

CABINET AGENDA



TUESDAY 9 FEBRUARY 2016 AT 7.30 PM
DBC BULBOURNE ROOM - CIVIC CENTRE

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

Membership

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

Councillor Harden
Councillor Marshall
Councillor G Sutton

For further information, please contact Michelle Anderson or

AGENDA

- 13. BUDGET AND COUNCIL TAX SETTING (Pages 2 - 154)**



AGENDA ITEM:

SUMMARY

Report for:	Cabinet
Date of meeting:	9 February 2016
Part:	1
If Part II, reason:	

Title of report:	Budget 2016/17
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources James Deane, Corporate Director (Finance & Operations)
Purpose of report:	To present to Cabinet budget proposals for recommendation to Council in relation to: <ul style="list-style-type: none"> • Revenue and Capital Expenditure together with the potential use of reserves • The setting of the Council Tax for 2016/17 • The Treasury Management Strategy 2016/17 • The level of fees and charges for 2016/17 • Advice to Councillors on the robustness of the Budget proposals and adequacy of balances and reserves as required by the Local Government Act 2003
Recommendations	It is recommended that Cabinet recommend Council to: <p>General Fund Revenue Estimate</p> <ul style="list-style-type: none"> a) set a Dacorum Borough Council General Fund Council Tax requirement of £10.140m, and of £10.830m for the combined Borough Council and Parish Councils' requirement for 2016/17; b) approve an increase of 1.99% in Council Tax for Dacorum Borough Council; c) approve the base estimates for 2016/17, as shown in Appendix A1, and the indicative budget forecasts for 2016/17 – 2019/20, as shown in Appendix A2;

	<p>d) approve the forecast balances of Revenue Reserves as shown in Appendix J, and approve paragraphs 10-20 of this report as the updated Reserves Strategy;</p> <p>e) approve increases in Fees and Charges for 2016/17 as set out in Appendices C3, D3, and E3</p> <p>f) approve and adopt the Treasury Management Strategy for 2016/17, attached at Appendix K;</p> <p>g) approve and adopt the Treasury Management Principles and Practices for 2016/17, attached at Appendix L;</p> <p>h) note that this budget paper, when approved by Council, will form part of the Medium Term Financial Strategy.</p> <p>Four Year Settlement</p> <p>i) delegate approval to the Corporate Director (Finance & Operations) in consultation with Budget Review Group to decide on whether to accept Government's offer of a four-year finance settlement.</p> <p>Capital Programme</p> <p>j) approve the revised Capital Programme for 2015/16, and for 2016/17 to 2020/21, as detailed in Appendix I;</p> <p>k) approve the financing proposals in Appendix I subject to an annual review of the financing options by the Corporate Director (Finance & Operations), in consultation with the Portfolio Holder for Finance and Resources, during the preparation of the Statement of Accounts.</p> <p>Housing Revenue Account (HRA)</p> <p>l) reduce dwelling rents by 1% in accordance with government legislation, resulting in an average rent of £105.19 per week (based on 52 weeks);</p> <p>m) approve the HRA estimate for 2016/17 as shown in Appendix F.</p> <p>Terms & Conditions</p> <p>n) approve the continued application of a living wage supplement for all affected employees, in accordance with the rates of the Living Wage Foundation, for 2016/17 (to be reviewed annually thereafter).</p> <p>Statement by Chief Finance Officer</p> <p>o) approve the statement by the Chief Finance Officer regarding the robustness of the budget estimates and level of reserves as set out in Appendix M.</p>
--	---

Corporate objectives:	All of the Council's corporate objectives are reflected in the Budget proposals.
Implications:	<u>Financial & Value for Money</u>
'Value For Money Implications'	Contained within the body of the report
Risk Implications	Budget Risk Assessment completed within report (Appendix M)
Equalities Implications	Group Managers are responsible for carrying out Equality Impact Assessments for individual budget proposals contained within the overall budget. Group Managers will need to confirm these have been carried out prior to Budget and Council Tax setting.
Health And Safety Implications	None arising directly from this report.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>Under the Council's Constitution it is the responsibility of Cabinet to draw up firm proposals for the Budget, having regard to the responses to the consultation, and to present those proposals to full Council for approval. Once full Council has approved the Budget it is the responsibility of Cabinet to implement it.</p> <p>S.151 Officer:</p> <p>Comments contained in body of report. Chief Finance Officer Statement contained in Appendix M of the report.</p>
Consultees:	<p>Overview and Scrutiny Committees</p> <p>Budget Review Group</p> <p>Town and Parish Councils</p> <p>Public Engagement Forum</p> <p>Corporate Management Team</p> <p>Group Managers</p>
Background papers:	Joint Overview and Scrutiny Reports; 8 December 2015, and 2 February 2016.
Abbreviations	<p>GF – General Fund Revenue Account</p> <p>HRA – Housing Revenue Account</p> <p>MTFS – Medium Term Financial Strategy</p> <p>OSC – Overview and Scrutiny Committee</p> <p>PWLB – Public Works Loan Board</p> <p>RSG – Revenue Support Grant</p> <p>SFA – Settlement Funding Assessment</p> <p>NHB – New Homes Bonus</p>

Appendices to this report are as follows:

Corporate view

- Appendix A1 – General Fund Budget Summary 2016/17
- Appendix A2 – Draft General Fund MTFS update 2016/17 – 2019/20
- Appendix B1 – Budget Change Analysis 2015/16 – 2016/17
- Appendix B2 – Budget Summary by Overview & Scrutiny Committee

Finance & Resources

- Appendix C1 – Finance & Resources Budgets Summary 2016/17
- Appendix C2 – Finance & Resources Budgets Detail 2016/17
- Appendix C3 – Finance & Resources Fees and Charges 2016/17

Housing & Community

- Appendix D1 – Housing & Community Budgets Summary 2016/17
- Appendix D2 – Housing & Community GF Budgets Detail 2016/17
- Appendix D3 – Housing & Community Fees and Charges 2016/17

Strategic Planning & Environment

- Appendix E1 – Strategic Planning & Environment Budgets Summary 2016/17
- Appendix E2 – Strategic Planning & Environment Budgets Detail 2016/17
- Appendix E3 – Strategic Planning & Environment Fees and Charges 2016/17

Housing Revenue Account

- Appendix F – Housing Revenue Account Budget 2016/17
- Appendix G – Housing Revenue Account Movements 2015/16 -2016/17

Capital Programme

- Appendix H – Capital Programme Summary of new and amended projects
- Appendix I – Capital Programme 2015/16 - 2020/21, by OSC

Reserves

- Appendix J – Statement of Earmarked Reserves

Treasury Management

- Appendix K – Treasury Management Strategy Statement 2016/17
- Appendix L – Treasury Management Principles & Practices 2016/17

S151 Officer

- Appendix M – Statement by the Chief Finance Officer

Context of the Budget-setting process

1. The 2016/17 budget proposal and the updated Medium Term Financial Model have been produced to ensure that the Council maintains a sustainable financial position over the planning period. The following Council strategies and policies have informed the budget-setting process:
 - The Council's Vision and Priorities, as stated in the Corporate Plan
 - The Medium Term Financial Strategy (MTFS)
 - Service Strategies and Plans
2. The 2016/17 Budget setting process has also incorporated consultation events with a range of stakeholders, including:
 - Town and Parish Council Conference; November 2015
 - Overview & Scrutiny Committee; December 2015 and February 2016
 - Citizens' Engagement Forum; January 2016

Context of the Local Government sector

3. On 17 December 2015, the Secretary of State for the Department for Communities and Local Government, Greg Clark MP, made a statement to Parliament on the provisional Local Government Finance Settlement 2016/17. Some of the key messages affecting Dacorum are summarised, below.

3.1 Reduced Central Government Grant to the Local Government Sector

On a national level, in 2016/17 there will be a 12.5% reduction in the amount of Settlement Funding Assessment paid by government to local authorities – reducing from £21.2bn to £18.6bn. This will be followed by a further three years of annual reductions, resulting in a total reduction of 32% over the period to 2019/20 (from £21.2bn to £14.5bn).

Settlement Funding Assessment (SFA) constitutes the primary source of government support for local authorities, and refers to the combined payments of Revenue Support Grant and Baseline Funding.

Dacorum's SFA will reduce by 22.5% (£1.1m) in 2016/17 and by 58% (£2.8m) over the period to 2019/20. In both cases this is significantly higher than the national average for district councils, which is 17% for 2016/17 and 44% for the period to 2019/20.

3.2 Core Spending Power

The reason Dacorum's SFA reduction is high relative to the district council average is that for 2016/17 onwards the government has apportioned grant reductions based on a new method: *Core Spending Power*. This means that rather than applying the same percentage grant reduction to all authorities, Core Spending Power also takes into account *the amount that a council can raise locally from Council Tax and New Homes Bonus*.

In 2016/17, Dacorum is forecast to have the 15th highest Council Tax income of the 200 district councils in England (£10.1m compared to the average £6.3m). This means that Dacorum can generate more income locally than most district councils and therefore, within the context of Core Spending Power, can absorb a greater reduction in government grant than most district councils.

Context of Local Government accounting requirements

4. The budget-setting process within Dacorum is governed by a number of statutory requirements. Some of the key requirements are explained, below.

4.1 Capital charges

Where a Service benefits from the use of a council-owned asset, the Revenue expenditure budget for that Service includes a nominal charge for the use of that asset. This is in line with standard accounting practices, and the nominal charge is known as a *Capital Charge*.

Capital Charges ensure that the 'true' cost of running a Service is captured in the budget. However, in order to ensure that this nominal charge is not passed onto the Council Tax payer, there is corresponding credit (reversing out the charge), which can be seen in the General Fund Summary (Appendix A1).

A rolling programme of valuations is undertaken by the Council's valuer which ensures that the asset register is kept up-to-date and that capital charges to Services are accurate. Any change in the use of assets, or revised valuation, or additional Capital Expenditure will affect the capital charge made to the Revenue Budget.

4.2 Prudential Code

The Council complies with the Prudential Code for controlling Local Government Capital Finance, and the Budget for 2016/17 has been prepared in the context of these plans and controls. (More details of the Prudential Code are included within the Treasury Management Strategy in Appendix K.) The key objectives of the Code are to ensure that:

- Capital Investment Plans are affordable, prudent, and sustainable
- All external borrowings and other long term liabilities are within prudent and sustainable levels
- Treasury Management decisions are taken in accordance with good practice and in a manner that supports prudence, affordability and sustainability
- The Council is accountable for its decisions
- The Code supports local strategic planning, local asset management planning and proper option appraisal

4.3 The Budget Process

In accordance with the Medium Term Financial Strategy, a Budget Review Group comprising the Leader, Portfolio Holder for Finance and Resources, Chief Officers and the Group Manager (Financial Services) has met to review emerging budget proposals throughout the budget preparation period.

In addition, there has been a series of budget briefings and planning meetings throughout the budget cycle. These have involved Portfolio Holders, the Corporate Management Team; Corporate Directors with Assistant Directors, and Group Managers. In addition, there have been combined briefings for Overview and Scrutiny Committees in December 2015 and February 2016, during which Members have undertaken detailed scrutiny of the budget proposals.

Forecast Outturn 2015/16

5. Appendices C2, D2 and E2, which breakdown the proposed 2016/17 budget by OSC remit, also show the forecast budget outturn for the current financial year, as at November 2015. This is included to provide Members with comparative context for the 2016/17 budget proposals.
6. As at January 2016, the outturn for financial year 2015/16 is forecast to be broadly on budget. However, if revenue underspends are identified as part of the year-end process, it is recommended that they be contributed to earmarked reserves in order to fund specified expenditure in future years. Formal approval for movements in reserves will be sought from Members as part of the year-end process. The Council's Reserves Strategy, including justifications for current balances and recommendations for future movements, can be found in paragraphs 10 to 20 of this report.

Estimates 2016/17

7. The inflationary assumptions used to compile the 2016/17 estimates are set out below.

Inflation Factors	
Salary Inflation (annual pay settlement) for 2016/17	1%
Business Rates	1.4%
Fuel	5.0%
Utility Cost increase assumptions: Gas	5%
Electricity	5%
The Council is in a fixed price contract until 2016/17.	
Other Assumptions	
Average rate of return on Investments	0.5%
Salary Vacancy Factor	5.0%
Growth in numbers of Band D equivalent properties	1.2%

8. The salary vacancy factor for the 2015/16 budget was 5%, excluding front line staff within Waste Services. Analysis of the employee related budget undertaken during the last financial year shows that this level is appropriate. It is therefore proposed to maintain the vacancy factor at 5% for 2016/17.

Revenue Income

9. The Council receives income from a number of sources.

9.1 Government Grants

The Council receives grant income from Government, details of which are provided in paragraphs 28 - 33.

9.2 Housing Rents

Rental income received through the Council's housing stock is ring-fenced within the Housing Revenue Account (HRA) for the administration and maintenance of existing stock, and for the delivery of new buildings. More detail on the HRA budget is covered in paragraphs 49 - 56.

9.3 Investment Income

Low interest rates in recent years have led the Council to reduce its dependency on investment income as a means of financing revenue expenditure. Investment income has been further eroded as the Council has delivered a number of high value capital projects, which has reduced the capital balances, and, therefore, the balance of investable funds available. Budgeted General Fund investment income for 2016/17 is £242k, and £206k within the HRA. This assumes an average interest rate of 0.5%.

9.4 Fees and Charges

Service managers have proposed changes to fees and charges for 2016/17 as detailed in Appendices C3, D3 and E3.

Working Balances and Earmarked Reserves

10. The Council's Reserves Strategy is reviewed annually, and was most recently approved by Members within Section 9 of the Medium Term Financial Strategy (July 2015).
11. The Council holds two types of reserve, both of which are subject to audit by the Council's external auditors, Ernst & Young LLP, as part of the year-end process. The two types of reserve are:
 - **Working balances**, which are required as a contingency against unforeseen events, and to ensure that the Council has sufficient funds available to meet its cash flow requirements. The Local Government Act 2003 requires the Section 151 Officer to report on the adequacy of financial reserves when setting the General Fund budget requirement for the year. This requirement is met within Appendix M.
 - **Earmarked reserves**, which are funds approved by Members to finance specific items of future expenditure. The Council's Financial Regulations dictate that Earmarked Reserves can be created only with Member approval, and that all subsequent transfers to and from those reserves also require Member approval.
12. In line with the Council's approach in previous years, it is recommended that the **General Fund Working Balance** is maintained at a level between 5% and 15% of Net Service Expenditure. The proposed budget forecasts a General Fund Working Balance of £2.5m by the end of 2016/17, which equates to 13.6% of the Net Cost of Services of £18.438m (as shown in Appendix A1).
13. The **HRA Working Balance** is maintained by the Council at a level of not below 5% of turnover, as approved by Members as part of the MTFS Reserves Strategy. The proposed budget maintains the HRA Working Balance at £3m by the end of 2016/17, which equates to 5.1% of the £57.6m turnover (as shown in Appendix F).

14. It is recommended that Council approves the continued use of these parameters for the maintenance of both General Fund and HRA Working Balances.

General Fund Earmarked Reserves

15. The General Fund budget proposes a Net Cost of Service of £18.4m, as set out in Appendix A1. A balanced budget has only been possible as a result of making savings within Services, generating increased income, and identifying efficiencies, together with a net use of c£4.8m from earmarked reserves for non-recurring items (excluding Revenue Contributions to Capital). The proposed movements of General Fund earmarked reserves *for revenue use* in 2016/17 are as follows:

Earmarked Reserve	Net Movement £000
Earmarked Grants Reserve	-10
Management of Change Reserve	-130
Technology Reserve	-70
On Street Car Parking Reserve	-50
Local Development Framework Reserve	-280
Dacorum Development Reserve	80
Planning & Regeneration Projects Reserve	-40
Vehicle Replacement Reserve	350
Invest to Save Reserve	-115
Election Reserve	30
Training & Development Reserve	-25
Housing Conditions Survey Reserve	15
Funding Equalisation Reserve	-3,610
Pensions Reserve	-900
Total Net Movement	- 4,755

16. Appendix J identifies the proposed movements on General Fund Earmarked Reserves. All reserves have been reviewed during the preparation of the Budget for 2016/17, and there will be a further review of the reserves position as part of the closure of accounts process for 2015/16.
17. The justification for balances currently held by the Council within Earmarked Reserves is shown below.

- **Civic Centre Major Repairs Reserve**

This reserve was created to cover the costs arising from major repairs to civic buildings. In 2013/14, the funds held in this reserve were released as the regeneration plan for the civic centre site, at that time, involved the Council decanting into 39/41 The Marlowes during 2014. The plan is now for the Council to remain in the civic centre until moving into The Forum in January 2017. It is therefore recommended that a balance of £200k be retained in this reserve in order to finance unplanned costs associated with maintaining the building until 2017.

- **Earmarked Grants Reserve**

This reserve has been set up for unutilised grants from current and prior years. Local authorities are free to use all of this non-ringfenced funding as they see fit to support the delivery of local, regional and national priorities in

their areas. It is recommended that £10k of this reserve is drawn down in each of the next four years (starting in 2016/17) in order to fund energy efficiency initiatives across the Council. This use of funding is in accordance with the award of the original £40k grant.

- **Management of Change Reserve**

To finance any one off costs of projects required to make improvements or significant changes to services for which no budgetary provision exists, including redundancy and pension strain payments.

With continually increasing pressure on the Council's funding streams, service transformation remains high on the Council's agenda. This has resulted in a recommended draw down from this reserve of £130k in 2016/17 to fund various initiatives including: the corporate GIS project, temporary support for Woodhall Farm Community Centre, and additional temporary resourcing for Corporate Graduates, Health & Safety, and Communications.

- **Technology Reserve**

This reserve was set up in 2010/11, to be utilised with the Management of Change reserve to invest in technology improvements which will help improve efficiency and resilience.

The £150k draw down proposed for 2016/17 includes the funding of one-off costs for the Digital Dacorum Programme, website/sharepoint development and temporary IT resource to oversee these initiatives. £80k of the draw down will be contributed to capital projects associated with the digital programme.

- **On Street Car Parking Reserve**

There are statutory requirements the Council must observe in relation to income derived from certain parking activities, particularly on street car parking and penalty charge notices. Any operating surplus generated from these activities is transferred to this reserve for future re-investment in parking activities.

The £130k proposed draw down in 2016/17 comprises £50k revenue expenditure to fund the planned one-off expenditure associated with developing Controlled Parking Zones, together with £80k which will be transferred to capital as a contribution to the financing of the multi-storey carpark in Berkhamsted.

- **Local Development Framework Reserve**

This reserve was created to smooth the costs associated with work on the LDF over a number of financial years, rather than incurring substantial expenditure in one financial year.

- **Dacorum Development Reserve**

This reserve was created in 2011/12 to support regeneration and economic development initiatives across the Borough. The net draw down of £230k proposed for 2016/17 includes draw downs of £310k contribution to the Council's capital regeneration projects and £40k for the funding of a temporary post within the Hemel Hempstead Ambassadors programme. This is offset by a contribution to the reserve of £120k to fund the events associated with the Council's hosting a stage of the Tour of Britain in 2017/18.

- **Planning Enforcement & Appeals Reserve**
To meet the costs of urgent action on planning enforcement, and stabilise the financing of fluctuating annual costs of planning appeals
- **Planning and Regeneration Projects Reserve**
This reserve is designed to meet any one-off costs associated with planning or regeneration projects. The £40k draw down proposed for 2016/17 funds one-off revenue expenditure associated with the Water Gardens project.
- **Litigation Reserve**
This reserve was set up following various claims against the Council stemming from EU rulings. The funds are held to support one off costs associated with the defence against, or settlement of legal claims.
- **Vehicle Replacement Reserve**
This reserve was created to enable the Council to make regular contributions to the capital costs associated with replacing of key fleet vehicles. Funding replacement costs through Revenue Contributions to Capital enables the Council to reduce or avoid the costs associated with borrowing. From 2016/17 onwards, annual contributions to the reserve are recommended at a level of £350k.
- **Invest to Save Reserve**
This reserve was created in 2015/16 to support the one-off costs associated with spend to save initiatives and investing in new ways of working. It is used to fund the up-front costs of projects that can demonstrate payback within a 5-year period. Successful bids require sign-off by the S151 Officer, before requesting Member approval, and the proposed savings are removed, or income targets inserted, for the Service's future years' budgets at the point the bid is approved. The proposed draw down of £115k in 2016/17 is to fund costs associated with the transfer of payroll provider, the implementation of credit card surcharging and the review of the Planning Service.
- **Longdean School Repairs Reserve**
A reserve created to enable operating surpluses from previous years to be used in future years to contribute toward the cost of repairs.
- **Tring Swimming Pool Repairs Reserve**
To set aside income from a dual use agreement in order to contribute toward the cost of future repairs at Tring Sports Centre. The proposed draw down of £90k in 2016/17 will be contributed to capital to part finance impending repairs at the pool.
- **Youth Club Reserve**
To assist with repairs expenditure and the provision of Youth Club facilities.
- **Election Reserve**
This reserve was created to smooth the cost of Borough Elections over a four-year period. A contribution of £30k per annum is made from revenue to be drawn down to fund elections on a four-year basis.
- **Uninsured Loss Reserve**
To cover potential liabilities which are above the budgeted amount for uninsured losses, or those covered by the Council's insurance policy.

- **Training and Development Reserve**
 This reserve was created to finance specific development programmes for Council staff, and there is a planned draw down of £25k for 2016/17. This reserve complements the Management of Change reserve and ensures that Officers are able to access the training required to deliver services more efficiently.
- **Housing Conditions Survey Reserve**
 This reserve was created to smooth the costs associated with periodic Council inspections of private dwellings. As pressure continues to grow on the private rented sector across the borough, it is recommended that the Council continues to contribute to this reserve at a rate of £15k per annum.
- **Dacorum Partnership Reserve**
 This reserve was funded from the Performance Reward Grant received in 2009/10, and is used towards Dacorum Partnership projects.
- **Dacorum Rent Aid and Rent Guarantee Reserves**
 These reserves are to provide assistance to clients to obtain/retain accommodation.
- **The Forum Reserve**
 This reserve was created to support the relocation and fit-out costs associated with the Council's move to The Forum in January 2017. The full balance of £1.76m has been approved by Council for draw down in 2016/17 primarily to fund the capital costs of the Category C fit out.
- **Funding Equalisation Reserve**
 Funded through annual surpluses on the Collection Fund, this reserve is essentially a means of making the necessary accounting adjustments that arise when actual collection rates differ from forecast collection rates. There is a planned draw down of £3.6m from this reserve in 2016/17, to cover deficits arising in previous years.
- **Pensions Reserve**
 This reserve was created in 2012/13 in order to fund potential costs to the Council arising from the statutory triennial reviews of the pension scheme. The triennial review in late 2016 is expected to result in a requirement for the Council to make further payments to reduce its pensions deficit. A draw down of £900k (based on the amount of the one-off payment required at the time of the last review in 2014/15) is proposed for 2016/17 to fund this payment.
- **Maylands Plus Reserve**
 This reserve was created in 2013/14 to set aside surpluses generated at Maylands Business Centre for re-investment into Economic Development across the Borough. A £70k draw down is proposed for 2016/17 to contribute to the capital costs of the proposed extension to the Business Centre.

Earmarked Reserves future priority areas

18. Priority areas that Members may wish to consider for future contributions to Earmarked Reserves, subject to outturn, include:
- **Management of Change Reserve**
 This reserve has been used to fund a range of transformational projects over the last few years, as the Council seeks to deliver its services more efficiently.

The increased grant reductions announced in the recent Local Government Finance Settlement continue to emphasise the need for the Council's transformation agenda. There are a number of further projects in the pipeline, including the evolving digital agenda, and the focus on channel shift for public access to the Council's services.

- **Dacorum Development Reserve**
This reserve funds Council initiatives designed to stimulate growth and tourism across the Borough. The Council's ability to deliver this regeneration agenda is benefitted by the ability to respond quickly to opportunities presented by the market for the acquisition of strategically important land parcels.

Housing Revenue Account Earmarked Reserves

19. The Council holds one Earmarked Reserve within the HRA; the Strategic Acquisitions Reserve, with a current balance of £7.2m. It is recommended that this reserve be renamed the New Build and Capital Investment Reserve and that it be increased by £13.5m in 2016/17.

This £13.5m revenue contribution would, in previous years, have been contributed directly to capital rather than being held in a revenue reserve. The rationale behind the recommendation to keep these funds within a revenue reserve in 2016/17 is to enable the Council to benefit from the increased financial flexibility that comes with holding funds as revenue rather than capital. This increased flexibility enables the Council to mitigate its financial risk exposure to further changes in government legislation governing the setting of rent.

This new approach does not change the ultimate use of these funds for capital purposes. It simply preserves the flexibility of revenue for a bit longer, until the funds are required within the Capital Programme. In accordance with the New Build programme approved within the HRA Business Plan, it is forecast that the funds will be contributed to capital in 2017/18.

Capital Reserve

20. This reserve is utilised to finance the Capital Programme. General Fund capital balances have now been fully utilised on a range of capital projects, and the balance brought forward to 2016/17 contains only receipts from the sale of HRA properties under the Right-to-Buy scheme. It is estimated that the HRA balance will be £15m as at 1 April 2016, and £1.3m as at 31 March 2017.

Capital Programme

21. The Capital Programme has been structured to enable delivery of the Council's Corporate Plan over the medium- to long-term. The Programme includes all capital schemes within both the General Fund and the Housing Revenue Account (HRA).
22. The recommended Capital Programme detailed in Appendix I includes a revised programme for 2015/16, together with a proposed 5-year programme encompassing £218m of capital investment across the Borough.

23. Areas of major investment within the 5-year programme include:

General Fund

- £6.5m to purchase and replace fleet vehicles, plant, machinery and other equipment;
- £33.3m Asset management of community facilities including Council-owned buildings, car parks, public conveniences, cemeteries and community and sports premises. This includes £18.8m for The Forum;
- £15.5m Economic Development, Affordable Housing, Town Centre Regeneration and Growth Area schemes;
- £2.5m Investment in Information and Communications Technology, including upgrading of software systems. This investment will enable future revenue efficiencies to be achieved through customer services 'channel shift' and service transformation projects;
- £3.8m Capital grants and loans to voluntary organisations and Private Sector Housing grants (including disabled facility grants and improvement grants). It should be noted that Disabled Facility Grants are mandatory.

HRA

- £112m for major capital repairs and replacements of components of the Housing Stock (such as bathrooms, roofs, windows, kitchens);
- £42m for the New Build programme.

Financing the Capital Programme

24. It is recommended that the Capital Programme for 2016/17 is financed as per the table below.

Proposed Financing for Forecast Capital Programme 2016/17	
	£m
Major Repairs Reserve	28.2
Grants and External Funding	0.8
Capital Receipts	5.5
Revenue Contribution	5.8
Borrowing	9.8
Total Indicative Funding	50

25. Key assumptions around the Capital Programme's primary financing streams are detailed below:

25.1 Major Repairs Reserve

This relates exclusively to capital expenditure within the HRA, and is funded through annual depreciation charges on the Council's housing stock.

25.2 Forecast of Capital Receipts

In accordance with the Council's Medium Term Financial Strategy, estimates of the likely Capital Receipts to be generated during 2016/17 and subsequent years

have been made based on the Council's Asset Management Plan and the current economic climate. The level of receipts anticipated during 2016/17 is £11.2m (of which £3m will relate to General Fund and £8.2m will relate to the HRA).

25.3 Revenue Contribution to Capital

This refers to charges on revenue budgets in order to finance capital projects. The £5.8m relates wholly to the General Fund.

25.4 Borrowing

In May 2015, the Members approved the Council's General Fund taking borrowing of £19.8m from the Public Works Loan Board (PWLB) in order to support the delivery of the approved Capital Programme. The PWLB offers low interest rate loans to Local Authorities, with interest rates derived from the gilt rate at which Government itself can raise funds.

Through the PWLB, the Council was able to structure a portfolio of loans, with a range of differing maturities (the longest at 40 years), designed to minimise the amount of interest payable by the Council whilst at the same time ensuring that annual repayments remain sustainable. The average interest rate secured was 2.9%, which reflects a discount of 40 basis points (0.4%) on the standard PWLB rates. This additional discount was secured through a combination of the PWLB's 'project rate' (20 bps) and through the Local Enterprise Partnership (LEP) support for the Council's regeneration programme (20 bps).

The proposed Capital Programme identifies a need for further £1.5m borrowing in 2017/18. This will be kept under review to ensure that further borrowing is undertaken, and associated revenue costs incurred, only if required. The revenue implications of the Council's existing General Fund loan are included within the budget for 2016/17 at £965k.

The Borrowing Strategy and policies are set out in Section 3 of the Treasury Management Strategy, see Appendix K.

26. To ensure that the Council optimises its Capital Receipts and returns on existing assets, it is essential that all assets are kept under review in line with the Asset Management Strategy and Medium Term Financial Strategy. Cabinet will be briefed at least annually on the performance of assets and in particular non-operational assets. The briefing will identify any potential surplus assets that do not meet the Council's needs and may be considered for formal decision for disposal.

Treasury Management Strategy

27. In accordance with the requirements of the Local Government Act 2003 the Council produces an annual Treasury Management Strategy, see Appendix K. This appendix includes:
 - the reporting of prudential indicators, as required by the CIPFA Prudential Code for Capital Finance in Local Authorities (Section 2);
 - the Borrowing Strategy (Section 3);

- the Investment Strategy in accordance with CIPFA Code of Practice on Treasury Management (Section 4).

Local Government Finance Settlement 2016/17

28. The Council benefits from two elements of funding within the Local Government Finance Settlement:
- Revenue Support Grant (RSG)
 - Baseline Funding (the guaranteed element of Business Rates Retention)
29. The provisional **Revenue Support Grant** for 2016/17 is £970k, a reduction of £1.1m from the £2.070m received in 2015/16. This continues the trend of reducing RSG for the Council, down 75% from the £3.962m received in 2013/14.
30. **Baseline Funding** is funded by Central Government through redistributed Business Rates, and the amount is determined by Government's assessment of need within Dacorum. The provisional settlement for 2016/17 is £2.553m compared to £2.533 in 2015/16.
31. The Government's **Business Rates Retention** Scheme is designed to incentivise local authorities to grow their local economy by enabling them to share in the increased Business Rates income, over and above the level of Baseline Funding. However, the Scheme also transfers risks to local authorities through their absorbing a portion of the lost income arising from a diminishing tax base. Government has capped at 7.5% the income that can be lost to councils from their Baseline Funding as a result of a diminishing tax base. This cap is known as the 'Safety Net'.
32. There is currently a significant backlog of Business Rates valuation appeals that have been submitted by businesses across the country, including within Dacorum. The Valuation Office (VOA) is responsible for adjudicating on these appeals. Based on historical data, there is a risk that a high number of these backlogged appeals will be upheld, and that consequently Business Rates reductions will be granted to a sufficiently high number of businesses to reduce the Dacorum taxbase below the 7.5% Safety Net. On this basis, the 2016/17 Budget assumes that the level of Business Rates grant will be at the Safety Net level. This is in accordance with the Medium Term Financial Strategy approved by Cabinet in July 2015.
33. The Local Government Finance Settlement 2016/17 provides Local Authorities with the opportunity to accept a 4-year settlement, guaranteeing levels of annual funding up until 2019/20. The conditions attached to councils accepting the 4-year deal have not yet been released in detail, and are expected as part of the Final Settlement in early February 2016. This report recommends that approval to accept the 4-year deal be delegated to the Corporate Director (Finance & Operations) in consultation with Budget Review Group. This will enable more work to be undertaken once the detail is announced and ensure that the Council can respond to a short deadline if required under the terms of the Settlement.

New Homes Bonus 2016/17

34. The Council has received confirmation that it will receive New Homes Bonus (NHB) of £3.491m in 2016/17, an increase of £880k over 2015/16.

35. New Homes Bonus is awarded to local authorities based on annual housing growth. The funding relating to each year's growth is paid to the Council annually for the subsequent six-year period. 2016/17 will be the sixth year of the New Homes Bonus Scheme, consequently the £3.491m allocation for Dacorum includes instalments relating to years 1, 2, 3, 4, 5, and 6 of £325k, £557k, £625k, £628k, £475k, and £880k respectively.
36. The future of New Homes Bonus is currently out to consultation, and changes to the distribution method are expected which are likely to reduce the level of award received by Dacorum in 2017/18. The consultation closes in March 2017 and Members will be updated as developments progress. The potential reduction of NHB is noted as a significant risk within the Chief Finance Officer's Statement (Appendix M to this report).

Budget Consultation

37. During the preparation of the 2016/17 Budget, the Corporate Director (Finance & Operations) provided briefings to Town and Parish Clerks, at the Parish Council in November 2015. This was followed, in December 2015, by a briefing on the Budget to all Members at a meeting of the Joint Overview & Scrutiny Committee, which was followed by meetings of the individual Scrutiny Committees. A further Joint Scrutiny meeting was held in February 2016.
38. The Council commissioned Opinion Research Services (ORS) to arrange and facilitate a consultation forum with a representative sample of Dacorum residents. The event took place on 16 January 2016, and involved participants working in discussion groups to prioritise some broad strategic options open to the Council to address its savings targets. The full report is available on the Council's website, but a summary of the key points is shown below:

Strategic Option	Priority weighting
Council Tax Increase 1.8%	54%
Service Reductions	4%
Increase Charges	28%
Something Else	14%

39. The most popular 'something else' was efficiency, with the forum emphasising that they wished the Council to pursue efficiency at all levels and in all of its activities.
40. It should be noted that at the time of the event the proposed Council Tax increase was 1.8%, rather than the 1.99% increase that was subsequently recommended in light of December's Finance Settlement. It should also be noted that the view of participants was unanimous that Council Tax should be increased in 2016/17.

Collection Fund and Council Tax 2016/17

41. The Council's Council Tax requirement is calculated as £10.830m (inclusive of parish precepts) and £10.140m (exclusive of parish precepts). The approved taxbase for 2016/17 is 55,282 based on a collection rate of 99.4%.
42. The income due from Council Tax goes into the Collection Fund. Throughout the year the actual number of properties (as well as allowances for exemptions, discounts or appeals) inevitably varies from the figure estimated at the start of

the year. This leads to a change in the amount of Council Tax due, and therefore a surplus or deficit on the Collection Fund.

43. In 2015/16 a surplus position has arisen on the Collection Fund primarily due to an increase in the number of new properties built, coupled with a decrease in the requirement for Council Tax Support. This surplus is shared between the Major Preceptors, i.e. the County, the Police Authority and the Borough, in proportion to their precepts for the year.
44. The proportion of this surplus that each of the Major Preceptors will receive from the Collection Fund when calculating the Council Tax for 2016/17 is as follows:

Dacorum Borough Council	£48,693.67
Hertfordshire County Council	£304,778.07
Hertfordshire Police & Crime Commissioner	£38,951.88
Total Surplus	£392,423.62

45. Cabinet approved this Collection Fund surplus in December 2015.
46. The Localism Act 2011 abolished Council Tax capping in England and instead allows local residents to reverse 'excessive' Council Tax increases by means of referendum. Currently, Government has set the local authority tax referendum threshold at 2% or above. This referendum threshold does not currently apply to Town and Parish Councils. The cost of holding a referendum within Dacorum is estimated to be around £80,000.

Collection Fund and Business Rates 2016/17

47. The income due from Business Rates goes into the Collection Fund. Throughout the year, changes to the actual number of businesses, as well as to the rateable value of those businesses, inevitably means that the amount of Business Rates income at the end of the year differs from the amount forecast at the start of the year. This leads to a change in the amount of Business Rates due, and therefore a surplus or deficit on the Collection Fund.
48. The variance between the amount of Business Rates income forecast and that received is particularly volatile at present due to the number of outstanding valuation appeals. At the time of writing, the number of successful appeals in 2015/16 has had more of an impact on Business rates due than was anticipated, and this has resulted in a forecast deficit of £2.2m. The Council's share of this forecast deficit is £885k. The Council will receive additional safety net grant from the Government during 2015/16, and it is recommended that this is transferred to the Funding Equalisation Reserve in order repay the deficit in 2016/17.

Housing Revenue Account 2016/17

49. The HRA 'Self-Financing' regime was introduced under the Localism Act in April 2012. It replaced the previous HRA subsidy arrangements and required the Council to make a settlement payment to the Government of £354.015 million.
50. The Council has a duty to budget under Section 76 of the Local Government and Housing Act 1989 'to prevent a debit balance on the HRA'. The Council sets its own target balance at a minimum of 5% of total income, which for 2016/17 equates to £2.9m. The Council keeps the medium- and long-term funding of housing services under regular review through updates to the HRA Business Plan.

HRA Business Plan update

51. The HRA Business Plan is a thirty year plan which encompasses both the financial and service related objectives. The long-term perspective is crucial to ensure that the service and its primary asset, the housing stock, is projected to be 'fit for purpose' throughout the whole period.
52. As the business plan projects forward thirty years, there will inevitably be opportunities and pressures that are difficult to predict. However, as it forms the basis of service delivery and asset management strategy, it will be regularly updated to take account of changed circumstances, tenant and Member priorities.

