

With our commitment to achieving a gold standard service we can help to keep people in safe, secure and affordable homes.

Using the five commitments set out in the strategy we can capture the difference we as a housing service along with our partners make to people experiencing or at risk of homelessness.

Councillor Margaret Griffiths

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5.0 Preventing and tackling homelessness

- 5.1 Preventing and tackling homelessness
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- 5.3 Commitment two: Work together with partners and residents to understand the causes of homelessness and increase the help Dacorum services can offer
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- 5.6 Commitment five: Reduce the effect of homelessness on young people and families

6.0 Conclusion

1.0 Introduction

2.0 Our vision

1.0 Introduction

Dacorum Borough Council is committed to working in partnership to prevent and tackle homelessness within the borough.

This strategy sets out how we as a housing service will consider the needs of homeless households and offer assistance to those who we have a statutory duty to support under The Housing (Homeless Persons) Act 1977, Housing Act 1996, and the Homelessness Act 2002.

It will also detail the approach taken to prevent homelessness within the borough. This includes helping people to address their housing needs to avoid becoming homeless. Additionally the strategy sets out how we as a housing service will, where possible work with those people who we have no statutory obligation to support find accommodation.

This strategy explores the impact of local and national changes on homelessness in Dacorum and sets out five commitments which it will deliver in partnership.

For the purpose of this strategy a person is considered homeless if they are;

- have nowhere to stay and are on the streets
- have been evicted, illegally evicted or forced to leave their last place of residence
- have been released from prison or discharged from hospital with nowhere to go
- are at risk of losing their home within 28 days
- have a priority need for housing e.g. care leavers

2.0 Our vision

In Dacorum, preventing and tackling homelessness is more than addressing peoples housing situation. It is about helping them to fulfil their potential and live a quality life.

Our vision is to create a borough where homelessness is not an option. We will work together with our partners to help every person that is homeless or at risk of homelessness to gain the right skills and resources to improve their lives and 'get back on track'.

This strategy supports the councils corporate vision of '*...working in partnership to create a borough that enables Dacorum's communities to thrive and prosper*'.

To deliver this vision it is essential that we work with our residents to create strong and vibrant communities that enjoy safe and clean environments. We will continue to provide good quality affordable homes, particularly to those in need and ensure the economic growth and prosperity of our borough so our residents can support themselves. As a council we will explore how we can create more efficient and modern services so those who need help can access it through multiple channels.



3.0 National and local considerations

3.1 National and local impact

This strategy will take into consideration how decisions made at a national level can affect individuals living in Dacorum. We recognise that all people will at some point have experiences that could lead to homelessness. Poor life skills, relationship breakdown and the ending of a tenancy can all contribute to this. For many people, they are able to resolve these issues themselves; however it is important for us to acknowledge that not everyone has the ability to cope or the resources to support themselves through these hard times. It is these experiences that often result in individuals becoming homeless.

3.2 Welfare Reform and Universal Credit

To prevent and tackle homelessness it is important for us to understand how changes to legislation such as Welfare Reform and the introduction of the Housing and Planning Act (2016) affect Dacorum residents.

The move towards Universal Credit means people will receive benefits on a monthly basis. This will put more pressure and responsibility on individuals to manage their money and budget for the month. Receiving a lump sum can also lead to complex social issues such as financial abuse for vulnerable people and the risk to individuals with drug and alcohol dependencies. This change highlights the importance of improving people's life skills to allow them to live independently.

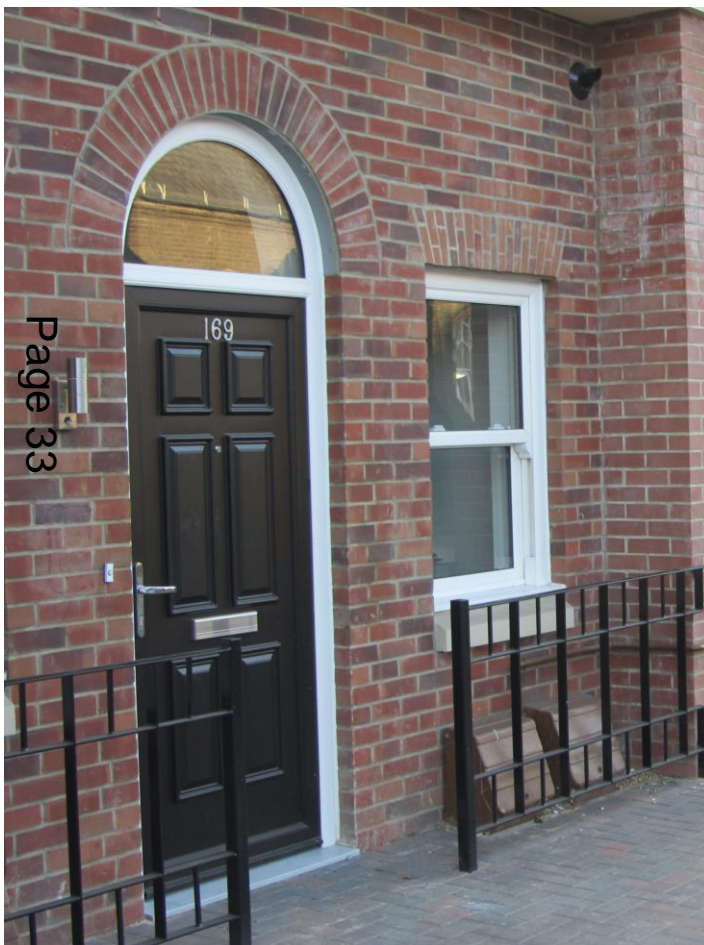
3.3 The Housing and Planning Act 2016

Additionally, The Housing and Planning Act 2016 marks the end of local authorities offering lifetime tenancies. Local authorities will now offer tenancies up to ten years, with some exceptions being made for families with young children and other households considered vulnerable. Alongside the benefits created for us as a council when managing our housing stock, this will require us to consider how we can support people whose tenancies are not renewed to access alternative housing and prevent them from becoming homeless.

3.4 A changing landscape

Changes in legislation can often cause the increased risk of homelessness for individuals. Based on this, the council is committed to regularly reviewing this homelessness strategy and shape services according to both local needs and national requirements.

The potential introduction of a homelessness reduction bill would see local authorities' responsibility to prevent homelessness needing to be evidenced by a formal duty, placing additional pressures on the service to meet demand.



4.0 Commitment to delivering a great service



4.1 Our commitments

To develop this strategy we worked with a variety of stakeholders including service users, the local voluntary and community sector and other statutory services.

Using trend analysis we also identified the key reasons people become homeless within Dacorum. This includes the termination of shorthold assured tenancies due to increased rents in the private sector.

From this insight into local need and the requirements of the National Practitioner Support Service (NPSS) ten local challenges we have developed five outcome based commitments for delivering this strategy, these are;

Commitment one: Continue to build partnerships across different sectors and lead Dacorum's response to preventing and tackling homelessness

Commitment two: Work together with partners and residents to understand the causes of homelessness and increase the help Dacorum services can offer

Commitment three: Improve access, security and stability within the private rented sector and allow Dacorum residents to remain in their homes

Commitment four: Empower Dacorum residents to make informed decisions about their housing options

Commitment five: Reduce the effect of homelessness on young people and families

4.2 Working in partnership

An increase in demand for housing and limited resources, Dacorum Borough Council is committed to working in partnership to prevent and tackle homelessness effectively.

Leading a borough wide Homelessness Forum we create the opportunity to discuss strategic issues which cross-cut all sectors with our partners. The Forum will be used to monitor the progress and effectiveness of the strategy.

Our homeless hostel 'The Elms' managed by a voluntary sector organisation allows us to adopt a No Second Night Out policy.

To effectively deliver this strategy, we will continue to maintain agreements with a variety of organisations to ensure our service can offer the highest quality advice and support to those in need. Taking an outcome based approach through the five commitments; we will monitor our performance and those of our partners to ensure by 2020, homelessness is not an option for people living in Dacorum.

4.3 Value for money

It is important that we deliver value for money for local people accessing our homelessness support services. Increased demand requires us to explore new ways to improve efficiency within our housing advice and options service so we can target resources to improve service quality, enhance effectiveness and deliver positive outcomes for our clients. We are also committed to 'demonstrating the cost effectiveness of preventing homelessness'. By investing in preventative approaches we can support people to stay in existing accommodation.

4.0 Continued

4.4 Equality and Diversity

As a Housing Service we believe everyone should have the opportunity to access our housing advice and options service regardless of; age, disability, gender, race, religion or belief and sexual orientation (Equality and Diversity Act 2010). We are committed to being inclusive with our approach to preventing and tackling homelessness and will ensure our policies and procedures and working practices reflect this commitment. We know that groups within our population are more likely to be at risk of homelessness. Through customer insight we can trend the profiles of people within Dacorum presenting as homeless and shape the services we and our partners offer to improve this.

4.5 Setting the standard

To support the delivery of this strategy, the housing service will achieve the NPSS gold standard for homelessness. Our commitment to achieving this standard, demonstrates our desire to continuously improve and provide an excellent customer service.

Achieving this, we will; improve our response to homelessness, identify opportunities that prevent Dacorum residents from becoming homeless and work with our partners to intervene at the earliest possible point.

A gold standard homelessness service is achieved by completing the following ten local challenges;

1. To adopt a corporate commitment to prevent homelessness which has buy in across all local authority services

2. To actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
3. To offer a Housing Options prevention service to all clients including written advice
4. To adopt a No Second Night Out model or an effective local alternative
5. To have housing pathways agreed or in development with each key partner and client group that include appropriate accommodation and support
6. To develop a suitable private rented sector offer for all client groups, including advice and support to both client and landlord
7. To actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme
8. To have a homelessness strategy which sets out a proactive approach to preventing homelessness, reviewed annually to be responsive to emerging
9. To not place any young person aged 16 or 17 in Bed and Breakfast accommodation
10. To not place any families in Bed and Breakfast accommodation unless in an emergency and for no longer than 6 weeks



5.0 Preventing and tackling homelessness



5.1 Preventing and tackling homelessness

Homelessness has been steadily increasing in Dacorum this strategy originally launched in 2014. Trends such as an increase in rough sleepers, limited affordable housing, high rents in the private sector and an increase in people seeking housing advice as a result of domestic violence demonstrate the broad demand on our current homelessness service. This increase in demand along with limited resources mean we as a housing service must find smarter solutions to meet housing needs. This strategy highlights the core themes we are committed to delivering over the next four years in order to prevent and tackle homelessness in Dacorum.

5.2 Commitment one – Continue to build partnerships across different sectors and lead Dacorum’s response to preventing and tackling homelessness

Commitment one seeks to build on the well established relationships between the housing service and the voluntary and community sector and other statutory services.

By increasing our network and developing these relationships further we can address not only peoples housing needs, but help them to improve their lives by gaining the right skills. We will explore opportunities to reduce both long-term and short-term demand on services in Dacorum. To achieve this we will;

- Increase the effectiveness of the Homelessness Forum using it effectively manage joint resources and tackle key issues to tackle homelessness
- Offer holistic support to people that are homeless or at risk of homelessness by improving pathways between services
- Review agreements between the housing service and external organisation against required outcomes and value for money achieved
- Lead a borough wide response to any national changes to ensure a consistent service
- Have a communications plan to ensure that our partners and residents are aware of our response to homelessness, which impacts on the whole community
- Utilise our travel assistance fund is used to allow reconnection of homeless clients with their local area, to prevent further demand on Dacorum’s resources and services.
- Maximise opportunities to prevent homelessness by influencing local and countywide commissioned services

5.0 Continued

5.3 Commitment two – Work together with partners and residents to understand the causes of homelessness and increase the help Dacorum services can offer

Commitment two is about understanding both the needs and the experiences of people that are homeless or at risk of homelessness. Taking this informed approach we can develop preventative approaches and reduce the number of people becoming homeless in Dacorum. To achieve this we will;

- Use customer insight to map the services we offer against current and emerging need and effectively consult with customers to continue service improvement
- Develop a Housing First model to support people with complex needs experiencing homelessness into accommodation
- Eradicate rough sleeping by developing a No Second Night Out model
- Utilise our management systems and data sharing to enable us to identify potential victims of Domestic Abuse earlier and implement appropriate interventions preventing further risk or homelessness.
- Support grassroots organisations to set up initiatives that tackle the causes of homelessness within Dacorum

- Develop our Positive Futures programme to provide increased opportunities for our clients to access support and achieve independence through developed life skills

5.4 Commitment three – Improve access, security and stability within the private rented sector and help Dacorum residents to remain in their homes

Commitment three looks to improve access and security within the private rented sector for local people, increasing their housing options. This will also help to manage the demand for social housing. We will work with residents and landlords to improve stability and help residents to remain in their homes. We will achieve this by;

