

# CABINET AGENDA



**TUESDAY 9 FEBRUARY 2021 AT 6.30 PM**  
**MICROSOFT TEAMS - MICROSOFT TEAMS**

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 G Sutton
Councillor Griffiths (Deputy Leader)	Councillor Anderson
Councillor Elliot	Councillor Banks

For further information, please contact Corporate and Democratic Support or 01442 228209

## AGENDA

**1. MINUTES** (Pages 3 - 8)

To confirm the minutes of the meeting held on 19 January 2021.

**2. APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

**3. DECLARATIONS OF INTEREST**

To receive any declarations of interest

A member with a disclosable pecuniary interest or a personal interest in a matter who attends a meeting of the authority at which the matter is considered -

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent

and, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

- (ii) may not participate in any discussion or vote on the matter (and must withdraw to the public seating area) unless they have been granted a dispensation.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests, or is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal and prejudicial interests are defined in Part 2 of the Code of Conduct for Members

[If a member is in any doubt as to whether they have an interest which should be declared they should seek the advice of the Monitoring Officer before the start of the meeting]

#### **4. PUBLIC PARTICIPATION**

An opportunity for members of the public to make statements and ask questions in accordance with the rules as to Public Participation.

#### **5. REFERRALS TO CABINET**

There were no referrals to Cabinet

#### **6. CABINET FORWARD PLAN (Page 9)**

#### **7. ALCOHOL RELATED PUBLIC SPACES PROTECTION ORDERS - CONSULTATION OUTCOME' (Pages 10 - 26)**

#### **8. BUDGET 2021-2022 (Pages 27 - 160)**

#### **9. STRATEGIC RISK REGISTER (Pages 161 - 174)**

#### **10. SENIOR OFFICER PAY POLICY (Pages 175 - 194)**

#### **11. EXCLUSION OF THE PUBLIC**

To consider passing a resolution in the following terms:

**That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during the items in Part 2 of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that, if members of the public were present during those items, there would be disclosure to them of exempt information relating to the financial and business affairs of the Council and third party companies/organisations.**

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

## MINUTES

## CABINET

19 JANUARY 2020

<b>Councillors:</b>	Andrew Williams	Leader of the Council
	Margaret Griffiths	Portfolio Holder for Housing
	Graeme Elliot	Portfolio Holder for Finance & Resources
	Julie Banks	Portfolio Holder for Community & Regulatory Services
	Alan Anderson	Portfolio Holder for Environmental Services
	Graham Sutton	Portfolio Holder for Planning & Infrastructure

Also attended: Councillor Tindall, Arslan, Stevens, Birnie

<b>Officers:</b>	C Hamilton	Chief Executive
	J Deane	Corporate Director (Finance & Operations)
	M Gaynor	Corporate Director (Housing & Regeneration)
	N Howcutt	Assistant Director (Finance & Resources)
	L Roberts	Assistant Director (Performance, People & Innovation)
	M Brookes	Assistant Director (Corporate & Contracted Services)
	J Doe	Assistant Director (Planning, Development & Regeneration)
	F Williamson	Assistant Director (Housing)
	N Bateman	Strategic Planning & Regeneration Team Leader
	A Robinson	Strategic Planning Manager
	D Barret	Group Manager – Housing Development
	I Charie	Programme Director – Hemel Gardens Communities
	C Covington	Strategic Planning & Regeneration Officer
	O Harper	Urban Design Officer
	C O’Neil	Corporate Support Team Leader (minutes)

The meeting began at 6.35 pm

### CA/001/21 MINUTES

The minutes of the meeting held on 15 December 2020 were agreed by Members present.

### CA/002/21 APOLOGIES FOR ABSENCE

The Chair apologised that Cllr Sutton was not able to connect to the meeting due to ICT issues and was therefore absent.

### CA/003/21 DECLARATIONS OF INTEREST

There were no declarations of interest.

### CA/004/21 PUBLIC PARTICIPATION

There was no public participation.

## **CA/005/21 REFERRALS TO CABINET**

There were no referrals to Cabinet.

## **CA/006/21 FORWARD PLAN**

Cllr Griffiths moved HRA Business Plan from February to March.

