

CABINET AGENDA



TUESDAY 24 JANUARY 2017 AT 7.30 PM
CONFERENCE ROOM 2 - THE FORUM

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

Membership

Councillor 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 4 - 21)

To confirm the minutes of the meeting held on 13 December 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 22 - 23)

7. BYELAWS FOR SELECTED PARKS AND OPEN SPACES WITHIN DACORUM (Pages 24 - 47)

8. SENIOR OFFICER PAY POLICY (Pages 48 - 68)

9. CORPORATE PEER CHALLENGE - FEEDBACK REPORT (Pages 69 - 91)

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.

11. SWING GATE LANE-AWARD OF MAIN CONTRACT TO CONSTRUCT 9 NEW FLATS FOR RENT (Pages 92 - 128)

12. DEVELOPMENT OF GADE ZONE RESIDENTIAL (Pages 129 - 236)

Agenda Item 1

MINUTES

CABINET

13 DECEMBER 2016

Present:

Members:

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

Officers:	Sally Marshall	Chief Executive
	James Deane	Corporate Director - Finance and Operations
	Mark Gaynor	Corporate Director - Housing & Regeneration
	Mark Brookes	Solicitor to the Council and Monitoring Officer
	Elliott Brooks	Assistant Director - Housing
	James Doe	Assistant Director - Planning and Regeneration
	Robert Smyth	Assistant Director - Performance, People and Innovation
	Richard Baker	Group Manager - Financial Services
	Francis Whittaker	Strategic Planning & Regeneration Officer
	Laura Wood	Strategic Planning & Regeneration Team Leader

The meeting began at 7.30 pm

CA/120/15 MINUTES

The minutes of the meeting held on 29 November 2016 were agreed by the members present and signed by the Chairman.

CA/121/15 APOLOGIES FOR ABSENCE

None received

CA/122/15 DECLARATIONS OF INTEREST

Councillors Marshall and Elliot declared a Personal Interest in Item 17 of the agenda, as they were members of SportSpace.

CA/123/15 PUBLIC PARTICIPATION

- Councillor Guest
- Lee Royal on behalf of West Hemel Action Group
- Gruff Edwards on behalf of Dacorum Environmental Forum

Each made a statement regarding agenda item 14 'Dacorum Local Planning Framework Site Allocations Development Plan Document Proposed Modifications'.
Minute CA/133/16.

CA/124/15 REFERRALS TO CABINET

None

CA/125/15 CABINET FORWARD PLAN

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

- January – Add 'Senior Officer Pay Policy'
- January – Add 'Peer Review findings'
- January – Move 'HRA Business Plan Review' to February.
- February – Add 'Appointment of Auditors 2017 & beyond'
- April – Add 'Grovehill Neighbourhood Plan'

CA/126/15 LEISURE REVIEW - REFURBISHING TRING SWIMMING POOL

Decision

1. A refurbishment plan based on the alternative version of Option 1 as outlined in section 4: The Proposed Way Forward be approved
2. To commission and manage the refurbishment of Tring Swimming Pool and that authority be delegated to the Assistant Director (Performance, People & Innovation) in consultation with the Portfolio Holder for Resident and Corporate Services to procure and complete the contract for works.

Reason for Decision

For Cabinet to review and approve the recommendations for refurbishing Tring Swimming Pool.

Community Impact Assessment

Community Impact Assessment carried out

Corporate Objectives

Clean, Safe and Enjoyable Environment – Swimming provision is central to delivering a borough that people can enjoy. This review will help ensure our approach continues to meet the needs of current and future residents.

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

The Council will need to ensure that it has documented agreement with Tring School prior to commencing the procurement process and complete the required access licences to carry out the work.

The award of contact will need to follow a regulated procurement process and the build contract documented in an appropriate form of JCT contract.

S.151 Officer:

The costs of this project can be accommodated within the currently approved capital budget.

Advice

R Smyth noted that option 1 included the removal of the school changing rooms as lots of work was being done.

Councillor Williams added that there was currently no need to refurbish the school changing rooms.

Voting

None.

CA/127/15 BUDGET MONITORING QUARTER 2 2016/17

Decision

1. That the budget monitoring position for each of the accounts below be noted;

Resolved to Recommend:

2. **Approval of the supplementary budgets set out below. Details for these supplementary budgets are set out in the body of the report to Cabinet and have a net nil impact on the General Fund Working Balance:**
 - **Increase the People and Performance Supplies and Services budget by £40k**
 - **Increase use of the Management of Change reserve by £40k**
 - **Increase the Community Partnerships Supplies and Services budget by £15k**

- Increase use of the Management of Change reserve by £15k
- Increase the capital budget for Disabled Facilities Grants by £133k to reflect additional grant funding received

Reason for Decision

To provide details of the projected outturn for 2016/17 as at Quarter 2 for the:

- *General Fund*
- *Housing Revenue Account*
- *Capital Programme*

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 confirmed that he was confident that the council would finish within budget by the year end.

Councillor Griffiths was pleased to hear we would finish within budget.

Councillor Williams noted that budgets were tight and funding received had decreased, therefore making it more difficult to balance the budgets.

Voting

None.

CA/128/15 COUNCIL TAX BASE

Decision

1. That the Collection Fund surplus estimate of £635,281.80 as at 31 March 2016 be approved
2. That the calculation of the Council's tax base for the year 2017/18 incorporating an estimated collection rate of 99.4% be approved

3. That, in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the amount calculated by the Council as its tax base for the year 2017/18 shall be 56,415.4 and its constituent elements shall be:

Part of Area - Parished and Non Parished	100% Tax base	99.4% Tax base
Hemel Hempstead	29,923.2	29,743.7
Aldbury	455.6	452.9
Berkhamsted	8,456.3	8,405.6
Bovingdon	2,051.2	2,038.9
Chipperfield	846.7	841.6
Flamstead	613.1	609.4
Flauden	176.1	175.0
Great Gaddesden	439.9	437.3
Kings Langley	2,312.7	2,298.8
Little Gaddesden	630.6	626.8
Markyate	1,336.2	1,328.2
Nash Mills	1,160.4	1,153.4
Nettleden with Potten End	798.2	793.4
Northchurch	1,276.5	1,268.8
Tring Rural	621.9	618.2
Tring Town	4,975.6	4,945.7
Wigginton	681.8	677.7
Total	56,756.0	56,415.4

Reason for Decision

1. To agree the estimated Collection Fund surplus as at 31/03/2017
2. To determine the Council Tax Base for 2017/18

Corporate Objectives

Not applicable

Monitoring Officer/S.151 Officer Comments

Deputy Monitoring Officer

No further comments to add

Section 151 Officer

This is a Section 151 officer report

Advice

Councillor Elliot introduced the report and explained that it was a statutory requirement. It reported the facts and helped inform the Parishes of their precepts.

Voting

None.

CA/129/15 TREASURY MANAGEMENT 2016/17 MID-YEAR PERFORMANCE REPORT

Decision

That the half-year report on targets and performance, in Sections 4-7 of the report to Cabinet be agreed.

Reason for Decision

To provide Members with mid-year information on Treasury Management performance.

Community Impact Implications

There are no community impact implications

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

S.151 Officer

This is a Section 151 Officer Report

Advice

Councillor Elliot explained that this was a statutory report which noted that the council's return on investments were on budget.
J Deane added that the return on council investments was currently 0.6%.

Voting

None.

CA/130/15 RISK MANAGEMENT REPORT QUARTER 2 2016/17

Decision

That the content of this report is noted

Reason for Decision

To provide the Quarter 2 update on the Strategic Risk Register

Corporate Objectives

Dacorum Delivers – Risk management is an essential part of ensuring that the Council meets all of its objectives

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

No comments to add to the report.

Deputy S.151 Officer

This is a Section 151 Officer report.

Advice

Councillor Elliot said that this report was for quarter 2. It had previously been to the Audit Committee on the 30th of November 2016 and they scrutinised it very well. He noted that there were no concerns to be raised.

Voting

None.

CA/131/15 THE AUTHORITY MONITORING REPORT (AMR) AND LOCAL PLANNING FRAMEWORK UPDATE

Decision

1. That the headline results from the forthcoming Authority Monitoring Report 2015/16 with regard to housing, employment and retailing be noted;
2. That progress on the Local Planning Framework be noted; and
3. That a new Local Development Scheme timetable (see Annex A) be agreed.

Reason for Decision

To consider:

- the Authority Monitoring Report for 2015/16;
- progress on the Local Planning Framework; and
- agreeing a new Local Development Scheme (LDS) timetable (see Annex A).

Corporate Objectives

The Authority Monitoring Report looks at the effectiveness of current planning policies – for example the achievement of the overall housing target and protection of green space/wildlife sites – and progress towards planning policy review (i.e. targets set out in the Local Development Scheme). It therefore provides a good summary of how the Council's planning policies are supporting delivery of corporate objectives – especially those relating to affordable housing; safe and clean environment and regeneration.

As the policies within the Core Strategy and other planning documents are aimed at enabling growth, it also provides an indication of how the 'Dacorum Delivers' objective is being supported.

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

The Annual Monitoring Report is a requirement of the Town and Country Planning (Local Planning) (England) Regulations 2012 and is an important document to evidence the progress of the authority in meeting its key planning, housing and development objectives. The report demonstrates that good progress is being made on key objectives, which is positive to note.

Deputy S.151 Officer

All costs incurred within 2015/16 have been recorded within the approved 2015/16 Statement of Accounts. All the costs incurred during 2016/17 will be met from within existing approved budgets. Any costs planned to be incurred during 2017/18 are being considered within the budget proposals submitted to allow approval of the budget in February 2017.

Advice

Councillor Sutton introduced the report and said that the purpose was to agree the new local development scheme timetable.

J Doe added that this was an annual report to Members and this one set out the statement for the rate of development for 2015/16.

Councillor Williams said it was good to see the council exceeding its housing target as this had not been done in previous years.

Voting

None.

CA/132/15 UPDATE ON SUSTAINABLE DEVELOPMENT ADVICE NOTE AND SUSTAINABILITY CHECKLIST

Decision

Resolved to Recommend:

- (a) The updated Sustainable Development Advice Note and associated Sustainable Development Checklist to inform Development Control decisions be adopted; and**
- (b) Authority be delegated to the Assistant Director, Planning, Development and Regeneration to make any necessary minor editorial changes to the Advice Note (Annex A of the report to Cabinet) and Checklist (Annex B of the report to Cabinet), prior to their final publication.**

Reason for Decision

To agree an updated advice note setting out how the Council apply its policies related to sustainable development in light of the recent government policy changes.

Corporate Objectives

The Sustainable Development Advice Note (alongside updated Sustainable Development Checklist) supports the 'Dacorum Delivers' and 'Clean and Safe Environment' objectives. It will improve efficiency and effectiveness of services through the provision of upfront and clear advice on the sustainable development. It also demonstrates that the Council is able to respond to changes in national policy in a prompt and effective manner. The note will continue to ensure that sustainability remain a focus for change within the borough.

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

The updated Sustainable Development Advice Note will provide clarity to developers and ensure compliance with Core Strategy policies and is therefore recommended for approval.

Deputy S.151 Officer:

There are no direct financial implication so f this decision. Any resource implication in the future will need to be incorporated within the budget setting framework.

Advice

Councillor Sutton introduced the report and said its purpose was to agree an updated advice note setting out how the Council applied its policies related to sustainable development in light of the recent government policy changes.

J Doe added that there were a number of changes included within the report. It set out the national situation and Dacorum's response to it. The new advice note also set out examples of good practice.

Councillor Marshall asked if there would be any impact on staff as a result of this.

J Doe said no, if anything the process had been made simpler and the new checklist had simplified the process and the system being used.

Voting

None.

CA/133/15 DACORUM LOCAL PLANNING FRAMEWORK SITE ALLOCATIONS DEVELOPMENT PLAN DOCUMENT PROPOSED MODIFICATIONS

Decision

- 1) The post hearing letter of 1st November 2016 from the Site Allocations Planning Inspector (enclosed as Annex A to the Cabinet report) be noted;
- 2) The schedule of Main Modifications, associated changes to the Policies Map (set out in Annex B) and accompanying Sustainability Appraisal Update Report (Annex C) for consultation be agreed;
- 3) Authority be delegated to the Assistant Director – Planning, Development and Regeneration (in consultation with the Planning and Regeneration Portfolio Holder) to make any necessary changes to the location of the changes within the Schedules in Annex B to the Cabinet report and renumber accordingly; agree any additional minor modifications required as a result of the above and to ensure the text of the plan is up-to-date; and
- 4) Confirm arrangements for public consultation on the Main Modifications as set out in the report to Cabinet.

Reason for Decision

To agree a series of Main Modifications and associated map changes to the submitted Site Allocations DPD for consultation, in order to ensure the plan can be found 'sound' following examination

Equalities Implications

An Equality Impact Assessment has been carried out for the Core Strategy. Equalities issues are also picked up as part of the Sustainability Appraisal Report that accompanies the Site Allocations document.

Corporate Objectives

The Site Allocations forms part of the Council's Local Planning Framework, which as a whole helps support all 5 corporate objectives:

- Safe and clean environment: e.g. contains policies relating to the design and layout of new development that promote security and safe access;
- Community Capacity: e.g. provide a framework for local communities to prepare area-specific guidance such as Neighbourhood Plans, Town / Village Plans etc;

- Affordable housing: e.g. sets the Borough's overall housing target and the proportion of new homes that must be affordable;
- Dacorum delivers: e.g. provides a clear framework upon which planning decisions can be made; and

Regeneration: e.g. sets the planning framework for key regeneration projects, such as Hemel Hempstead town centre and the Maylands Business Park.

Monitoring Officer/S.151 Officer Comments

Monitoring Officer

The proposed main and minor modifications to Site Allocations are required to ensure that the plan can be found "sound" for adoption by the Secretary of State and are therefore recommended for further consultation.

Deputy Section 151 Officer

There are no direct financial implications of the recommended decisions. The costs of managing the process will be managed within existing approved budgets.

Advice

The Leader of the Council invited Councillor Guest, Gruff Edwards on behalf of Dacorum Environmental Forum and Lee Royal on behalf of West Hemel Action Group to make their statements.

Councillor Guest made the following statement:

Leader, Cabinet, although I and my fellow Chaulden and Warners End councillors John Whitman and Graeme Elliot voted against the release of the Local Allocations, including LA3 from the Green Belt, the decision was made. It was disappointing, but it's going to happen. The next battle is to get the infrastructure right to get the best deal for local residents, the environment and the people who will live at LA3.