- Help people to stay informed by improving access to information on housing rights, new initiatives and how to access support through channel shift and signposting
- Work with private sector landlords to improve their relationships with tenant and act as a mediator to help people stay in their homes
- Develop our 'help to rent' scheme allowing people to access housing in the private sector
- Increase the support offered for mortgage repossession prevention



5.0 Continued

5.5 Commitment four – Empower Dacorum residents to make informed decisions about their housing options

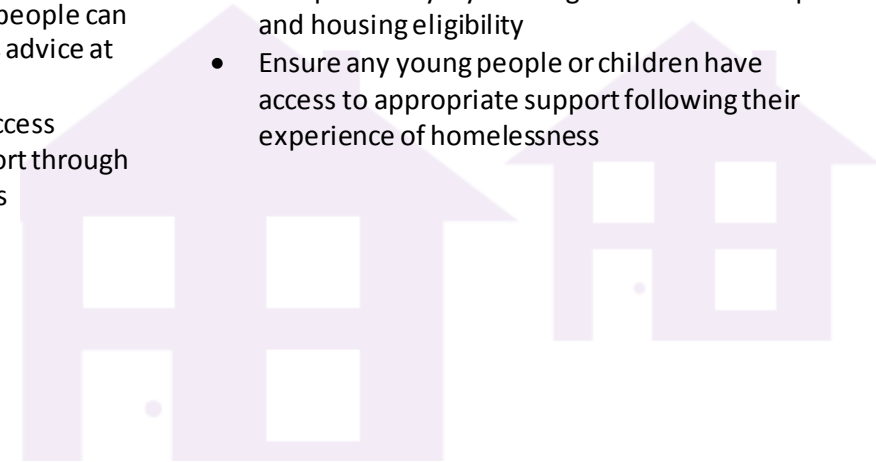
Commitment four focuses on helping people to stay informed about their housing options through high quality advice. We believe this is key to preventing homelessness. We will explore the use of channel shift so local people can access support at any given time. We will achieve this by;

- Tailor our communications so people can access information about their housing options easily
- Improve communications with residents to manage expectations for social housing
- Improve our Enhanced Housing Options toolkit and information that is available on website so people can access housing advice at all times
- Improve our contact channels so people can contact the right team and access advice at the earliest possible point
- Work with partners to increase access housing advice and options support through outreach work and pop-up events

5.6 Commitment five – Reduce the effect of homelessness on young people and families

Commitment five looks to give young people and families experiencing homelessness the best possible start. We understand that homelessness is a stressful experience for all. We will explore all opportunities to help families stay together and prevent individuals, particularly young people from becoming homeless. Through education we will support the next generation to avoid homelessness and work to reduce the effects of those who do experience it. To achieve this we will;

- Increase our offer of respite accommodation and mediation services to reduce breakdown in family relationships
- Reduce the use of bed and breakfast accommodation for young people and families with young children
- Improve young people's understanding of 'living independently' by offering life skills workshops and housing eligibility
- Ensure any young people or children have access to appropriate support following their experience of homelessness



6.0 Conclusion

6.1 Conclusion

Within this strategy we have set out how Dacorum Borough Council's housing service will work with strategic partnership organisations to prevent and tackle homelessness within the borough.

We are committed to considering the needs of homeless households, offering support to those who we have a statutory duty to support and working with those in non-priority homeless households.

We will take a leading role in responding with key changes in legislation and work with partners when required to coordinate a local response.

Throughout this strategy we have emphasised the importance of partnership working and will continue to keep this at the core of our service delivery.

We will consider the needs and experiences of people that are homeless or at risk of losing their home to improve our services and effectively target resources.

Improving access to the private sector and working with private landlords we will seek to reduce demand for social housing.

By empowering local people to make informed choices about their housing options we will seek to prevent homelessness wherever possible.

We will help young people and families to reduce the effect of homelessness and ensure they stay in safe and secure temporary accommodation for a limited period of time.

We believe these five commitments will support the service to achieve the NPSS gold standard.

Overall we will work towards a borough where homelessness is not an option.



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Name and description of project, policy or service	
Preventing and Tackling Homelessness – Dacorum Borough Council Homelessness Strategy 2016 – 2020.	
To support the achievement of the NPSS gold standard service and comply with current and pending legislation, the council took the decision to replace the previous Homelessness strategy 2013 -2018 and develop a new one that considers the increasing demand for the service, potential changes in legislation and the requirements set out by the NPSS.	
Identifying the impact of this project, policy or service on the community and environment	
	<p>Questions to explore:</p> <p>What positive impact will your project, policy or service have? What negative impact will your project policy or service have? How will you ensure any negative impact is limited? What is the impact of doing nothing?</p>
<p>On the community in general e.g. social or economic benefits, negative impacts</p>	This strategy review is designed to reduce the impact that national changes have on our local community and to support those who are affected negatively by them.
<p>On the council as an organisation e.g. on staff, services or assets</p>	<p>Within this strategy, the commitment to achieving NPSS Gold Standard accreditation includes a reduction in the use of bed and breakfast accommodation for young people and families. This strategy also commits to actively supporting people who are at risk if homelessness before they become homeless. Both of these commitments will save money therefore having a positive impact on the council as a whole.</p> <p>By achieving the NPSS Gold Standard accreditation, the council will be able to publicly show the commitment to supporting the most in need members of the community. This public declaration will also positively impact the council.</p>
<p>On the protected characteristics Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation (Specify where impacts are different for different characteristics)</p>	This strategy makes a commitment to treating all Dacorum residents who present themselves as homeless to the council equally regardless of the protected characteristics. While the population groups most at risk of homelessness are young people, single people and males, this strategy commits to working with homeless presentations from all areas of the population to prevent and tackle the causes of homelessness.
<p>On the environment e.g. effects on the climate, trees, amenity space, biodiversity, water, energy, waste, material use, air quality</p>	This strategy is not likely to have any environmental impact. The staff implementing this strategy are supportive of corporate policies to minimise waste.
<p>On the specific target community / location e.g. if the project is based in a specific area or targeted community group</p>	This strategy sets out Dacorum Borough Council's commitments to work with strategic partners to tackle the causes of homelessness and support those members of the community who come to the council to present themselves as homeless. The strategy will positively impact these people as it sets out a commitment to support them in the most appropriate ways,

Reviewed June 2016

Community Impact Assessment

	including discharging the homeless duty into the private rented sector.	
Outline the approach you took to identify the need for this project, policy or service. Please include use of research, data and consultation with residents and/or staff.		
<p>When this strategy launched, the commitment to review it annually was made. This review has been written after consultation with Cllr Margaret Griffiths – Portfolio Holder for Housing; Mark Gaynor – Corporate Director Housing and Regeneration; Elliott Brooks – Assistant Director Housing; Julie Still – Group Manager Residents Services; Cynthia Hayford – Strategic Housing Team Leader; Emily-Rae Maxwell – Tenant Participation Team Leader; and Homelessness Forum partners including other local authorities and local voluntary and community sector organisations.</p>		
Which commitment(s) does this policy, project or service support from the Equality and Diversity CIH Charter Housing Framework? Link to PDF CIH Commitments on intranet		
<p>2 – Equality and diversity informs our business planning.</p> <p>8 – We support the communities which we serve.</p>		
How will you review the impact, positive or negative once the project, policy or service is implemented?		
Action	By when	By who
Annual review of strategy	October 2017	Group Manager Strategic Housing
Discuss impact of strategy review at homelessness forum	October 2017	Team Leader Strategic Housing
Achieve NPSS Gold Standard accreditation	tbc	Group Manager Strategic Housing

Completed by:

Name: Niamh Turner

Role: Strategy and Communications Officer

Date: 23/09/16

Reviewed and signed off by relevant Group Manager:

Name: Natasha Brathwaite

Role: Group Manager Strategic Housing

Date: 28/09/16

Reviewed June 2016



Report for:	Cabinet
Date of meeting:	18 October 2016
PART:	1
If Part II, reason:	

Title of report:	Risk Management Report Quarter 1 2016/17
Contact:	Councillor Graeme Elliot , Portfolio Holder Finance & Resources James Deane , Corporate Director (Finance & Operations) Linda Dargue, Lead Officer, Insurance & Risk
Purpose of report:	To provide the Quarter 1 update on the Strategic Risk Register
Recommendations	That the content of this report is noted
Corporate objectives:	Dacorum Delivers – Risk management is an essential part of ensuring that the Council meets all of its objectives
Implications:	<u>Financial</u> None identified
'Value For Money Implications'	<u>Value for Money</u> Risk management is closely linked to the Council's commitment to ensure that all resources are used efficiently and forms part of effective financial planning. The Council also needs to ensure that adequate provisions are in place to address anticipated risks but that these are no greater than necessary so that maximum resources are applied to services as required. To this end the Council sets minimum target working balances for both the general fund and HRA and at the date of this report this minimum balances are secured. Budget exercises for 2016/17 have ensured that the minimum balance requirements will also

	be met for the next financial year.
Risk Implications	<p>Effective risk management is an important factor in all policymaking, planning and decision making.</p> <p>Failure to manage risk effectively could have serious consequences for the Council leading to increased costs, wasted resources, prosecution and criticism under external assessments</p>
Equalities Implications	<p>Equality Impact Assessment reviewed/carried out*</p> <p>*Not applicable</p>
Health And Safety Implications	Not applicable
	<p>Monitoring Officer:</p> <p>An effective risk management strategy is essential for the good governance of the Council and therefore this report and the annexed Strategic Risk Register is appropriate for Cabinet consideration.</p> <p>Deputy S.151 Officer</p> <p>This is a section 151 Officer report.</p>
Consultees:	<p>CMT</p> <p>Audit Committee 21 September 2016</p>
Background papers:	<p>Risk Management working paper files</p> <p>CMT</p> <p>Report to Audit Committee 21 September 2016</p>
Glossary of acronyms and any other abbreviations used in this report:	SRR – Strategic Risk Register

BACKGROUND

1. The revised Strategic Risk Register showing the position at the end of Q1 2016/17 is attached at Appendix A.

Audit Committee Scrutiny

2. In line with the Council's approved Risk management Strategy, the 2016/17 Quarter 1 position for the Strategic Risk Register was considered by the Audit Committee at its meeting 21 September 2016.
3. There were no material concerns to report back to Cabinet. Minutes of the Audit Committee discussion will be available shortly on the Council's website at the following link:
<https://democracy.dacorum.gov.uk/ieListDocuments.aspx?CId=160&MId=487>
4. Audit Committee requested a presentation at its next meeting 30 November 2016 from the Assistant Director (People, Performance & Projects) on the following risks:
 - *C7 - Controls do not develop at a sufficient pace to keep track with the continually emerging data protection risks, and*
 - *R5 - The Council does not embrace the increased use of social media as a tool for social engagement and increased community engagement.*
5. Any material concerns arising from this meeting will be reported back to Cabinet as part of the next quarterly update.

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C5 - The Council fails to comply with the regulatory framework within which it must operate.

Category: Legal & Regulatory	Corporate Priority: Dacorum Delivers	Risk Owner: James Deane	Portfolio Holder:	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	3 Likely	2 Medium	6 Amber
Consequences		Current Controls		Assurance	
<p>As a public sector organisation, there a number of regulatory frameworks which govern the way in which the Council must operate both on a day-to-day basis and in the discharging of one-off duties or actions.</p> <p>Generally, compliance with these frameworks is considered an operational risk and is monitored and managed through a combination of the Operational Risk Register and Performance Indicators which are reported to the relevant Overview and Scrutiny Committees.</p> <p>However, there is a risk that in some circumstances failure to comply with regulations could result in a number of consequences for the Council that are sufficiently negative and high profile in nature to become, for a short time, strategic in nature.</p> <p>For example, failure to follow the correct protocols prescribed under the data protection legislation could result in the following consequences for the Council:</p>		<p>The Council has a number of strategies and policies in place which aim to provide clarity in the way Council Members and staff should operate.</p> <p>These documents are reviewed and updated periodically by Officers who are experts in the field and are frequently the subject of Internal Audit reviews in order to provide Members with independent, third-party assurance.</p> <p>These processes mitigate the likelihood of this risk crystallising and have resulted in my reducing the inherent risk score from '4', Very Likely, to '2', Unlikely.</p> <p>Data Protection policy & procedures Health & Safety policy & procedures Risk Management framework Safeguarding policy & procedures Financial Regulations Procurement Standing Orders Constitution</p>		<p>The Financial Regulations (Main Accounting) and Emergency Plan were audited by Mazars, the Council's Internal Auditors in 2014/15 and achieved a FULL level of assurance.</p> <p>The Risk Management framework and Procurement Standing Orders were audited in 2014/15 and achieved a SUBSTANTIAL level of assurance.</p> <p>Data Protection, Health and Safety, the Constitution (Corporate Governance) and the Financial Regulations (Main Accounting) are in the Internal Audit plan for review in 2015/16.</p>	

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1. Disclosure of personal information causing harm to a resident
2. High profile negative publicity regarding the way the Council operates
3. Significant financial penalty imposed by the Information Commissioner

This risk has been included on the Strategic Risk Register to ensure that there is scope to escalate an operational risk for Cabinet consideration and Audit Committee scrutiny should there be a period of intensified risk in a specific regulatory area.