MGaynor moved Climate Change from February to March

MBrookes moved Independent Remuneration Panel Report from February to March.

JDeane – added Strategic Risk Register to February.

Agreed and noted.

## **CA/007/21 HEMEL GARDEN COMMUNITIES SPATIAL VISION**

### **Decision**

1. That the Hemel Garden Communities Spatial Vision for use by the Hemel Garden Communities Programme, Dacorum Borough Council and other stakeholders as set out in 2.5 be endorsed.
2. That authority be delegated to the Assistant Director – Planning, Development and Regeneration in consultation with the Programme Director Hemel Garden Communities and the Portfolio Holder for Planning and Infrastructure to agree minor amendments to the draft Spatial Vision arising from the multi-Authority approvals process.

### **Monitoring Officer**

The Spatial Vision, whilst not a statutory document, provides a framework for future development within the Garden Communities area and the transformation of the wider town of Hemel Hempstead and connecting routes.

The statutory implementation of the vision will come through local plan policy and supplementary planning documents and therefore a material planning consideration in applications.

### **Deputy S.151 Officer**

No further comments to add to the report

### **Advice**

Cllr Sutton was not able to connect to the meeting, therefore ICharie (Programme Director – Hemel Gardens Communities) introduced the report and invited questions.

Cllr Banks thanked ICharie and expressed interest in integrated neighbourhoods, referring to a new development visited in Harlow as an example of how communities could be brought about in relationship to a new town setting. One of the things noted was how isolated it was

in relation to the new town of Harlow. She therefore asked; how are we going to go about integrating a new community?

ICharie responded that is indeed a challenge which we seek to overcome by providing connectivity. The special vision document is very high level so some linkages by foot/cycle are aspirational over a long period of time, some refer to existing paths and rights of way but there will be a lot of adjustment to make that a continuous path or route. Having the aspiration from the start helps achieve those physical connections.

JDoe added that the whole essence of the project is about transforming the whole town, making those links with existing neighbourhood centres and the town is crucial. Have been talking to the Crown Estate about the plan to map out what those connections will be. Do not want to end up with a smart new development on the edge of Hemel, but one that integrates.

Cllr Banks expressed thanks for the response and observed and appreciated we are trying to establish hubs and routes and footpaths, but stressed that she is keen to know if we are building into that design at these early stages, things around community such as open spaces being shared across wards/new divisions and how easily accessible sports will be.

JDoe responded that the Spatial Vision aims to set out that principal. Will be carrying out more detailed pieces of work with the land owners. There is a transport strategy for the whole of Hemel Hempstead that will look at movement across the whole town.

Cllr Anderson gave his support to the report but stressed his concern that in terms of transport, this needs to fit into the wider Borough, not just in Hemel; don't want to create a transport 'wall' around Hemel Hempstead.

JDoe responded to reassure the Cllr that these matters are being picked up in the Local Plan work. Working County Council and Highways England on wider picture of serving the whole Borough, advising that as the Local Plan develops we will come back to this point.

ICharie added that the HGC transport work does cover the full programme area; the town as well as the growth area. No danger of any of the studies being looked at in isolation away from the town.

Cllr Birnie asked which Councillor were part of the visioning group? He also raised a second point for clarification asking; do either of you any idea of how often we should call this in to SPAE OSC again, or is it too premature?

JDoe responded with regard SPAE OSC and advised this is a very complex project, the document before us tonight is one document of many. Would suggest the use of their regular meetings to determine the scrutiny work programme, reviewing what's coming forward and making sure all the relevant studies can find their way through scrutiny.

ICharie responded to the query regarding the Councillors who took part in the visioning group as being; Cllr G Sutton, Cllr Tindall, Cllr Bhinder, Cllr Uttley and Cllr R Sutton.

Cllr Tindall followed on from Cllr Banks comments regarding a joined up town asking; has any thought be given to when we will start to talk to bus companies and the County Council

with a view to how the bus network will fit in with the development and its connections with town?

ICharie responded that there are ongoing discussions with the County Council and upcoming framework plan work which will tie down the connectivity issues, which will include speaking more specifically to the County Council about this. With regard bus companies, we have a transport sub group which will be an opportunity to bring in the bus companies etc.

