



Dacorum Development Programme



2011 - 2015

Version 4 January 2013

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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 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

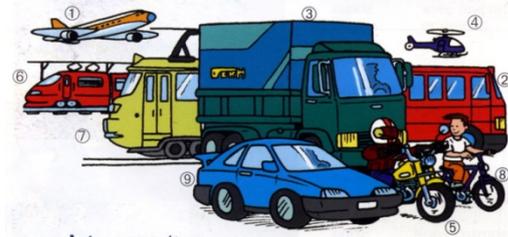
Housing



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 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 including Two Waters Regeneration

Lead officer	Project name	Purpose	Target 2012-3	Achievements update January 2013	Target 2013-4	Beyond	Resources	Comments/ Links to generic themes & corporate priorities
ME/JH	Spencer's Park Phase 1	Delivery of 372 houses with 40% affordable sustainability code 4/5	Develop full planning permission Delays due to HCA restructure.	Growing Places Fund bid successful £1.5m to bring forward access to the site 1 Land acquisition bids have been received by HCA. HCA approval process is underway and they anticipate having their preferred developer(s) appointed by end of March.	The preferred developer(s) will therefore approach DBC Planning Team around March 2013 . Begin delivery of phase 1	Complete 372 housing units	GPF Bid 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	Spencer's Park Phase 2	Delivery of 600 houses 40% affordable Code 4/5	Master planning for remaining site	Now successful Growing Places Fund bid will enable us to take Master plan forward for Phase 2 of the site	HCA has confirmed this is not a priority for them. HCA wish to see Phase 1 underway and then may consider the master planning for Phase 2, although given their financial resources are very limited they are cautious about progressing such a large master planning exercise.	Complete 600 housing units	GPF bid 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	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. Appointed consultant to assist in securing planning consents on sites in order to assist in disposal. Agreement to repairing strategy for garage stock	First phase sites identified Phase 1 sites are now flowing through the planning system; first site has been granted consent. Second and further phases to come forward	Secure planning consent on suitable sites. Phase 2 sites will be identified as soon as the hierarchy of garage bocks has been created, this will set out the sequence of blocks that should be released.	Completion of new of new housing units	Use own asset (underused garage sites)	Delivery of housing on DBC land and investment to improve the quality of Council garage stock to maintain income level.

JD	Jarman Park Feasibility	Consider options for the future of the area to enhance the offer and improve the footfall across the whole site area – including pedestrian movements	Capital and Regional application for improvements to Leisure world submitted and decisions over other parcels of land to be considered	Discussions with key landowners and operators Development and Improvement - application for Leisure world now approved Now working with Ladbroke's in relation to land for development	Phase 2 will look at the whole site re connectivity and enhanced leisure offer	Develop an integrated - High quality leisure and retail offer with improved appearance and quality of offer	Use DBC land holdings to stimulate developments plus S106 Include Snow Centre, X-treme Sports ,DBC Sportspace re Athletics track	Economic Development – raise profile of Hemel Hempstead as a prime leisure facility
CC	Grovehill Shopping Centre	Develop regeneration plan for the centre including improvement to quality and additional housing	Work with community to develop design aspirations. One of the Vanguard projects for neighbourhood planning – provided £20k to support Grovehill Future's activities and early feasibility work.	Ongoing work to facilitate the community leadership of this work continues – Dacorum Borough Council has now designated the neighbourhood plan area submitted by Grovehill Future. Continued work with D C CABE around design, and Planning Aid to prepare neighbourhood plan.	Consider land assembly issues and complete development brief. Prepare draft neighbourhood plan.	Delivery of increased housing and better local offer to local residents	DBC property and land HCC land Current retailers DBC £20 Vanguard funding. £5k available from DCLG for designation of neighbourhood plan area. Further £5k funding available prior to examination and £20k on completion.	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 Identify potential for improvements to centres including an increase in quality and delivery of housing	Completion of improvements identified to 9 centres, including new corporate signage and CCTV upgrades. Identification of next phase of works focussing on security improvements.	Works extended to 9 centres. Implementation of phase 3 improvement scheme. Identification of phase 4, neighbourhood consultation and delivery.	Completion of phase 4 of programme.	Increase vitality of all neighbourhood centres	GAF funded	Enhancement of sustainable communities though endangerment with local people Local homes/jobs transport improved Economic Development through attracting investment

