



Dacorum Development Programme



2011 - 2015

Version 2 January 2012

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Section 1

Introduction and purpose of this document

The Council has put regeneration and the delivery of more affordable housing at the heart of its corporate objectives. Building on some excellent work, together with partners, through Hemel 2020, Maylands and Two Waters the commitment is to move to a sustained period of delivery. Taking advantage of the opportunities arising from the government's commitment to localism and using the Council's own resources (land and other assets, selective investment, statutory powers but largely through partnership with the private and third sectors) the period 2011-15 should see delivery on the ground – practical progress against our key objectives.

To focus this delivery, and to ensure that it is carefully planned, this document – **the Dacorum Development Programme 2011-15** – brings together all our existing programmes and actions. Replacing, and subsuming, previous plans it will take a comprehensive, Borough-wide, approach to regeneration and delivery setting out timing, responsibility, barriers to be overcome and interdependencies between projects. Although primarily a Council document (aimed at co-ordinating inputs to delivery across the organisation) it will be shared with partners and will help give clarity to the private sector on their investment.

The aims for the Borough are ambitious but deliverable. Alongside the Borough-wide Thematic Themes – Housing, Sustainability, Transport and Economic Development – there are three spatial priorities – Hemel Hempstead Town Centre and Two Waters, Neighbourhood Renewal, and Maylands.

This document will be owned corporately and monitored through the Corporate Regeneration group to ensure that work across the council is complimentary and will contribute to the delivery of the vision.

Strategic Planning and Regeneration

The Council has restructured in the last year to better meet the challenges of the future and delivery is shared across a wide range of Council services working together within agreed strategies and now through this Delivery Programme.

We now have the opportunity to do things differently and break from the past, unlocking our full potential. This is an opportunity to really make a difference, and one which we will be judged on in years to come. One key opportunity derives from working with the Homes and Communities Agency (HCA) and will be delivered through the **Local Investment Plan**. A key strategic aim is to accelerate new housing delivery over the 2011-15 period to an average of 520 per year a significant increase on previous years, and for 35% of this to be much needed affordable housing. In partnership with the HCA, developing Housing associations and developers the Council will use its powers, resources and assets to stimulate this growth. The Council accepts the fact that a step change is essential in order to meet the needs of our residents now and into the future and to embrace competition from the rapidly growing global economy; challenges posed by demographic change, deprivation; and housing shortage which all impact on the Borough.

Facilitation of the delivery of housing across all tenures and to meet all needs of the residents will be integrated better through working with the Strategic Housing and Strategic Planning

and Regeneration teams together to ensure that the **Housing Strategy** – including affordable housing works alongside other areas to maximise opportunities for sustainable communities.

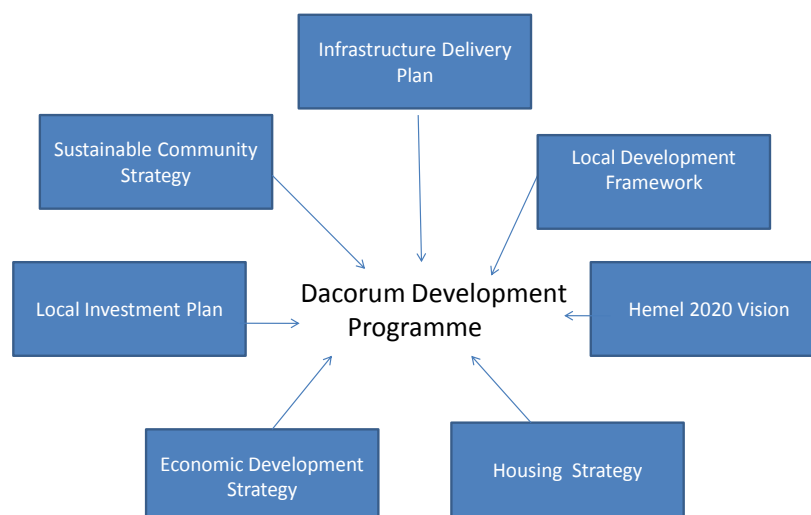
The Development Programme is drawn from, and brings the delivery together of, the Borough's **Sustainable Community Strategy ,Local Development Framework and Local Investment Plan** through maximising opportunities which can be exploited in order to create a more prosperous and sustainable Borough.

The Council must put people at the centre of the delivery and should be determined to raise aspirations for quality of life for all, deliver more affordable housing for those in need ; create wealth through enterprise; support existing businesses; and attract inward investment. These can be achieved through successful delivery of the **Economic Development Strategy**.

The new Strategic Planning and Regeneration Service Group draws together the Hemel 2020 and Spatial Planning, Learning Partnerships and Strategic Town Centre Management Together with services from across the Council, including Property and Estates, Legal, Finance and Housing, they are working together on developing and delivering the programme through the **Corporate Regeneration Group**.