Emergency Plan
Human Resources terms & conditions

Sign Off and Comments

Sign Off Complete

At the end of the last quarter, the Residual Probability of this risk crystallising was increased from 2 to 3 to reflect the ongoing investigation by the Health & Safety Executive into Hand Arm Vibration cases among machine operatives at Cupid Green Depot.

The investigation remains ongoing, but there have been no material developments that warrant an adjustment to the risk score this quarter. Members will be advised as and when new information becomes available.

C6 - The Council does not attract and retain the skill sets within its workforce that will enable it to maximise opportunities for delivering its services more efficiently through increased partnership working.

Category: People/Employees	Corporate Priority: Dacorum Delivers	Risk Owner: Robert Smyth	Portfolio Holder:	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	4 Severe	8 Amber

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Consequences	Current Controls	Assurance
<ul style="list-style-type: none"> • The quality of service delivery is likely to be adversely affected due to a lack of resources and/or skills to effectively deliver services through increased partnership working. • There is likely to be a reduction in efficiency savings due to inability to create more effective partnerships. • There is also likely to be a negative impact on any proposals for devolved powers. • A failure to create more examples of effective partnership working will result in a higher likelihood of back office and front line services being reduced as the financial constraints on the Council's budget continue to tighten. 	<ul style="list-style-type: none"> - Leading in Dacorum continues to be delivered (all courses stated in risk register) - People strategy to be implemented autumn 2016 which will cover issues including graduate scheme, apprenticeship scheme, succession planning, reviewing T&Cs etc. - Continuation of sharing services with other LAs, with policy development and transactional/operational Hr activities - The new approach for service planning for 2016/2017 focusses heavily on service innovation, service efficiencies and workforce planning. - All leadership appointments are subject to behaviour tests which will assist with assessing their understanding and approach to partnership working. This control will reduce the risk as it will ensure that candidates who are appointed to leadership positions within the Council will have demonstrated that they display a positive approach to partnership working. 	<ul style="list-style-type: none"> • Across 2015/16 the Council had a voluntary annual turnover rate of 10.6% (76 staff). This compares positively to the public sector average (18%) and it is below the level within local government (11.9%). It is also lower than average for district councils (11%). • Opportunities for collaboration and shared services are being actively considered across Hertfordshire in relation to Legal, HR, Information Management, Insurance and Payroll Services. • Recruitment for leadership posts is generally competitive with a good number of applications being received from suitably qualified candidates for vacant posts.
Sign Off and Comments		
Sign Off Complete		

STRATEGIC RISK REGISTER

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We have continued to work hard to ensure that we attract and retain the right people in the right areas, and in doing so we have focused on two broad elements; recruitment and retention & development and training.

Recruitment and Retention:

We have a well-established approach to recruitment which includes training for managers, job adverts in modern media and up-to-date recruitment policies. We also work closely with services and specialist recruitment agencies to address any gaps or hard-to-fill vacancies.

We have increased the use of behaviour based assessments and personality profiles as part of the recruitment process to ensure that staff joining the organisation have the right values as well as having the right skills and experience.

Appraisals have been carried out for 2016/2017, as part of this process staff are set their performance objectives in line with service plans for the coming year. A staff survey has also been completed and we are working closely with staff analyse the results and to understand in what areas further improvement is needed.

Development and Training:

Our dedicated management training programme (Leading in Dacorum) continues to be delivered and our service planning model focuses on service innovation, service efficiencies and workforce planning.

Conclusion and Next Steps:

Given the controls in place, it is not necessary to increase the risk or likelihood of it crystallising.

However the new People Strategy, which will be launched in autumn, will be central in setting out our long term vision and plan of action to provide the platform for future actions in relation to this strategic risk.

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C7 - Controls do not develop at a sufficient pace to keep track with the continually emerging data protection risks

Category: Corporate	Corporate Priority: Dacorum Delivers	Risk Owner: Sally Marshall	Portfolio Holder:	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
<p>Cause of Risk - The Council is reliant on vast amounts of good quality data and information to determine sound decisions and plans, conduct operations and deliver services.</p> <p>It is also required by the Data Protection Act and Government's Public Sector Network (PSN) Code of Connection (CoCo) to maintain confidentiality, integrity, availability and appropriately authorised use of the data.</p> <p>With the Government's 'Open' agenda, increased flexible working patterns of staff, and increased partnership working and use of multiple information storage sources, controls on data management and security have become complex and important.</p> <p>Consequences of Risk –</p> <ol style="list-style-type: none"> Poor decision making due to ineffective use of or insufficient availability of data and information sharing. Loss, misrepresentation or unauthorised disclosure of 		<p>Information Security Officer appointed -responsibilities include:</p> <ul style="list-style-type: none"> the Council's Corporate Information Assurance specialist the custodian, owner and updater of ICT Security and Information Governance strategy, policy and procedure ensuring that the Council complies with the latest legislation in terms of ICT Security standards and compliance. To ensure that the Council's policies and procedures regarding ICT Security and Information governance are adhered to across all the Council's services. To keep informed of relevant technical innovation and changes to technological, infrastructure, telecom and software systems in relation to Information Security. To be the custodian and owner of Information Security and Governance Standards. To manage Information Security and Governance strategies and to support the Council in the future development of Information Security, Governance and Business Continuity. 		<ul style="list-style-type: none"> Information Security Officer appointed Various ICT policies and procedures in place Compulsory training for staff on Data Security PSN Compliance 	

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sensitive data, DBC has the potential to be susceptible to cyber-attacks or sabotage.
 3. Under performance. Breach of Data Protection Act leading to legal actions, fines, adverse publicity, and additional remedial and data protection costs.
 4. Significant interruption of vital services leading to failure to meet duties and to protect people, finances and assets.
 5. Potential damage to DBC's reputation.

- To train Council Staff, Members on Information Security, Data Protection Act and Freedom of Information Acts.
- Compulsory training for staff on Data Security
 - PSN Compliance
 - Audit of data protection approach

Sign Off and Comments

Sign Off Complete

We continue to enjoy full PSN compliance which shows that that our processes and network & security controls meet the exacting requirements of the Cabinet Office. This includes a range of technical security measures including corporate firewalls, anti-virus software, end point security solutions and various authentication processes. However our PSN accreditation is up for renewal (in October) and we are currently working through the penetration testing process as part of new submission.

Every quarter we run training courses on data protection and information, governance and risk and we have recently updated the training guidance to require staff to attend a refresher course at least once every four years. There will be a new Act in 2018 – entitled the General Data Protection Regulations (GDPR) – which will bring about some changes to the way we process personal data. In light of this we will be revising our training to reflect the new law (which will be in force in May 2018).

Staff are also required to review, understand and sign a number of policies including ICT Acceptable Use Policy, Data Protection Policy and the Corporate Information Technology Security Policy. All suppliers working with our data are also required to complete an 'accreditation form' which assures us that they have robust data protection policies and controls in place.

Given the range of measures and controls we do not consider it necessary to change the ratings for this strategic risk.

F6 - Changes to legislation could negatively affect the medium to long term viability of the HRA Business Plan.

Category: Financial	Corporate Priority: Affordable Housing	Risk Owner: Mark Gaynor	Portfolio Holder:	Tolerance: Treating
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Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	4 Very Likely	3 High	12 Red
Consequences		Current Controls		Assurance	
<p>Since the 'once and for all' settlement with government on the self financing of the HRA there have been major legislative and policy changes which, overall, have impacted detrimentally on the HRA Business Plan:</p> <ul style="list-style-type: none"> • The re-invigoration of the RTB which has increased sales from around 15-20 per year to well over 100 • The parallel introduction of the RTB 'one for one' replacement scheme where the Council can use receipts to build new homes but only to pay for 30% of costs (leaving the other 70% to be sourced) • A change to national rent policy which moved from RPI + 0.5% to CPI + 1% and ending the process of reaching target rents (leaving 60% of DBC properties below target) <p>The government now propose two further changes which, if enacted, will further constrain the capacity of the HRA Business Plan viability:</p> <ul style="list-style-type: none"> • A rent reduction of 1% per year for four years and a complete inability to make any progress towards convergence to target rents (a reduction of income of £30M over the first four years and over £500M over the lifetime of the HRA Business Plan) • Enforced sales of 'high value' council homes as they become vacant to fund Housing Association RTB <p>The first of these changes is already in draft legislation</p>		<p>Elements of the changes are yet to apply (the rent changes start from April 2016) and the current controls – proper business planning, the disciplines of the MTFs, project and programme management arrangements, effective contract management, annual efficiency programmes and so on – reflect on the existing position and could provide sufficient mitigation to the long term business plan. The controls proposed for the new changes – if the proposed legislation is enacted – will only mitigate the impact to an extent as the scale of change, compounded with previous changes, are so significant. The controls are as follows:</p> <p>A complete review of the HRA Business Plan to spread the impacts over activities and over time. Initially, in order to deliver the current new build programme, this will be focused on a slowing down of the investment into current stock.</p> <p>Reducing the costs of running the service through efficiency and service redesign (in partnership with tenants and leaseholders).</p> <p>Improved procurement of services and renegotiation of existing contracts (though these have been procured within the last year or so and will restrict potential). This would include seeking shared services with other partners and models of operation which reduce the</p>		<p>A remodelling of the HRA Business Plan has been made to take account of the impact of the changes which will be considered by Cabinet (initially in November 2015 and periodically thereafter). This has demonstrated that the current new build programme can be completed. The ability to extend this further will depend on the success of the mitigations above.</p>	

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and the assumption must be that it will happen. The consequences are very significant, and even with mitigation will continue to be so:
The financial viability of the HRA to meet its current business plan objectives in full cannot be made due to loss of income and economies of scale as stock numbers diminish.
Services to tenants will have to reduce, including proposed investment in the existing stock, to deal with the scale of resource reduction.
The new build programme at its proposed scale will have to reduce, and possibly cease, in order to provide services to tenants and balance the books.
The resources provided through RTB one for one replacement will be unused and lost to the Borough as it is returned to the Treasury as a result of the Council's inability to provide the 70% match funding and as Housing Associations reduce their supply of new affordable homes (as a result of the same legislative changes impacting on the Council).
The Council's housing stock will progressively reduce through RTB, enforced sales and reduction in new build which will reduce its ability to meet the housing needs in the Borough and achieving the strategic objective of increasing the supply of affordable homes.

overheads of the HRA.
Maximising the income to the HRA by altering use of parts of the stock (increased use of HRA stock for temporary accommodation and provision of low level care as part of a tenancy where rent controls do not apply).
Altering the tenure mix of the current new build programme to include shared ownership and market sale in order to cross subsidise new rented provision. This could incorporate an element of affordable rent to increase revenue.
Development of a partnership approach to use of RTB one for one replacement funding with local Housing Associations in order to minimise losses of resource to the Borough and to increase supply of new homes.
Fully exploring the potential of a Local Housing Company to improve the cost of delivery of new homes alongside the benefits to the General Fund.
Lobbying of government regarding the disproportionately severe impacts of the changes, though historical reasons, on DBC seeking some local amelioration.
Ensuring that our intelligence on the changing position and on developments within the sector are fully up to date through membership of ARCH, liaison with CIH and other key bodies.
The following controls are in place already with regard to the financial and strategic management of the HRA Business Plan:
• An annual refresh of the HRA Business Plan reported

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Page 53	<p>both to CMT and to Cabinet</p> <ul style="list-style-type: none"> • Monthly meeting between budget holders and accountants monitoring progress against original timeframes and costs • Regular meetings of the Corporate New Build Group considering performance and new schemes • CMT receive a fortnightly update on the new build programme • Performance Board comprising Chief Officers and cabinet members receive a report on progress before each cabinet meeting • Reports on HRA performance go the Overview and Scrutiny every quarter • The HRA is reported as part of the overall corporate financial reporting process 	
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Sign Off and Comments

Sign Off Complete

We are still awaiting the regulations which will give the detail to the new legislation. An update to the HRA Business Plan is planned for November 2016.

F7 - Funding and income is not sufficient to deliver the Council's corporate objectives

Category: Financial		Corporate Priority: Dacorum Delivers		Risk Owner: James Deane	Portfolio Holder:	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score	
4 Very Likely	4 Severe	16 Red	3 Likely	3 High	9 Amber	
Consequences		Current Controls		Assurance		
The government's austerity programme has led to		The Council's Medium Term Financial Strategy and the		There were three internal audit reviews undertaken by		

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reduced Local Authority funding over the last five years, resulting in the Council's need to find savings of £5m since 2010/11. Further funding reductions in excess of £3m are forecast over the next four years, which increase the risk of the Council being unable to deliver its vision for the borough, as detailed in the Corporate Plan.