HRA Financial assumptions for 2016/17

53. The HRA business plan incorporates the following financial assumptions, based on the draft 2016/17 HRA budget:

Budget	Assumptions
HRA Working Balance	Minimum 5% of turnover.
Major Repairs Reserve (MRR) Balance	Depreciation is ring-fenced to MRR. The plan does not show an increasing MRR balance because in all years planned capital expenditure exceeds depreciation, with revenue contributions to capital topping up any shortfall.
Rent	Annual reduction in rent of 1% for the next four years, for all subsequent years rent is assumed to increase at CPI +1%.
RPI	3% as per historic RPI (since 2001)
CPI	2.3% as per historic CPI (since 2001)
New Build Programme	Years 1 - 5: 263 homes
General Management costs	£500 per unit, based on current stock.
Right to Buy	The model reflects Government's policy of Reinvigorating Right to Buy through: <ul style="list-style-type: none"> • Inclusion of 80 RTB sales in year 2 • Inclusion of £5m '141' receipts

54. In 2015, Government issued new legislation on social rent setting for the four years commencing in April 2016. This legislation imposes a 1% rent reduction on social housing properties every year for the next four years. This legislation constitutes a fundamental change to Government's previous involvement in the setting of local authority rents, which has until now been limited to the issuance of *guidance* as opposed to legislation.
55. Implementing this legislation has had a dramatic effect on the Council's HRA Business Plan, reducing rental income by £30m over the next four years, and by a forecast £750m over the 30-year life of the plan.
56. Despite this reduced income, the Council has, through increased use of borrowing, a reduction in capital investment and reprofiling of existing projects, been able to protect its New Build programme until 2020. More detailed analysis of the longer-term impact of this legislation is provided within the report of the 'Annual Review of the HRA Business Plan' to Cabinet in November 2015.

Staff Terms and Conditions

57. Within Budget 2015/16, the Council introduced a Living Wage supplement for all affected employees, in accordance with the Living Wage Foundation. Council agreed to review the Living Wage annually thereafter, but did not seek accreditation thereby avoiding the loss of autonomy that might entail.
58. The Living Wage is announced each year by the Living Wage Foundation based on a calculation by the Centre for Research in Social Policy at Loughborough University. It reflects the costs of those items identified by the University's consultation groups as necessary for a minimum acceptable standard of living.
59. The current 'out of London' living wage, which would apply to the Council, was announced in November 2015 as £8.25 per hour, a 40 pence increase over the previous year. The total cost to raise all Council employees above Living Wage for 2016/17 is approximately £30k. This increase has been included within the Budget proposals.

Summary and Conclusion

60. This report sets out how the Council will provide the financial resources required to achieve its priorities during the next financial year. It assumes that planned savings will be achieved and that the Capital Programme will be delivered on time and to budget.
61. The statement from the Chief finance Officer at Appendix M provides assurance regarding the robustness of the 2016/17 budget and the level of the Council's reserves.

APPENDIX A1

DRAFT GENERAL FUND BUDGET SUMMARY 2016/17			
	Original 2015/16 (a)	Growth / (Savings) (b) - (a)	Draft 2016/17 (b)
	£000	£000	£000
Service Expenditure & Income			
Employees	21,450	1,058	22,508
Premises	3,075	(94)	2,981
Transport	1,497	29	1,526
Supplies & Services	7,236	(607)	6,629
Third-Parties	1,558	(10)	1,548
Transfer Payments	48,249	(627)	47,622
Capital Charges & Bad Debts	4,417	26	4,443
Income	(13,708)	(584)	(14,292)
Grants and Contributions	(52,061)	362	(51,699)
Recharge to HRA	(2,577)	(250)	(2,827)
Net Cost Of Services	19,136	(698)	18,438
Less:			
Interest Receipts	(199)	(43)	(242)
Interest Payments & MRP	703	262	965
Reversal of Capital Charges	(4,125)	0	(4,125)
Revenue Contributions to Capital	4,106	1,690	5,796
Net movement on Earmarked Reserves	(898)	(6,339)	(7,237)
Budget Requirement General Fund	18,724	(5,128)	13,596
Parish Precepts	641	49	690
Budget Requirement Including Parishes	19,365	(5,079)	14,286
Funded by:			
Revenue Support Grant	(2,070)	1,100	(970)
Business Rates Retained	(2,533)	(20)	(2,553)
New Homes Bonus/Other Government Grants	(2,611)	(880)	(3,491)
Collection Fund (Surplus)/Deficit - Council Tax	(80)	31	(49)
Collection Fund (Surplus)/Deficit - Business Rates	(1,453)	5,059	3,606
Net Expenditure before Council Tax	10,618	211	10,830
Demand on the Collection Fund	(10,467)	(363)	(10,830)
Net Change in General Fund Balance	151	(151)	0
General Fund Balance B/Fwd	(2,654)		(2,503)
In year use	151		0
General Fund Balance C/Fwd	(2,503)		(2,503)

DRAFT GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY					
	Original 2015/16	Original 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20
	£000	£000	£000	£000	£000
Service Expenditure & Income					
Employees	21,450	22,508	22,567	22,607	23,978
Premises	3,075	2,981	2,912	2,830	2,930
Transport	1,497	1,526	1,593	1,663	1,737
Supplies & Services	7,639	6,629	7,064	6,741	7,129
Third-Parties	1,558	1,548	1,574	1,606	1,638
Transfer Payments	48,249	47,622	47,622	47,622	47,622
Capital Charges & Bad Debts	4,417	4,443	4,448	4,455	4,461
Income	(65,769)	(65,991)	(65,949)	(66,123)	(66,434)
Recharge to HRA	(2,577)	(2,825)	(2,881)	(2,939)	(2,998)
Cummulative Savings	0	0	0	(1,708)	(2,324)
Net Cost Of Services	19,539	18,440	18,950	16,753	17,740
Less:					
Interest Receipts	(199)	(242)	(236)	(287)	(383)
Interest Payments & MRP	975	965	1,052	1,039	1,026
Reversal of Capital Charges	(4,125)	(4,125)	(4,125)	(4,125)	(4,125)
Revenue Contributions to Capital	4,156	5,796	1,189	1,189	1,189
Net movement on Earmarked Reserves	(1,623)	(7,237)	(821)	178	(834)
Budget Requirement General Fund	18,724	13,597	16,009	14,747	14,613
Parish Precepts	641	690	690	690	690
Budget Requirement Including Parishes	19,365	14,288	16,700	15,438	15,303
Funded by:					
Use of General Fund Balance	(151)	0	0	0	0
Revenue Support Grant	(2,070)	(970)	(105)	414	993
Business Rates Retained	(2,533)	(2,553)	(2,606)	(2,658)	(2,767)
New Homes Bonus/Government Grants	(2,611)	(3,491)	(1,214)	(1,214)	(1,214)
Council Tax (Surplus)/Deficit	(80)	(49)	0	0	0
Business Rates (Surplus)/Deficit	(1,453)	3,606	0	0	0
Net Expenditure before Council Tax	10,467	10,830	12,775	11,980	12,315
Demand on the Collection Fund	(10,467)	(10,830)	(11,100)	(11,377)	(11,660)
General Fund Balance B/Fwd	(2,654)	(2,503)	(2,503)	(2,503)	(2,503)
In year use	151	0	0	0	0
General Fund Balance C/Fwd	(2,503)	(2,503)	(2,503)	(2,503)	(2,503)
Savings Requirement	0	0	1,675	603	656

APPENDIX B1

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 EMPLOYEE EXPENDITURE		
2015/16 Employee Budget		21,450
<u>Inflation</u>		
General pay inflation		198
Increments & Staff Turnover		61
National Insurance		380
Sub total - Inflation		639
<u>Growth items</u>		
Private Sector Housing Lead Officer	Natasha Brathwaite	44
GIS Officer	Mark Brookes	23
Sub total - Growth items		67
<u>One-off items (reserve / grant funded)</u>		
Commercial and flats recycling review	Craig Thorpe	(62)
Borough election - grant funded	Jim Doyle	(120)
General election - reserve funded	Jim Doyle	(60)
Corporate graduates - fixed term posts	Matthew Rawdon	(32)
Communications - fixed term post	Matthew Rawdon	(18)
Local Development Framework	Chris Taylor	(21)
Legal Services - GIS temporary post	Mark Brookes	(23)
Police Elections - grant funded	Jim Doyle	100
Apprentice Project	Matthew Rawdon	42
Project Analyst - extension of temporary post	Ben Trueman	17
Water Gardens project	Chris Taylor	40
Pensions - Triennial Review	Richard Baker	900
Hemel Hempstead Ambassadors	Chris Taylor	37
Development Control - Systems Thinking Project	Sara Whelan	30
Get Set Go Dacorum Officer	Matthew Rawdon	25
Project Analyst - correction to temporary post	Ben Trueman	21
One off items under £10k		2
Sub total - One-off items		878
<u>Efficiency savings</u>		
Planning Conservation - vacant post	Sara Whelan	(38)
Financial Services - vacant post	Richard Baker	(18)
Town centres - vacant posts	Chris Taylor	(80)
Strategic Housing - vacant post	Natasha Brathwaite	(23)
Council Tax - vacant post	Chris Baker	(22)
Other employee efficiency savings	Sally Marshall	(143)
Other savings under £10k		
Training & Subscriptions		(30)
Sub total - Efficiency savings		(354)
<u>Other</u>		
Transfer of Corporate Anti-Fraud staff to Department of Work and Pensions		(105)
Transfers to other subjective groupings and ongoing virements		(67)
Sub total - Other		(172)
Total change year on year		1,058
2016/17 Employee Budget		22,508

APPENDIX B1

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 PREMISES EXPENDITURE	
2015/16 Premises Budget	3,075
Inflation	
General inflation	54
Sub total - Inflation	54
One-off items (reserve / grant funded)	
Tring Town Development (put back from 2015/16)	Chris Taylor (30)
Borough election	Jim Doyle (13)
General election	Jim Doyle (13)
Cemeteries	Nicholas Brown (32)
Water Gardens project	Chris Taylor 5
Police election - grant funded	Jim Doyle 20
Civic Buildings Utilities (during move to The Forum)	Nicholas Brown 39
Civic Buildings NNDR (during move to The Forum)	Nicholas Brown 60
Sub total - One-off items	36
Efficiency savings	
Heights Hall Management	Julie Still (10)
Homelessness - temporary accomodation reduction	Natasha Brathwaite (30)
39/41 The Marlowes - running costs	Nicholas Brown (154)
Other savings under £10k	(49)
Sub total - Efficiency savings	(243)
Other	
Transfers to other subjective groupings and ongoing virements	59
Sub total - Other	59
Total change year on year	(94)
2016/17 Premises Budget	2,981

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 TRANSPORT EXPENDITURE	
2015/16 Transport Budget	1,497
Inflation	
General inflation	64
Sub total - Inflation	64
Efficiency savings	
Waste Services haulage	(30)
Other savings under £10k	(5)
Sub total - Efficiency savings	(35)
Total change year on year	29
2016/17 Transport Budget	1,526

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 SUPPLIES & SERVICES EXPENDITURE		
2015/16 Supplies & Services Budget		7,236
<u>Growth items</u>		
Maylands Business Centre (offsetting income)	Chris Taylor	12
ICT Licences (previously capital)	Ben Trueman	160
Other growth items under £10k		24
Sub total - Growth items		196
<u>One-off items (reserve / grant funded)</u>		
Borough elections and General Elections	Jim Doyle	(83)
Market Square and Bus Interchange	Chris Taylor	(28)
Commercial and flats recycling review	Craig Thorpe	(30)
Local Development Framework	Chris Taylor	(29)
Legal Services - GIS	Mark Brookes	(21)
Hemel Hempstead Town Centre	Chris Taylor	(33)
Tour of Britain (to be reinstated 2017/18)	Julie Still	(75)
Police elections	Jim Doyle	56
ICT Applications Review	Ben Trueman	30
Hemel Hempstead Ambassadors	Chris Taylor	30
Tourism (funded from 2015/16 membership income)	Chris Taylor	15
Homelessness Prevention	Natasha Brathwaite	38
Sub total - One-off items		(130)
<u>Efficiency savings</u>		
Regulatory Services - Consultancy	Chris Troy	(43)
Performance & Projects - Consultancy	Robert Smyth	(12)
Credit card surcharging	Richard Baker	(28)
Legal Services - Software	Mark Brookes	(15)
Central Administration - Postage and printing	Robert Smyth	(31)
Parking Contract	Nicholas Brown	(50)
Removal of PCSO funding	Julie Still	(42)
ICT - use of new technologies	Ben Trueman	(17)
Core & community grant funding	Matthew Rawdon	(86)
Sports Trust grant	Matthew Rawdon	(150)
Customer Services - Software	Ben Hosier	(21)
ICT - Entropy system	Ben Trueman	(14)
Revenues & Benefits - Software	Chris Baker	(13)
Waste disposal	Craig Thorpe	(10)
Other savings under £10k		(91)
Sub total - Efficiency savings		(623)
<u>Other</u>		
Waste Services - Housing repairs waste no longer taken to Cupid		(50)
Sub total - Other		(50)
Total change year on year		(607)
2016/17 Supplies & Services Budget		6,629

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 THIRD PARTY PAYMENTS		
2015/16 Third Party Payments Budget		1,558
<u>Inflation</u>		
General inflation		23
Sub total - Inflation		23
<u>One-off items (reserve / grant funded)</u>		
Facilities Management during move to The Forum	Nicholas Brown	60
Payroll Services (duel running period for contract)	Richard Baker	26
Sub total - One-off items		86
<u>Efficiency savings</u>		
Customer Services Unit (contractual reductions)	Ben Hosier	(95)
Planning Support	Sara Whelan	(35)
Performance & Projects	Robert Smyth	(16)
Other savings under £10k		(13)
Sub total - Efficiency savings		(159)
<u>Other</u>		
Transfers to other subjective groupings and ongoing virements		40
Sub total - Other		40
Total change year on year		(10)
2016/17 Third Party Payments Budget		1,548

APPENDIX B1

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 INCOME		
2015/16 Income Budget		(13,708)
<u>Inflation</u>		
General inflation		(140)
Sub total - Inflation		(140)
<u>Growth items</u>		
Loss of recycling income (bring sites)	Craig Thorpe	35
Growth items under £10k		23
Sub total - Growth items		58
<u>Increased income</u>		
Town Centre - Promotional income	Chris Taylor	(40)
Hemel Hempstead Ambassadors	Chris Taylor	(15)
Planning Fees (Development Control)	Sara Whelan	(73)
Pest Control	Chris Troy	(17)
Cesspool Emptying - increase in fees	Chris Troy	(20)
Garages - increase in fees	Andy Vincent	(155)
CCTV Income	Julie Still	(20)
Review of Waste Services Charging	Craig Thorpe	(87)
Other income under £10k		(24)
Reduction in Waste Services income	Craig Thorpe	11
Additional Waste Services income	Craig Thorpe	(30)
Sub total - Efficiency savings		(470)
<u>Other</u>		
Transfers to other subjective groupings and ongoing virements		(32)
Sub total - Other		(32)
Total change year on year		(584)
2016/17 Income Budget		(14,292)

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS		
.....		
2015/16 Grants, Reimbursements and Contributions Budget		(52,061)
Inflation		
General inflation		(8)
Sub total - Inflation		(8)
Growth items		
Reduction to benefits Administration Subsidy Grant	Chris Baker	87
Reduction to Alternative Financial Model grant	Craig Thorpe	150
Sub total - Growth items		237
One-off items (reserve / grant funded)		
Water Gardens grant income	Chris Taylor	(34)
General elections grant income	Jim Doyle	100
Police elections grant income	Jim Doyle	(176)
Sub total - One-off items		(110)
Increased income		
Maylands Business Centre - Training income	Chris Taylor	(13)
Income from The Elms Hostel	Natasha Brathwaite	(70)
Waste services income from high recycling rate	Craig Thorpe	(245)
Other income under £10k		(17)
Sub total - Efficiency savings		(345)
Other		
Benefits Subsidy Grant (reduction in benefits paid)		576
Transfers		12
Sub total - Other		12
Total change year on year		362
2016/17 Grants, Reimbursements and Contributions Budget		(51,699)

OVERVIEW AND SCRUTINY COMMITTEE GENERAL FUND BUDGETS 2016/17				
	Finance & Resources 2016/17 (£)	Housing & Community 2016/17 (£)	Planning & Environment 2016/17 (£)	Total (£)
Employees	10,583,120	2,573,120	9,351,370	22,507,610
Premises	1,727,108	350,370	903,070	2,980,548
Transport	31,820	16,160	1,478,490	1,526,470
Supplies & Services	3,134,629	1,526,840	1,967,113	6,628,582
Third-Parties	741,500	718,100	88,470	1,548,070
Capital Charges	1,323,790	1,558,730	1,560,456	4,442,976
Transfer Payments	47,617,000	5,000	0	47,622,000
Income	(7,046,800)	(3,535,800)	(3,709,374)	(14,291,974)
Grants and Contributions	(49,661,406)	(198,045)	(1,839,868)	(51,699,319)
Recharges	(4,769,185)	339,741	1,602,514	(2,826,930)
Net Expenditure by Committee	3,681,576	3,354,216	11,402,241	18,438,034

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17	
				£	%
Finance & Resources					
Employees	9,896,805	9,940,789	10,583,120	686,315	+7%
Premises	1,770,290	2,192,363	1,727,108	(43,182)	(2%)
Transport	36,657	33,815	31,820	(4,837)	(13%)
Supplies & Services	3,223,675	3,467,870	3,134,629	(89,046)	(3%)
Third-Parties	609,140	638,671	741,500	132,360	+22%
Capital Charges	1,297,775	1,297,775	1,323,790	26,015	+2%
Transfer Payments	48,244,000	48,244,000	47,617,000	(627,000)	(1%)
Income	(6,945,637)	(7,119,937)	(7,046,800)	(101,163)	(1%)
Grants and Contributions	(50,246,893)	(50,476,740)	(49,661,406)	585,487	+1%
Recharges	(4,349,987)	(4,783,753)	(4,769,185)	(419,198)	(10%)
Net Expenditure: Finance & Resources	3,535,825	3,434,852	3,681,576	145,751	+4%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £	%
----------------------------	----------------------------	-------------------------	------------------------------------	---

Finance & Resources

Chief Executive's Unit (MO) (Steve Baker)

Procurement Services (Ben Hosier)

Employees	177,840	186,800	184,160	6,320	+4%
Transport	300	300	300	0	+0%
Supplies & Services	11,190	4,690	3,080	(8,110)	(72%)
Recharges	(189,330)	(191,790)	(187,540)	1,790	+1%
Net Expenditure: Procurement Services	0	0	0	0	

Democratic Representation and Management (Jim Doyle)

Employees	230,750	224,815	214,880	(15,870)	(7%)
Premises	700	0	0	(700)	(100%)
Transport	6,320	4,860	4,150	(2,170)	(34%)
Supplies & Services	460,400	450,150	447,460	(12,940)	(3%)
Capital Charges	5,410	5,410	5,410	0	+0%
Income	(1,110)	(1,110)	(1,130)	(20)	(2%)
Recharges	647,430	580,120	560,200	(87,230)	(13%)
Net Expenditure: Democratic Representation and Management	1,349,900	1,264,245	1,230,970	(118,930)	(9%)

Corporate Management (Jim Doyle)

Recharges	559,880	430,970	388,200	(171,680)	(31%)
Net Expenditure: Corporate Management	559,880	430,970	388,200	(171,680)	(31%)

Registration of Electors (Jim Doyle)

Employees	95,310	107,925	97,530	2,220	+2%
Transport	150	150	150	0	+0%
Supplies & Services	63,850	107,947	58,150	(5,700)	(9%)
Capital Charges	3,340	3,340	3,340	0	+0%
Income	(1,500)	(2,000)	(1,520)	(20)	(1%)
Recharges	50,870	78,260	75,660	24,790	+49%
Net Expenditure: Registration of Electors	212,020	295,623	233,310	21,290	+10%

Conducting Elections (Jim Doyle)

Employees	180,000	139,624	100,000	(80,000)	(44%)
Premises	26,000	25,990	20,000	(6,000)	(23%)
Supplies & Services	83,000	98,060	56,000	(27,000)	(33%)
Grants and Contributions	(100,000)	(127,707)	(176,000)	(76,000)	(76%)
Recharges	34,580	12,350	12,680	(21,900)	(63%)
Net Expenditure: Conducting Elections	223,580	148,317	12,680	(210,900)	(94%)

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Legal Services (Mark Brookes)

Employees	456,490	434,016	451,630	(4,860)	(1%)
Transport	1,300	2,200	1,320	20	+2%
Supplies & Services	100,060	77,060	55,810	(44,250)	(44%)
Third-Parties	0	0	13,760	13,760	
Capital Charges	11,250	11,250	11,250	0	+0%
Income	(500)	(500)	(400)	100	+20%
Grants and Contributions	(55,500)	(64,500)	(56,390)	(890)	(2%)
Recharges	(513,100)	(459,526)	(476,980)	36,120	+7%
Net Expenditure: Legal Services	0	(0)	0	0	

Human Resources (Matt Rawdon)

Employees	521,580	524,475	505,390	(16,190)	(3%)
Transport	400	400	400	0	+0%
Supplies & Services	28,400	24,200	21,500	(6,900)	(24%)
Third-Parties	51,160	40,200	51,880	720	+1%
Capital Charges	14,000	14,000	14,000	0	+0%
Recharges	(615,430)	(603,276)	(593,170)	22,260	+4%
Net Expenditure: Human Resources	110	(1)	0	(110)	(100%)

Facilitating Change (Sally Marshall)

Employees	0	13,912	0	0	
Supplies & Services	87,000	53,650	93,500	6,500	+7%
Recharges	(86,940)	(67,562)	(93,500)	(6,560)	(8%)
Net Expenditure: Facilitating Change	60	0	0	(60)	(100%)

Management Team and Other Support Overheads (Sally Marshall)

Employees	1,961,659	2,012,074	1,802,700	(158,959)	(8%)
Transport	4,220	2,878	3,460	(760)	(18%)
Supplies & Services	40,135	33,735	37,595	(2,540)	(6%)
Capital Charges	6,732	6,732	6,730	(2)	(0%)
Recharges	(2,012,746)	(2,055,419)	(1,850,485)	162,261	(8%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	0	0	+100%

Net Expenditure: Chief Executive's Unit (MO)	2,345,550	2,139,154	1,865,160	(480,390)	(20%)
---	------------------	------------------	------------------	------------------	--------------

Finance & Operations Management (James Deane)**Internal Audit (James Deane)**

Third-Parties	96,000	88,614	97,340	1,340	+1%
Recharges	(96,000)	(88,614)	(97,340)	(1,340)	(1%)
Net Expenditure: Internal Audit	0	0	0	0	

Net Expenditure: Finance & Operations Management	0	0	0	0	(100%)
---	----------	----------	----------	----------	---------------

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Finance & Resources (David Skinner)

Housing Benefit Payments (Chris Baker)

Capital Charges	174,000	174,000	240,000	66,000	+38%
Transfer Payments	48,244,000	48,244,000	47,617,000	(627,000)	(1%)
Grants and Contributions	(48,806,000)	(48,806,000)	(48,241,226)	564,774	(1%)
Net Expenditure: Housing Benefit Payments	(388,000)	(388,000)	(384,226)	3,774	(1%)

Housing Benefits (Administration) (Chris Baker)

Employees	809,835	892,715	730,870	(78,965)	(10%)
Transport	2,145	700	2,180	35	+2%
Supplies & Services	18,830	17,239	12,330	(6,500)	(35%)
Grants and Contributions	(738,313)	(749,690)	(640,300)	98,013	+13%
Recharges	1,603,740	1,259,660	1,230,330	(373,410)	(23%)
Net Expenditure: Housing Benefits (Administration)	1,696,237	1,420,624	1,335,410	(360,827)	(21%)

Local Tax Collection (Chris Baker)

Employees	476,483	481,127	483,070	6,587	+1%
Transport	514	1,500	520	6	+1%
Supplies & Services	112,420	188,410	85,420	(27,000)	(24%)
Capital Charges	6,255	6,255	6,260	5	+0%
Grants and Contributions	(468,000)	(468,000)	(468,000)	0	+0%
Recharges	513,311	846,550	815,530	302,219	+59%
Net Expenditure: Local Tax Collection	640,983	1,055,842	922,800	281,817	+44%

Local Welfare Assistance Schemes (Chris Baker)

Supplies & Services	5,570	6,583	3,070	(2,500)	(45%)
Recharges	14,690	15,490	14,240	(450)	(3%)
Net Expenditure: Local Welfare Assistance Schemes	20,260	22,073	17,310	(2,950)	(15%)

Local Tax Collection and Benefits Support Team (Chris Baker)

Employees	418,362	410,539	420,050	1,688	+0%
Transport	5,448	5,448	5,520	72	+1%
Supplies & Services	157,890	147,024	148,260	(9,630)	(6%)
Grants and Contributions	0	(23,827)	0	0	
Recharges	(581,700)	(539,185)	(573,830)	7,870	+1%
Net Expenditure: Local Tax Collection and Benefits Support Team	0	(0)	0	0	

Allotments (Nicholas Brown)

Premises	6,920	17,450	12,010	5,090	+74%
Supplies & Services	300	300	300	0	+0%
Income	(14,392)	(14,392)	(14,590)	(198)	(1%)
Grants and Contributions	0	(7,852)	0	0	
Net Expenditure: Allotments	(7,172)	(4,494)	(2,280)	4,892	+68%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Community Centres & Public Halls (Nicholas Brown)

Premises	144,220	166,987	148,998	4,778	+3%
Supplies & Services	7,800	7,569	5,614	(2,186)	(28%)
Capital Charges	157,913	157,913	157,920	7	+0%
Income	(153,710)	(154,395)	(155,850)	(2,140)	(1%)
Grants and Contributions	0	(3,000)	0	0	
Recharges	142,920	167,121	160,740	17,820	+12%
Net Expenditure: Community Centres & Public Halls	299,143	342,195	317,422	18,279	+6%

Outdoor Sports & Recreation Facilities (Sports Pavilions) (Nicholas Brown)

Premises	36,280	43,142	36,940	660	+2%
Capital Charges	22,126	22,126	22,130	4	+0%
Income	(25,000)	(35,198)	(35,000)	(10,000)	(40%)
Net Expenditure: Outdoor Sports & Recreation Facilities (Sports Pavilions)	33,406	30,070	24,070	(9,336)	(28%)

Cemeteries (Nicholas Brown)

Employees	275,296	287,587	278,110	2,814	+1%
Premises	121,160	99,181	83,470	(37,690)	(31%)
Transport	5,900	6,494	4,660	(1,240)	(21%)
Supplies & Services	46,710	55,097	46,460	(250)	(1%)
Capital Charges	52,951	52,951	52,950	(1)	(0%)
Income	(425,580)	(407,118)	(421,030)	4,550	+1%
Grants and Contributions	(51,080)	(52,400)	(51,100)	(20)	(0%)
Recharges	106,840	115,320	113,010	6,170	+6%
Net Expenditure: Cemeteries	132,197	157,112	106,530	(25,667)	(19%)

Public Conveniences (Nicholas Brown)

Premises	33,880	71,366	34,530	650	+2%
Capital Charges	56,433	56,433	56,430	(3)	(0%)
Income	(150)	(150)	(150)	0	+0%
Recharges	76,090	98,500	101,140	25,050	+33%
Net Expenditure: Public Conveniences	166,253	226,149	191,950	25,697	+15%

Car Parking (Nicholas Brown)

Employees	111,240	113,003	114,660	3,420	+3%
Premises	341,950	347,748	358,150	16,200	+5%
Transport	1,030	500	1,040	10	+1%
Supplies & Services	758,980	767,176	704,480	(54,500)	(7%)
Third-Parties	11,300	11,300	11,460	160	+1%
Capital Charges	45,110	45,110	45,110	0	+0%
Income	(2,085,000)	(2,158,000)	(2,085,140)	(140)	(0%)
Recharges	264,190	319,030	313,430	49,240	+19%
Net Expenditure: Car Parking	(551,200)	(554,133)	(536,810)	14,390	+3%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Property Management and Office Accommodation (Nicholas Brown)					
Employees	461,060	482,081	475,740	14,680	+3%
Premises	459,760	714,406	414,800	(44,960)	(10%)
Transport	4,540	4,914	4,600	60	+1%
Supplies & Services	82,100	166,937	82,100	0	+0%
Third-Parties	396,000	412,357	461,540	65,540	+17%
Capital Charges	109,456	109,456	109,450	(6)	(0%)
Income	(10,095)	(61,399)	(60,240)	(50,145)	(497%)
Grants and Contributions	0	(350)	0	0	
Recharges	(1,502,821)	(1,828,403)	(1,487,990)	14,831	+1%
Net Expenditure: Property Management and Office Accommodation	0	(1)	0	0	

Investment Property (Nicholas Brown)					
Premises	576,590	635,140	604,980	28,390	+5%
Supplies & Services	12,110	13,853	12,110	0	+0%
Income	(4,218,000)	(4,274,750)	(4,261,000)	(43,000)	(1%)
Grants and Contributions	0	(1,045)	0	0	
Recharges	840,870	630,000	609,950	(230,920)	(27%)
Net Expenditure: Investment Property	(2,788,430)	(2,996,802)	(3,033,960)	(245,530)	(9%)

Corporate Management - Financial Fees and Services (Richard Baker)					
Supplies & Services	155,000	133,602	145,000	(10,000)	(6%)
Net Expenditure: Corporate Management - Financial Fees and Services	155,000	133,602	145,000	(10,000)	(6%)

Past Service Costs (Richard Baker)					
Employees	1,515,330	1,515,330	2,415,480	900,150	+59%
Net Expenditure: Past Service Costs	1,515,330	1,515,330	2,415,480	900,150	+59%

Parish Grants (Richard Baker)					
Supplies & Services	246,220	253,717	242,940	(3,280)	(1%)
Net Expenditure: Parish Grants	246,220	253,717	242,940	(3,280)	(1%)

Financial Services (Richard Baker)					
Employees	1,019,170	974,118	1,034,200	15,030	+1%
Transport	1,400	1,400	1,420	20	+1%
Supplies & Services	48,540	54,571	54,140	5,600	+12%
Third-Parties	36,000	73,200	62,500	26,500	+74%
Capital Charges	100,000	100,000	60,000	(40,000)	(40%)
Grants and Contributions	(28,000)	(43,969)	(28,390)	(390)	(1%)
Recharges	(1,177,110)	(1,159,320)	(1,183,870)	(6,760)	(1%)
Net Expenditure: Financial Services	0	(1)	0	0	

Net Expenditure: Finance & Resources	1,170,227	1,213,283	1,761,636	591,409	+51%
---	------------------	------------------	------------------	----------------	-------------

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Neighbourhood Delivery (David Austin)

Health and Safety (Chris Troy)

Employees	95,970	96,834	93,790	(2,180)	(2%)
Transport	300	300	300	0	+0%
Supplies & Services	5,260	4,256	4,360	(900)	(17%)
Income	0	(325)	0	0	
Recharges	(101,640)	(101,065)	(98,450)	3,190	+3%
Net Expenditure: Health and Safety	(110)	(0)	0	110	+100%

Community Centres & Public Halls (Julie Still)

Premises	17,830	65,952	8,160	(9,670)	(54%)
Supplies & Services	1,000	1,224	1,000	0	+0%
Third-Parties	0	10,000	40,000	40,000	
Capital Charges	3,048	3,048	3,050	2	+0%
Income	(10,100)	(10,100)	(10,240)	(140)	(1%)
Recharges	8,440	12,290	12,810	4,370	+52%
Net Expenditure: Community Centres & Public Halls	20,218	82,414	54,780	34,562	+171%

Net Expenditure: Neighbourhood Delivery

	20,108	82,414	54,780	34,672	+172%
--	---------------	---------------	---------------	---------------	--------------

Performance and Projects (Robert Smyth)

Information and Communication Technology (Ben Trueman)

Employees	586,930	598,113	595,360	8,430	+1%
Premises	5,000	5,000	5,070	70	+1%
Transport	1,420	1,170	1,160	(260)	(18%)
Supplies & Services	452,720	439,320	616,410	163,690	+36%
Capital Charges	501,918	501,918	501,920	2	+0%
Recharges	(1,547,988)	(1,545,521)	(1,719,920)	(171,932)	(11%)
Net Expenditure: Information and Communication Technology	0	0	0	0	

Central Administration (Robert Smyth)

Employees	365,330	318,530	376,140	10,810	+3%
Transport	1,070	400	440	(630)	(59%)
Supplies & Services	215,790	210,000	186,790	(29,000)	(13%)
Third-Parties	1,200	1,000	1,020	(180)	(15%)
Capital Charges	24,738	24,738	24,740	2	+0%
Income	(500)	(500)	(510)	(10)	(2%)
Recharges	(607,628)	(554,168)	(588,620)	19,008	+3%
Net Expenditure: Central Administration	0	(0)	0	0	

