



DACORUM

Investment Partnership

2026 INVESTMENT PLAN

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Executive Summary

The Dacorum Investment Partnership (DIP) is a long-term partnership between Dacorum Borough Council (DBC) and The Hill Group, (Hill) established to deliver new homes, regeneration and improved financial sustainability for the Council. This equal public-private partnership combines the Council's strategic place leadership with Hill's expertise in planning, design, delivery and commercial management to drive a coordinated and efficient programme of development.

This Investment Plan sets out DIP's intent to bring forward a coordinated programme of development across Dacorum, progressing priority sites through due diligence, design and delivery. As part of this programme, the Partnership will invest in the technical, commercial and community-focused work required to de-risk sites and establish robust, financially viable proposals for the Council's land and other emerging opportunities. The Investment Plan, together with the reports prepared by the Council, seeks approval for:

- **The preferred development options** for the former Civic Centre and Cherry Bounce sites, as well as feasibility work on the Water Gardens Car Parks.
- **The high-level financial position**, including assumptions on housing numbers, costs and the budgets required to achieve planning resolutions.
- **The pre-planning and due-diligence budget**, enabling technical surveys, site investigations, design development, planning strategy work and stakeholder engagement to commence immediately following approval.
- **The proposed delivery programme**, including the key milestones necessary to maintain momentum across the priority sites.

Key Programme Milestones

- Investment Plan sign-off (current decision point) - enabling DIP to initiate detailed due diligence and pre-planning activity across all three sites.
- Formal planning and design work begins – February 2026 (Cherry Bounce & Civic Centre).
- Target planning submission – October 2026 (Cherry Bounce & Civic Centre).
- Planning resolution – Spring 2027 (Cherry Bounce & Civic Centre).
- Start on site – Summer 2027. (Cherry Bounce) Autumn 2027 (Civic Centre).

Approval of this Investment Plan will enable DIP to begin appointing consultants and progressing coordinated technical work, design development and pre-application engagement. This will position the partnership to bring forward high-quality, mixed-tenure homes and regeneration that meet local needs while delivering long-term social and financial value for DBC.



DIP will play a central role in supporting DBC's strategic objectives to:

- Deliver housing growth, including affordable housing and other appropriate tenures, to meet increasing local need.
- Regenerate key strategic town centre and neighbourhood sites through residential and mixed-use schemes.
- Reduce repair and maintenance costs on the DBC's existing stock through the replacement and delivery of high-quality new homes.
- Secure long-term income streams for DBC.

THE PARTNERSHIP VISION IS CLEAR:

To create a sustainable, wide-ranging programme that transforms places, strengthens communities, and makes Dacorum an attractive place to live, work, and visit. This will be achieved through a structured approach to delivery, ensuring schemes are viable, well-designed, and responsive to changing market and community requirements.

DIP is underpinned by a set of shared objectives to:

- Deliver a flexible and sustainable pipeline of homes and regeneration projects through a long-term partnership.
- Enable early and transparent engagement to optimise scheme proposals, reduce cost, and maximise value.
- Achieve wider benefits through effective community engagement, training, and employment opportunities for local people.
- Deliver high-quality and sustainable homes, alongside placemaking that supports vibrant, inclusive neighbourhoods.
- Progress development opportunities at pace, ensuring momentum is maintained.
- Generate long-term income from projects to reinvest in local priorities.

A central focus for DIP will be the regeneration of Hemel Hempstead town centre, transforming it into a thriving cultural, commercial, and residential hub. Alongside this, the partnership will identify and progress neighbourhood sites across the borough, maximising opportunities to deliver affordable housing and mixed-use regeneration.

This Investment Plan provides the framework for how DIP will identify, appraise, and deliver development opportunities. It sets out the shared vision, objectives, and guiding principles that will ensure delivery is both commercially viable and socially valuable, supporting the DBC's ambitions for housing, regeneration, and financial resilience.

Setting the Scene for Dacorum

DIP has been established at a time of significant opportunity and challenge for DBC.

National, regional, and local policy all highlight the urgent need for affordable housing, the regeneration of town centres, and the creation of sustainable neighbourhoods. At the same time, viability challenges and unfavorable market conditions require innovative delivery models that can combine public leadership with private sector expertise. DIP has been designed as that model, providing a long-term vehicle to bring forward development in a way that is ambitious, flexible, and financially robust.



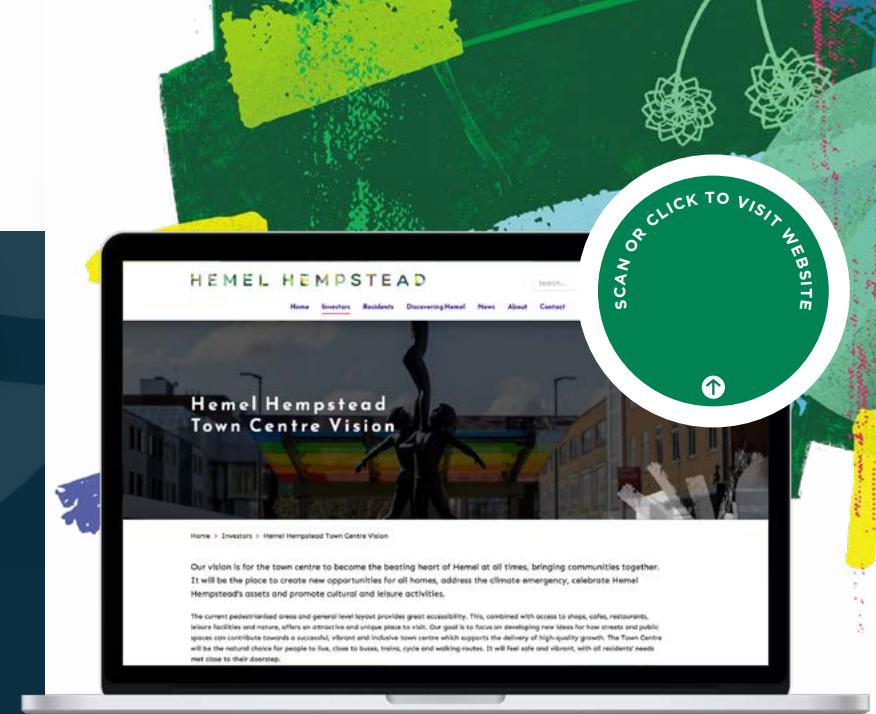
Alignment with Local Policy and Corporate Ambitions

The **Dacorum Local Plan to 2041** sets the framework for how the borough will grow, regenerate, and respond to future needs. It identifies the requirement for over **17,270 new homes by 2041**, alongside new schools, healthcare facilities, community infrastructure, and transport improvements. The Local Plan places particular emphasis on **revitalising Hemel Hempstead town centre**, creating sustainable new neighbourhoods, and supporting inclusive economic growth.

These ambitions align directly with DBC's corporate priorities:

- Delivering new homes, including affordable housing and other tenures to meet local demand.
- Supporting regeneration of key neighbourhoods and town centres.
- Strengthening local communities and the economy through investment, employment, and skills.
- Embedding sustainability and resilience into every stage of growth and regeneration.

DIP will act as a key delivery mechanism for these priorities, ensuring that the Local Plan's objectives are translated into real outcomes for local people.



Hemel Place Strategy

Hemel Place Strategy is DBC's overarching place-shaping and regeneration initiative for Hemel Hempstead. It sets out a long-term vision to revitalise the town centre and surrounding neighbourhoods, attract new investment, improve public spaces, and create a more sustainable, inclusive, and economically resilient place. The programme brings together a range of stakeholders — including DBC, local businesses, landowners, and developers — under a shared ambition to deliver growth that supports both residents and the local economy.

For **DIP**, Hemel Place Strategy provides the strategic context and placemaking framework within which the partnership operates. Many of the sites identified for potential development, such as the former Civic Centre, Water Gardens Car Parks, and Cherry Bounce, directly align with the priorities and opportunity zones highlighted in Think Hemel's Town Centre Vision and Maylands Growth Area plans. The partnership will therefore play a key delivery role in supporting the Think Hemel objectives — transforming identified sites into deliverable, design-led housing and mixed-use schemes that contribute to the town's wider regeneration and reflect the principles of environmental, social, and economic sustainability set out by the initiative.

Hertfordshire Development Quality Charter

The Hertfordshire Development Quality Charter provides a clear framework for raising standards across the county, built around its four pledges of being Collaborative, Inclusive, Climate-Ready, and Place-Based. These principles resonate strongly with the objectives of the DIP, which seeks to bring forward high-quality development that is deliverable, sustainable, and responsive to local needs. In practice, this means preparing robust design and access statements, using early-stage masterplanning to align with local and national policy, and ensure proposals are of the highest quality. Community engagement, biodiversity net gain targeting 10% with long-term stewardship, and measurable sustainability outcomes will be central considerations, helping to ensure schemes contribute lasting value to people and place. By reflecting the Charter's ambitions, the partnership will help set a benchmark for design quality, environmental performance, and community benefit within Dacorum.

Hemel Garden Communities and Regional Ambitions

The borough is also a central partner in the **Hemel Garden Communities (HGC)** programme, a long-term initiative to deliver up to **11,000 homes and 8,000 jobs** by 2050. This will be accompanied in its delivery by the **Homes England** scheme at **Marchmont Farm**, which adjoins the HGC. The investment partnership has successfully registered an interest to tender for this scheme. The HGC vision is built on four pillars:

1. **A Green Network** of open spaces and sustainable transport links.
2. **Integrated Neighbourhoods** offering a mix of housing and local services.
3. **A Self-Sustaining Economy** creating jobs, commercial space, and investment.
4. **Engaged Communities** shaping their places and benefiting directly from growth.