The highway infrastructure needs to be right and delivered at the right time. The new houses will need new roads to serve them. I understand that the Borough Council is liaising with the County Council. Can I have the officers' word that this will continue so that residents can get to and from their own front doors? Our County Councillor Terry Douris successfully fought to prevent the cul-de-sacs in Chaulden being used for access to LA3, with the only accesses being off The Avenue and opposite the Chaulden Adventure Playground and an emergency access in Chaulden Lane. Will the officers liaise with the County Council to make sure that this happens?

A primary school is planned for the proposed development. Will the officers liaise with the County Council to make sure that this happens?

It has been said that the existing secondary schools can cope with increased numbers. Can the Borough Council liaise with the County Council to ensure that this is the case? If it turns out not to be, can the County Council provide a new secondary school.

GP provision is a concern. The Parkwood Drive practice doesn't want a branch surgery at LA3. They want to expand on the existing site because of economies of scale and being able to offer more services. Another practice is not interested in setting up at LA3. A possibility would be for Parkwood Drive to move into a super surgery at LA3. Is the Borough Council liaising with Parkwood Drive and NHS England?

Green infrastructure has to be considered. The ideas of allotments and a community orchard have been suggested. Has a park been considered? A wildlife corridor has been proposed. Is it going to be wide enough? The Council needs to work with a professional ecologist. Will there be a wildlife corridor going from Shrubhill Common to land on the other side of the development at LA3?

It is disappointing that the LA3 development is going to happen, but it's going to happen. It is a blank canvas. Let's use the right brush strokes to paint a picture, or to use a more appropriate metaphor, let's build a model that gets the infrastructure right.

Lee Royal on behalf of West Hemel Action Group made the following statement:

The West Hemel Action Group (WHAG), wish to speak on behalf of the residents of West and wider Hemel in relation to the main modifications proposed by the Planning Inspector to the DBC Site Allocations as follows:

1. Delete the Gypsy and Traveller site at LA5; and
2. Move sites LA1 and LA3 forward from Part 2 of the Housing Schedule (delivery from 2021) to Part 1 (delivery at any time following adoption of the Site Allocations DPD), to ensure we have a 5 year supply of Gypsy and Traveller pitches. On behalf of the existing residents of West Hemel WHAG submits that:

Firstly the events that have driven such modifications fly in face of fairness & good sound planning within DBC. A position has been generated that is allowing developers to drive planning, i.e. the insistence of the planned developer for LA5 that they will not move ahead if they are asked to include a G&T site. This is very much a case of the "tail wagging the dog".

Secondly, we consider that allowing one element of DBC's overall plan & one of the most negative in the eyes of the existing residents you serve, i.e. G&T site delivery, to drive the overall delivery, is far from what can be described as good planning practice.

Finally, we consider that earlier delivery of LA3, the largest of all the LAs (3) and therefore the biggest & most negatively impacting, when there are still a number of factors that require significantly more assessment and therefore more lead-in time, will lead to the worst of all outcomes for the existing and future residents of Hemel Hempstead.

We further submit that DBC should be considering the position and alternative location for the current planned LA3 G&T site, which, in every possible way, is clearly planned for a completely inappropriate position. Given the fact that the current location has no positive factors associated with it and has simply been chosen to provide the best outcome for the developers of LA3 and an easy option in terms of

planning for DBC, as opposed to thinking of the existing residents of West Hemel, i.e. those residents that you are here to work for, this may help to alleviate some of the negative impacts of LA3 and deliver a more positive outcome alongside considering other negatively impacting factors for LA3.

This is now compounded further by the fact that we now understand that DBC will not even take ownership and responsibility for any completed G&T site, therefore on the face of it, it is a case of build something that the majority of your voting public do not want, and then step away from any responsibility.

Gruff Edwards on behalf of Dacorum Environmental Forum made the following statement:

At the Examination in Public in October I made representations on behalf of the Dacorum Environmental Forum. Amongst the Inspector's questions sent out with the agenda for Matter 9 (LA3) was the one the Cabinet are now considering, which is: "Should the site come forward prior to 2021 if it is available?"

Our representation was that it should not come forward, since LA3 had obvious and exceptional environmental disadvantages, which I have summarised in a recent E-mail to some Councillors. Another Agenda question was "Should the policy reflect the developer of the site will only be required to carry out upgrading of the drainage infrastructure directly related to the site?"

Our representation on this question pointed out that about 30% of the area of LA3 drains into the western branch of the dry valley that forms Shrubhill Common, which is a Local Nature Reserve. Thus any reduction of water feeding into the valley could well have a detrimental impact on the ecosystem which is currently established there. We asked for the DPD to include a commitment that as a result of LA3 there would be no significant reduction in water draining towards the Reserve.

In response to this the speaker for Vincent Gorbing, representing the developers, said that the Water issue generally was "a very challenging matter" and a "fundamental constraint - er - matter", but that his clients were not "shirking their responsibility."

Is the Cabinet confident that the developers of the site will have enough time to address this "very challenging matter" adequately if the scheme is brought forward as proposed, and if so on what is this confidence based?

Questions and Answers

Councillor Williams said that we were in this position in response to the planning inspectorates report. He disagreed with the quote that it was the tail wagging the dog. He explained that if the site had been accepted in Tring, the council would not be in this position and they needed to listen to the inspectorate. The council needed to demonstrate that they are providing gypsy and traveller sites. If we don't, then someone else will provide it.

The council's role was as a planning authority and not to manage the sites, this was not to be mistaken for the council walking away from its responsibility.

J Doe responded to the points raised as follows:

- DBC are liaising with Herts Highways and will continue to as we move through each phase of the development
- The council have not changed their position with regards to accessing the site, there will remain to be 2 main principle access points
- Work is underway with the local education authority to ensure primary school provision is provided
- GP provision – the policy sets out clearly that there is to be healthcare provision at the site. NHS England and local healthcare professionals have been consulted with
- The Masterplan was making significant provision for green and open space and areas such as parks are still being considered
- A pre-application would be submitted from the developer soon and this would be publicised
- The needs of the local community needed to be assessed, but the housing need of gypsy and traveller sites needed to be addressed. 5 year provision for such sites needs to be maintained as the scheme requires
- Technical studies to support the planning application will be carried out
- If the recommendations are agreed then a consultation period will follow which anyone can contribute to
- The site would not be developed until 2021 – the housing need was pressing and a case for early delivery should not happen before 2021
- A flooding and drainage assessment has already been done and the planning application would address it

Councillor Elliot fully supported Councillor Guest's comments. He too was the relevant ward councillor and noted that their stand was already on record as voting against LA5. However as it was going ahead they must now therefore mitigate the impact. He asked if the gypsy and traveller site did not go ahead, would that increase the number of sites in LA3.

J Doe said this would not be the case and the allocated provision for LA1 and LA3 would remain the same. The council had committed to an early review of the plan which could address any concerns.

Councillor Elliot asked if gypsy and travellers would purchase pitches at commercial land price.

L Wood explained that land would be offered to market for gypsy and traveller pitches and therefore sites could be purchased. There would be a variety of mechanisms available.

Councillor Elliot asked what would happen if there were no bids for that site by travellers.

J Doe said if there were no bids received in a set amount of time then it could be revisited. He added that the local plan review would assess the needs of gypsy and traveller sites and look to the provision for the future.

Councillor Elliot referred to the two access roads and asked if the travellers could also access the site via Chaulden Lane.

J Doe said that the site was chosen due to the two access roads and will look into that part of the plan.

Councillor Harden asked how this site would have an impact on the surrounding roads and the number of potential developments. He felt that HCC should look at the overall impacts on the local traffic. He said it was interesting that HCC had reduced their responsibility for the gypsy & traveller sites at a time where the requirement for them had increased due to national legislation. He also noted that gypsy & travellers were the only group not being encouraged to integrate into the community.

Councillor Griffiths asked if there was a limit as to the length of time they can stay on one site.

J Doe said there were no restrictions and anyone occupying the site can do so for any length of time.

Councillor Marshall sympathised with the speakers and felt that the council needed to be vigilant in order to help reduce the impact. She said that the council could not ignore the advice of the planning inspectorate, if we did not comply then the whole site allocations would be put at risk. She appreciated the concerns raised but reluctantly agreed the recommendations and felt the council should go to public consultation immediately.

Councillor Sutton fully supported and appreciated the passion from the speakers and fellow councillors. He assured everyone that he was confident in the teams to be able to manage the process with consideration of the local communities. He felt that there was a very strong member led planning process which would enable this to be monitored in the future.

Councillor Griffiths said it was with a heavy heart that she would be agreeing the recommendations as she would be personally affected. She felt that there was a greater need for housing in this area which was getting higher and therefore this needs to be done in a managed way. She was concerned that if the council did not go ahead with this site, then developers could apply all over the borough and therefore it's preferable that it's contained to one area.

Councillor Williams explained that the council had to find a required number of housing provisions. He disagreed with Councillor Guest's comment that we were starting with a blank canvass, as he believed the site needed to integrate into the existing community. He said there would never be a 'good' site and therefore he felt the council needed to minimise the impact on the existing residents by locating them near new developments.

He said that gypsy and travellers is a lifestyle choice and the council were required to provide for that, and if we didn't, someone else would.

This was not a new scenario for Dacorum and had been discussing new development sites across the borough and that was the history of a developing town. DBC had to plan for this as the responsible local authority. He therefore supported the recommendations.

The committee voted on the recommendations set out in the report.

Voting

For: 5

Abstain: 1 (Councillor Elliot abstained and requested that this was recorded)

CA/134/15 COMMITTEE TIMETABLE 2017/18

Decision

Resolved to Recommend:

- **The Meeting Timetable for 2017/18 as set out in Annex A to the Cabinet report.**

Reason for Decision

To seek approval of the Meeting Timetable for 2017/18

Corporate Objectives

The various meetings of the Council, Cabinet and Committees support the achievement of the Council's Corporate Objectives

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

No comments to add to the report

Deputy S.151 Officer:

There are no direct financial implications of the recommendations.

Advice

None

Voting

None.

CA/135/15 NEW BUILD PROGRAMME UPDATE

Decision

1. Progress of the Council New Build Programme be noted

Resolved to Recommend:

2. **the approval of a supplementary estimate to fund a consultancy budget of £50,000 to develop plans to build new homes on 2 garage sites at Westerdale and Northend garage sites (as detailed in the report to Cabinet, subject to securing planning permission).**

Reason for Decision

To provide a full update on the Council New Build Programme

Corporate Objectives

Delivering Affordable Housing

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

No comments to add to the report.

Deputy S.151 Officer

The recommendations in this report require the approval of supplementary estimate of £50k to undertake the feasibility and associated work to progress the potential garage development scheme. This can be funded through the release of Section 106 funds already held by the Council.

Advice

E Brooks explained that the report was requested as a 6 monthly update. The report set out those developments already completed.

The purpose was to note progress of the Council New Build Programme and to recommend to Council, the approval of a supplementary estimate to fund a consultancy budget of £50,000 to develop plans to build new homes on 2 garage sites at Westerdale and Northend garage sites (as detailed in the report, subject to securing planning permission).

Councillor Griffiths added that the Housing & Community Overview & Scrutiny had discussed the garage sites at the recent budget meeting and members supported the proposal.

Voting

None.

CA/136/15 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 be 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 and business affairs of the Council and third party companies/organisations. (Minute CA/137/16, CA/138/16, CA/139/16)

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

CA/137/15 LEISURE REVIEW - REVIEW OF THE COUNCIL'S APPROACH TO MANAGING LEISURE SERVICES

Full details are in the part 2 minutes.

CA/138/15 REVIEW OF OPTIONS FOR THE FUTURE OF THE CUSTOMER SERVICES CENTRE GATEWAY (CSCG) CONTRACT.

Full details are in the part 2 minutes.

CA/139/15 STATIONERS PLACE, LONDON ROAD, APSLEY - AWARD OF MAIN CONTRACT TO CONSTRUCT 31 NEW FLATS FOR RENT

Full details are in the part 2 minutes.

The Meeting ended at 9.05 pm

CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.15 1 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
1.	14/02/17	Budget and Council Tax Setting		26/01/17	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	To recommend approval of the following year's budget and Council Tax
2.	14/02/17	Civic Centre Site Feasibility (Part 2)		26/01/17	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.
3.	14/02/17	Independent Remuneration Panel		26/01/17	Mark Brookes, Solicitor to the Council, 01442 228236 mark.brookes@dacorum.gov.uk	To report on the outcome of the review of the Council's Scheme of Members' Allowances by the Independent Remuneration Panel.
4.	14/02/17	Appointment of Auditors 2017 & beyond		26/01/17	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	To seek Members' approval for the method of appointing the Council's external auditors for beyond 2017
5.	14/02/17	HRA Business Plan Review		26/01/17	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.
6.	14/02/17	Development Company report		26/01/17	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	To update Members on the work undertaken to establish the feasibility of the Council's setting up a development company
7.	14/02/17	Jarman Park		26/01/17	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	To be provided
8.	14/02/17	Gadebridge Splash Park		26/01/17	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
9.	21/03/17			02/03/17		
10.	25/04/17	Hemel Hempstead Town Centre Parking Access and Movement Strategy		06/04/17	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk Chris Taylor, Group Manager Strategic Planning & Regeneration 01442 228405	To consider arrangements for taking forward the next stages of the parking access and movement strategy for Hemel Hempstead Town

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.15 1 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
					chris.taylor@dacorum.gov.uk Nathalie Bateman, Strategic Planning & Regeneration Team Leader 01442 228592 nathalie.bateman@dacorum.gov.uk	Centre
11.	25/04/17	Grovehill Neighbourhood Plan		06/04/17	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk	To be provided

Future Cabinet Dates 2017: 23 May

Future Items:

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



Report for:	Cabinet
Date of meeting:	24 January 2017
Part:	1
If Part II, reason:	

Title of report:	Byelaws for Selected Parks and Open Spaces within Dacorum
Contact:	<p>Cllr Janice Marshall, Portfolio Holder for Environmental, Sustainability and Regulatory Services</p> <p>Responsible Officer: David Austin (Assistant Director Neighbourhood Delivery)</p> <p>Author: Barbara Lisgarten (Legal Governance Team Leader)</p>
Purpose of report:	To consider new byelaws for selected parks and open spaces within the Borough and detail the steps required for them to be approved by the Secretary of State.
Recommendations	<p>That Cabinet recommends Council to:</p> <ol style="list-style-type: none"> (1) Approve the Draft Byelaw as attached as Appendix A for the Parks and Open Spaces in the Borough listed in paragraph 11 of the report. (2) Delegate authority to the Assistant Director (Neighbourhood Delivery) in consultation with the Portfolio Holder for Environmental, Sustainability and Regulatory Services to carry out the required impact assessment and agree the 'scheme' noted under paragraph 7 of the report. (3) Delegate authority to the Assistant Director (Neighbourhood Delivery) to determine which areas within the Parks and Open Spaces listed in paragraph 11 shall be permitted or designated for relevant activities (4) Delegate authority to the Assistant Director