CT/JD	Regeneration of Two Waters Area Apsley	Help to bring forward regeneration of a range of sites including Pilling/Hewdon/Express Dairy etc to deliver significant physical improvement and economic Regeneration of the area	New Project	Some early discussions have taken place regarding sites	Continue to respond positively to enquiries and to help facilitate regeneration where possible	Delivery of improvements to the physical appearance of an important gateway into the town	Improved physical and economical regeneration to the western gateway to the town	Economic Development through high quality mixed development
CT	Haven House Site Feasibility	Consider the future for this employment site	Investigate opportunities for Hemel Community Church to relocate to appropriate alternative site	Meeting held with site owners regarding potential housing on the site – unclear on their time lines for development	Study to be commissioned To complete feasibility study by March 2014	Attract Investment into run down employment site to provide new housing	Hemel Community Church	Economic Development through high quality mixed development
CC	Two Waters Improvements	Delivery of the Two Waters Study carried out during 2010/11 to implement the Urban Park Concept	Identify improvements to the green spaces and fishing lakes and identification of next phase of works	Project review undertaken, scope redrawn focusing on connectivity and access to public open space. Costs being prepared.	Implementation of works. Ecological improvements, establishment of watercourses as wider community resource.	Delivery of the wider scheme based on proposals from the Two Waters Study and improved connectivity into the town centre.	GAF S106	Protecting and enhancing the environment increase profile for the town – improved connected green corridors
CC	Box Moor Improvements	Part of the Two Waters Study to enhance links between the station and the town and to enhance the walking and cycling in the area with connected green corridors	Identification of schemes to deliver improvements with the Two Waters Open Space Steering group and the Box Moor Trust.	Agreement on cycle route link between the town centre and station with Hertfordshire Highways and the Box Moor Trust.	Costings prepared, and funding identified.	Delivery of scheme	Sustainable transport contributions	Protecting and enhancing the environment increase profile for the town – improved connected green corridors
JD/ME	Bunkers Park	Consider and deliver appropriate development on the Green Belt site (HCA owned)	New Project	Land identified as suitable for cemetery location	Purchase land from HCA and investigate appropriate uses including provision of cemetery services for the town	Preparations for provision of the cemetery for the borough and additional potential uses	Enable the Maylands Gateway land to come forward for business use and not cemetery extension	Provision of burial service and appropriate use of green belt land
CC	Heath Park Improvements	Part of the Two Waters study to enhance links between the station and the town and to enhance the walking and cycling in the area with connected green corridors	Agree design for Heath Park improvements and street furniture in line with the Master Plan designs	Design and specification of improvement scheme to Heath Park Gardens drafted.	Delivery of Heath Park improvements. Identification of next phase of works.	Delivery of next phase of works based on proposals from the Two Waters Study.	S106	Protecting and enhancing the environment increase profile for the town – improved connected green corridors

Action Plan Spatial Package 2 - Economic Well Being

Lead officer	Project name	Purpose	Target 2012-13	Achievements update January 2013	Target 2013-14	Beyond	resources	/links to generic themes and corporate priorities
RO/LB/SL	Dacorum Look No Further Campaign Live, Work, Enjoy	Facilitate Inward Investments and Tourism added January 2013 Develop the "Dacorum 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	Dacorum Look No Further web site completed along with a suite of Marketing information for prospective investors Appointment of Tourism and Marketing Officer to begin January 2013 Stand at Olympia Business Event	Continue to work with trained ED team who can "sell" Dacorum brand Active Tourism Board to increase income from tourism in the borough Tourism and Marketing literature to be produced	Continue to work proactively to market Dacorum and particularly Maylands to inward investors, commercial agents and property developers- .Increased investment into the borough	DBC HCC LEP	Economic Well being PID and Corporate Plan
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	New marketing materials completed along with an agreed ED Strategy 2012-15 Open for Business statement agreed and staff workshops held to embed the culture Business conference held in November 2012 with over 350 attendees	Continue to raise the profile of Dacorum and Maylands to potential investors. Promote communications i.e. website, branding, marketing materials, to ensure consistency and quality of message as Dacorum "open for business". Drive website with active Search Engine Optimisation	Continue to ensure all public information is current and relevant and publicises the work of DBC Assess the effectiveness of the Additional resource of £150k per annum for two years to see what difference can be made	DBC/ED budget Additional DBC funding for two years	Economic Well being PID and Corporate Plan
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 2011 Delivery of business plan	MBC now operating. At 100% occupancy/ New virtual offices and hiring of facilities also bringing in additional income. Centre is now self financing	Maintain occupancy levels specifically the industrial units. Deliver a move-on program to the tenants and ensure the continuity of wraparound support. Increase reception service	Continue operation for first three years and then consider longer term future for the business centre during 2013/14 Plan to invest profit from centre into regeneration aspirations	DBC Income generated by project	Economic Well being PID and Corporate Plan