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
Business Improvement (Robert Smyth)					
Employees	138,170	127,171	209,360	71,190	+52%
Transport	200	200	200	0	+0%
Supplies & Services	22,400	151,500	10,750	(11,650)	(52%)
Third-Parties	17,480	2,000	2,000	(15,480)	(89%)
Capital Charges	3,095	3,095	3,100	5	+0%
Grants and Contributions	0	(128,400)	0	0	
Recharges	(181,405)	(155,565)	(225,410)	(44,005)	(24%)
Net Expenditure: Business Improvement	(60)	1	0	60	+100%
Net Expenditure: Performance and Projects	(60)	0	0	60	+100%
Net Expenditure: Finance & Resources	3,535,825	3,434,852	3,681,576	145,751	+4%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Revenues				
Summons Costs		55.00	55.00	0.0%
Liability Orders		30.00	30.00	0.0%
Berkhamsted Civic Centre				
Weddings - Full Day	Day	550.00	600.00	9.1%
Extended from 11.30pm to midnight	Half Hour	60.00	60.85	1.4%
Community Use - Day	Hour	20.50	20.80	1.5%
Community Use - Monday to Thursday Evening (after 6pm)	Hour	23.10	23.40	1.3%
Community Use - Friday Evenings & Weekends	Hour	28.20	28.60	1.4%
Commercial Use - Day	Hour	25.60	25.95	1.4%
Commercial Use - Monday to Thursday Evening (after 6pm)	Hour	30.80	31.20	1.3%
Commercial Use - Friday Evenings & Weekends	Hour	36.00	36.50	1.4%
Sale of Goods - Commercial - Evenings (after 6pm)	Evening	n/a	246.00	0.0%
Sale of Goods - Commercial	Day	250.00	250.00	0.0%
Victoria Hall				
Weddings - Full Day	Day	550.00	650.00	18.2%
Weddings - Extra Time After 11:30pm	Half Hour	50.00	60.00	20.0%
Meetings - Community Use - Day	Hour	22.00	22.00	0.0%
Meetings - Community Use - Evening/Weekends	Hour	24.00	24.00	0.0%
Meetings - Commercial Use - Day	Hour	25.00	25.00	0.0%
Meetings - Commercial Use - week night Monday to Thursday	Hour	30.00	30.40	1.3%
Meetings - Commercial Use - Evening/Weekends	Hour	36.00	36.50	1.4%
Day Care	Day	33.00	33.45	1.4%
50+ and LFW	Session	32.20	33.00	2.5%
Tring Disabled Access	Session	16.90	17.10	1.2%
Private Bowls and Table Tennis	Session	32.20	33.00	2.5%
Kitchen Use - Washing Up	Day	25.00	25.00	0.0%
Kitchen Use - Full Catering	Day	60.00	60.00	0.0%
Victoria Room - Commercial Use - Weekdays to 6pm	Hour	22.10	22.40	1.4%
Victoria Room - Commercial Use - Weekdays after 6pm and Weekends	Hour	25.00	25.35	1.4%
Victoria Room - Community Use - Weekdays to 6pm	Hour	19.00	19.25	1.3%
Victoria Room - Community Use - Weekdays after 6pm and Weekends	Hour	20.70	21.00	1.4%
Albert Room - Community Use - Weekdays to 6pm	Hour	13.80	14.00	1.4%
Albert Room - Community Use - Weekdays after 6pm and Weekends	Hour	15.80	16.00	1.3%
Edward Room - Weekdays	Hour	11.00	11.00	0.0%
Edward Office - Day Centre	Week	87.10	88.35	1.4%
Tring Park School Assembly Room	Hour	19.10	19.10	0.0%
Tring Park School Victoria Room	Hour	16.65	16.65	0.0%
Football Season				
Adult - Including Pavilion	13 Games	772.00	795.00	3.0%
Adult - Excluding Pavilion	13 Games	552.00	569.00	3.1%
Junior (aged 11 to 18) - Including Pavilion	13 Games	402.00	412.00	2.5%
Junior (aged 11 to 18) - Excluding Pavilion	13 Games	279.00	286.00	2.5%
Mini (aged 7 to 10) - Including Pavilion	13 Games	247.00	253.00	2.4%
Mini (aged 7 to 10) - Excluding Pavilion	13 Games	171.00	175.00	2.3%
Tennis Court				
Adult	Hour	4.00	5.00	25.0%
Junior (up to 16) / OAP (60+)	Hour	2.50	2.50	0.0%
Non Commercial Coaching - Adult	Hour	7.00	7.00	0.0%
Non Commercial Coaching - Junior	Hour	5.00	5.00	0.0%
Sports Pitch Hire - Football, Baseball & Rugby				
Adult - Including Pavilion	Match	65.00	67.00	3.1%
Adult - Excluding Pavilion	Match	47.00	49.00	4.3%
Junior (aged 11 to 18) - Including Pavilion	Match	41.00	42.00	2.4%
Junior (aged 11 to 18) - Excluding Pavilion	Match	29.00	30.00	3.4%
Mini (aged 7 to 10) - Including Pavilion	Match	25.00	26.00	4.0%
Mini (aged 7 to 10) - Excluding Pavilion	Match	18.00	19.00	5.6%
Sports Pitch Hire - Cricket				
Adult - Including Pavilion	Match	65.00	67.00	3.1%
Adult - Excluding Pavilion	Match	59.00	61.00	3.4%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Giant Chess/Draughts				
Adult	Hour per person	2.50	2.50	0.0%
Adult Concessions	Hour per person	1.20	1.20	0.0%
Junior (up to 16) / OAP (60+)	Hour per person	1.50	1.50	0.0%
Casual Bowls				
Adult	Hour per person	3.00	3.00	0.0%
Adult Concessions	Hour per person	1.50	1.50	0.0%
Junior (up to 16) / OAP (60+)	Hour per person	2.00	2.00	0.0%
Shoe/Wood Hire	Per Hire	No charge	No charge	0.0%
Crazy Golf				
Adult	Round per person	2.50	2.50	0.0%
Adult Concessions	Round per person	1.20	1.20	0.0%
Junior (up to 16) / OAP (60+)	Round per person	1.50	1.50	0.0%
Deposit for Putter & Ball	Per Hire	1.00	1.00	0.0%
Petanque (Boules)				
Adult	Game per person	2.50	2.50	0.0%
Adult Concessions	Game per person	1.20	1.20	0.0%
Junior (up to 16) / OAP (60+)	Game per person	1.50	1.50	0.0%
Equipment Deposit	Per Hire	2.00	2.00	0.0%
Croquet				
Adult	Game per person	2.50	2.50	0.0%
Adult Concessions	Game per person	1.20	1.20	0.0%
Junior (up to 16) / OAP (60+)	Game per person	1.50	1.50	0.0%
Equipment Deposit	Per Hire	5.00	5.00	0.0%
Wednesday Group 10am to 1pm	Game per person	3.00	3.00	0.0%
Miscellaneous				
Hot Air Balloon Launches	Per Launch	50.00	50.00	0.0%
Allotments	Pole	6.00	6.00	0.0%
Ice Cream Trading Licences (Tender Process)	Per Season	n/a	n/a	0.0%
Hemel Hempstead Bowls Club	Per Annum	6,793.00	6,923.00	1.9%
Table Tennis				
Adult	Per 30 mins	1.00	1.00	0.0%
Junior/OAP	Per 30 mins	0.50	0.50	0.0%
Dacorum Card	Per 30 mins	0.50	0.50	0.0%
Cricket				
Adult - Training (No Marking Required)	Match	26.00	30.00	15.4%
Adult - Weekday Evening Match Excluding Pavilion	Match	36.00	40.00	11.1%
Cemeteries				
Exclusive Right of Burial				
Lawn Grave 9ft x 4ft (75 Years)		1,024.00	1,024.00	0.0%
Lawn Grave 9ft x 4ft (99 Years)		1,536.00	1,536.00	0.0%
Traditional Grave (75 Years)		1,024.00	1,024.00	0.0%
Traditional Grave (99 Years)		1,536.00	1,536.00	0.0%
Brick Lined Grave (75 Years)		2,424.00	2,424.00	0.0%
Brick Lined Grave (99 Years)		2,936.00	2,936.00	0.0%
Concrete Burial Chamber (75 Years)		2,124.00	2,124.00	0.0%
Concrete Burial Chamber (99 Years)		2,636.00	2,636.00	0.0%
Wooden Lined Burial Chamber (75 Years)		1,924.00	1,924.00	0.0%
Wooden Lined Burial Chamber (99 Years)		2,436.00	2,436.00	0.0%
Child & Babies Section (child from 0 to 12 years)		n/a	n/a	0.0%
Muslim Wooden Lined Grave		1,674.00	1,674.00	0.0%
Pre Purchased				
Lawn Grave (75 Years)		2,049.00	2,100.00	2.5%
Lawn Grave (99 Years)		2,461.00	2,525.00	2.6%
Traditional Grave (75 Years)		2,049.00	2,100.00	2.5%
Traditional Grave (99 Years)		2,461.00	2,525.00	2.6%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Brick Lined Grave (75 Years)		3,449.00	3,535.00	2.5%
Brick Lined Grave (99 Years)		3,861.00	3,960.00	2.6%
Concrete Burial Chamber (75 Years)		3,149.00	3,230.00	2.6%
Concrete Burial Chamber (99 Years)		3,561.00	3,650.00	2.5%
Wooden Lined Burial Chamber (75 Years)		2,949.00	3,025.00	2.6%
Wooden Lined Burial Chamber (99 Years)		3,361.00	3,445.00	2.5%
Muslim Wooden Lined Grave		2,699.00	2,770.00	2.6%
Cremated Remains Exclusive Right of Burial				
Cremated Remains Flat Tablet Memorial (75 Years)		420.00	450.00	7.1%
Cremated Remains Flat Tablet Memorial (99 Years)		525.00	555.00	5.7%
Cremated Remains Desk Memorial (75 Years)		420.00	450.00	7.1%
Cremated Remains Desk Memorial (99 Years)		525.00	555.00	5.7%
Cremated Remains 2'6" upright Memorial (75 Years)		625.00	655.00	4.8%
Cremated Remains 2'6" upright Memorial (99 Years)		730.00	760.00	4.1%
Cremated Remains Family Garden (75 Years)		684.00	714.00	4.4%
Cremated Remains Family Garden (99 Years)		894.00	924.00	3.4%
Pre Purchased				
Cremated Remains Flat Tablet Memorial (75 Years)		684.00	714.00	4.4%
Cremated Remains Flat Tablet Memorial (99 Years)		894.00	924.00	3.4%
Cremated Remains Desk Memorial (75 Years)		684.00	714.00	4.4%
Cremated Remains Desk Memorial (99 Years)		894.00	924.00	3.4%
Cremated Remains 2'6" upright Memorial (75 Years)		888.00	918.00	3.4%
Cremated Remains 2'6" upright Memorial (99 Years)		1,263.00	1,293.00	2.4%
Cremated Remains Family Garden (75 Years)		1,104.00	1,134.00	2.7%
Cremated Remains Family Garden (99 Years)		1,630.00	1,660.00	1.8%
* All fees are pertinent to the grave owner, if non-resident fees are double.				
Interment Fees				
Lawn Grave (Burial)		538.00	565.00	5.0%
Lawn Grave (Burial) - Child		-	-	0.0%
Traditional Grave		538.00	565.00	5.0%
Brick Lined Grave		650.00	685.00	5.4%
Concrete Burial Chamber		538.00	565.00	5.0%
Wooden Lined Grave		538.00	565.00	5.0%
Muslim Wooden Lined Grave		538.00	565.00	5.0%
Woodland Burial including Tree		646.00	690.00	6.8%
Child Grave Childs & Baby Section		-	-	0.0%
Cremated Remains		178.00	190.00	6.7%
Cremated Remains - Double Interment		355.00	380.00	7.0%
Scattering of Remains		50.00	50.00	0.0%
* All fees are pertinent to the grave owner, if non-resident fees are double.				
Additional Fees				
ERB (Deed) Transfer		60.00	62.00	3.3%
Casket Fee		209.00	215.00	2.9%
Coffins/Grave Space over 7' x 30"		209.00	215.00	2.9%
Incorrect Coffin Sizes		36.00	37.00	2.8%
Use of Chapel		80.00	82.00	2.5%
Cremated Remains Casket (including engrave nameplate)		65.00	n/a	0.0%
Repurchase expired lease on Right off Burial (75 years)		768.00	790.00	2.9%
Register Search (per person, per year, per cemetery)		25.00	27.00	8.0%
Exhumation (fee does not include re-interment, cost of diocesan faculty or ministry of justice licence) Full Interment		2,800.00	2,870.00	2.5%
Exhumation (fee does not include re-interment, cost of diocesan faculty or ministry of justice licence) Cremated Remains		1,400.00	1,435.00	2.5%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		258.00	265.00	2.7%
Additional Fee for Saturday interment (Until 12.00)		258.00	265.00	2.7%
Memorial Fees				
Memorial Administration Fees				
Headstone (additional or replacement)		168.00	173.00	3.0%
Child's Headstone		no charge	no charge	0.0%
Tablet or Plaque (additional or replacement)		63.50	65.00	2.4%
Desktop (additional or replacement)		63.50	65.00	2.4%
Vase (additional or replacement)		32.00	33.00	3.1%
Headstone (each inscription after the first, inc. memorial test fees)		116.00	119.00	2.6%
Desktops, Tablets and Plaques (each inscription after the first)		42.00	43.00	2.4%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Vase (each inscription after the first)		22.00	23.00	4.5%
Removal & Refixing of Headstones		n/a	n/a	0.0%
Sanctum (10 year lease)		1,100.00	1,150.00	4.5%
Sanctum (20 year lease)		1,500.00	1,600.00	6.7%
Sanctum Renewal (5 years)		400.00	425.00	6.3%
Bench and Installation (inc. 10 year lease)		1,025.00	1,055.00	2.9%
Stamford Bench and Installation (inc. 10 year lease)		n/a	1,155.00	0.0%
Elmwood Bench and Installation (inc. 10 year lease)		n/a	855.00	0.0%
Timber Bench (inc 10 year lease)		250.00	n/a	0.0%
Clean, Inspect and Stain Seat (Oct to March)		150.00	155.00	3.3%
Granite Buxton Seat (inc 10 year lease)		585.00	750.00	28.2%
Memorial Seat Extend Lease (additional 5 years)		100.00	110.00	10.0%
Granite Seat Plaque (inc 5 year lease)		245.00	255.00	4.1%
Granite Seat Plaque Renewal (5 years)		145.00	150.00	3.4%
Mushroom Garden (10 years)		285.00	300.00	5.3%
Mushroom Garden Renewal (5 years)		185.00	195.00	5.4%
Rose Garden Memorial (10 years)		380.00	390.00	2.6%
Rose Garden Memorial Renewal (5 years)		285.00	295.00	3.5%
Tree with Inscribed Marker (10 years)		667.00	695.00	4.2%
Tree with inscribed marker (10 years) existing tree		n/a	895.00	0.0%
Tree renewal (5 years)		n/a	295.00	0.0%
Shrub with Inscribed Marker (10 years)		205.00	215.00	4.9%
Shrub renewal (5 years)		n/a	115.00	0.0%
Standard Rose with Inscribed Marker (10 years)		255.00	265.00	3.9%
Standard Rose renewal (5 years)		n/a	135.00	0.0%
Rose with Inscribed Marker (10 years)		205.00	215.00	4.9%
Rose renewal (5 years)		n/a	115.00	0.0%
Flower Bed with Inscribed Marker (per year)		500.00	525.00	5.0%
Replacement Marker		50.00	53.00	6.0%
Octagonal Seat Plaque		245.00	255.00	4.1%
Octagonal Seat Plaque Renewal		145.00	155.00	6.9%
Tring Leather Panel Memorial		100.00	110.00	10.0%
Tring leather panel memorial renewal (5 years)		n/a	50.00	0.0%
Cremated Remains Scatter Tubes		35.00	35.00	0.0%
Std C/R casket (child and baby)		n/a	70.00	0.0%
Std C/R Casket		n/a	75.00	0.0%
Moulded C/R Casket		n/a	85.00	0.0%
Moulded C/R Casket (child and baby)		n/a	80.00	0.0%
Double C/R Casket		n/a	150.00	0.0%
3' Wooden Cross with name plate		n/a	75.00	0.0%
18" Wooden Cross with name plate		n/a	65.00	0.0%
Wooden marker		n/a	53.00	0.0%
Leaf Vaults Single (10 years) inc leaf vase		n/a	850.00	0.0%
Leaf Vaults Double (10 years) inc leaf vase		n/a	950.00	0.0%
Leaf Vaults renewal (5 years)		n/a	250.00	0.0%
Leaf Vase		n/a	110.00	0.0%
* All fees are pertinent to the grave owner, if non-resident fees are double.				
Off Street Parking - (including VAT @ 20% where applicable)				
Wood Lane End (Previously Duxons Turn)	Up to 30 minutes	0.10	0.10	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 2 Hours	0.30	0.30	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 3 Hours	0.60	0.60	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 4 Hours	0.90	0.90	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 10 Hours	1.60	1.60	0.0%
The Gables	Up to 1 Hour	0.50	0.50	0.0%
The Gables	Up to 2 Hours	0.60	0.60	0.0%
The Gables	Up to 3 Hours	0.70	0.70	0.0%
The Gables	Up to 4 Hours	0.80	0.80	0.0%
The Gables	Up to 10 Hours	1.50	1.50	0.0%
High Street	Up to 1 Hour	0.50	0.50	0.0%
High Street	Up to 2 Hours	0.60	0.60	0.0%
High Street	Up to 3 Hours	0.70	0.70	0.0%
High Street	Up to 4 Hours	0.80	0.80	0.0%
High Street	Up to 10 Hours	1.50	1.50	0.0%
Queensway	Up to 1 Hour	0.60	0.60	0.0%
Queensway	Up to 2 Hours	0.90	0.90	0.0%
Queensway	Up to 3 Hours	1.20	1.20	0.0%
Queensway	Up to 4 Hours	1.50	1.50	0.0%
Queensway	Up to 10 Hours	2.50	2.50	0.0%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Alexandra Road	Up to 1 Hour	0.60	0.60	0.0%
Alexandra Road	Up to 2 Hours	0.90	0.90	0.0%
Alexandra Road	Up to 3 Hours	1.20	1.20	0.0%
Alexandra Road	Up to 4 Hours	1.50	1.50	0.0%
Alexandra Road	Up to 10 Hours	2.50	2.50	0.0%
Dacorum Way (Previously Civic Centre)	Up to 1 Hour	0.60	0.60	0.0%
Dacorum Way (Previously Civic Centre)	Up to 2 Hours	0.90	0.90	0.0%
Dacorum Way (Previously Civic Centre)	Up to 3 Hours	1.20	1.20	0.0%
Dacorum Way (Previously Civic Centre)	Up to 4 Hours	1.50	1.50	0.0%
Dacorum Way (Previously Civic Centre)	Up to 10 Hours	2.50	2.50	0.0%
Water Gardens (North) upper deck	Up to 1 Hour	0.80	0.80	0.0%
Water Gardens (North) upper deck	Up to 2 Hours	1.30	1.30	0.0%
Water Gardens (North) upper deck	Up to 3 Hours	2.00	2.00	0.0%
Water Gardens (North) upper deck	Up to 4 Hours	2.50	2.50	0.0%
Water Gardens (North) upper deck	Up to 10 Hours	3.50	3.50	0.0%
Water Gardens (North) upper deck	3 month season ticket	234.50	234.50	0.0%
Water Gardens (North) lower deck	Up to 1 Hour	0.80	0.80	0.0%
Water Gardens (North) lower deck	Up to 2 Hours	1.30	1.30	0.0%
Water Gardens (North) lower deck	Up to 3 Hours	2.00	2.00	0.0%
Water Gardens (North) lower deck	Up to 4 Hours	2.50	2.50	0.0%
Water Gardens (South)	Up to 30 minutes	0.40	0.40	0.0%
Water Gardens (South)	Up to 1 Hour	0.80	0.80	0.0%
Water Gardens (South)	Up to 2 Hours	1.30	1.30	0.0%
Water Gardens (South)	Up to 3 Hours	2.00	2.00	0.0%
Water Gardens (South)	Up to 4 Hours	2.50	2.50	0.0%
Moor End Road	Up to 10 Hours	4.00	4.00	0.0%
Park Road	Up to 1 Hour	0.60	0.60	0.0%
Park Road	Up to 2 Hours	0.70	0.70	0.0%
Park Road	Up to 3 Hours	0.80	0.80	0.0%
Park Road	Up to 4 Hours	0.90	0.90	0.0%
Park Road	Up to 10 Hours	2.50	2.50	0.0%
Cowper Road	Up to 2 Hours	0.40	0.40	0.0%
Cowper Road	Up to 3 Hours	0.50	0.50	0.0%
Cowper Road	Up to 4 Hours	0.60	0.60	0.0%
Durrants Hill	Up to 30 minutes	0.10	0.10	0.0%
Durrants Hill	Up to 2 Hours	0.30	0.30	0.0%
Durrants Hill	Up to 3 Hours	0.60	0.60	0.0%
Durrants Hill	Up to 4 Hours	0.90	0.90	0.0%
Durrants Hill	Up to 10 Hours	1.60	1.60	0.0%
Durrants Hill	annual season ticket	524.16	524.16	0.0%
Water Lane	Up to 1 Hour	0.60	0.60	0.0%
Water Lane	Up to 2 Hours	1.20	1.20	0.0%
Water Lane	Up to 3 Hours	1.90	1.90	0.0%
Water Lane	Up to 4 Hours	2.50	2.50	0.0%
Lower Kings Road	Up to 1 Hour	0.60	0.60	0.0%
Lower Kings Road	Up to 2 Hours	1.20	1.20	0.0%
Lower Kings Road	Up to 3 Hours	1.90	1.90	0.0%
Lower Kings Road	Up to 4 Hours	2.50	2.50	0.0%
Canal Fields	10 day season (limited to 20)	10.00	10.00	0.0%
St John's Well Lane	Up to 1 Hour	0.60	0.60	0.0%
St John's Well Lane	Up to 2 Hours	1.20	1.20	0.0%
St John's Well Lane	Up to 3 Hours	1.90	1.90	0.0%
St John's Well Lane	Up to 4 Hours	2.50	2.50	0.0%
St John's Well Lane	Up to 10 Hours	3.50	3.50	0.0%
The Forge	Up to 2 Hours	0.90	0.90	0.0%
The Forge	Up to 3 Hours	1.10	1.10	0.0%
The Forge	Up to 4 Hours	1.40	1.40	0.0%
The Forge	Up to 10 Hours	2.00	2.00	0.0%
The Forge	Annual Season ticket	416.00	416.00	0.0%
Church Yard (Previously Frogmore Street East long stay)	Up to 10 Hours	2.00	2.00	0.0%
Frogmore Street (East)	Up to 2 Hours	0.90	0.90	0.0%
Frogmore Street (East)	Up to 3 Hours	1.10	1.10	0.0%
Frogmore Street (East)	Up to 4 Hours	1.40	1.40	0.0%
Frogmore Street (West)	Up to 10 Hours	2.00	2.00	0.0%
Victoria Hall	Up to 2 Hours	0.90	0.90	0.0%
Victoria Hall	Up to 3 Hours	1.10	1.10	0.0%
Victoria Hall	Up to 4 Hours	1.40	1.40	0.0%
Old School Yard (Tring Town Council car park)	Up to 2 Hours	0.90	0.90	0.0%
Old School Yard (Tring Town Council car park)	Up to 3 Hours	1.10	1.10	0.0%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Old School Yard (Tring Town Council car park)	Up to 4 Hours	1.40	1.40	0.0%
Bay suspension or dispensation	0.5 day	10.00	10.00	0.0%
Bay suspension or dispensation	1 day	20.00	20.00	0.0%
Bay suspension or dispensation	5 days	60.00	60.00	0.0%
Bay suspension or dispensation	6 days	80.00	80.00	0.0%
On Street Parking				
Waterhouse Street (certain lengths between Bank Court and bus station)	Up to 15 minutes	0.50	0.50	0.0%
Waterhouse Street (certain lengths between Bank Court and bus station)	Up to 30 minutes	1.00	1.00	0.0%
Shared use St Johns Road cul-de-sac	Up to 1 Hour	0.50	0.50	0.0%
Shared use St Johns Road cul-de-sac	Up to 2 Hours	1.00	1.00	0.0%
Shared use St Johns Road cul-de-sac	Up to 3 Hours	2.00	2.00	0.0%
Shared use St Johns Road cul-de-sac	Up to 4 Hours	4.00	4.00	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 4 Hours	4.00	4.00	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 4 Hours	4.00	4.00	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 4 Hours	4.00	4.00	0.0%
Shared use Alexandra Road (adjacent to Christchurch)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Alexandra Road (adjacent to Christchurch)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Alexandra Road (adjacent to Christchurch)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Alexandra Road (adjacent to Christchurch)	Up to 4 Hours	4.00	4.00	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 12 minutes	0.20	0.20	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 24 minutes	0.40	0.40	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 36 minutes	0.60	0.60	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 48 minutes	0.80	0.80	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 60 minutes	1.00	1.00	0.0%
CPZ resident permit 1st	Annual	25.00	25.00	0.0%
CPZ resident permit 2nd	Annual	40.00	40.00	0.0%
CPZ resident permit 3rd	Annual	40.00	40.00	0.0%
CPZ resident permit 2nd vehicle owner blue badge holder	Annual	10.00	10.00	0.0%
CPZ resident permit motorcycle	Annual	10.00	10.00	0.0%
CPZ business permit	Annual	300.00	300.00	0.0%
CPZ resident permit changes	2nd and more in any year	7.00	7.00	0.0%
CPZ visitor permit	5 Hour x 20	12.00	12.00	0.0%
CPZ visitor permit	1 week	3.00	3.00	0.0%
CPZ visitor permit	1 Hour x 25	2.00	2.00	0.0%
CPZ visitor permit applicant Dacorum card holder	5 Hour x 20	6.00	6.00	0.0%
CPZ visitor permit applicant Dacorum card holder	1 week	1.50	1.50	0.0%
CPZ visitor permit applicant Dacorum card holder	1 Hour x 25	2.00	2.00	0.0%
CPZ visitor permit applicant 60 years old or over	5 Hour x 20	6.00	6.00	0.0%
CPZ visitor permit applicant 60 years old or over	1 week	1.50	1.50	0.0%
Bay suspension or dispensation	0.5 day	10.00	10.00	0.0%
Bay suspension or dispensation	1 day	20.00	20.00	0.0%
Bay suspension or dispensation	5 days	60.00	60.00	0.0%
Bay suspension or dispensation	6 days	80.00	80.00	0.0%
Valuation & Estates				
Settlement of rent reviews and lease renewals		n/a	n/a	0.0%
Additional fee if the rent exceeds £150,000 per annum	Value up to £499,999	0.5% of rent	0.5% of rent	0.0%
Consents to assign, sublet, or alter premises		500.00	500.00	0.0%
Hourly rate charged on the following matters: Variation of restrictive covenants, agreement of easements, sub-station agreements, encroachments, enfranchisements, insurance valuations, feasibility studies, negotiation of service tenancies and any other works not covered by the above.				
Customer Accounts				
Service Charge Enquiry Fees:				
Sale-on Charges to Solicitors	Per application	102.00	110.00	7.8%

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
Housing & Community					
Employees	2,489,990	2,511,947	2,573,120	83,130	+3%
Premises	388,050	406,814	350,370	(37,680)	(10%)
Transport	16,185	12,705	16,160	(25)	(0%)
Supplies & Services	1,896,140	2,008,340	1,526,840	(369,300)	(19%)
Third-Parties	813,030	813,030	718,100	(94,930)	(12%)
Capital Charges	1,558,741	1,558,741	1,558,730	(11)	(0%)
Transfer Payments	5,000	5,000	5,000	0	+0%
Income	(3,344,400)	(3,339,211)	(3,535,800)	(191,400)	(6%)
Grants and Contributions	(137,010)	(315,928)	(198,045)	(61,035)	(45%)
Recharges	259,109	492,616	339,741	80,632	+31%
Net Expenditure: Housing & Community	3,944,835	4,154,055	3,354,216	(590,619)	(15%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £	%
----------------------------	----------------------------	-------------------------	------------------------------------	---

Housing & Community

Chief Executive's Unit (MO) (Steve Baker)

Customer Services (Ben Hosier)

Employees	0	500	0	0	
Supplies & Services	59,700	54,311	36,940	(22,760)	(38%)
Third-Parties	813,030	813,030	718,100	(94,930)	(12%)
Capital Charges	78,150	78,150	78,150	0	+0%
Income	0	(2,000)	0	0	
Recharges	(950,880)	(943,991)	(833,190)	117,690	+12%
Net Expenditure: Customer Services	0	0	0	0	

Community Development (Parish Liaison) (Jim Doyle)

Employees	28,170	29,593	29,030	860	+3%
Transport	250	250	250	0	+0%
Supplies & Services	1,290	1,290	1,290	0	+0%
Recharges	17,270	7,530	7,170	(10,100)	(58%)
Net Expenditure: Community Development (Parish Liaison)	46,980	38,663	37,740	(9,240)	(20%)

Regulatory Services (Licensing) (Mark Brookes)

Employees	227,400	232,740	239,660	12,260	+5%
Transport	2,500	2,500	2,540	40	+2%
Supplies & Services	50,770	44,130	45,770	(5,000)	(10%)
Income	(294,160)	(279,160)	(300,200)	(6,040)	(2%)
Grants and Contributions	(6,000)	(6,000)	(6,080)	(80)	(1%)
Recharges	103,540	96,180	93,760	(9,780)	(9%)
Net Expenditure: Regulatory Services (Licensing)	84,050	90,390	75,450	(8,600)	(10%)

Arts Development and Support (Matt Rawdon)

Supplies & Services	15,000	15,000	15,000	0	+0%
Net Expenditure: Arts Development and Support	15,000	15,000	15,000	0	+0%

Heritage (Matt Rawdon)

Supplies & Services	58,000	58,000	58,000	0	+0%
Net Expenditure: Heritage	58,000	58,000	58,000	0	+0%

Sports Development and Community Recreation (Matt Rawdon)

Premises	64,320	63,845	65,220	900	+1%
Supplies & Services	438,180	438,180	288,180	(150,000)	(34%)
Capital Charges	576,640	576,640	576,640	0	+0%
Income	(6,850)	(6,850)	(6,950)	(100)	(1%)
Grants and Contributions	(8,000)	(8,000)	(8,110)	(110)	(1%)
Recharges	11,950	40,160	39,790	27,840	+233%
Net Expenditure: Sports Development and Community Recreation	1,076,240	1,103,975	954,770	(121,470)	(11%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Community Development (Partnerships and Commissioning) (Matt Rawdon)

Employees	113,190	127,217	142,010	28,820	+25%
Premises	14,960	14,960	10,400	(4,560)	(30%)
Transport	750	750	760	10	+1%
Supplies & Services	102,620	166,091	84,540	(18,080)	(18%)
Grants and Contributions	(86,820)	(165,445)	(94,300)	(7,480)	(9%)
Recharges	61,100	72,630	71,160	10,060	+16%
Net Expenditure: Community Development (Partnerships and Commissioning)	205,800	216,203	214,570	8,770	+4%

General Grants, Bequests and Donations (Matt Rawdon)

Supplies & Services	710,960	710,960	624,800	(86,160)	(12%)
Capital Charges	11,580	11,580	11,580	0	+0%
Recharges	33,890	37,560	36,100	2,210	+7%
Net Expenditure: General Grants, Bequests and Donations	756,430	760,100	672,480	(83,950)	(11%)

Communication & Consultation (Matt Rawdon)

Employees	241,820	249,783	244,480	2,660	+1%
Transport	620	400	400	(220)	(35%)
Supplies & Services	76,170	81,320	73,320	(2,850)	(4%)
Capital Charges	1,420	1,420	1,420	0	+0%
Grants and Contributions	(2,000)	(2,600)	(5,030)	(3,030)	(152%)
Recharges	(318,030)	(330,323)	(314,590)	3,440	+1%
Net Expenditure: Communication & Consultation	0	(0)	0	0	

Net Expenditure: Chief Executive's Unit (MO)

2,242,500	2,282,331	2,028,010	(214,490)	(10%)
------------------	------------------	------------------	------------------	--------------

Housing Landlord (Elliott Brooks)**Garages (Fiona Williamson)**

Premises	3,000	3,000	3,040	40	+1%
Capital Charges	764,718	764,718	764,720	2	+0%
Income	(2,690,400)	(2,720,400)	(2,880,000)	(189,600)	(7%)
Recharges	853,143	1,052,160	799,011	(54,132)	(6%)
Net Expenditure: Garages	(1,069,539)	(900,522)	(1,313,229)	(243,690)	(23%)

Supporting People (Fiona Williamson)

Recharges	7,500	7,500	7,500	0	+0%
Net Expenditure: Supporting People	7,500	7,500	7,500	0	+0%

Homelessness (Natasha Brathwaite)

Employees	255,610	252,559	270,760	15,150	+6%
Premises	133,000	133,000	105,200	(27,800)	(21%)
Supplies & Services	10,960	18,960	48,360	37,400	+341%
Capital Charges	12,869	12,869	12,870	1	+0%
Income	(228,000)	(213,000)	(222,000)	6,000	+3%
Grants and Contributions	0	(78,794)	(70,335)	(70,335)	
Recharges	115,432	138,070	136,520	21,088	+18%
Net Expenditure: Homelessness	299,871	263,664	281,375	(18,496)	(6%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Housing Advice (Natasha Brathwaite)

Employees	80,795	74,404	85,730	4,935	+6%
Supplies & Services	33,165	33,165	33,165	0	+0%
Recharges	154,160	210,740	196,910	42,750	+28%
Net Expenditure: Housing Advice	268,120	318,309	315,805	47,685	+18%

Housing Strategy (Natasha Brathwaite)

Employees	185,405	199,256	214,100	28,695	+15%
Transport	2,500	2,500	2,500	0	+0%
Supplies & Services	13,935	15,535	9,835	(4,100)	(29%)
Capital Charges	13,384	13,384	13,380	(4)	(0%)
Transfer Payments	5,000	5,000	5,000	0	+0%
Recharges	172,210	197,300	192,480	20,270	+12%
Net Expenditure: Housing Strategy	392,434	432,975	437,295	44,861	+11%

Net Expenditure: Housing Landlord

(101,614)	121,926	(271,254)	(169,640)	(167%)
------------------	----------------	------------------	------------------	---------------

Neighbourhood Delivery (David Austin)

Private Sector Housing Renewal (Chris Troy)

Income	(33,000)	(33,000)	(33,460)	(460)	(1%)
Recharges	50	150	140	90	+180%
Net Expenditure: Private Sector Housing Renewal	(32,950)	(32,850)	(33,320)	(370)	(1%)

Theatres and Public Entertainment (Julie Still)

Employees	196,530	216,575	197,050	520	+0%
Premises	50,350	66,682	54,390	4,040	+8%
Transport	500	500	510	10	+2%
Supplies & Services	95,810	100,109	95,810	0	+0%
Capital Charges	23,382	23,382	23,380	(2)	(0%)
Income	(63,000)	(61,130)	(63,800)	(800)	(1%)
Grants and Contributions	0	(1,870)	0	0	
Recharges	92,880	94,350	97,190	4,310	+5%
Net Expenditure: Theatres and Public Entertainment	396,452	438,597	404,530	8,078	+2%

Outdoor Sports & Recreation Facilities (Adventure Playgrounds) (Julie Still)

Employees	369,620	389,576	403,370	33,750	+9%
Premises	55,060	64,148	43,810	(11,250)	(20%)
Transport	2,980	2,570	3,020	40	+1%
Supplies & Services	35,670	33,866	35,670	0	+0%
Capital Charges	10,445	10,445	10,440	(5)	(0%)
Income	(28,990)	(23,671)	(29,390)	(400)	(1%)
Grants and Contributions	(190)	(1,181)	(190)	0	+0%
Recharges	115,500	103,900	105,720	(9,780)	(8%)
Net Expenditure: Outdoor Sports & Recreation Facilities (Adventure Playgrounds)	560,095	579,653	572,450	12,355	+2%

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Community Safety (Crime Reduction) (Julie Still)

Employees	225,210	200,441	192,190	(33,020)	(15%)
Premises	3,000	0	3,040	40	+1%
Transport	4,335	2,025	4,410	75	+2%
Supplies & Services	76,280	105,604	33,530	(42,750)	(56%)
Capital Charges	1,600	1,600	1,600	0	+0%
Grants and Contributions	(24,000)	(29,324)	0	24,000	+100%
Recharges	52,571	28,270	27,200	(25,371)	(48%)
Net Expenditure: Community Safety (Crime Reduction)	338,996	308,616	261,970	(77,026)	(23%)

Community Safety (CCTV) (Julie Still)

Employees	363,540	363,571	377,100	13,560	+4%
Premises	63,130	60,178	64,020	890	+1%
Transport	210	210	210	0	+0%
Supplies & Services	14,030	13,910	14,030	0	+0%
Capital Charges	64,553	64,553	64,550	(3)	(0%)
Grants and Contributions	(10,000)	(8,000)	(14,000)	(4,000)	(40%)
Recharges	(311,217)	(373,930)	(376,610)	(65,393)	(21%)
Net Expenditure: Community Safety (CCTV)	184,246	120,492	129,300	(54,946)	(30%)

Community Development (Residents Services & Neighbourhood Action) (Julie Still)

Employees	202,700	175,734	177,640	(25,060)	(12%)
Premises	1,230	1,000	1,250	20	+2%
Transport	1,540	1,000	1,560	20	+1%
Supplies & Services	103,600	117,910	28,600	(75,000)	(72%)
Grants and Contributions	0	(14,714)	0	0	
Recharges	48,040	54,360	53,480	5,440	+11%
Net Expenditure: Community Development (Residents Services & Neighbourhood Action)	357,110	335,290	262,530	(94,580)	(26%)

Net Expenditure: Neighbourhood Delivery	1,803,949	1,749,798	1,597,460	(206,489)	(11%)
--	------------------	------------------	------------------	------------------	--------------

Net Expenditure: Housing & Community	3,944,835	4,154,055	3,354,216	(590,619)	(15%)
---	------------------	------------------	------------------	------------------	--------------