While DIP is distinct from HGC, both share the same core principles of sustainable placemaking, inclusive growth, and delivering housing at pace. DIP's pipeline of sites will complement the wider garden communities vision by unlocking brownfield land, regenerating existing neighbourhoods, and supporting the Council's ambition to make Hemel Hempstead a leading example of 21st-century urban renewal.



**Hemel
Garden
Communities**

National Housing and Regeneration Priorities

At the national level, the **National Planning Policy Framework (NPPF)** and wider government housing policies continue to emphasise:

- Delivering affordable housing and addressing acute housing need.
- Supporting urban regeneration and town centre renewal.
- Promoting high-quality design and sustainability in new development.
- Enhancing resilience, climate adaptation, and net zero pathways.

Government programmes such as the **Affordable Homes Programme**, the **Brownfield, Infrastructure and Land Fund**, and support from **Homes England** provide critical levers to help local authorities bridge viability gaps. The Ministry of Housing, Communities & Local Government (MHCLG) also continues to encourage new models of partnership working, recognising that collaboration between councils and private developers can deliver scale, efficiency, and quality.

Dacorum faces many of the same viability challenges as other Boroughs. Rising construction costs, the need to deliver high proportions of affordable housing, and infrastructure requirements can all impact scheme deliverability. The flexibility of the DIP model allows schemes to be structured in ways that manage risk, capture value, and maintain pace.

The Role of the Partnership

In this strategic context, DIP is positioned as a **key enabler** of growth and regeneration. It provides a dedicated and commercially viable vehicle that will:

- Translate the ambitions of the Local Plan and Corporate Plan into deliverable projects.
- Complement regional programmes such as Hemel Garden Communities.
- Respond to national priorities on housing, regeneration, and sustainability.

DIP will ensure that development remains viable while delivering affordable housing and wider community benefits. The Partnership's role is to balance community aspirations and ambitions with a long-term, collaborative vision.

By aligning local, regional and national priorities, DIP provides a coherent and enduring approach to place-making in Dacorum. This ensures that growth is not only about building new homes, but about creating vibrant, sustainable neighbourhoods and resilient income streams that will benefit the borough for decades to come.

Overview of Partnership

DIP will be strategic in its outlook and proactive in delivery.

It has been established to go beyond individual projects, creating a framework for long-term housing growth and regeneration.

DIP will bring forward a balanced pipeline of sites across the Borough, from town centre regeneration to neighbourhood renewal, with flexibility to respond to market conditions and funding opportunities.

Where partners choose to co-invest, returns will be shared equally after land value, site costs, and running costs. Both partners have an equal say in governance, ensuring transparency, accountability, and shared responsibility.

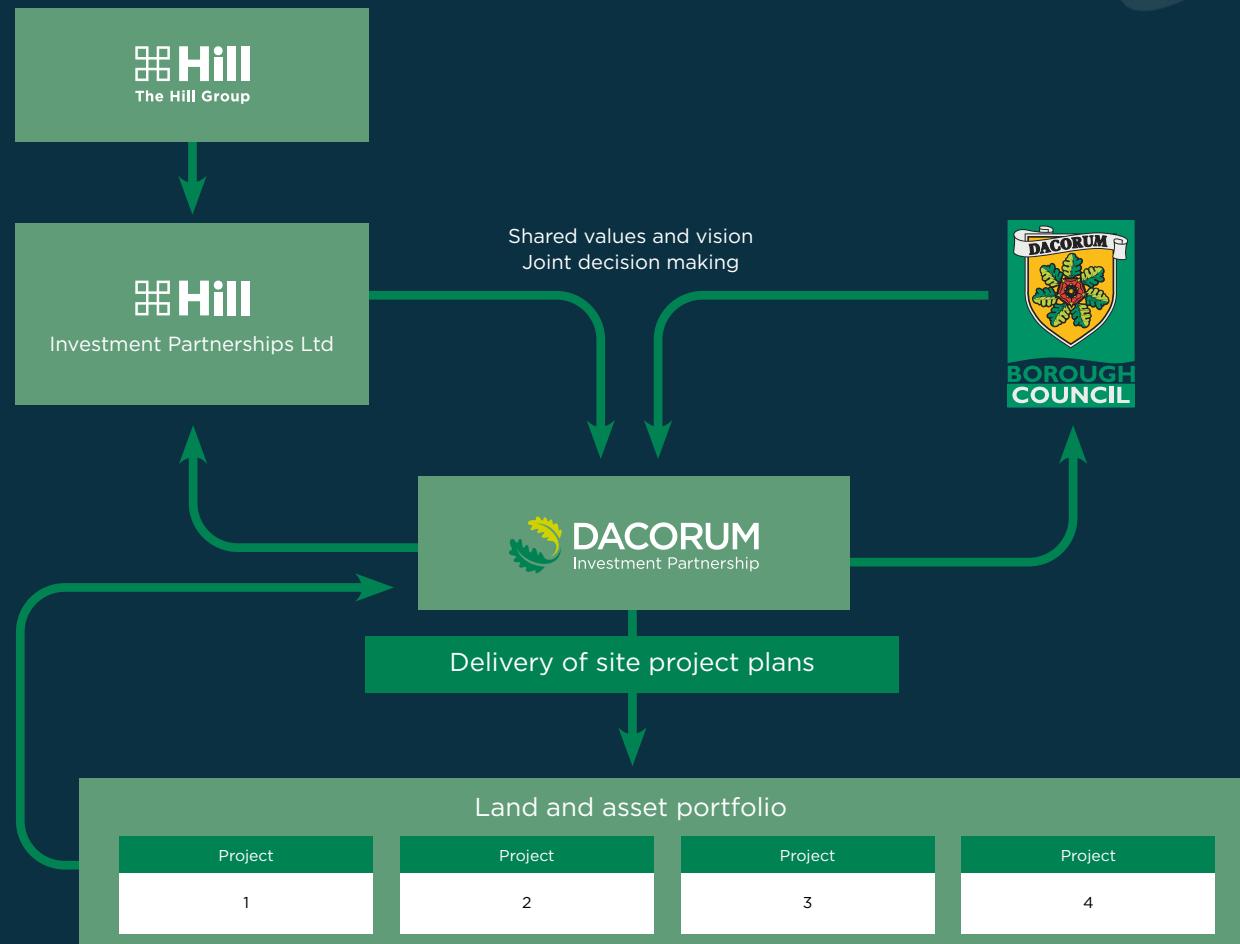
DIP has been designed to draw upon the best of both the public and private sectors:

- The Council brings strategic vision, democratic leadership, local knowledge, and the ability to align delivery with wider Corporate Plan priorities.
- The Hill Group brings investment and development expertise, from site acquisition and planning through to design, construction, sales, and long-term asset management.

Together, these strengths create a robust and efficient partnership, capable of delivering Dacorum's housing and regeneration priorities at pace.

DIP Structure.

DIP is established as a **50:50 Limited Liability Partnership** jointly owned by Dacorum Borough Council and Hill Investment Partnerships. The LLP is not a public sector body for procurement or accounting purposes, providing commercial flexibility.



DIP Objectives

The key objectives of DIP are to:

Deliver Homes and Regeneration

- Provide a flexible and sustainable long-term programme of housing delivery and regeneration for DBC.
- Deliver housing growth, including affordable housing and mixed tenures, to meet local needs.
- Regenerate town centre and neighbourhood sites through high-quality residential and mixed-use development.



Early Engagement and Value Optimisation

- Enable early engagement in scheme design to optimise proposals, reduce costs, and maximise value.
- Maintain flexibility to adapt delivery routes—through joint development, land sales, or third-party investment—to respond effectively to viability and market challenges.



Pace and Financial Sustainability

- Progress development opportunities at pace to accelerate housing delivery.
- Generate long-term income streams and capital receipts to support the Council's financial resilience and sustainability.



High-Quality, Sustainable Placemaking

- Create successful and thriving communities, with a strong emphasis on placemaking, sustainability, and design quality.
- Deliver sustainable homes and neighbourhoods that make the borough an attractive place to live, work, and visit.
- Generate a commercial return for DIP. This is part of the sustainable business models for the partners.



Community and Social Value

- Embed social value by engaging local communities in the design and delivery process.
- Support training, apprenticeships, and employment opportunities for local people.
- Strengthen local supply chains and deliver wider benefits that go beyond housing.



DIP provides a **flexible, transparent, and long-term delivery model**. It enables the Council to retain influence over how sites are developed, while accessing Hill's proven expertise and resources. Through DIP, the Council can accelerate the delivery of more homes, better places, and stronger communities, supported by a financial model that balances commercial returns with social and environmental value.

The Partnership Board and Investment Team

Below sets out the governance framework, outlining Board responsibilities, reserved matters, and the Investment Team's role in day-to-day delivery, while summarising key tasks and responsibilities.

Board Approvals

The following are the Board Reserved Matters referred to in the Members Agreement, except to the extent provided for in the Project Plans or this Investment Plan.