	<p>(Neighbourhood Delivery) to authorise officers to issue fixed notices and/or commence prosecution proceedings to enforce breaches of the Byelaws.</p> <p>(5) Delegate authority to the Assistant Director (Neighbourhood Delivery) in consultation with the Assistant Director (Finance and Resources) to agree fee levels for any chargeable activity permissible by the Byelaws.</p> <p>(6) Approve the revocation of the byelaws listed in paragraph 13 of the report.</p>
	The Byelaws will help promote a Clean, Safe and Enjoyable Environment
Implications:	<p><u>Financial</u></p> <p>There will be costs associated with publicising the relevant notices for consultation but these will be contained within existing service budgets.</p> <p>An income is likely to be generated from those proposing to use the parks for a commercial purpose but it is difficult to estimate the level of that income at this stage. Fees to be charged will need to be agreed separately and do not form part of this report.</p> <p>Receipts from the issuing of Fixed Penalty Notices must be used for combatting nuisance (section 237D <i>Local Government Act 1972</i>)</p>
'Value For Money Implications'	<p><u>Value for Money</u></p> <p>The new Byelaws will ensure that those generating an income from the park will pay an appropriate licence fee.</p>
Risk Implications	The proposed Byelaws aim to regulate activity in the Council's parks and open spaces and to provide an effective enforcement mechanism. Failure to have appropriate Byelaws in place could lead to unregulated activity to the detriment of all users of the parks and open spaces.
Community Impact Assessment	A Community Impact Assessment will be carried out as part of the Scheme noted in paragraph 7 below.
Health And Safety Implications	None directly arising from this report.
Monitoring Officer / s151 Comments	<p>Monitoring Officer</p> <p>The draft byelaw, and the process by which the Council is seeking to bring it into force, is in accordance with The Byelaws (Alternative Procedure) (England) Regulations 2016 and sections 235-238 of the Local Government Act 1972 (as</p>

	<p>amended).</p> <p>There must be a full assessment of the impact on those persons affected by the proposed byelaw, and the council from a regulatory perspective, before the byelaw is submitted to the Secretary of State and this should include appropriate consultation.</p> <p>Deputy S151 Officer</p> <p>Any costs incurred will need to be contained within existing budgets. Any additional income generated will need to be factored into the budget setting framework once it can be known with a degree of certainty.</p>
Consultees:	<p>Adriana Livingstone - Valuation and Estates</p> <p>Robert Cassidy – Parks and Open Spaces</p> <p>Julie Still – Group Manager, Residents Services</p>
Background papers:	<ol style="list-style-type: none"> 1. Model Byelaw 2 2. Flowchart 1: enabling powers for pleasure ground and open spaces byelaws 3. Model Byelaw 2: guidance notes 4. DCLG Application for Provisional Approval of Byelaws 5. Local authority byelaws – Briefing Paper (Number 01817, 1 March 2016) 6. <i>The Byelaws (Alternative Procedure) (England) Regulations 2016</i> 7. Section 235-238 <i>Local Government Act 1972</i>
Glossary of acronyms and any other abbreviations used in this report:	<p>DCLG – Department for Communities and Local Government</p> <p>The Regulations - <i>The Byelaws (Alternative Procedure) (England) Regulations 2016</i></p>

Background

1. Dacorum Borough Council boasts many beautiful parks and open spaces. We are proud to own these green assets, some of which have won much coveted Green Flag awards.
2. Our parks are used daily by the public for leisure purposes and, more recently, for commercial exercise classes such as fitness boot-camps. The

constant footfall brings with it instances of nuisance behaviour and damage to these areas.

3. The Council's existing byelaws date back to the 1899, and relate to the proper conduct in the borough's parks and open spaces. They allow the Council to deal with unacceptable behaviour which is not addressed through existing legislation, such as that which may cause distress or injury to other users of the parks or that might damage the park and detract from general enjoyment of it by others.
4. Officers have developed a set of proposed byelaws for the borough, based on Model Byelaws published by the Department for Communities and Local Government (DCLG). It is felt that these byelaws will improve understanding of their aims and help communication regarding acceptable behaviour in our parks, ensuring that residents and visitors are able to fully enjoy our parks and open spaces.

What are byelaws?

5. Local authorities and certain other bodies have powers under various Acts of Parliament to make byelaws, which are essentially local laws designed to deal with local issues. At present, byelaws must be approved by central government before they can be brought into force because they create criminal offences. They are enforced through the magistrates' courts on prosecution or by the issuing of fixed penalty notices.
6. Byelaws must:
 - a. Undergo any relevant action required by the legislation, such as consultation (see below);
 - b. Not duplicate or conflict with the general law, existing byelaws or any local Act, or common law. This means that our byelaws cannot address matters such as drinking, dog fouling, or traffic offences which are covered in other law;
 - c. Be reasonable and ensure that the nuisance they are created for address merits criminal sanctions and that, to a reasonable person, the penalty available is proportionate. The penalty for breach of a byelaw is a fine;
 - d. Directly address a genuine and specific local problem and do not attempt to deal in general terms with essentially national issues;
 - e. Not conflict with government policy.

The Process for making and confirming byelaws

7. There is a new process for making byelaws which apply from 11 February 2016. Under the new regulations, a local authority wishing to make a Byelaw must prepare a 'scheme', which must include a draft of the proposed Byelaw and an assessment of the regulatory burden which it would create. Matters which need to be considered within the 'scheme' are set out in Regulation 5, which states that in preparing a scheme an authority must:
 - a. prepare a draft of the proposed byelaw;
 - b. carry out an assessment of whether the regulatory burden imposed by the proposed byelaw is proportionate, which must include, but need not be limited to—

- (i) identification of the objective which the proposed byelaw is seeking to secure;
- (ii) whether the objective intended to be secured by the proposed byelaw could be satisfactorily secured by alternative means;
- (iii) the impact of the proposed byelaw on all persons identified by the authority as being potentially affected by it;
- (iv) whether the result of the proposed byelaw would increase or lessen the regulatory burden on persons potentially affected by the proposed byelaw, insofar as possible expressing that increase or reduction in monetised form;
- (v) how these alternative means and the proposed byelaw compare with carrying out no further action; and

c. prepare a statement of the assessment within which must record in the statement—

- (i) conclusions as to the impact of the proposed byelaw on persons potentially affected by the byelaw;
- (ii) conclusions as to whether the proposed byelaw results in an increase in the regulatory burden; and
- (iii) in the event that the proposed byelaw results in an increase in the regulatory burden, the reasons why such an increase is considered to be proportionate and necessary.

8. It must also consult with people who would be affected by the byelaw, and publish a statement of its assessment both locally and on its website.
9. It may then apply to the Secretary of State for approval, identifying what it intends to achieve with the byelaw, whether a model byelaw will be used, and summarising any responses to the consultation.
10. The Secretary of State must then decide whether to “give leave to the authority to make the byelaw”. If s/he does so, the local authority must then publish a notice on its website, and in at least one local newspaper, stating its intention to make the byelaw. A formal consultation period of at least 28 days runs from the publication of this notice. If the authority then makes the Decision to make the new byelaw (whether modified or not), it must do so no more than six months after the publication of this notice.

What areas in Dacorum require a byelaw?

11. The following areas have been identified as being in need for byelaw protection:

- Gadebridge Park (Hemel Town)
- Cupid Green Playing field (Cupid Green)
- Lagley Meadow (Berkhamsted)
- Leverstock Green Westwick Field
- Coronation Field (Bennetts End)
- Reith Fields (Adeyfield)
- Butts Meadow (Berkhamsted)
- Canal Fields (Berkhamsted)
- Chaulden Playing Fields
- Grovehill Playing Fields
- Heath Park (Hemel Town)
- Keens Field (Adeyfield)
- Northridge Park (Warners End)
- Bunkers Park (Nash Mills)
- Margaret Lloyd (Grovehill)
- Tring Memorial Garden (Tring)
- Miswell Lane (Tring)
- Mortimer Hill (Tring)
- Pound Meadow (Tring)
- Randalls Park (Highfield)
- Turners Hill (Adeyfield)
- Velvet Lawn (Berkhamsted)
- Water Gardens (Hemel Town)
- Warners End (Warners End)
- Woodhall Farm Open Space (Woodhall Farm)
- Durrants Lane (Apsley)
- Jocketts (Chaulden)
- Pennine Way (Highfield)
- The Moor (Berkhamsted)
- High Street Green (High Street Green)
- Chipperfield Common (Chipperfield)

12. The above list is indicative of the areas that may be eligible for protection if the assessment, detailed in paragraph 7(b) above, shows a need.

13. Currently there are parks and open space byelaws in place that cover the following areas:

- Gadebridge Park – made in 1952 and 1972
- Leverstock Green – made in 1899 and 1939
- Randalls Park – made in 1914
- Heath Park – made in 1934
- High Street Green – made in 1960
- Chipperfield Common

14. The Byelaws listed in paragraph 12 above are outdated and very few people within the Council know they exist, understand them, let alone use them as an enforcement tool. It is proposed that these should be revoked as they serve little purpose. The new Byelaws use a style of language that is simpler, clearer and easier to comprehend. They are also more relevant to a modern society and the modern use of parks and open spaces and no longer duplicate offences for which there are now powers granted by legislation.

Inclusions (taken from Model Byelaws)

15. The new Byelaws consist of a number of provisions which were not included in the existing byelaws, and aim to offer further protection to park and open space users:
 - (a) Preventing interference with lifesaving equipment
 - (b) Prohibition on overnight parking
 - (c) Permitting skateboarding and ball games
 - (d) Restriction of cricket to designated areas
 - (e) Restriction on archery and field sports
 - (f) Prohibition of golf
 - (g) Restriction on bathing
 - (h) Stricter requirements on model boats, boats and fishing
 - (i) General prohibition of power-driven model aircraft
 - (j) Restriction on the provision of any service for a charge without Council consent
 - (k) Restriction on excessive noise
 - (l) Restriction on public shows and performances
 - (m) Restrictions on the use of aircraft, helicopters, hang gliders or hot air balloons
 - (n) Restriction on kites
 - (o) Restriction on metal detectors
 - (p) Restriction of barbeques

16. By restriction it is meant that the Council is able to limit the relevant activities to certain circumstances or locations or by licence from (for free or for a charge). For example, we may wish to restrict the use of power-driven boats on its waterways by requiring users to be affiliated to boating clubs registered with the Council.

17. Byelaw 40 of the new Byelaws is a catch-all restriction applying to any person or enterprise offering any service for a charge. Therefore, those wishing to use our parks and open spaces to charge participants for organised events such as fitness boot-camps, sports, leisure and the like will need prior Council approval, in the form of a licence. This approval will be granted if the organiser makes a formal application for a licence and complies with any Council requirements. These requirements include, but are not limited to:
 - a. A risk assessment
 - b. Relevant public liability insurance
 - c. Site plan, if required
 - d. Traffic management plan, if required
 - e. payment of any fees and charges
 - f. First aid and emergency details

18. The above will be publicised on the Council website and include all necessary information relating to charges and forms.

19. The new Byelaws include an updated list of sites, parks and open spaces to which the new Byelaws apply (Schedule 1), and also an updated list of sites, parks and open spaces to which the new Byelaws apply (Schedule 2), in respect of opening times. There are also updated rules for playing ball games in designated areas (Schedule 3).

Not covered but could be included

20. Consideration may be given, following further assessment, to provisions that cover:

- Restricting the use of drones. Drones are currently regulated by the [Air Navigation Order 2016 and Regulations](#). A copy of the Dronecode (which provides a snapshot of the expected behaviour of those using them) can be found here - <https://www.caa.co.uk/Consumers/Model-aircraft-and-drones/The-Dronecode/>.
- Fundraising, and soliciting or gathering money
- Prohibiting the feeding of wildfowl.

21. The above are not included in Model Byelaw 2. DCLG will need proof of the justification for adding any provision that is not already contained in their Model Byelaws.

Enforcement

22. Any enforcement by the Council of the Byelaws will be in accordance with the Council's enforcement policy. The policy sets out the following clear principles for the Council's enforcement action:

- raising awareness of the law and its requirements;
- proportionality in applying the law and securing compliance;
- consistency of approach;
- transparency about the actions of the Council and its officers; and targeting of enforcement action.

23. Byelaws give the Magistrates' Courts the power to issue fines, following prosecution, of up to £500 against offenders who cause damage to Council property or breach the Byelaws. Additional legislation (under the *Clean Neighbourhood and Environmental Act 2005*), which allows the Council to issue Fixed Penalty Notices (FPNs) for breaches under litter control and dog fouling, is also applicable to parks and open spaces.

24. Agencies that can be deployed in enforcing and applying Byelaws include the Police, Anti-Social Behaviour Teams, Dacorum Borough Council Enforcement Officers, and Clean Safe and Green Supervisors.

Appendix A – Draft Byelaws.

Dacorum Borough Council

**BYELAWS FOR PLEASURE GROUNDS, PUBLIC
WALKS AND OPEN SPACES**

ARRANGEMENT OF BYELAWS

PART [1]

GENERAL

1. General interpretation
2. [Application]
3. [Application]
4. Opening times

PART [2]

PROTECTION OF THE GROUND, ITS WILDLIFE AND THE PUBLIC

5. Protection of structures and plants
6. Unauthorised erection of structures
7. Climbing
8. Grazing
9. Protection of wildlife
10. Gates
11. Camping
12. Fires
13. Missiles
14. Interference with life-saving equipment

PART [3]

HORSES, CYCLES AND VEHICLES

15. Interpretation of Part [3]
16. Horses - Horse riding prohibited (subject to any bridleway, etc)
17. Horses - Horse riding prohibited except on designated route (subject to bridleway, etc)
18. Cycling
19. Motor vehicles
20. Overnight parking

PART [4]

PLAY AREAS, GAMES AND SPORTS

21. Interpretation of Part [4]
22. Children's play areas
23. Children's play apparatus
24. Skateboarding, etc - Skateboarding, etc permitted only in designated area
25. Ball games - Ball games permitted throughout the ground but designated area for ball games also provided
26. Ball games - Rules
27. Archery
28. Field sports
29. Golf - Permitted where part of ground is set aside as a golf course

PART [5]

WATERWAYS

30. Interpretation of Part [5]
31. Bathing
32. Ice skating
33. Model boats
34. Boats - To prohibit use of boats, etc without permission
35. Fishing
36. Pollution
37. Blocking of watercourses

PART [6]
MODEL AIRCRAFT

- 38. Interpretation of Part [6]
- 39. Model aircraft - General prohibition

PART [7]
OTHER REGULATED ACTIVITIES

- 40. Provision of services
- 41. Excessive noise
- 42. Public shows and performances
- 43. Aircraft, hang-gliders and hot air balloons
- 44. Kites
- 45. Metal detectors

PART [8]
MISCELLANEOUS

- 46. Obstruction
- 47. Savings
- 48. Removal of offenders
- 49. Penalty
- 50. Revocation [- General]

SCHEDULE [1] - Grounds to which byelaws apply generally

SCHEDULE [2] - Grounds referred to in certain byelaws

SCHEDULE [3] - Rules for playing ball games in designated areas

Byelaws made under [section 164 of the Public Health Act 1875/section 15 of the Open Spaces Act 1906/sections 12 and 15 of the Open Spaces Act 1906] by the *insert name of Council* with respect to *insert name of ground/description of its location/* [pleasure grounds, public walks and open spaces].