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Garages				
Garage Rent (VAT not charged to tenants but is charged to non tenants)	Per Week	9.50	10.00	5.3%
Premium garages	Per Week	n/a	10.26	
Garage Rent - Concessionary	Per Week	4.75	5.00	5.3%
Old Town Hall Arts Centre				
Programme Sales		0.10	0.10	0.0%
Meetings / Rehearsals / Workshops / Classes (no technical support) minimum 2hr booking				
Theatre (capacity 120) - Mon - Fri (10:30 - 18:00)	Per Hour	20.00	21.00	5.0%
Theatre (capacity 120) - Mon - Fri (18:00 - 23:00)	Per Hour	25.00	26.00	4.0%
Theatre (capacity 120) - Sat - Sun (10:30 - 23:00)	Per Hour	25.00	26.00	4.0%
Theatre (capacity 120) - Mon - Fri (10:30 - 17:30) - Concession	Per Hour		16.00	
Theatre (capacity 120) - Mon - Fri (18:00 - 22:30) - Concession	Per Hour		18.00	
Theatre (capacity 120) - Sat - Sun - Concession	Per Hour		18.00	
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30)	Per Hour	10.00	11.00	10.0%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30)	Per Hour	17.00	18.00	5.9%
Cellar (capacity 60-90) - Sat - Sun (10:30 - 22:30)	Per Hour	17.00	18.00	5.9%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30) - Concession	Per Hour		8.00	
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30) - Concession	Per Hour		16.00	
Cellar (capacity 60-90) - Sat-Sun - Concession	Per Hour		16.00	
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30)	Per Hour	15.00	18.00	20.0%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30) - Concession	Per Hour		16.00	
Private Parties (including bar staff)				
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00)		270.00	215.00	-20.4%
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00) - Concession			175.00	
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00)		230.00	215.00	-6.5%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00) - Concession			175.00	
Price includes Front of House Staff and Stewards				
There is an additional charge of £60 for technical support				
Performances & Rehearsals (with technical support)				
Theatre (capacity 120) - Mon - Sun (18:00 - 23:00)		350.00	n/a	0.0%
Theatre (capacity 120) - 10:00 - 23:00	Per additional Hour	25.00	n/a	0.0%
Theatre & Gallery bar (including bar staff) - Mon - Sun (18:00 - 23:00)		450.00	n/a	0.0%
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00)		350.00	n/a	0.0%
Cellar (capacity 60-90) - 10:00 - 23:00	Per additional Hour	25.00	n/a	0.0%
Box Office (can sell your tickets online & on the door and provide tickets)		50.00	n/a	0.0%
Whole venue (not including bar staff)				
Mon - Sun	Half Day	550.00	n/a	0.0%
Performances & Rehearsals (with technical support)				
Theatre (capacity 120) - Mon - Sun (10:00 - 23:00) Includes technical support, front of house staff and box office		n/a	510.00	
Theatre (capacity 120) - Mon - Sun (10:00 - 23:00) Includes technical support, front of house staff and box office - Concession		n/a	380.00	
Cellar (capacity 60-90) - Mon - Sun (10:00 - 23:00)		n/a	360.00	
Cellar (capacity 60-90) - Mon - Sun (10:00 - 23:00) - Concession		n/a	210.00	
Adventure Playgrounds				
Community/Voluntary Group	Per Hour	14.70	14.90	1.4%
Private Group	Per Hour	27.00	27.40	1.5%
Children's Party	Per Hour	37.10	37.60	1.3%
Training Organisation (Play) if no staff needed	Per Hour	6.40	6.50	1.6%
Training Organisation (Care)	Half Day	60.80	61.65	1.4%
Schools	Per Hour	26.10	26.45	1.3%
Schools	Half Day	54.10	54.85	1.4%
Schools	Full Day	101.30	102.70	1.4%
The Heights Hall				
Hall hire	Per Hour	11.60	11.75	1.3%
Hall hire	Per Day	63.00	64.00	1.6%
Messy Play Community Group	Per Hour	7.90	8.00	1.3%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Licensing - General Charges				
Photocopies (per A4 side, at officers' discretion, subject to legal restrictions)		0.20	0.20	0.0%
Appeal to Licensing Health & Safety Enforcement Committee against officers' refusal of exemption from standard conditions/policies (refundable if appeal is successful)		-	-	0.0%
Copy of interview tape following PACE interview (per tape)		15.00	15.00	0.0%
Copy of public register entry (where kept and made available by statute) (per entry)		15.00	15.00	0.0%
Request for duplicate copy of licence following loss/theft/damage (where not otherwise listed)		15.00	15.00	0.0%
Licensing pre-application advice (per whole or part hour)		na	42.00	0.0%
Alcohol, entertainment and late night refreshment licences				
Application for new club premises certificate:				
Band A		100.00	100.00	0.0%
Band B		190.00	190.00	0.0%
Band C		315.00	315.00	0.0%
Band D		450.00	450.00	0.0%
Band E		635.00	635.00	0.0%
Site under construction/development		315.00	315.00	0.0%
Application for full variation of club premises certificate:				
Band A		100.00	100.00	0.0%
Band B		190.00	190.00	0.0%
Band C		315.00	315.00	0.0%
Band D		450.00	450.00	0.0%
Band E		635.00	635.00	0.0%
Site under construction/development		315.00	315.00	0.0%
Application for minor variation of club premises certificate		89.00	89.00	0.0%
Request for duplicate copy of certificate following loss/theft/damage		10.50	10.50	0.0%
Change of name or address on club premises certificate		10.50	10.50	0.0%
Change of club rules for club premises certificate		10.50	10.50	0.0%
Annual fee (payable on anniversary of grant of certificate):				
Band A		70.00	70.00	0.0%
Band B		180.00	180.00	0.0%
Band C		295.00	295.00	0.0%
Band D		320.00	320.00	0.0%
Band E		350.00	350.00	0.0%
Site under construction/development		295.00	295.00	0.0%
Application for new personal licence		37.00	37.00	0.0%
Application to renew personal licence		37.00	37.00	0.0%
Duplicate copy of personal licence following theft/loss/damage		10.50	10.50	0.0%
Change of name or address on personal licence		10.50	10.50	0.0%
Application for new premises licence:				
Band A		100.00	100.00	0.0%
Band B		190.00	190.00	0.0%
Band C		315.00	315.00	0.0%
Band D		450.00	450.00	0.0%
Band D with multiplier		900.00	900.00	0.0%
Band E		635.00	635.00	0.0%
Band E with multiplier		1,905.00	1,905.00	0.0%
Site under construction/development		315.00	315.00	0.0%
Application for full variation of premises licence:				
Band A		100.00	100.00	0.0%
Band B		190.00	190.00	0.0%
Band C		315.00	315.00	0.0%
Band D		450.00	450.00	0.0%
Band D with multiplier		900.00	900.00	0.0%
Band E		635.00	635.00	0.0%
Band E with multiplier		1,905.00	1,905.00	0.0%
Site under construction/development		315.00	315.00	0.0%
Additional application fee for high-capacity premises (payable in addition to the standard application fee):				
Capacity: 5,000-9,999		1,000.00	1,000.00	0.0%
Capacity: 10,000-14,999		2,000.00	2,000.00	0.0%
Capacity: 15,000-19,999		4,000.00	4,000.00	0.0%
Capacity: 20,000-29,999		8,000.00	8,000.00	0.0%
Capacity: 30,000-39,999		16,000.00	16,000.00	0.0%
Capacity: 40,000-49,999		24,000.00	24,000.00	0.0%
Capacity: 50,000-59,999		32,000.00	32,000.00	0.0%
Capacity: 60,000-69,999		40,000.00	40,000.00	0.0%
Capacity: 70,000-79,999		48,000.00	48,000.00	0.0%
Capacity: 80,000-89,999		56,000.00	56,000.00	0.0%
Capacity: 90,000+		64,000.00	64,000.00	0.0%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Application for transfer of premises licence		23.00	23.00	0.0%
Application for variation of premises licence to specify premises supervisor		23.00	23.00	0.0%
Application for minor variation of premises licence		89.00	89.00	0.0%
Application to substitute mandatory condition for community premises (if not made simultaneously with another application)		23.00	23.00	0.0%
Application for interim authority notice		23.00	23.00	0.0%
Request for duplicate copy of premises licence following loss/theft/damage		10.50	10.50	0.0%
Change of name or address on premises licence		10.50	10.50	0.0%
Annual fee (payable on anniversary of grant of licence):				
Band A		70.00	70.00	0.0%
Band B		180.00	180.00	0.0%
Band C		295.00	295.00	0.0%
Band D		320.00	320.00	0.0%
Band D with multiplier		640.00	640.00	0.0%
Band E		350.00	350.00	0.0%
Band E with multiplier		1,050.00	1,050.00	0.0%
Site under construction/development		295.00	295.00	0.0%
Additional annual fee for high-capacity premises (payable in addition to the standard annual fee)				
Capacity: 5,000–9,999		500.00	500.00	0.0%
Capacity: 10,000–14,999		1,000.00	1,000.00	0.0%
Capacity: 15,000–19,999		2,000.00	2,000.00	0.0%
Capacity: 20,000–29,999		4,000.00	4,000.00	0.0%
Capacity: 30,000–39,999		8,000.00	8,000.00	0.0%
Capacity: 40,000–49,999		12,000.00	12,000.00	0.0%
Capacity: 50,000–59,999		16,000.00	16,000.00	0.0%
Capacity: 60,000–69,999		20,000.00	20,000.00	0.0%
Capacity: 70,000–79,999		24,000.00	24,000.00	0.0%
Capacity: 80,000–89,999		28,000.00	28,000.00	0.0%
Capacity: 90,000+		32,000.00	32,000.00	0.0%
Temporary event notice submission fee		21.00	21.00	0.0%
Duplicate copy of notice following theft/loss/damage		10.50	10.50	0.0%
Application for provisional statement		315.00	315.00	0.0%
Notification of legal/financial interest in premises		21.00	21.00	0.0%
Animal licences				
Application for new animal boarding establishment licence (fee plus vet inspection)		320.00	287.00	-10.3%
Application for new animal boarding establishment licence (home boarding)		180.00	193.00	7.2%
Application to vary animal boarding establishment licence (fee plus vet inspection)		145.00	145.00	0.0%
Application to vary animal boarding establishment licence (home boarding)		100.00	90.00	-10.0%
Application to renew animal boarding establishment licence (fee plus vet inspection)		220.00	237.00	7.7%
Application to renew animal boarding establishment licence (home boarding)		120.00	140.00	16.7%
Application for licence to keep dangerous wild animals (fee plus vet inspection)		325.00	302.00	-7.1%
Application to vary DWA licence conditions (new species/increased numbers of animals) (fee plus vet inspection)		210.00	192.00	-8.6%
Application to vary DWA licence conditions (administrative matters only)		65.00	62.50	-3.8%
Application to renew licence to keep dangerous wild animals (fee plus vet inspection)		325.00	302.00	-7.1%
Application for new dog breeding licence		252.00	200.00	-20.6%
Application to renew dog breeding licence		195.00	200.00	2.6%
Application for new pet shop licence		189.00	161.00	-14.8%
Application for new pet shop licence (fish only)		142.00	161.00	13.4%
Application to renew pet shop licence		130.00	150.00	15.4%
Application to renew pet shop licence (fish only)		95.00	120.00	26.3%
Application for new riding establishment licence (fee plus vet inspection)		318.00	295.00	-7.2%
Application for new zoo licence (fee plus vet inspection)		2,000.00	1,805.00	-9.8%
Application to renew zoo licence (fee plus vet inspection)		1,600.00	1,325.00	-17.2%
Application to vary zoo licence (fee plus vet inspection)		1,600.00	1,325.00	-17.2%
Application to transfer zoo licence (fee plus vet inspection)		600.00	221.00	-63.2%
Gambling licences				
Temporary use notice submission fee		350.00	355.00	1.4%
Duplicate copy of temporary use notice following theft/loss/damage		15.00	15.00	0.0%
Occasional use notice submission fee		no charge	no charge	0.0%
Notification of 1-2 gaming machine in alcohol-licensed premises		50.00	50.00	0.0%
Licensed premises gaming machine permit (set by statute):				
Application for new permit		150.00	150.00	0.0%
Conversion of s.34(5E) permit		100.00	100.00	0.0%
Application for variation of permit		100.00	100.00	0.0%
Application for transfer of permit		25.00	25.00	0.0%
Change of name or address		25.00	25.00	0.0%
Annual fee		50.00	50.00	0.0%
Club machine permit / Club gaming permit (set by statute):				

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Application for new permit (standard)		200.00	200.00	0.0%
Application for new permit (fast track)		100.00	100.00	0.0%
Conversion of part II / III registration		100.00	100.00	0.0%
Application for variation of permit		100.00	100.00	0.0%
Application for renewal of permit (standard)		200.00	200.00	0.0%
Application for renewal of permit (fast track)		100.00	100.00	0.0%
Annual fee		50.00	50.00	0.0%
Family entertainment centre gaming machine permit (set by statute):				
Application for new permit		300.00	300.00	0.0%
Conversion of s.34(1) permit		100.00	100.00	0.0%
Application for renewal of permit		300.00	300.00	0.0%
Change of name or address		25.00	25.00	0.0%
Prize gaming permit:				
Application for new permit		300.00	300.00	0.0%
Conversion of s.16 permit		100.00	100.00	0.0%
Application for renewal of permit		300.00	300.00	0.0%
Change of name or address		25.00	25.00	0.0%
Duplicate copy of gaming permit following theft/loss/damage		15.00	15.00	0.0%
Application for new premises licence (without provisional statement):				
Adult gaming centre		1,340.00	1,040.00	-22.4%
Betting (track)		1,670.00	1,040.00	-37.7%
Betting (other)		2,000.00	1,040.00	-48.0%
Bingo		2,450.00	1,040.00	-57.6%
Family entertainment centre		1,200.00	1,040.00	-13.3%
Application for new premises licence (with provisional statement):				
Adult gaming centre		800.00	700.00	-12.5%
Betting (track)		640.00	700.00	9.4%
Betting (other)		800.00	700.00	-12.5%
Bingo		840.00	700.00	-16.7%
Family entertainment centre		570.00	700.00	22.8%
Application for provisional statement:				
Adult gaming centre		1,340.00	1,040.00	-22.4%
Betting (track)		1,670.00	1,040.00	-37.7%
Betting (other)		2,000.00	1,040.00	-48.0%
Bingo		2,450.00	1,040.00	-57.6%
Family entertainment centre		1,200.00	1,040.00	-13.3%
Application for variation of premises licence:				
Adult gaming centre		670.00	700.00	4.5%
Betting (track)		840.00	700.00	-16.7%
Betting (other)		1,000.00	700.00	-30.0%
Bingo		1,225.00	700.00	-42.9%
Family entertainment centre		600.00	700.00	16.7%
Application for transfer of premises licence:				
Adult gaming centre		800.00	300.00	-62.5%
Betting (track)		640.00	300.00	-53.1%
Betting (other)		800.00	300.00	-62.5%
Bingo		840.00	300.00	-64.3%
Family entertainment centre		570.00	300.00	-47.4%
Application for reinstatement of premises licence:				
Adult gaming centre		800.00	300.00	-62.5%
Betting (track)		640.00	300.00	-53.1%
Betting (other)		800.00	300.00	-62.5%
Bingo		840.00	300.00	-64.3%
Family entertainment centre		570.00	300.00	-47.4%
Annual fee (payable 30 days after the licence takes effect, and then annually on the anniversary of the grant of the licence):				
Adult gaming centre		670.00	515.00	-23.1%
Betting (track)		670.00	515.00	-23.1%
Betting (other)		420.00	440.00	4.8%
Bingo		700.00	515.00	-26.4%
Family entertainment centre		450.00	440.00	-2.2%
Duplicate copy of licence following theft/loss/damage		15.00	15.00	0.0%
Change of name or address on premises licence		35.00	35.00	0.0%
Registration of non-commercial society for small lotteries		40.00	40.00	0.0%
Annual fee (payable on anniversary of lottery registration)		20.00	20.00	0.0%
Charitable collection licences				
Application for street collection licence - no provision for fee charging		no charge	no charge	0.0%
Application for house to house collection licence - no provision for fee charging		no charge	no charge	0.0%
Hackney Carriage and Private Hire licences				
Application for Hackney Carriage driver licence (1 year)		70.00	na	0.0%
Application for Hackney Carriage driver licence (3 years)		138.00	145.00	5.1%
Application for Private Hire driver licence (1 year)		70.00	na	0.0%
Application for Private Hire driver licence (3 years)		138.00	145.00	5.1%
Application for Dual driver licence (1 year)		105.00	na	0.0%
Application for Dual driver licence (3 years)		207.00	215.00	3.9%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Interim application for Dual driver licence (from HC to dual) plus £1 per unexpired month		34.00	35.00	2.9%
Interim application for Dual driver licence (from PH to dual) plus £1 per unexpired month		34.00	35.00	2.9%
Licence badge deposit (refundable on return of badge)		50.00	50.00	0.0%
Replacement licence badge		20.00	20.00	0.0%
Knowledge test (full test) (non-refundable)		40.00	45.00	12.5%
Knowledge test (conditions only) (non-refundable)		25.00	30.00	20.0%
Versant English language assessment *		30.60	42.00	37.3%
DBS enhanced disclosure (formerly CRB)		44.00	44.00	0.0%
External identity check (where required for DBS route 2 verification)		7.20	7.20	0.0%
Driving licence verification check		6.90	6.90	0.0%
Application for Hackney Carriage vehicle licence (includes compliance test fee)		258.00	264.00	2.3%
Application for Private Hire vehicle licence (includes compliance test fee)		238.00	244.00	2.5%
Application for Stretch Limo Private Hire Vehicle (includes specialist compliance test fee) (6m)		185.00	190.00	2.7%
Licence plate deposit (refundable on return of plates)		50.00	50.00	0.0%
Replacement rear (external) licence plate		20.00	20.00	0.0%
Replacement front (internal) licence plate		20.00	20.00	0.0%
Replacement front (internal) licence plate holder		2.50	2.50	0.0%
Transfer of ownership of licence/vehicle		64.00	64.00	0.0%
Substitution of vehicle on licence (includes compliance test fee)		173.00	173.00	0.0%
Change of vehicle particulars (reg. no., colour, capacity)		55.00	55.00	0.0%
Vehicle compliance test		54.00	54.00	0.0%
Specialist compliance test		80.00	80.00	0.0%
Application for Private Hire operator licence (1-3 vehicles) (3 yrs)		350.00	na	0.0%
Application for Private Hire operator licence (4+ vehicles) (2 yrs)		350.00	na	0.0%
Application for Private Hire operator licence (1-3 vehicles) (5 yrs)		636.00	647.00	1.7%
Application for Private Hire operator licence (4+ vehicles) (5 yrs)		378.00	388.00	2.6%
Duplicate copy of hackney carriage/private hire licence		15.00	15.00	0.0%
Scrap metal dealer licences (from 1st October 2013)				
Application for new scrap metal dealer licence (3yr)				
Site licence		257.00	266.50	3.7%
Collector's licence		184.00	189.50	3.0%
Application to renew scrap metal dealer licence (3yr)				
Site licence		242.00	251.00	3.7%
Collector's licence		169.00	174.00	3.0%
Application to vary scrap metal dealer licence:				
Change of licensee details		12.00	15.00	25.0%
Change of licensed sites		70.00	72.50	3.6%
Change of site managers		41.00	41.00	0.0%
Site to collector's licence		24.00	24.50	2.1%
Collector's to site licence		125.00	129.00	3.2%
Sex establishment licences				
Application for new sex establishment licence		2,775.00	2,670.00	-3.8%
Application for renewal of sex establishment licence		2,500.00	2,405.00	-3.8%
Application for variation of sex establishment licence		1,450.00	1,215.00	-16.2%
Application for transfer of sex establishment licence		440.00	430.00	-2.3%
Tattooing and piercing licences				
Application for registration of skin piercing, etc, premises		200.00	200.00	0.0%
Application for registration of skin piercing, etc, operator		89.00	90.00	1.1%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
Strategic Planning & Environment					
Employees	9,063,657	9,563,004	9,351,370	287,713	+3%
Premises	916,211	964,777	903,070	(13,141)	(1%)
Transport	1,444,405	1,463,007	1,478,490	34,085	+2%
Supplies & Services	2,116,153	2,114,960	1,967,113	(149,040)	(7%)
Third-Parties	135,580	130,050	88,470	(47,110)	(35%)
Capital Charges	1,560,452	1,560,452	1,560,456	4	+0%
Income	(3,418,289)	(3,665,226)	(3,709,374)	(291,085)	(9%)
Grants and Contributions	(1,676,805)	(1,865,614)	(1,839,868)	(163,063)	(10%)
Recharges	1,514,082	1,641,405	1,602,514	88,432	+6%
Net Expenditure: Strategic Planning & Environment	11,655,446	11,906,816	11,402,241	(253,205)	(2%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Strategic Planning & Environment

Chief Executive's Unit (MO) (Steve Baker)

Support to Business and Enterprise (Matt Rawdon)

Employees	0	0	48,780	48,780	
Net Expenditure: Support to Business and Enterprise	0	0	48,780	48,780	

Net Expenditure: Chief Executive's Unit (MO) 0 0 48,780 48,780 +48%

Finance & Resources (David Skinner)

Open Spaces (Nicholas Brown)

Employees	8,040	6,555	8,040	0	+0%
Premises	25,550	26,901	25,910	360	+1%
Supplies & Services	570	570	570	0	+0%
Capital Charges	5,652	5,652	5,650	(2)	+0%
Income	(30,950)	(31,067)	(31,380)	(430)	(1%)
Grants and Contributions	(20,000)	(25,941)	(20,280)	(280)	(1%)
Net Expenditure: Open Spaces	(11,138)	(17,330)	(11,490)	(352)	(3%)

Net Expenditure: Finance & Resources (11,138) (17,330) (11,490) (352) (3%)

Neighbourhood Delivery (David Austin)

Regulatory Services (Chris Troy)

Employees	797,132	809,024	837,440	40,308	+5%
Premises	0	428	0	0	
Transport	5,200	5,665	5,280	80	+2%
Supplies & Services	104,710	61,891	69,910	(34,800)	(33%)
Capital Charges	640	640	640	0	+0%
Income	(143,500)	(131,127)	(145,510)	(2,010)	(1%)
Grants and Contributions	0	(6,628)	0	0	
Recharges	(20,600)	(3,927)	(73,490)	(52,890)	(257%)
Net Expenditure: Regulatory Services	743,582	735,967	694,270	(49,312)	(7%)

Pest Control (Chris Troy)

Employees	28,870	31,969	48,850	19,980	+69%
Transport	3,150	1,440	3,310	160	+5%
Supplies & Services	4,270	4,094	4,270	0	+0%
Capital Charges	1,348	1,348	1,350	2	+0%
Income	(48,000)	(66,000)	(86,000)	(38,000)	(79%)
Recharges	88,200	131,040	154,530	66,330	+75%
Net Expenditure: Pest Control	77,838	103,891	126,310	48,472	+62%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £	%
--	----------------------------	----------------------------	-------------------------	------------------------------------	---

Animal and Public Health (Chris Troy)

Employees	97,240	93,456	81,940	(15,300)	(16%)
Transport	10,250	9,190	10,710	460	+4%
Supplies & Services	111,030	103,030	110,030	(1,000)	(1%)
Capital Charges	5,261	5,261	5,260	(1)	(0%)
Income	(77,150)	(77,150)	(98,230)	(21,080)	(27%)
Recharges	158,127	125,830	149,510	(8,617)	(5%)
Net Expenditure: Animal and Public Health	304,758	259,617	259,220	(45,538)	(15%)

Street Cleansing (Enforcement) (Chris Troy)

Employees	158,234	162,932	166,430	8,196	+5%
Transport	5,550	5,550	5,660	110	+2%
Supplies & Services	7,370	4,990	6,370	(1,000)	(14%)
Income	(3,000)	(4,252)	(3,040)	(40)	(1%)
Recharges	128,460	109,480	109,370	(19,090)	(15%)
Net Expenditure: Street Cleansing (Enforcement)	296,614	278,700	284,790	(11,824)	(4%)

Emergency Planning (Chris Troy)

Employees	9,871	11,209	5,350	(4,521)	(46%)
Transport	100	100	100	0	+0%
Supplies & Services	5,450	3,450	5,450	0	+0%
Third-Parties	26,080	24,750	26,450	370	+1%
Recharges	58,250	65,680	73,430	15,180	+26%
Net Expenditure: Emergency Planning	99,751	105,189	110,780	11,029	+11%

Open Spaces (Craig Thorpe)

Employees	2,586,880	2,611,381	2,655,630	68,750	+3%
Premises	442,870	532,161	448,970	6,100	+1%
Transport	171,390	150,460	178,860	7,470	+4%
Supplies & Services	328,700	329,344	328,700	0	+0%
Capital Charges	355,391	355,391	355,390	(1)	(0%)
Income	(18,950)	(18,950)	(19,220)	(270)	(1%)
Grants and Contributions	(385,000)	(476,630)	(389,600)	(4,600)	(1%)
Recharges	(1,652,350)	(1,743,420)	(1,832,250)	(179,900)	(11%)
Net Expenditure: Open Spaces	1,828,931	1,739,737	1,726,480	(102,451)	(6%)

Environmental Services Management, Support Services and Overheads (Craig Thorpe)

Employees	298,590	302,334	300,950	2,360	+1%
Premises	225,080	248,395	220,390	(4,690)	(2%)
Transport	20,850	20,850	21,860	1,010	+5%
Supplies & Services	233,590	292,083	178,590	(55,000)	(24%)
Third-Parties	13,500	13,500	13,690	190	+1%
Capital Charges	85,178	85,178	85,180	2	+0%
Income	(14,984)	(14,984)	(15,200)	(216)	(1%)
Grants and Contributions	0	(78,425)	0	0	
Recharges	(861,804)	(868,938)	(805,460)	56,344	+7%
Net Expenditure: Environmental Services Management, Support Services and Overheads	0	(7)	0	0	

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Transport Services (Craig Thorpe)					
Employees	180,020	199,730	184,050	4,030	+2%
Transport	563,735	524,316	587,040	23,305	+4%
Supplies & Services	13,150	13,150	13,150	0	+0%
Capital Charges	2,552	2,552	2,550	(2)	(0%)
Grants and Contributions	(5,000)	(5,236)	(5,000)	0	+0%
Recharges	(754,457)	(734,504)	(781,790)	(27,333)	(4%)
Net Expenditure: Transport Services	0	8	0	0	

Street Cleansing (Non-Highway) (Craig Thorpe)					
Recharges	1,325,510	1,348,370	1,377,500	51,990	+4%
Net Expenditure: Street Cleansing (Non-Highway)	1,325,510	1,348,370	1,377,500	51,990	+4%

Household Waste and Recycling (Craig Thorpe)					
Employees	2,388,340	2,628,369	2,405,230	16,890	+1%
Transport	593,080	684,633	590,640	(2,440)	(0%)
Supplies & Services	109,960	137,305	104,960	(5,000)	(5%)
Capital Charges	970,110	970,110	970,110	0	+0%
Income	(122,500)	(132,500)	(147,680)	(25,180)	(21%)
Grants and Contributions	(1,205,000)	(1,205,000)	(1,316,000)	(111,000)	(9%)
Recharges	1,349,156	1,420,564	1,460,334	111,178	+8%
Net Expenditure: Household Waste and Recycling	4,083,146	4,503,480	4,067,594	(15,552)	(0%)

Trade Waste (Craig Thorpe)					
Employees	194,230	210,731	209,420	15,190	+8%
Transport	50,800	45,800	53,310	2,510	+5%
Supplies & Services	442,140	420,640	417,140	(25,000)	(6%)
Capital Charges	54,407	54,407	54,410	3	+0%
Income	(1,005,430)	(1,005,430)	(1,076,074)	(70,644)	(7%)
Recharges	195,490	195,110	192,980	(2,510)	(1%)
Net Expenditure: Trade Waste	(68,363)	(78,742)	(148,814)	(80,451)	(118%)

Net Expenditure: Neighbourhood Delivery	8,691,767	8,996,210	8,498,130	(193,637)	(2%)
--	------------------	------------------	------------------	------------------	-------------

Planning, Development and Regeneration (James Doe)					
--	--	--	--	--	--

Economic Development (General) (Chris Taylor)					
Employees	48,365	70,201	133,040	84,675	+175%
Premises	0	0	5,250	5,250	
Transport	0	704	1,140	1,140	
Supplies & Services	67,630	61,030	92,110	24,480	+36%
Income	0	0	(15,000)	(15,000)	
Grants and Contributions	(21,305)	(17,555)	(55,258)	(33,953)	(159%)
Net Expenditure: Economic Development (General)	94,690	114,380	161,282	66,592	+70%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
Market Undertakings (Chris Taylor)					
Premises	4,798	11,898	11,960	7,162	+149%
Income	(65,125)	(65,125)	(66,040)	(915)	(1%)
Recharges	8,370	20,720	20,860	12,490	+149%
Net Expenditure: Market Undertakings	(51,957)	(32,507)	(33,220)	18,737	+36%
Premises Development (Maylands Business Centre) (Chris Taylor)					
Employees	71,125	66,653	71,700	575	+1%
Premises	77,700	74,780	79,750	2,050	+3%
Supplies & Services	60,850	94,250	78,550	17,700	+29%
Third-Parties	10,500	6,300	6,300	(4,200)	(40%)
Capital Charges	71,185	71,185	71,186	1	+0%
Income	(325,000)	(325,000)	(329,550)	(4,550)	(1%)
Grants and Contributions	0	(8,000)	(13,200)	(13,200)	
Recharges	25,840	86,350	87,700	61,860	+239%
Net Expenditure: Premises Development (Maylands Business Centre)	(7,800)	66,518	52,436	60,236	+540%
Promotion and Marketing of the Area (Town Centres) (Chris Taylor)					
Employees	78,420	65,869	390	(78,030)	(100%)
Premises	140,213	70,213	110,840	(29,373)	(21%)
Transport	200	200	200	0	+0%
Supplies & Services	103,550	103,550	70,430	(33,120)	(32%)
Capital Charges	3,369	3,369	3,370	1	+0%
Income	0	(13,000)	(40,000)	(40,000)	
Recharges	306,270	301,810	301,290	(4,980)	(2%)
Net Expenditure: Promotion and Marketing of the Area (Town Centres)	632,022	532,011	446,520	(185,502)	(29%)
Support to Business and Enterprise (Chris Taylor)					
Supplies & Services	16,750	16,750	8,750	(8,000)	(48%)
Income	0	(1,940)	0	0	
Grants and Contributions	0	(1,700)	0	0	
Recharges	106,120	44,970	45,340	(60,780)	(57%)
Net Expenditure: Support to Business and Enterprise	122,870	58,080	54,090	(68,780)	(56%)
Environmental Grants (Chris Taylor)					
Supplies & Services	25,200	25,200	25,200	0	+0%
Net Expenditure: Environmental Grants	25,200	25,200	25,200	0	+0%
Planning Policy (General) (Chris Taylor)					
Employees	650,080	693,939	689,450	39,370	+6%
Transport	5,000	3,500	5,070	70	+1%
Supplies & Services	327,355	271,855	287,855	(39,500)	(12%)
Third-Parties	7,500	7,500	7,610	110	+1%
Capital Charges	5,359	5,359	5,360	1	+0%
Grants and Contributions	(38,000)	(38,000)	(38,000)	0	+0%
Recharges	323,220	182,460	184,930	(138,290)	(43%)
Net Expenditure: Planning Policy (General)	1,280,514	1,126,613	1,142,275	(138,239)	(11%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 - 2016/17 £ %	
Building Control (Sara Whelan)					
Employees	456,560	514,924	451,720	(4,840)	(1%)
Transport	8,000	5,000	8,110	110	+1%
Supplies & Services	59,780	51,280	63,480	3,700	+6%
Third-Parties	48,000	48,000	4,000	(44,000)	(92%)
Income	(546,200)	(546,200)	(546,270)	(70)	(0%)
Recharges	199,590	251,550	245,500	45,910	+23%
Net Expenditure: Building Control	225,730	324,554	226,540	810	+0%
Development Control (Sara Whelan)					
Employees	841,690	910,567	913,940	72,250	+9%
Transport	7,000	5,500	7,100	100	+1%
Supplies & Services	82,640	105,640	90,140	7,500	+9%
Income	(737,500)	(937,500)	(810,180)	(72,680)	(10%)
Grants and Contributions	(2,500)	(2,500)	(2,530)	(30)	(1%)
Recharges	444,710	478,480	470,820	26,110	+6%
Net Expenditure: Development Control	636,040	560,187	669,290	33,250	+5%
Conservation and Listed Buildings Policy (Sara Whelan)					
Employees	97,670	95,261	63,780	(33,890)	(35%)
Supplies & Services	273	273	273	0	+0%
Recharges	30,540	167,100	159,750	129,210	+423%
Net Expenditure: Conservation and Listed Buildings Policy	128,483	262,634	223,803	95,320	+74%
Local Land Charges (Sara Whelan)					
Employees	72,300	77,901	75,240	2,940	+4%
Transport	100	100	100	0	+0%
Supplies & Services	11,185	14,585	11,185	0	+0%
Third-Parties	30,000	30,000	30,420	420	+1%
Income	(280,000)	(295,000)	(280,000)	0	+0%
Recharges	55,440	62,680	61,660	6,220	+11%
Net Expenditure: Local Land Charges	(110,975)	(109,734)	(101,395)	9,580	+9%
Net Expenditure: Planning, Development and Regeneration	2,974,817	2,927,935	2,866,821	(107,996)	(4%)
Net Expenditure: Strategic Planning & Environment	11,655,446	11,906,816	11,402,241	(253,205)	(2%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Dog Warden Service				
Stray Dogs - Statutory Fee		25.00	25.00	0.0%
Standard Admin Fee		50.00	50.00	0.0%
Kennelling	Per Day	16.00	16.00	0.0%
Micro-Chipping		15.00	15.00	0.0%
Dog Fouling Offence		75.00	75.00	0.0%
Enforcement				
Abandoned Vehicle Reclaimed Fees	6 monthly	520.00	520.00	0.0%
Removal of AV from Private Land (land owners' agreement) admin fee		50.00	50.00	0.0%
Littering FPN		75.00	75.00	0.0%
Non Production of Waste Transfer Note (early repayment)		180.00	180.00	0.0%
Non Production of Waste Transfer Note (full)		300.00	300.00	0.0%
s46/s47 EPA Offences (early payment)		75.00	75.00	0.0%
s46/s47 EPA Offences (full)		100.00	100.00	0.0%
Nuisance Vehicles / Vehicle Trading (street) (early repayment)		75.00	75.00	0.0%
Nuisance Vehicles / Vehicle Trading (street) (full)		100.00	100.00	0.0%
Food Safety				
Health Certificates (x2 plus site visit)		63.00	64.00	1.6%
Health Certificates (additional copies up to 4)		27.00	27.00	0.0%
General Endorsement Certificate		27.00	27.00	0.0%
Street Trading Consent - Hot Food		918.00	931.00	1.4%
Street Trading Consent - Cold Food		505.00	512.00	1.4%
Month Trial Street Trading Consent		158.00	160.00	1.3%
Pest Control				
Rats (up to 3 visits)		49.00	55.00	12.2%
Rats (up to 3 visits) Dacorum Card		13.00	30.00	130.8%
Mice (up to 3 visits)		49.00	60.00	22.4%
Fleas (up to 3 visits (2 bedrooms and 2 living rooms only)		67.00	110.00	64.2%
Fleas - Additional Rooms		18.00	18.00	0.0%
Wasps/hornets (1 nest killed - not removed)		43.00	48.00	11.6%
Wasps/hornets - Additional Nest		13.00	15.00	15.4%
Ants (one nest killed)		73.00	73.00	0.0%
Cockroaches up to 3 visits (2 bedrooms & 2 living rooms only)		73.00	120.00	64.4%
Cockroaches - Additional Room		18.00	15.00	-16.7%
Squirrels up to 3 visits		73.00	120.00	64.4%
Cluster Fly (one treatment)		73.00	73.00	0.0%
Other Per hour (min 1 hr)		73.00	74.00	1.4%
Call Out Advice - No pest treated		37.00	40.00	8.1%
Gils		n/a	125.00	0.0%
Cesspool Emptying				
DBC (inside) - All Charges Include £100 transport charge				
Upto 1000		n/a	155.00	0.0%
Upto 2000		n/a	210.00	0.0%
Upto 3000		n/a	315.00	0.0%
Upto 4000		n/a	370.00	0.0%
Upto 5000		n/a	475.00	0.0%
Upto 6000		n/a	530.00	0.0%
Upto 8000		n/a	690.00	0.0%
Upto 10000		n/a	850.00	0.0%
Upto 12000		n/a	1,010.00	0.0%
DBC (outside) - All Charges Include £130 transport charge				
Upto 1000		n/a	185.00	0.0%
Upto 2000		n/a	240.00	0.0%
Upto 3000		n/a	345.00	0.0%
Upto 4000		n/a	400.00	0.0%
Upto 5000		n/a	505.00	0.0%
Upto 6000		n/a	560.00	0.0%
Upto 8000		n/a	720.00	0.0%
Upto 10000		n/a	880.00	0.0%
Upto 12000		n/a	1,040.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Pollution & Private Sector Housing				
Mobile Home Licences (Per Annum)				
Site with 1-5 mobile homes, low risk, inspected every 3 years		75.00	100.00	33.3%
Site with 1-5 mobile homes, medium risk, inspected every 2 years		150.00	175.00	16.7%
Site with 1-5 mobile homes, high risk, inspected every year		225.00	250.00	11.1%
Site with 6-10 mobile homes, low risk, inspected every 3 years		100.00	125.00	25.0%
Site with 6-10 mobile homes, medium risk, inspected every 2 years		175.00	200.00	14.3%
Site with 6-10 mobile homes, high risk, inspected every year		250.00	275.00	10.0%
Site with 11-20 mobile homes, low risk, inspected every 3 years		125.00	150.00	20.0%
Site with 11-20 mobile homes, medium risk, inspected every 2 years		200.00	225.00	12.5%
Site with 11-20 mobile homes, high risk, inspected every year		300.00	325.00	8.3%
Site with 20-50 mobile homes, low risk, inspected every 3 years		200.00	225.00	12.5%
Site with 20-50 mobile homes, medium risk, inspected every 2 years		300.00	325.00	8.3%
Site with 20-50 mobile homes, high risk, inspected every year		400.00	425.00	6.3%
Site with 50-100 mobile homes, low risk, inspected every 3 years		300.00	325.00	8.3%
Site with 50-100 mobile homes, medium risk, inspected every 2 years		400.00	425.00	6.3%
Site with 50-100 mobile homes, high risk, inspected every year		500.00	525.00	5.0%
Site with 100-150 mobile homes, low risk, inspected every 3 years		500.00	525.00	5.0%
Site with 100-150 mobile homes, medium risk, inspected every 2 years		650.00	675.00	3.8%
Site with 100-150 mobile homes, high risk, inspected every year		800.00	825.00	3.1%
Variation to Licences		160.00	170.00	6.3%
Transfer of Site Licence		100.00	110.00	10.0%
Deposit Site Rules		95.00	95.00	0.0%
High Hedges		420.00	425.00	1.2%
LAPPC Authorisations (statutory fee defined by Defra)				
Housing Notices (fixed charge per person)		256.00	260.00	1.6%
Licence for a standard 5 bedroom HMO (initiated by applicant without LA intervention) 5 year licence		615.00	624.00	1.5%
Licence for a standard 5 bedroom HMO (initiated with LA intervention) 5 year licence		923.00	936.00	1.4%
Additional Bedrooms	Per Bedroom	15.00	15.00	0.0%
Production of drawings		46.00	47.00	2.2%
Variation of licence		113.00	115.00	1.8%
Renewal of HMO licence		513.00	520.00	1.4%
Fee reduction for additional HMOs with the same applicant/landlord		51.00	52.00	2.0%
Standard inspection for immigration		123.00	125.00	1.6%
Private water supplies risk assessment (smaller supplies - Reg 10)		450.00	450.00	0.0%
Private water supplies risk assessment (larger supplies - Reg 9)		500.00	500.00	0.0%
Private water supplies desk top risk assessment		100.00	100.00	0.0%
Sampling Visit (fee plus analysis costs)		100.00	100.00	0.0%
Investigation		100.00	100.00	0.0%
Granting of Authorisation (fee plus analysis costs)		100.00	100.00	0.0%
Analysis costs (reg 10)		250.00	250.00	0.0%
Analysis costs (check monitoring)		100.00	100.00	0.0%
Analysis costs (adult monitoring)		500.00	500.00	0.0%
Waste - Bulk Collections				
Bulk Collections	Up to 3 Items	25.00	30.00	20.0%
Bulk Collections	Up to 6 Items	36.00	50.00	38.9%
Bulk Collections - Other individual items	Bespoke Fee	n/a	n/a	0.0%
Bulk Collections - Concessions	Up to 3 Items	19.00	24.00	26.3%
Bulk Collections - Concessions	Up to 6 Items	27.00	36.00	33.3%
Bulk Collections - Concessions - Other individual items	Bespoke Charge	n/a	n/a	0.0%
Waste Services				
Collection of an additional green bin	Per Annum	n/a	50.00	0.0%
Delivery of additional green bin	Per bin	n/a	25.00	0.0%
Collection of a missed bin*	Per bin	n/a	40.00	0.0%
* A charge will apply in the following circumstances: If the bin was either not accessible or not presented at the boundary of the property at the time that the crew attempted to collect If the bin was contaminated with non-recyclable materials If the bin was unsafe for the operator to move due to its weight or load				