1. Adoption of the Investment Plan and each Project Plan.
2. A material variation to any Project Plan.
3. Extending the LLP's or any Project SPV's activities outside the scope of the Business or closing down any business operation.
4. Giving or taking any loans, borrowing or credit (other than normal trade credit in the ordinary course of business) in excess of those stated or referenced to in the relevant Project Plan.
5. Giving any guarantee, suretyship, or indemnity to secure the liabilities of any person or assume the obligations of any person in excess of those stated or referenced to in the Investment Plan or in a Project Plan.
6. Creating any Encumbrance over the whole or any part of the undertaking or assets of the LLP in excess of those stated or referenced to in the relevant Project Plan.
7. Commencing, settling or defending any claim, proceedings or other litigation brought by or against the LLP or any project SPV, except in relation to debt collection in the ordinary course of the business.
8. Forming any subsidiary of the LLP that is not required pursuant to a Project Plan, or acquiring any shares in any other company, whether through subscription or transfer, such that the company concerned becomes a subsidiary of the LLP.
9. Entering into any partnership or profit sharing arrangement with any person or create any share option, bonus or other incentive scheme.
10. Making any agreement with any revenue authorities or any other taxing authority, or make any claim, disclaimer, election or consent of a material nature for tax purposes in relation to the LLP, its business, assets or undertaking (including the project SPVs).
11. Entering into any arrangement, contract or transaction outside the normal course of its business or otherwise than on arm's length terms, including disposing of any land at less than its purchase value.
12. Entering into any agreement to do any of the things referred to in the foregoing paragraphs of this schedule.
13. Board Members will seek initial and delegated approvals from within their respective organisations as required.

DIP Board



Catherine Silva Donayre
Dacorum Borough Council



Tom Hill
Hill Investment Partnerships



Diane Southam
Dacorum Borough Council



Ernie Battey
Hill Investment Partnerships



Natasha Beresford
Dacorum Borough Council



Rob Jessett
Hill Investment Partnerships

DIP Investment Team

The Investment Team is made up of the following representatives. This is an initial membership, and will be subject to change in line with the needs of the DIP and parent organisations:



David Barrett
Assistant Director of Strategic
Housing and Delivery
Dacorum Borough Council



Matt Angus
Head of Partnerships
& Regeneration
Dacorum Borough Council



Charles Coleman
Investment & Delivery
Project Manager
Dacorum Borough Council



Terry Gamble
Deputy Development
Director
Hill



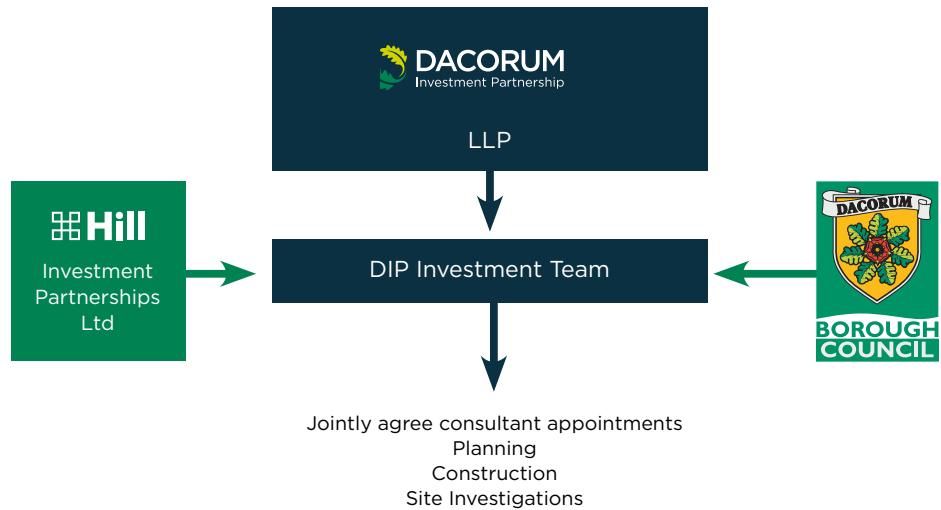
Oliver Mealey
Development
Manager
Hill



Harry Russell
Development
Surveyor
Hill



James Nelson
Assistant Development
Surveyor
Hill



The Board will delegate the day-to-day management, development, and delivery of Project Plans and other strategic activities to the Investment Team. The Investment Team's primary role is to drive forward the partnership's business in line with the Investment Plan, Project Plans and any direction given by the Board. This can include financial authority delegations set by the Board.

The Investment Team will prepare detailed Project Plans that set out site development proposals and present these for Board approval. Once approved, the team is responsible for managing and delivering the Partnership's objectives. To achieve this, the team will be supported by planning, development, commercial, and financial expertise drawn from the partners and the consultant supply chain. The intention is for the team to operate as one unified group with shared goals.

With delegated authority, the Investment Team will oversee delivery of the objectives set out in the Investment Plan and each Project Plan, reporting regularly to the Board on progress. Like the Board, the team is bound to act in the best interests of the Partnership at all times. However, it has no authority to act beyond the scope or defined parameters of the Investment Plan and the Project Plans approved by the Board.

The team will also be responsible for reviewing the effectiveness of the Investment Plan and resources, making recommendations to the Board where changes are required. The programme, sites, and exit strategy outlined in this Investment Plan are subject to active management and may be adjusted in response to market conditions or new opportunities, with the Board kept fully informed of any changes or amendments.

Investment Team Roles and Responsibilities:

- Optimise Council land by identifying, and investing in opportunities that deliver housing, regeneration, and placemaking.



- Expand the partnership's influence by actively engaging with the market to source and secure private, high-impact development opportunities.



- Deliver the Council and community's regeneration priorities, ensuring schemes align with local objectives for growth, sustainability, and affordability.



- Generate sustainable returns for the investment partners, proportionate to the level of investment and risk.



- Increase financial value through enhanced asset performance and long-term stewardship.



- Achieve place-based development outcomes, targeting priority areas and delivering at pace.



- Promote meaningful community engagement, supporting consultation and collaboration throughout the development process.



- Oversee professional resources, including the procurement, appointment, and management of the consultant team required to run DIP and deliver site proposals.



- Provide transparent reporting to the Board at agreed intervals, ensuring members have the insight and assurance required for effective decision-making.



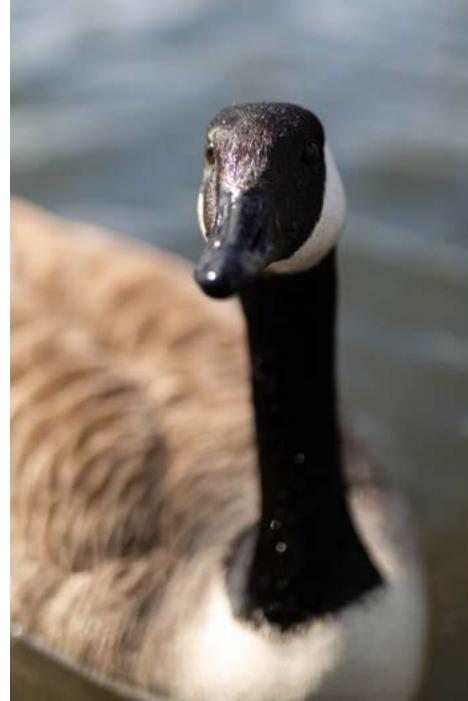
- Review and refresh the Investment Plan and Project Plans ahead of each accounting period, securing timely Board approval.



- Collaborate with Investment Partnership Supervisor (Arcadis) to agree agendas and prepare Board papers in advance of meetings.



- Ensure all Board members are fully briefed, supported, and advised to discharge their responsibilities effectively.





Tasks and Responsibilities Summary			
Financial	DBC/DIP	Board	Investment Team
Financial strength and solvency of partnership		✓	
Compliance with relevant tax & financial		✓	
Set budget partnership		✓	
Approve budget partnership	✓	✓	
Operating expenditure (budgeted)			✓
Operating expenditure (unbudgeted)		✓	
Capital expenditure (budgeted)			✓
Capital expenditure (unbudgeted)		✓	
Approve bank accounts and signatories		✓	
Administer bank accounts and signatories			✓
Produce annual and management accounts			✓
Approve annual and management accounts		✓	
Approve bankers, auditors, lawyers, architects		✓	
Appoint bankers, auditors, lawyers, architects			✓
Sale of land	✓		
Purchase of land	✓		
Resources			
Set up suppliers framework			✓
Appoint consultants			✓
Set up work package tenders framework			✓
Appoint work packages			✓
Business			
Produce Investment Plan			✓
Approve Investment Plan	✓	✓	
Produce Project Plan			✓
Approve Project Plans		✓	
Material variation to any Project Plan		✓	
Instruct start on site			✓
Manage on site construction			✓
Planning application			✓
Compliance with members agreement	✓	✓	✓

Site Due Diligence and RAG Assessment

As part of the Investment Partnership, several stages of due diligence and review have been undertaken to reach a site assessment recommendation to the Board, categorising sites into short-, medium-, and long-term opportunities.

This can be viewed as a portfolio of sites, each progressing at its own pace. While work continues across all sites, each faces its own unique challenges against its own programme and milestones that take varying lengths of time to resolve. This does not mean that progress has stalled on the longer-term sites; rather, it reflects that they do not currently fall within our short-term delivery portfolio of schemes capable of achieving full planning permission and starting on site within the next one to three years.

This approach is a key principle of the Investment Partnership — **transparent, honest, and deliverable** — recognising challenges and working collaboratively, with our combined expertise and shared ambition, to bring as many sites as possible through the development pipeline over the lifetime of the partnership.



RAG Assessment

The Estates Review was an exercise conducted by Dacorum Borough Council (DBC), with support from BPTW (architects), to assess the potential redevelopment opportunities within DBC's existing estates, and provided the starting point for analysis of sites.