[PART 1]

GENERAL

General Interpretation

1. In these byelaws:

“the Council” means *DACORUM BOROUGH COUNCIL*;

“the ground” means any of the grounds listed in [the Schedule /Schedule [1];

“designated area” means an area in the ground which is set aside for a specified purpose, that area and its purpose to be indicated by notices placed in a conspicuous position;

“invalid carriage” means a vehicle, whether mechanically propelled or not,

- (a) the unladen weight of which does not exceed 150 kilograms,
- (b) the width of which does not exceed 0.85 metres, and
- (c) which has been constructed or adapted for use for the carriage of a person suffering from a disability, and used solely by such a person.

Application

2. These byelaws apply all of the grounds listed in [the Schedule/Schedule 1].

3. These byelaws apply to all of the grounds listed in [the Schedule/Schedule 1] unless otherwise stated.

Opening times

4. (1) No person shall enter or remain in the ground except during opening hours.

- (2) "Opening hours" means the days and times during which the ground is open to the public and which are indicated by a notice placed in a conspicuous position at the entrance to the ground.
- (3) Byelaw [4(1)] applies only to the grounds listed in [Part 1 of] Schedule [1].]

PART [2]

PROTECTION OF THE GROUND, ITS WILDLIFE AND THE PUBLIC

Protection of structures and plants

- 5. (1) No person shall without reasonable excuse remove from or displace within the ground:
 - (a) any barrier, post, seat or implement, or any part of a structure or ornament provided for use in the laying out or maintenance of the ground; or
 - (b) any stone, soil or turf or the whole or any part of any plant, shrub or tree.
- (2) No person shall walk on or ride, drive or station a horse or any vehicle over:
 - (a) any flower bed, shrub or plant;
 - (b) any ground in the course of preparation as a flower bed or for the growth of any tree, shrub or plant; or
 - (c) any part of the ground set aside by the Council for the renovation of turf or for other landscaping purposes and indicated by a notice conspicuously displayed.

Unauthorised erection of structures

- 6. No person shall without the consent of the Council erect any barrier, post, ride or swing, building or any other structure.

Climbing

- 7. No person shall without reasonable excuse climb any wall or fence in or enclosing the ground, or any tree, or any barrier, railing, post or other structure.

Grazing

8. No person shall without the consent of the Council turn out or permit any animal for which he is responsible to graze in the ground.

Protection of wildlife

9. No person shall kill, injure, take or disturb any animal, or engage in hunting or shooting or the setting of traps or the laying of snares.

Gates

10. (1) No person shall leave open any gate to which this byelaw applies and which he has opened or caused to be opened.

(2) Byelaw 10(1) applies to any gate to which is attached, or near to which is displayed, a conspicuous notice stating that leaving the gate open is prohibited.

Camping

11. No person shall without the consent of the Council erect a tent or use a vehicle, caravan or any other structure for the purpose of camping [except in a designated area for camping].

Fires

12. (1) No person shall light a fire or place, throw or drop a lighted match or any other thing likely to cause a fire.

(2) Byelaw 12(1) shall not apply to:
 - (a) the lighting of a fire at any event for which the Council has given permission that fires may be lit; or
 - [(b)] [the lighting or use, in such a manner as to safeguard against damage or danger to any person, of a properly constructed camping stove, in a designated area for camping, or of a properly constructed barbecue, in a designated area for barbecues].

Missiles

13. No person shall throw or use any device to propel or discharge in the ground any object which is liable to cause injury to any other person.

Interference with life-saving equipment

14. No person shall except in case of emergency remove from or displace within the ground or otherwise tamper with any life-saving appliance provided by the Council.

PART [3]

HORSES, CYCLES AND VEHICLES

Interpretation of Part [3]

15. In this Part:

“designated route” means a route in or through the ground which is set aside for a specified purpose, its route and that purpose to be indicated by notices placed in a conspicuous position;

“motor cycle” means a mechanically-propelled vehicle, not being an invalid carriage, with less than four wheels and the weight of which does not exceed 410 kilograms;

“motor vehicle” means any mechanically-propelled vehicle other than a motor cycle or an invalid carriage;

“trailer” means a vehicle drawn by a motor vehicle and includes a caravan.

Horses

Horse riding prohibited (subject to bridleway, etc)

16. (1) No person shall ride a horse except in the exercise of a lawful right or privilege.
- (2) Where horse-riding is permitted by virtue of a lawful right or privilege, no person shall ride a horse in such a manner as to cause danger to any other person.

Horse riding prohibited except on designated route (subject to bridleway, etc)

17. (1) No person shall ride a horse except:
- (a) on a designated route for riding; or
- (b) in the exercise of a lawful right or privilege.
- (2) Where horse-riding is permitted by virtue of byelaw [19](1)(a) or a lawful right or privilege, no person shall ride a horse in such a manner as to cause danger to any other person.

Cycling

18. No person shall without reasonable excuse ride a cycle in the ground except in any part of the ground where there is a right of way for cycles or on a designated route for cycling.

Motor vehicles

19. No person shall without reasonable excuse bring into or drive in the ground a motor cycle, motor vehicle or trailer except in any part of the ground where there is a right of way for that class of vehicle.

Overnight parking

20. No person shall without the consent of the Council leave or cause or permit to be left any motor vehicle in the ground between the hours of 12 a. m. (midnight) and 6 a.m..

PART [4]

PLAY AREAS, GAMES AND SPORTS

Interpretation of Part [4]

21. In this Part:

“ball games” means any game involving throwing, catching, kicking, batting or running with any ball or other object designed for throwing and catching, but does not include cricket, boules or bowls;

“golf course” means any area within the ground set aside for the purposes of playing golf and includes any golf driving range, golf practice area or putting course;

“self-propelled vehicle” means a vehicle other than a cycle, invalid carriage or pram which is propelled by the weight or force of one or more persons skating, sliding or riding on the vehicle or by one or more persons pulling or pushing the vehicle.

Children’s play areas

22. No person aged 14 years or over shall enter or remain in a designated area which is a children’s play area unless in charge of a child under the age of 14 years.

Children’s play apparatus

23. No person aged 14 years or over shall use any apparatus stated to be for the exclusive use of persons under the age of 14 years by a notice conspicuously displayed on or near the apparatus.

Skateboarding, etc

Skateboarding, etc permitted only in designated area

24. (1) No person shall skate, slide or ride on rollers, skateboards or other self-propelled vehicles except in a designated area for such activities.
- (2) Where there is a designated area for skating, sliding or riding on rollers, skateboards or other self-propelled vehicles, no person shall engage in those activities in such a manner as to cause danger or give reasonable grounds for annoyance to other persons.

Ball games

Ball games permitted throughout the ground but designated area for ball games also provided

25. No person shall play ball games outside a designated area for playing ball games in such a manner:
- (a) as to exclude persons not playing ball games from use of that part;
 - (b) as to cause danger or give reasonable grounds for annoyance to any other person in the ground; or
 - (c) which is likely to cause damage to any tree, shrub or plant in the ground.

Rules (to be used with model byelaw 25)

26. It is an offence for any person using a designated area for playing ball games to break any of the rules set out in Schedule [3] and conspicuously displayed on a sign in the designated area when asked by any person to desist from breaking those rules.

Archery

27. No person shall engage in the sport of archery except in connection with an event organised by or held with the consent of the Council.

Field sports

28. No person shall throw or put any javelin, hammer, discus or shot except in connection with an event organised by or held with the consent of the Council or on land set aside by the Council for that purpose.

Golf

Golf prohibited except where part of ground is set aside as golf course

29. No person shall drive, chip or pitch a hard golf ball except on the Little Hay golf course.

PART [5]

WATERWAYS

Interpretation of Part [5]

30. In this Part:

“boat” means any yacht, motor boat or similar craft but not a model or toy boat;

“power-driven” means driven by the combustion of petrol vapour or other combustible substances;

“waterway” means any river, lake, pool or other body of water and includes any fountain.

Bathing

31. No person shall without reasonable excuse bathe or swim in any waterway except in a designated area for bathing and swimming.

Ice skating

32. No person shall step onto or otherwise place their weight upon any frozen waterway.

Model boats

33. No person shall operate a power-driven model boat on any waterway.

Boats

To prohibit use of boats without permission

34. No person shall sail or operate any boat, dinghy, canoe, sailboard or inflatable on any waterway without the consent of the Council.

Fishing

35. No person shall in any waterway cast a net or line for the purpose of catching fish or other animals [except in a designated area for fishing].

Pollution

36. No person shall foul or pollute any waterway.

Blocking of watercourses

37. No person shall cause or permit the flow of any drain or watercourse in the ground to be obstructed, diverted, open or shut or otherwise move or operate any sluice or similar apparatus.

PART [6]

MODEL AIRCRAFT

Interpretation of Part [6]

38. In this Part:

“model aircraft” means an aircraft which weighs not more than 7 kilograms without its fuel;

“power-driven” means driven by:

- (a) the combustion of petrol vapour or other combustible substances;
- (b) jet propulsion or by means of a rocket, other than by means of a small reaction motor powered by a solid fuel pellet not exceeding 2.54 centimetres in length; or

- (c) one or more electric motors or by compressed gas.

“radio control” means control by a radio signal from a wireless transmitter or similar device.

General prohibition

- 39. No person shall cause any power-driven model aircraft to:
 - (a) take off or otherwise be released for flight or control the flight of such an aircraft in the ground; or
 - (b) land in the ground without reasonable excuse.

PART [7]

OTHER REGULATED ACTIVITIES

Provision of services

40. No person shall without the consent of the Council provide or offer to provide any service for which a charge is made.

Excessive noise

41. (1) No person shall, after being requested to desist by any other person in the ground, make or permit to be made any noise which is so loud or so continuous or repeated as to give reasonable cause for annoyance to other persons in the ground by:
- (a) shouting or singing;
 - (b) playing on a musical instrument; or
 - (c) by operating or permitting to be operated any radio, amplifier, tape recorder or similar device.
- (2) Byelaw 41(1) does not apply to any person holding or taking part in any entertainment held with the consent of the Council.

Public shows and performances

42. No person shall without the consent of the Council hold or take part in any public show or performance.

Aircraft, hang gliders and hot air balloons

43. No person shall except in case of emergency or with the consent of the Council take off from or land in the ground in an aircraft, helicopter, hang glider or hot air balloon.

Kites

44. No person shall fly any kite in such a manner as to cause danger or give reasonable grounds for annoyance to any other person.

Metal detectors

45. No person shall without the consent of the Council use any device designed or adapted for detecting or locating any metal or mineral in the ground.

PART [8]

MISCELLANEOUS

Obstruction

46. No person shall obstruct:
- (a) any officer of the Council in the proper execution of his duties;
 - (b) any person carrying out an act which is necessary to the proper execution of any contract with the Council; or
 - (c) any other person in the proper use of the ground.

Savings

47. (1) It shall not be an offence under these byelaws for an officer of the Council or any person acting in accordance with a contract with the Council to do anything necessary to the proper execution of his duty.
- (2) Nothing in or done under these byelaws shall in any respect prejudice or injuriously affect any public right of way through the ground, or the rights of any person acting lawfully by virtue of some estate, right or interest in, over or affecting the ground or any part of the ground.

Removal of offenders

48. Any person offending against any of these byelaws may be removed from the ground by an officer of the Council or a constable.

Penalty

49. Any person offending against any of these byelaws shall be liable on summary conviction to a fine not exceeding level 2 on the standard scale.

Revocation

50. The byelaws made by *[insert name on insert date]* and confirmed by *[insert name of confirming authority]* on *[insert date of confirmation]* relating to the following grounds [LIST] are hereby revoked.

SCHEDULES

SCHEDULE 1

GROUNDS TO WHICH BYELAWS APPLY [GENERALLY]

The grounds referred to in byelaw [2]/[3] are:

- Gadebridge Park (Hemel Town)
- Cupid Green Playing field (Cupid Green)
- Lagley Meadow (Berkhamsted)
- Leverstock Green Westwick Field
- Coronation Field (Bennetts End)
- Reith Fields (Adeyfield)
- Butts Meadow (Berkhamsted)
- Canal Fields (Berkhamsted)
- Chaulden Playing Fields
- Grovehill Playing Fields
- Heath park (Hemel Town)
- Keens Field (Adeyfield)
- Northridge Park (Warners End)
- Bunkers Park (Nash Mills)
- Margaret Lloyd (Grovehill)
- Tring Memorial Garden (Tring)
- Miswell Lane (Tring)
- Mortimer Hill (Tring)
- Pound Meadow (Tring)
- Randalls Park (Highfield)
- Turners Hill (Adeyfield)
- Velvet Lawn (Berkhamsted)
- Water Gardens (Hemel Town)
- Warners End (Warners End)
- Woodhall Farm Open Space (Woodhall Farm)
- Durrants Lane (Apsley)
- Jocketts (Chaulden)
- Pennine Way (Highfield)
- The Moor (Berkhamsted)
- High Street Green (High Street Green)
- Chipperfield Common (Chipperfield)

SCHEDULE 2
GROUNDS REFERRED TO IN CERTAIN BYELAWS

PART [1]

OPENING TIMES (BYELAW 4)

[TO BE ADDED]

PART [2]

HORSE RIDING PROHIBITED EXCEPT IN CERTAIN GROUNDS (SUBJECT TO
BRIDLEWAY, ETC) (BYELAW 16 and 17)

[TO BE ADDED]

PART [3]

USE OF MODEL AIRCRAFT PERMITTED ON SPECIFIED DAYS AT
SPECIFIED TIMES (BYELAW 39)

<i>Name or description of ground</i>	<i>Days and times at which use of model aircraft is permitted</i>
[ADD]	
[ADD]	

SCHEDULE 3

RULES FOR PLAYING BALL GAMES IN DESIGNATED AREAS (BYELAW 26)

Any person using a designated area for playing ball games is required by byelaw [31] to comply with the following rules:

- (1) No person shall play any game other than those ball games for which the designated area has been set aside.
- (2) No person shall obstruct any other person who is playing in accordance with these rules.
- (3) Where exclusive use of the designated area has been granted to a person or group of persons by the Council for a specified period, no other person shall play in that area during that period.
- (4) Subject to paragraph (5), where the designated area is already in use by any person, any other person wishing to play in that area must seek their permission to do so.
- (5) Except where they have been granted exclusive use of the designated area for more than two hours by the Council, any person using that area shall vacate it if they have played continuously for two hours or more and any other person wishes to use that area.
- (6) No person shall play in the designated area when a notice has been placed in a conspicuous position by the Council prohibiting play in that area.