The Dacorum Development Programme needs to be a strategic document which works coherently with other key documents as the **delivery mechanism** and which contains the action plans which will facilitate successful delivery of the priorities. The Programme needs to ensure coordination across the organisation and its partners. Primarily the plan will work alongside the Local Development Framework and Local Investment Plan. The Programme, to be successful, will be a living document subject to continual management, monitoring, implementation and review. In time it will act as the formal Implementation Plan for Dacorum's Local Development Framework.

The relationship between the various plans is show below:



The three strategic documents that will act together to deliver the Council's programme of development are as follows:

- **Strategy: The Local Development Framework (LDF)** – Core Strategy and associated documents - Strongly linked to the Sustainable Community Strategy, this sets the Council’s planning and development strategy, policies and proposals;
- **Delivery: The Dacorum Development Programme** – so far this has been the Hemel 2020 vision and programme with its six workstreams of projects. In line with the Council’s new priorities, Hemel 2020 will translate into the new Regeneration Plan which will set out how projects are to be delivered, by when and how. Projects and developments will comply with the LDF;
- **Resources: The Local Investment Plan** – as described in this report, will set out the use of resources between HCA and DBC to deliver the Regeneration Plan.

The programme will also help to promote and improve our image and develop a coherent approach to marketing to ensure others are made aware of our strengths and opportunities, as well as needs. The way in which the Borough is perceived is a critical part of the Dacorum Development Programme.

The programme must also monitor a range of projects and initiatives to ensure that delivery is happening in a timely and coherent way. This plan will be incorporated into the Service Planning process and feed down to officers individually through the appraisal process to ensure service excellence.

WHERE WE ARE: THE CHALLENGES

The Core Strategy (of the LDF) provides a detailed portrait of the Borough as it is at the current time and looks at strengths and opportunities relating to Dacorum's location, economy, community and environment. Whilst the picture is generally of an attractive Borough, with a largely affluent, healthy and mobile population, the area also faces some significant challenges.

The core challenge is to provide balanced and sustainable growth.

Challenge 1 – Balanced and sustainable growth

New jobs ought to give residents an opportunity of working close to where they live. These jobs will need to be in a range of different sectors, with a range of differing skill levels, but focus upon those sectors where there is predicted to be the largest rise in future demand.

Locally generated housing needs, based on the natural growth of the existing population, needs to be accommodated. The right type of housing should be provided in the right locations to meet current and predicted housing need, taking into account changes in the population structure. The borough's high average house prices should be compensated for by a rise in the number of new affordable homes, catering for a range of different needs.

By carefully considering the location of homes, jobs and essential services, travel demand can be managed, congestion and pollution eased and all residents given better access to the places where they work, shop and spend leisure time. This can also help to reduce the predicted growth in traffic on the M1 and other heavily congested routes through central Hertfordshire.

The approach to new development and growth must be delivered in balance with the need for a sustainable and healthy environment.

There are also more specific challenges that relate to the borough's economic health, the well being of its residents and the future of its environment:

Challenge 2 - Strengthen the role of the Maylands Business Park

The Maylands Business Park is the largest in the borough and also of sub-regional importance. Its success is critical to the wider economic prosperity of the borough and beyond. The need for a strong regeneration focus was given added impetus by the Buncefield explosion in December 2005. The development of Maylands Gateway as a green business park will assist with long-term recovery and provide skilled jobs. The area currently suffers from a lack of services and facilities accessible to its daytime population. Proposals for the Heart of Maylands will be critical in filling this gap and help improve the attractiveness of the areas to employers and employees alike. The opportunity for creating an Enterprise Zone is being explored, which would rapidly accelerate job growth, but even if unsuccessful the opportunity will be taken to make the process of developing within Maylands easier.

Challenge 3 - Regenerate Hemel Hempstead town centre

The range of shops and facilities offered by Hemel Hempstead town centre has already been improved through the Riverside development. Further improvements to both the retail offer and quality of the overall environment must be made if the town is to compete with larger sub-regional centres across the borough boundary. Central to this regeneration is the provision of new homes and high quality office space, both of which will increase footfall. .

Challenge 4 – Strong, inclusive communities

The impact of new development upon community cohesion and local character must be carefully considered. In particular it must contribute fully to infrastructure needs and not result in undue pressures upon local schools, health facilities and other key services and facilities. Where possible it should help increase the range of social, leisure and cultural facilities, which are currently quite low for the size of the population. Inequalities, whether based on race, gender, religion or income, must be reduced.

Challenge 5 – A resilient natural environment

The combined effects of climate change and population growth will increase pressures on the natural environment. These impacts must be reduced through the prudent use of natural resources, encouraging renewable energy production, the effective disposal of waste, the sustainable design of new development and careful land management.