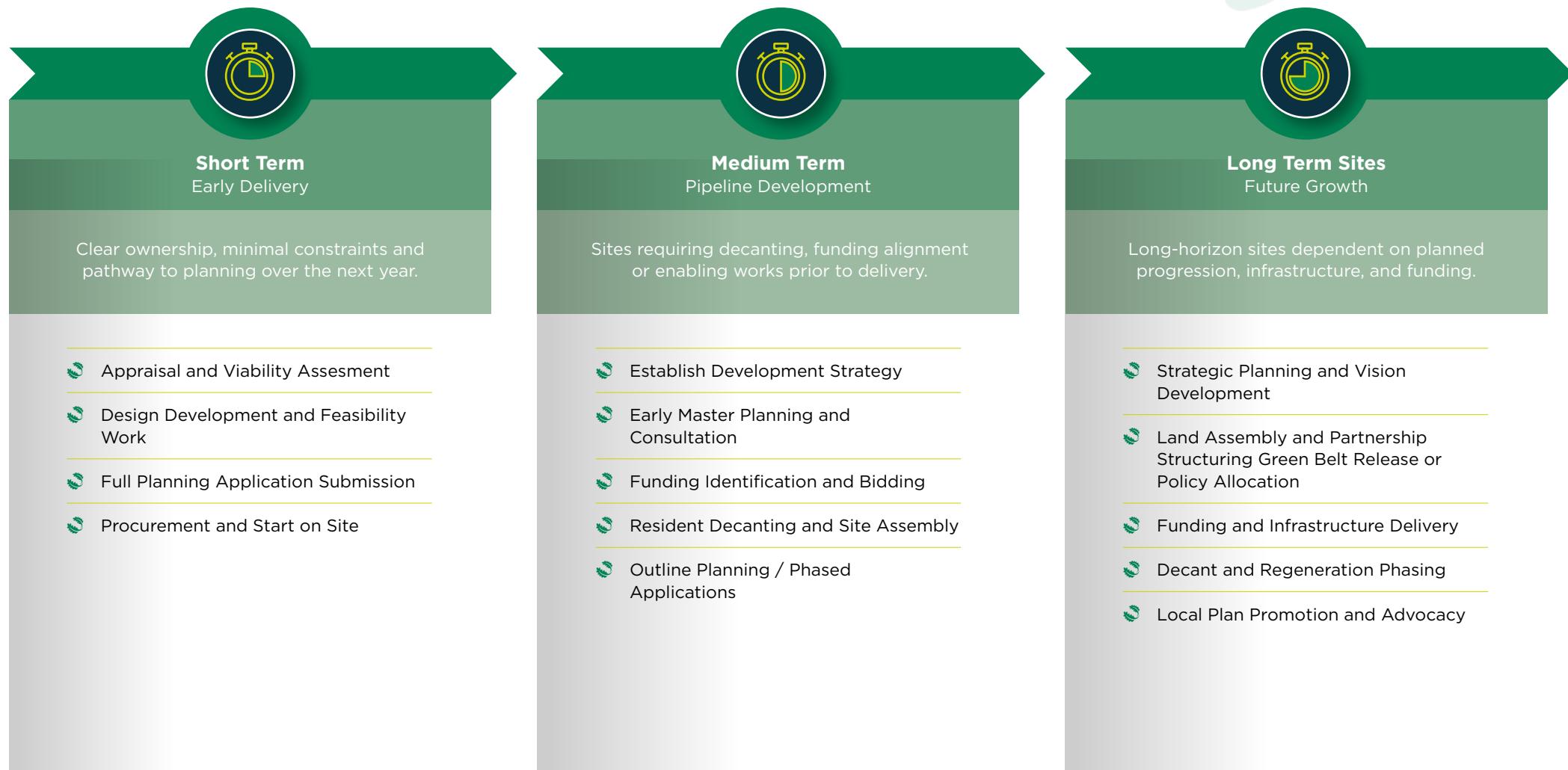
Building on this baseline, the Hill team has undertaken a RAG review of DBC's landholdings. Each site's planning history, constraints and development potential have been assessed and scored against five key metrics to determine whether they represent short- (1-3 years), medium- (3-10 years), or long-term (10+ years) opportunities.

The metrics consider factors such as site deliverability, size, timeframe and location, creating a clear and consistent scoring framework to prioritise opportunities. This enables DIP to focus resources on the most promising sites and identify those that warrant further investigation as part of the forward development programme.



Development Flow Chart

The process below represents a continuous workflow, with all reviewed sites requiring ongoing attention in parallel to maintain momentum and progress through the development pipeline. As part of the exercise, we have categorised these sites according to the timeframes we believe are associated with their delivery.



The Current Site Pipeline

Provides an overview of the priority sites being progressed, with key milestones, housing numbers, and affordable housing targets. Demonstrates how projects respond to housing need, regeneration, and placemaking objectives.

Sites

Building on from DBC's Strategic Asset Review, The Investment Team has worked collectively to identify, document, and assess all the landholdings within the DBC's ownership. This together with a strategic focus on the DBC's priorities has led to the preparation of an initial pipeline for development. The partnership continues to review the asset portfolio to identify opportunities for medium and longer term.

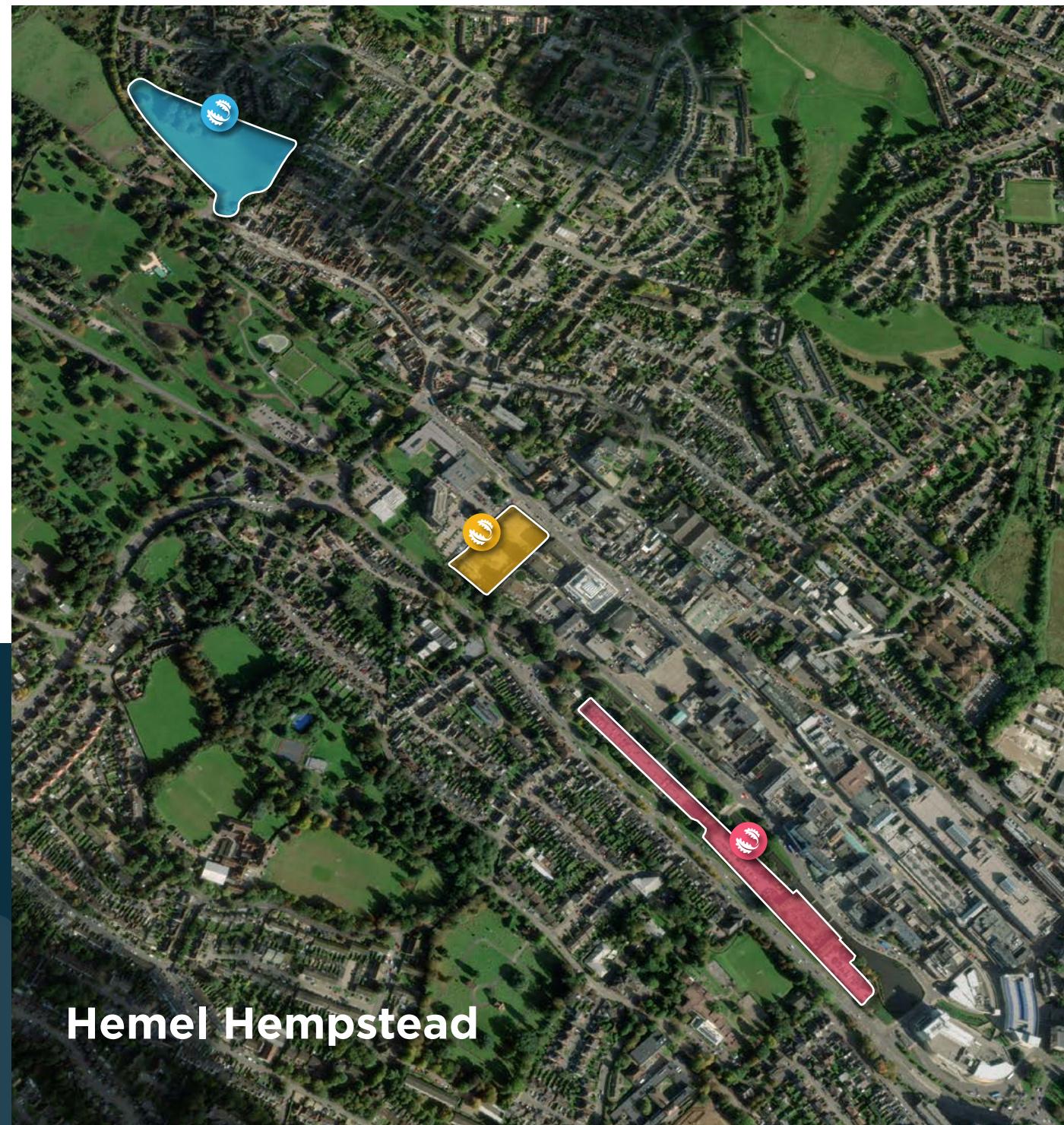
Current DIP Sites Pipeline (Year 2)

Following the BPTW Estates Report and subsequent RAG review prepared by Hill and reviewed by the Investment Team, three Council-owned priority sites have been identified for inclusion in the first-year development pipeline:

1. Cherry Bounce

2. Civic Zone

3. Water Gardens Car Parks



Cherry Bounce

Fletcher Way, Hemel Hempstead

Cherry Bounce is a well-located site, allocated for housing development in both the adopted and emerging Local Plan to 2041, north of Hemel Hempstead town centre. It is within a five-minute walk of key amenities and overlooking the Old Town and River Gade valley. Its attractive, sloping setting lends itself to high-quality, two-storey housing.