Agenda Item 8



Report for:	Cabinet
Date of meeting:	24 January 2017
PART:	1
If Part II, reason:	

Title of report:	Senior Officer Pay Policy
Contact:	Cllr Neil Harden – Portfolio Holder for Residents and Corporate Services. Author/Responsible Officers: Sally Marshall – Chief Executive Robert Smyth – Assistant Director (Performance, People & Innovation) Matthew Rawdon – Group Manager (People and Performance)
Purpose of report:	To set the Council's pay policy for the financial year 2017/18, as required by Section 38 of the Localism Act 2011.
Recommendations	(1) That Cabinet recommend Council to adopt the Pay Policy for 2017/18 as set out in appendix 1 to this report. (2) That Cabinet agree that any amendments to the Pay Policy throughout the financial year 2017/2018 which are required as a result of legislative changes can be approved by the Chief Executive in conjunction with the Council's Monitoring Officer.
Corporate objectives:	The Council's policies in respect of pay and terms and conditions support all five of the Council's strategic objectives as part of ensuring that services to the community can be delivered to the required standards and with due regard to economy, efficiency and effectiveness

Risk Implications	There needs to be a robust procedure in place to ensure transparency of information and equality in staffing costs and remuneration.
Equalities Implications	The Pay Policy Statement adheres to national guidance on pay equality.
Health And Safety Implications	No implications from this report.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>The Senior Officer Pay Policy is required by virtue of section 38 of the Localism Act 2011 and this Pay Policy complies with the statutory requirement and associated guidance.</p> <p>Deputy S.151 Officer:</p> <p>There are no budgetary pressures arising from the decisions in this report. Any amendments if required under recommendation 2 will need to be met from within existing approved budgets.</p>
Consultees:	Sally Marshall (Chief Executive)
Background papers:	<p>Pay Policy Statement 2016/17</p> <p>Openness and accountability in local pay: Draft guidance under section 40 of the Localism Act (CLG, November 2011)</p> <p>Localism Act 2011: local government senior officer pay accountability Impact assessment (CLG, November 2011)</p> <p>The Code of Recommended Practice for Local Authorities on Data Transparency (CLG, September 2011)</p> <p>The Local Government Transparency Code 2014</p> <p>DBC Employee Handbook</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>HR – Human Resources</p> <p>FTE – Full Time Equivalent (employee)</p> <p>EIS – Employee Information System</p>
Appendices	<p>Appendix 1 – Pay Policy Statement 2017/2018</p> <p>Appendix 2 – Election fees for 2017/2018 (points 2 to 8 inclusive are relevant to the pay policy where applicable)</p>

BACKGROUND

1. Section 38 of the Localism Act 2011 ('The Act') requires local authorities in England to prepare, approve and publish a pay policy statement. The statement must detail the authority's own policies towards a range of issues relating to the pay of its workforce, particularly its senior staff ('Chief Officers', as defined in the Act) and its lowest paid employees.
2. The pay policy statement must be prepared for each financial year. As soon as reasonably practicable after approving the statement it must be published in such manner as the Council thinks fit, which must include publication on the Council's website.
3. Specifically, the Act requires the publication of a pay policy statement for each financial year which must set out the authority's policies for the financial year relating to:
 - the remuneration of its chief officers
 - the remuneration of its lowest-paid employees, and
 - the relationship between:
 - (i) the remuneration of its chief officers, and
 - (ii) the remuneration of its employees who are not chief officers.
4. The statement must also provide:
 - the definition of "lowest-paid employees" and the authority's reasons for adopting that definition, and
 - a statement on the Council's policies relating to:
 - (i) the level and elements of remuneration for each chief officer
 - (ii) remuneration of chief officers on recruitment
 - (iii) increases and additions to remuneration for each chief officer
 - (iv) the use of performance-related pay for chief officers
 - (v) the use of bonuses for chief officers
 - (vi) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
 - (vii) the publication of and access to information relating to remuneration of chief officers.
5. In respect of item (vi), the Council currently has no defined approach to the payment of chief officers on ceasing to hold office, and no statement is, therefore, made in the report in relation to this.
6. It remains the case that each local authority is an individual employer in its own right and has the autonomy to make decisions on pay that are

appropriate to local circumstances and which deliver value for money for local tax payers. The Act only requires that authorities are more open about local pay policies and how their local pay decisions are made. It is not necessary to specify actual pay rates or terms and conditions. It also means that future decisions by a local authority relating to the pay and conditions of its chief officers must comply with the authority's approved pay policy statement.

7. Guidance relating to the statement of Pay Policy and related guidance on transparency make recommendations arising from the Hutton Review of Fair Pay in the Public Sector (final report published March 2011).
8. Members should also note that the Council is also required to publish, under the Accounts and Audit (England) Regulations 2011:
 - the number of employees whose remuneration in that year was at least £50,000, and
 - details of remuneration and job title of certain senior employees whose salary is at least £50,000.
9. In addition, under the Local Government Transparency Code 2014, the Council is required to publish a list of responsibilities (including the service and functions they are responsible for, budget held and number of staff) for senior employees whose salary exceeds £50,000.
10. The Council is not required to include the information referred to in paragraphs 8 and 9 in its Pay Policy Statement, but it is required to place the information on its website.
11. The Senior Officer Pay Policy also includes a schedule of election fees as referred to in paragraph 8 of the Policy.

Pay Policy Statement 2017/2018

1 Background

- 1.1 Section 38 of the Localism Act 2011 ('The Act') requires local authorities in England to prepare, approve and publish a pay policy statement. The statement must detail the authority's own policies towards a range of issues relating to the pay of its workforce, particularly its senior staff ('chief officers') and its lowest paid employees. This statement has been produced in line with the Local Government Transparency Code 2014.
- 1.2 The pay policy statement must be prepared for each financial year. As soon as reasonably practicable after approving the statement it must be published in such manner as the Council thinks fit, which must include publication on the Council's website.
- 1.3 It remains the case that each local authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local tax payers. The Act only requires that authorities are more open about local pay policies and how their local pay decisions are made. It is not necessary to specify actual pay rates or terms and conditions. It also means that future decisions by a local authority relating to the pay and conditions of its chief officers must comply with the authority's approved pay policy statement.

2 Pay Policy Principles

- 2.1 The provisions of the Act confirm the government's commitment to increase openness about how taxpayers' money is used, bringing together the principles of increasing accountability, transparency and fairness in the setting of local pay.
- 2.2 The Hutton Review of Fair Pay in the Public Sector (final report published March 2011) confirmed the government's decision to promote pay fairness in the public sector by reducing the gap between the lowest and highest paid in public sector organisations.
- 2.3 The Act requires Councillors to take a greater role in determining pay, ensuring that decisions are made by those who are directly accountable to local people. In addition, they must ensure that policies on the pay and reward of the most senior staff are set clearly within the context of the pay of the wider workforce.

3 Scope of Dacorum Borough Council Pay Policy Statement

- 3.1 The Council's definition of a senior manager for the purposes of this policy statement is: Chief Executive (Head of Paid Service), Corporate Directors and Assistant Directors. The term 'Chief Officer' relates to the Chief Executive and Corporate Directors only.
- 3.2 Council staff are employed under terms and conditions contained in the National Joint Council (NJC) for Local Government Services National

Agreement on Pay and Conditions of Service. However, these are subject to a number of local agreements including a local agreement on remuneration. The following roles form the Council's Corporate Management Team:

- Chief Executive
- Corporate Director (Finance and Operations) (S151 Officer)
- Corporate Director (Housing and Regeneration)
- Assistant Director (Finance and Resources)
- Assistant Director (Housing)
- Assistant Director (Neighbourhood Delivery)
- Assistant Director (Planning, Development and Regeneration)
- Assistant Director (Performance People and Innovation) Solicitor to the Council and Monitoring Officer.

4 Senior Officer Salary Ranges

- 4.1 During 2009 and 2010, the Council undertook a Strategic Re-alignment programme, in which all senior posts (Group Manager level and above) were evaluated using the Local Government Employers (LGE) senior management evaluation scheme. This is a nationally recognised methodology, benchmarked by the LGE against other local authorities, taking into account local factors.
- 4.2 Continuing from this, the Council has developed its own job evaluation scheme. Each grade is then matched to a prescribed salary range. Each salary range has 3 incremental points. Increments are awarded annually in April, linked to the achievement of satisfactory performance. There are specific Chief Officer pay bands for the Corporate Directors and for the Chief Executive. These have 5 points within each band.
- 4.3 The senior management job evaluation scheme can only be applied to posts below group manager level in very exceptional circumstances. This is subject to the recruiting manager being able to demonstrate to the satisfaction of chief officer group (COG) that the role is comparable to that of Group Manager in terms of any specialist skills and/or leadership qualities that are required and the significant importance of the post to the Council.
- 4.4 As at 21 December 2016 the ratio between the pay of the highest paid officer and the median salary of staff is 5.6:1. This ratio is the same as the previous year.

5 Remuneration Package

- 5.1 As well as basic salary, all senior managers are entitled to specific terms of employment, as set out in the following paragraphs.

5.2 Annual Leave

- 5.3 The leave year begins on the 1st April each year and ends on the following 31st March. Annual leave entitlement varies, dependent on spinal column point (SCP), length of local government service and the number of days contracted to work each week (see Table 1 below). Chief Officer leave allowances refer to the Chief Executive and Corporate Directors.

Table 1: Annual leave entitlements

	Working 1 day per week			Working 2 days per week			Working 3 days per week			Working 4 days per week			Working 5 days per week		
	Service in Years			Service in Years			Service in Years			Service in Years			Service in Years		
Spinal Column Point	<5	5 to <10	10 & 10+	<5	5 to <10	10 & 10+	<5	5 to <10	10 & 10+	<5	5 to <10	10 & 10+	<5	5 to <10	10 & 10+
Up to 12	4.5	5.5	5.5	9	11	11	14	16	16	18.5	21.5	21.5	23	27	27
13 to 21	4.5	5.5	5.5	9	11	11	14	16	17	18.5	21.5	22.5	23	27	28
22 to 28	5	5.5	6	10	11	11.5	15	16	17.5	20	21.5	23	25	27	29
29 to 40	5	5.5	6	10.5	11	11.5	15.5	16	17.5	21	21.5	23	26	27	29
41 & above (Assistant Directors)	6	6	6.5	11.5	11.5	13	17.5	17.5	19	23	23	25.5	29	29	32
Chief Officers	6.5	6.5	7	13	13	14	19	19	21	26	26	28	34	34	37

5.4 Cars

5.5 Employees eligible under the Council's Car Leasing Scheme are:-

- (1) all employees in posts which the Council has designated as Frequent or Casual Car Users; and
- (2) all Chief Officers and all employees whose posts are Band 11 or above

5.6 The Scheme is optional for all eligible employees. Chief or Senior Officers may, as an alternative to taking a lease car, be paid a lump sum equivalent to the Council's contribution to lease costs. Employees deciding on this option are also eligible for a Council Car Loan, interest being charged at the HMRC official rates. Employees may also take a car of lesser value than the Council's contribution and receive the balance as an addition to monthly salary. See Table 2 below:

Table 2: Chief Officer and senior officer car scheme

Band point	Miles.	Car Band	Amount p.a.
34 to 46	N/A	1	£2,550
34 to 46	Over 2000 per year	2	£3,200
34 to 46	Over 4000 per year	3	£3,750
47 to 72	N/A	3	£3,750
Corporate Directors	N/A	4	£4,600
Chief Executive	N/A	5	£4,800

5.7 All lease car business mileage can be claimed at a locally agreed rate, currently 21p per mile. Employees receiving the lease lump sum allowance and use their own car are also paid 21p per mile. All business miles undertaken in a private car (for those not eligible for a lease scheme) can claim expenses at the mileage rates set by the NJC.

5.8 Sick Pay

5.9 As part of its responsibility towards its employees the Council has arrangements for ensuring that employees who are unable to work for a limited period for reasons of illness do not suffer additional hardship through loss of earnings. These payments are restricted and at the end of the defined the period the entitlement to occupational sick pay ceases. The periods of entitlement to occupational sick pay are related to length of service and apply to all employees, as shown in table 3.

Table 3: Occupational sick pay periods

Length of continuous service	Amount of sick pay
During 1 st year of service	1 month's full pay & (after completing 4 months' service) 2 months' half pay
During 2 nd year of service	2 months' full pay & 2 months' half pay
During 3 rd year of service	4 months' full pay & 4 months' half pay
During 4 th and 5 th years of service	5 months' full pay & 5 months' half pay
After 5 years' service	6 months' full pay & 6 months' half pay

6 Pensions (Local Government Pension Scheme)

- 6.1 All local government employees (including senior managers) are eligible to join the Local Government Pension Scheme (LGPS). Employee contributions are set nationally by the LGPS and are banded, according to salary level. Currently senior managers pay between 8.5% - 11.4% depending on their individual salary.
- 6.2 Employer contributions to the Local Government Pension Scheme for the Dacorum Borough Council employers fund are currently 16%.

7 Additional Payments

- 7.1 Senior managers are not entitled to claim any additional payments, such as overtime, standby or payments for working at the weekend. Senior managers attend a wide variety of evening meetings and assist with emergency phone duties on top of their normal working week. Attendance at such meetings is not compensated for and is expected as part of any senior role.
- 7.2 There is a subsistence scheme for all staff, including senior managers. The aim of the scheme is to reimburse employees fairly for travelling and subsistence necessarily incurred whilst carrying out their duties on behalf of the Council and to keep costs to the Council to a minimum.
- 7.3 All staff are entitled to make a claim for job-related subsistence if working away from the area on business. Claims for meals can only be made if staff are prevented from taking the meal at home or the workplace and this has been agreed in advance with managers. Receipts must be produced for all claims.