(http://www.dacorum.gov.uk/docs/default-source/council-democracy/dacorum_corporateplan_web.pdf?sfvrsn=2)

Sustained funding reductions of this magnitude are not only a risk to the Council's capacity to grow and enhance the community, but more fundamentally they are a risk to the continued provision of high quality frontline services to residents.

If the Council is unable to deliver its vision or to protect its frontline service provision, it risks the following consequences:

Increased community hardship as the services provided to the most vulnerable residents in the borough are impacted, leading to delays in their accessing financial and residential help.

The impact of reducing standards of environmental services across the borough could lead to a less attractive environment and a loss of community identity and civic pride for residents.

HRA Business Plan are controls that mitigate the likelihood of this risk crystallising through the effective modelling of the future financial environment, which allows for more effective forward planning. These controls are detailed below, and have resulted in my reducing the inherent risk score from '4', Very Likely, to '3', 'Likely'.

The Council's Medium Term Financial Strategy (MTFS) details the financial implications of the Corporate Plan over a five-year period. It ensures that the Council is able to forecast likely income pressures in the medium-term, and optimise the balance between its financial resources and the delivery of its priorities. The MTFS is reviewed at least annually and is approved by Full Council, thereby providing the opportunity for Members to make informed amendments to the Corporate Plan on the basis of likely funding constraints. The current version is accessible via the following link:

<http://www.dacorum.gov.uk/docs/default-source/council-democracy/mtfs-july-cabinet-2015.pdf?sfvrsn=0>

The Council's Housing Revenue Account (HRA) Business Plan maps planned income and expenditure over a thirty-year period. Government legislation that can affect the Council's delivery of social housing is incorporated within the plan and forms the basis for informed strategic decision-making.

Mazars during 2014/15, which provide an external view of the effectiveness of the controls implemented by the Council to manage the financial risks to delivering its priorities.

The audits on 'Efficiency Savings' and 'Main Accounting' received a Full level of assurance (the highest available), and the audit on 'Budgetary Control' received a Substantial level of assurance (the second highest available).

These internal audit opinions provide assurance that the Council is effectively controlling the processes that will enable it to derive value for money from its available resources, and therefore to maximise the opportunity for delivering its corporate objectives.

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Reputational damage as residents become dissatisfied with their experience of interacting with the Council. This risk is exacerbated by the growth of social media and the ability of residents to share their experiences with large numbers of people instantaneously.

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The Council's reviewing of its Corporate Plan together with its Communications Strategy mitigate the impact of this risk, should it occur, by keeping residents informed of the pressures faced by the Council, and consequently by managing aspiration and expectation (detail below). On this basis, I have reduced the Impact score from '4', Severe, to '3', 'High'.

The Council reviews its Corporate Plan periodically to ensure that the vision for the borough remains relevant and realistic within the financial constraints outlined within the MTFS and the HRA plan. The aspirations of the Council and the community are managed through the Council's Communications Strategy both through social media, the local press and Digest.

Sign Off and Comments

Sign Off Complete

The position reported to the Audit Committee as part of the Strategic Risk Register last quarter was approved by Cabinet in July 2016 as part of the refreshed MTFS. There have been no further material changes to factors affecting this risk since that time. Work continues on the budget-setting process for 2017/18, part of which will include a refresh of the MTFS.

I3 - The Borough does not secure sufficient investment in infrastructure to ensure that housing delivery and economic and community growth is sustainable in the longer term.

Category: Infrastructure	Corporate Priority: Affordable Housing	Risk Owner: Mark Gaynor	Portfolio Holder:	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score

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4 Very Likely	4 Severe	16 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
<p>The provision of infrastructure such as schools, health, transport and other facilities is crucial to sustainability of the local community and economy. Its funding, however, is increasingly complex and difficult as central government moves away from direct provision and expects the development process and local partnerships to deliver it. Failure to provide this infrastructure will have a number of damaging consequences:</p> <ul style="list-style-type: none"> • Reduction in the quality of life and opportunities for people in the Borough • A serious constraint to economic growth with the impact on the contribution to service provision through Business Rates growth • Increased community opposition to new developments, particularly housing, on the grounds that existing infrastructure will not cope • Damage to the image of the area, worsening of community pride and social cohesion and reputational damage to the Council 		<p>Infrastructure is provided through the development process (s106 and Community Infrastructure Levy) and elements of funding which comes from central government (increasingly through the LEP, bidding and HCC). The responsibility for some infrastructure elements is through privatised arrangements (utilities) or arms-length government agencies such as Network Rail. The ability of the Council to control these processes is limited.</p> <p>The Council is able to promote the quantum, nature and timing of growth making it more likely that the infrastructure will be delivered. It is also able to promote partnerships and use its asset base and influence to stimulate desired development. Current controls include:</p> <ul style="list-style-type: none"> • Ensuring that the Local Plan (and its component elements such as the Core Strategy, site allocations, supporting policies and so on on) is up to date and sets out very clearly the requirements of proposed development. This promotes sustainable development by design, access and movement, materials. Use of masterplanning supports what is required to be delivered to produce sustainability on larger sites. • The approved Council's Community Infrastructure Levy Policy and schedule (CIL) provides for the levels of contributions that must be made by developers and the purpose for which they will be spent. This also includes 		<p>The process for setting out development delivered is through the Annual Monitoring Report. The agreed process for CIL will see an annual report setting out income due, achieved and expenditure made on agreed infrastructure.</p> <p>Regular reports are made as set out above in controls.</p>	

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an element of CIL which can be spent by local communities and act to link growth directly with infrastructure provision local people want.

Operating a 'open for business' approach to how the Council deals with potential development with a presumption of making acceptable development easier to deliver by proactive advice through the planning process. Allied to this is ensuring that the development management service is capable of achieving decision making within required time limits.

Stimulating required growth through the Council's own regeneration activity, including Hemel Evolution, Gade Zone and Heart of Maylands resulting in inward investment being more likely.

Increasing inward investment through initiatives such as Dacorum Look no Further, Ambassadors, direct provision of business advice and a supportive approach to new development.

Good market intelligence through regular liaison with local employers, landowners, developers, institutional investors and land agents regarding demand and expected assistance.

Partnership with the LEP as the main route for additional funding for infrastructure through influencing the Strategic Growth Plan (in which Hemel Hempstead and the M1 corridor is a priority) and bidding for resources for infrastructure (such as the £5M achieved for West Herts College)

Working to create key partnerships to bring forward development capable of funding major infrastructure

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Page 58	(such as Gorhambury) These controls are exercised within the following:	
	<ul style="list-style-type: none"> • Monthly reporting to Hemel Evolution Board and Corporate Regeneration Group • Fortnightly reporting on key projects to CMT • Reporting to Performance Board before each Cabinet Meeting • A clear programme for the Local Development Framework and CIL • Quarterly reporting to Overview and Scrutiny • Regular reporting to Cabinet • Adherence to the agreed performance and project management processes 	

Sign Off and Comments

Sign Off Complete

Progress continues in developing the Enterprise Zone with a view to April 2017 commencement. The government is currently reviewing the operation of CIL nationally. CIL contributions have started to come in but as yet at a very slow pace.

R5 - The Council does not embrace the increased use of social media as a tool for social engagement and increased community engagement.

Category: Reputational	Corporate Priority: Dacorum Delivers		Risk Owner: Sally Marshall	Portfolio Holder:	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
The risk of not using social media		In order to mitigate these risks we have put in place a number of controls:		o Corporate Information Security Management Policy o Corporate Information Technology Security Policy	

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<p>- This will mean that our approach to engagement (i.e. letters, workshops, printed magazines) is likely to exclude key demographic groups including younger residents and those who are more technologically minded.</p> <p>- We will not be able to respond to negative posts or views which could cause significant reputational damage or risk.</p> <p>- We will have less opportunity to influence Government and media through the use of targeted campaigns and communications.</p> <p>- The organisation may not be viewed as 'technologically forward thinking' which could lead to reputational risks. This includes more difficulty in attracting hi-tech investment or exclusion from innovation pilots.</p> <p>Managing the risk of social media</p> <p>- Members of the public can use DBC's profile to raise negative or incorrect statements that damage the reputation of DBC.</p> <p>- Employees may breach data security rules regarding the management of private or confidential information.</p> <p>- Inappropriate or unacceptable content posted by employees</p>	<p>The risk of not using social media</p> <p>- Our social media strategy sets out how we will proactively engage with residents through Twitter, Facebook, Linked In, Instagram and using online videos.</p> <p>- We have 18 social media accounts covering corporate and operational services including from the CSU.</p> <p>- We regularly use social media to actively promote campaigns, events and messages.</p> <p>- We interact with partners and other third parties (eg HCC) to promote joint initiatives via social media</p> <p>- We generate reports and analysis on scale and content of Facebook and Twitter posts.</p> <p>Managing the risk of social media</p> <p>- We employ the Crowd Control system to enable the Communications team to manage and authorise services posts and tweets.</p> <p>- The Crowd Control system also enables the Communications team to monitor and respond to any negative posts.</p> <p>- Our system provides automatic moderation of abusive</p>	<p>o Data Protection Act Policy</p> <p>o Freedom of Information Policy</p> <p>o PSN/Government Connect (GSx) Acceptable Usage Policy</p> <p>o Information Security Incident Procedure</p> <p>o Social Media Strategy</p> <p>o Facebook and Twitter accounts</p> <p>o Social Media Management System</p>
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STRATEGIC RISK REGISTER

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<p>- Our social media accounts are 'identity jacked' which occurs when fake accounts are set up to look like those of DBC. This is a risk because the fake accounts can post incorrect or inappropriate information which is then associated with DBC.</p> <p>- Weak authentication in the use of social media accounts can lead to them being hacked. The hacked accounts are then used to post inappropriate, derogatory or libellous comments.</p> <p>- The use of social media can make it easier for 'pressure groups' to generate support behind negative campaigns.</p>	<p>messages.</p> <p>- We provide in-house training for all staff posting on DBC social media accounts.</p> <p>- We use a subscription service that manages and secures accounts.</p> <p>- All staff are required to read and sign-up to a range of policies including:</p> <p>Corporate Information Security Management Policy Corporate Information Technology Security Policy Data Protection Act Policy Freedom of Information Policy PSN/Government Connect (GSx) Acceptable Usage Policy Information Security Incident Procedure</p>	
Sign Off and Comments		
<p>Sign Off Complete</p>		

STRATEGIC RISK REGISTER

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During the reporting period we posted over 1,130 outbound messages, received over 233 direct messages and had a total twitter reach of 2.05 million viewers across our 18 social media accounts and networks. Some of the campaigns we have run include Clean and Tidy (Clean for the Queen), Dacorum's Den, Elections and Democracy (Referendum) and Hemel Evolution (Fountain and Water Gardens).

From a security perspective we have continued to manage our social media profile through a range of measures including our dedicated social media management system (Crowd Control) and through the enforcement and implementation of our social media and ICT policies. We also manage the risk of negative social media responses through our social media management system and by having a Communications Team rota which ensures we always have staff available to respond to any issues.

Social media is a key communication tool for us and the effective management of it is vital, but given the controls we do not consider that any changes need to be made to the risk or the likelihood of it occurring.

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Agenda Item 9



Report for:	Cabinet
Date of meeting:	18 October 2016
Part:	I
If Part II, reason:	

Title of report:	Off-Street Parking Charges 2017/18
Contact:	Councillor Graeme Elliot, Portfolio Holder for Finance & Resources David Skinner, Assistant Director (Finance & Resources) Nicholas Brown, Group Manager Commercial Assets & Property Development Author/Responsible Officer Ben Hosier, Group Manager Commissioning, Procurement & Compliance Steven Barnes, Team Leader Parking Services
Purpose of report:	To seek Cabinet approval to set off-street parking charges for 2017/18 to 2018/19
Recommendations	<ol style="list-style-type: none">1. That Cabinet agree to the proposed changes to off-street parking enforcement hours as set out in paragraphs 4.1 and 4.2 of the background report.2. That Cabinet agree to the proposed changes on off-street parking tariffs as set out in tables 3-12 of the background report.3. Provide delegated authority to the Assistant Director Finance & Resources to agree on any increase in parking tariffs for the Old School Yard car park which is owned by Tring Town Council as set out in paragraph

Community Impact Assessment	Provision has been made for Blue Badge holders to continue to use Dacorum Borough car parks free of charge.
Health And Safety Implications	There are no Health & Safety implications.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>The Council is lawfully entitled to charge for the use of its car parks and set appropriate hours of operation and charges for use.</p> <p>Deputy S.151 Officer</p> <p>The proposed charges are consistent with the estimates prepared for the 2017/18+ budget setting process and will support the delivery of the medium term financial strategy.</p>
Consultees:	<p>Cllr Andrew Williams Cllr Graeme Elliot</p> <p>Formal consultation on the preferred option for varying charges will take place through the formal Traffic Order making process.</p>
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	

Background Report Off-Street Parking Charges 2017/18

- 1.01 In October 2013, Cabinet agreed to increase parking charges to cover the 2014/15 to 2015/16 period. It was also agreed that on an on-going basis, Cabinet would review parking charges bi-annually, and that a further report would be presented to Cabinet in the Autumn of 2015 to review parking charges to cover the 2016/17 to 2017/18 period. A decision was made in 2015 to freeze the car parking charges for 2016/17 and as a consequence of this decision this report focusses on reviewing parking charges to cover the 2017/18 to 2018/19 period.
- 1.02 Parking charges in Dacorum have been compared with those charged elsewhere in Hertfordshire and other adjacent Boroughs and districts.
- 1.03 The cost of Parking
"Local authorities have to cover their costs in relation to parking. Maintenance, management and long-term investment in the quality of the car park are all serious considerations that must be taken into account. While a disproportionate amount of media attention is devoted to pricing and enforcement, the quality of the car park is also important. Furthermore, it must be recognised that car parks attract business rates that must be paid. Consequently, neither on-street nor off-street parking is free. The cost needs

to be covered by someone, somewhere, somehow.”