NBateman advised there will be 5 stakeholder workshops starting in February which will involve the bus providers.

Recommendations agreed.

## **CA/008/21 DACORUM STRATEGIC DESIGN GUIDE SUPPLEMENTARY PLANNING DOCUMENT**

### **Decision**

#### **RESOLVED TO RECOMMEND:**

1. **That the draft SPD be adopted.**
2. That authority to make changes to the draft SPD documents, including any necessary to reflect Cabinet's discussions and decision, be delegated to the Assistant Director (Planning, Development & Regeneration) in consultation with the Portfolio Holder for Planning and Infrastructure.

### **Deputy Monitoring Officer:**

The process of adopting supplementary planning documents is set out in the Town and Country Planning (Local Planning) (England) Regulations 2012. Furthermore the Council is required to comply with its Statement of Community Involvement (SCI) during this process.

Adoption of the draft SPD will raise the design standards of development proposals that are submitted to the Council for determination and will help guide planning decisions made on these.

### **Deputy S151 Officer**

There are no financial implications arising from this report.

### **Advice**

JDoe introduced the report and invited questions.

Cllr Birnie commented that when this was considered at SPAE OSC the public consultation responses were not available. Having now been able to view, he referred specifically to response 20 on pg 260; a consultee noted that the SPD is not specific enough about Dacorum and reads as a general document about design. Cllr Birnie commented that having looked in more depth following this comment he agrees the document may not be specific enough, noting that only 4 of the design examples used in the report were local.

ARobinson acknowledged the point made by Cllr Birnie and commented that of the responses received they were overwhelmingly supportive of the design guide. Officers were reluctant about putting too many Dacorum examples in the document due to concern that developers may come in with a lazy approach and copy what has already been done. This guide aims to take developers through the process of what a good development would look like and seek innovative new design.

JDoe added a further comment that this is a long term document and designs will change over time. He reinforced what had been said by ARobinson that it is important that there is scope of creativity and innovation while reflecting local character.

Cllr Tindall referred to the design examples, commenting that we are looking to gradually have all our developments climate change compliant. With all the various innovations that come about to get our carbon target down, it might be inappropriate to take a lead from some of our designs where some of these were built many years ago before climate change was a consideration.

Recommendations agreed.

## **CA/009/21 APPROPRIATION BY THE HOUSING REVENUE ACCOUNT OF GENERAL FUND LAND FOR HOUSING DEVELOPMENT PURPOSES**

### **Decision**

That the appropriation of the General Fund land, set out in Part II of the report, to the Housing Revenue Account (HRA) be approved, to enable the development of Council new build homes.

### **Monitoring Officer**

Pursuant to section 122 of the Local Government Act 1972, a local authority may appropriate land it owns held one for purpose to another purpose, if the land is no longer required for its existing purpose. In reaching this decision, the Council must consider the public need within the area for the existing use.

The purpose for which the local authority is appropriating the land must be authorised by statute. Further to section 17(1)(a) of the Housing Act 1985, a local housing authority may acquire land for housing purposes.

### **S.151 Officer**

The transfer values are consistent with an external Red Book Valuation, and are in line with the HRA Business Plan budget.

### **Advice**

Cllr Griffiths introduced the report and referred to Dion road, requesting it be noted an error appears, in that it refers to there being 3x two bed properties, it should be just 2x. Therefore, within the Part 2 documentation it should be a total of 12x properties, not 13x.

Cllr Birnie asked; are these houses intended to be affordable?

Cllr Griffiths responded that they will be affordable rents.

Recommendations agreed.