Challenge 6 – A high quality and sustainable built environment

Development must celebrate and reinforce local distinctiveness - reinforcing the good qualities and reducing or removing the bad. It must recognise that what is appropriate in one location cannot necessarily be replicated elsewhere, in order to retain the individual identities of each place. Development must also help to mitigate against the impacts of climate change, through sustainable design and construction and reducing the need to travel, particularly by car.

WHERE WE WANT TO BE

The Core Strategy has the following Borough Vision which has informed the preparation of this document, the Local Investment Plan and the Service Plan.

DACORUM 2031: A VISION

Dacorum's Sustainable Community Strategy has been fulfilled. The community recognises Dacorum as a happy, healthy, prosperous and safe place in which to live and work and to visit.

The natural beauty of the Chiltern Hills and the varied character of the countryside is admired and cherished. The countryside is actively managed and supports a healthy local economy and diversity of wildlife. Water quality in the rivers is good. Towns and villages have sufficient water supply. Carbon emissions have been reduced and renewable energy production is sensitive to its surroundings. New woodlands have been planted for the future and the borough looks much greener. Effective use has been made of developed land in the towns and villages, protecting the countryside.

Hemel Hempstead has been transformed through regeneration of the town centre and Maylands Business Park. The town is fulfilling its potential as a sub-regional business centre, important for green enterprise, and is meeting the locally generated demand for new homes.

The market towns of Berkhamsted and Tring and the large villages provide all the necessary services for their communities and surroundings.

The economy is buoyant and all parts of the borough have local employment opportunities, which are both varied and accessible.

Communities are inclusive and healthy. Minority groups are an accepted part of culture and diversity. New homes are affordable and cater for the needs of the population. Open space, facilities and services are accessible. New schools have opened and Hemel Hempstead has a new local hospital. Access to the Watford Health Campus is improved. Public transport is more widely used.

Differences in the character of each place are recognised and valued. Developments have added to character through their design, and sustainable construction is the norm. Special features, such as the Grand Union Canal, remain an active part of the heritage of the borough. The wider historic environment is valued and protected.

Section 2

Spatial and Thematic Packages

The Dacorum Development Programme is based on seven related packages of development. Three are spatially focused and the remaining four are cross-cutting and thematic.

Spatial packages

Neighbourhood Renewal and Open Spaces



Maylands and the Economy



Hemel Town Centre and Two Waters Regeneration



Thematic - cross cutting areas

Housing



Sustainability



Transport



Economic Development



The aim will be for all individual projects to deliver one or more of these generic themes and for all projects to work together cohesively to deliver housing and regeneration in an attractive and sustainable way. This will mean that delivery will meet the vision from the Sustainable Community Strategy, the planning aims shown in the Core Strategy, embedded within the LDF Vision and the aspirations of the Hemel 2020 Vision.

Section 3

Action Plan 2011-12 and beyond

Set out in the following pages are action plans of current projects which are set out in the three spatial areas and thematic packages and corporate priorities. The action plan details what should be achieved this year and next and then beyond.

These action plans will be broken down to quarterly outputs with individual officers and monitored through the service excellence programme and reported through a variety of routes shown in Section 5 to make sure they are all kept on target.

There needs to be “health warnings” against some development targets as things can change as new projects and opportunities come forward or unexpected delays crop up, so the plans need to remain fluid however this will be monitored as detailed above.

The action plans will be updated annually against progress to show if projects are moving forward, stalling, changing or new projects come forward. In the meantime most of these projects are included in the Major sites schedule which is monitored monthly through the Corporate Regeneration Group and adjusted on a monthly basis as changes happen.

Regular monitoring will also be carried out using the Council CORVU system which monitors the achievement of pre-set milestones