7.4 Job related subsistence rates (maximum payable) are:

Breakfast	£6.88
Lunch	£9.50
Tea	£3.76
Evening Meal	£11.77

8 Election Fees

- 8.1 Election fees are paid to senior officers in compensation for the additional duties required to management national and local elections and referendums.
- 8.2 The Returning Officer is designated as the Chief Executive in the Council's Constitution. The fees for all staff employed on election duties are either specified by the Electoral Commission for national elections or are decided locally by the Returning Officer for local elections. The fees for local elections are set out in a 'scale of expenses' agreed by the Council, after a comparison with other neighbouring authorities and whether the poll is being combined with another election.
- 8.3 The fee for the Returning Officer for national elections is determined by the number of the electorate in the area administered by that Returning Officer (as set out in s.29 of the Representation of the People's Act 1983 and updated by the Ministry of Justice prior to each election). These are enhanced by an amount set out in a 'scale of expenses' agreed by the Council if the poll is combined with another election.
- 8.4 **Returning Officer Fees** - Fee for the duly appointed Returning Officer in performing their duties under any enactment's relating to local government elections including all expenses: The Council's Returning Officer is the Chief Executive.
- 8.5 For every 1,000 electors in the electoral area/ward in which contested election is held – Borough Election: £47.50 and Town/Parish Election: £35.00.
- 8.6 For every 1,000 electors in each uncontested election - Borough Election: £20.00 and Town/Parish Election: £14.00
- 8.7 **Deputy Returning Officer Fees** - For each electoral area/ward in which contested election is held: Borough Election: £100, Town/Parish: £70..The Deputy Returning Officers are typically the Monitoring Officer and the Group Manager (Democratic Services).
- 8.8 For each uncontested election: Borough Election: £40, Town/Parish: £30.
- 8.9 Appendix 2 incorporates all election fees for 2017/2018

9 Recruitment of Senior Managers

- 9.1 Recruitment of senior managers is managed by the Council. Vacancies are advertised with the applicable salary range. The total package is set out in the recruitment pack. The recruitment of officers below Chief Officer level is undertaken by the Corporate Director for the relevant service area through a recruitment panel process involving other senior officers and if appropriate, specialist recruitment advisors.
- 9.2 The appointment of posts at Chief Executive and Corporate Director level are made by an Appointments Panel. This panel normally consists of Council Members, Chief Officers and Human Resources officers and is convened specifically to undertake the appointment of Chief Officers.
- 9.3 The decision on which roles attract salaries over £100,000 per annum will be initially determined by the Chief Executive, as Head of the Paid Service, and the Leader of the Council, in consultation with Human Resources. The Council's Cabinet will review the proposed salary package and make a recommendation to Full Council. Recruitment to vacancies with salary packages above £100,000 per annum will be in accordance with the Council's Recruitment and Selection Code of Practice, which requires that Cabinet Members will be included in the appointment panel.

10 Managing Pay

10.1 Starting salaries for Senior Managers

- 10.2 It is normal practice for all senior managers to be appointed at the bottom of the prescribed salary range. Exceptionally there may be instances where the Council may appoint above the bottom of the salary range where there is a clear rationale. Such cases will be considered and justified on a case by case basis. Consideration will be given to:

- Relativity of salaries of comparable roles
- Size and responsibilities of the post and duties to be undertaken.
- The wider recruitment market.

- 10.3 For employees below Chief Officer level, the decision on the salary of the post will be approved by the Corporate Director of the service (dependent on level of post) prior to an offer being made.

10.4 Pay Increases for Senior Managers

- 10.5 Pay increases that involve no changes to terms and conditions may take two forms:
- Pay scale increments awarded annually, subject to satisfactory performance
 - Pay awards relating to cost of living increases.

10.6 Increments

- 10.7 The decision on whether to award an increment is made by the direct line manager of each employee following a performance review. The Leader of the Council makes the decision on pay relating to the Chief Executive.
- 10.8 The Individual performance of senior managers is assessed via the Council's Performance and Development Appraisal Scheme, with each employee having an individual Performance Excellence Plan, setting out objectives for the coming year and expectations that are to be met with regard to the Council's High Performance Environment attitudes and behaviours. This is reviewed formally after 6 months and at the end of each year (31st March). Staff are then awarded an overall rating assessing their achievement against their objectives and the High Performance Environment standards.
- 10.9 Any adjustments to pay are awarded based on an individual's overall performance assessment. Increments are not awarded where performance is deemed not to have been satisfactory during the relevant year.
- 10.10 Where a role significantly varies within the performance year, an assessment will be undertaken using the Council's job evaluation scheme, to assess if an alteration to pay or grade is necessary. Any changes in salary for Leadership roles need approval from the Chief Executive.

10.11 Cost of living increases

- 10.12 Annual cost of living increases for all Council staff, except Chief Officers, are determined by the National Joint Council for Local Government Services. The Council awards cost of living increases in line with NJC recommendations unless there are specific reasons not to do so. Annual cost of living increases for Chief Officers are determined by the Joint National Council for Chief Officers but are subject to the same considerations. These considerations may include:
- Affordability
 - The conditions of the job market and the relative pay of employees, including Chief Officers, in comparison with other similar organisations
 - Difficulties in recruitment and retention to specific posts.

10.13 Deputising for statutory officers

- 10.14 The Chief Executive has the authority to award an additional responsibility allowance (ARA) to staff who deputise for the statutory officer roles of the Section 151 Officer and the Monitoring Officer) where the deputy role has not been included in the job description and therefore incorporated within the job evaluation. The ARA will be calculated as a percentage of the remuneration of the relevant statutory officer and will reflect the amount of time the deputising staff undertake those additional statutory responsibilities. . Typically, an ARA will be no more than £5,000 per annum.

11 Payments on Termination of Employment for Senior Managers

11.1 Redundancy and Severance Payments

- 11.2 An employee whose contract of employment is terminated due to redundancy will be eligible for a redundancy payment. Payments are made based on the length of service and the calculation of 2.2 weeks per year of service, and based on an employee's contractual weekly pay. Employees aged over 55 who are made redundant will be able to draw their pension to the date of their retirement. Employees aged under 55 will receive a redundancy payment and have their pension benefits deferred until they reach retirement age.
- 11.3 An employee whose contract of employment is terminated for any reason and there is justification for a severance payment, such payment will be subject to approval by the relevant Corporate Director and Chief Executive taking advice from the Monitoring Officer, Human Resources and Section 151 Officer.
- 11.4 An employee who is made redundant or paid a severance payment must have a break of at least one month and one day to break their continuous service with the Authority before they can be re-employed by the Council in a different position.
- 11.5 Any proposed payment(s) as part of a severance package that results in the severance package being of a value of £100,000 or more in total, will be reviewed by the Chief Executive and the Leader of the Council in consultation with Human Resources and Legal Services and make a recommendation to Cabinet. The Cabinet will review the award and make recommendation to Full Council.
- 11.6 Paragraph 11.5 is likely to be amended during the summer of 2017/18, as the Government is proposing to introduce legislation which will impose a cap on 'exit payments' which can be made to public sector employees who leave voluntarily.

12.0 Local Government Pension Scheme

- 12.1 Employees are eligible to be members of the Local Government Pension Scheme. The core pension benefits of these schemes are determined by statutory regulations.

13 Lowest paid employees

- 13.1 The Council's definition of lowest paid employees for the purposes of this policy is: employees paid on spinal column point 5 of the local pay scale. The scale is based on nationally-approved scales but has been adjusted to meet local requirements, for which point 5 represents the bottom of pay band 1. As at 1 April 2017, this equates to £14,113 per annum for a full time employee, plus £840 per annum London Fringe Weighting. The Council applies the living wage entitlement to posts under the living wage threshold. This is reviewed by Cabinet on a yearly basis.

14 Pay Transparency

14.1 Organisation chart

In accordance with the Local Government Transparency Code 2014, the Council must publish an organisation chart covering the top three management tiers of the organisation and showing the following items of information for each member of staff included in the chart:

- Grade
- Job title
- Department and team
- Permanent or temporary
- Work contact details
- Salary in £5,000 brackets (see the senior salaries requirements below)
- Maximum salary for the grade.

14.2 Senior Salaries

In addition to the organisation chart, under the Accounts and Audit (England) Regulations 2011 and the Local Transparency Code 2014, the Council is required to publish:

- the number of employees whose remuneration in that year was at least £50,000, and
- details of remuneration and job title of certain senior employees whose salary is at least £50,000 together with a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff they are responsible for) and details of any bonuses and 'benefits in kind'.

14.3 The information referred to in paragraph 14.1 and 14.2 is not required to be contained in the Pay Policy Statement but must be placed on the Council's website.

On 1 April 2017, this information will be located on Dacorum Borough Council's website, under the open data section.

Pay Scales (April 2017)

	SCP	Salary (Excluding London Fringe Weighting) £	SCP	Monthly Salary (Including London Fringe Weighting) £	SCP	Hourly Rate (Excluding London Fringe Weighting) £
Band 1	05	14,113	05	1,246.08	05	7.32
	06	14,279	06	1,259.92	06	7.40
Band 2	07	14,307	07	1,262.25	07	7.42
	08	14,821	08	1,305.08	08	7.68
	09	15,235	09	1,339.58	09	7.90
Band 3	10	15,525	10	1,363.75	10	8.05
	11	16,075	11	1,409.58	11	8.33
	12	16,391	12	1,435.92	12	8.50
Band 4	13	16,808	13	1,470.67	13	8.71
	14	17,104	14	1,495.33	14	8.87
	15	17,449	15	1,524.08	15	9.04
Band 5	16	17,851	16	1,557.58	16	9.25
	17	18,283	17	1,593.58	17	9.48
	18	18,680	18	1,626.67	18	9.68
Band 6	19	19,376	19	1,684.67	19	10.04
	20	20,055	20	1,741.25	20	10.40
	21	20,752	21	1,799.33	21	10.76
Band 7	22	21,281	22	1,843.42	22	11.03
	23	21,894	23	1,894.50	23	11.35
	24	22,344	24	1,932.00	24	11.58
Band 8	25	22,772	25	1,967.67	25	11.80
	26	23,508	26	2,029.00	26	12.18
	27	24,293	27	2,094.42	27	12.59
Band 9	28	25,084	28	2,160.33	28	13.00
	29	27,362	29	2,350.17	29	14.18
	30	28,279	30	2,426.58	30	14.66
Band 10	31	29,166	31	2,500.50	31	15.12
	32	30,025	32	2,572.08	32	15.56
	33	30,910	33	2,645.83	33	16.02
Band 11	34	31,786	34	2,718.83	34	16.48
	35	33,349	35	2,849.08	35	17.29
	36	34,227	36	2,922.25	36	17.74
Band 12	37	35,190	37	3,002.50	37	18.24
	38	36,223	38	3,088.58	38	18.78
	39	37,401	39	3,186.75	39	19.39
Band 13	40	38,390	40	3,269.17	40	19.90
	41	40,102	41	3,411.83	41	20.79

	42	41,129	42	3,497.42	42	21.32
Band 14	43	42,142	43	3,581.83	43	21.84
	44	43,175	44	3,667.92	44	22.38
	45	44,155	45	3,749.58	45	22.89
Band 15	46	45,233	46	3,839.42	46	23.45
	47	46,265	47	3,925.42	47	23.98
	48	48,116	48	4,079.67	48	24.94
Band 16	49	49,141	49	4,165.08	49	25.47
	50	50,170	50	4,250.83	50	26.00
	51	51,196	51	4,336.33	51	26.54
Band 17	52	52,241	52	4,423.42	52	27.08
	53	53,262	53	4,508.50	53	27.61
	54	54,293	54	4,594.42	54	28.14
Band 18	55	55,324	55	4,680.33	55	28.68
	56	56,357	56	4,766.42	56	29.21
	57	57,432	57	4,856.00	57	29.77
Band 19	58	58,504	58	4,945.33	58	30.32
	59	59,571	59	5,034.25	59	30.88
	60	60,638	60	5,123.17	60	31.43
Band 20	61	61,709	61	5,212.42	61	31.99
	62	62,786	62	5,302.17	62	32.54
	63	63,857	63	5,391.42	63	33.10
Band 21	64	65,134	64	5,497.83	64	33.76
	65	66,438	65	5,606.50	65	34.44
	66	67,765	66	5,717.08	66	35.12
Band 22	67	69,120	67	5,830.00	67	35.83
	68	70,504	68	5,945.33	68	36.54
	69	71,913	69	6,062.75	69	37.27
Band 23	70	73,353	70	6,182.75	70	38.02
	71	74,819	71	6,304.92	71	38.78
	72	76,316	72	6,429.67	72	39.56

LFW (London Fringe Weighting) = £840 per annum

Dacorum Borough Council's Minimum Wage, excluding London Fringe Weighting, is £7.32 per hour.

Dacorum Borough Council's Minimum Wage, including London Fringe Weighting, is £7.75 per hour.