The site's steep topography—reaching around 1 in 6—requires careful due diligence to ensure access and road layouts are deliverable. Initial feasibility work suggests around 60 homes could be achieved, subject to balancing road gradients with the site's constraints.



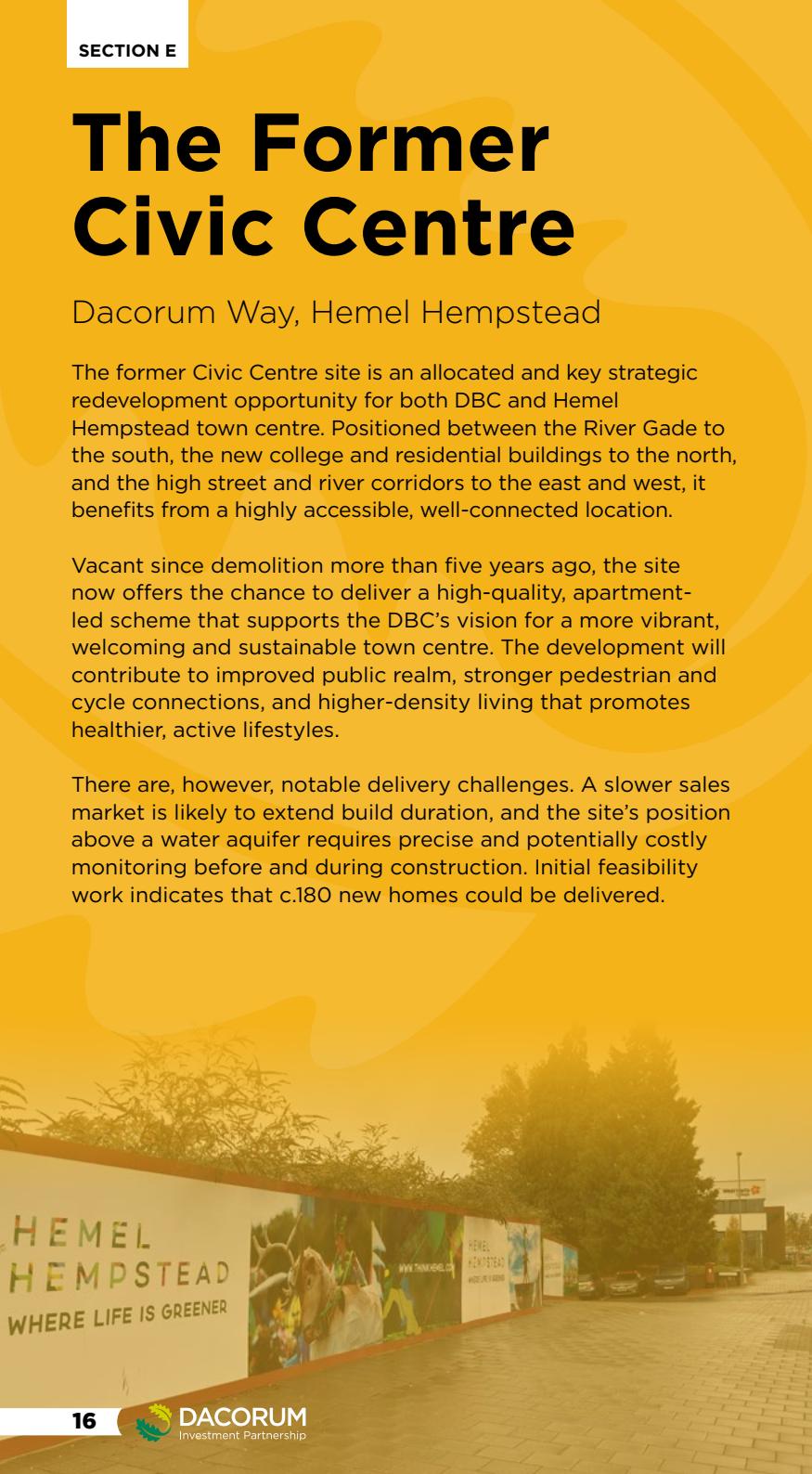
The Former Civic Centre

Dacorum Way, Hemel Hempstead

The former Civic Centre site is an allocated and key strategic redevelopment opportunity for both DBC and Hemel Hempstead town centre. Positioned between the River Gade to the south, the new college and residential buildings to the north, and the high street and river corridors to the east and west, it benefits from a highly accessible, well-connected location.

Vacant since demolition more than five years ago, the site now offers the chance to deliver a high-quality, apartment-led scheme that supports the DBC's vision for a more vibrant, welcoming and sustainable town centre. The development will contribute to improved public realm, stronger pedestrian and cycle connections, and higher-density living that promotes healthier, active lifestyles.

There are, however, notable delivery challenges. A slower sales market is likely to extend build duration, and the site's position above a water aquifer requires precise and potentially costly monitoring before and during construction. Initial feasibility work indicates that c.180 new homes could be delivered.



/// what3words

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Water Gardens Car Parks

Bridge St, Hemel Hempstead

The Water Gardens car parks occupy a strategic and highly prominent location between the residential neighbourhoods along Leighton Buzzard Road and Hemel Hempstead town centre, positioned on the eastern side of the River Gade. Currently operating as a Council-owned car park, the site consists of a multi-storey car park to the north and an open-air car park to the south, extending along the landscaped green corridor that shapes much of the town centre's character.

As part of supporting the wider Master Plan the Council is in the process of commissioning, DIP will carry out initial feasibility work on the Water Gardens Car Parks as proposals are developed. Future proposals will include a rationalised parking strategy which would also need to accommodate the parking requirements of the proposed Hemel Health Campus, and will be informed by The Council's ongoing town centre parking study.

/// what3words

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Future Sites and Regeneration Programme

The forward programme for DIP will be centred on maximising opportunities within DBC's landholdings, while responding proactively to any emerging regeneration opportunities across Hemel Hempstead, Berkhamsted, Tring and surrounding settlements.

The Investment Team will **continually review and engage with DBC on its land holdings**, using an initial **RAG assessment and scoring framework** to gauge development suitability and prioritise opportunities. This collaborative process will ensure sites are tested against key planning, design, technical, financial and DIP objectives from the outset, and revisited regularly to reflect evolving circumstances and lessons learned.



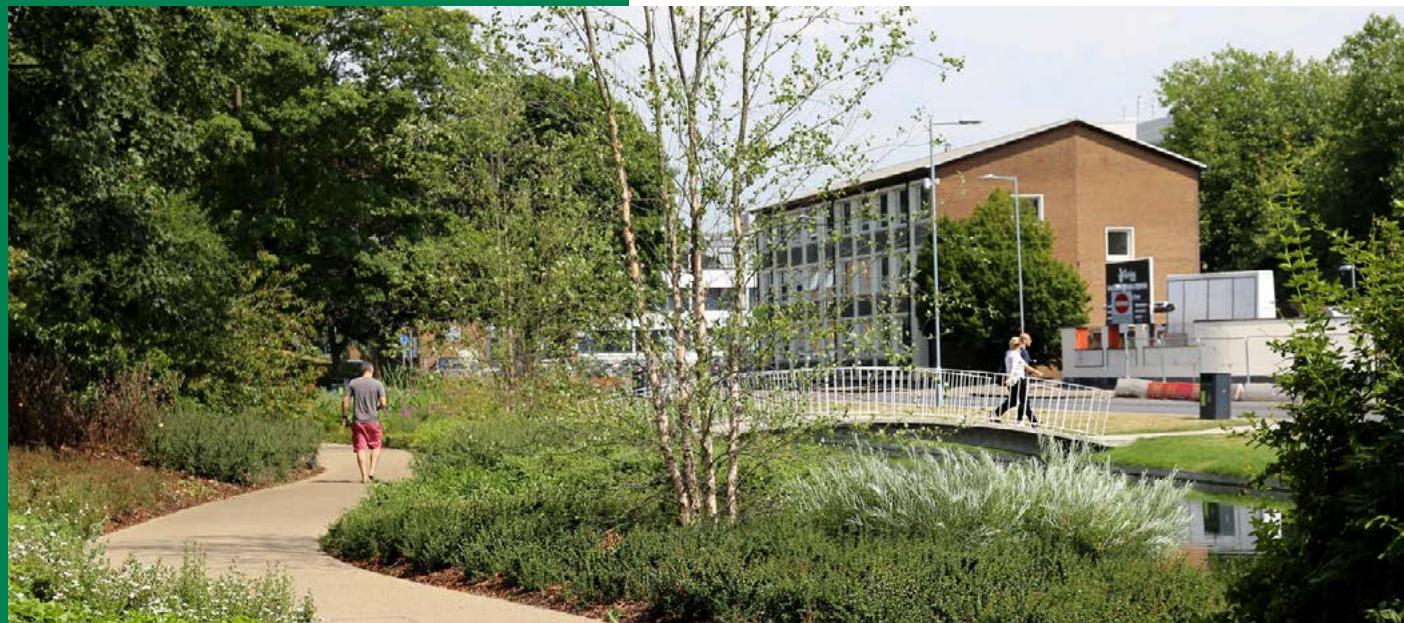
We recognise and fully support Dacorum's broader objectives, which include:

- **Town centre regeneration** – revitalising under-utilised land to create vibrant mixed-use places that support residents, businesses and visitors.
- **Improvement of the Council's commercial and affordable housing assets** – ensuring they are modern, efficient and meet long-term community needs.
- **Delivery of affordable housing** – across a range of tenures, aligned with the evidence of need identified in the Local Plan.
- **Supporting sustainable growth** – ensuring new housing and regeneration projects are environmentally responsible, well connected, and supported by community infrastructure.