Action Plan Spatial Package 1 - Neighbourhood Renewal and Open Space

Lead officer	Project name	Purpose	Target 2011-12	Update Jan 2012	Target 2012-13	Beyond	Resources	Comments/ Links to generic themes & corporate priorities
ME/JH	Spencers Park Phase 1 Corporate Top Priority	Delivery of 372 houses with 40% affordable code 4/5	Develop full planning permission	Delays due to HCA restructure. Awaiting decision re Growing Places Fund to bring forward access to the site	Begin delivery	Complete 372 housing units	LIP – through use of HCA site	Sustainability and delivery of affordable housing Local homes/jobs transport improved Economic Development through attracting investments with access to local people
ME/JH	Spencers Park Phase 2	Delivery of 600 houses 40% affordable Code 4/5	Master planning for remaining site	Awaiting decision re Growing Places Fund to take Masterplan forward	Outline planning agreed	Complete 600 housing units	LIP- through use of HCA site	Sustainability and delivery of affordable housing Local homes/jobs transport improved Economic Development through attracting investments with access to local people
ME	Various Council owned garage sites and other brown field sites throughout the Borough Corporate Top Priority	Delivery of a suitable of sites to for all tenures of housing. Re-invest surplus into improvements to council garages.	Decision based on how to gain maximum value for the sites and develop a programme of delivery. Appoint planning consultant to assist in securing planning consents on sites in order to assist in disposal. Agreement to repairing strategy for garage stock	ASK MIKE EVANS TO UPDATE	Secure planning consent on suitable sites. Disposal of sites to market and identification of preferred developer. Tender for garage stock repairing partner and commencement of works.	Completion of new of new housing units	GAF DBC LIP	Delivery of housing on DBC land and investment to improve the quality of Council garage stock to maintain income level.
JD	Jarman Park Feasibility Corporate Top Priority	Consider options for area which are in line with other regeneration plans	Feasibility project scoped and agreed; work undertaken Discussions with key landowners and operators Development and Improvement Plan in place	Pre-application for Leisure world improvements submitted awaiting instructions in relation to the Ladbrokes land for development Phase 2 will look at the whole site re connectivity and enhanced leisure offer	Seek development partners Implementation of part of Development and Improvement Plan depending on market conditions	Develop an integrated - High quality leisure offer with improved appearance and quality of offer	Snow Centre X-treme Sports Jarman Park owners DBC Sportspace re Athletics track	Economic Development – raise profile of Hemel Hempstead as a prime leisure facility
CC	Grovehill Shopping Centre Critical Project	Develop regeneration plan for the centre including improvement to quality and additional housing	Work with community to develop design aspirations	CLAIRE TO UPDATE	Consider land assembly issues and complete development brief	Delivery of increased housing and better local offer to local residents	LIP DBC property and land HCC land Current retailers	Enhancement of sustainable communities though endangerment with local people Local homes/jobs transport improved

								Economic Development through attracting investment
CC	Neighbourhood Improvements Programme	Continue programme of small scale improvements to centres in partnership with the community	Completion of improvement scheme to initial 6 centres. Identification and delivery of improvements to phase 3 (3 centres) Install new corporate signage in all neighbourhood centres	CLAIRE TO UPDATE	Completion of phase 3 improvement scheme. Identification of phase 4, neighbourhood consultation and delivery.	Completion of phase 4 of programme.	GAF	Enhancement of sustainable communities though endangerment with local people Local homes/jobs transport improved Economic Development through attracting investment
CC	Other neighbourhood Centres	Identify potential for improvements to centres including an increase in quality and delivery of housing	No activity – develop model from Grovehill scheme	Claire to update	No activity – develop model from Grovehill scheme	Identify further potential from other centres		Enhancement of sustainable communities though endangerment with local people Local homes/jobs transport improved Economic Development through attracting investment
CT	Haven House Site Feasibility	Consider the future for this employment site	Feasibility study Investigate opportunities for Hemel Community Church			Attract Investment into run down employment site	Hemel Community Church	Economic Development through high quality mixed development

Action Plan Spatial Package 2 - Maylands and the economy

NEW CORPORATE PRIORITY(Cabinet Report 13 Dec 2011)

Lead officer	Project name	Purpose	Target 2011-12	Update January 2012	Target 2012-13	Beyond	resources	/links to generic themes and corporate priorities
TC	Inward Investments	Develop the "Maylands Offer" An increased profile for the area. Work to market Dacorum as the place to invest	Work with County partners on Herts wide offer continue to respond to direct enquiries in a proactive way Keep web site and other information up to date maintain and increase relationships with commercial agents	Herts LEP work moving forward Work beginning to develop how DBC website can be enhanced alongside development of the Dacorum Offer following Cabinet report in December	Develop a modern inward investment website, and produce a suite of Marketing information for prospective investors. Have trained ED team who can "sell" Maylands. Continue to develop Maylands brand and publicise.	Continue to work proactively to market Maylands to inward investors, commercial agents and property developers.	DBC HCC LEP	Maylands and the Economy Priority Project
ALL	Marketing and Profile	Work directly and with relevant partners to promote Maylands to investors and other parts of Dacorum to increase the profile of the whole borough	Continue working with County and regional partners where appropriate Use marketing budget to best effect where possible Use any available advocates to continue to promote the area	Work beginning to develop marketing materials following Cabinet report in December	Raise the profile of Dacorum and Maylands to potential investors. Review and improve all public facing communications i.e. website, branding, marketing materials, to ensure consistency and quality of message as Dacorum "open for business".	Continue to ensure all public information is current and relevant and publicises the work of DBC	DBC/ED budget	Maylands and the Economy Priority Project
LC	Maylands Business Centre	Construction and operation of a business incubation centre which is self financing within 3 years	Finalise construction and open centre by June Delivery of business plan	Business Centre delivered and operating. Occupation 67% overall by the end of December. Extra offices have been built on the ground floor of the innovation centre increasing capacity for serviced office. Discrete board room facility built.	Maintain and increase occupancy levels specifically the industrial units. Deliver a move-on program to the tenants and ensure the continuity of wraparound support.	Continue operation for first three years and then consider longer term future for the business centre	DBC Income generated by project	Maylands and the Economy Priority Project
TC/LC	Business Exchange,	Increase opportunities for	Attend monthly networking	Work beginning to develop year long	Provide a support package for local businesses at low/no	Maintain and increase support available for	Within ED budget	Maylands and the Economy Priority