Extract from “In-Town Parking: What Works?” Association of Town & City Management

2. Principles underpinning the Review

- 2.01 There is no statutory obligation on the Council to provide parking facilities. Individuals can make a choice as to whether they use these facilities, use public transport or some other more sustainable method to arrive at their destination. Where charges are not levied, the financial burden of maintaining the car park, its enforcement and other running costs falls to either local council tax payers (who may not have a vehicle or may not use the facility) or customers using car parks in other areas of the Borough. Although the principle that the customer makes some contribution to the costs of providing the car parking facility is valid, due to the current economic climate and to support businesses in the Borough's smaller communities it may not be beneficial to charge at all times in all sites.
- 2.02 In relation to the Council's overall financial position, there is a need to identify budget savings or increased income to cover the cost of providing the parking service, managing, operating, maintaining and refurbishing car parks and transport related initiatives. Clearly income from parking charges offers an opportunity to cover these costs, particularly in view of the modest rates currently charged in comparison to other towns. Failure to optimise income could require Members to identify other opportunities for savings or income growth in order that these costs can be addressed.
- 2.03 In policy terms the Council seeks to encourage greater thought regarding travel choice in line with the longer-term aim of seeing a shift to more sustainable forms of transport. Increased parking charges can certainly influence travel choices however the provision of viable alternatives, particularly for commuters, is a significant and costly challenge which will be difficult to address in the current financial climate.
- 2.04 Additional income for providing the parking service, managing, operating, maintaining and refurbishing car parks and transport related initiatives can be derived from the Council's owned off-street parking assets and from its on-street parking operations. Members may wish to consider these options as part of its parking strategy for the future:
- Increasing the period for which charges apply.
 - Introducing charges into currently free to use off-street sites.
 - Introduction of charging for first hour or second half hour where currently the first hour is free.

3. Off-street Parking

The 2 tables below show the current car park tariffs and designations for off-street car parks

Table 1

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket
Hicks Road	Free						
Wood Lane End	£0.10	£0.30	£0.60	£0.90	£1.60	£250.00	
The Gables	£0.50	£0.60	£0.70	£0.80	£1.50		
High Street	£0.50	£0.60	£0.70	£0.80	£1.50		
Gadebridge Lane	Free						
Queensway	£0.60	£0.90	£1.20	£1.50	£2.50		
Alexandra Road	£0.60	£0.90	£1.20	£1.50	£2.50		
Dacorum Way (Weekends & public holidays only)	£0.60	£0.90	£1.20	£1.50	£2.50		
Water Gardens (North) Lower deck	£0.80	£1.30	£2.00	£2.50	*£3.50		
Water Gardens (North) Upper deck	£0.80	£1.30	£2.00	£2.50	£3.50		
Water Gardens (South)	£0.50	£1.00	£1.60	No Long stay			
Moor End Road	£2.50					£4.00	
Park Road	£0.60	£0.70	£0.80	£0.90	£2.50		
Cowper Road	Free	£0.40	£0.50	£0.60	No Long stay		
Durrants Hill	£0.10	£0.30	£0.60	£0.90	£1.60	£524.16	
The Nap	Free						
Langley Hill	Free						
Water Lane	£0.60	£1.20	£1.90	£2.50	No Long stay		

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket
Lower Kings Road	£0.60		£1.20	£1.90	£2.50	No Long stay	
Canal Fields	Free					No Long stay	£10.00 (10 day)
St Johns Well Lane	£0.60		£1.20	£1.90	£2.50	£3.50	
The Forge	Free		£0.90	£1.10	£1.40	£2.00	£416.00
Church Yard	£2.00						
Frogmore Street (East)	Free		£0.90	£1.10	£1.40	No Long stay	
Frogmore Street (West)	£2.00						
Victoria Hall	Free		£0.90	£1.10	£1.40	No Long stay	
Old School Yard	Free		£0.90	£1.10	£1.40	No Long stay	

***There was a 'No Long Stay' within Water Gardens (North) Lower car park, however there is an amendment to the current off-street order to allow 'Any Stay' parking, this has been in effect since the Upper Deck is being refurbished.**

Table 2

Car park	Current designation
Hicks Road	Any stay
Wood Lane End	Any stay
The Gables	Any stay
High Street	Any stay
Gadebridge Lane	Any stay
Queensway	Any stay
Alexandra Road	Any stay
Dacorum Way	Any stay
Water Gardens (North) lower deck	Any stay
Water Gardens (North) upper deck	Any stay
Water Gardens (South)	Short stay maximum 30 minutes or 2 hours
Moor End	Long stay
Park Road	Any stay
Cowper Road	Short stay maximum 4 hours
Durrants Hill	Any stay
The Nap	Any stay
Langley Hill	Any stay
Water Lane	Short stay maximum 4 hours
Lower Kings Road	Short stay maximum 4 hours
Canal Fields	Short stay maximum 4 hours
St Johns Well Lane	Segregated long & short stay 4 hours
The Forge	Any stay
Church Yard	Long stay
Frogmore Street (East)	Short stay maximum 4 hours
Frogmore Street (West)	Long stay
Victoria Hall	Short stay maximum 4 hours
Old School Yard (Tring Town Council owned)	Short stay maximum 4 hours

- 3.1 With no changes to tariffs, they will be overtaken by inflation and in future may require large increases to regain their current/previous value in real terms.
- 3.2 Increases in tariffs need not be uniform for both long and short stay. Reasons for considering a differential increase would be to promote shoppers' parking whilst seeking to encourage the use of alternative means of travel by long stay commuters.
- 3.3 For operational reasons any individual tariff requires rounding to amounts which can be accepted by pay and display machines.

- 3.4 Despite the impact of the current financial climate, over the next five/ten years it is to be expected that congestion in urban areas (especially at peak times) will increase and the development of alternatives to car journeys become more important. For this reason, the level of charge for long stay parking could be increased to give greater incentive to use alternative methods of travel
- 3.5 Members may therefore wish to consider as part of a future parking strategy increasing long stay parking charges proportionately more than short stay, over a period of years.
- 3.6 Members may wish to consider the effect that increased charges may have on the economy of the Borough particularly in view of the current economic climate. Keeping the present charging regime, thereby increasing or maintaining the differential in charges between Dacorum and neighbouring areas, may encourage customers to patronise businesses within the Borough. Increased charges may therefore have a deleterious effect.
- 3.7 All the recommendations maintain the principle of not charging “Blue Badge” holders for using Borough car parks.
- 3.8 Car park charges were last increased in the Borough in April 2014.
- 3.9 Old School Yard car park is owned by Tring Town Council. Any amendments to tariffs at this site require the agreement of Tring Town Council. Any tariff changes shown in the tables are indicative only to illustrate the impact of changes at Old School Yard in line with the option shown in the rest of the table.
- 3.10 N.C.P. Hillfield Road car park offers a £3.00 “Early bird” all day ticket (all day ticket in Water Gardens (North) car park is currently £3.50)
- 3.11 Simplification of car park layouts. In 2003 some car parks were segregated into long and short stay bay areas on the same level which caused confusion with some drivers. This was resolved in 2012 through designating individual car parks as any stay, short stay or long stay. There are currently only two sites, St Johns Well Lane car park, Berkhamsted and Water Gardens (South) car park, Hemel Hempstead which continue operating with a segregated system.
- 3.12 Currently the charging period in car parks is from 8am to 6pm. There is, in some sites, a substantial occupancy level after this time. The charging window could be extended from 8:00am to 8:00pm to increase revenue income from these assets.
- 3.13 Kings Langley is the largest settlement in the Borough which still has free public parking provided by the Council. There are two major car parks in the village; The Nap and Langley Hill. Constraints on management of The Nap car park arising from the terms of the lease for the Village Community Centre makes introduction of charges at this location problematic. The Langley Hill site however is often full to capacity with drivers waiting for a parking opportunity. To discourage long stay parking, increase parking opportunities for the customers of the village’s central businesses consideration could be given to change the car park to short stay with or without charging.

- 3.14 There are five DBC owned and one Tring Town Council owned public car parks in Tring. For a number of years, due to local shops and businesses requiring support Tring has benefited from the first hour free in short stay and any stay car parks. As the economy has improved and retailers such as Marks and Spencer food and Costa finding success in the High Street, the reason for the free hour could be reviewed in due course.
To balance the requirements of both the local community and the need for the local authority to derive the best value from its assets it is suggested that consideration should be given to reduce the free parking period from one hour to 30 minutes. This would maintain the free access for school runs and will reduce the disproportionate difference between the free hour and the up to two hour charge.
- 3.15 Savings on the procurement of software for any future tariff changes can be achieved through reducing the number of different tariffs charged across the Borough.
- 3.16 No changes are proposed to the following:
- Free parking in all DBC car parks for disabled drivers' badge holders
 - No introduction of overnight tariff
 - Free parking in Gadebridge Lane car park, Hemel Hempstead
 - Free parking in The Nap car park and Langley Hill car park, Kings Langley
 - Free parking in Hicks Road car park, Markyate
 - Free limited stay Parking Canal Fields, Berkhamsted.
 - Sunday and public holiday parking remain free in Old School Yard car park, Tring

4. Enforcement hours

- 4.1 Many sites enjoy significant occupancy outside the current enforcement hours of 08:00 to 18:00. Provision of parking facilities is not without cost. Following the principal that users of this service should contribute toward the cost of providing the service an increase of charging hours to 19:00 would provide additional income without adversely affecting night time economies.
- 4.2 A number of requests have been made to reduce the enforcement hours in the free to use, four hour maximum stay Canal Fields car park, Berkhamsted to 08:00 to 17:00. This is in support of the bowling and tennis clubs adjacent to the site who are experiencing difficulties in staging tournament matches.

5 Revisions to parking charges

- 5.1 The table below shows the current and proposed charges in Hemel Hempstead town centre car parks and comparable areas.

Premium sites

Both Moor End and particularly Water Gardens (South) car parks are regularly at capacity with vehicles waiting for spaces to be vacated in Water Gardens (South).

Water Gardens (South) capacity is being reduced to accommodate a play area as part of the Hemel Hempstead Regeneration programme.

Water Gardens (North)

Water Gardens (North) is currently underutilised but use will increase from early 2017 as it accepts displacement parking from Dacorum Way car park which will close and the free parking areas around the Civic Centre which will become unavailable during the development of the area.

Table 3

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Hemel Hempstead						
Water Gardens (North) Lower deck	£0.80		£1.30	£2.00	£2.50	£3.50
Water Gardens (North) Upper deck	£0.80		£1.30	£2.00	£2.50	£3.50
Water Gardens (South)	£0.50	£1.00	£1.60	No Long stay		
Moor End	£2.50					£4.00
NCP Hillfield Road	£3.00			£6.50		£9.50
NCP Hillfield Road (Earlybird)	£3.00					
The Marlowes Centre	£2.00			£2.50		£15.00
Riverside Shopping	£2.00			£2.50		£5.00
Current car park charges in comparable towns						
Watford	£1.00		£2.00	£3.00	£4.00	£15.00
Bedford	£1.20		£1.80	£2.90	£3.80	£7.00
St Albans	£0.60	£1.20	£2.70	£3.10	£4.10	£10.20
Stevenage	£1.60		£2.10	£3.00		£7.00
Harlow	£1.25			£1.75	£2.75	£7.75
High Wycombe	£0.50	£1.00	£1.80	£2.50	£3.00	£20.00
Aylesbury	£0.80	£1.50	£2.50		£4.00	£8.00
Proposed tariffs						
Water Gardens (North) Lower deck	£1.00		£1.50	£2.00	£2.50	£4.00
Water Gardens (North) Upper deck	£1.00		£1.50	£2.00	£2.50	£4.00
Water Gardens (South)	£0.50	£1.00	£2.00	No Long stay		
Moor End	£2.50					£4.50

- 5.2 The table below shows the current and proposed charges in Hemel Hempstead Old Town car park and comparable areas.