The meeting ended at 19.15

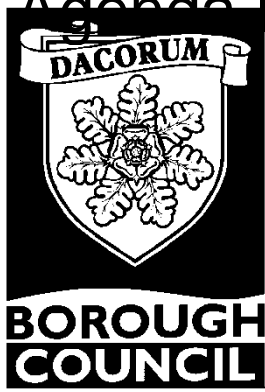


## CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
1.	16/03/21	Transformation Programme		25/02/21	Linda Roberts, Assistant Director Performance, People & Innovation 01442 228979 <a href="mailto:Linda.roberts@dacorum.gov.uk">Linda.roberts@dacorum.gov.uk</a>	To be provided
2.	16/03/21	Climate Change Emergency Update		25/02/21	Mark Gaynor, Corporate Director Housing & Regeneration 01442 228575 <a href="mailto:mark.gaynor@dacorum.gov.uk">mark.gaynor@dacorum.gov.uk</a>	To report progress on the Climate Change Emergency action plan.
3.	16/03/21	Independent Remuneration Panel 2020 – Scheme of Members' Allowances for Dacorum Borough Council		25/02/21	Mark Brookes, Assistant Director Corporate & Contracted Services 01442 228236 <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	To report on the outcome of the review of the Council's Scheme of Members' Allowances by the Independent Remuneration Panel.
4.	16/03/21	Covid Update		25/02/2021	Claire Hamilton, Chief Executive 01442 228213 <a href="mailto:Claire.hamilton@dacorum.gov.uk">Claire.hamilton@dacorum.gov.uk</a> Mark Brookes, Assistant Director Corporate & Contracted Services 01442 228236 <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	To be provided
5.	16/03/21	HRA Business Plan		25/02/21	Fiona Williamson, Assistant Director of Housing 01442 228855 <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	Revised HRA Business Plan to provide details for the period 2020-2023.
6.	16/03/21	Garage Strategy		25/02/21	James Deane, Corporate Director Finance & Operations 01442 228278 <a href="mailto:james.deane@dacorum.gov.uk">james.deane@dacorum.gov.uk</a>	To be provided
7.	20/04/21	Climate Change Emergency Update		01/04/21	Mark Gaynor, Corporate Director Housing & Regeneration 01442 228575 <a href="mailto:mark.gaynor@dacorum.gov.uk">mark.gaynor@dacorum.gov.uk</a>	To be provided
8.	20/04/21	New Protocol on Member & Community Engagement pre and during Planning Process		01/04/21	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 <a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a>	To be provided
9.	25/05/21			06/05/21		

**Future Items:**

- South West Herts Joint Strategic Plan (J Doe)
- The Bury museum project (J Doe) - To update Cabinet on progress on options for delivering a new museum at The Bury, and seek agreement on the next stages of the project.
- Drug and Alcohol Support Commissioning (L Roberts & M Rawdon)
- Constitution Update/Protocol on filming (M Brookes)
- Berkhamsted Sports Centre (M Brookes)
- Paradise Depot Redevelopment and New Provision for DENS
- New Build DevCo



## AGENDA ITEM:

### SUMMARY

Report for:	Cabinet
Date of meeting:	9 <sup>th</sup> February 2021
Part:	1
If Part II, reason:	

Title of report:	<b>Alcohol related Public Spaces Protection Orders- Consultation Outcome</b>
Contact:	Councillor Andrew Williams, Portfolio Holder for Corporate and Contracted Services  Author/Responsible Officer: Mark Brookes – Assistant Director (Corporate and Contracted Services)
Purpose of report:	To advise Cabinet of the outcome of the recent consultation to consider the re-establishment of alcohol related Public Spaces Protection Orders (PSPOs) in the Borough.
Recommendations	1. That Cabinet approves the re-establishment of the Public Space Protection Orders noted in paragraph 1.5 to the report
Corporate Objectives:	<ul style="list-style-type: none"> <li>• A clean, safe and enjoyable environment</li> <li>• Building strong and vibrant communities</li> </ul>
Implications:	<p><u>Financial</u> In areas where an order has effect, the local authority must arrange for the display of signage advising of the effect of the order. There will be ongoing maintenance costs to replace any damaged signage. If the previous PSPOs are simply reinstated, the existing signs can be updated to reflect the change in date that these are in force.</p> <p>It is proposed that enforcement of the PSPO will be carried out within existing resources, together with contracted services, and with assistance from Hertfordshire Constabulary.</p>
'Value For Money	<u>Value for Money</u>