	Networking and support	business networking and continue to develop a support package for businesses tailored to address identified needs.	meetings including the WHBB, Connect Dacorum and HCCI events LSP Management Group Facilitation of the SEA at the MBC Attendance to LEP and related EDO groups	programme of events for business following Cabinet report in December	cost Introduce B2B mentoring to the business park. Explore and make recommendations about "Angel" financing. Develop and implement a "business exchange" program, with regular events covering topical issues.	business		Project
CT	Maylands Partnership	Continue high quality engagement with the business community	Continue to meet monthly with annual network event to include more businesses -	Ongoing	Continue to meet monthly with annual network event to include more businesses -	Continue to meet monthly with annual network event to include more businesses -	Within ED budget	Maylands and the Economy Priority Project
TC	Care & retention	Work with individual businesses and partnerships across the whole of Dacorum to secure long term retention in the borough	Continue programme of business visits and other interventions. Communication through networking and e-newsletter. Facilitate improvement projects for the businesses community including crime reduction/prevention and improved broadband specifically to the Maylands area	Ongoing	Continue to work on improvement projects with the business community and maintain visits, networking, and communications to ensure maximum retention of Business to the area.	Continue care and retention programme	ED Budget	Maylands and the Economy Priority Project
TC	Green Business Club	Work with a range of large and small businesses to improve resource efficiency and business related environmental knowledge	Reconvene the Green Business Club as part of the Maylands Business Centre including all new tenants within the centre to have "Green Licences"		Continue to work through resource efficiency programme and develop business champions Monitor outcomes from the businesses within the programme	Businesses to be more aware of their impact on the environment and how to be more resource efficient Outcomes to be monitored	Within ED Budget	Sustainability and transport issues Positive environmental impact Economic Development/Business Support
LD	Employment and skills	Develop a programme of delivery of targeted Employment and skills learning, aimed at equipping Dacorum with the	Work with LLL Partnership to develop a Learning & Skills delivery plan identify any gaps in provision and	Employment & Skills Partnership set up and an action plan will be developed by end of March Skills needs survey in	Develop a working Skills & Employment partnership who deliver relevant training on the park. Carry out a skills needs survey on Maylands Publicise apprenticeships,			

		correct skills for the future of the business community	those from the Community Sector who can support delivery	draft to begin sending out in January 2012	graduate placements and internships. Implement an active apprenticeship program with local businesses. Develop an active partnership with the University of Hertfordshire. Work with local secondary schools to ensure local school leavers are equipped for local job vacancies.			
KeL	Maylands Gateway	To encourage the development of a mixed use, high quality entrance to the town which enhances the profile of the Maylands Business area	Consider long term plans for the site including a more flexible approach to development if appropriate	Waiting for the outcome of the Growing Placed Fund To begin work Development brief for the Gateway to be re-visited to allow more flexibility around development	Bring forward the Gateway site by planning out initial infrastructure investment to encourage development. Refresh land use assumptions. Serious marketing of the offer of the Gateway – 60 acres of land in public sector ownership in a great location	Implement Infrastructure investment. Develop ready to Market plots.	GPF DBC HCA	Maylands and the Economy Priority Project.
KeL	Heart of Maylands	Develop a vibrant and attractive centre for the business area including housing	Work with current land owners to agree delivery timetable for the development	Begin meetings with land owners -	Work proactively with the current land owners to deliver an action plan which can facilitate the regeneration of this area and use GAF funding and other opportunities to help to stimulate development activity	Delivery of high quality range of services to Maylands employees and a focal "heart" for the area	GAF DBC owned Land within area Local land owners	Maylands and the Economy Priority Project
KeL	5 Year Physical Improvement plan	Delivery of a series of planned improvements to the area which will enhance physical appearance and raise quality	Finalise the 5 year plan and identify current resources and develop programme – work with DM to secure further resources to continue delivery through planning gain	KEVIN TO UPDATE	Agree the 5 year improvements plan and seek funding opportunities including S106 to deliver the plans	Delivery of continuous improvements in planned and programmed way against priorities identified by partners and business	S106 + other identified funding	Maylands and the Economy Priority Project
KeL	Improvements to Breakspear Way	Deliver planned improvements to the entrance to Maylands (From M1) including signage	Work OTT – planting to be delivered in the Autumn season Welcome to Dacorum sign installed Lamp post banners installed	KEVIN TO UPDATE	Work to be complete – continue with the 5 year improvement plan	Entrance to the town and business area is enhanced and more business like	GAF S106	Maylands and the Economy Priority Project
KeL	Sustainable Transport Green Travel Plan	Deliver the first and second phase. Implement the Sustainable	Phase 3 of the study to be completed Move forward with	KEVIN TO UPDATE	Continue to deliver schemes to enhance sustainable transport and employ self funding green travel co-	Continue to encourage the use of other forms of transport in Maylands, ultimately to reduce car	LSTF S106 local businesses	Sustainability and transport issues Maylands and the Economy Priority