Table 4

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Hemel Hempstead Old Town						
The Gables	£0.50		£0.60	£0.70	£0.80	£1.50
High Street	£0.50		£0.60	£0.70	£0.80	£1.50
Queensway	£0.60		£0.90	£1.20	£1.50	£2.50
Alexandra Road	£0.60		£0.90	£1.20	£1.50	£2.50
Gadebridge Lane	Free					
Current car park charges in comparable areas						
Great Missenden	£1.20			£1.80	£2.40	£3.50
Old Harlow	Free		£0.85	£1.75	£3.60	£6.55
Chalfont St Peter & St Giles Little Chalfont	£1.20			£1.80	£2.40	£3.50
Proposed car park charges in Hemel Hempstead Old Town						
The Gables	£0.80		£1.00	£1.20	£1.50	£3.00
High Street	£0.60	£0.80	£1.00	£1.20	£1.50	£3.00
Queensway	£0.80		£1.00	£1.20	£1.50	£3.00
Alexandra Road	£0.80		£1.00	£1.20	£1.50	£3.00
Gadebridge Lane	Free					

- 5.3 The table below shows the current and proposed charges for Dacorum Way car park, Hemel Hempstead.

Currently Dacorum Way car park is currently charged at the same rate as Alexandra Road and Queensway car parks. It will close in due course for redevelopment, should all or part of it be available for use post March 2017 the proposal is to continue to reflect the charges in the sister car parks. The car park is currently permit only Monday to Friday this condition can be removed as provision for displacement parking has been made in Water Gardens (North) car park

Table 5

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Dacorum Way car park						
Dacorum Way (Weekends & public holidays only)	£0.60		£0.90	£1.20	£1.50	£2.50
Proposed car park charges until closure						
Dacorum Way (Weekends & public holidays only)	£0.80		£1.00	£1.20	£1.50	£3.00

- 5.4 The table below shows the current and proposed charges for Park Road car park, Hemel Hempstead.

This car park is within walking distance of Hemel Hempstead town centre, is close to Hemel Hempstead sports centre and often takes overspill from their on-site parking facilities. The site has recently been refurbished including the road surface and improved lighting. Following the refurbishment it has been awarded ParkMark status.

Table 6

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Park Road car park						
Park Road	£0.60	£0.70	£0.80	£0.90	£1.50	£2.50
Proposed car park charges						
Park Road	£0.80	£1.00	£1.20	£1.50	£2.00	£3.00

- 5.5 The table below shows the current and proposed charges for Wood Lane End car park, Maylands Business Park, Hemel Hempstead.

Wood Lane End car park is a small surface 51 bay car park situated on the western edge of Maylands Business Park. 30 bays have recently been allocated to season ticket holders at the request of the planning team in support of a high tech company relocating to Hemel Hempstead. Although the site was underutilised between 2008 and 2012, recently it has been at capacity most likely due to the developments being constructed locally.

As there are only 16 spaces available for non-season ticket holders, these spaces are at a premium and can support a higher charge than currently set.

The low 30 minute charge was introduced to discourage inappropriate on-street queuing and parking by customers using the banking facilities in Wood Lane End; it is recommended that this initial low charge short stay element should be retained.

Table 7

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Wood Lane End car park						
Wood Lane End	£0.10	£0.30	£0.60	£0.90	£1.50	£1.60
Proposed car park charges						
Wood Lane End	£0.10	£0.40	£0.60	£0.80	£1.00	£2.50

- 5.6 The table below shows the current and proposed charges for Berkhamsted car parks and comparable areas.

Berkhamsted car parks are often at capacity. To resolve this issue the construction of a multi-storey car park on the site of the existing Lower Kings Road car park site is currently (at the time of writing) under consideration. The proposals for mitigating the loss of the Lower Kings Road car park capacity during construction was opposed by residents and Berkhamsted Town Council. There is an opportunity to discourage longer term parking, and therefore increase parking opportunities through the application of a charging structure that encourages shorter term parking.

Table 8

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Berkhamsted						
Water Lane	£0.60		£1.20	£1.90	£2.50	No Long stay
Lower Kings Road	£0.60		£1.20	£1.90	£2.50	No Long stay
Canal Fields	Free					No Long stay
St Johns Well Lane	£0.60		£1.20	£1.90	£2.50	£3.50
Waitrose customers	Free			£25.00		
Waitrose non-customers	£1.00		£3.00	£25.00		
Marks & Spencer customers	Free		No Long stay			
Marks & Spencer non-customers	£1.00		No Long stay			
Current car park charges in comparable towns						
Leighton Buzzard	£1.00		£1.50	£2.00	£3.50	£6.50
Borehamwood	£0.70		£1.50	£2.00	£3.00	£5.00
Harpenden	£0.60	£1.20	£2.70	£3.10	£4.10	£10.20
Potters Bar	£0.70		£1.50	£2.00	£3.00	£5.00
Amersham	£0.60		£1.20	£1.80	£2.40	£5.00
Chesham	£0.30	£0.60	£1.20	£1.80	£2.40	£3.50
Ware	Free	£0.60	£1.50		£2.70	£3.50
Bushey	£0.70		£1.50	£2.00	£3.00	£5.00
Proposed car park charges						
Water Lane	£0.70		£1.40	£2.00	£3.00	No Long stay
Lower Kings Road	£0.70		£1.40	£2.00	£3.00	No Long stay
Canal Fields	Free					No Long stay
St Johns Well Lane	£0.70		£1.40	£2.00	£3.00	£4.20

5.7 The table below shows the current and proposed charges for Tring car parks and comparable areas.

Due to the small size of Victoria Hall car park (six bays) it is proposed to reduce the maximum stay to two hours

Table 9

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket
Current car park charges in Tring							
The Forge	Free	£0.90	£1.10	£1.40	£2.00		£416.00
Church Yard	£2.00						
Frogmore Street (East)	Free	£0.90	£1.10	£1.40	No Long stay		
Frogmore Street (West)	£2.00						
Victoria Hall	Free	£0.90	£1.10	£1.40	No Long stay		
Old School Yard (TTC) TTC agreement required	Free	£0.90	£1.10	£1.40	No Long stay		
Current car park charges in comparable communities							
Royston	£0.50	£1.20	£3.50	£7.00			
Thame	Free	£1.00	£1.60	£1.80	£2.40		
Waltham Cross	£0.60	£1.30	£2.10	£3.10	£4.10		
Princes Risborough	£0.30	£0.60	£0.80	£1.00	£2.00		
Radlett	Free	£1.50	£2.00	£3.00	£5.00		
Wendover	Free	£0.50	£0.70	£1.00	£4.00		
Proposed car park charges							
The Forge	Free	£1.00	£1.20	£1.50	£2.50		£425.00
Church Yard	£2.50						£425.00
Frogmore Street (East)	Free	£1.00	£1.20	£1.50	No Long stay		
Frogmore Street (West)	£2.50						
Victoria Hall	Free	£1.00	No Long stay				
Old School Yard (TTC) TTC agreement required	Free	£1.00 TBC	£1.10 TBC	£1.40 TBC	No Long stay		

- 5.8 The table below shows the current and proposed charges for Cowper Road car park, Boxmoor

This is a small village centre car park serving the centre of Boxmoor. The first hour has traditionally been free in support of the local shops and businesses. In order to increase availability of parking opportunities and to discourage longer stays it is proposed that the maximum stay is reduced to three hours.

Table 10

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Boxmoor						
Cowper Road	Free		£0.40	£0.50	£0.60	No Long stay
Proposed car park charges in Boxmoor						
Cowper Road	Free		£0.50	£0.70	No Long stay	

- 5.9 The table below shows the current and proposed charges for Durrants Hill car park, Apsley

Apsley has a number of retail parks with free parking for two hours. Durrants Hill car park serves parking for the Paper Mill and is a short walk from London Road shops and is currently underutilised.

We have plans to introduce signage in London Road, Apsley to raise awareness and indicate its location.

Table 11

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket
Current car park charges in Wood Lane End car park							
Durrants Hill	£0.10	£0.30		£0.60	£0.90	£1.60	£524.16
Proposed car park charges							
Durrants Hill	£0.10	£0.20	£0.30	£0.80	£1.00	£2.50	£425.00

- 5.10 The table below shows the current and proposed charges for Kings Langley and Markyate car parks and comparable areas.

Car parks in Markyate and Kings Langley have been free to use. All three car parks are often at capacity, particularly Langley Hill where there is often a queue for space to park, however previous proposals to set a maximum stay in Langley Hill car park in order to provide additional parking opportunities resulted in significant local opposition.

Table 12

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Dacorum villages						
The Nap (Kings Langley)	Free					
Langley Hill (Kings Langley)	Free					
Hicks Road (Markyate)	Free					
Current car park charges in comparable areas						
Great Missenden	£1.20			£1.80	£2.40	£3.50
Old Harlow	Free		£0.85	£1.75	£3.60	£6.55
Chalfont St Peter & St Giles Little Chalfont	£1.20			£1.80	£2.40	£3.50
Proposed car park charges in Dacorum villages						
The Nap (Kings Langley)	Free					
Langley Hill (Kings Langley)	Free					
Hicks Road (Markyate)	Free					

5.11 The table below shows the charges for all car parks if the tariff increases are accepted

Table 13

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket	Charging enforcement
Hicks Road	Free							Not applicable
Wood Lane End	£0.10	£0.40	£0.60	£0.80	£1.00	£2.50	£250.00	08:00 – 18:00
The Gables	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
High Street	£0.60	£0.80	£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Gadebridge Lane	Free							Not applicable
Queensway	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Alexandra Road	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Dacorum Way	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Water Gardens (North) Lower deck	£1.00		£1.50	£2.00	£2.50	£4.00		08:00 – 19:00
Water Gardens (North) Upper deck	£1.00		£1.50	£2.00	£2.50	£4.00		08:00 – 19:00
Water Gardens (South)	£0.50	£1.00	£2.00	No Long stay				08:00 – 19:00
Moor End	£2.50					£4.50		08:00 – 19:00
Park Road	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Cowper Road	Free		£0.50	£0.70	No Long stay			08:00 – 18:00
Durrants Hill	£0.10	£0.20	£0.30	£0.80	£1.00	£2.50	£425.00	08:00 – 18:00
The Nap	Free							Not applicable

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket	Charging enforcement
Langley Hill	Free							Not applicable
Water Lane	£0.70		£1.40	£2.00	£3.00	No Long stay		08:00 – 19:00
Lower Kings Road	£0.70		£1.40	£2.00	£3.00	No Long stay		08:00 – 19:00
Canal Fields	Free					No Long stay	£10.00 (10 day)	08:00 – 17:00
St Johns Well Lane	£0.70		£1.40	£2.00	£3.00	£4.20		08:00 – 19:00
The Forge	Free		£1.00	£1.20	£1.50	£2.50	£425.00	08:00 – 18:00
Church Yard	£2.50						£425.00	08:00 – 18:00
Frogmore Street (East)	Free		£1.00	£1.20	£1.50	No Long stay		08:00 – 18:00
Frogmore Street (West)	£2.50							08:00 – 18:00
Victoria Hall	Free		£1.00	No Long stay				08:00 – 18:00
Old School Yard	Free	TBC	TBC	TBC	TBC	No Long stay		TBC

6. Continuous improvement

6.1 Between 2008 and 2010 seven of our car parks achieved ParkMark status, since then a further eleven have been given this prestigious award. The Borough now has 18 car parks with ParkMark accreditation. If the infrastructure of car parks is not maintained to a good standard it may not be possible to maintain or increase the number of sites benefiting from ParkMark accreditation.

6.2 The table below shows the Council car parks with ParkMark accreditation

Table 14

Car park	
Hicks Road	
Wood Lane End	
The Gables	
High Street	✓
Gadebridge Lane	✓
Queensway	
Alexandra Road	
Dacorum Way	
Water Gardens (North)	✓
Water Gardens (South)	✓
Moor End Road	✓
Park Road	✓
Cowper Road	✓
Durrants Hill	✓

Car park	
The Nap	✓
Langley Hill	✓
Water Lane	✓
Lower Kings Road	✓
Canal Fields	✓
St Johns Well Lane	✓
The Forge	✓
Church Yard	✓
Frogmore Street (East)	✓
Frogmore Street (West)	✓
Victoria Hall	

6.3 The table below shows the car park refurbishment programme

Table 15

Car park	Refurbishment
High Street	Refurbished
Queensway	Refurbishment due financial year 2017/2018
Water Gardens (North)	Refurbishment due financial year 2016/2017
Moor End Road	Refurbished
Park Road	Refurbished
Durrants Hill	Refurbished
The Nap	Refurbished
Langley Hill	Refurbishment due financial year 2017/2018
Water Lane	Refurbished
Lower Kings Road	Construction of new multi storey car park under consideration
St Johns Well Lane	Refurbished
The Forge	Refurbished
Church Yard	Refurbished
Frogmore Street (East)	Refurbished

6.4 Increased income from car parks will help the council maintain the refurbished sites and enable refurbishment of the balance of existing sites going forward.