Corporate Directors Pay bands:

Band point 83 - £91,936 per annum

Band point 84 - £93,555 per annum

Band point 85 - £95,175 per annum

Band point 86 - £96,800 per annum

Band point 87 - £98,423 per annum

Chief Executive Pay bands:

Band point 88 - £124,060 per annum

Band point 89 - £126,181 per annum

Band point 90 - £128,302 per annum

Band point 91 - £130,423 per annum

Band point 92 - £132,544 per annum

Appendix 2

Scale of fees and expenses at Elections of Borough and Town/Parish Councillors from 1 January 2017-

PART 1 - EXPENDITURE

- 1 The costs actually and necessarily incurred in respect of the following,
 - (a) For the provision of any accommodation for the purpose of the election, including heating, lighting and cleaning and compensation for damage to any such accommodation.
 - (b) For adapting and fitting up any accommodation for the purpose of the election and restoring to for its normal use, including the provision of voting compartments and any necessary furniture.
 - (c) For providing ballot boxes, including repairs.
 - (d) For the conveyance of ballot boxes and ballot papers
 - (f) For copies of the Register of Electors.
 - (g) For printing and providing ballot papers.
 - (h) For printing and providing postal vote packs
 - (i) For printing and providing official poll cards.
 - (j) For printing and providing notices, training materials and other documents required in or about the election or poll and for publishing the same.
 - (k) For general stationery, postage, telephone calls and miscellaneous matters.
 - (l) For promoting election, delivering communication strategy and encouraging voter registration

2	For each Presiding Officer at a polling station, to include all expenses, authorised by this scale.	£220.00
	Additional sum to be paid to the Presiding Officer at each polling station where the elections are for a combined election.	25.00
3	For one Poll Clerk (or additional one where the number of electors exceeds 1,000) at a polling station,	£135.00
4	For the delivery of every 100 poll cards (Where Royal Mail or another carrier is not used)	£22.00
5	For persons employed in connection with the receipt and counting of postal ballot papers, at each election)	£15.00 per half-day session
6	For the remuneration of persons employed in connection with the verification/counting of votes (including any recounts) at Borough and Town/Parish elections:	

		<u>Verification /Counting Assistant</u>	<u>Supervisor</u>
(1)	Up to 4 hours	£60.00	£80.00
(2)	Additional fee if anticipated hours exceeded	TBA	TBA

**Senior
Verification/Count
Supervisor**

£140.00

Verification/Count
Supervisor

£115.00

Polling Station
Inspector

£100.00

Porter /
Security

£90.00

Training
Facilitator

£25 per session

Press Officer

£40.00

PART 2 - RETURNING OFFICERS FEES

for services and other expenses

Fee for the duly appointed Returning Officer in performing their duties under any enactment's relating to local government elections including all expenses other than those for which specific provision is made elsewhere in this scale:

		<u>Borough Election</u>	<u>Town/Parish Election</u>
7	For every 1,000 electors in the electoral area/ward in which contested election is held.	£47.50	£35.00
	For every 1,000 electors in each uncontested election	£20.00	£14.00

PART 3 DEPUTY RETURNING OFFICERS FEES

for services and other expenses

Fee for duly appointed Deputy Returning Officer in performing such duties as may be required by the Returning Officer under any enactment's relating to local government elections including all expenses other than those for which specific provision is made elsewhere in this scale:

		<u>Borough Election</u>	<u>Town/Parish Election</u>
8.	For each electoral area/ward in which contested election is held.	£100.00	£70.00
	For each uncontested election	£40.00	£30.00

NOTES

1. The fees and expenses set out in the Schedule come into effect on 1 January 2017.
2. The fees shown are the gross amounts and are with certain exceptions subject to the standard rate of tax.
3. These fees are for the 'local' element of any election and will be adjusted in the case of National or Regional (or combined) Polls in line with the guidance issued by the organising body.

January 2017



Report for:	Cabinet
Date of meeting:	24 January 2017
Part:	1
If Part II, reason:	

Title of report:	Corporate Peer Challenge – Feedback Report
Contact:	<p>CLlr Andrew Williams, Leader of the Council</p> <p>Author/Responsible Officers;</p> <ul style="list-style-type: none"> • Sally Marshall, Chief Executive • Robert Smyth, Assistant Director (Performance, People & Innovation)
Purpose of report:	For Cabinet to approve the publication of the Local Government Association Corporate Peer Challenge report for the Council.
Recommendations	<ol style="list-style-type: none"> 1. Cabinet note the contents of the Corporate Peer Challenge Feedback Report 2. Cabinet approve the publication of the Local Government Association Corporate Peer Challenge report for the Council.
Corporate Objectives:	<p>The Corporate Peer Challenge is an opportunity for the Council to reflect on the services it delivers, how it works and the relationship it has with Members, residents and its wider stakeholder base.</p> <p>Therefore, the findings and recommendations from the report will support the Council to better deliver all of its corporate objectives.</p>
Implications:	<p><u>Financial</u></p> <p>There are no direct financial implications. However, this report has identified a number of recommendations that can support</p>

Value For Money Implications'	<p>the Council to deliver its financial objectives.</p> <p><u>Operational</u></p> <p>The recommendations would ensure that the Council is delivering high quality operational services.</p> <p><u>Value for Money</u></p> <p>This report would support the Council to deliver value for money across all its services.</p>
Risk Implications	There are no risks associated with this report.
Community Impact	The Community Impact of specific actions arising as a result of the Peer Challenge will be individually assessed as plans are developed.
Health And Safety Implications	None
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>The Peer Challenge feedback did not identify any areas of concern from a Monitoring Officer perspective. It did, however, highlight areas for continued development which will need to be progressed as identified in the report.</p> <p>Deputy S.151 Officer</p> <p>There are no direct financial implications of this decision and the report highlights the good financial management arrangements and leadership in place.</p> <p>Any proposals put forward to address the recommendations will need to be either met from within existing approved budgets or will require growth bids for inclusion in the usual budget setting process.</p>
Consultees:	Corporate Management Team Sally Marshall
Background papers:	Corporate Peer Challenge – Feedback Report
Glossary of acronyms and any other abbreviations used in this report:	

1. Introduction

- 1.1 The Corporate Peer Challenge (CPC) is a core element of the Local Government Associations sector-led improvement offer to local authorities.
- 1.2 This process involves a small team of local government peers spending time at a council to understand the issues, provide challenge and share learning and ideas.
- 1.3 In June 2016 the Council received its own CPC and the following report provides details of its findings along with suggested next steps and a recommendation to publish the report externally.

2. Methodology

Peer Team

- 2.1 Peer challenges are delivered by an experienced mix of elected member and officer peers. The peers who delivered the review at Dacorum were:
 - 2.1.1 Alan Goodrum, Former Chief Executive of Chiltern and South Bucks Councils, LGA Associate
 - 2.1.2 Councillor Chris Millar, Leader of Daventry DC
 - 2.1.3 Dave Barnes, Strategic Director, Christchurch & East Dorset Councils
 - 2.1.4 Sophie Lloyd, Project Support Officer, Milton Keynes Council
 - 2.1.5 Ami Beeton, Programme Manager, LGA

Scope and Focus

- 2.2 The Peer Team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover.
 - 2.2.1 Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
 - 2.2.2 Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
 - 2.2.3 Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
 - 2.2.4 Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
 - 2.2.5 Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?
- 2.3 In addition to these questions, the Peer Team gave special consideration to the issue of *economic growth and regeneration*.

Approach

- 2.4 In order to conduct the review, the Peer Team conducted a detailed desktop review of the Councils key documents. They also gathered information and views from more than 35 meetings, visits to key sites in the area and additional research and reading.
- 2.5 In terms of consultation the Peer Team spoke to more than 66 people including Members, a range of council staff, Parish councillors and key partners and stakeholders.

3. Feedback – Headline Summary & Recommendations

Headline Summary

- 3.1 The Peer Challenge Team reported that Dacorum Borough Council (DBC) is a well-run council with stable leadership both politically and managerially. The peer challenge team were impressed with the good skills base that the council had within its staff and members. It was very clear from spending time with officers that the council is seen as a great place to work.
- 3.2 The council has benefited from good financial management and is currently in a more fortunate position than many other councils, and they acknowledged this was partly attributable to the strength of the council tax base.
- 3.3 This means that the general fund is in a robust position, however, they felt that a consequence of this is the lack of a burning platform which could result in less impetus for fast paced change.
- 3.4 DBC have a clear and robust project management methodology that has been a key element in their success in delivering key commitments.
- 3.5 This is not only seen in the success of the revamped town centre and re-opening of the Water Gardens but through the brave decisions that the Council made to invest financially in a period of austerity. This has paid off and brought key partners and stakeholders along with them.
- 3.6 The Peer Challenge Team also felt as the financial resources available for the Council for direct investment in regeneration diminish, there will be a need for it to further enhance and focus on its enabling and influencing role. The next step for the Council is therefore to build on its successful local partnerships and increase its influence at a sub-regional level.
- 3.7 It is important that there is a greater focus across all services on using evidence and data to set priorities, resource teams and deliver key services.
- 3.8 The move to a new building shared with partners is an exciting step for the council and staff are clearly on board with the changes that lie ahead. However, the pace of change could be increased, supported by clearer and visible messages which are being developed by senior members and officers.

Recommendations

- 3.9 Provide pace and clarity to the change management approach with consistent and simple messaging.
- 3.10 Develop a constructive challenge culture at member and officer level
- 3.11 Enhance the council's leadership profile at a sub-regional level to meet the challenges ahead
- 3.12 Progress the sustainable growth agenda with an enabling focus (see the 10-point plan)
- 3.13 Sharpen the focus of priority setting
- 3.14 Continue to be BOLD

4. Next Steps

- 4.1 The LGA peer challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and the progress it has made against the areas of improvement and development identified by the peer team.
- 4.2 It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The expectation is that it will occur within the next 12-24 months.

5. Recommendation for Cabinet

- 5.1 Recommendation 1 - Cabinet note the contents of the Corporate Peer Challenge Feedback Report
- 5.2 Recommendation 2 – Cabinet approve the publication of the Local Government Association Corporate Peer Challenge report for the Council.

Corporate Peer Challenge **Dacorum Borough Council**

28th June – 1st July 2016

Feedback Report

1. Executive Summary

Dacorum Borough Council (DBC) is a well-run council with stable leadership both politically and managerially. The peer challenge team were impressed with the good skills base that the council had within its staff and members. It was very clear from spending time with officers that the council is seen as a great place to work.

The council has benefited from good financial management and is currently in a more fortunate position than many other councils, some of which is also due to having a good council tax base. This means that the general fund is in a robust position, however, one consequence of this is the lack of a burning platform and the impetus for fast paced change.

The council is well regarded externally by partners and stakeholders and it was clear to the peer team that the council has developed valuable relationships locally. Particular references were made to the chief executive and leader in regards to their commitment to the borough and their approach to joint working and success in working with partners.

DBC have a clear and robust project management methodology that has been a key element in their success in delivering key commitments. One example of this can be seen in the success of the regeneration programme which has focused on Hemel Hempstead. This is not only seen in the success of the revamped town centre and re-opening of the Water Gardens but through the brave decisions that the Council made to invest financially in a period of austerity. This has paid off and brought key partners and stakeholders along with them.

However, as the financial resources available for DBC to invest directly in regeneration diminish, there will be a need for it to further enhance and focus on its enabling and influencing role. The £5m for West Herts College, the Enterprise Zone and partnership with C&R on the BID are positive examples of this.

The next step for DBC therefore is to build on the success of local partnerships and increase its influence at a sub-regional level. This is going to be fundamental for the success of the joint enterprise zone and for dealing with the increasing housing pressures that the country is facing.

It is clear that DBC have resourced their key priority of regeneration well; however, it is important that there is a greater focus across all services on using evidence and data to set priorities, resource teams and deliver key services. This is especially important to ensure limited financial resources are used wisely. A strengthened organisation vision will support this process.

The move to a new building shared with partners is an exciting step for the council and staff are clearly on board with the changes that lie ahead. The pace of change could be increased across the council, supported by clearer and visible messages from the leadership team which are being developed by senior members and officers through the top team development programme.

This would create a bigger momentum for the council to deliver services but also create a more exciting, open and innovative culture amongst staff.

2. Key recommendations

1. Provide pace and clarity to the change management approach with consistent and simple messaging.
2. Develop a constructive challenge culture at member and officer level
3. Enhance the council's leadership profile at a sub regional level to meet the challenges ahead
4. Progress the sustainable growth agenda with an enabling focus (see the 10 point plan)
5. Sharpen the focus of priority setting
6. Continue to be BOLD

3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Dacorum Borough Council were:

- Alan Goodrum, Former Chief Executive of Chiltern and South Bucks Councils, LGA Associate
- Councillor Chris Millar, Leader of Daventry DC
- Dave Barnes, Strategic Director, Christchurch & East Dorset Councils
- Sophie Lloyd, project Support Officer, Milton Keynes Council
- Ami Beeton, Programme Manager, LGA

Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, you asked the peer team to consider the next steps for the council regarding Economic Growth and Regeneration.

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement-focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at DBC, during which they:

- Spoke to more than 66 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 35 meetings, visits to key sites in the area and additional research and reading.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (28th June -1st July 2016). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

4. Feedback

4.1 Understanding of the local place and priority setting

Dacorum is made up of the new town of Hemel Hempstead which is the urban centre of the borough and two smaller market towns, Berkhamsted and Tring as well as a number of villages. It is apparent that DBC is very self-aware of its area and the needs of residents. This understanding runs through the organisation from the top to those on the front line. Maintaining this understanding and balance is essential for the future of the borough and the council has managed well to date to protect and manage the interests and needs of the different areas and the borough as a whole.

There is evidence of good political engagement with the community and tenants. Members from the administration engage with the community through regular door knocking exercises to ensure that residents are aware of what is going on with the council and its services, it is important to note that this continues outside of election campaigning.

From talking to staff and partners it was clear that the council understood the ethos and legacy of a substantial part of the Borough being a 'New Town' and this was demonstrated through the council's approach but in particular to the delivery of housing and regeneration.

The council's corporate plan and priorities are generally sound but further work needs to be carried out to deliver future successes. The council needs to ensure that a more integrated evidence base is in place to support and inform both the setting of priorities and the delivery of services. At the moment the council struggles to say no and delivers a wide range of services but future funding challenges will force the council to act differently and using evidence to set priorities and deliver services will help the council to deliver the most needed services.

Whilst engagement with residents and the community is undertaken on a service by service basis, the questions and information gathered is limited from a corporate perspective and lacks structure. The current resident's survey does not provide this information though it may be captured at a service level for some areas of the council it is not comprehensive enough to inform priority setting. By taking a more structured and corporate approach the information could be used as a basis for evidence based priority setting. This could also include the work on your CRM solution which will help deliver more customer intelligence and data. This would then provide DBC with a fuller picture of residents' wants and needs and make clearer links through to and support the council's decision making process.

This should be followed through to the performance management process where a sharper profile of indicators, targets and objectives would support the headlines in

the corporate plan and provide an opportunity to revise and refine the KPIs- keeping the process of collection and monitoring as simple as possible.

One of DBC's strengths is the high regard to which it is held by partners and it is important to retain the capacity to do this in the future particularly as it will have less financial muscle.

4.2 Leadership of Place

DBC has adopted a supportive style of community leadership. Both the leader and the chief executive are well known with partners and are described as passionate and pragmatic about the place. DBC has very good relationships with partner organisations and stakeholders e.g. CCG, MPs, Housing Associations, West Herts College and businesses large and small. This was evident in not just partners' views but also in what the council has delivered in partnership e.g. the new West Herts College Campus that will have a focus on engineering which is a current skills gap for the borough.