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Waste - Commercial				
Container Rental - 360 Litre	Per Annum	27.00	27.84	3.1%
Container Rental - 770 Litre	Per Annum	57.80	59.59	3.1%
Container Rental - 850 Paladin	Per Annum	64.00	65.98	3.1%
Container Rental - 940 Paladin	Per Annum	73.80	76.08	3.1%
Container Rental - 1100 Litre	Per Annum	86.40	89.07	3.1%
Container Rental - 1280 Litre	Per Annum	100.50	103.61	3.1%
Container Emptying - 360 Litre	Per Lift	5.60	5.77	3.1%
Container Emptying - 770 Litre	Per Lift	11.98	12.35	3.1%
Container Emptying - 850 Paladin	Per Lift	14.87	15.33	3.1%
Container Emptying - 940 Paladin	Per Lift	15.84	16.33	3.1%
Container Emptying - 1100 Litre	Per Lift	17.62	18.16	3.1%
Container Emptying - 1280 Litre	Per Lift	20.51	21.14	3.1%
Container Emptying - Schools Only - 770 Litre	Per Lift	4.82	4.97	3.1%
Container Emptying - Schools Only - 850 Paladin	Per Lift	5.65	5.82	3.1%
Container Emptying - Schools Only - 940 Paladin	Per Lift	6.31	6.51	3.1%
Container Emptying - Schools Only - 1100 Litre	Per Lift	7.40	7.63	3.1%
Container Emptying - Schools Only - 1280 Litre	Per Lift	8.61	8.88	3.1%
Commercial Waste Collections (additional empties)	Per empty	12.64	13.03	3.1%
Sacks	per 50 sacks	91.90	94.74	3.1%
Sack Sales				
Bio Sacks	Per Sack	0.22	0.22	0.0%
Bio Sacks (Dacorum Card 25% discount)	Per Sack	0.17	0.17	0.0%
Kaddy Bio Sacks	Per Sack	n/a	n/a	0.0%
Kaddy Bio Sacks	Per roll of 52	0.85	0.95	11.8%
Weighbridge				
Weighing	Single weigh	7.50	10.00	33.3%
	Double weigh	8.33	13.00	56.1%
Street Sweeping				
Sweeping/Cleaning of non DBC land	Per Hour	37.13	40.00	7.7%
Building Control - (Fees include VAT @ 20% where applicable)				
Schedule 1 - New Dwellings - Full Plans - Plan				
1 Dwelling		200.00	200.00	0.0%
2 Dwellings		275.00	275.00	0.0%
3 Dwellings		350.00	350.00	0.0%
4 Dwellings		425.00	425.00	0.0%
5 Dwellings		500.00	500.00	0.0%
Each Additional Dwelling	Bespoke Charge	n/a	n/a	0.0%
Conversion of dwelling into 2 flats		200.00	200.00	0.0%
Conversion of dwelling into 3 flats		275.00	275.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Schedule 1 - New Dwellings - Application Inspection				
1 Dwelling		630.63	630.63	0.0%
2 Dwellings		758.55	758.55	0.0%
3 Dwellings		857.83	857.83	0.0%
4 Dwellings		968.49	968.49	0.0%
5 Dwellings		1,090.51	1,090.51	0.0%
Conversion of dwelling into 2 flats		554.69	554.69	0.0%
Conversion of dwelling into 3 flats		610.64	610.64	0.0%
Schedule 1 - New Dwellings - Building Notice				
1 Dwelling	Bespoke Charge	n/a	n/a	0.0%
2 Dwellings	Bespoke Charge	n/a	n/a	0.0%
3 Dwellings	Bespoke Charge	n/a	n/a	0.0%
4 Dwellings	Bespoke Charge	n/a	n/a	0.0%
5 Dwellings	Bespoke Charge	n/a	n/a	0.0%
Each Additional Dwelling	Bespoke Charge	n/a	n/a	0.0%
Conversion of dwelling into 2 flats		794.44	794.44	0.0%
Conversion of dwelling into 3 flats		908.30	908.30	0.0%
Schedule 2 - Extensions, Alterations, Conversions and Garages - Full Plans - Plan				
Attached Garage / Car Port <30m2		100.00	100.00	0.0%
Detached Garage / Car Port 30m2 to 100m2		200.00	200.00	0.0%
Extensions & Loft Conversions <10m2		200.00	200.00	0.0%
As above including other works up to £5,000		200.00	200.00	0.0%
Extensions & Loft Conversions 10m2 to 40m2		200.00	200.00	0.0%
As above including other works up to £5,000		200.00	200.00	0.0%
Extensions & Loft Conversions 40m2 to 100m2		200.00	200.00	0.0%
As above including other works up to £5,000		200.00	200.00	0.0%
Loft conversions		200.00	200.00	0.0%
Garage Conversions		100.00	100.00	0.0%
Habitable detached building up to 100m2		200.00	200.00	0.0%
Replacement Windows & Doors		n/a	n/a	0.0%
Schedule 2 - Extensions, Alterations, Conversions and Garages - Application Inspection				
Attached Garage / Car Port <30m2		253.55	253.55	0.0%
Detached Garage / Car Port 30m2 to 100m2		249.37	249.37	0.0%
Extensions & Loft Conversions <10m2		315.51	315.51	0.0%
As above including other works up to £5,000		355.11	355.11	0.0%
Extensions & Loft Conversions 10m2 to 40m2		468.09	468.09	0.0%
As above including other works up to £5,000		532.73	532.73	0.0%
Extensions & Loft Conversions 40m2 to 100m2		666.25	666.25	0.0%
As above including other works up to £5,000		762.36	762.36	0.0%
Loft conversions		468.97	468.97	0.0%
Habitable detached building up to 100m2		537.29	537.29	0.0%
Schedule 2 - Extensions, Alterations, Conversions and Garages - Building Notice				
Attached Garage / Car Port <30m2		369.86	369.86	0.0%
Detached Garage / Car Port 30m2 to 100m2		459.17	459.17	0.0%
Extensions & Loft Conversions <10m2		547.81	547.81	0.0%
As above including other works up to £5,000		591.01	591.01	0.0%
Extensions & Loft Conversions 10m2 to 40m2		694.61	694.61	0.0%
As above including other works up to £5,000		765.00	765.00	0.0%
Extensions & Loft Conversions 40m2 to 100m2		892.07	892.07	0.0%
As above including other works up to £5,000		996.54	996.54	0.0%
Loft conversions		681.74	681.74	0.0%
Garage Conversions		357.19	357.19	0.0%
Habitable detached building up to 100m2		774.42	774.42	0.0%
Replacement Windows & Doors		176.66	176.66	0.0%
Upgrading a thermal element		176.66	176.66	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Schedule 3 - Alteration & All Other Building Works - Full Plans - Plan				
Estimated Cost <£2,000		n/a	n/a	0.0%
Estimated Cost between £2,001 and £5,000		100.00	100.00	0.0%
Estimated Cost between £5,001 and £10,000		150.00	150.00	0.0%
Estimated Cost between £10,001 and £15,000		n/a	n/a	0.0%
Estimated Cost between £10,001 and £20,000		200.00	200.00	0.0%
Estimated Cost between £15,001 and £20,000		n/a	n/a	0.0%
Estimated Cost between £20,001 and over	Bespoke charge	n/a	n/a	0.0%
Schedule 3 - Alteration & All Other Building Works - Application Inspection				
Estimated Cost <£2,000		n/a	n/a	0.0%
Estimated Cost between £2,001 and £5,000		201.62	201.62	0.0%
Estimated Cost between £5,001 and £10,000		239.13	239.13	0.0%
Estimated Cost between £10,001 and £15,000		n/a	n/a	0.0%
Estimated Cost between £15,001 and £20,000		n/a	n/a	0.0%
Estimated Cost between £10,001 and £20,000		276.64	276.64	0.0%
Estimated Cost between £20,001 and over	Bespoke charge	n/a	n/a	0.0%
Schedule 3 - Alteration & All Other Building Works - Building Notice				
Estimated Cost <£2,000		n/a	n/a	0.0%
Estimated Cost between £2,001 and £5,000		321.42	321.42	0.0%
Estimated Cost between £5,001 and £10,000		410.48	410.48	0.0%
Estimated Cost between £10,001 and £15,000		n/a	n/a	0.0%
Estimated Cost between £15,001 and £20,000		n/a	n/a	0.0%
Estimated Cost between £10,001 and £20,000		509.88	509.88	0.0%
Estimated Cost between £20,001 and over	Bespoke charge	n/a	n/a	0.0%
Non-Domestic Extensions - Full Plans - Plan				
Extensions <10m2		200.00	200.00	0.0%
Extensions 10m2 to 40m2		200.00	200.00	0.0%
Extensions 40m2 to 100m2		200.00	200.00	0.0%
Non-Domestic Extensions - Full Plans - Inspection				
Extensions <10m2		426.34	426.34	0.0%
Extensions 10m2 to 40m2		541.67	541.67	0.0%
Extensions 40m2 to 100m2		666.58	666.58	0.0%
Non-Domestic Alteration & All Other Building Works - Full Plans - Plan				
Estimated Cost between £0,001 and £5,000		100.00	100.00	0.0%
Estimated Cost between £5,001 and £10,000		150.00	150.00	0.0%
Estimated Cost between £10,001 and £20,000		200.00	200.00	0.0%
Non-Domestic Alteration & All Other Building Works - Application Inspection				
Estimated Cost between £0,001 and £5,000		280.96	280.96	0.0%
Estimated Cost between £5,001 and £10,000		308.89	308.89	0.0%
Estimated Cost between £10,001 and £20,000		336.89	336.89	0.0%
Building Control - Copy Documents				
Application Certificate		18.00	18.00	0.0%
Completion Certificate (additional copies)		18.00	18.00	0.0%
Energy Performance Certificates				
Domestic		75.00	75.00	0.0%
Commercial	Bespoke charge	n/a	n/a	0.0%
Domestic (Housing Dept)		50.00	50.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
SAP Calculations				
SAP Calculation (design)		120.00	120.00	0.0%
SAP Calculation (as built)		35.00	35.00	0.0%
Regularisation Applications				
Applications may be submitted where work has been carried out since 11 November 1985 but not previously submitted to the Authority. The fees are equal to 125% of the Building Notice Fees and are not subject to VAT.				
Planning Fees				
Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Outline Permission				
Site Area less than 2.5 Hectares - Categories 1, 2 and 3	per 0.1 hectare	385.00	385.00	0.0%
Site Area > 2.5 Hectares Fixed Fee (plus variable fee below) - Categories 1, 2 & 3	fixed fee	9,528.00	9,528.00	0.0%
Site Area > 2.5 Hectares Variable Fee - Categories 1, 2 & 3 (max of £125,000)	per 0.1 hectares above 2.5	115.00	115.00	0.0%
Site Area less than 15 Hectares - Categories 9* and 11	per 0.1 hectare	195.00	195.00	0.0%
Site Area > 15 Hectares Fixed Fee (plus variable fee below) - Categories 9* & 11	fixed fee	29,112.00	29,112.00	0.0%
Site Area > 15 Hectares Variable Fee - Categories 9* & 11 (max of £65,000)	per 0.1 hectares above 15	115.00	115.00	0.0%
Other: Category 9 (maximum £250,000)	per 0.1 hectare	196.00	196.00	0.0%
* Category 9 fees shown above in the case of operations for the mining and working of minerals - these applications are determined by Hertfordshire County Council				
Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Full Permission or Reserved Matters				
Up to 50 Dwelling Houses - Category 1	Per Dwelling House	385.00	385.00	0.0%
Greater than 50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	19,049.00	19,049.00	0.0%
Greater than 50 Dwelling Houses Variable Fee - Category 2 (maximum of £250,000) - Category 2	Per Dwelling House > 50	115.00	115.00	0.0%
Where no Floor space created - Category 2	Fixed Fee	195.00	195.00	0.0%
Where Floor space Created less than 40m2 - Category 2	Fixed Fee	195.00	195.00	0.0%
Where Floor space Created Between 40m2 and 75m2 - Category 2	Fixed Fee	385.00	385.00	0.0%
Where Floor space Created Between 75m2 and 3750m2 - Category 2	Per 75m2	385.00	385.00	0.0%
Where Floor space Greater than 3750m2 Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	19,049.00	19,049.00	0.0%
Where Floor space Greater than 3750m2 Variable Fee (maximum of £250,000) - Category 2	Per 75m2 > 3750m2	115.00	115.00	0.0%
Where Floor space Created less than 465m2 - Category 3	Fixed Fee	80.00	80.00	0.0%
Where Floor space Created Between 465m2 and 540m2 - Category 3	Fixed Fee	385.00	385.00	0.0%
Where Floor space Created Between 540m2 and 4215m2 Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	385.00	385.00	0.0%
Where Floor space Created Between 540m2 and 4215m2 Variable Fee - Category 3	Per 75m2 > 540m2	385.00	385.00	0.0%
Where Floor space Created Over 4215m2 Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	19,049.00	19,049.00	0.0%
Where Floor space Created Over 4215m2 Variable Fee (maximum of £250,000) - Category 3	Per 75m2 > 4215m2	115.00	115.00	0.0%
Where Floor space Created less than 465m2 - Categories 4 & 5	Fixed Fee	80.00	80.00	0.0%
Where Floor space Created greater than 465m2 - Categories 4 & 5	Fixed Fee	2,150.00	2,150.00	0.0%
Enlargement, Improvement or Other Alteration for one Dwelling House - Category 6	Fixed Fee	172.00	172.00	0.0%
Enlargement, Improvement or Other Alteration for more than one Dwelling House - Category 6	Fixed Fee	339.00	339.00	0.0%
Site Area less than 5 Hectares - Category 5	Per 0.1 hectare	385.00	385.00	0.0%
Site Area > 5 Hectares Fixed Fee (plus variable fee below) - Category 5	Fixed Fee	19,049.00	19,049.00	0.0%
Site Area > 5 Hectares Variable Fee - Category 6 (max of £250,000)	Per 0.1 hectares above 5	115.00	115.00	0.0%
Site Area less than 7.5 Hectares - Category 8	Per 0.1 hectare	385.00	385.00	0.0%
Site Area > 7.5 Hectares Fixed Fee (plus variable fee below) - Category 8	Fixed Fee	28,750.00	28,750.00	0.0%
Site Area > 7.5 Hectares Variable Fee - Category 8 (max of £250,000)	Per 0.1 hectares above 7.5	115.00	115.00	0.0%
Operations within Curtilage - Category 7a	Fixed Fee	172.00	172.00	0.0%
Car Park, Service Roads & Means of Access - Category 7b	Fixed Fee	195.00	195.00	0.0%
Change from Single Dwelling House to use as less than 50 Dwelling Houses - Category 10a	Per additional Dwelling House	385.00	385.00	0.0%
Change from Single Dwelling House to use as >50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	19,049.00	19,049.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Change from Single Dwelling House to use as >50 Dwelling Houses Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	115.00	115.00	0.0%
Change of use to <50 dwelling houses (Other Cases) - Category 10b	Per additional Dwelling House	385.00	385.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	19,049.00	19,049.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	115.00	115.00	0.0%
Change of Use not included in Categories 9 or 10	Fixed Fee	385.00	385.00	0.0%
Schedule 2 - Other Planning Application				
Advert On Business Premises, Forecourt or Curtilage		110.00	110.00	0.0%
Advert To Direct Public or Draw Attention to Business Premises not Visible		110.00	110.00	0.0%
Advert All Other Cases		385.00	385.00	0.0%
Approval/variation /discharge of condition		195.00	195.00	0.0%
Request for confirmation that conditions complied with		97.00	97.00	0.0%
Request for confirmation that conditions complied with (householder)		28.00	28.00	0.0%
Application for non material amendment- householder		28.00	28.00	0.0%
application for non material amendment-other		195.00	195.00	0.0%
Lawful development certificate - existing use		195.00	195.00	0.0%
Prior approval - agriculture		80.00	80.00	0.0%
Prior approval - telecoms		385.00	385.00	0.0%
Prior approval - schools		80.00	80.00	0.0%
Prior approval - from agriculture to schools		80.00	80.00	0.0%
Prior approval - from agriculture to commercial use		80.00	80.00	0.0%
Prior approval - from office to residential		80.00	80.00	0.0%
Prior approval - from agriculture to residential (no associated building operations)		80.00	80.00	0.0%
Prior approval - from agriculture to residential (associated building operations)		172.00	172.00	0.0%
Prior approval - from retail to residential (no associated building operations)		80.00	80.00	0.0%
Prior approval - from retail to residential (associated building operations)		172.00	172.00	0.0%
Land Charges				
Fees exclude VAT @ 20% where applicable				
VAT will become payable on all income derived from the CON 29 R and O products as of 1 February 2016				
LLC1 and CON29R (Residential Properties)		99.00	99.00	0.0%
LLC1 and CON29R (Commercial Properties)		190.00	190.00	0.0%
LLC1 (Search of Land Charges Register only)		30.00	30.00	0.0%
CON29R Only (Residential Properties)		69.00	69.00	0.0%
CON29O Enquiries (Except Q22 - Commons Search)		160.00	160.00	0.0%
CON29O Enquiries		12.00	12.00	0.0%
CON29O Q22 - Commons Search		20.00	20.00	0.0%
Extra parcels of land		20.00	20.00	0.0%
Pre-application charges				
PPA - minimum charge each PPA negotiated on complexity		2,000.00	2,000.00	0%
Category A - Significant Major Development		2,000.00	3,000.00	50%
Category B - Very large Major Development		1,000.00	2,000.00	100%
Category C - Major Developments		750.00	1,000.00	25%
Category D - Minor Developments		250.00	300.00	20%
Category E - Minor Developments		50.00	150.00	300%
Category F - Householder Applications		20.00	65.00	325%
Plus additional meeting				
Category A - Significant Major Development		500.00	600.00	20%
Category B - Very large Major Development		250.00	400.00	60%
Category C - Major Developments		150.00	200.00	33%
Category D - Minor Developments		75.00	100.00	33%
Category E - Minor Developments		50.00	50.00	0%
Category F - Householder Applications		50.00	50.00	0%
Post application charges (new charges)				
Category A - Significant Major Development		n/a	300.00	0.0%
Category B - Very large Major Development		n/a	200.00	0.0%
Category C - Major Developments		n/a	100.00	0.0%
Category D - Minor Developments		n/a	75.00	0.0%
Category E - Minor Developments		n/a	50.00	0.0%
Category F - Householder Applications		n/a	25.00	0.0%
Planning Performance Agreement				
bespoke fees costed per application		n/a		0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Strategic Planning Charges for Documents				
DACORUM BOROUGH LOCAL PLAN, ADOPTED APRIL 2004 -				
Fees include VAT @ 20% where applicable. Excludes P & P which varies				
Written Statement		30.00	30.00	0.0%
Proposals Map		30.00	30.00	0.0%
SUPPLEMENTARY PLANNING GUIDANCE (SPGS)				
Accessibility Zones for the Application of Car Parking Standards		2.00	2.00	0.0%
Area Based Policies, May 04		20.00	20.00	0.0%
Environmental Guidelines, May 04		10.00	10.00	0.0%
Landscape Character Assessment, May 04		30.00	30.00	0.0%
Chilterns Buildings Design Guide (from November 1999)		15.00	15.00	0.0%
Chilterns Buildings Design Guide Supplementary Technical Notes		12.00	12.00	0.0%
Chipperfield Village Design Statement		2.00	2.00	0.0%
Ebbens Road Development Brief		2.00	2.00	0.0%
Apsley Manor Estate Development Brief		5.00	5.00	0.0%
Western Road Concept Statement		5.00	5.00	0.0%
Watford Road Concept Statement		5.00	5.00	0.0%
Land off High Street & Water Lane, Berkhamsted: Concept Statement		5.00	5.00	0.0%
SUPPLEMENTARY PLANNING DOCUMENTS				
All development briefs cost £5.00 (+£1.50 p+p), Consultation Statements and Sustainability Appraisals cost £2.00 (+£1.50 p+p), unless otherwise stated.				
Deaconsfield Road		5.00	5.00	0.0%
Deaconsfield Road		5.00	5.00	0.0%
Water Conservation		5.00	5.00	0.0%
Energy Efficiency and Conservation		5.00	5.00	0.0%
Eligibility Criteria for the Occupation of Affordable Housing		5.00	5.00	0.0%
The Release of Local Plan Part II Housing Proposals Sites		5.00	5.00	0.0%
Stag Lane Development Brief		10.00	10.00	0.0%
Hemel Hempstead Civic Zone Development Brief		20.00	20.00	0.0%
Manor Farm, Markyate, Development Brief		10.00	10.00	0.0%
North East Hemel/Three Cherry Trees Lane Development Brief		10.00	10.00	0.0%
Redbourn Road Hemel Hempstead Development Brief		10.00	10.00	0.0%
HISTORIC LOCAL PLAN DOCUMENTS				
Inspectors Report, Sept 2002		60.00	60.00	0.0%
Subject Technical Reports (Green Belt and Settlements, Housing, Affordable Housing, Employment, Shopping, Transport, Leisure and Open Land, Tourism)		5.00	5.00	0.0%
Statement of Pre-Deposit Consultation and Publicity		5.00	5.00	0.0%
Background Technical Reports prepared for consultation on the draft Local Development Strategy in 1996:				
* Countrywide Development Requirements and Implications for Dacorum		5.00	5.00	0.0%
* Options for Location of Major Residential Developments in		2.00	2.00	0.0%
* Details of Sites Under Consideration for Residential Development		2.00	2.00	0.0%
Two Waters and Apsley Study: Main Considerations and Conclusions		5.00	5.00	0.0%
* Annexes		2.00	2.00	0.0%
* Ecologist's Report		2.00	2.00	0.0%
The Council's Statement of Decisions, Aug 2003		20.00	20.00	0.0%
Environmental Appraisal Update, August 2003		10.00	10.00	0.0%
The List of Proposed Modifications, Aug 2003		30.00	30.00	0.0%
CDs				
Adopted Local Plan, April 2004		5.00	5.00	0.0%
Supplementary Planning Guidance – Area Based Policies, Environmental Guidelines and Landscape Character Assessment, May 2004		5.00	5.00	0.0%
Local Plan Modifications, Aug 2003		5.00	5.00	0.0%
Public Local Inquiry. The Inspector's Report. Sept 2002.		5.00	5.00	0.0%
Gypsies and Travellers Study: Identification of Potential Sites, March 2007		5.00	5.00	0.0%
SFRA (Strategic Flood Risk Assessment) Aug 2007		5.00	5.00	0.0%
OTHER DOCUMENTS				
Planning Information Handbook		Free	Free	0.0%
Employment Land Position Statement		2.00	2.00	0.0%
Residential Land Commitments – Position Statement £10.00		2.00	2.00	0.0%
2001 Census – Key Statistics – Wards		2.00	2.00	0.0%
A Local Biodiversity Action Plan – Nature Conservation Strategy		10.00	10.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
LOCAL DEVELOPMENT FRAMEWORK DOCUMENTS				
Annual Monitoring Report		10.00	10.00	0.0%
Statement of Community Involvement: (Adopted) June 06		5.00	5.00	0.0%
Statement of Community Involvement: Submission Stage) Oct 05		5.00	5.00	0.0%
Local Development Scheme: Adopted May 2007		5.00	5.00	0.0%
Strategic Environmental Assessment and Sustainability Appraisal Scoping Report – Feb 2006		10.00	10.00	0.0%
Core Strategies Supplementary Issues & Options Paper: Growth at Hemel Hempstead (Nov 06)		10.00	10.00	0.0%
Core Strategy Issues & Options – Sustainability Appraisal (Nov 06)		5.00	5.00	0.0%
Core Strategy Issues & Options Stage – Consultation to date (Nov 06)		5.00	5.00	0.0%
Core Strategy Issues & Options Paper May (06)		5.00	5.00	0.0%
Site Allocations Issues & Options Paper (Nov 06)		10.00	10.00	0.0%
Site Allocations Issues & Options Paper – Sustainability Appraisal Nov 07)		10.00	10.00	0.0%
Report of Consultation: 1 Gypsy and Traveller Sites (2006-2007)		5.00	5.00	0.0%
Site Appraisals (Nov 06)		20.00	20.00	0.0%
Site Allocations Supplementary Issues & Options Paper (Nov 08)		5.00	5.00	0.0%
Site Allocations Issues & Options Paper – Sustainability Appraisal (Nov 08)		10.00	10.00	0.0%
Site Appraisals (Nov 08)		10.00	10.00	0.0%
Site Allocations Supplementary Issues & Options Paper (Nov 08)		5.00	5.00	0.0%
Report of Consultation: 2 Issues and Options State (2008-2009)		10.00	10.00	0.0%
East Hemel Hempstead Area Action Plan: Issues & Options (June 2009)		10.00	10.00	0.0%
East Hemel Hempstead Area Action Plan: Issues & Options (June 2009) Consultation Report		10.00	10.00	0.0%
Emerging Core Strategy (June 2009)		5.00	5.00	0.0%
Settlement Documents of the Core Strategy		2.00	2.00	0.0%
Core Strategy Consultation Report:		5.00	5.00	0.0%
Volume 1: July 2005 – July 2006 (Emerging Issues and Options Stage)		5.00	5.00	0.0%
Volume 1 Annex A: Summary of Responses May-June 2006)		5.00	5.00	0.0%
Volume 2: July 2006 – April 2009 (Supplementary Issues and Options Paper Growth at Hemel Hempstead)		5.00	5.00	0.0%
Volume 3: September 2008 – January 2009 (Workshops)		5.00	5.00	0.0%
Volume 3 Annex A: September 2008 – January 2009 (Workshop Analysis)		5.00	5.00	0.0%
Volume 4: Emerging Core Strategy (May-Sept 2009)		5.00	5.00	0.0%
Volume 4 Annex A: Summary of Responses. Summer Consultation: June-August 2009		10.00	10.00	0.0%
Volume 4 Annex B: Summary of Responses from the Citizens Panel and Gypsy and Traveller Community. Summer Consultation: June-August 2009		8.00	8.00	0.0%
Volume 5: Writing the Core Strategy – from Working Draft to Consultation Draft (June-Sept 2010)		5.00	5.00	0.0%
Volume 6: Consultation Draft core Strategy (Nov 2009-June 2011)		8.00	8.00	0.0%
Volume 6 Annex A: Summary of Public responses and reports from the Citizens Panel and Town Centre Workshop		10.00	10.00	0.0%
Volume 7: Overview		5.00	5.00	0.0%
Draft Core Strategy – November 2010		10.00	10.00	0.0%
Core Strategy Pre-submission document – Oct 2011		20.00	20.00	0.0%
Core Strategy Pre-submission document – on CD – Oct 2011		5.00	5.00	0.0%
Core Strategy Pre-submission Proposals Map – Oct 2011		Free	Free	0.0%
Habitats Regulations Assessment - Summary Report 2011		5.00	5.00	0.0%
Sustainability Appraisal – Pre-submission Core Strategy:				0.0%
Non Technical Summary		1.00	1.00	0.0%
Main Report & Appendix		10.00	10.00	0.0%
Core Strategy Pre-submission Omissions Consultation document – Feb 2012		5.00	5.00	0.0%
Core Strategy Modifications to the Pre-Submission Core Strategy – Jan 2013		10.00	10.00	0.0%
Core Strategy: Adopted - Sept 2013		20.00	20.00	0.0%
Core Strategy: Proposal Map Update – Sept 2013		10.00	10.00	0.0%
Site Allocations Pre-Submission document – Sept 2014		10.00	10.00	0.0%
Site Allocations Pre-Submission Map Book – Sept 2014		10.00	10.00	0.0%
Schedule of Site Appraisals 2014 – Sept 2014		10.00	10.00	0.0%
Sustainability Appraisal – Pre-submission Site Allocations 2014:				0.0%
Non Technical Summary		1.00	1.00	0.0%
Main Report & Appendix		10.00	10.00	0.0%
Site Allocations Report of Consultation: 3 Draft Pre-submission stage (2009-2014)		5.00	5.00	0.0%
Site Allocations Pre-Submission Report of Representations 2014 – Part 1: Main Report		10.00	10.00	0.0%
Site Allocations Pre-Submission Report of Representations 2014 – Part 2: Annex B – Table of Results and the Council's Response		10.00	10.00	0.0%
Site Allocations Pre-Submission Focused Changes document – Sept 2015		10.00	10.00	0.0%
Site Allocations Pre-Submission Focused Changes Map Book – Sept 2015		10.00	10.00	0.0%
Sustainability Appraisal Addendum – Pre-submission Site Allocations 2015: Main Report & Appendix		10.00	10.00	0.0%
Site Allocations Pre-Submission background issues paper 2015:				0.0%
Looking after the environment		10.00	10.00	0.0%
Site Allocations Pre-Submission background issues paper 2015:				0.0%
Strengthening the Economic Prosperity		10.00	10.00	0.0%
Site Allocations Pre-Submission background issues paper 2015:				0.0%
Providing Homes and Community Services		10.00	10.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
Site Allocations Pre-Submission background issues paper 2015: Sustainable Development Strategy		10.00	10.00	0.0%
Site Allocations Pre-Submission background issues paper 2015: Additional burial space to serve the Tring area		10.00	10.00	0.0%
Local Allocation LA1 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA2 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA3 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA4 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA5 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA6 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Evidence Base/Technical Studies				
A Guide to the Evidence Base, July 2009		10.00	10.00	0.0%
Urban Capacity Study, January 2005		60.00	60.00	0.0%
Employment Study, January 2005 £50 + £2.20 p+p		40.00	40.00	0.0%
Gypsies and Travellers Study: Accommodation Needs, April 2005		30.00	30.00	0.0%
Gypsies and Travellers Study: Identified Potential Sites, March 2007		50.00	50.00	0.0%
Retail and Leisure Study, Main January 2006		60.00	60.00	0.0%
Executive Summary		5.00	5.00	0.0%
Urban Design Assessment – January 2006:				
All Reports (not inc. Executive Summary or Photo Logs)		190.00	190.00	0.0%
Executive Summary		5.00	5.00	0.0%
Borough Wide Report		10.00	10.00	0.0%
Hemel Hempstead Report		30.00	30.00	0.0%
Berkhamsted Report		30.00	30.00	0.0%
Tring Report		30.00	30.00	0.0%
Kings Langley		30.00	30.00	0.0%
Bovingdon Report		30.00	30.00	0.0%
Markyate Report		30.00	30.00	0.0%
Town Photo Log		10.00	10.00	0.0%
Village Photo Log		10.00	10.00	0.0%
Outdoor Recreation Facilities – Aug 2006		20.00	20.00	0.0%
Indoor Recreation Facilities – March 2006:				
Assessment Report		15.00	15.00	0.0%
Strategy and Action Plan		15.00	15.00	0.0%
Urban Nature Conservation Study – March 2006:				
Main Report only		50.00	50.00	0.0%
All maps		120.00	120.00	0.0%
Hemel Hempstead maps only		40.00	40.00	0.0%
Berkhamsted maps only		25.00	25.00	0.0%
Tring maps only		25.00	25.00	0.0%
Bovingdon maps only		10.00	10.00	0.0%
Kings Langley maps only		10.00	10.00	0.0%
Markyate maps only		10.00	10.00	0.0%
Social and Community Facilities Study – Jan 2006		20.00	20.00	0.0%
Housing Market Background Paper – Aug 2006		5.00	5.00	0.0%
Housing Needs Survey – Final Report (2003)		30.00	30.00	0.0%
Transport Study – Aug 2006		20.00	20.00	0.0%
Feasibility Study – Land off High Street and Water Lane, Berkhamsted (Aug 2006)		15.00	15.00	0.0%
Feasibility Study – Land off High Street and Water Lane, Berkhamsted (Aug 2006) . Appendices		45.00	45.00	0.0%
Open Space Study – Stakeholder Consultation Document (Sept 2007)		20.00	20.00	0.0%
Open Space Study (March 2008)		20.00	20.00	0.0%
SFRA Strategic Flood Risk Assessment) – Stage I - Aug 2007				
Report & CD (no hard copy maps, maps on CD)		35.00	35.00	0.0%
Report only (no hard copy maps)		10.00	10.00	0.0%
CD only(no hard copy maps)		5.00	5.00	0.0%
SFRA Strategic Flood Risk Assessment) – Stage II – June 2008		20.00	20.00	0.0%
A Study to inform Appropriate Assessment Screening Report) Core Strategy Issues and Options – April 2008		20.00	20.00	0.0%
Strategic Housing Land Availability Assessment (SHLAA) – Oct 2008		50.00	50.00	0.0%
Retail Study Update – March 2009		5.00	5.00	0.0%
London Arc Employment Space Study – March 2009				
Executive Summary		2.00	2.00	0.0%
Main Report & Appendices		15.00	15.00	0.0%
Housing Land Availability Paper – April 2009		5.00	5.00	0.0%
Population: Background Note for the Core Strategy – April 2009		2.00	2.00	0.0%
Town Stadium Complex – At Hemel Hempstead Feasibility Study: Phase 1, June 2009		20.00	20.00	0.0%
Hertfordshire Infrastructure Investment Strategy (HIIS) – Oct 2009		10.00	10.00	0.0%
Affordable Housing and Section 106 Viability Study – Nov 2009		5.00	5.00	0.0%
Strategic Housing Market Assessment (SHMA) – April 2010		30.00	30.00	0.0%
CD only*		5.00	5.00	0.0%
Water Cycle Study – Scoping Study – April 2010				
Paper copy.		10.00	10.00	0.0%
CD only.		5.00	5.00	0.0%
Town Stadium Feasibility Study – Phase 2 – June 2010				
Paper copy.		10.00	10.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2016/17				
	Unit Measurement	2015/16 Charge	2016/17 Proposed Charge	% Change
CD only.		5.00	5.00	0.0%
South West Hertfordshire Employment Land Update – June 2010				
Paper copy.		10.00	10.00	0.0%
CD only.		5.00	5.00	0.0%
Hertfordshire Renewable and Low Carbon Energy Technical Study – July 2010. Only available on CD.		5.00	5.00	0.0%
Urban Design Assessment Update – Sept 2010		20.00	20.00	0.0%
Assessment of Local Allocations & Strategic Sites – Oct 2010		10.00	10.00	0.0%
Egerton Rothesay/Durrants Lane/ Shootersway Materplan – Oct 2010		10.00	10.00	0.0%
Hicks Road Masterplan - Oct 2010		20.00	20.00	0.0%
New Road/Springfield Road – Oct 2010		Free	Free	0.0%
Strategic Infrastructure Reports – Feb 2011				
Executive Summary		5.00	5.00	0.0%
Transport		5.00	5.00	0.0%
Utilities		5.00	5.00	0.0%
Social Infrastructure		5.00	5.00	0.0%
Hertfordshire Strategic Employment Sites Study – April 2011				
A Final Report		10.00	10.00	0.0%
Appendix A: Supporting Research		5.00	5.00	0.0%
Housing Land Availability Study – July 2011		5.00	5.00	0.0%
Employment Study Update – July 2011		5.00	5.00	0.0%
Traveller Accommodation Needs Assessment Update – January 2013		10.00	10.00	0.0%
Hertfordshire Infrastructure Investment Strategy (HIIS) Update – January 2013				
Main Report		10.00	10.00	0.0%
Summary Report		10.00	10.00	0.0%
Hemel Hempstead Town Centre Master Plan adopted – January 2013		10.00	10.00	0.0%
Infrastructure Delivery Plan Update – January 2014		10.00	10.00	0.0%
Outdoor Leisure Facilities Study – September 2014		20.00	20.00	0.0%
Playing Pitch Strategy and Action Plan Update – June 2015		20.00	20.00	0.0%
Infrastructure Delivery Plan Update – June 2015		10.00	10.00	0.0%
Hemel Hempstead Transport Model Update – July 2015				
Scenario Testing		10.00	10.00	0.0%
Explanatory Note		1.00	1.00	0.0%
NEW SINGLE LOCAL PLAN (INCLUDING THE EARLY PARTIAL REVIEW OF THE CORE STRATEGY)				
Green Belt Review – Part 1 Prepared for Dacorum Borough Council, St Albans City and District Council and Welwyn Hatfield Borough Council - November 2013				
* Main Report & Appendices		30.00	30.00	0.0%
* Annex 1: Parcel Assessment Sheets for Dacorum Borough Council		10.00	10.00	0.0%
* Annex 1.2: Parcel Assessment Sheets for St Albans City & District Council		10.00	10.00	0.0%

DRAFT HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2016/17

	Original 2015/16 (a)	Forecast 2015/16	Draft 2016/17 (b)	Movement (b) - (a)
	£000	£000	£000	£000
Income				
Dwelling Rents	(56,236)	(56,356)	(55,779)	458
Non-Dwelling Rents	(80)	(80)	(80)	0
Tenant Service Charges	(273)	(322)	(388)	(115)
Leaseholder Charges	(507)	(469)	(477)	30
Interest and Investment Income	(114)	(188)	(206)	(92)
Contributions to Expenditure	(555)	(595)	(655)	(100)
Total Income	(57,765)	(58,010)	(57,584)	181
Expenditure				
Repairs and Maintenance	10,262	10,184	10,702	440
Revenue Contribution to Capital	14,729	14,729	0	(14,729)
Supervision & Management	11,334	11,560	11,766	432
Corporate and Democratic Core	264	228	220	(44)
Rent, Rates, Taxes & Other Charges	14	14	14	(0)
Provision for Bad Debts	216	216	250	34
Interest Payable	11,658	11,658	11,643	(15)
Depreciation	9,288	9,288	9,506	218
Total Expenditure	57,765	57,877	44,101	(13,664)
Contribution to/(from) Earmarked Reserves	0	0	13,483	13,483
HRA Deficit / (Surplus)	0	(133)	(0)	(0)
Housing Revenue Account Balance:				
Opening Balance at 1 April	(2,846)	(2,846)	(2,979)	
Deficit / (Surplus) for the year	0	(133)	(0)	
Contributions to Earmarked Reserves	0	0	0	
Closing Balance at 31 March	(2,846)	(2,979)	(2,979)	

Earmarked Reserves:				
Opening Balance at 1 April	(7,194)	(7,194)	(7,194)	
Deficit / (Surplus) for the year	0	0	(13,483)	
Contributions to Earmarked Reserves	0	0	0	
Closing Balance at 31 March	(7,194)	(7,194)	(20,677)	

SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2015/16 - 2016/17

Dwelling Rents

The budget for Dwelling Rents reflects the 1% reduction in social rents announced by the Government in July 2015. The budgeted average dwelling rent is proposed to decrease from £105.66pw in 2015/16 to £104.80pw in 2016/17, an average decrease of 0.81% (net of increases for new tenancies during 2015/16).