1. Background Report

- 1.01 Parking charges were last reviewed by Cabinet in September 2013
- 1.02 Parking charges in Dacorum have been compared with those charged elsewhere in Hertfordshire and other adjacent Boroughs and districts.
- 1.03 The cost of Parking
 "Local authorities have to cover their costs in relation to parking. Maintenance, management and long-term investment in the quality of the car park are all serious considerations that must be taken into account. While a disproportionate amount of media attention is devoted to pricing and enforcement, the quality of the car park is also important. Furthermore, it must be recognised that car parks attract business rates that must be paid. Consequently, neither on-street nor off-street parking is free. The cost needs to be covered by someone, somewhere, somehow."
 Extract from "In-Town Parking: What Works?" Association of Town & City Management

2. Principles underpinning the Review

- 2.01 There is no statutory obligation on the Council to provide parking facilities. Individuals can make a choice as to whether they use these facilities, use public transport or some other more sustainable method to arrive at their destination. Where charges are not levied, the financial burden of maintaining the car park, its enforcement and other running costs falls to either local council tax payers (who may not have a vehicle or may not use the facility) or customers using car parks in other areas of the Borough. Although the principle that the customer makes some contribution to the costs of providing the car parking facility is valid, due to the current economic climate and to support businesses in the Borough's smaller communities it may not be beneficial to charge at all times in all sites.
- 2.02 In relation to the Council's overall financial position, there is a need to identify budget savings or increased income to cover the cost of providing the parking service, managing, operating, maintaining and refurbishing car parks and transport related initiatives. Clearly income from parking charges offers an opportunity to cover these costs, particularly in view of the modest rates currently charged in comparison to other towns. Failure to optimise income could require Members to identify other opportunities for savings or income growth in order that these costs can be addressed.
- 2.03 In policy terms the Council seeks to encourage greater thought regarding travel choice in line with the longer-term aim of seeing a shift to more sustainable forms of transport. Increased parking charges can certainly influence travel choices however the provision of viable alternatives, particularly for commuters, is a significant and costly challenge which will be difficult to address in the current financial climate.
- 2.04 Additional income for providing the parking service, managing, operating, maintaining and refurbishing car parks and transport related initiatives can be derived from the Council's owned off-street parking assets and from its on-street parking operations. Members may wish to consider these options as part of its parking strategy for the future:
- Increasing the period for which charges apply.
 - Introducing charges into currently free to use off-street sites.
 - Introduction of charging for first hour or second half hour where currently the first hour is free.

3. Off-street Parking

Table 3.01 Current Dacorum Borough Council car park charges

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket
Hicks Road	Free						
Wood Lane End	£0.10	£0.30	£0.60	£0.90	£1.60		£250.00
The Gables	£0.50	£0.60	£0.70	£0.80	£1.50		
High Street	£0.50	£0.60	£0.70	£0.80	£1.50		
Gadebridge Lane	Free						
Queensway	£0.60	£0.90	£1.20	£1.50	£2.50		
Alexandra Road	£0.60	£0.90	£1.20	£1.50	£2.50		
Dacorum Way (Weekends & public holidays only)	£0.60	£0.90	£1.20	£1.50	£2.50		
Water Gardens (North) Lower deck	£0.80	£1.30	£2.00	£2.50	*£3.50		
Water Gardens (North) Upper deck	£0.80	£1.30	£2.00	£2.50	£3.50		
Water Gardens (South)	£0.50	£1.00	£1.60	No Long stay			
Moor End Road	£2.50					£4.00	
Park Road	£0.60	£0.70	£0.80	£0.90	£2.50		
Cowper Road	Free	£0.40	£0.50	£0.60	No Long stay		
Durrants Hill	£0.10	£0.30	£0.60	£0.90	£1.60		£524.16
The Nap	Free						
Langley Hill	Free						
Water Lane	£0.60	£1.20	£1.90	£2.50	No Long stay		
Lower Kings Road	£0.60	£1.20	£1.90	£2.50	No Long stay		
Canal Fields	Free					No Long stay	£10.00 (10 day)
St Johns Well Lane	£0.60	£1.20	£1.90	£2.50	£3.50		
The Forge	Free	£0.90	£1.10	£1.40	£2.00		£416.00
Church Yard	£2.00						
Frogmore Street (East)	Free	£0.90	£1.10	£1.40	No Long stay		
Frogmore Street (West)	£2.00						
Victoria Hall	Free	£0.90	£1.10	£1.40	No Long stay		
Old School Yard	Free	£0.90	£1.10	£1.40	No Long stay		

***There was a 'No Long Stay' within Water Gardens (North) Lower car park, however there is an amendment to the current off-street order to allow 'Any Stay' parking, this has been in effect since the Upper Deck has been closed.**

Table 3.02 Current Dacorum Borough Council car park designations

Car park	Current designation
Hicks Road	Any stay
Wood Lane End	Any stay
The Gables	Any stay
High Street	Any stay
Gadebridge Lane	Any stay
Queensway	Any stay
Alexandra Road	Any stay
Dacorum Way	Any stay
Water Gardens (North) lower deck	Any stay
Water Gardens (North) upper deck	Any stay
Water Gardens (South)	Short stay maximum 30 minutes or 2 hours
Moor End	Long stay
Park Road	Any stay
Cowper Road	Short stay maximum 4 hours
Durrants Hill	Any stay
The Nap	Any stay
Langley Hill	Any stay
Water Lane	Short stay maximum 4 hours
Lower Kings Road	Short stay maximum 4 hours
Canal Fields	Short stay maximum 4 hours
St Johns Well Lane	Segregated long & short stay 4 hours
The Forge	Any stay
Church Yard	Long stay
Frogmore Street (East)	Short stay maximum 4 hours
Frogmore Street (West)	Long stay
Victoria Hall	Short stay maximum 4 hours
Old School Yard (Tring Town Council owned)	Short stay maximum 4 hours

- 3.03 With no changes to charges, they will be overtaken by inflation and in future may require large increases to regain their current/previous value in real terms.
- 3.04 Increases in charges need not be uniform for both long and short stay. Reasons for considering a differential increase would be to promote shoppers' parking whilst seeking to encourage the use of alternative means of travel by long stay commuters.
- 3.05 For operational reasons any individual tariff requires rounding to amounts which can be accepted by pay and display machines.
- 3.06 Despite the impact of the current financial climate, over the next five/ten years it is to be expected that congestion in urban areas (especially at peak times) will increase and the development of alternatives to car journeys become more important. For this reason, the level of charge for long stay parking could be increased to give greater incentive to use alternative methods of travel

- 3.07 Members may therefore wish to consider a policy of increasing long stay parking charges proportionately more than short stay, over a period of years, while monitoring public transport improvements.
- 3.08 Members may wish to consider the effect that increased charges may have on the economy of the Borough particularly in view of the current economic climate. Keeping the present charging regime, thereby increasing or maintaining the differential in charges between Dacorum and neighbouring areas, may encourage customers to patronise businesses within the Borough. Increased charges may therefore have a deleterious effect.
- 3.09 All the recommendations maintain the principle of not charging “Blue Badge” holders for using Borough car parks.
- 3.10 If there are no changes to charges, they will be overtaken by inflation and in future may require large increases to regain their current/previous value in real terms.
- 3.11 Car park charges were last increased in the Borough in April 2014.
- 3.12 Old School Yard car park is owned by Tring Town Council. Any amendments to tariffs at this site require the agreement of Tring Town Council. Any tariff changes shown in the tables are indicative only to illustrate the impact of changes at Old School Yard in line with the option shown in the rest of the table.
- 3.13 N.C.P. Hillfield Road car park offers a £3.00 “Early bird” all day ticket (all day ticket in Water Gardens (North) car park is currently £3.50)
- 3.14 Simplification of car park layouts. In 2003 some car parks were segregated into long and short stay bay areas on the same level which caused confusion with some drivers. This was resolved in 2012 through designating individual car parks as any stay, short stay or long stay. There are currently only two sites, St Johns Well Lane car park, Berkhamsted and Water Gardens (South) car park, Hemel Hempstead which continue operating with a segregated system.
- 3.15 Currently the charging period in car parks is from 8am to 6pm. There is, in some sites, a substantial occupancy level after this time. The charging window could be extended from 8:00am to 8:00pm to increase revenue income from these assets.
- 3.16 Kings Langley is the largest settlement in the Borough which still has free public parking provided by the Council. There are two major car parks in the village; The Nap and Langley Hill. Constraints on management of The Nap car park arising from the terms of the lease for the Village Community Centre makes introduction of charges at this location problematic. The Langley Hill site however is often full to capacity with drivers waiting for a parking opportunity. To discourage long stay parking, increase parking opportunities for the customers of the village’s central businesses consideration could be given to change the car park to short stay with or without charging.
- 3.17 There are five DBC owned and one Tring Town Council owned public car parks in Tring. For a number of years, due to local shops and businesses requiring support Tring has benefited from the first hour free in short stay and any stay car parks. As the economy has improved and retailers such as Marks and Spencer food and Costa finding success in the High Street, the reason for the free hour could be reviewed in due course. To balance the requirements of both the local community and the need for the local authority to derive the best value from its assets it is suggested that consideration should

be given to reduce the free parking period from one hour to 30 minutes. This would maintain the free access for school runs and will reduce the disproportionate difference between the free hour and the up to two hour charge.

3.18 Savings on the procurement of software for any future tariff changes can be achieved through reducing the number of different tariffs charged across the Borough.

3.19 No changes are proposed to the following:

- Free parking in all DBC car parks for disabled drivers' badge holders
- No introduction of overnight tariff
- Free parking in Gadebridge Lane car park, Hemel Hempstead
- Free parking in The Nap car park and Langley Hill car park, Kings Langley
- Free parking in Hicks Road car park, Markyate
- Free limited stay Parking Canal Fields, Berkhamsted.
- Sunday and public holiday parking remain free in Old School Yard car park, Tring

3.20 Changing to charging and enforcement hours recommendations have been prepared for consideration by Members which are detailed below:

4. Enforcement hours

4.01 Many sites enjoy significant occupancy outside the current enforcement hours of 08:00 to 18:00. Provision of parking facilities is not without cost. Following the principal that users of this service should contribute toward the cost of providing the service an increase of charging hours to 19:00 would provide additional income without adversely affecting night time economies.

4.02 A number of requests have been made to reduce the enforcement hours in the free to use, four hour maximum stay Canal Fields car park, Berkhamsted to 08:00 to 17:00. This is in support of the bowling and tennis clubs adjacent to the site who are experiencing difficulties in staging tournament matches.

5 Revisions to parking charges

5.01 Hemel Hempstead town centre car parks

Premium sites

Both Moor End and particularly Water Gardens (South) car parks are regularly at capacity with vehicles waiting for spaces to be vacated in Water Gardens (South).

Water Gardens (South) capacity is being reduced to accommodate a play area as part of the Hemel Hempstead Regeneration programme.

Water Gardens (North)

Water Gardens (North) is currently underutilised but use will increase from early 2017 as it accepts displacement parking from Dacorum Way car park which will close and the free parking areas around the Civic Centre which will become unavailable during the development of the area.