Implications'	PSPOs are seen as a more cost-effective means of controlling the activities in question than under byelaws, and also provide a wider range of enforcement options.
Risk Implications	<p>There will be risks associated with Council enforcement officers who may be tasked with enforcing the PSPO and appropriate training will need to be maintained. Individual risk assessments will be completed for the enforcement activity and all reasonable precautions will be taken to minimise any risk. This burden is likely to be lessened by the use of external contractors to take enforcement action.</p> <p>There are also reputational risks in terms of the Council being perceived as enforcing against vulnerable persons and seeking to criminalise certain behaviours which wouldn't normally attract fixed penalty notices or prosecution for non-payment.</p> <p>The PSPOs may raise expectations that prohibited behaviours will be eliminated entirely; however due to difficulties in identifying some of the contraventions, and taking a proportionate approach to enforcement, there will not always be immediate results which will be noticeable to the public.</p>
Community Impact Assessment	A Community Impact Assessment has been completed and is attached as Appendix 2 for consideration as part of the report.
Health And Safety Implications	Some H&S implications may arise from the enforcement of orders, and will be incorporated within individual service risk assessments for authorised enforcing officers.
Monitoring Officer/S.151 Officer Comments	<p><b>Deputy Monitoring Officer:</b></p> <p>Further to Section 59 of The Anti-Social Behaviour Crime and Policing Act 2014, local authorities have powers to create PSPOs to deal with anti-social behaviour in designated public places.</p> <p>The consultation requirements have been complied with and Cabinet must now consider if it is appropriate and proportionate to approve the re-establishment of the PSPOs, on the basis of the consultation responses and community impact assessment.</p> <p><b>Deputy S.151 Officer:</b></p> <p>The installation of suitable signage and the reintroduction of the PSPO's service can be delivered from within existing budgets.</p>
Consultees:	Public consultation carried out via Council's website Hertfordshire Constabulary

Background papers:	<p>Alcohol related Public Spaces Protection Orders Cabinet Report - 20th October 2020</p> <p>Home Office – Reform of anti-social behaviour powers: Statutory guidance for frontline professionals (section 2.6)</p> <p>Home Office - Anti-social behaviour powers Statutory guidance for frontline professionals Updated December 2017</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>PSPO – Public Spaces Protection Order</p> <p>DPPO – Designated Public Places Order</p> <p>CSAS – Community Safety Accreditation Scheme</p> <p>FPNs – Fixed Penalty Notices</p>

## 1. Background

- 1.1. Under the Anti-social Behaviour, Crime and Policing Act 2014, local authorities may make orders to prohibit specified activities, and/or require specified activities to be carried on in accordance with certain requirements, within a designated area in the public domain, which may include public highways and footways, parks and open spaces, pedestrianised areas, or similar. Such orders are known as Public Spaces Protection Orders (PSPO).
- 1.2. Where an alcohol related PSPO is in force, it is a criminal offence to do anything which is prohibited under the order, or to fail to comply with requirements of the order. Persons guilty of such offences are liable, on summary conviction, to a fine not exceeding level 2 on the standard scale (currently up to £500). Offences may also be disposed of by way of a fixed penalty notice of up to £100, payable to the local authority.
- 1.3. PSPOs may be enforced by a police officer, Police Community Support Officer, or a person authorised by the local authority for that purpose. The Police and Council have limited resources which can be made available for such enforcement proactively, so it is likely that, if the PSPOs are re-established, the powers will be used reactively in areas where problems arise. The use of external contractors is likely to have a positive impact on the proactive enforcement of these orders where required.
- 1.4. Prior to making, extending, varying or discharging a PSPO, a local authority must:
  - Consult the chief officer of police and the Policing and Crime Commissioner for the applicable area; any community representatives that it is thought appropriate to consult; and the owners/occupiers of land included within the restricted area;
  - Publish the draft Order (or details of variation/discharge proposal);
  - Notify any parish/town councils within the restricted area, and the County Council;

1.5. Until October 2020, the Council had 6 alcohol specific PSPOs in force covering the areas that were subject to this consultation, maps of which are provided in Appendix 1:

- Hemel Hempstead town centre, Gadebridge Park, Old Town, Randall Park
- Berkhamsted and Northchurch
- Bovingdon
- Boxmoor
- Evans Wharf, Aspley Lock
- Frogmore End, Durrants Hill Road

1.6. There have been occasional reports of groups causing antisocial behaviour in the areas whilst the previous PSPOs were in place and these have generally been reported to the police, but it can be difficult to establish from their reports whether the ASB reported is connected to alcohol consumption or not. It is also possible that the existence of the previous PSPOs may have deterred people from causing these issues.