The DIP will play a central role in realising the ambitions of the emerging Dacorum Local Plan (to 2041). The Plan sets out a clear vision for:

- **Delivering over 16,000 new homes** across the borough, with a strong emphasis on affordable and sustainable housing.
- **Regenerating Hemel Hempstead Town Centre**, creating a vibrant, mixed-use heart with new public spaces and improved connectivity.
- **Supporting new employment and commercial opportunities** to diversify the local economy and create jobs.
- **Enhancing the quality of place** through high standards of urban design, protection of open space, and climate-resilient development.

Aligned to these priorities, the DIP will work proactively with DBC to identify, assess, and bring forward viable regeneration and development opportunities. Future sites will be progressed on a phased basis, with a focus on housing-led schemes that deliver measurable social, environmental, and financial value.



The DIP will maintain a flexible pipeline of sites, prioritised against deliverability, community impact, and financial return. Each scheme will be shaped through early engagement with stakeholders, robust technical assessment, and a clear focus on creating places that people are proud to live in.



Funding the Partnership

a. Annual Running Costs of DIP

The running costs of DIP include:

- Investment Partnership Supervisor – Arcadis have been appointed by the Investment Team to help supervise DIP.
- General LLP Management Costs – Audit, corporation tax filings, D&O insurance, and other LLP running costs.

Funding Project Delivery

Pre-Planning to Consent

Planning Costs – On mixed tenure sites Hill will typically cash flow and take normal development planning risk. If DBC decides not to progress with a mixed tenure site, any planning costs will be reimbursed by DBC to Hill. DBC will fund planning on HRA or 100% affordable schemes, with Hill providing planning, commercial and development expertise as the DBC's Investment Partner to optimise delivery of affordable homes. The Investment Team will prepare planning budgets for both mixed tenure and HRA schemes.

From Planning Consent

Developments are typically funded by 40% peak equity from the developer (20% each partner) and 60% peak senior debt from the local authority. In this context 'peak' refers to either the equity committed, and debt borrowed over the development and construction programme. As homes are delivered and sold across each phase sales receipts are recycled to ensure an efficient use of funding.

The partners jointly fund the 40% development equity. The standard interest rate on equity is 5%. DBC could also provide the senior debt for an additional return, above any council costs of borrowing. Generally, council debt funding rates are below commercial rates to help with scheme viability, albeit always above the council's cost of borrowing. There is no obligation on DBC to provide the senior debt which alternatively could be provided by a bank.

In addition to the equal share of profits, DBC will also be paid the S.123 land value and Hill will be reimbursed planning costs on mixed tenure schemes.

Project Funding – Summary Table (based on joint development of a mixed tenure site)

Partner	Peak Equity (loan note)	Peak Debt (loan note)
Council	20%	60% (or bank)
Hill Investment Partnerships	20%	-----
Total	40%	60%



b. Loan Note Structure

As noted above, DIP will issue a loan note ('LLP Loan Note'), to DBC in relation to the agreed S.123 land value and Hill, likewise, will be issued with an LLP Loan Note to the value of the planning costs incurred to secure planning consent. LLP Loan Notes have a coupon attached to them with the rate being 5%.

In a joint development scenario, all development finance required from the point of planning consent is funded equally by both partners. An agreed contracting margin of 12% of turnover will be applied to all third-party costs, including planning fees.

Should DBC decide not to participate in a joint development opportunity, alternative mechanisms remain available. These include disposing of the site for an agreed Section 123 land value or accepting affordable homes in lieu of a land receipt. DBC also retains the option to acquire the affordable homes from DIP at an agreed value.

LLP Structure

Loan notes are issued by the LLP in favour of the partner providing the funding (land value in the case of DBC). They are paid down ('pari passu') after debt funding has been repaid. The partners can agree on how much to pay down or retain for future investment.

DBC as Senior Debt Provider

If DBC agreed to provide the 60% senior debt, this debt is fully paid back to DBC before equity is repaid and prior to any profit distribution. The Council as banker will have the same project security as would be required by a bank to mitigate their risk. In the unlikely event of default, DBC could step in and take appropriate steps to recover their debt finance, (as would be the case with a bank).

Given the potential of multiple mixed tenure projects, a senior debt revolving facility could be agreed to ensure more efficient debt funding, supporting delivery of the programme of sites at pace.

Preparation of DIP Management Accounts

Hill's Accounts Team will prepare the management accounts. They will work closely with DBC's accounts team in the preparation of monthly accounts for Board approval. Hill and DBC will have regular finance team meetings to discuss any relevant financial matters prior to Board meetings.

In addition, Hill will provide all company secretarial services to DIP.

Central Running Cost Budget

The budget for central running costs will be agreed annually and updated as required. The budget will be agreed as part of the Project Plan approval processes.

Stamp Duty Land Tax (SDLT)

DIP may be able to take advantage of partnership relief from SDLT, reducing the liability to half, because the transferring partner is half owner of DIP. This exemption applies so long as the agreed land payment is not paid any earlier than three years from the transfer of the site into DIP. There is the possibility for DIP to give upstream loans to each partner prior to the three-year period expiring. This allows the partners to receive cash prior to loans being repaid.

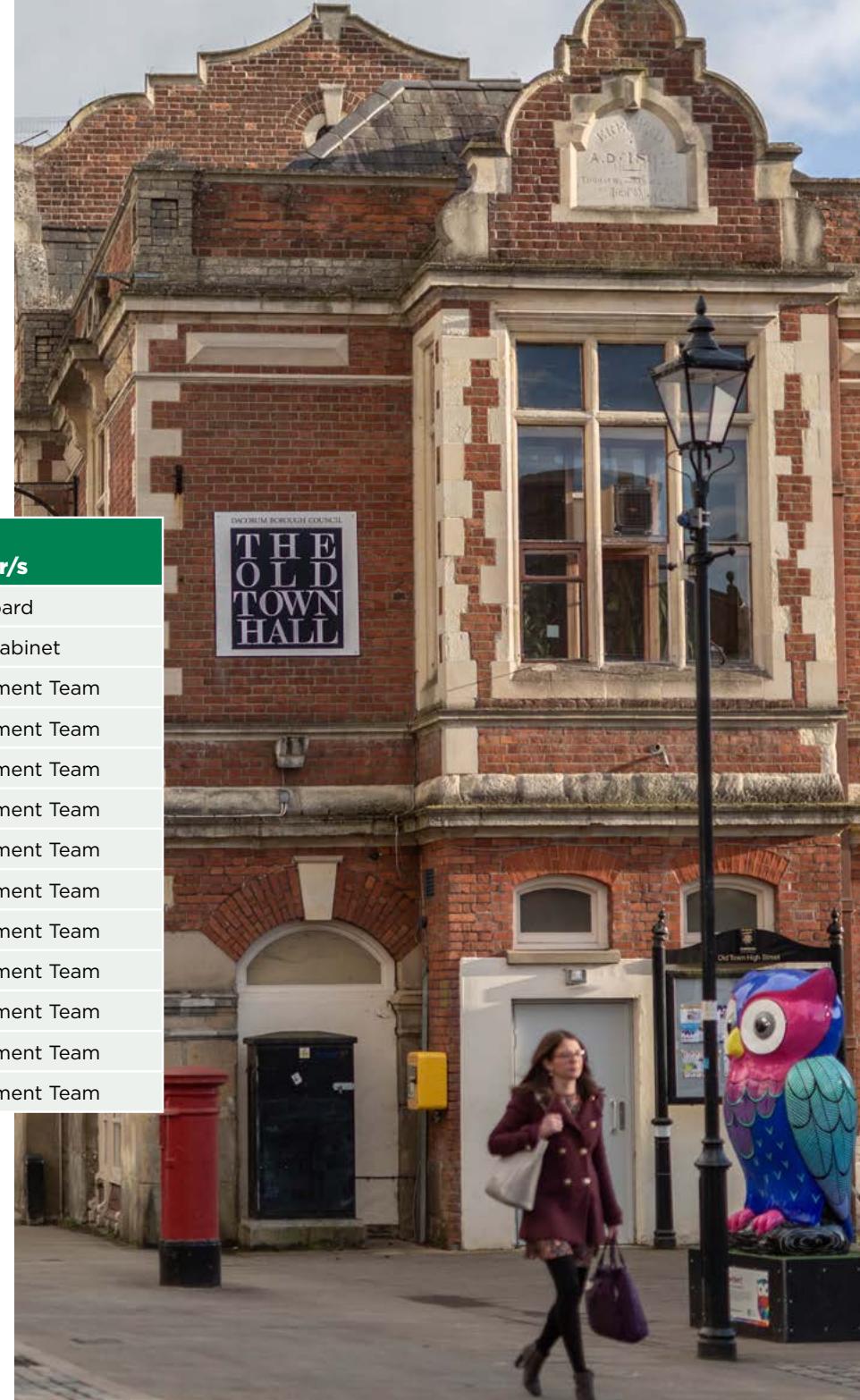
DIP will consider each site individually and any impact of SDLT on viability; in cases where the impact is low, DIP may simply pay the full SDLT. If SDLT impacts on the viability, it is anticipated that each development site will be transferred into an SPV. We may not always use an SPV, and the options will be considered on a site-by-site basis. In due course the partners will obtain detailed tax and legal advice on a site-by-site basis to ensure the delivery structure will maximise surpluses available for reinvestment or distributions as decided by the partners.