	Deliver Electric Vehicle Charging Points	Transport plan as per the successful bid to DFT.	area wide green travel plan and delivery of quick wins if funding available. Delivery of up to three points across Dacorum		ordinator to work with the businesses to develop travel plans. Evaluate and monitor usage of points	movement.	HCC Herts Highways Evalu8	Project
KeL	PV on MBC roof	Increase the MBC levels of sustainability and be an example building for Maylands of renewable energy	Procure and install PV before the end of March 2012	KEVIN TO UPDATE			GAF	Sustainability
KeL	Park & ride & parking strategy	Identify potential for P&R and develop alongside an improved parking strategy	Phase 3 of the Maylands Sustainable Transport study to identify potential to be completed	KEVIN TO UPDATE	Take forward recommendations within the study	Reduce congestion and	LSTF S106 HCC Herts Highways	Sustainability and transport issues Positive environmental impact Economic Development through helping with congestion and parking – good for attracting investment and business retention

Action Plan Spatial Package 3 - Hemel Town Centre and Two Waters Regeneration

Lead officer	Project name	Purpose	Target 2011-12	Update Jan 2012	Target 2012-13	Beyond	Resources	Comments/links to generic themes
NB	Town Centre Masterplan Critical Project	To develop and deliver a clear and strategic Masterplan for the whole of the Town Centre	Develop the masterplan and consult with stakeholders and the public.	NATHALIE TO UPDATE	Complete the Masterplan.	Implement the plan.	LDF reserve	To improve the profile of the Town Centre To attract economic investment into the town centre delivery of Housing and Regeneration of the town centre
KL	Marlowes Shopping Zone Improvement Strategy Critical Project	Delivery of a range of short medium and longer term improvements to the Marlowes Shopping zone in consultation with business and residents	Continue to engage through the Town Centre Partnership Continue the delivery of short term improvements	KATE TO UPDATE	Delivery of some of the medium term improvements identified as priorities by business and residents	Continue to deliver a series of improvements that will significantly improve the appearance of the town	PDG GAF DBC funding already in programme S106	To improve the profile of the Town Centre To attract economic investment into the town centre delivery of Housing and Regeneration of the town centre
KL	Hemel Market Reaching potential Critical Project	Implement the action plan suggested from the Market study	Formal decision to be made on the various ownership and operating options available to the Council.	KATE TO UPDATE	Tender for Contract with operators and deliver improvements	Run an effective and attractive market that generates profit and offers a quality market for Hemel Hempstead	GAF S106 Self financing from additional income generated	To improve the profile of the Town Centre To attract economic investment into the town centre delivery of Housing and Regeneration of the town centre
KL	Town Centre Partnership	Continue high quality engagement with key individuals, businesses and organisations that influence the town centre	Continue to meet with board on a monthly basis with quarterly meetings of the full partnership	KATE TO UPDATE	Continue to meet with board on a monthly basis with quarterly meetings of the full partnership	Continue to meet with board on a monthly basis with quarterly meetings of the full partnership	Self Financing	To improve the business mix and regeneration in the town centre by encouraging greater development and investment. To market and promote the town centre for shoppers, visitors and potential visitors.
JD	Public Service Quarter Corporate Top Priority	Delivery plan for new offices to provide civic hub facilities	Accommodation review for DBC completed Discussions and	Work completed to set out potential for development (Cabinet report November 29	Progression of delivery plan	Completion 2015	Land receipts Partner inputs Forward funding of	To improve the profile of the Town Centre To attract economic

			agreement with public sector partners Agreed delivery plan	2011) Decision to be taken subject to Masterplan work Jan – Mar			project management and new ways of working arrangements	investment into the town centre delivery of Housing and Regeneration of the town centre
JD	Food store Corporate Top Priority	To accommodate new foodstore proposals on the most optimal site	Development feasibility studies completed	Work completed to set out potential for development (Cabinet report November 29 2011) Decision to be taken subject to Masterplan work Jan – Mar	Secure development partner	Delivery of new buildings	Developer led Forward funding of development feasibility	To improve the profile of the Town Centre To attract economic investment into the town centre delivery of Housing and Regeneration of the town centre To improve the business mix and regeneration in the town centre by encouraging greater development and investment. To market and promote the town centre for shoppers, visitors and potential visitors.
JD	West Herts. College	Delivery of a new college and housing including affordable housing	Agree figures for affordable housing and begin development	Work completed to set out potential for development (Cabinet report November 29 2011) Decision to be taken subject to Masterplan work Jan – Mar	Delivery of new college and housing units	Completion of the construction of the site Work with college around sustainable transport issues once college is open	GAF	Delivery of housing Sustainable development Economic Development as college will be delivering skills for local employers
JD	Hospital and Paradise site	Understand long term aims of the hospital and identify feasibility for the future of this area	Discussions with HCA and NHS Hertfordshire Agreement in outline of use and development of Land	Awaiting decisions from Hospital	Masterplanning for the whole area after hospital decisions taken	Delivery of new hospital, housing and other development	LIP HCA	Delivery of housing and improved quality employment land Potential for improved transport linkages
NB	Old Town Enhancement Corporate Top Priority	To enhance the “destination” of the old town as part of the offer for the wider Town Centre	Agree One way scheme and design rationale for environmental improvements and to develop an Old Town	NATHALIE TO UPDATE	Delivery of physical improvements as part of the Old Town improvement Strategy including consideration of Old Town Hall enhancements	Continue to implement Old Town Improvements Strategy.	HCC transport funding DBC Capital Funding - already identified	Sustainability Economic Development through improved investment into the old town