1.7. Prohibitions on alcohol consumption will not apply to any part of a licensed premises, including beer gardens and terraces, with the expectation that the management of those premises will control the consumption of alcohol within the curtilage of their premises, under threat of a licence review if they fail to do so. Public spaces which are licensed for the sale of alcohol (e.g. parks licensed for events) are also exempted at times when alcohol is being lawfully sold there.

1.8. PSPOs may be challenged in the High Court by any person who lives in, regularly works in, or regularly visits a restricted area, within 6 weeks of an Order being made or varied.

1.9. A 12 month PSPO enforcement service pilot that is proposed to take place from July 2021 would significantly increase the Council's proactive and responsive capability in regards to enforcement against the PSPO, and would provide better quality data for their future evaluation. This proposed pilot is due to be given scrutiny. Should the Pilot not proceed, the enforcement will fall upon local police officers and council enforcement officers; and this would be most likely a reactive approach due to limitations on existing resources.

## **2. Consultation outcome**

2.1. A 6 week consultation was carried out across November and December. This was a short and relatively light touch consultation, given that the areas proposed matched those that had previously been protected in this way, without any complaints arising from the use of DPPOs/PSPOs for this purpose.

- 2.2. The public consultation was carried out using the Council's consultations and PSPOs pages on its website. Hertfordshire Constabulary were consulted with directly as required by the legislation.
- 2.3. The Police responded to the consultation and the full response is in Annex 1. In summary, the Police are in full support of the alcohol related PSPOs, and would like these to be reinstated. In addition to this, they have provided some views in regards to other PSPOs that cover Hemel Hempstead town centre, which will be reviewed in 2022. Support is also given to the potential use of external contractors to increase the Council's capacity for enforcement, and a request for consideration of further funding for Police Community Support Officers to assist with this also, which may be of interest to members, although not a direct consideration in terms of the decision to re-instate the PSPOs which were subject of the consultation.

### **3. Recommendations**

- 3.1. To approve the re-establishment of the Alcohol related PSPOs following consideration of this report, and the consultation outcome.

**Annex 1**

**Police Consultation Response**

Good afternoon

I apologise as this is something I would want to fully support and seek some enhancements.

I can only assume I got waylaid.

Firstly I fully support the need for the PSPO to continue.

I evidence this by

Complaints from the public about consumption of alcohol on the Boxmoor trust land leading to anti-social behaviour. Whilst this may adversely affect those that may wish to picnic with alcohol, a balance needs to be struck for the greater good of the community affected by the less lawful and responsible members of the public.

I further evidence this by complaints about the town centre - The continuation of complaints about cycling, skateboarding, the use of e-bikes which are unlawful to use in a public place and begging in the town centre.

- . To this end I would ask again that begging be added to the PSPO (something that was rejected by the councillors) but is near impossible to address through ancient laws and leads the public to be harassed for money by persons who look at the town centre as a lucrative source of income and create a poor atmosphere discouraging visitors to the town.
- . I don't think Skateboarding was part of the previous PSPO and it look like there is an intention to add it. It cause danger to the public and damages the furniture and structures in the town centre. Users are not always in control and the skateboards can fly off towards the public causing injury or damage.
- . I would like e-scooters added as there is a recent uptake of these machines which travel at high speed, are unstable and risk danger to the public which are only allowed to be used on private land with the owners permission. At the moment the Local Authority cannot address this problem.

Other localities have not hit my radar in the same way at this time but this may be because the orders are effective.

The challenge is the need for increased enforcement by the Local Authority who I appreciate are finding it challenging to resource on a regular basis. This is a daily problem and in particular suggestion has been made and I believe is being considered by the LA around the use of a private company to carry out the necessary proactivity in the town centre where the majority of problems exist.

Alternatively the LA may wish to consider reinstating its funding for dedicated PCSOs for the town centre to carry out enforcement activity more exclusively in that locality. My current PCSOs have wider location responsibility and cannot be in the town centre sufficient to fully address this problem on behalf of the LA.