Another example is the regeneration programme that has been delivered in the borough. Whilst this has been a partnership initiative, the council has shown great community leadership by taking a brave decision to invest its own resources at a time of austerity so that the regeneration programme could still be delivered. The result of this can be seen in the town centre, the business park, the leisure park, the college and the water gardens. It is important for the council to recognise its reputation as a reliable partner with a good track record of delivery but have the self-awareness to successfully manage expectations in the future.

The council is now looking at the next phase of its regeneration and economic development plan. One key step for the council is to actively manage partner expectations on what the council can deliver and offer in terms of support going forward. As mentioned above DBC have invested financially in the regeneration programme but future investment will be focussed around enabling and facilitation. Whilst there has been greater attention on Hemel Hempstead town centre the council needs to demonstrate that it considers the investment needs and opportunities in other areas of the borough in its decision making.

A further challenge for DBC is how they use their skills to influence key policy issues in a wider sub-regional setting. There are some important decisions that will need to be taken in the forthcoming local plan review and the joint enterprise zone. To help achieve the right outcomes for Dacorum, the leader and the chief executive will need to build on their existing profile and engage more with the LEP and other sub regional partners. This will help them access the right support and resources for the borough and put them in a stronger position to negotiate.

There is an appetite from backbenchers for greater community engagement and involvement in the policy process. This represents both a challenge and an opportunity in ensuring that engagement tackles some of the difficult issues as well as representing community needs and wants.

4.3 Organisational leadership and governance

The peer team found an open and consultative senior officer and member culture at DBC which is supported by a positive working relationship across the organisation. It is clear from meetings with officers that many people liked working for the council. The peer team found a good customer service ethos throughout the organisation with a real awareness of the regeneration programme and the positive impact that it was having on residents. The customer services team, in particular, is developing improved levels of service following the externalisation of the service.

There is evidence of silo working in some areas of the organisation which needs to be tackled and broken down to improve corporate working. Some work has been carried out in preparation for the move to the new building which will help in this respect. Staff are currently based in one building, apart from the depot, and a hot desking policy is in place. In the new building there will only be 67% of desk space available and it will be open plan thus helping to break down the physical silos currently in place. This is welcomed and will help to increase cross organisational working, and allow corporate work and performance management to become more streamlined and connected.

Whilst this is a good start the peer team feel that the pace of change needs to be quicker with clearer with more visible leadership to achieve the culture that the council is aiming for. Staff clearly understand the need for change and support this but would like the senior team to be more visible and engage with them on a more regular basis. If the visibility was increased alongside the pace of change then there would be even greater support for the agenda and it could create opportunities that may otherwise be missed.

There is a great deal of initiative and enthusiasm amongst the officers at DBC which needs to be utilised to make the most of the potential and talent that the council has. Whilst staff feel that they have the freedom to provide ideas and suggestions they don't always know how and where to feed them into. DBC could consider ideas and initiatives to help drive that sense of self-improvement and change, including an internal "Dacorum Den" process similar to their offer externally for businesses. This would help build a culture of constructive challenge within the organisation and allow for further innovation.

Backbenchers from all parties' respect Cabinet members and officers at all levels. There is a feeling of frustration from some members in regards to their role at the council with many members wanting to have more of an active input. The council has a member development champion and a monthly training session which is well attended. This shows the commitment and willingness the council has from its members. To get the best from this willingness the council needs to review the member induction and training programme that is currently in place and ensure that the opportunities it is offering match the needs and wants of the councillors.

Backbenchers would like a genuine chance to contribute and make constructive challenge to policy decisions through the Scrutiny process. We recommend that the current Scrutiny process is looked at to assess how to get the most value from it and also recognise the current input from Scrutiny members into changes in policy decisions. By having more Scrutiny task and finish panels members will be able to contribute more to this process and provide greater ownership which would help with the perception held by some members that the forward plan process is officer led. This is something that the Centre for Public Scrutiny would be able to help with.

4.4 Financial planning and viability

DBC has a good track record of achieving and exceeding savings targets although this will now get harder as the easy wins have been made and decisions may get increasingly difficult in the future. The council has been improving its approach to identifying savings and efficiencies with new ways of working. We found evidence of a specialist improvement and innovation team and council-wide change programmes on digital (Digital Dacorum) and the promotion of evidence based decision making and service improvement (Knowing What Works) which included five activities: research, nudge workshops, process redesign, service redesign and innovation workshops. Because of the medium term nature of the financial challenges and lack of a burning platform it was not always immediately clear how these fed into savings targets.

Given the scale of change likely over the next few years and the need to capture the savings and improved working opportunities associated with the new building the very useful work being undertaken could usefully be developed into an overall transformation strategy and programme linking in with the MTFs and organisation development programme.

The housing revenue account has been a key council priority over the past few years and the council and has been resilient despite government changes. This has created opportunities for new development as well as improvements to the existing stock. The peer team had some concerns over the Housing Revenue Account business plan, but we understand that a process to revise it is planned once full details of the regulations are published. It is also worth noting that DBC has already factored in the rent reduction and issues like pay to stay will not impact on the plan.

There is overall no urgent need for action to address any budget problems due to the stable financial position of the medium term financial strategy and the council is therefore in a good position to meet further financial challenges. It does however need to ensure that the approach to delivering more efficiencies employs both evidenced based decision making approaches, greater use of lean systems thinking, and an exploration of further partnership opportunities.

The employment of a dedicated improvement and innovation team and its focus on these issues, alongside the other change programmes (knowing what works and digital decorum) will really help as would a clearer approach to transformation to bring everything together.

The proposed development company provides an opportunity to use some financial resources more effectively. The council needs to ensure that it has in place the necessary skills and resources, and the right approach to managing risk in order to ensure that this venture will be successful.

Another point for the council to consider is that infrastructure and regeneration will be increasingly dependent on others as capital funding diminishes. This is not in the councils control but they do need to give some thought to how they can influence their position e.g. making bids for funding through DCLG and BIS. This links into the councils move more towards an enabling role rather than direct delivery.

4.5 Capacity to deliver

Staff are enthusiastic about the change that they are going through and the future challenges. There are good practice examples in improvement and innovation throughout the council e.g. a real understanding of what works well for them and an innovation lab that is looking at new ways of working.

This approach is making progress across the organisation and a number of improvements have already been made, for example in re-writing council tax letters or re-designing housing policies. However, it's important to continue momentum now and not that the 'change will happen when we move into the new building'. The challenge for DBC here is to ensure that the improvement and innovation mechanisms function effectively to make the best use of existing talent and resources.

The council is embracing the digital agenda with a new vision and strategy, creating an online experience which is engaging, responds to the needs of the individual and is creating new ways to interact with services. This 'Digital First' strategy comprises 10 projects and the programme is performance managed on a monthly basis. The key consideration for the future is linking this with opportunities for improved customer contact and more generally transformation.

The council has a pragmatic approach to delivering services through a mixed economy which is based on the understanding of knowing what works well for them, an example of which is their contract with Northgate around customer services. By taking a mixed economy approach the council has been able to maximise its capacity to deliver services to the community. A challenge for DBC going forward is to consider whether they are making the best use of established partnerships and outsourcing and whether existing partnerships will be needed to deliver key services in the future or whether new partnerships need to be forged.

Retaining the housing stock has provided DBC with more capacity for neighbourhood engagement and this was shown through the tenants who were positive about the service that they received from the council.

In discussions with staff it was clear that annual appraisals were carried out and staff development was encouraged but the peer team felt that a stronger focus on OD was needed for the future challenges the council was to face. It is important that a people management strategy be developed as a matter of urgency to look at the skills development and behaviours that are needed for DBC to face the challenges ahead and develop more of an enabling focus. If this is not done, then DBC may struggle to make the most of the move to the Forum and develop services efficiently. Clear succession planning will also need to be in place.

As mentioned previously the new building will bring staff together in an open plan environment with hot desking. This is an opportunity for improved efficiency and

productivity within the council. To maximise the benefit of the move to the new building the council needs to look at how much emphasis is placed in the softer and more cultural aspects of the new building project. The Forum Cultural Board can help with this and its three programmes of working are helping address issues of culture, the transition to the Forum and the logistics of the move. Whilst work has been carried out with staff around hot-desking and car parking there were still some reservations from staff concerned that the move could maintain rather than break down the current silo working.

One of the recommendations for the council is to review its strategic risk register to make sure that the correct strategic risks are identified and mitigated. The peer team identified that some of the risks on the register were operational. This includes internal risks such as the change management process and some of the emerging external risks such as those associated with the review of the local plan, Housing Investment plan delivery etc.

DBC is looking at setting up a development company which is an exciting venture and part of their forward looking vision. There are certain risks around commercialisation that need to be considered and the council needs to review whether they have the right skills in house or if they need to buy in some resources for this proposal to work. Alongside this there is pressure on some specialist roles e.g. environmental health, planning and building control. This is an issue facing many councils but still needs to be addressed locally.

Efficiency savings have not affected service delivery and DBC has not had to make too many difficult decisions as a result which suggests that more efficiencies and savings can be found. Currently there is evidence of duplication across the organisation e.g. in procurement and a more corporate approach would increase efficiency and protect key front line services when future funding cuts are faced. Further savings and capacity could be generated from evidenced based priority setting. The ability to deliver place making initiatives will also be under pressure from the general fund e.g. Berkhamsted multi-storey car park, swimming pool etc reinforcing the need for greater prioritisation.

4.6 Supporting the Local Economy

Dacorum Borough Council have led and delivered a flagship town centre regeneration programme and this is something that they should be proud of. They have worked hard to ensure that they have had good relationships with partners and have received positive feedback. The peer team felt that DBC punched above its weight in regards to its regeneration work and this should be recognised internally and externally. They have had a sustained period of success of project and service delivery as demonstrated with the town centre regeneration and economic development project.

The council has clear evidence of working with the business sector on some innovative projects. The Business ambassador's scheme is one example. This has been set up and supported by the council to promote Dacorum as a place for business and leisure. Whilst this has only been running for less than a year its membership from the business community demonstrates the council's commitment to place and partners. The view of businesses mirrored this commitment and they stated how pleased they were to be working with an open and receptive council. The Council should aim to build on this momentum and ensure the future of the scheme past the funding it has provided this far.

There are several more examples of how DBC supports the local economy including but not limited to;

Dacorum's Den which is an initiative run by the council to support smaller and growing business within the borough.

The incubation unit on the business park which was set up by the council to support start-up businesses. Whilst this is not new for councils it is important to recognise that Dacorum is a district council delivering this function without any European funding.

Conversations with the council suggest that there is a real understanding within the organisation for the need to invest in the capacity, skills and resourcing needed to deliver growth going forward. The council is looking to place more emphasis on an enabling role in the delivery of further regeneration / economic growth work. To ensure that this transition is successful DBC needs to consider how it manages existing and future partners' expectations who are used to the council taking the lead in financial investment.

The success of the regeneration programme is evident in Dacorum however the peer team felt that it is beneficial for the council to give further consideration to what, if anything can be done to manage some of the potential challenges posed by increased economic growth in the area.

- Infrastructure
- Skills
- Land for employment
- Land for housing

The peer team does recognise that development and planning has seen a shift away from direct government funding for infrastructure and a dilution of what is an 'acceptable burden' on developers to pay (i.e. CIL will meet around 15% of infrastructure needs).

Businesses in particular stressed the need for improved transport infrastructure to improve the developments taking place at a number of key locations, including significantly, the Maylands business park. This is where the new focus on enabling and working with others becomes more significant as items such as transport infrastructure are not delivered directly by District Councils.

Given the needs of the 'New Town' status there is perhaps greater awareness of the need for jobs, economic growth and housing than many other areas. Where the virtuous circle breaks down is if there is a need or indeed perceived imposition of substantial housing numbers without the associated infrastructure or benefits to the existing community, for example the skills to gain better jobs or means to access the new housing. The Council will have a crucial role in maintaining this balance and members and officers talked about this balance as one of the most difficult of the forthcoming challenges

Dacorum Borough Council might wish to consider the following 10-point plan to help with the next stage in supporting the local economy. The suggestions below will help the council develop an enabling approach and be a catalyst for change.

Create a 10-point plan for enabling – driving the next stage forward.

1. Keep thinking BIG and lead the conversation
 - It will be important to have a compelling vision for the future economic growth of the area and ensure that key stakeholders and residents sign up to it
2. Make better use of existing networks to influence positively e.g. the LEP, MP's
 - Prepare business cases for funding of future schemes. LEP and other funding sources often require “ready to start” schemes so prepare in advance e.g. Link from the Railway Station to the Town in Hemel?
3. Develop new ED Strategy with Business Community – “You said, we did “
 - Where direct funding is limited working with the business community to identify and deliver needs can deliver more “buy in “
4. Develop stronger relationships with BIS / UKTI e.g.
 - BIS and UKTI have links in to Government Ministers and funding initiatives; these relationships need to be nurtured over time
5. Focus on key employment sectors (e.g., Engineering, Digital)
The Council is not able to deal with every issue and every sector when funding is limited. Think about those sectors which add most value to the socio-economic sustainability of the area
6. Re launch Business Improvement District initiatives
In addition to the Town Centre try again with Maylands and consider other key locations
7. Don't forget your small and micro businesses
Small businesses form the majority of business activity and small scale interventions helps to boost business confidence and the Council's reputation (Regular topic based Business Breakfast events and “Jellies” are popular)
8. Force the pace on the Enterprise Zone
In other parts of the country Enterprise Zones have not been successful and the new joint EZ will have issues to overcome. Leadership at a senior level is important
9. Integrate thinking between the Growth theme and other Corporate Plan priorities
What are the issues in Housing and Environment which the ED strategy can help to address? This might help focus actions and produce more evidenced based initiatives
10. A Council led Senior Business Leader Forum?
The Ambassadors is a great initiative but if it becomes fully business financed and led the Council may lose influence and its key leadership role. Consider setting up a Council led forum with senior businesses.

5. Next steps

Immediate next steps

We appreciate you will want to reflect on these findings and suggestions with your senior managerial and political leadership in order to determine how the Council wishes to take things forward.

As part of the process of opening up the Council we feel it is important to share the document widely within the council amongst members and officers and with partners.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Gary Hughes and Rachel Litherland are the Principal Advisers for the East of England and are the main contact between your authority and the Local Government Association (LGA). Their contact details are: Tel 0771941337 and Email gary.hughes@local.gov.uk Tel 07795076834 and email rachel.litherland@local.gov.uk

In the meantime, we are keen to continue the relationship we have formed with you and colleagues through the peer challenge. We will endeavour to provide additional information and signposting about the issues we have raised in this report to help inform your ongoing consideration.

Follow up visit

The LGA peer challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 12-24 months.

Agenda Item 11

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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