LB /LC	Business, Networking and support	Increase opportunities for business networking and continue to develop a support package for businesses tailored to address identified needs.	Attend monthly networking meetings increase relations with the Herts LEP and related EDO groups	Work carried out to enhance Chamber of Commerce activity working with both Herts and Watford Chambers Training for business mentors arranged 1-1 Business advice given at Business Centre	Agree an improved offer from the Chamber of Commerce to help business access support and networking with regular events covering topical issues. Introduce B2B mentoring to the business park. Explore options for finance support to business	Maintain and increase support available for business	Within ED budget	Economic Well being PID and Corporate Plan
CT	Maylands Partnership	Continue high quality engagement with the business community	Continue to meet monthly with annual network event to include more businesses -	Active sub groups of the Partnership now meet focusing on skills, regeneration the business centre and economic development	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	Economic Well being PID and Corporate Plan
LB	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 monthly networking and e-newsletter. Facilitate improvement projects for the businesses community including crime reduction/prevention and improved broadband specifically to the Maylands area and beyond	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. Development of cluster groups such as ICT businesses and retail	Continue care and retention programme	ED Budget	Economic Well being PID and Corporate Plan
LD	Employment and skills	Develop a programme of delivery of targeted Employment and skills learning, aimed at equipping Dacorum with the correct skills for the future of the business community	Work with LLL Partnership to develop a Learning & Skills delivery plan identify any gaps in provision and those from the Community Sector who can support delivery	Employment & Skills Partnership set up including local employers and an action plan agreed for delivery resulting from outcomes of the skills needs survey completed in Feb 2012 Over 35 apprentices placed locally in 2012-13 Bite size training courses being trialled at Business Centre	Continue to deliver relevant training on the park, If self-financing or external funded Publicise apprenticeships, graduate placements and internships. Implement an active apprenticeship program with local businesses. Develop an active partnership with the University of Hertfordshire. Work with local	Increase apprentice placements and work placement opportunities Provide opportunities to up skill employed staff Develop skills provision to meet the needs of employers locally	External funding Private sector	Economic Well being PID and Corporate Plan

					secondary schools to ensure local school leavers are equipped for local job vacancies.			
NB/LB	Hemel Hempstead Town Centre	Improve the economic well being of the Town Centre	Appoint new market operator and help secure a leisure use within Market Square to facilitate an evening economy Consider employment uses for land between Bridge St and Market Square	Town Centre Masterplan completed setting out the framework to allow proposals that will improve economic well being	Delivery of the Marlowes Shopping zone improvements Delivery of the new market Develop and market regeneration opportunities such as the Market Square	Implement proposals	ED Budget Growing Places Funs	Economic Wellbeing PID and Corporate Plan Attracting investment
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	Successful Growing Placed Fund bid for £2m pending outline planning application for the Gateway and Development brief for the Gateway re-visited to allow more flexibility around development	To begin work to bring forward the Gateway site by planning out initial infrastructure investment to encourage development. Refresh land use assumptions. Decisions to be taken on 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. Increase development on the gateway	GPF DBC HCA	Economic Well being PID and Corporate Plan
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	meetings held with a range of land owners – and continue to help facilitate regeneration	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	Economic Well being PID and Corporate Plan
KeL	5 Year Physical Improvement plan	Delivery of a series of planned improvements to the area which will enhance physical appearance and raise quality	Plan to be finalised Finalise the 5 year plan and identify current resources and develop programme	Tenders awarded to develop plan and to work with DM to secure further resources to continue delivery through planning gain	Commence delivery of 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 to enhance physical appearance of the business area	S106 + other identified funding LSTF funding allocated	Economic Well being PID and Corporate Plan