Tenant Service Charges

The budget for Tenant Service Charges is increasing due to grant funding of £48k from Hertfordshire County Council which is being received for the sheltered scheme at Evelyn Sharp House. This grant had historically been part of the Supported Housing funding and as such was not expected to continue. There is also a proposed increase in Lifeline charges which is expected to generate an additional £55k.

Interest and Investment Income

The budget for Interest and Investment Income reflects increased balances from the sale of Right to Buy properties.

Contributions to Expenditure

The budget for Contributions to Expenditure has increased due to additional income to be generated from rechargeable repairs to current and former tenants. For the assumed additional income to be realised, a new post of 1 FTE will need to be recruited to.

Repairs & Maintenance

The budget for Repairs and Maintenance has increased by £440k (4.3%) to reflect the Council's asset management strategy of maintaining high quality housing stock that meets the locally determined "Dacorum Standard". The increase allows for inflation and includes an allowance for maintenance of new build properties.

Revenue Contribution to Capital

The budget for Revenue Contribution to Capital has been removed for 2016/17. The surplus balances will instead be contributed to revenue earmarked reserves rather than directly to capital balances. Although these funds are earmarked for future capital expenditure, holding them in revenue earmarked reserves provides the Council with more flexibility to mitigate the financial risks of potential future Government changes to Rent Policy.

Supervision and Management

The budget for 2016/17 reflects inflationary increases across services. There is also an increased recharge of £160k for Commercial Properties owned by the General Fund that are being used for HRA tenancies.

Depreciation

The budgets for depreciation have increased to reflect an increase in capital assets as a result of house price inflation.

Earmarked Reserves

£6m of the Strategic Acquisitions reserve will be transferred in 2016/17 to a New Build and Capital Investment Reserve. A further £13.4m will be contributed to this reserve to fund future Capital Expenditure. An additional revenue reserve with a balance of £1m will be created to mitigate any additional risks associated with further changes to Government Rent Policy, or to allow for any internal policy changes.

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2015/16 - 2020/21

Summary	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Current Overall Programme	28,727	14,418	4,894	1,944	2,075	0	52,058
New Bids	491	6,303	8,562	385	360	1,041	17,142
Realigned Schemes & Growth Approved In Year	(7,148)	1,099	1,874	(420)	(300)	0	(4,895)
Revised Overall Programme	22,070	21,820	15,330	1,909	2,135	1,041	64,305

NEW BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
<u>FINANCE & RESOURCES</u>							
Commercial Assets and Property Development (Nicholas Brown)							
Strategic Acquisitions		500					500
High Street, Tring - Replace External Cladding & Roof		30					30
Silk Mill - Renew asphalt tanking to stairs		16					16
Demolition of Old Berkhamsted Depot and new barrier		50					50
Demolition of Health Centre		350					350
Old Town Hall - Café Roof and stonework repairs		75					75
Demolition of Civic Centre			1,500				1,500
Bennetts End Community Centre Toilet Provision		18					18
Tring Swimming Pool			2,500				2,500
Air Handling Unit - Hemel Hempstead Sports Centre	40						40
Commercial Assets and Property Development (Nicholas Brown)							
Car Park Refurbishment		90	75				165
Water Gardens Car Park - Re-line Top Floor		35					35
Financial Services (Richard Baker)							
Payroll (Invest to Save)	50						50
Credit Card Surcharging (Invest to Save)		16					16
Upgrade of HSM Module (BACS / DD Security)	5	6					11

NEW BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Democratic Services (Jim Doyle)							
Election Management System Replacement		30					30
Housing and Regeneration (Mark Gaynor)							
Gade Zone	50	150					
The Forum		3,100					3,100
<u>STRATEGIC PLANNING & ENVIRONMENT</u>							
Environmental Services (Craig Thorpe)							
Play Area Refurbishment Programme		25					25
Cupid Green Depot - Security Gates Upgrade		81					81
Litter Bin Upgrade		40					40
Dog Kennels / Pest Control store Cupid Depot		40					40
Regulatory Services (Chris Troy)							
Disabled Facilities Grants						656	656
Air Quality Monitors	21						21
Strategic Planning and Regeneration (Chris Taylor)							
Regen.of Hemel Town Centre - S106 funded	4						4
Maylands Business Centre		400					400
Heath Park Gardens - S106 funded	130						130
Market Square			1,000				1,000
Gadebridge Park		500	1,000				1,500
The Bury - Conversion into Museum and Gallery		75	1,925				2,000
<u>HOUSING & COMMUNITY</u>							
Commercial Assets and Property Development (Nichols Brown)							
Heath Lane - Welfare Facilities		20					20
Woodwells Cemetery –Improvements to Burial Areas		20					20

NEW BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Commissioning, Procurement and Compliance (Ben Hosier)							
Inform 360 Communications		19					19
Future Vision & Requirements of CRM		152	212	35	10	10	419
Self Service Kiosks		47					47
CSU Flow Management Solution		28					28
Residents Services (Julie Still)							
Rolling Programme - CCTV Cameras						25	25
Verge Hardening Programme		350	350	350	350	350	1,750
Lift Replacement to Theatre – Old Town Hall		40					40
Strategic Housing (Natasha Brathwaite)							
Elms Hostel - S106 funded	191						191
TOTAL - NEW BIDS	491	6,303	8,562	385	360	1,041	16,942

REPHASED AND AMENDED BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
FINANCE & RESOURCES							
Commercial Assets and Property Development (Nicholas Brown)							
Strategic Acquisitions	450	(350)	(100)				0
Demolition of Civic Centre Unit B & Old Court House	(20)						(20)
Cupid Green MRF/VRS replace roof	15						15
Grovehill Community Centre - Plant	5						5
Adeyfield Community Centre - Window Renewals	6						6
Highfield Community Centre - Resurface Car Park	(18)		18				0
Adeyfield Community Centre - replace roof	10						10
Apsley Industrial Estate - Box Gutter	(10)						(10)
Queens Square Shopping Centre - Roof	0						0
Rossgate Shopping Centre - Structural Works	(185)	85	100				0
High Street, Tring - Replace External Cladding & Roof	(50)	50					0
The Denes Shopping Centre - Walkway & Canopy		50		(50)			0
Berkhamsted Sports Centre - Roof Replacement	(400)		400				0
Tring Sports Centre - Replace Swimming Pool Roof	(30)		30				0
Hemel Sports Centre - renew heat and power system	(70)	70					0
Hemel Hempstead Sports Centre - Gym Refurb.	31						31
Commercial Assets and Property Development (Nicholas Brown)							
Heath Lane Cemetry - Boundary Wall Replacement		(75)					(75)
Bunkers Farm	26		(26)				0
Commercial Assets and Property Development (Nicholas Brown)							
Car Park Refurbishment	(129)		70	(70)			(129)
Water Gardens Car Park - Re-Lining Top Floor		400	(400)				0
Multi Storey Car Park Berkhamsted	124	(124)					0
Information, Communication and Technology (Ben Trueman)							
Enterprise Licence Agreements	(163)	(40)		(150)	(150)		(503)
Performance and Projects (Robert Smyth)							
E Signatures	(35)						(35)

REPHASED AND AMENDED BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
<u>FINANCE & RESOURCES (Continued)</u>							
Legal Governance (Mark Brookes)							
Visual Files Case Management System	(6)						(6)
People (Matthew Rawdon)							
EIS Replacement	(70)	70					0
<u>STRATEGIC PLANNING & ENVIRONMENT</u>							
Environmental Services (Craig Thorpe)							
Play Area Refurbishment Programme	(62)	62					0
Fleet Replacement Programme	(1,632)		1,632				0
Development Management and Planning (Sara Whelan)							
Planning Software Replacement	(81)	81					0
Strategic Planning and Regeneration (Chris Taylor)							
Maylands Phase 1 Improvements	(744)	1,220					476
Urban Park/Education Centre	(300)		300				0
Regeneration of Hemel Town Centre	220						220
Water Gardens	(650)	650					0
Market Square and Bus Interchange	(700)						(700)
Heart of Maylands	(1,000)						(1,000)
Town Centre Access Improvements	(500)	500					0
Market Canopies	10						10
Digital High Street Software	(10)						(10)
Regulatory Services (Chris Troy)							
Home Improvement Grants	(130)	(150)	(150)	(150)	(150)		(730)
<u>HOUSING & COMMUNITY</u>							
Strategic Housing (Natasha Brathwaite)							
Affordable Housing Grants	(1,050)	(1,400)					(2,450)
TOTAL - REPHASED AND AMENDED BIDS	(7,148)	1,099	1,874	(420)	(300)	0	(4,895)

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
<u>GENERAL FUND</u>							
FINANCE & RESOURCES							
Commercial Assets and Property Development (Nicholas Brown)							
13	Strategic Acquisitions	450	500	750	-	-	-
14	Demolition of Civic Centre Unit B & Old Court House	380	-	-	-	-	-
15	Service Lease Domestic Properties	30	-	30	-	30	-
16	Cupid Green MRF/VRS replace roof	55	-	-	-	-	-
17	Grovehill Community Centre - Plant	21	-	-	-	-	-
18	Adeyfield Community Centre - Window Renewals	11	-	-	-	-	-
19	Bennetts End Community Centre - Replace Pitched Roof Covering	-	35	-	-	-	-
20	Leverstock Green Community Centre - Roof	20	-	-	-	-	-
21	Highfield Community Centre - Resurface Car Park	-	-	18	-	-	-
22	Adeyfield Community Centre - replace roof	55	-	-	-	-	-
23	Woodhall Farm Community Centre - structural works	15	-	-	-	-	-
24	Tring Community Centre - new play area for Childrens Nursery	15	-	-	-	-	-
25	Queens Square Shopping Centre - Roof	13	-	-	-	-	-
26	Rossgate Shopping Centre - Structural Works	15	85	100	-	-	-
27	Leys Road - Roof	-	55	-	-	-	-
28	High Street, Tring - Replace External Cladding & Roof	-	80	-	-	-	-
29	The Denes Shopping Centre - Renew Walkway & Canopy Covering	-	50	-	-	-	-
30	Grovehill Shopping Centre - renew car park	-	-	-	-	30	-
31	Commercial Properties - Renew Obsolete Door Entry Controls	30	20	20	-	-	-
32	Berkhamsted Sports Centre - Roof Replacement	-	-	400	-	-	-
33	Tring Sports Centre - Replace Swimming Pool Roof	-	-	30	-	-	-
34	Hemel Hempstead Sports Centre - Roof	-	-	-	-	100	-
35	Dacorum Athletics Track - Resurface Track	-	-	150	-	-	-
36	Hemel Sports Centre - renew heat and power system	10	70	-	-	-	-
37	Hemel Sports Centre - renew outdoor pool water heaters	15	-	-	-	-	-
38	Berkhamsted Sports Centre - heating system upgrade	-	15	-	-	-	-
39	Old Town Hall - Café Roof and stonework repairs	-	75	-	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
FINANCE & RESOURCES							
Commercial Assets and Property Development (Nicholas Brown) - Continued							
43	Silk Mill - Renew asphalt tanking to stairs	-	16	-	-	-	-
44	Demolition of Old Berkhamsted Depot and new barrier	-	50	-	-	-	-
45	Demolition of Health Centre	-	350	-	-	-	-
46	Demolition of Civic Centre	-	-	1,500	-	-	-
47	Bennetts End Community Centre - Renewal of Toilet Provision	-	18	-	-	-	-
48	Tring Swimming Pool	-	-	2,500	-	-	-
49	AHU (Air Handling Unit) - Hemel Hempstead Sports Gym Centre	40	-	-	-	-	-
50	Hemel Hempstead Sports Centre - Gym Refurbishment	31	-	-	-	-	-
		1,205	1,419	5,498	-	160	-
	Commercial Assets and Property Development (Nicholas Brown)						
53	Kingshill Cemetery - Toilet Provision	-	150	-	-	-	-
54	Heath Lane Chapel - Replace roof	-	-	14	-	-	-
55	Kingshill Cemetery Infrastructure (New Burial Area)	-	-	40	-	-	-
56	Bunkers Farm	220	-	974	-	-	-
57	Sanctum 2000 Interment Chambers - Woodwells	35	-	-	-	-	-
58	Sanctum 2000 Interment Chambers - Tring	20	-	-	-	-	-
59	Rose Garden of Remembrance - Woodwells	45	-	-	-	-	-
60	Rose Garden of Remembrance - Tring	10	-	-	-	-	-
61	Refurbishment of Facilities at Woodwells Cemetery	64	-	-	-	-	-
62	Heath Lane - Welfare Facilities	-	20	-	-	-	-
63	Woodwells Cemetery – Infrastructure Improvements to Burial Areas	-	20	-	-	-	-
64	Cremated Remains Burial Area Woodwells Cemetery	19	-	-	-	-	-
		413	190	1,028	-	-	-
	Commercial Assets and Property Development (Nicholas Brown)						
67	Car Park Refurbishment	208	90	145	-	-	-
68	Water Gardens Car Park - Re-Lining (Asphalt) Top Floor	-	435	-	-	-	-
69	Multi Storey Car Park Berkhamsted	264	3,308	-	-	-	-
		472	3,833	145	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
FINANCE & RESOURCES							
Financial Services (Richard Baker)							
74	Payroll (Invest to Save)	50	-	-	-	-	-
75	Credit Card Surcharging (Invest to Save)	-	16	-	-	-	-
76	Upgrade of HSM Module (BACS and Direct Debit Security)	5	6	-	-	-	-
		55	22	-	-	-	-
Democratic Services (Jim Doyle)							
80	Election Management System Replacement	-	30	-	-	-	-
81	Civic Car	-	30	-	-	-	-
		-	60	-	-	-	-
Housing & Regeneration Management (Mark Gaynor)							
84	Gade Zone	50	150				
85	The Forum (Public Service Quarter)	9,406	9,350	-	-	-	-
		9,456	9,500	-	-	-	-
Information, Communication and Technology (Ben Trueman)							
88	Rolling Programme - Hardware	75	75	490	425	75	-
89	Software Licences - Right of Use	82	50	50	50	50	-
90	Website Development	170	-	-	-	-	-
91	Dacorum Anywhere	55	-	-	-	-	-
92	Mobile Working	44	-	-	-	-	-
93	Wifi	5	-	-	-	-	-
		431	125	540	475	125	-
Legal Governance (Mark Brookes)							
96	Corporate GIS	8	-	-	-	-	-
		8	-	-	-	-	-
People (Matthew Rawdon)							
99	EIS Replacement	-	70	-	-	-	-
		-	70	-	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16	16/17	17/18	18/19	19/20	20/21
		£'000	£'000	£'000	£'000	£'000	£'000
FINANCE & RESOURCES							
Chief Executive's Unit Management (Steve Baker)							
104	Highbarns Land Stabilisation Project	77	-	-	-	-	-
		77	-	-	-	-	-
Performance and Projects (Robert Smyth)							
107	Incoming Mailroom	48	-	-	-	-	-
108	Reprographics	5	-	-	-	-	-
		53	-	-	-	-	-
TOTAL - FINANCE & RESOURCES		12,170	15,219	7,211	475	285	-

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
HOUSING & COMMUNITY							
Commissioning, Procurement and Compliance (Ben Hosier)							
117	Telephony upgrade & virtualisation	60	-	-	-	-	-
118	Customer Services Unit Refurbishment	25	-	-	-	-	-
119	Inform 360 Communications	-	19	-	-	-	-
120	Future Vision & Requirements of CRM (DRAFT)	-	152	212	35	10	10
121	Self Service Kiosks	-	47	-	-	-	-
122	CSU Flow Management Solution	-	46	-	-	-	-
		85	264	212	35	10	10
People (Matthew Rawdon)							
125	Capital Grants - Community Groups	29	20	20	20	-	-
		29	20	20	20	-	-
Residents Services (Julie Still)							
128	Rolling Programme - CCTV Cameras	25	25	25	25	25	25
129	Verge Hardening Programme	267	350	350	350	350	350
130	Youth Centre Provision	100	50	-	-	-	-
131	Lift Replacement to Theatre – Old Town Hall	-	40	-	-	-	-
132	Adventure Playgrounds - Rewire Chaulden, Adeyfield, Bennettsend	31	-	-	-	-	-
		423	465	375	375	375	375
Strategic Housing (Natasha Brathwaite)							
135	New Build - Elms Hostel Redbourne Road	191	-	-	-	-	-
		191	-	-	-	-	-
TOTAL - HOUSING & COMMUNITY		728	749	607	430	385	385

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
STRATEGIC PLANNING & ENVIRONMENT							
Environmental Services (Craig Thorpe)							
145	Wheeled Bins & Boxes for New Properties	20	20	20	20	-	-
146	Play Area Refurbishment Programme	334	287	-	-	-	-
147	Waste & Recycling Service Improvements	75	-	-	-	-	-
148	Play Areas & Open Spaces - replace equipment	35	-	-	-	-	-
149	Cupid Green Depot - new parking area	15	-	-	-	-	-
150	Cupid Green Depot - Security Gates Upgrade	-	81	-	-	-	-
151	Litter Bin Upgrade	-	40	-	-	-	-
152	Dog Kennels / Pest Control store Cupid Depot	-	40	-	-	-	-
153	Fleet Replacement Programme	689	862	2,650	350	818	-
		1,168	1,330	2,670	370	818	-
Strategic Planning and Regeneration (Chris Taylor)							
156	Maylands Phase 1 Improvements	300	1,220	-	-	-	-
157	Urban Park/Education Centre	-	-	300	-	-	-
158	Regeneration of Hemel Town Centre	2,602	-	-	-	-	-
159	Maylands Business Centre	350	550	-	-	-	-
160	Water Gardens	2,202	827	-	-	-	-
161	Market Square and Bus Interchange	1,835	-	-	-	-	-
162	Heath Park Gardens Improvements (Fully funded from S106)	130	-	-	-	-	-
163	Town Centre Access Improvements	22	500	-	-	-	-
164	Hemel Street Furniture	-	166	-	-	-	-
165	Market Canopies	20	-	-	-	-	-
166	Market Square	-	-	1,000	-	-	-
167	Gadebridge Park	-	500	1,000	-	-	-
168	The Bury - Conversion into Museum and Gallery	-	75	1,925	-	-	-
		7,461	3,838	4,225	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16	16/17	17/18	18/19	19/20	20/21
		£'000	£'000	£'000	£'000	£'000	£'000
STRATEGIC PLANNING & ENVIRONMENT							
Regulatory Services (Chris Troy)							
173	Disabled Facilities Grants	483	603	618	634	647	656
174	Air Quality Monitors	21	-	-	-	-	-
175	Home Improvement Grants	20	-	-	-	-	-
		524	603	618	634	647	656
Development Management and Planning (Sara Whelan)							
178	Planning Software Replacement	20	81	-	-	-	-
		20	81	-	-	-	-
TOTAL - STRATEGIC PLANNING & ENVIRONMENT		9,173	5,852	7,513	1,004	1,465	656
TOTAL - GENERAL FUND		22,071	21,820	15,331	1,909	2,135	1,041

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16	16/17	17/18	18/19	19/20	20/21
		£'000	£'000	£'000	£'000	£'000	£'000
	HOUSING REVENUE ACCOUNT						
	Property & Place (Fiona Williamson)						
188	Planned Fixed Expenditure	21,192	18,334	18,523	19,676	17,308	16,873
		21,192	18,334	18,523	19,676	17,308	16,873
	Strategic Housing (Julia Hedger)						
191	New Build - Farm Place Berkhamsted	443	45	-	-	-	-
192	New Build - Galley Hill Gadebridge / The Nokes	68	-	-	-	-	-
193	New Build - London Road Apsley	3,786	323	-	-	-	-
194	New Build - General Expenditure	5,431	7,395	10,784	5,973	4,671	-
195	Able House	330	2,085	61	-	-	-
196	St Peters Court	186	-	-	-	-	-
197	New Build - Longlands	600	-	-	-	-	-
		10,844	9,848	10,845	5,973	4,671	-
	TOTAL - HOUSING REVENUE ACCOUNT	32,036	28,182	29,368	25,649	21,979	16,873
	TOTAL CAPITAL PROGRAMME	54,107	50,002	44,699	27,558	24,114	17,914

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme	15/16	16/17	17/18	18/19	19/20	20/21
	£'000	£'000	£'000	£'000	£'000	£'000
CAPITAL FINANCING						
GENERAL FUND						
Capital Receipts and Reserves	2,828	5,429	10,500	354	580	(514)
Grants and Contributions	5,031	757	2,166	366	366	366
Revenue Contributions to Capital	4,156	5,796	1,189	1,189	1,189	1,189
Borrowing	9,942	9,838	1,476	-	-	
TOTAL - GENERAL FUND	21,957	21,820	15,331	1,909	2,135	1,041
GENERAL FUND YEAR END CAPITAL BALANCE	-	-	-	7,146	6,567	6,956
HOUSING REVENUE ACCOUNT						
Capital Receipts and Reserves	17,420	28,182	11,114	11,609	8,202	4,938
Revenue Contributions to Capital	14,729	-	14,360	8,328	13,777	11,935
Borrowing	-	-	3,894	5,712	-	
TOTAL - HOUSING REVENUE ACCOUNT	32,149	28,182	29,368	25,649	21,979	16,873
HOUSING REVENUE ACCOUNT YEAR END CAPITAL BALANCE	15,006	1,291	-	-	-	-
TOTAL - CAPITAL FINANCING	54,106	50,002	44,699	27,558	24,114	17,914

STATEMENT OF EARMARKED RESERVES

General Fund Reserves Summary	Balance end 2014/15 £'000	Net Movement 2015/16 £'000	Balance end 2015/16 £'000	Net Movement 2016/17 £'000	Balance end 2016/17 £'000	Net Movement 2017/18 £'000	Balance end 2017/18 £'000	Net Movement 2018/19 £'000	Balance end 2018/19 £'000	Net Movement 2019/20 £'000	Balance end 2019/20 £'000
Civic Centre Major Repairs Reserve	0	200	200		200	(200)	0		0		0
Earmarked Grants Reserve	298	(69)	229	(10)	219	(199)	20	(10)	10	(10)	0
Management of Change Reserve	1,356	(611)	745	(132)	613	(400)	213		213		213
Technology Reserve	348	(195)	153	(153)	0		0		0		0
On Street Car Parking Reserve	181	(53)	128	(128)	0		0		0		0
Local Development Framework Reserve	666	(350)	316	(282)	34	(34)	0		0		0
Dacorum Development Reserve	2,046	(1,542)	504	(228)	276	(120)	156	(70)	86	(86)	0
Planning Enforcement & Appeals Reserve	125		125		125		125		125		125
Planning & Regeneration Project Reserve	178	(28)	150	(40)	110	(85)	25	(25)	0		0
Litigation Reserve	214		214		214	(214)	0		0		0
Vehicle Replacement Reserve	0	350	350	350	700	350	1,050	350	1,400	350	1,750
Invest to Save	0	414	414	(116)	298	(150)	148	(148)	0		0
Building Control Reserve	86		86	(86)	0		0		0		0
Longdean School Repairs Reserve	7		7	(7)	0		0		0		0
Tong Swimming Pool Repairs Reserve	83	8	91	(91)	0	8	8	8	16	8	24
Youth Club Reserve	101		101		101		101		101		101
Election Reserve	159	(159)	0	30	30	30	60	30	90	(90)	0
Uninsured Loss Reserve	586		586		586		586		586		586
Training & Development Reserve	114	(22)	92	(26)	66	(22)	44	(22)	22	(22)	0
Housing Conditions Survey Reserve	51	15	66	15	81	15	96	15	111	(111)	0
S106 Commuted Sums Reserve	609	(609)	0		0		0		0		0
Dacorum Partnership Reserve	66	(13)	53		53		53		53		53
Dacorum Rent Aid	15		15		15		15		15		15
Rent Guarantee Scheme	15		15		15		15		15		15
The Forum Reserve	2,050	(292)	1,758	(1,758)	0		0		0		0
Funding Equalisation Reserve	1,338	2,268	3,606	(3,606)	0		0		0		0
Pensions Reserve	1,773		1,773	(900)	873		873		873	(873)	0
Maylands Plus Reserve	69		69	(69)	0		0		0		0
Total Earmarked Reserves	12,534	(688)	11,846	(7,237)	4,609	(1,021)	3,588	128	3,716	(834)	2,882
Working Balance	2,654	(151)	2,503	0	2,503	0	2,503	0	2,503	0	2,503
Total General Fund Reserves	15,188	(839)	14,349	(7,237)	7,112	(1,021)	6,091	128	6,219	(834)	5,385



Dacorum Borough Council

Treasury Management Strategy Statement

**Minimum Revenue Provision Policy Statement and Annual
Investment Strategy**

2016/17

Index

1	Introduction	3
1.1	Background	3
1.2	Clauses to be Formally Adopted	3
1.3	Treasury Management Policy Statement.....	4
1.4	Reporting requirements	4
1.5	Treasury Management Strategy for 2016/17	5
1.6	Training	5
1.7	Treasury management consultants	5
2	The Capital Prudential Indicators 2016/17 – 2018/19	6
2.1	Capital expenditure	6
2.2	The Council's borrowing need (the Capital Financing Requirement).....	6
2.3	Minimum revenue provision (MRP) policy statement	7
2.4	Core funds and expected investment balances.....	7
2.5	Affordability prudential indicators	8
2.6	Ratio of financing costs to net revenue stream	8
2.7	Incremental impact of capital investment decisions on council tax.	8
2.8	Estimates of the incremental impact of capital investment decisions on housing rent levels.....	9
2.9	HRA ratios	9
3	Borrowing	10
3.1	Current portfolio position	10
3.2	Treasury Indicators: limits to borrowing activity.....	111
3.3	Borrowing strategy	112
3.4	Policy on borrowing in advance of need.....	12
3.5	Prospects for interest rates	143
3.6	Debt rescheduling	144
4	Annual Investment Strategy	15
4.1	Investment policy.....	15
4.2	Creditworthiness policy	15
4.3	Country limits	16
4.4	Investment strategy.....	16
4.6	Investment risk benchmarking.....	17
4.8	External fund managers	17
5	Appendices.....	18
	Appendix 1 – Economic Background.....	18
	Appendix 2 – Credit and Counterparty Risk Management	200
	Appendix 3 – Treasury Management Roles and Scheme of Delegation	22

1 Introduction

1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. A primary function of the Treasury Management service is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially, before considering investment return.

The second main function of the Treasury Management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. The management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion, any debt previously drawn may be restructured to meet Council risk or cost objectives.

1.2 Clauses to be formally adopted

1. Dacorum will create and maintain the following for effective treasury management:
 - a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities;
 - suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities
2. Full Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
3. Responsibility is delegated to the Section 151 Officer for the implementation and regular monitoring of its treasury management policies and practices, and for the execution and administration of treasury management decisions. They will act in accordance with the policy statement and TMPs and, if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
4. This organisation nominates Cabinet to be responsible for ensuring effective scrutiny of the treasury management strategy, policies and monitoring before recommendation to Full Council.

1.3 Treasury Management Policy Statement

Dacorum defines its treasury management activities as:

The management of the organisation's investments, cash flows, banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Successful identification, monitoring and control of risk are the prime criteria by which the effectiveness of its treasury management activities will be measured. Analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

Effective treasury management will provide support towards the achievement of Dacorum's business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

1.4 Reporting requirements

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Treasury Management Strategy Statement (this report) - The first, and most important report, covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A mid year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury strategy is meeting the strategy or whether any policies require revision.

An annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

1.5 Treasury Management Strategy for 2016/17

The strategy for 2016/17 covers two main areas:

Capital issues:

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues:

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

1.6 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. The training needs of treasury management officers are periodically reviewed.

1.7 Treasury management consultants

The Council uses Capita Asset Services, Treasury Solutions as its external treasury management advisors.

The Council recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. It also recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

2 The Capital Prudential Indicators 2016/17 – 2018/19

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital expenditure

The first prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. The table below summarises the capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need. Members are asked to approve the capital expenditure forecasts:

Capital expenditure	2014/15 Actual £m	2015/16 Forecast £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Non-HRA	16.335	22.071	21.820	15.331	1.909
HRA	25.468	32.036	28.182	29.368	25.649
Total	41.805	54.107	50.002	44.699	27.558
Financed by:					
Capital grants & S106	3.469	5.031	0.757	2.166	0.366
Capital receipts & reserves	23.868	20.249	33.611	21.614	11.963
Revenue	14.468	18.885	5.796	15.549	9.517
Borrowing	0	9.942	9.838	5.370	5.712
Net financing need for the year	41.805	54.107	50.002	44.699	27.558

2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which is not immediately paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

The Council is asked to approve the CFR projections below:

£m	2014/15 Actual £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Capital Financing Requirement					
CFR – non housing	(0.011)	9.942	19.780	21.256	21.256
CFR – housing	346.739	346.739	346.739	350.723	356.435
Total CFR	346.728	356.681	366.519	371.979	377.691
Movement in CFR		9.953	9.838	5.460	5.712

Movement in CFR is represented by					
Net financing need for the year		9.942	9.838	5.460	5.712
Use of set aside capital receipts		0.011	0.000	0.000	0.000
Movement in CFR		9.953	9.838	5.460	5.712

2.3 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

DCLG regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

The MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations; or

These options provide for a reduction in the borrowing need over approximately the asset's life, the appropriate method would be selected upon borrowing or commencement of a project.

There is no requirement on the HRA to make a minimum revenue provision.

2.4 Core funds and expected investment balances

The use of funds to either finance capital expenditure or to support the revenue budget will have an ongoing impact on investments, unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances and anticipated day to day cash flow balances.

Year End Resources	2014/15 Actual £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Fund balances / reserves	25.228	48.967	24.117	23.577	17.126
Capital receipts	17.570	15.006	1.291	0.000	7.146
Provisions	5.472	5.000	5.000	4.000	3.000
Other	0.845	0.000	0.000	0.000	0.000
Total core funds	49.115	68.973	30.408	27.577	27.272
Working capital		5.000	5.000	5.000	5.000
(Under)/over borrowing		9.838	0.000	0.000	0.000
Expected investments		83.811	35.408	32.577	32.272

2.5 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

2.6 Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long term costs net of investment income) against the net revenue stream.

	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Non-HRA	(0.37%)	1.21%	1.13%	1.12%	1.02%
HRA	20.34%	19.77%	19.86%	20.37%	20.73%

2.7 Incremental impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and previous plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

The increase in the 2015/16 estimate reflects the decision to borrow in advance of need. This in turn has reduced the estimates of capital costs in future years by locking into historically low interest rates.

Incremental impact of capital investment decisions on the Band D council tax

	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Council tax - Band D	(£0.65)	10.24	(£5.98)	(£10.42)	(£10.83)

2.8 Estimates of the incremental impact of capital investment decisions on housing rent levels

Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and previous plans, expressed as a discrete impact on weekly rent levels. This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls.

There are significant changes shown in the table, which reflects the Government's changes to rent policy and associated changes to the Council's new build and investment programme.

Incremental impact of capital investment decisions on housing rent levels

	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Weekly housing rent levels	(£1,035)	(£298)	£67	£150	(£80)

2.9 HRA ratios

	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
HRA debt £m	351.428	349.949	346.739	350.066	353.710
HRA revenues £m	56.476	58.010	57.584	55.674	55.411
Ratio of debt to revenues %	622.2	603.3	602.1	628.8	638.3
Number of HRA dwellings	10,289	10,189	10,089	9,989	9,889
Debt per dwelling £	34,155	34,346	34,368	35,045	35,768

3 Borrowing

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council.

The treasury management function ensures that the Council's cash is organised in accordance with the the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities.

3.1 Current portfolio position

The Council's treasury portfolio position at 31 March 2015, with forward projections are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, highlighting any over or under borrowing.

	2014/15 Actual £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
External Debt					
Debt at 1 April	346.739	346.739	366.519	366.519	371.889
Expected change in Debt	0.000	19.780	0.000	5.370	5.712
Other long-term liabilities	0.188	0.188	0.188	0.188	0.188
Actual gross debt at 31 March	346.927	366.707	366.707	372.077	377.789
The Capital Financing Requirement	346.728	356.869	366.707	372.077	377.789
Under / (over) borrowing	(0.199)	(9.838)	0.000	0.000	0.000

There are a number of key indicators to ensure that the Council operates its activities within well-defined limits.

One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2015/16 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes. The Council complies with this indicator.

3.2 Treasury Indicators: Limits to borrowing activity

The operational boundary. This is the limit beyond which external debt is not normally expected to exceed.

Operational boundary	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Debt	366.519	366.519	371.889	377.601
Other long term liabilities	0.188	0.188	0.188	0.188
Total	366.707	366.707	372.077	377.789

The authorised limit for external debt. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

Authorised limit	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Debt	378.000	378.000	384.000	399.000
Other long term liabilities	1.000	1.000	1.000	1.000
Total	379.000	379.000	385.000	400.000

The Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently £354.015m.

Treasury management limits on activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£m	2016/17	2017/18	2018/19
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on fixed interest rates:			
• Debt only	100%	100%	100%
• Investments only	100%	100%	100%
Limits on variable interest rates			
• Debt only	5%	5%	5%
• Investments only	40%	40%	40%
Maturity structure of fixed interest rate borrowing 2016/17			
	Lower	Upper	
Under 12 months	0%	1%	
12 months to 2 years	0%	2%	
2 years to 5 years	0%	3%	
5 years to 10 years	2%	6%	
10 years and above	5%	98%	
Maturity structure of variable interest rate borrowing 2016/17			
	Lower	Upper	
Under 12 months	0%	1%	
12 months to 2 years	0%	2%	
2 years to 5 years	0%	2%	
5 years to 10 years	0%	0%	
10 years and above	0%	0%	

3.3 Borrowing strategy

The Council is currently in a slightly over-borrowed position as described in 3.1. This means that the CFR, has been over funded with loan debt. This was to secure preferential self-financing borrowing rates and maintain General Fund capital balances.

The Corporate Director (Finance & Operations) will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances, specifically in relation to refinancing, delaying capital expenditure and taking on new borrowings.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

3.4 Policy on borrowing in advance of need

The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Borrowing in advance will be made within the constraints that the Council would not look to borrow more than 36 months in advance of need. Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.5 Prospects for Interest Rates

The Councils Treasury Advisors provided the following as their view for interest rates.

	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
Bank rate	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%
5yr PWLB rate	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%
10yr PWLB rate	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%
25yr PWLB rate	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%	4.10%
50yr PWLB rate	3.20%	3.20%	3.30%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%	4.00%

The weakening of UK GDP growth during 2015 and the deterioration of prospects in the international scene, especially for emerging market countries, have led to forecasts being pushed back for an increase in the Bank Base to quarter 4 of 2016.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- Investment returns are likely to remain relatively low during 2016/17 and beyond;

Borrowing interest rates have been highly volatile during 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. Gilt yields have continued to remain at historically low levels during 2015. Any decisions to avoid new borrowing by running down spare cash balances would need to be carefully reviewed to avoid incurring higher borrowing costs in later years.

- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

3.6 Debt rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling and early repayment of debt will be reported to Cabinet, at the earliest meeting following its action.

4 Annual Investment Strategy

4.1 Investment policy

The Council's investment priorities will be security first, liquidity second and then return. The strategy generates a list of highly creditworthy counterparties which will also enable diversification and the avoidance of concentration risk.

In order to minimise the risk to investments, the Council clearly stipulates the minimum acceptable credit quality of counterparties for inclusion on the lending list.