			Improvement Strategy.					
	Old Town Hall Improvements Corporate Top Priority			NATHALIE TO UPDATE				
CC	Water Gardens Improvements	Deliver enhancements to the water Gardens in line with the wider Town Centre Masterplan	Project development for stage one HLF application.	NATHALIE/CLAIRE TO UPDATE	Completion of project to stage one stage and submission of application to HLF.	Development of project to stage two submission.	GAF S106	Sustainability – protecting and improving an asset for the town Economic Development through improved investment opportunities and better profile
CC	Two Waters Improvements	Delivery of the Two Waters Study carried out during 2010/11 to implement the “Urban Park”	Delivery of improvements to green spaces and fishing lakes at Apsley in partnership with the Lake and Eco Centre Steering Group. Identification of next phase works.	CLAIRE TO UPDATE	Establishment of lakes as ecological resource for wider community and links with Sunnyside’s use of Central Nursery site. Preparation of phase 2 scheme of Urban Park.	Implementation of wider scheme based on the proposals of the Two Waters Open Space Feasibility Study.	GAF S106	sustainability – protecting and improving an asset for the town Economic Development through improved investment opportunities and better profile
CC	Boxmoor Improvements	Part of the two waters study to enhance links between station and town and enhance the walking and cycling in the area and green corridor linkages	Identification of scheme with Two Waters Open Space Steering Group.	CLAIRE TO UPDATE	Delivery of improvements.	Delivery of improvements.	GAF S106	Sustainability – protecting and improving an asset for the town Economic Development through improved investment opportunities and better profile
KL	Hemel Station Improvements	Working alongside Hertfordshire Country Council and London Midland to enhance to appearance of the station and forecourt , and to improve connections between the station and the wider town	Agree programme of delivery with London Midland and Hertfordshire County Council to improve the appearance of the station			To provide an attractive experience to people using the station and create an effective transport hub	GAF London Midland funding	Transport – improve access and use of public transport Sustainability through encouraging sustainable transport Economic Development opportunities by improving links between businesses and the station

KL/CC	Station Gateway Regeneration project	The Feasibility study is now complete	Market testing of the study to see if the private sector will deliver		Dependant of the outcome of market testing	To regenerate the Station Gateway area including integration of improvements to forecourt	GAF Land swap Private sector	Delivery of housing and regeneration of the area Economic Development through provision of employment within the site and enhancing the transport interchanges
NB	Transport Hub development	Working with HCC to develop improved public transport experience at Hemel train Station	Delivery of improvements-meeting HCC and London Midland				HCC S106	Transport – improve access and use of public transport Sustainability through encouraging sustainable transport Economic Development

Section 4 Resources

How Dacorum Borough Council will facilitate Regeneration

As stated above, restructuring has brought together services to ensure the streamlined activity from planning to delivery in a coherent package that benefits the whole borough.

Bringing the regeneration and spatial planning functions together and new formal working arrangements with the Development Management service is helping to overcome obstacles to development and to ensure that the Planning Service is being deployed in the optimum way to stimulate regeneration from initial inception through to delivery.

There is also significant integration with the Strategic Housing service and Property and Asset services from within the Council to pool knowledge, resources and innovation and to identify ways to deliver.

In these difficult financial times money is not available to simply deliver aspirations and the open market is not yet ready to come forward without considerable de-risking of development activity. Therefore innovative ways need to be found to create the right circumstances so that opportunities for delivery and any resources available must be maximised to gain the largest benefits possible. This is the role of the local authority and a range of partners.

Shown below some examples of how this is, or may be achieved on some of the current projects shown in the action plan, however each project must be given an individual approach to identify what resources can be realised to achieve common goals and therefore attract partners or developers.

Currently, apart from budgets that have already been identified, there is no DBC Capital budget aligned to any project. As some individual projects move forward (eg the Civic Zone Regeneration) it may be the case that decision to invest Council budgets will be taken.