KeL	Improvements to Breakspear Way	Deliver planned improvements to the entrance to Maylands (From M1) including signage	Designs agreed and work tendered	Work completed including planting and welcome to Dacorum sign installed Lamp post banners installed	Work to complete – continue with the 5 year improvement plan	Entrance to the town and business area is enhanced and more business like	GAF S106	Economic Well being PID and Corporate Plan
KeL	Sustainable Transport Green Travel Plan Deliver Electric Vehicle Charging Points	Deliver the first and second phase. Implement the Sustainable Transport plan as per the successful bid to DFT.	Move forward with area wide green travel plan and delivery of quick wins Delivery of up to three points across Dacorum	Second stage bid successful for LSTF funding will allow this work to be delivered in the next 2-3 years. New officer appointed funded for 2 years New bus service from station to Maylands agreed	Continue to deliver schemes to enhance sustainable transport and employ self funding green travel co-ordinator to work with the businesses to develop travel plans. Evaluate and monitor usage of points and any modal shift Implement and monitor new bus service	Continue to encourage the use of other forms of transport in Maylands, ultimately to reduce car movement. Increase effectiveness of the Maylands area wide travel plan	LSTF (£2m value to Dacorum) S106 local businesses HCC Herts Highways Evalu8	Sustainability and transport issues Economic Well being PID and Corporate Plan
KeL	PV on Maylands Business Centre roof of both buildings	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	Tender agreed – installation January 2013 on one of the buildings	Installation on both buildings now possible due to the decrease in prices of PV panels – re-tender and deliver to both	Reduce running costs of the MBC	GAF	Sustainability

Action Plan Spatial Package 3 - Hemel Town Centre including Water Gardens Improvements

Lead officer	Project name	Purpose	Target 2012-13	Achievements Update Jan 2013	Target 2013-4	Beyond	Resources	Comments/links to generic themes
NB	Town Centre Masterplan	To develop and deliver a clear and strategic Masterplan for the whole of the Town Centre	Develop the draft Masterplan and consult with stakeholders and the public.	The Master plan Completed including consultation and adoption and - approved at Cabinet and awaiting full Council	Ensure the Masterplan is incorporated into the regeneration planned for the Town Centre and adopted as SPD	Implement the plan over the long term.	LDF reserve	To improve the profile of the Town Centre delivery of Housing and Regeneration of the town centre
NB	Marlowes Shopping Zone Improvement Strategy	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	Food Court delivered and new planter De-cluttering continued and new priorities agreed with Members to identify the phasing of the delivery for the next two years	Currently OTT for delivery of the next phases of the strategy in line with available funding and identified priorities. Appoint contractors and implement proposals	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
CT/NB /ME	Hemel Market Reaching potential	Implement the action plan suggested from the Market study	Tender for a new Market Contract that will work in partnership with both the Council and Town Centre Partnership to benefit the Town and improve offer	New operator agreed – to begin work in January 2013 Regular meetings with the new operator to ensure market is an integrated part of the overall aspirations for the Town Centre	Improved market offer including new layout and uniform stalls to increase the quality of the offer Integrate market operation into the town centre partnership and regeneration aspirations	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
JD	Public Service Quarter	Delivery plan for new offices to provide civic hub facilities	Work continues around building of new PSQ and moving toward remote and flexible working	Outline design agreed and procurement of developer expected early 2013	Progression and delivery plan	Completion 2015	Land receipts Partner inputs Forward funding of project management and new ways of working arrangements	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
JD	Food store West Herts. College	To accommodate new foodstore proposals on the most optimal site and delivery of a new college	Development feasibility studies completed	Work moving forward to develop planning applications for new college, foodstore	Delivery of new college Secure development partner	Delivery of new buildings Completion of the construction of the site Work with college around sustainable transport issues once college is open To market and promote the	Developer led Forward funding of development feasibility	To improve the profile of 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.