The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by the three main ratings agencies (Fitch, Moody's and Standard and Poor's) with a full understanding of what these reflect in the eyes of each agency. These are monitored on a real time basis with knowledge of any changes notified electronically to Dacorum as the agencies notify modifications.

The Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Officers continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

The Council will engage with its advisors to monitor market pricing such as "credit default swaps" (CDS) and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by the advisors, Capita Asset Services in producing its colour codings which show the varying degrees of suggested creditworthiness.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in appendix 2 under the 'specified' and 'non-specified' investments categories.

4.2 Creditworthiness policy

Dacorum uses the creditworthiness service provided by Capita Asset Services. This service employs a modelling approach using credit ratings from the three main credit rating agencies.

The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This approach produces a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will use counterparties within the following durational bands:

- Yellow 5 years
- Purple 2 years
- Blue 1 year (Nationalised or semi nationalised UK Banks only)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through its use of Capita's creditworthiness service. If a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, new investments will not be placed with the counterparty.

Sole reliance will not be placed on the use of this external service. In addition the Council will also use market data and market information, information on government support for banks and the credit ratings of that supporting government.

4.3 Country limits

The Section 151 Officer will determine approved counterparties from countries with a minimum sovereign credit rating of AAA from Fitch (or equivalent) as appropriate, with durations following the same colour coded criteria, details of which are set out in 4.2. Officers will remove counterparties from this list should ratings change in accordance with this policy, and counterparties will only be added with approval from the Section 151 Officer.

4.4 Investment strategy

In-house funds: Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment treasury indicator and limit: Total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit:

Maximum principal sums invested > 364 days			
£m	2015/16	2016/17	2017/18
Principal sums invested > 364 days	20% of portfolio	20% of portfolio	20% of portfolio

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

4.5 Investment risk benchmarking

These benchmarks are simple guides to minimise risk; so they may be breached from time to time, depending on movements in interest rates and counterparty criteria.

The purpose of the benchmark is that officers will monitor the position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported to Cabinet, with supporting reasons in the mid-year and annual report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to historic default tables is 0.06%.

Liquidity – in respect of this area the Council seeks to maintain:

- Bank overdraft - £0.25m
- Liquid deposits of at least £5m available with a week's notice.
- Weighted average life benchmark is expected to be 100 days

Yield - local measures of yield benchmarks for investments is to achieve internal returns above the 7 day LIBID rate.

4.6 External fund managers

The Council does not currently use fund managers. If deemed appropriate to use fund managers in the future, the decision will be passed through Cabinet for recommendation to Full Council.

Appendix 1: Economic Background

UK

The 2015 GDP growth rate is likely to be a leading rate in the G7 again, although it looks likely to disappoint previous forecasts and come in at about 2%.

The Bank of England's November Inflation Report included a forecast for growth to remain around 2.5% – 2.7% over the next three years. For this recovery to become more balanced and sustainable in the longer term, it still needs to move away from dependence on consumer expenditure and the housing market to manufacturing and investment expenditure. The strong growth since 2012 has resulted in unemployment falling quickly to a current level of 5.1%.

Bank of England Governor Mark Carney has set three criteria that need to be met before he would consider making a start on increasing Bank Rate. These criteria are patently not being met at the current time, (as he confirmed in a speech on 19 January):

Unit wage costs are on a significant increasing trend. This would imply that spare capacity for increases in employment and productivity gains are being exhausted, and that further economic growth will fuel inflationary pressures.

The MPC has been particularly concerned that the squeeze on the disposable incomes of consumers should be reversed by wage inflation rising back above the level of CPI inflation in order to underpin a sustainable recovery. It has, therefore, been encouraging in 2015 to see wage inflation rising significantly above CPI inflation which has been around zero since February.

CPI inflation is expected to get back to around 1% in the second half of 2016 and not get near to 2% until the second half of 2017, though the forecasts in the Report itself were for an even slower rate of increase.

Recent volatility in financial markets could dampen investment decision making as corporates take a more cautious view of prospects in the coming years due to international risks. This could impact in a slowdown in increases in employment. However, consumers will be enjoying the increase in disposable incomes as a result of falling prices of fuel, food and other imports from emerging countries, so this could well feed through into an increase in consumer expenditure and demand in the UK economy,.

The forecast for the first increase in Bank Rate has been pushed back progressively over the last year from Q4 2015 to Q4 2016 and increases after that will be at a much slower pace, and to much lower levels than prevailed before 2008, as increases in Bank Rate will have a much bigger effect on heavily indebted consumers than they did before 2008.

CAPITA ASSET SERVICES FORWARD VIEW

Economic forecasting remains difficult with so many external influences weighing on the UK. Our Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data transpires over time.

Capita Asset Services undertook its last review of interest rate forecasts on 9 November 2015 shortly after the publication of the quarterly Bank of England Inflation Report. There is much volatility in rates and bond yields as news ebbs and flows in negative or positive ways. This latest forecast includes a first increase in Bank Rate in quarter 2 of 2016.

The overall longer run trend is for gilt yields and PWLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. Increasing investor confidence in eventual world economic recovery is also likely to compound this effect as recovery will encourage investors to switch from bonds to equities.

The overall balance of risks to economic recovery in the UK is currently evenly balanced. Only time will tell just how long this current period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

However, the overall balance of risks to our Bank Rate forecast is probably to the downside, i.e. the first increase, and subsequent increases, may be delayed further if recovery in GDP growth, and forecasts for inflation increases, are lower than currently expected. Market expectations in November, (based on short sterling), for the first Bank Rate increase are currently around mid-year 2016.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- UK strong economic growth is weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners - the EU, US and China.
- A resurgence of the Eurozone sovereign debt crisis.
- Recapitalisation of European banks requiring more government financial support

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- Uncertainty around the risk of a UK exit from the EU.

Appendix 2: Credit and Counterparty Risk Management

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Specified Investments: All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' quality criteria where applicable.

	* Minimum 'High' Credit Criteria	Use
Debt Management Agency Deposit Facility	--	In-house
Term deposits – UK Government (including other local authorities)	--	In-house
Term deposits – banks and building societies –Banks carrying a credit rating and the Cooperative Bank	See 4.2	In-house
UK Government Gilts	UK sovereign rating	In-house and Fund Managers
Money Market Funds	AAA	In-house and Fund Managers
Cash Fund Management	See 4.2	In-house and Fund Managers
Government Liquidity Funds	See 4.2	In-house and Fund Managers
<p>Local Authority Mortgage Scheme Under this scheme the Council placed funds of £2M; £1M of which with Lloyds Banking Group and £1M with Leeds Building Society for a period of 5 years. This is classified as being as service investment, rather than a treasury management investment, and is therefore outside of the specified/ non-specified categories.</p>		

Term deposits with nationalised banks and banks and building societies

	* Minimum Credit Criteria	Use	*** Max % of total investments	Max. maturity period
UK part nationalised banks	See Capita's Creditworthy list	In-house	12.5M per institution	12 months

Non-specified Investments: These are any investments which do not meet the specified investment criteria. A maximum of the lower of 30% of the portfolio, or £20m will be held in aggregate in non-specified investment

	* Minimum Credit Criteria	Use	Max. maturity period
Term deposits – UK Government and Other Local Authorities	--	In-house	5 years
Term deposits – banks and building societies	See 4.2	In-house	5 years
Certificates of deposit issued by banks and building societies covered by UK Government (explicit) guarantee	UK sovereign rating	In-house	5 years
Certificates of deposit issued by banks and building societies	See 4.2	In-house	5 years
Fixed term deposits with variable rate and variable maturities -Callable deposits -Callable range trade accounts	See 4.2	In-house and Fund Managers	5 years
Short term funds	See 4.2	In-house and Fund Managers	5 years
Cash Fund Management	See 4.2	In-house and Fund Managers	5 years
Gilt Funds, Bond Funds and Government Liquidity Funds	See 4.2	In-house and Fund Managers	5 years
UK Government Gilts	UK sovereign rating	In-house and Fund Managers	10 years
Bonds issued by multilateral development banks	AAA	In-house and Fund Managers	10 years
Corporate Bonds	See 4.2	In-house and Fund Managers	10 years

Appendix 3: Treasury management roles and scheme of delegation

Full Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy;
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;

Cabinet

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.
- approving the selection of external service providers and agreeing terms of appointment.
- approving the use of non-UK counterparties as appropriate



Dacorum Borough Council

Treasury Management Principles and Practices

Treasury Management Policy Statement

Dacorum Borough Council defines the policies and objectives of its treasury management activities as follows:

1. This Authority defines its treasury management activities as: *“The management of the authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks”*.
2. This Authority regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Authority.
3. This Authority acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

Treasury Management Practices

Treasury Management Practices (TMPs) set out the manner in which Dacorum Borough Council will seek to achieve its treasury management policies and objectives, and how it will manage and control those activities.

Treasury Management Practice	Page
TMP 1 - Risk Management	2
TMP 2 - Performance Measurement	13
TMP 3 - Decision Making and Analysis	16
TMP 4 - Approved Instruments, Methods and Techniques	19
TMP 5 - Organisation, Clarity and Segregation of Responsibilities and Dealing Arrangements	21
TMP 6 - Reporting Requirements and Management Information Arrangements	27
TMP 7 - Budgeting, Accounting and Audit Arrangements	30
TMP 8 - Cash and Cash Flow Management	32
TMP 9 - Money Laundering	34
TMP 10 - Training and Qualifications	35
TMP 11 - Use of External Service Providers	37
TMP 12 - Corporate Governance	39

Treasury Management Practice 1

Risk Management

The responsible officer will, in accordance with the procedures set out in TMP6 Reporting Requirements and Management Information Arrangements:

- *Design, implement and monitor all arrangements for the identification, management and control of treasury management risk;*
- *Report at least annually on the adequacy/suitability thereof;*
- *Report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect;*

In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in this document.

1. Liquidity Risk Management

Dacorum Borough Council (DBC) will ensure it has adequate, though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available which are necessary for the achievement of its business/service objectives.

DBC will only borrow in advance of need where there is a clear business case for doing so, and will only do so for the current capital programme or to finance future debt maturities.

Liquidity risk is the risk that cash will not be available when it is required. This can jeopardise the ability of the Council to carry out its functions, or disrupt those functions being carried out in the most cost-effective manner. The Council will therefore have adequate standby facilities to ensure that there is always sufficient liquidity to deal with unexpected occurrences. It will also seek to ensure that its cash flow forecasting gives as accurate a picture as possible of income and expenditure, and the resulting daily cash balances.

Amounts of Approved Minimum Cash Balances and Short-term Investments

The Treasury Management team shall seek to minimise the balance held in the Council's main bank accounts at the close of each working day, in order to minimise both the credit interest foregone and overdraft interest payable. Borrowing and lending shall be arranged, in conjunction with 'auto-sweeping' of balances, in order to achieve this aim.

Investment of Short-Term Funds

Each morning the Bank's forecast figures for the day are aggregated with any other anticipated cash flows (e.g. cash courier receipts, RTB funds flows income) to produce a consolidated forecast balance for the end of the day. Any short-term credit balance will be either:

- Transferred in to the Council's Call Account with its bankers NatWest plc (RBS); or
- Placed in a Business Reserve Account with selected approved counterparties who offer this facility;
- Placed into a Money Market Fund.

All funds lodged in these ways are instantly available if required.

The Council receives interest if its consolidated balance on any particular night shows a credit balance.

Bank Overdraft Arrangements

A £0.25m net, overdraft facility is available with the Council's bankers. Overdraft charges are only applicable if the Council's consolidated balance on any particular night is overdrawn, and are charged in line with the Bank Contract.

Short-Term Borrowing Facilities

Short-term borrowing is very rarely required. If ever any short-term borrowing is undertaken, this is done through brokers on the London Money Market, or through the Public Works Loan Board. The approved borrowing limits are set out in the Treasury Management Strategy Statement.

Insurance/Guarantee Facilities

There are no specific insurance or guarantee facilities as the above arrangements are regarded as being adequate to cover all unforeseen occurrences.

2. Interest Rate Risk Management

DBC will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements, as described in TMP6 Reporting Requirements and Management Information Arrangements.

The Council will achieve this objective by the prudent use of its approved financing and investment instruments, methods and techniques. This will be done primarily to create stability and certainty of costs and revenues, whilst at the same time retaining a sufficient degree of flexibility to take advantage of unexpected (potentially advantageous) changes in the level or structure of interest rates. The above is subject at all times to the consideration and, if required, approval of any policy or budgetary implications.

Interest rate risk is the risk that unexpected changes in interest rates expose the Council to greater costs or a shortfall in income than have been budgeted for. The Council will seek to minimise this risk by seeking expert advice on forecasts of interest rates from treasury management consultants and discussing with them its strategy for the coming year for the investments and debt portfolios. It will also determine appropriate limits and trigger points as set out below.

The limits and strategy are set out in the annual Treasury Management Strategy Statement. This strategy will be periodically reviewed during the relevant year to see whether any modifications are required in the light of actual movements in interest rates.

Details of Approved Interest Rate Exposure Limits

The Council's strategy regarding interest rate exposure is described in the Treasury Management Strategy Statement which is produced shortly before the start of each financial year.

Trigger Points and Other Guidelines for Managing Changes to Interest Rate Levels

The Treasury Management Strategy Statement outlines the Council's policy for each financial year regarding interest rates and their movements.

Minimum/Maximum Proportions of Variable/Fixed Rate Debt/Interest

The Treasury Management Strategy Statement outlines the Council's policy for each financial year regarding borrowing limits.

Forward Dealing

Consideration will be given to dealing on forward periods dependent upon market conditions. Investments may be agreed weeks or months in advance if market conditions suggest that this course of action is appropriate. Any forward deals of this nature, whose maturity date is over one year hence at the time the investment is agreed, will only be undertaken with the approval of the Section 151 Officer. Occasionally investments are also agreed a few days in advance for administrative convenience (e.g. due to annual leave etc).

Callable Deposits

The Council will use callable deposits as part of its Treasury Management Strategy. The credit criteria and maximum periods are set out in the Schedule of Specified and Non-Specified Investments included within the Treasury Management Strategy Statement.

3. Exchange Rate Risk Management

Dacorum Borough Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

Exchange rate risk is the risk that unexpected changes in exchange rates expose the Council to greater costs or a shortfall in income than have been budgeted for. The Council has a minimal exposure to exchange rate risk as it has no powers to enter into loans or investments in foreign currency for treasury management purposes. It will also seek to minimise what risk it does have by using the policies below.

Approved Criteria for Managing Changes in Exchange Rate Levels

As a result of the nature of the Council's business, the Council may have an exposure to exchange rate risk from time to time. This will mainly arise from the receipt of income or the incurring of expenditure in a currency other than sterling.

The Council will adopt a full hedging strategy to control and add certainty to the sterling value of any foreign currency transactions above £10,000 in value (at the prevailing exchange rate). This will mean that the Council will eliminate all material foreign exchange exposures as soon as they are identified.

Where there is a contractual obligation to receive income or make a payment in a currency other than sterling at a date in the future, forward foreign exchange transactions will be considered, with professional advice, to comply with this full cover hedging policy for material foreign currency transactions. Unexpected receipt of foreign currency income will be converted to sterling at the earliest opportunity unless the Council has a contractual obligation to make a payment in the same currency at a date in the future. In this instance, the currency will be held on deposit to meet this expenditure commitment

4. Credit and Counterparty Risk Management

Dacorum Borough Council regards the primary objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, the Council will ensure that its counterparty lists and limits reflect a prudent attitude towards counterparties with whom funds may be deposited. Furthermore, the Council will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved Instruments, Methods and Techniques and listed in the schedule to this document.

The Council also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

Credit and counterparty risk is the risk of failure by a third party to meet its contractual obligations under an investment, loan or other commitment, especially due to deterioration in its creditworthiness, which causes the Council an unexpected burden on its capital or revenue resources.

As a holder of public funds, the Council recognises its prime responsibility to always put first the preservation of the principal of the sums which it invests. Consequently, it will optimise returns commensurate with the management of the associated risk.

Criteria to be used for Creating/Managing Approved Counterparty Lists/Limits

The Council places a strong reliance on its treasury adviser (Capita Asset Services) to help manage credit and counterparty risk. Capita has much greater market expertise and direct access to market knowledge than the Council itself possesses. None the less, the Council recognises that all advice provided by its treasury adviser is precisely that, and that full responsibility for all counterparties used, and investments placed, rests entirely with the Council.

The three elements to managing credit and counterparty risk are:

- 1) Determining 'Specified and 'Non-Specified' Investments criteria;
- 2) Determining the *Approved Lending Policy*, which sets out minimum credit criteria, duration and monetary amount limits;
- 3) Managing the *Approved Lending List* (or list of counterparties).

Specified and Non-Specified Investments

The Council will determine through its Treasury Management Strategy the credit criteria for various investment instruments in the 'Specified' and 'Non-Specified' Investments categories. Specified Investments are sterling investments of not more than one year maturity (or the ability to be repaid within one year), meeting the minimum 'high' rating criteria and require '*minimal procedural formalities*'. Non-specified investments are any other type of investment. The maximum amounts and maturity periods along with the overall limits are set out in the Treasury Management Strategy Statement.

Lending Policy

The Lending Policy is based on Capita guidance. This uses different ratings combinations and allocates those which meet the minimum criteria a colour as set out in the Treasury Management Strategy Statement. The Council has allocated each of these colour bands a maximum duration and amount. Any changes to the Treasury Management Statement require the approval of Full Council.

Money Market Funds

Money Market Funds will be used in line with the Council's Treasury Management Strategy. The funds used will be reviewed on at least an annual basis in March, unless market conditions, trends and external advice suggests reviews should be undertaken sooner than this.

Approved Lending List

The list of approved counterparties is derived from applying the limits in the Treasury Management Strategy to the weekly ratings list of deposit takers provided by Capita. The list includes domestic and foreign banks, building societies, supranational institutions and multi-lateral development banks. It is supplemented by a ratings alert service for changes to the ratings of individual counterparties.

If the Council uses external fund managers, they will adhere to the counterparty credit criteria and maximum individual limits set by the Council; however it is understood that the fund managers may use a subset of the derived counterparty list.

The Regulatory and Financial Accounting Team is responsible for maintaining the Approved Lending List on the Council's Investment System and for ensuring any changes are communicated to the fund manager, where appropriate.

A full copy of the Council's approved counterparties, along with their individual amount and duration limits, will be included in the Treasury Management Annual Report produced shortly after the end of each financial year.

5. Refinancing Risk Management

Dacorum Borough Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favorable to the Council as can reasonably be achieved in the light of market conditions prevailing at the time.

The Council will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over-reliance on any one source of funding if this might jeopardise achievement of the above.

Refinancing risk is the risk that when loans or other forms of capital financing mature, that they cannot be refinanced where necessary on terms that reflect the assumptions made in formulating revenue and capital budgets.

Debt / Other Capital Financing Maturity Profiling, Policies and Practices

The Council holds debt that arise from the Housing Self Financing transactions in March 2012. This transaction was subject to details reports and approvals, and a specific audit. Debt has been acquired over a thirty year period as fixed term loans from the Public Works Loan Board (PWLb).

The Council acquired new borrowing in May 2015 to support General Fund Capital Expenditure. Borrowing activities and strategies and limits are identified within the Treasury Management Strategy Statement.

Projected Capital Investment Requirements

Regular updates are made to the Authority's 5 year revenue and capital budget projections. These projections identify the key capital items (both expenditure and income) that are forecast for forthcoming years, and this analysis is used to ensure that the Council will have sufficient funds available in forthcoming years to fulfill its capital expenditure requirements.

The definition of capital expenditure and long-term liabilities will follow recommended accounting practice.

Policy Concerning Limits on Revenue Consequences of Capital Financing

The Council will consider all the resources currently available/estimated for the future together with the totality of its capital plans, revenue income and revenue forecasts for the forthcoming year and the two following years and the impact these will have on council tax and housing rent levels. It will also take into account affordability in the longer term beyond this three year period. *(Note: the Prudential Code gives examples of matters relevant to the consideration of affordability, although this is not an exhaustive list).* The Council will use the definitions provided in the Prudential Code for borrowing, capital expenditure, financing costs, investments, net borrowing, net revenue stream, and other long-term liabilities.

Whenever major capital projects are planned, a full examination is undertaken of the potential revenue impact of the project. Issues considered include the revenue costs/benefits that will result directly from the project, and the impact on revenue of interest receipts foregone as a consequence of undertaking the capital investment.

Capital Receipts Generated by the HRA

The Council pools a portion Capital Receipts arising from Housing Assets; it also retains a non-poolable share, known as '1-4-1' receipt, which can be match-funded against new build expenditure. Any unused '1-4-1' receipts are to be returned to Government.

The Council also has the ability to recycle 100% of its non Right to Buy Housing receipts if used for purposes set out in the pooling regulations (Affordable Housing and Regeneration). Receipts under £10,000 are not subject to pooling.

6. Legal and Regulatory Risk Management

Dacorum Borough Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1[4] Credit and Counterparty Risk Management, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the Council, particularly with regard to duty of care and fees charged.

The Council also recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

Legal and regulatory risk is the risk that either the Council or a third party which it is dealing with in its treasury management activities, acts outside of its legal powers or regulatory requirements and as a result the Council incurs loss.

References to Relevant Statutes and Regulations

The treasury management activities of the Council shall comply fully with legal statute, guidance, Codes of Practice and the regulations of the Council. These are:

Legislation

- CIPFA Prudential Code for Capital Finance in Local Authorities;
- Local Government Act 2003 and amendments;
- S.I. 2003 No.2938 Local Government Act 2003 (Commencement No.1 and Transitional Provisions and Savings) Order 2003 13.11.03;
- S.I. 2003 No.3146 Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and associated commentary 10.12.03;
- S.I. 2004 No.533 Local Authorities (Capital Finance) (Consequential, Transitional and Savings Provisions) Order 2004 8.3.04 ;
- S.I. 2004 No.534 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2004 8.3.04;
- Guidance on Investments ODPM 12.3.2004 (revised 1.4.10)
- Local Government and Housing Act 1989;
- Local Authorities (Capital Finance and Accounting) (England) Regulations 2006 and amendments;
- Local Government Finance Act 1992 section 32 for billing authorities and section 43 for major precepting authorities;
- Local Government Finance Act 1988 section 114 – duty on the responsible officer to issue a report if the Council is likely to get into a financially unviable position;
- CIPFA’s Treasury Management Codes of Practice and Guidance Notes;
- LAAP Bulletins
- PWLB circulars on Lending Policy
- The Non Investment Products Code (NIPS) - (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets;
- Financial Services Authority’s Code of Market Conduct;
- IFRS - Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of recommended Practice;

Dacorum Borough Council

- The Council’s Standing Orders;
- The Council’s Financial Regulations;
- The Council’s Scheme of Delegation;
- The Council’s Treasury Management Strategy;
- The Council’s Treasury Management Practices – Principles & Practices;

Procedures for Evidencing the Council’s Powers / Authorities To Counterparties

The Council’s powers to borrow and invest are contained in legislation as follows:

Investing: Local Government Act 2003, section 12;
Borrowing: Local Government Act 2003, section 1;

Required Information from Counterparties Concerning their Powers / Authorities

Lending shall only be made to counterparties on the Council's Approved Lending List. This list has been compiled using advice from the Council's treasury advisers based upon credit ratings supplied by various credit agencies and Capita's own data.

Statement on the Council's Political Risks and Management of these Risks

The Chief Financial Officer shall take appropriate action with the Council, the Chief Executive and the Leader of the Council to respond to, and manage appropriately, political risks such as a change of the majority Group, in the Leader of the Council or a change of Government.

Monitoring Officer

The monitoring officer is the Assistant Director (Chief Executive's Unit). The duty of this officer is to ensure that the treasury management activities of the Council are lawful.

Chief Financial Officer/ S151 Officer

The Chief Financial Officer and S151 Officer is the Corporate Director (Finance & Operations). The duty of this officer is to ensure that the financial affairs of the Council are conducted in a prudent manner and to make a report to the Council if s/he has concerns as to the financial prudence of its actions or its expected financial position.

The Deputy S151 Officer is the Assistant Director (Finance & Resources), who can deputise fully for the S151 Officer.

7. Fraud, Error and Corruption, and Contingency Management

Dacorum Borough Council will ensure that it has identified any circumstances that may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

Fraud, error and corruption risk is the risk that the Council may fail to employ adequate systems, procedures and other arrangements which identify and prevent losses through such occurrences. The Council will therefore:

- a) Seek to ensure that an adequate division of responsibilities and maintenance at all times of an adequate level of internal check which minimises such risks;
- b) Fully document all its treasury management activities so that there can be no possible confusion as to what proper procedures are;
- c) Ensure staff will not be allowed to engage in treasury management activities until they have had proper training in procedures; and are then subject to an adequate and appropriate level of supervision
- d) Ensure records are maintained of all treasury management transactions, so there is a full audit trail and evidence of the appropriate checks being carried out.

Details of Systems and Procedures to be Followed, Including Internet Services

Authority

The Council's Financial Regulations sets out the Council's delegation arrangements with regard to Treasury Management. These are also summarised in *TMP5: Organisation, clarity and segregation of responsibilities, and dealing arrangements*.

Investment and Borrowing Transactions

Adequate and effective cash flow forecasting records are maintained on the Council's Investments system to support any decisions made to place investments. Records are also kept for each investment recording the reasoning behind the duration to maturity chosen for that investment.

A detailed register of all investments is maintained within the Council's Investments system. This system includes full details of counterparty limits, along with other information including investment amounts, value and maturity dates, interest rates, and gross interest receivable.

All transactions placed through brokers or via direct dealing are confirmed, showing details of the transaction. Written confirmation is received from both broker and borrower and checked against the dealer's records for the transaction. Any discrepancies are immediately reported to the Technical Accounting Manager for resolution. The Council does not currently send any confirmations of its own.

Regularity and Security

All lending, for investment purposes, is only made to counterparties on the Council's Approved Lending List. This list provides individual authorisation limits for each counterparty.

The Investments system prompts the Assistant Accountant - or whoever else undertakes the Council's investment functions on any particular day (the Council's Investments System can only be accessed by a password) – that money borrowed or lent is due to be repaid. It also provides a warning if the basic cash flow forecast for the day suggests that either a short-term deposit or an investment is to be made, but the appropriate details have yet to be recorded

Investments are paid direct into the appropriate counterparty's bank account (as advised by the broker or counterparty as appropriate), and investments are repaid direct from the counterparty into the Council's General Account.

Counterparty limits are set for every institution that the Council invests with.

Brokers have been provided with a list of named Council officials who are authorised to place investments on the Council's behalf.

The Council's Bank holds a list of Council officials who are authorised signatories. The list of authorised bank account signatories has previously been agreed with the Council's current bankers, and updates of this list are notified to the bank as appropriate when current authorised signatories leave, or new signatories join, the Council.

Notifications of amendments are only accepted by the bank if they are signed by an existing (non-departing) authorised signatory. The only member of the treasury management team that is an authorised signatory is the Team Leader. There is a separation of duties in the section between the officer placing the deals and the officer checking counterparty confirmations. In addition, if an authorising officer were to create a payment transaction online, the transaction would still need the usual approval by one/two other authorising officers.

All investments are paid by CHAPS instruction through the online banking system. This is undertaken by two of the authorised bank account signatories, but the officer agreeing an investment cannot be one of the signatories for that particular investment.

Checks

The Investment System balances are reconciled to the balance sheet ledger codes at the end of each month and at the financial year-end. The Investment System includes comprehensive reconciliation checks back to the Council's banking system to ensure that all investments transactions are correctly recorded and processed.

An investment income listing is produced every month and summarised on a monthly report so that a review may be undertaken against the budget for interest earnings

Emergency and Contingency Planning Arrangements

All computer files are backed up on the server to enable files to be accessed from remote sites.

The Council's Investments system is installed on several PC's, and all program and data files are stored on the Council's network. This network is backed up daily, with the backup being stored at a remote site.

The banking system is internet based so can be accessed from any site or pc, subject to the user having the appropriate access, security information, and security key.

Insurance Cover Details

The Council has 'Fidelity' insurance cover with AIG. This policy covers the loss of cash by fraud or dishonesty of employees. The total limit of indemnity provided is £5,000,000, a policy excess of £25,000 for each and every claim applies.

The Council also has Officials Indemnity cover with AIG. This provides cover in respect of the Council's legal liability to pay claimant's damages and costs for financial losses arising as a result of the negligent acts or accidental errors and omissions of Council employees, occurring in the course of their duties. The limit of indemnity is £5,000,000, a policy excess of £5,000 for each and every claim applies.

The Council also has Business Interruption cover as part of its property insurance with Aspen Insurance. This provides cover in respect of additional cost of working and loss of revenue if an insured event occurs.

8. Market Risk Management

Dacorum Borough Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

Market risk is the risk that, through adverse market fluctuations in the value of principal sums, the Council borrows and invests, that its stated policies and objectives are compromised, against which it had failed to protect itself adequately.

The Council does not currently have exposure to investments whose capital may fluctuate (gilts, Corporate Deposits), and will only undertake such activities on discussion with the S151 Officer and Portfolio Holder (Finance & Resources), and if the current Investment Strategy allows such investments.

Treasury Management Practice 2

Performance Management

Dacorum Borough Council is committed to the pursuit of best value in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its Treasury Management Strategy.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements. The performance of the treasury management function will be measured using the set criteria.

Methodology to be Applied for Evaluating the Impact of Treasury Management Decisions

The Council has an ongoing programme of review of service plans, and Treasury Management is incorporated within this programme as part of the Financial Services service plan.

Treasury Management is also subject to an annual review through the Council's Service and Financial Planning process, and all of the key procedures followed are subject to annual examination from both the Council's internal and external auditors.

The Council is also a member of CIPFA's Treasury Management Club, which provides comparison of the Council's interest returns with those of a large number of other Local Authorities across the country.

Dacorum also receives ongoing investment guidance and advice from its external treasury consultants.

Should the Council appoint an external Fund Manager; its treasury management consultants will assist the Council with quarterly and annual reviews of the performance of these external managers.

Policy Concerning Methods for Testing Best Value in Treasury Management

Frequency and Processes for Tendering

Tenders are normally awarded on a 3-yearly basis, with the option to extend for one or two further years if approved by Cabinet. The process for advertising and awarding contracts will be in line with the Council's Standing Orders and Financial Regulations.

Banking Services

Dacorum's current contract began on 1st February 2015. This is a 4-year contract. It is anticipated that this contract will then be re-tendered as appropriate.

A basic duration for this contract of 4 years has been chosen because of the considerable effort that is involved in changing the Council's banking contractor. Were such a change to be undertaken every 3 years, the costs of transition would significantly erode any savings achieved as a result of the tender process.

Money-Broking Services

Dacorum Borough Council does not have a list of approved money brokers. This is because the Council does not enter into contractual relationships with brokers. As the Council operates in the market solely as a lender (borrowing undertaken by the Council has been with the PWLB), brokers do not charge the Council for their services.

Records are kept for all investments placed by the Council of which broker (if any) assisted the Council.

Consultants'/Advisers' Services

Dacorum Borough Council employ Capital Asset Services as its external treasury management consultants.

Policy on External Managers

The Council does not currently employ any external Fund Managers and the approval of Cabinet will be sought should the Chief Financial Officer consider it to be in the Council's best interests to employ one or more Fund Managers.

Methods to be Employed for Measuring the Performance of the Council's Treasury Management Activities

Performance Measured Against Annual Treasury Strategy Statement Targets

The annual Treasury Management Strategy does not include specific targets for the appropriate forthcoming year. However, it does provide a description of the intended approach for the year, and the reasons for this. The budgeted income from Investments is included within the annual budget report and this is monitored on a monthly basis in the form of a monthly report, and also the use of the Council's performance measurement system CorVu.

The Treasury Management Annual Performance Report then describes what actually happened, and explains any key differences between the final reality and what was foreseen in the original strategy.

Compliance with CIPFA's "Treasury Management in the Public Services" Code of Practice

The Council complies with CIPFA's Treasury Management in the Public Services Code of Practice.

All of the documents and practices required by CIPFA's code are open to examination by the Council's internal and external auditors. Consequently, independent verification of compliance with the code of practice should occur at least bi-annually.

Expenses Contained Within Approved Budget

The staffing and daily administration costs of the Treasury Management function are included within the costs of the Council's Accountancy service. Consequently, budget monitoring for the Treasury Management function takes place as part of the Council's monthly and quarterly processes, within the umbrella of the Accountancy and Treasury Management as a whole.

Certain specific costs, such as payments made to the Council's external treasury advisers, are separately identified within the Council's general ledger, and hence these items are monitored throughout the year.

Review of CIPFA's Benchmarking Club Data

Benchmarking data is submitted quarterly. The data supplied by the Club is reviewed by the Team Leader (Regulatory and Financial Accounting) but no formal reports are presented to Cabinet.

Benchmarks and Calculation Methodology

Debt Management

Borrowing is monitored on at least a monthly basis, comparing rates of current borrowing to new rates available.

Investment

The Council's (in-house) investment returns are compared with the average Bank of England Base Rate each year.

The first of these targets is included entirely due to historic precedent within the Authority. Should performance in an entire financial year ever under-perform the Bank of England Base Rate, a clear explanation of the reasons for this will be included within the Treasury Management Annual Report. Also, if appropriate, changes will be described in the report with a view to avoiding a repetition of this under-performance.

Treasury Management Practice 3

Decision Making and Analysis

Dacorum Borough Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued in reaching decisions are detailed in this document.

Funding, Borrowing, Lending, and New Instruments / Techniques

Records

The Council's Treasury Management section uses a computerised Investments System. This system includes records of all of the following:

- Daily cash flow forecasts;
- Rate quotations received;
- Historic interest rates;
- Full details of the Council's Approved Lending List, and changes thereof;
- Investment details, including principal, value/maturity dates, interest rate, gross interest broker (if any), and bank authorisation/security details.

A scanned copy of all appropriate details is also kept for each investment, and all confirmations received from brokers/counterparties are checked against these details and then filed with the original documentation for that investment.

All of the above records will be retained for at least a period of 6 financial years plus the current year. Where records relate to a specific investment, the above period will only commence from the date of maturity of the investment.

Processes to be Pursued

Cash Flow Analysis

The Council's Investments System includes details of all key items that impact on the Council's short and medium term cash flow. This includes items such as (please note this is not a comprehensive list):

- Direct Debit income and cash receipts, for Council Tax, NNDR and Housing Rents;
- Receipt of Benefit Subsidy;
- Precept Payments to HCC/HPC;
- Net payments to DCLG for Grants and Business Rates Retention Scheme;
- Monthly payment of salaries to Council employees.

In addition, the Assistant Accountant is made aware of any ad-hoc large cash flows which are incorporated into the investments system. These include, (but are not limited to):

- Right to Buy receipts (notified by Legal Services);
- Purchase/sale of property (notified by the appropriate Group Manager through the Service Accountant).

Maturity Analysis

The Council's Investments System ensures that the Assistant Accountant is aware of all forthcoming maturities. This ensures that plans can be made in advance regarding the management of forthcoming liabilities, and the investment of surplus funds.

Ledger Reconciliations

Comprehensive ongoing reconciliations ensure that all treasury management transactions are fully and accurately processed and recorded.

Collation of Monthly Performance Summary

At the end of each month, the Assistant Accountant provides an investments summary for the current financial year to the:

- Resources Portfolio Holder;
- Chief Financial Officer;
- Deputy Chief Financial Officer;
- Group Manager – Financial Services;
- Team Leader – Regulatory & Financial Accounting;
- Team Leader – Financial Planning & Analysis;
- Accountant (Financial Accounting).

This summary includes (but not limited to):

- Interest to date and forward forecasts;
- Money Market Fund analysis;
- Borrowing analysis;
- Market updates;
- Updates to the approved lending list;
- Counter-party risk analysis.

Issues to be Addressed

In respect of every decision made the Council will:

- Above all be clear about the nature and extent of the risks to which the Council may become exposed;
- Be certain about the legality of the decision reached, the nature of the transaction, and that all authorities to proceed have been obtained;
- Be content that the documentation is adequate to deliver the Council's objectives, protect its interests, and deliver good housekeeping;
- Ensure that third parties are judged satisfactory in the context of the Council's creditworthiness policies, and that limits have not been exceeded;
- Be content that the terms of any transactions have been fully checked against the market, and have been found to be competitive.

Should the Council find itself in the position of having to borrow monies, it will:

- Evaluate the economic and market factors that might influence the manner and timing of any decision to fund;
- Consider the merits and demerits of alternative forms of funding, including funding from revenue, leasing and private partnerships;
- Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use;
- Consider the ongoing revenue liabilities created, and the implications for the Council's future plans and budgets.

When making investment decisions, the Council will:

- Consider the optimum period of investment, in the light of cash flow availability and prevailing market conditions;
- Consider the alternative investment products and techniques available, especially the implications of using any which may expose the Council to changes in the value of its capital.

Treasury Management Practice 4

Approved Instruments, Methods & Techniques

Dacorum Borough Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in this document, and within the limits and parameters defined in TMP1 Risk Management.

Approved Activities of the Treasury Management Function

- Lending;
- Managing the underlying risks associated with the Council's capital financing and surplus funds activities;
- Managing cash flow;
- Banking activities;
- Consideration, approval, and use of, new financial instruments and treasury management techniques;
- Borrowing;
- Debt repayment and rescheduling;
- Managing the underlying exchange rate risk associated with the Council's business activities.