Work Programme

The following section outlines the planned deliverables for the programme period over the next 12-18 months, covering the key project deliverables and governance approvals. This Investment Plan will be updated annually. Developed Project Plans will show path to agreements and include consideration of local Government Reorganisation in any approvals process.

As set out in Section C, these deliverables form a core part of the Investment Plan and will be reviewed annually, with progress managed through the Investment Team's meetings and reported to the DIP Board.

Deliverable	Target Completion Date	Owner/s
Approval of First Investment Plan	January 2026	DIP Board
Approval of First Investment Plan	February 2026	DBC Cabinet
Cherry Bounce - Land Value Fix (Subject to Planning)	September 2026	Investment Team
Cherry Bounce - Planning Submission	October 2026	Investment Team
Cherry Bounce - Planning Approval, Land Value Fixed and Land Acquisition	April 2027	Investment Team
Cherry Bounce - Start on Site	July 2027	Investment Team
Cherry Bounce - Target completion date	November 2029	Investment Team
Former Civic Site - Land Value Fix (Subject to Planning)	September 2026	Investment Team
Former Civic Site - Planning Submission	October 2026	Investment Team
Former Civic Site - Planning Approval, Land Value Fixed and Land Acquisition	April 2027	Investment Team
Former Civic Site - Start on Site	September 2027	Investment Team
Former Civic Site - Target completion date	April 2031	Investment Team
Water Gardens Car Parks - Site Due Diligence	Autumn 2026	Investment Team



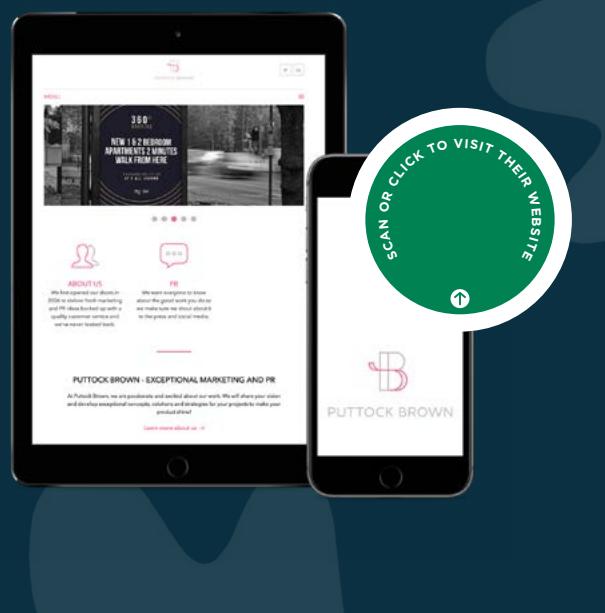
Communication Strategy

DIP has appointed **Puttock Brown** for its communications and PR on a retainer following an initial 6 month programme. With over 20 years' experience in housing, regeneration, and placemaking, including work with the **Cambridge Investment Partnership**, they will help establish DIP's brand, raise awareness of its objectives, and promote the long-term benefits DIP will deliver across the borough.

As DIP's single point of contact for communications, Puttock Brown will coordinate messaging between the Council and Hill, manage press and digital activity, and ensure clear, consistent communication across all channels. All outputs will be jointly approved through the partnership governance process to maintain transparency and alignment with shared goals.

Programme and Approach

Puttock Brown will deliver an initial six-month communications programme to establish the partnership's identity, digital presence, and reputation as a trusted partnership.



Phase 1: Foundation (Months 1-2) starting from November 2025

- Establish a dedicated communications workstream linking DBC and Hill teams.
- Develop a communications framework and approval process, including rapid-response protocols.
- Map stakeholders and key audiences, including councillors, MPs, and community representatives.
- Secure social-media handles and domain names and agree website wireframe.

Phase 3: Engagement & Content (Months 5-6)

- Develop communications plans for early regeneration projects.
- Deliver the first stakeholder newsletter and digital campaigns ("Investing in Dacorum's Future").
- Promote community benefits such as employment, apprenticeships, and social-value initiatives.
- Monitor engagement, sentiment, and reach to refine strategy for the next phase.

Phase 2: Digital & Awareness Launch (Months 2-4)

- Design and launch website, hosted independently but linked to DBC and Hill sites.
- Build the DIP Website.
- Create a media pack and core messaging toolkit.
- Launch social-media channels and begin light awareness activity around partnership purpose and benefits.

The ambition is to establish a trusted and recognisable brand, supported by an active digital presence and clear communications framework across both DBC and Hill teams. This will build community awareness, confidence, and support for the DIP's long-term mission and delivery.



Social Value Strategy

Social Value Governance

Hill has a dedicated Social Value & Community Manager (SVCM), Sophie Goddard, who holds overall responsibility for the delivery and management of the Social Value Delivery Plan (SVDP) on behalf of the DIP. Working collaboratively with Hill's Contract Managers, Project Managers, Senior Site Managers and Commercial Managers, the SVCM will ensure that social value priorities are embedded throughout each stage of project planning, delivery and completion.



The Social Value Committee will comprise:

- Head of Social Value, Hill – Sian Rebourg
- Social Value & Community Manager, Hill – Sophie Goddard
- Development Surveyor, Hill – Harry Russell
- Head of Partnerships & Regeneration, DBC – Matt Angus
- Enterprise Manager, DBC – Kevin Wright
- Head of Community Safety & Enforcement, DBC – Joshua Smith

The Committee will oversee performance, review outcomes, manage risks, and agree corrective actions where required. It will also act as the primary forum for aligning delivery with Dacorum's strategic priorities, ensuring social value initiatives are targeted, measurable and responsive to local need.

Social Value Committee

To provide clear governance, accountability and strategic alignment, a Social Value Committee will be established and will meet on a monthly basis. The Committee will bring together key stakeholders from both Hill and Dacorum Borough Council (DBC), ensuring that social value delivery is closely aligned with the Council's corporate priorities and local place-based objectives.

Alignment with Dacorum Priorities and Partnerships

Social value activity delivered through DIP will be explicitly aligned with DBC's key priorities, with particular focus on:

- Homelessness prevention, including pathways into stable accommodation and support services
- Employability, training and skills, with targeted interventions for the long-term unemployed
- Grow Grovehill, supporting the Council's Clear, Hold, Build initiative through coordinated, place-based social value interventions

Delivery will be strengthened through active collaboration with established local and community partners.

Target	Methodology	Delivered by
Inclusive opportunities for all		
Apprenticeships (Min 26 weeks each)	<ul style="list-style-type: none"> • Supply chain engagement with ATAs, JCP and local FE colleges. 	Managed by SVCM Delivery through supply chain/ATA/JCP/Colleges
CIAG & Education Engagement Events	<ul style="list-style-type: none"> • Liaison with local schools and colleges to support STEM curricula. 	SVCM and supply chain
Site visits	<ul style="list-style-type: none"> • Liaison with site team and local schools/colleges/community groups to identify relevant topics for site visits. 	SVCM and site team
Work Placements (schools and adults)	<ul style="list-style-type: none"> • Partnerships with FE colleges and JCP to source candidates for work placements. 	SVCM and site team
STEM Ambassador training on the project	<ul style="list-style-type: none"> • Liaison with local schools and STEM learning. 	SVCM
Prosperity for All		
Meet the Buyer Events (combined with other DIP sites)	<ul style="list-style-type: none"> • Host and/or attend an event in the local area. 	SVCM/ Supply Chain Manager/ commercial team
Business Support Workshops	<ul style="list-style-type: none"> • Host business support workshops for SMEs in the local area, aligning with different focus topics. 	SVCM/Supply Chain Manager
Social Enterprises Engaged	<ul style="list-style-type: none"> • Liaison and partnerships with relevant local social enterprises. 	SVCM
Local job starts	<ul style="list-style-type: none"> • Supply chain engagement with ATAs, JCP and local FE colleges • Employability programmes. 	Managed by SVCM Delivery through supply chain/ATA/JCP

Reporting, Monitoring and Escalation

Information and updates from the Social Value Committee will be shared through regular Investment Team meetings, with escalation to the DIP Board where appropriate. Social value performance will also feed into wider partnership reporting mechanisms, including Quarterly S106 Reports, Resident Group Updates, and Project Progress Reporting, ensuring transparency and accountability at all levels.

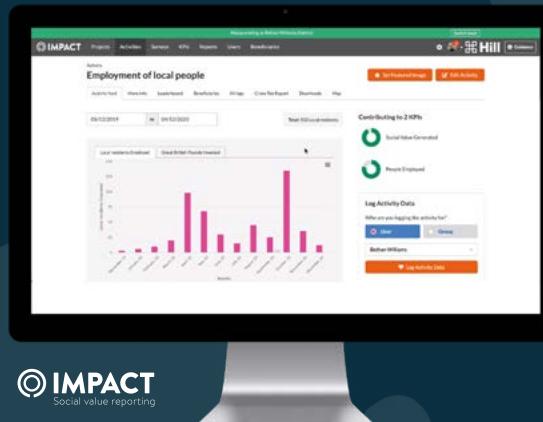
Impact Reporting

Each DIP project will be established as an individual record on Hill's Impact system — a live digital monitoring and reporting platform used to track delivery against agreed social value commitments. This ensures that all activities, outputs and outcomes are captured accurately at site level and aggregated into a wider partnership dataset.

Targets will be tailored to each project phase and updated as activities are completed, enabling real-time performance monitoring. The system supports transparent measurement across key themes including local employment, training and skills, community engagement, and environmental initiatives.