1. Joint and separate strategic land holdings

On some of the Boroughs large scale sites housing and regeneration will be achieved through a strategic partnership with the Homes and Communities Agency through the Local Investment Plan or LIP, (approved by Cabinet in February). This document outlines in more detail a number of sites where working with the HCA can achieve the aspirations of both partners and deliver local priorities such as housing, regeneration, improved sustainability and better transport linkages.

Example; The Maylands Gateway, Spencers Park,

2. Re-Investing from profitable sites into less attractive investments

Through the Local Investment Agreements with the HCA it may be possible to agree to re-use receipts from one development to ensure that others can come forward.

Example; Recycling surplus from housing development to regenerate neighbourhood centres or developing some garage sites to finance improvements to other garage sites

3. Use external funding where available to pump prime projects

The Growth Area Funding and Performance Reward Grant have both been used to prepare Development Briefs and Feasibility Studies which show the market the aspirations that the Council has for a particular area and in some cases works with current land owners to encourage development.

Example: Renewable Energy, Urban Park, The Heart of Maylands and The Station Gateway

4. S106 Funding

Through the preparation of studies funded from GAF, it is possible to ensure that opportunities to maximise S106 funding to address a particular aspiration can be achieved by having a “shopping list” of specific local improvements rather than just a generic heading.

Example; Marlowes Improvements Strategy, Maylands Physical Improvements

5. Stimulating Private Investment

Using the development brief approach can stimulate the private sector to come forward with development ideas, through pre-planning and activities which demonstrate the Council’s willingness to use whatever it can to facilitate development will give the private sector confidence and reduce the risk to investment.

Example: Station Gateway, Heart of Maylands

6. Local Asset Based Vehicle (LABV) and Joint Ventures (JV)

Consideration may be needed on a site by site basis or on a multi-site longer term basis of innovative partnerships that bring together the Council, partners and developers. These partnerships can ensure that revenue funding can be released from Capital assets where needed and also help with the reinvestment of surplus into less attractive schemes. However there is possibly a need to pilot this approach on a sample site to see if working this way will yield the outcome hoped for and be able to attract the right quality partner from the private sector.

7. Local Economic Partnerships

Dacorum Borough Council has resolved to formally engage with both the Hertfordshire LEP and the South East Midlands LEP – SEMLEP.

Continuing representation on and engagement with the newly formed LEPs will ensure that the aspirations of Dacorum are on the work programmes of the LEPs and be included in strategic and cross-boundary planning for economic growth. This can assist in larger scale transport issues, cross boundary working etc. It is difficult to know at this time what resources may be used by the LEP, but when these resources are identified Dacorum’s vision and plans need to be included. Involvement in the LEPs will inevitably help to deliver wider economic and growth at a sub regional level and contribute to local aims.

8. New Homes Bonus

As the New Homes Bonus begins to be realised it may be possible to recycle some of this income to deliver housing and regeneration in some areas that may not be attractive to the market. No formal decision has yet been taken as to what the money accrued from the New Homes Bonus will be directed. It is expected that it will be used to help ensure adequate infrastructure provision within the Borough and to support the Council's corporate priorities.

9. Community Infrastructure Levy (CIL)

The Council has the opportunity to develop and adopt a CIL charging schedule in line with the adoption of its Core Strategy, although this is yet to be formally ratified by Council members. Once adopted, this will place a levy on most forms of development, which will be used to plug the funding gap associated with the delivery of infrastructure required to support the development proposed in the Core Strategy. This will be a significant funding stream to be used on infrastructure, and the Council will need to decide on the priorities for spending of CIL monies.

The Infrastructure Delivery Plan (IDP), published in February 2011, outlines the infrastructure requirements for the Borough and will be used to inform the CIL charging schedule and the Council's prioritisation for the spending of CIL monies.

Legally, CIL cannot be adopted by the Council until its LDF Core Strategy has been adopted, which is not expected until early 2013. CIL will replace most forms of s106 agreement as the principal means by which financial contributions will be secured in association with new development. A new CIL charging schedule will, once adopted, will replace the Council's supplementary planning guidance on developer contributions.

Section 5 Governance

Project governance is imperative to maintain progress across a wide range of work and also to ensure that synergy is being maximised across the big picture. These are not a set of individual projects but are all components to the successful delivery of the vision for the Borough.

This is achieved through a process of governance detailed below and which reaches across the whole of the Council and beyond to external partners and ensures communication in both directions up and down and also synergy across the three spatial areas.

More details on all these groups can be found in the Departmental Service Plan .

How will we know if we are succeeding?

Success will be reported through the Annual Monitoring Report which is about to be reshaped and renamed to become a tool that can show success and progress and ways that can be measured. Trends in the economy and housing delivery and will also begin to emerge over time. Work on this document is also aiming to include some quality of life indicators.

DACORUM: REGENERATION DELIVERY GOVERNANCE STRUCTURE