						town centre for shoppers, visitors and potential visitors.		
NB	Relocation of Bus Station	To relocate the bus station into the town centre to enhance footfall in the town and to facilitate the possibility of development of the market square	New Project	Expression of Interest submitted to Growing Place Fund for £1m Full bid by end January	PID completed and project team to begin planning and implementation of the project	Bus station relocated to facilitate development alongside the market Square	GPF Highways S106	Maximised use of DBC assets and improvements to sustainable transport provision
JD	Relocation of Registry services and Future use of the Bury	To relocate the registry service into the new PSQ and to use the Bury building to benefit the Town	New project	New project	Work alongside the Heritage Trust to consider the provision of museum if funding available	Identify the potential for a Dacorum Museum if financially viable Once HCC have moved into the PSQ	HLF Private sector	To improve the profile of the Town Centre
DA/NB	Gadebridge Park	To plan improvements in the park which maximise the economic benefit to the old town and town centre	New project	New project Early work completed on feasibility of a new splash park	Delivery of study showing how best to plan and deliver improvements to the area in line with the Master plan	maximise potential of the park to enhance the economic prosperity of the town centre and old town and increase the quality of the offer	S106 DBC Private Sector	To improve the profile of the Town
NB	Lighting Improvements to the magic Roundabout	Installation of lighting to increase the attractiveness of the roundabout	New Project	Bid submitted to CSSG to secure funding and audit on services carried out	Delivery of coloured lighting to up light the plant on the magic roundabout	To enhance the entrance to the town at night on one of the key gateways into the town	DBC Capital funding	To improve the profile of the Town Centre
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	Joint feasibility site commissioned between DBC and HCA, HCC and Hospital to agree effective use of land and potential for hospital school and housing	Masterplanning for the whole area after hospital decisions taken	Delivery of new hospital, housing and other development	HCA Health Service DBC HCC	Delivery of housing and improved quality employment land Potential for improved transport linkages
NB	Old Town Enhancement Old Town Hall Improvements	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 Improvement Strategy.	Preparations completed for one way traffic to commence Materials agreed and ordered Work to begin in January 2013	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. Develop improved ED strategy for Old Town	HCC transport funding DBC Capital Funding - already identified	Sustainability Economic Development through improved investment into the old town

CC	Water Gardens Improvements	Deliver enhancements to the Water Gardens in line with the wider T C Master plan	Project development for Stage 1 HLF application. Successful bid to HLF to be submitted in August	Stage 1 bid submitted, Stage 1 pass awarded by HLF. Work to begin on stage 2 development during 2013	Development of project through to Stage 2 submission.	Delivery of restored Water Gardens to benefit the Town Centre	GAF S106 DBC Development award of £106k from HLF. £2.3 m to be sought through Stage 2 bid.	Protecting and improving an asset for the town through improved investment
CT/RB	Station Gateway Regeneration project Hemel Station Improvements	Working alongside Hertfordshire Country Council and London Midland to enhance appearance of the station and forecourt, and to improve connections between the station and the wider town The Feasibility study is now complete	Market testing of the study to see if the private sector will deliver Study completed – needs private sector to come forward	Continue to work with private sector to develop plans to deliver improved station forecourt and housing Early outline plans now being considered	Dependant of the outcome of market testing	To provide an attractive experience to people using the station and create an effective transport hub To regenerate the Station Gateway area including integration of improvements to forecourt	GAF Land swap Private sector GAF London Midland funding	Transport – improve access and use of public transport Sustainability through encouraging sustainable transport Delivery of housing and regeneration of the area Economic
Kel/N B	Transport development Hub	Working with HCC to develop improved public transport experience at Hemel train Station	Delivery of improvements-meeting HCC and London Midland	Successful LSTF project and work to improve bus service between station and may lands Access and movement work considered as part of the Town Centre Masterplan	Delivery of bus service Installation of further bike shelters Decisions pending outcome of large scale development	To regenerate the Station Gateway area including integration of improvements to forecourt	LSTF HCC S106	Transport – improve access and use of public transport Sustainability through encouraging sustainable transport Economic Development

Affordable Housing Supply

The Council is committed to the increasing the delivery of affordable housing in the Borough. To this end, it has expanded the capacity of the Strategic Housing team, to assist in the delivery of affordable homes on both private sector led (s106 sites) and council owned sites. The Council is currently embarking on its' own new build programme and it is the only Registered Provider in Hertfordshire to secure HCA funding (£675,000) to develop 45 affordable homes over the next 3 years.

Financial year	Tenure				Annual Affordable homes
	Social Rented	Shared Ownership	Affordable Rented	First Buy	
2011/12	90	5	22	27	149
2012/13	57	27	41	40	165
2013/14	71	83	189	0	343

The affordable housing provision will also include rural housing. The Council is working with the "Community Development Agency for Hertfordshire" a Rural Housing Enabling service, to help engage local communities that wish to see further affordable housing in their areas.

The Council will act to support Parish Councils in their decisions to promote affordable housing within their parishes.

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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, Spencer's 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. Growing places Funds and Local Sustainable transport funding have both also been achieved recently to help deliver regeneration aspirations

Example: The Heart of Maylands, Maylands Gateway 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. 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 is included within the Hertfordshire LEP.

Continuing representation on and engagement with the newly formed LEP 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 LEP 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