To complement quantitative data, the SVCM will prepare qualitative case studies to demonstrate outcomes, celebrate success and evidence continuous improvement. Regular summary updates will be provided to the DIP Board, highlighting achievements, emerging risks and opportunities.

At the close of each project phase, a Project Close-Out Report will be completed, summarising targets achieved, lessons learned, and the total social value generated for the DIP.



Foundation 200

As part of the DIP's commitment to delivering tangible community benefits alongside housing growth, the Partnership has secured **eight SoloHaus modular homes**, personally donated by Andy Hill through Hill's **Foundation 200 initiative**.

This contribution represents a significant step in addressing local homelessness by providing high-quality, fully furnished move-on accommodation for individuals transitioning out of temporary or unstable housing. The SoloHaus model aligns closely with DBC's priority.



 FOUNDATION200

 SOLOHAUS™

A Long-Term Commitment to Grovehill

Clear, Hold, Build (Grow Grovehill) is a Home Office strategy designed to address serious crime by combining targeted intervention with long-term community regeneration. In the Clear phase, police and partner agencies focus on reducing criminal activity through coordinated action; in the Hold phase, they work to maintain stability with a visible police presence to provide reassurance to residents; and in the Build phase, local councils, housing associations, schools, and community organisations collaborate to improve opportunities, strengthen community resilience, and rebuild trust. This three-step approach seeks not only to reduce criminal behaviour but also to support the development of safer, more sustainable communities over the long term.

Grovehill was selected due to ongoing challenges related to drug-related activity and anti-social behaviour, which had impacted residents' sense of safety and quality of life. Grow Grovehill aims to restore confidence in the area and make it a more positive place to live. Early interventions have resulted in enforcement outcomes and improvements to certain properties, while the Build phase is placing greater emphasis on providing better opportunities for young people and strengthening connections within the community.

Through the DIP, Hill is committed to supporting this long-term, place-based approach. This includes targeted community interventions such as youth engagement, employment and training pathways, early-intervention support, and improvements to local public spaces.

By aligning with the established Clear, Hold, Build framework and working closely with DBC, PCC, local partners, and residents, the Partnership will reinforce efforts to reduce crime and anti-social behaviour while rebuilding trust and confidence. Through a sustained presence enabled by DIP's long-term development pipeline, the Partnership will help deliver lasting, evidence-led change and support a safer, stronger Grovehill.

Site Development Process

Outlines the process from site identification through to planning consent and delivery, including risk management and tax efficiency considerations. Producing the site RAG Programme to show the status of opportunities.

The site development process up to planning consent is as follows:

- Land opportunities identified through joint due diligence.
- Development appraisal agreed between the partners and presented to the DIP Board.
- A Project Plan is developed by the Investment Team and agreed by the Board.
- For mixed tenure sites DIP provides funding and supporting resources to obtain a planning consent and DBC provides strategic leadership; DBC also has the opportunity to provide funding.
- Funding strategy for the development is agreed.
- The Project Plan sets out the planning strategy delivery, budget, and development appraisal to be agreed by the Board.
- Planning consent obtained.
- DBC transfers each site into the DIP at an agreed value and time following DBC's third party valuation for S123 compliance.

DIP's longer term delivery process is managed as follows:

- Land opportunities identified through joint due diligence.
- In the case of DIP co-development, the Investment Team provides the Board with a project cash flow model identifying the peak equity required from each partner.
- This includes the timing of payments and financial returns, plus any development debt finance required.
- The Board agrees the funding commitments and subsequent construction agreements and monitoring arrangements.
- An Operational Group will be established including the Investment Team, Finance, Construction and external monitoring representatives e.g. the employer's agent, to monitor the construction programme up until practical completion. This group will report to the Board on budget, risks, and progress during the delivery phase together with matters such as sales values on the private units or land sales.



Project Planning and Development Appraisals

Explains feasibility assessments, development appraisals, construction costs, scheme income, residual land value, and consultant procurement.

In developing a Project Plan that supports a concurrent and financially viable approach, the Investment Team will take into consideration a wide range of matters, including:

- ⌚ Planning policy & risk.
- ⌚ Public consultation.
- ⌚ Site constraints.
- ⌚ Site uses such as residential, commercial, offices or other local specific uses.
- ⌚ Residential – private sale values and local rental values.
- ⌚ The market for all non-residential space – national and local.
- ⌚ Infrastructure requirements.
- ⌚ Land assembly – timing and cost.
- ⌚ Housing infrastructure conditions including other grant funding.
- ⌚ Delivery funding options.
- ⌚ Development risks and opportunities.

The DIP Investment Team will prepare a Project Plan for each site it identifies for development. The Project Plans agree initial feasibility appraisals and inputs, based on indicative build costs and values. Options will be reviewed for each site that will identify any viability constraints, and consider and incorporate opportunities to maximise return whilst delivering on the DIP strategic objectives. Each sign off stage of a project will be supported by a financial appraisal. These appraisals will develop throughout the lifecycle of the programme, encapsulating more detail as the projects progress to eventually enable measured costing and valuation exercises to be undertaken post planning.



This financial appraisal model and the underlying cashflows will inform the Board of the following:

- ⌚ Proposed homes including the mix and tenure and type.
- ⌚ Proposed alternative uses to housing including commercial and leisure.
- ⌚ Gross development value.
- ⌚ Total development costs.
- ⌚ Funding arrangements.
- ⌚ Any anticipated development profit.
- ⌚ Any anticipated land value.
- ⌚ Partner requirements on funding and cost payments.
- ⌚ Partner cashflow requirements.
- ⌚ DIP running costs
- ⌚ Contingency and on cost allowances.

Programme for delivery including key milestones:

- ✓ Target planning submission.
- ✓ Target planning permission.
- ✓ Any land transfer.
- ✓ Anticipated start on site date.
- ✓ Delivery of homes / other uses.
- ✓ Duration of build.

The financial appraisal model is a tool to measure the projected financial performance of a project which will assist the partnership in delivering its wider strategic objectives. A development appraisal has been prepared for the Cherry Bounce and Civic Centre projects using assumptions on values costs and S106. As the project progresses through the planning stage, more detail and certainty can be applied to these assumptions. The final appraisal for the site will be presented to board post planning which will contain measured and priced costs along with a detailed plot price schedule which will assist in the Board in its decision to develop the site.





Risk and Opportunities Register

Item	Opportunity Description (cause, event, consequence)	Probability (1:5)	Impact (1:5)	Total	Recommended Action / Comments
1	Central Government Housing Intervention - CSR (Jun 25) highlighted positive support for housing developments including increased grants and streamlined procedures.	2	3	5	Follow central government and Homes England communications.
2	Increased Affordable Housing Grant - Improved viability position bringing forward more developments.	2	4	6	Monitor communications on AH grant.
3	Planning reform - Improved planning process, reducing time, cost risk on planning applications.	2	4	6	Follow planning reform and monitor outcomes from consultation.
4	Lower interest rates/borrowing costs.	2	4	6	Current forecasts are that interest rates and borrowing costs will reduce over the next 12 months.
5	OxCam Arc Market Improvements - Increasing demand and values coming from market demand.	3	4	7	Monitor local demand closely to identify any market improvements and requirements.
6	Local government reorganisation presents additional land opportunities and resource that can be leveraged by the investment partnership.	5	4	9	IT team to engage with the council to manage and mitigate any changes that will take place.
Item	Risk Description (cause, event, consequence)	Probability (1:5)	Impact (1:5)	Total	Recommended Action / Comments
1	Planning Policy - Local Plan 2041 found unsound and 2030 plan out of date. Tilted balance and national policy will apply. Risk of applicant and LPA alignment on policy approach.	2	3	5	Planning consultant to set out assumptions clearly to LPA from the outset.
2	Local Political Risk - Political instability from no overall council control. Risk of not securing cross party support needed prior to Committee.	2	4	6	Comms consultant to advise on strategy and monitor. Communications consultant being instructed.
3	Affordable Policy Risk - Benchmark AH has been set in land appraisals with mix being communicated in land offer. Risk of LPA pushing for deviation from this.	3	4	7	Planning consultant to outline position with DBC and seek support from Senior Council Officers.
4	Higher interest rates/borrowing costs.	2	4	6	Current forecasts are that interest rates and borrowing costs will reduce over the next 12 months.
5	Development Limits/Delays from Services - Water, Waste, Electricity.	3	3	6	Early engagement with statutory authorities to secure supplies. This is more critical on larger sites.
6	Supply Chain Capacity - Limitation of capacity to deliver DIP developments or for costs to disproportionately increase and affect viability.	2	3	5	The regions are set for increased development with large developments (public and private) in the pipeline. This has the potential to stretch the supply chain. DIP to maintain strong engagement with supply chain and help them to develop their resource capacity.
7	Planning Programme - DBC or consultee events leading to delays to submission/approval.	3	4	7	Ongoing engagement with DBC.
8	Market Sales Risk - Soft market conditions may undermine private GDV.	3	4	7	Ongoing engagement and input from Hill Sales Team to refine and maximise sales values and rates.
9	S106 Risk - High S106 asks could stall S106 or reduce viability.	3	4	7	Planning consultant to set out assumptions to LPA early on and make clear viability issues.
10	Local Government reorganisation.	4	0	4	LGR is incoming and we plan to accelerate schemes as soon as possible. With impact incoming from Autumn 2026.

Interpretation of Risks and Opportunities

8 - 10 High Opportunity Impact

5 - 7 Medium Opportunity Impact

0 - 4 Low Opportunity Impact

8 - 10 Unacceptable

5 - 7 Undesirable

0 - 4 Acceptable