Table 5.02 Table of charges in Hemel Hempstead town centre car parks and comparable areas

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Hemel Hempstead						
Water Gardens (North) Lower deck	£0.80		£1.30	£2.00	£2.50	£3.50
Water Gardens (North) Upper deck	£0.80		£1.30	£2.00	£2.50	£3.50
Water Gardens (South)	£0.50	£1.00	£1.60	No Long stay		
Moor End			£2.50			£4.00
NCP Hillfield Road		£3.00		£6.50		£9.50
NCP Hillfield Road (Earlybird)			£3.00			
The Marlowes Centre		£2.00		£2.50		£15.00
Riverside Shopping		£2.00		£2.50		£5.00
Current car park charges in comparable towns						
Watford	£1.00		£2.00	£3.00	£4.00	£15.00
Bedford	£1.20		£1.80	£2.90	£3.80	£7.00
St Albans	£0.60	£1.20	£2.70	£3.10	£4.10	£10.20
Stevenage	£1.60		£2.10	£3.00		£7.00
Harlow		£1.25		£1.75	£2.75	£7.75
High Wycombe	£0.50	£1.00	£1.80	£2.50	£3.00	£20.00
Aylesbury	£0.80	£1.50	£2.50		£4.00	£8.00
Proposed tariffs						
Water Gardens (North) Lower deck	£1.00		£1.50	£2.00	£2.50	£4.00
Water Gardens (North) Upper deck	£1.00		£1.50	£2.00	£2.50	£4.00
Water Gardens (South)	£0.50	£1.00	£2.00	No Long stay		
Moor End			£2.50			£4.50

5.03 Hemel Hempstead Old Town area

Table 5.04 Table of charges in Hemel Hempstead Old Town car parks and comparable areas

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Hemel Hempstead Old Town						
The Gables	£0.50		£0.60	£0.70	£0.80	£1.50
High Street	£0.50		£0.60	£0.70	£0.80	£1.50
Queensway	£0.60		£0.90	£1.20	£1.50	£2.50
Alexandra Road	£0.60		£0.90	£1.20	£1.50	£2.50
Gadebridge Lane	Free					
Current car park charges in comparable areas						
Great Missenden	£1.20			£1.80	£2.40	£3.50
Old Harlow	Free		£0.85	£1.75	£3.60	£6.55
Chalfont St Peter & St Giles Little Chalfont	£1.20			£1.80	£2.40	£3.50
Proposed car park charges in Hemel Hempstead Old Town						
The Gables	£0.80		£1.00	£1.20	£1.50	£3.00
High Street	£0.60	£0.80	£1.00	£1.20	£1.50	£3.00
Queensway	£0.80		£1.00	£1.20	£1.50	£3.00
Alexandra Road	£0.80		£1.00	£1.20	£1.50	£3.00
Gadebridge Lane	Free					

5.05 Dacorum Way car park, Hemel Hempstead

Currently Dacorum Way car park is currently charged at the same rate as Alexandra Road and Queensway car parks. It will close in due course for redevelopment, should all or part of it be available for use post March 2017 the proposal is to continue to reflect the charges in the sister car parks. The car park is currently permit only Monday to Friday this condition can be removed as provision for displacement parking has been made in Water Gardens (North) car park

Table 5.06 Table of charges in Dacorum Way car park

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Dacorum Way car park						
Dacorum Way (Weekends & public holidays only)	£0.60		£0.90	£1.20	£1.50	£2.50
Proposed car park charges until closure						
Dacorum Way (Weekends & public holidays only)	£0.80		£1.00	£1.20	£1.50	£3.00

5.07 Park Road car park, Hemel Hempstead

This car park is within walking distance of Hemel Hempstead town centre, is close to Hemel Hempstead sports centre and often takes overspill from their on-site parking facilities. The site has recently been refurbished including the road surface and improved lighting. Following the refurbishment it has been awarded ParkMark status.

Table 5.08 Table of charges in Park Road car park

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Park Road car park						
Park Road	£0.60		£0.70	£0.80	£0.90	£2.50
Proposed car park charges						
Park Road	£0.80		£1.00	£1.20	£1.50	£3.00

5.09 Wood Lane End car park, Maylands Business Park, Hemel Hempstead

Wood Lane End car park is a small surface 51 bay car park situated on the western edge of Maylands Business Park. 30 bays have recently been allocated to season ticket holders at the request of the planning team in support of a high tech company relocating to Hemel Hempstead. Although the site was underutilised between 2008 and 2012, recently it has been at capacity most likely due to the developments being constructed locally.

As there are only 16 spaces available for non-season ticket holders, these spaces are at a premium and can support a higher charge than currently set.

The low 30 minute charge was introduced to discourage inappropriate on-street queuing and parking by customers using the banking facilities in Wood Lane End; it is recommended that this initial low charge short stay element should be retained.

Table 5.10 Table of charges in Wood Lane End

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Wood Lane End car park						
Wood Lane End	£0.10	£0.30		£0.60	£0.90	£1.60
Proposed car park charges						
Wood Lane End	£0.10	£0.40	£0.60	£0.80	£1.00	£2.50

5.11 Berkhamsted car parks

Berkhamsted car parks are often at capacity. To resolve this issue the construction of a multi-storey car park on the site of the existing Lower Kings Road car park site is currently (at the time of writing) under consideration. The proposals for mitigating the loss of the Lower Kings Road car park capacity during construction was opposed by residents and Berkhamsted Town Council. There is an opportunity to discourage longer term parking, and therefore increase parking opportunities through the application of a charging structure that encourages shorter term parking.

Table 5.12 Table of charges in Berkhamsted car parks and comparable areas

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Berkhamsted						
Water Lane	£0.60		£1.20	£1.90	£2.50	No Long stay
Lower Kings Road	£0.60		£1.20	£1.90	£2.50	No Long stay
Canal Fields			Free			No Long stay
St Johns Well Lane	£0.60		£1.20	£1.90	£2.50	£3.50
Waitrose customers		Free			£25.00	
Waitrose non-customers	£1.00		£3.00		£25.00	
Marks & Spencer customers	Free			No Long stay		
Marks & Spencer non-customers	£1.00			No Long stay		
Current car park charges in comparable towns						
Leighton Buzzard	£1.00		£1.50	£2.00	£3.50	£6.50
Borehamwood	£0.70		£1.50	£2.00	£3.00	£5.00
Harpenden	£0.60	£1.20	£2.70	£3.10	£4.10	£10.20
Potters Bar	£0.70		£1.50	£2.00	£3.00	£5.00
Amersham	£0.60		£1.20	£1.80	£2.40	£5.00
Chesham	£0.30	£0.60	£1.20	£1.80	£2.40	£3.50
Ware	Free	£0.60	£1.50		£2.70	£3.50
Bushey	£0.70		£1.50	£2.00	£3.00	£5.00
Proposed car park charges						
Water Lane	£0.70		£1.40	£2.00	£3.00	No Long stay
Lower Kings Road	£0.70		£1.40	£2.00	£3.00	No Long stay
Canal Fields			Free			No Long stay
St Johns Well Lane	£0.70		£1.40	£2.00	£3.00	£4.20

5.13 Tring car parks

Due to the small size of Victoria Hall car park (six bays) it is proposed to reduce the maximum stay to two hours

Table 5.14 Table of charges in Tring car parks and comparable areas

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket
Current car park charges in Tring							
The Forge	Free		£0.90	£1.10	£1.40	£2.00	£416.00
Church Yard			£2.00				
Frogmore Street (East)	Free		£0.90	£1.10	£1.40	No Long stay	
Frogmore Street (West)			£2.00				
Victoria Hall	Free		£0.90	£1.10	£1.40	No Long stay	
Old School Yard (TTC) TTC agreement required	Free		£0.90	£1.10	£1.40	No Long stay	
Current car park charges in comparable communities							
Royston	£0.50		£1.20	£3.50		£7.00	
Thame	Free		£1.00	£1.60	£1.80	£2.40	
Waltham Cross	£0.60		£1.30	£2.10	£3.10	£4.10	
Princes Risborough	£0.30		£0.60	£0.80	£1.00	£2.00	
Radlett	Free		£1.50	£2.00	£3.00	£5.00	
Wendover	Free		£0.50	£0.70	£1.00	£4.00	
Proposed car park charges							
The Forge	Free		£1.00	£1.20	£1.50	£2.50	£425.00
Church Yard			£2.50				£425.00
Frogmore Street (East)	Free		£1.00	£1.20	£1.50	No Long stay	
Frogmore Street (West)			£2.50				
Victoria Hall	Free		£1.00		No Long stay		
Old School Yard (TTC) TTC agreement required	Free		£1.00	£1.10	£1.40	No Long stay	

5.15 Cowper Road car park, Boxmoor

This is a small village centre car park serving the centre of Boxmoor. The first hour has traditionally been free in support of the local shops and businesses. In order to increase availability of parking opportunities and to discourage longer stays it is proposed that the maximum stay is reduced to three hours.

Table 5.16 Table of charges in Cowper Road car park

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Boxmoor						
Cowper Road	Free		£0.40	£0.50	£0.60	No Long stay
Proposed car park charges in Boxmoor						
Cowper Road	Free		£0.50	£0.70		No Long stay

5.17 Apsley

Apsley has a number of retail parks with free parking for two hours. Durrants Hill car park serves parking for the Paper Mill and is a short walk from London Road shops and is currently underutilised.

We have plans to introduce signage in London Road, Apsley to raise awareness and indicate its location.

Table 5.18 Table of charges in Durrants Hill car park

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket
Current car park charges in Wood Lane End car park							
Durrants Hill	£0.10	£0.30		£0.60	£0.90	£1.60	£524.16
Proposed car park charges							
Durrants Hill	£0.10	£0.20	£0.30	£0.80	£1.00	£2.50	£425.00

5.19 The Villages

Car parks in Markyate and Kings Langley have been free to use. All three car parks are often at capacity, particularly Langley Hill where there is often a queue for space to park, however previous proposals to set a maximum stay in Langley Hill car park in order to provide additional parking opportunities resulted in significant local opposition.

Table 5.20 Table of charges in Dacorum Village car parks and comparable areas

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours
Current car park charges in Dacorum villages						
The Nap (Kings Langley)			Free			
Langley Hill (Kings Langley)			Free			
Hicks Road (Markyate)			Free			
Current car park charges in comparable areas						
Great Missenden		£1.20		£1.80	£2.40	£3.50
Old Harlow	Free		£0.85	£1.75	£3.60	£6.55
Chalfont St Peter & St Giles Little Chalfont		£1.20		£1.80	£2.40	£3.50
Proposed car park charges in Dacorum villages						
The Nap (Kings Langley)			Free			
Langley Hill (Kings Langley)			Free			
Hicks Road (Markyate)			Free			

Table 5.21 Table of charges in Dacorum if recommendations accepted

Car park	Up to 30 minutes	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	4 to 10 hours	Annual season ticket	Charging/stay enforcement
Hicks Road	Free							Not applicable
Wood Lane End	£0.10	£0.40	£0.60	£0.80	£1.00	£2.50	£250.00	08:00 – 18:00
The Gables	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
High Street	£0.60	£0.80	£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Gadebridge Lane	Free							Not applicable
Queensway	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Alexandra Road	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Dacorum Way	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Water Gardens (North) Lower deck	£1.00		£1.50	£2.00	£2.50	£4.00		08:00 – 19:00
Water Gardens (North) Upper deck	£1.00		£1.50	£2.00	£2.50	£4.00		08:00 – 19:00
Water Gardens (South)	£0.50	£1.00	£2.00	No Long stay				08:00 – 19:00
Moor End	£2.50				£4.50			08:00 – 19:00
Park Road	£0.80		£1.00	£1.20	£1.50	£3.00		08:00 – 18:00
Cowper Road	Free		£0.50	£0.70	No Long stay			08:00 – 18:00
Durrants Hill	£0.10	£0.20	£0.30	£0.80	£1.00	£2.50	£425.00	08:00 – 18:00
The Nap	Free							Not applicable
Langley Hill	Free							Not applicable
Water Lane	£0.70		£1.40	£2.00	£3.00	No Long stay		08:00 – 19:00
Lower Kings Road	£0.70		£1.40	£2.00	£3.00	No Long stay		08:00 – 19:00
Canal Fields	Free						£10.00 (10 day)	08:00 – 17:00
St Johns Well Lane	£0.70		£1.40	£2.00	£3.00	£4.20		08:00 – 19:00
The Forge	Free		£1.00	£1.20	£1.50	£2.50	£425.00	08:00 – 18:00
Church Yard	£2.50						£425.00	08:00 – 18:00
Frogmore Street (East)	Free		£1.00	£1.20	£1.50	No Long stay		08:00 – 18:00
Frogmore Street (West)	£2.50							08:00 – 18:00
Victoria Hall	Free		£1.00	No Long stay				08:00 – 18:00
Old School Yard	Free	TBC	TBC	TBC	TBC	No Long stay		TBC

6. Continuous improvement

- 6.01 Between 2008 and 2010 seven of our car parks achieved ParkMark status, since then a further eleven have been given this prestigious award. The Borough now has 18 car parks with ParkMark accreditation. If the infrastructure of car parks is not maintained to a good standard it may not be possible to maintain or increase the number of sites benefiting from ParkMark accreditation.

Table 6.02 ParkMark accredited car parks

Car park	
Hicks Road	
Wood Lane End	
The Gables	
High Street	✓
Gadebridge Lane	✓
Queensway	
Alexandra Road	
Dacorum Way	
Water Gardens (North)	✓
Water Gardens (South)	✓
Moor End Road	✓
Park Road	✓
Cowper Road	✓
Durrants Hill	✓
The Nap	✓
Langley Hill	✓
Water Lane	✓
Lower Kings Road	✓
Canal Fields	✓
St Johns Well Lane	✓
The Forge	✓
Church Yard	✓
Frogmore Street (East)	✓
Frogmore Street (West)	✓
Victoria Hall	

Table 6.03 Refurbished sites

Car park	Refurbishment
High Street	Refurbished
Queensway	Refurbishment due financial year 2017/2018
Water Gardens (North)	Refurbishment due financial year 2016/2017
Moor End Road	Refurbished
Park Road	Refurbished
Durrants Hill	Refurbished
The Nap	Refurbished
Langley Hill	Refurbishment due financial year 2017/2018
Water Lane	Refurbished
Lower Kings Road	Construction of new multi storey car park under consideration
St Johns Well Lane	Refurbished
The Forge	Refurbished
Church Yard	Refurbished
Frogmore Street (East)	Refurbished

6.04 Increased income from car parks will help the council maintain the refurbished sites and enable refurbishment of the balance of existing sites going forward.