Approved Instruments for Investments

All investments will comply with the Local Authorities Capital Finance Approved Investment Regulations 1990 SI 426 and subsequent amendments. The instruments used will be outlined in the Treasury Management Strategy.

Approved Techniques

The primary method to be used when placing investments will be standard fixed-term deposits. However, callable deposits and forward dealing will also be employed as and when this is considered appropriate and allowable in the Treasury Management Strategy.

Approved Methods and Sources of Raising Capital Finance

Should the Council need to undertake borrowing in the future to finance capital expenditure, this finance will only be raised in accordance with the Local Government and Housing Act 1989 (or subsequent legislation where appropriate). This Act offers the Council a number of approved methods and sources of raising capital finance:

<i>On Balance Sheet</i>	<i>Fixed</i>	<i>Variable</i>
<i>PWLB</i>	●	●
<i>EIB</i>	●	●
<i>Market (Long-Term)</i>	●	●
<i>Market (Temporary)</i>	●	●
<i>Market (LOBOs)</i>	●	●
<i>Stock Issues</i>	●	●
<i>Local Temporary</i>	●	●
<i>Local Bonds</i>	●	
<i>Overdraft</i>		●
<i>Negotiable Bonds</i>	●	●
<i>Internal (Capital Receipts & Revenue Balances)</i>	●	●
<i>Commercial Paper</i>	●	
<i>Medium Term Notes</i>	●	
<i>Leasing (not Operating Leases)</i>	●	●
<i>Deferred Purchase</i>	●	●
<i>Other Methods of Financing</i>		
<i>Government and EC Capital Grants</i>		
<i>Lottery Monies</i>		
<i>PFI / PPP</i>		
<i>Operating Leases</i>		

All forms of funding will be considered dependent on the prevailing economic climate, regulations and local considerations. The Chief Financial Officer has delegated powers in accordance with Standing Orders, Financial Regulations, the Scheme of Delegation to Officers and the Treasury Management Strategy to take the most appropriate form of borrowing from the approved sources.

TMP 5: Organisation, Clarity, Segregation of Duties and Dealing Arrangements

Treasury Management Practice 5

Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements

Dacorum Borough Council considers it essential for the:

- *purposes of the effective control and monitoring of its treasury management activities;*
- *reduction of the risk of fraud or error;*
- *pursuit of optimum performance.*

It is essential that these activities are structured and managed in a fully integrated manner, and that there is at all times clarity of treasury management responsibilities.

The principles on which this will be based, is that there is a clear distinction between those charged with setting treasury management policies, and those charged with implementing and controlling these policies, particularly with regard to the:

- *execution and transmission of funds;*
- *recording and administering of treasury management decisions;*
- *audit and review of the treasury management function.*

If and when Dacorum Borough Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the responsible officer will ensure that the reasons are properly reported in accordance with TMP6 Reporting Requirements and Management Information Arrangements, and the implications properly considered and evaluated.

The responsible officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangement for absence cover.

The responsible officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

The responsible officer will fulfil all such responsibilities in accordance with the organisation's Treasury Management Strategy, Treasury Management Practices and, if a CIPFA member, the Standard of Professional Practice on Treasury Management.

Limits to Responsibilities/Discretion at Member/Executive Levels

The Cabinet will receive, review and approve (as appropriate) the following reports:

- Treasury Management Strategy Statement;
- Treasury Management mid-year Performance Report;
- Treasury Management Annual Performance Report.

The key responsibilities of the Chief Financial Officer regarding Treasury Management are to:

- Review and approve the above reports, and present them to Cabinet;
- Ensure that all of the Council's borrowing and investment activities are made in accordance with the relevant legislation, codes of practice, associated requirements, and the Council's Financial

TMP 5: Organisation, Clarity, Segregation of Duties and Dealing Arrangements

Regulations. Should this fail to be the case, the Chief Financial Officer will notify members as soon as is reasonably possible;

- Ensure that the Council complies with the requirements of The Non-Investment Products Code for principals and broking firms in the wholesale markets;
- Ensure that sufficient staff resources, with adequate skills, are employed in the Treasury Management function;
- Approve and monitor the segregation of duties;
- Ensure that adequate control and accounting systems are in place to adequately control the activities of the Treasury Management function;
- Receive and review external audit reports and act upon any recommendations that may be received;
- Approve, in accordance with Financial Regulations, the selection of external service providers such as treasury consultants, Fund Managers and Money Market Funds.

Principles and Practices Concerning Segregation of Duties

The key responsibilities of the Assistant Accountant and Accountant (Regulatory & Financial Accounting) regarding Treasury Management are to:

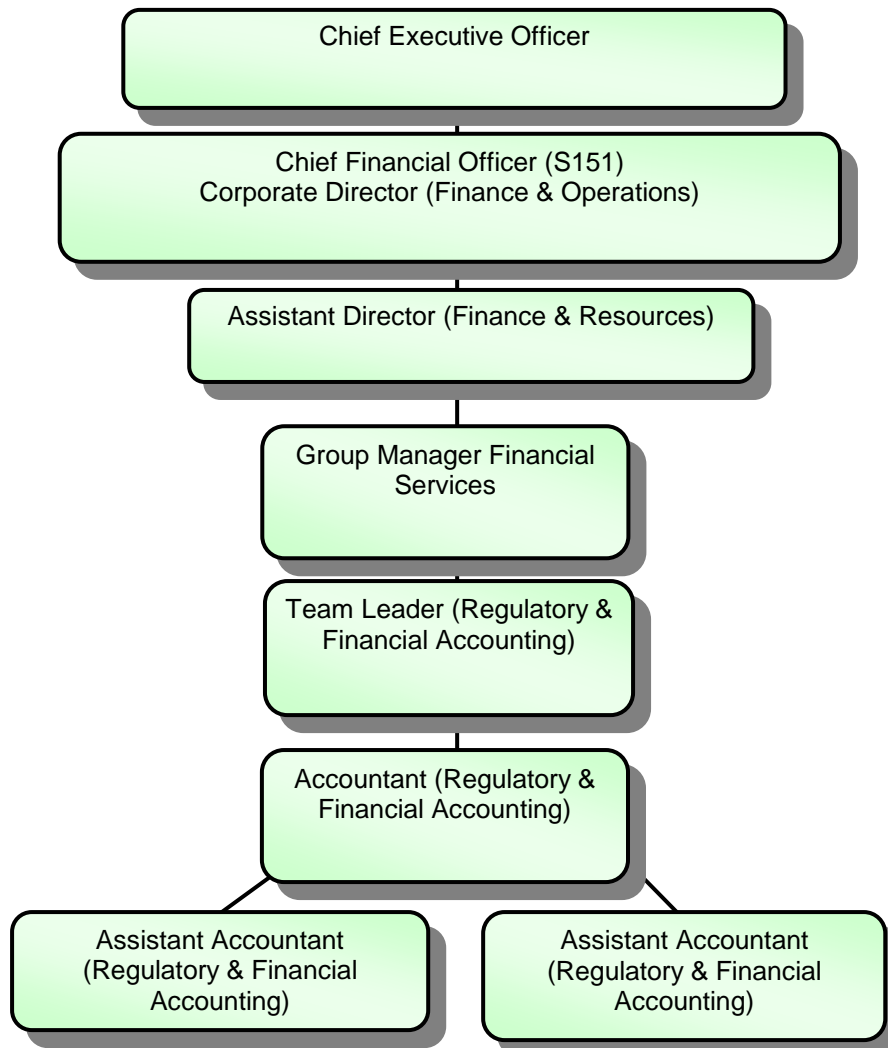
- Assist the Chief Financial Officer with the production of the reports listed above;
- Implement the Council's borrowing and investment strategy on a day-to-day basis;
- Conduct, in accordance with this strategy, all of the Council's money market dealings;
- Produce monthly reports reviewing the Council's investments performance;
- Identify and recommend opportunities for improved practices;
- Maintain relationships with third parties and external service providers.

All new investments (or borrowing) must be approved by two of the Council's approved bank account signatories. If an investment is placed by an approved signatory, this individual cannot also be one of the two approvers of the deal.

The approval described above must be given by two bank account signatories, because the Council's bankers require (as instructed by the Council) that all payments above £40,000 in value must be approved by two approved signatories.

The key reconciliations for Treasury Management are undertaken by the Accountant (Regulatory & Financial Accounting). The Assistant Accountant (Regulatory & Financial Accounting) is responsible for most of the day-to-day cash flow management and investments. The general ledger processing of investment transactions is an automated process and if the general ledger totals differ from those expected by the Council's Investments system, this will show up in the reconciliations.

Treasury Management Organisation Chart



Statement of Duties/Responsibilities of Each Treasury Post

Chief Financial Officer (and Deputy Section 151 Officer)

The key responsibilities of the Chief Financial Officer are described in TMP5 above.

The Chief Financial Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.

The Chief Financial Officer may delegate their power to borrow and invest to other members of staff within the Treasury Management hierarchy. The Assistant Accountant (Regulatory & Financial Accounting), or any member of the Accountancy & Treasury Management team who have been approved by the Chief Financial Officer, must conduct all dealing transactions. These arrangements will provide sufficient flexibility in the event of staff leave or sickness.

Team Leader (Regulatory & Financial Accounting)

The responsibilities of this post will be:

- Adherence to agreed policies and limits;
- Managing the overall Treasury Management function;
- Supervising treasury management staff;
- Ensuring appropriate segregation of duties;
- Submitting management information reports to the Chief Financial Officer;
- Review of Reconciliations.

Accountant (Regulatory & Financial Accounting)

The responsibilities of this post will be:

- Adherence to agreed policies and limits;
- Supervising Assistant Accountants;
- Completion of Reconciliations;
- Preparing management information reports to the Chief Financial Officer.

Assistant Accountant (Regulatory & Financial Accounting)

The key responsibilities of the Assistant Accountant will be:

- Assist the Chief Financial Officer with the production of the reports listed above;
- Implement the Council's borrowing and investment strategy on a day-to-day basis;
- Conduct, in accordance with this strategy, all of the Council's money market dealings;
- Produce monthly reports reviewing the Council's investments performance;
- Identify and recommend opportunities for improved practices;
- Maintain relationships with third parties and external service providers.

Chief Executive

The key responsibility of the Chief Executive is to ensure that the Chief Financial Officer reports regularly to Cabinet on Treasury Management's policy, activity and performance.

Assistant Director (Chief Executive's Unit) - in the role of Monitoring Officer

The responsibilities of this post will be to:

- Ensure compliance by the Chief Financial Officer with the Treasury Management Strategy (TMS);
- Be satisfied that any proposal to vary the TMS complies with law or any code of practice;
- Give advice to the Chief Financial Officer when advice is sought.

Internal Audit

The responsibilities of Internal Audit will be to:

- Review compliance with the approved Treasury Management policy and procedures;

TMP 5: Organisation, Clarity, Segregation of Duties and Dealing Arrangements

- Review segregation of duties and operational practice;
- Assess value for money from treasury activities;
- Undertake probity audit of the Treasury Management function.

Absence Cover Arrangements

The post-holders listed below are fully competent in the daily administration of the Council's cash flow and investments:

- Assistant Accountant (Regulatory & Financial Accounting) x 2

In the absence of both the Assistant Accountants the Accountant (Regulatory & Financial Accounting) can undertake the download of data and cash flow management, but cannot place investments.

In the absence of all three staff, the Team Leader (Regulatory & Financial Accounting) can undertake the whole function, but this would require two separate authorised officers to authorise any investments placed, and the reconciliation for the period would need review by the Group Manager.

In the event that the above officers are unavailable on a particular day, the ultimate responsibility for ensuring that the Council's Treasury Management functions are completed lies with the Chief Financial Officer.

Dealing Limits

The officers listed individually are authorised to undertake all treasury management dealings required by the Council. There is not a specific limit on the amount of such activity that may be undertaken on any one day, but all dealings are expected to comply in full with the requirements of the various schedules contained within this document.

List of Approved Brokers

The Council's brokers are:

- Sterling International Brokers;
- Intercapital Europe;
- Tradition.

Because the Council does not enter into any contractual obligations with any of its brokers, no formal approval has been, or will be, obtained with regard to these brokers.

Should changes to the list of brokers used by the Council be considered appropriate, these will be introduced as required.

Whenever a broker is used in agreeing a money market deal, this is recorded within the Council's Investments System.

Policy on Brokers' Services

The Council does not have a formal policy regarding the use of broker's services.

TMP 5: Organisation, Clarity, Segregation of Duties and Dealing Arrangements

In practice, most of the Council's business is split roughly evenly between the brokers listed above.

Policy on Taping of Conversations

The Council does not tape conversations with brokers, and it has no 'taping' policy.

Direct Dealing Practices

These relationships generally offer slightly higher rates than can be obtained through brokers. Also, some of these relationships enable access to counterparties who do not accept Council investments via brokers..

Where an investment has been dealt direct, this fact is recorded on the Council's Investments System.

Settlement Transmission Procedure

For each investment agreed by the Council, the payment details are entered on the Council's Bankers online banking system. This is then approved by account signatories using their individual logins and security keys.

Documentation Requirements

For each investment that is undertaken, the following details are both stored electronically and kept on a paper record:

- Investment Reference
- Counterparty
- Broker
- Principal
- Value Date
- Maturity Date
- Interest Rate
- Counterparty Sort-Code
- Counterparty Bank Details
- Counterparty Account Number
- Gross Interest
- Interest Analysed by Financial Year

The paper version of the above details is signed by the dealing officer. It is also signed by the two authorised signatories who authorise the CHAPS payment.

In addition to the above, up to four (basic) reasons regarding the duration of each investment are recorded electronically by the dealing officer.

Arrangements Concerning the Management of Third-Party Funds

The Council does not manage any material third-party funds; and are managed in line with the Council's own funds.

TMP 6: Reporting Requirements and Management Information Arrangements

Treasury Management Practice 6

Reporting Requirements and Management Information Arrangements

Dacorum Borough Council will ensure that regular reports are prepared and considered on the:

- *implementation of its treasury management policies;*
- *effects of decisions taken and the transactions executed in pursuit of those policies;*
- *implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities;*
- *performance of the treasury management function.*

As a minimum, the organisation (i.e. the Full Council) will receive:

- *An annual report on the strategy and plan to be pursued in the coming year;*
- *An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's Treasury Management Strategy Statement and Treasury Management Practices.*

Annual Treasury Management Strategy Statement

The Treasury Management Strategy Statement sets out the expected treasury activities for the appropriate forthcoming financial year. The strategy will be submitted to Cabinet for approval before the commencement of each financial year, usually along with the Budget Setting Report.

The formulation of the annual Treasury Management Strategy involves determining the Council's borrowing and investment decisions in the light of anticipated movements in interest rates. For example, the Council may decide to place longer-term investments if it is anticipated that future interest rate movements will demonstrate current longer-term interest rates to be higher than would be achieved by rolling-over shorter term investments.

The Strategy will propose guiding principles for the forthcoming financial year, but it will also describe potential alternative courses of action given the occasional volatility of the money markets. Should major variations from the central strategy prove necessary, the Portfolio Holder (Finance & Resources) will be kept fully informed.

In preparing and reporting the proposed strategy, all appropriate sources of information will be used, including independent interest rate forecasts and guidance from the Council's external treasury advisers.

The Treasury Management Strategy is concerned with the following elements:

- The current Treasury portfolio position;
- The prospects for interest rates;
- The limits placed by the Council on treasury activities;
- The expected borrowing strategy (if this becomes appropriate in the future);
- The strategy for the year for the Council's investments;
- Borrowing requirements (if appropriate);
- Any extraordinary treasury issues.

Policy on Interest Rate Exposure

The Council approves before the beginning of each financial year the following treasury limits:

- The amount of the overall borrowing limit which may be outstanding by way of short term borrowing;
- Where borrowing is envisaged, the maximum proportion of interest on borrowing which will be subject to variable rate interest.

The Chief Financial Officer is responsible for incorporating these limits into the annual Treasury Management Strategy, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the Chief Financial Officer will submit the changes to Cabinet for approval.

The Treasury Management Strategy describes the Council's policy for each financial year regarding exposure to changes in interest rates for the investment portfolio.

Annual Report on Treasury Management Activity

An annual report will be presented to Cabinet at the earliest practicable meeting after the end of the financial year, but in any case by the end of September. This report will include the following:

- A comprehensive review for the financial year of all treasury policies, activities and results;
- A summary of the interest returns achieved (including comparison with standard benchmarks) and the impact of these returns on the Council's revenue budget;
- An assessment of the degree of compliance with the original strategy, and an explanation of any deviations;
- An overview of the potential impact of any Treasury Management decisions (e.g. long-term investments) taken during the year that may impact materially on future years;
- Notification, and explanation, of any breaches of the Council's Treasury Management Statement, Treasury Management Practices, or Approved Lending List;
- A report on compliance with CIPFA recommendations in its "Treasury Management in the Public Services" Code of Practice;
- Prudential Indicators.

Management Information Reports

A management information report will be prepared at the end of each month by the Assistant Accountant. This report will be sent to the Portfolio Holder (Finance & Resources), the Corporate Director (Finance & Operations), the Assistant Director (Finance & Resources), Group Manager (Financial Services), the Team Leader (Regulatory & Financial Accounting) and the Team Leader (Financial Planning & Analysis).

The report will contain the following information:

- Interest to date and forward forecasts
- Money Market Fund Analysis
- Borrowing Analysis
- Market Updates
- Updates to the approved lending list
- Counterparty Risk

TMP 6: Reporting Requirements and Management Information Arrangements

Should the Council appoint external fund managers, the above reports will consider funds managed internally and externally separately, before comparing the returns achieved and reporting the combined impact of these returns upon the Council.

Periodic Reports to Cabinet

Each year, Cabinet will receive and consider (as a minimum) the following Treasury Management reports:

- An annual Treasury Management Strategy before the commencement of the new financial year;
- A mid-year review by the end of December of each year.
- An annual Treasury Management Activity Report within six months of the financial year-end.

Treasury Management Practice 7

Budgeting, Accounting and Audit Arrangements

The responsible officer will prepare, and the Council will approve (and, if necessary, amend), an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1: Risk Management, TMP2: Performance Measurement, and TMP4: Approved Instruments, Methods and Techniques.

The responsible officer will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with TMP6: Reporting Requirements and Management Information Arrangements.

The Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

The Council will ensure that its auditors and those charged with regulatory review, have access to all information and papers supporting the activities of the treasury management function as are necessary for the proper fulfillment of their roles. Such information and papers will demonstrate compliance with external and internal policies and approved practices.

Statutory/Regulatory Requirements

The Council's accounts are drawn up in accordance with the "Code of Practice on Local Authority Accounting" ('the code') and the "Service Reporting Code of Practice". This code of practice is recognized by statute as representing proper accounting practices.

Accounting Practices and Standards

Due regard is given to the International Accounting Standards as they apply to Local Authorities in the United Kingdom, as defined by the code. The Council adopts in full the principles set out in CIPFA's "Treasury Management in the Public Services" Code of Practice, together with specific recommendations within the accompanying "Guidance Notes for Local Authorities" that are relevant to the Council's treasury management activities.

Sample Budgets / Accounts

The staffing and daily administration costs of the Treasury Management function are included within the costs for the Council's Accountancy service. This budget is prepared by the Financial Planning and Analysis (FPA) team in advance of each financial year, and then approved by Full Council.

Given the above, budget monitoring for the Treasury Management function takes place as part of the Council's monthly and quarterly processes within the umbrella of the Accountancy service as a whole.

Certain specific costs, such as payments made to the Council's external treasury advisers, are separately identified within the Council's general ledger, and hence these items are monitored throughout the year.

List of Information Requirements of External Auditors

- Verification with counterparties of investments and loans at year-end;
- Reconciliation between the Council's Investments System and its general ledger of principal and interest amounts received during the year, and accrued at year-end;
- Verification of receipt of previous year accruals;
- A copy of the year-end Treasury Management Annual Report;
- Should it become appropriate in the future, external fund manager(s) valuations including investment income schedules and movement in capital values.

Monthly Budget Monitoring Report

TMP 6 describes the monthly reporting arrangements for the Council's investment and borrowing portfolio, whilst TMP 7 describes the arrangements for monitoring the costs of the Treasury Management service within the Council.

Budget Setting Exercise

All budgets for Treasury Management, including both returns achieved and running expenses incurred, are prepared annually by the Financial Planning & Analysis team in conjunction with the Treasury Management team, and then approved by Full Council.

Treasury Management Practice 8

Cash and Cash Flow Management

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of Dacorum Borough Council will be under the control of the responsible officer, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the responsible officer will ensure that these are adequate for the purposes of monitoring compliance with TMP1 Liquidity Risk Management.

Arrangements for Preparing and Submitting Cash Flow Statements

As part of the Council's budget and medium term financial plan processes, revenue and capital budgets for the next 5 years are prepared. This process identifies key expenditure and income flows that are expected in forthcoming years, and any major items that need to be considered when long-term investment decisions are made.

Detailed day-by-day cash-flow projections are produced before the start of each financial year. These projections are produced using the Council's Investments System, and are calculated using a variety of sources of income and expenditure.

Content and Frequency of Cash-Flow Budgets, and Sources of Information

Examples of items included in the cash flow, and basis of amount included are shown below.

Income

Direct Debit Income (CT, NNDR, Housing Rents)

Monthly receipt on the 1st of the month, or the first working day thereafter *Previous Year + Appropriate Increase*

Housing Benefit Subsidy Received from the DSS (BACS)

Monthly receipt on the 15th of the month, or the first working day thereafter *DSS Schedule>Returns*

Miscellaneous Cash (CT, NNDR, Housing Rents, Customer Accounts)

Daily *Based on prior year trends*

Ad-hoc and Right to Buy Receipts

Ad-hoc *Information provided by services and Service Accountants*

Expenditure

Precept Payments to HCC / HPC (BACS)

Approximately 10 payments per year are made, roughly once every 5 weeks. *Schedule Received from HCC*

Business Rates Retention Scheme Payments to the Government (BACS)

Approximately 25 payments per year are made, roughly once a fortnight. *Schedule Received from DCLG*

Payments to Sundry Creditors (BACS)

BACS runs clear Tuesdays and Thursdays. *Approximate figure of £1.2m; varies each week*

Salaries Payments to Employees (BACS)

Monthly payment on the 25th of the month, or the last working day preceding this. *Previous Year + Pay Rise*

Income Tax / NI Payments to the Inland Revenue (DBC-Originated CHAPS)

Monthly payment on the 22th of the month, or the last working day preceding this.

Previous Year + Pay Rise

In addition to the above, all investment payments and maturities (including interest) are automatically added to the cash flow diary as appropriate.

Bank Statement Procedures

All bank statement data is exported daily from the computer system provided by the Council's bankers into the Council's Investment System.

Some of the entry types listed above result from processing undertaken in other Council systems. As such, the Council's banking system simply records the fact that these particular transaction types have occurred. However, it should be noted that all entries are reconciled as part of the ongoing bank reconciliation procedures.

Other entry types shown above require entries to be passed through to the Council's general ledger system. This involves an Assistant Accountant assigning one or more ledger codes to the appropriate payment or receipt, and then confirming that the entry is ready for processing. These transactions are then batched at the end of the day, and processed through to the Council's general ledger system.

Payment Scheduling and Agreed Terms of Trade with Creditors

All of the Council's invoices are paid by a central Creditors team. This team currently produces two BACS runs, and all invoices due that have been received by the team in advance of their weekly deadline will be paid at this time.

Invoices are paid in accordance with their due date. The Council will seek to pay all undisputed invoices within the Payment terms. The Council also seeks to pay all undisputed invoices within 30 days of receipts.

Arrangements for Monitoring Debtors / Creditors Levels

The monthly key controls report details arrears levels by type of debtor. This analysis also includes an 'Aged Debt Analysis'.

Other than the weekly control totals that are maintained for reconciliation purposes, no standard reports are currently produced with regard to the payment of creditors. However, the calculation of the performance indicator is updated monthly.

Procedures for Banking of Funds

Most funds received by the Council that require banking are received either at one of the Council's offices, or at an income-taking location such as a Car Parking Centre. All such receipts are collected between daily and weekly (depending on the location) by the Council's Cash Collection contractor, and are then passed by this contractor to the Council's bank.

Where money is received by an officer who does not work in any of the locations mentioned above, these receipts will be aggregated by the appropriate officer and then passed to the Central Admin Team. These receipts are then processed in the usual way.

Treasury Management Practice 9

Money Laundering

Dacorum Borough Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that the appropriate staffs are properly trained.

Procedures for Establishing Identity / Authenticity of Lenders

Borrowing will only be undertaken in consultation with the Council's external treasury advisers. Furthermore, loans will only be undertaken with either:

- The PWLB;
- Other Local Authorities;
- Authorised Institutions under the Banking Act 1987 (as shown on the Financial Services Authority's register of authorised institutions).

Methodologies for Identifying Sources of Deposit

When lending money for Treasury Management purposes, the Council will only place investments with counterparties who appear on its Approved Lending List. This list is subject to stringent criteria in its construction, as detailed in TMP1.

Counterparty bank details are maintained on the Councils Bankers website and the in house system. Any amendments on the banking system to counterparty bank accounts need to be approved by an authorised signatory.

Treasury Management Practice 10

Staff Training and Qualifications

Dacorum Borough Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced, and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The responsible officer will recommend and implement the necessary arrangements.

The responsible officer will ensure that the Council Members tasked with Treasury Management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

Those charged with Governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

Details of Approved Training Courses

There are no formally recognised training courses for the Council's Treasury Management staff. However, basic courses are offered periodically by the Council's external treasury advisers and also, at a charge, by the money market brokers. In addition CIPFA provide an accredited course on Treasury Management. These courses are utilised if and when appropriate so as to ensure that all Treasury Management staff have a solid grounding to underpin their treasury duties.

Records of Training Received by Treasury Staff

No formal records are maintained specifically for treasury purposes.

However, all Council employees complete a Training Log as part of their appraisal process. This process includes an annual Appraisal Interview, part of which reviews progress (including training) during the previous 12 months, and then identifies future training requirements. The record of this interview is signed by both parties to confirm its accuracy, and to demonstrate commitment to fulfilling the training needs etc. that have been identified.

Career Development / Succession Arrangements

Within the Accountancy service, all staff are actively encouraged to continually develop their skills. However, there are no formal arrangements regarding career development or succession arrangements; tasks are transferred between staff from time-to-time with a view to developing staff.

If specific posts become available, internal staff can apply for them if they wish. However, external applicants are also welcome, and the decision of whom to appoint is based solely upon consideration of who should best be able to do the job.

Approved Qualifications for Treasury Staff

There are no Treasury Management qualifications that have been formally approved by the Council for its staff. However, employees are encouraged to take professional accountancy qualifications.

Secondment of Staff

Various secondments are undertaken within the Council from time-to-time. Given that there are always at least two, and usually three, staff who are familiar with the daily Treasury Management procedures, the secondment of a member of the Treasury Management team would not materially impact on the daily undertaking of treasury duties.

Treasury Management Practice 11

Use of External Service Providers

Dacorum Borough Council recognises that the responsibility for Treasury Management decisions remain with the Council at all times. It recognises the potential value of employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which will have been submitted to full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

The Council will also ensure, where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the responsible officer.

Details of Contracts with Service Providers, Including Bankers, Brokers, Consultants and Advisers

Banking Services

The Council's current bankers are NatWest plc (who are a subsidiary of RBS).

The contract for this service is a 4-year contract starting on 1st February 2015, with the option to extend after this.

The Council's account balances are consolidated each night, and funds are swept into the call account (Corporate Cash Manager Plus account). Interest on credit and debit balances is applied in line with the contract.

Money-Broking Services

The Council's money market brokers are:

- Sterling International Brokers
- Intercapital Europe
- Tradition

No contractual obligations exist between the Council and any of these brokers. Consequently, the Council is free to change the brokers it uses without providing any notice, or in any way compensating, the existing brokers.

Consultants' / Advisers' Services

The Council does not employ any external Fund Managers.

The Council's external treasury management consultants are:

Capita Asset Services
40 Duke's Place
London
EC3A 7NH

The Council's current contract with Capita is a 3-year contract starting on May 1st 2013.

Other consultants may be employed on short term contracts as and when required.

Procedures and Frequency for Tendering Services

The process for advertising and awarding contracts will be in line with the Council's Commissioning and Procurement Standing Orders and Financial Regulations.

Treasury Management Practice 12

Corporate Governance

Dacorum Borough Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

Dacorum Borough Council has adopted and implemented the key recommendations of the Code. This, together with the other arrangements detailed in the schedule to this document, are considered vital to the achievement of proper corporate governance in treasury management, and the responsible officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

List of Documents to be Made Available for Public Inspection

The following core financial documents are available to the public:

- Annual Budget Book (on website);
- Statement of Accounts (on website);
- Auditors Opinion (on website);
- Auditors Management Letter (on website);
- Capital Strategy (on website).

In addition to the above, all key treasury management reports to members (Policy, Practices, Strategy and Annual Report) are available to the public on the Council's website.

Procedures for Consultation with Stakeholders

The Council undertakes a series of consultation methods to inform members of the views of the public when making their key budget and Council Tax decisions. These methods include:

- Questionnaires;
- Public events;
- Highlighting the main budget issues on the Council's website, and inviting feedback;
- Direct contact with the Council's many partners.

Statement by the Chief Finance Officer

1. The purpose of this statement is to comply with the requirements of the Local Government Act 2003 whereby the Chief Finance Officer, in the Council's case, the Corporate Director (Finance & Operations), must report on:
 - (a) the robustness of the estimates made for the purposes of the budget calculations and;
 - (b) the adequacy of the proposed financial reserves.
2. In recommending the budget to the Council, the Cabinet must take account of the advice of the Corporate Director (Finance & Operations) in respect of the above.
3. For 2016/17 I can advise that the budget presented to Cabinet for referral to Council is robust in its formulation and that the level of reserves and balances are adequate for the organisation.

Risks to the budget

4. In formulating my opinion the following key risks have been taken into account.

Salaries

5. The budget proposals for 2016/17 have incorporated staffing costs budgeted on a post by post basis. A reduction of 5%, known as a 'vacancy factor' has been applied to all posts with the exception of front-line staff within Waste Services. This reduction has been applied because actual salary costs in previous years have demonstrated that the time taken to recruit to vacant posts leads to underspends of around 5% by the end of the year.
6. Service efficiency improvements over the last two years has meant that managers have filled vacant posts more quickly than in the past, because the Service is less able to continue providing its Service when carrying a vacant post. However, the forecast outturn position for 2015/16, as at February 2016, indicates that 5% remains an appropriate vacancy factor for the Council. If staff turnover reduces significantly in 2016/17, then there will be increased pressure on the vacancy factor. This will be kept under review throughout the year.

Key income streams

7. **Car Parking Income** The impact of a nil increase in car parking tariffs has been taken into account in preparing the budget for 2016/17. The budgeted level of income has been held constant at 2015/16 levels, which is on target to be achieved by year-end having broadly performed as forecast. On this basis the budget-setting process is robust. However, any impact from change in usage should be kept under review, particularly arising from the current economic situation; fuel costs and any future severe weather conditions.
8. **Investment Income** The budgeted level of investment income for 2015/16 has been calculated using a detailed cash flow model in conjunction with interest rates forecast from a combination of advice from Capita (the Council's treasury management advisers), and rates available from counterparties permitted within the Council's current Treasury Management Strategy. However, whilst the economy remains uncertain, there

is a risk that interest rates may fall, negatively impacting the amount of investment income the Council receives.

9. **Recycling income** The Council currently receives around £500k from Hertfordshire County Council (HCC) related to recycling performance, known as the Alternative Financial Model (AFM). The budgeted level of income has been based on a number of assumptions around recycling tonnage that will be achieved by Dacorum over the course of the year, and any deviation from this could result in reductions in the amount of income from HCC. Monthly monitoring of recycling levels will enable any risks to be identified and addressed early in the financial year. Whilst HCC have confirmed that AFM funding will continue into 2016/17, it has been indicated that there is likely to be a reduction in the amount of funding available in future years. This constitutes a risk to future years' budgets and as such will be kept under review, with the Medium Term Financial Strategy to be updated accordingly.
10. **New Homes Bonus** The future of Government's New Homes Bonus scheme is currently out to consultation. Whilst the amount of NHB Dacorum will receive in 2016/17 has been confirmed, it is anticipated that the results of this consultation will lead to a change in the distribution method of NHB in future years which is likely to see Dacorum receive a reduced level of funding. Based on currently approved strategy, the implications of these potential reductions would affect the financing of the Council's Capital Programme, and are detailed in paragraph 18, below.

Settlement Funding Assessment (SFA)

11. The December 2015 Finance Settlement announced a reduction of £1.1m in the Council's SFA for 2016/17. Savings have been identified to meet this reduction for 2016/17, and have been incorporated within the balanced budget proposed within this report.
12. The Settlement also announced indicative annual figures up to 2019/20 which will see the Council's SFA continue to reduce by around 20% year-on-year, from £4.8m in 2015/16 to £2m in 2019/20 – a cumulative reduction of 58%.
13. This reduction significantly increases the Council's medium-term savings target (up from £3m to £4.6m) and is likely to necessitate a fundamental review of the Council's structure if it is to meet its future ambitions within an increasingly constrained funding envelope.
14. In response to this challenge, meetings of the Council's Budget Review Group have been arranged to run throughout the full year rather than following previous years' model of convening from August onwards. The increased frequency of these meetings will assist senior Officers with work already started to identify scope for savings over the next three years.
15. The financial risks associated with the **Baseline Funding** element of the SFA have been covered in the body of the Budget report. Unless the Scheme is fundamentally changed, and this was not indicated in the Settlement Announcement of December 2015, the Council has already mitigated the risk arising from a reducing tax base by budgeting at Safety Net level for Baseline Funding.

Capital Programme

16. Based on the profile of projects in the proposed Capital Programme, the Council has no further need to borrow until 2017/18, when a further requirement of £1.5m is identified.

Any future borrowing will have revenue implications for the Council, which, in the context of continued reductions in government grants, will put further pressure on the Council's ability to protect its front-line services. It is increasingly important therefore that slippage and overspends in the Council's Capital Programme are minimised to enable borrowing decisions to be taken on the basis of accurate information. The Capital Programme will be kept under review throughout the year, and risks highlighted to Members as they occur.

17. The current financing of the Capital Programme assumes capital receipts of around £20m. The inherent complexity of the property deals that will deliver these receipts means that they are vulnerable to delays and/or collapse. The revised Asset Management Strategy (Cabinet, February 2016) together with continued regular meetings of the Property Management Board should ensure a concerted approach across Council services that will mitigate this risk.
18. A Revenue Contribution to Capital funded directly from New Homes Bonus, of around £3.5m, is forecast between 2017/18 and 2020/21. This level of financing assumes that Dacorum will not suffer more than a two thirds reduction to its current level of NHB as a result of the current Government Consultation (see paragraph 10). This assumption is prudent based on the information currently available, but will require further review once announcements are made. If reductions are greater than two thirds, a re-prioritising of both revenue and capital estimates may be required.

Reserves

19. The reserves statement (Appendix H) shows a projected net use of General Fund Earmarked Revenue reserves and General Fund balance in 2016/17 of £6.4m. The use of Earmarked Reserves has been applied for non-recurring and planned expenditure, therefore, usage is considered robust.
20. It is recommended that the Council's current guidelines on the maintenance of Working Balances are retained, i.e. between 5% and 15% of Net Cost of Services on the General Fund, and at not less than 5% of turnover on the HRA. The General Fund Working Balance is forecast to be at the upper end of this parameter in 2016/17, at 13.6%, to reflect the risks associated with balancing a budget on the basis of new savings initiatives being delivered in-year.

HRA

21. 2016/17 is scheduled to see an end to the transitional accounting arrangements, regarding stock valuation, that were put in place following the transition to Self-Financing in 2012. As regulations currently stand, the removal of the transitional arrangement will require all local authorities to absorb the cost of revaluations as a revenue cost within the HRA. The cost of revaluations could amount to millions of pounds each year, and, unless revised accounting arrangements are introduced, it is likely that a number of HRAs across the country would become unviable. The potential implications of this issue are widely acknowledged, and work is currently underway between CIPFA and Government to develop a solution that aligns accounting standards with the practicality of managing housing stock.
22. The Council's highest value contract, valued at around £25m per year, is with Osborne for the Total Asset Management of the Council's housing stock. The contract includes the management of responsive repairs, planned repairs and void management. Supplier performance under this contract will continue to be monitored closely to mitigate the financial and operational risks of failure.

Future Years' Budgets

23. The indicative General Fund budget forecast for future years has been based on assumptions applied in the MTFS and updated to reflect the proposed Local Government Finance Settlement. The MTFS will be kept under review to take account of the risks highlighted in paragraphs 11-15 of this appendix.
24. Whilst the Finance Settlement indicated significant reductions to future years' grants, there will be an opportunity, subject to detail in the Final Settlement expected in February 2016, for the Council to accept a four-year funding deal. This could provide an element of medium-term planning certainty that has been missing in recent years. The potential risks around the Council's accepting a 4-year settlement will be analysed once the detailed conditions of the deal are announced by Government.

Emerging Issues

25. The Council is scheduled to move from the Civic Centre to The Forum in January 2017. This move will need to be closely managed to mitigate the associated financial risks including protracted dual running of the sites and the timely and effective letting of the Facilities Management contract.