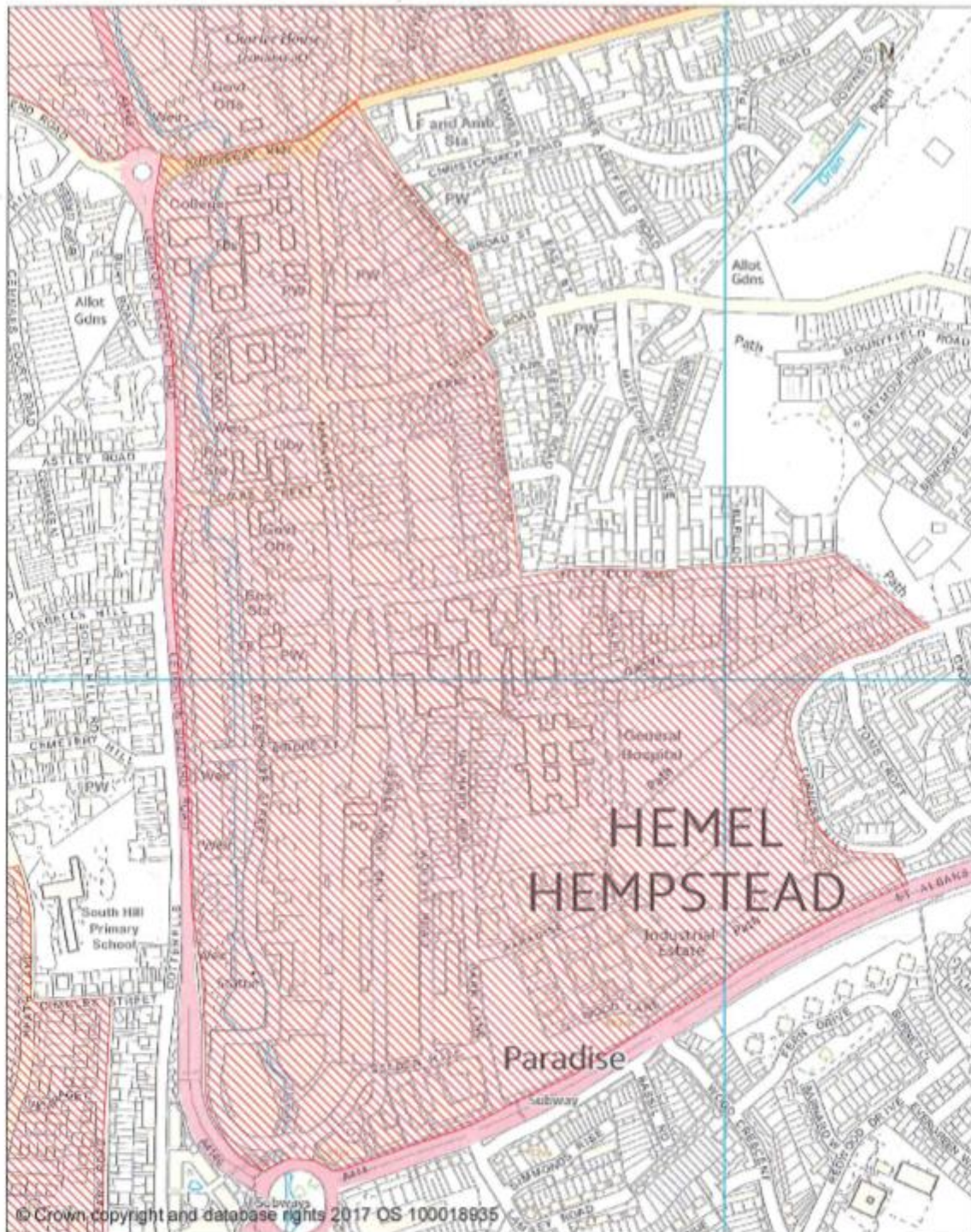
Regards

Jeff

Jeffrey Scott  
Inspector  
Safer Neighbourhood Team  
Dacorum



PSPO – Hemel Hempstead town centre (south)



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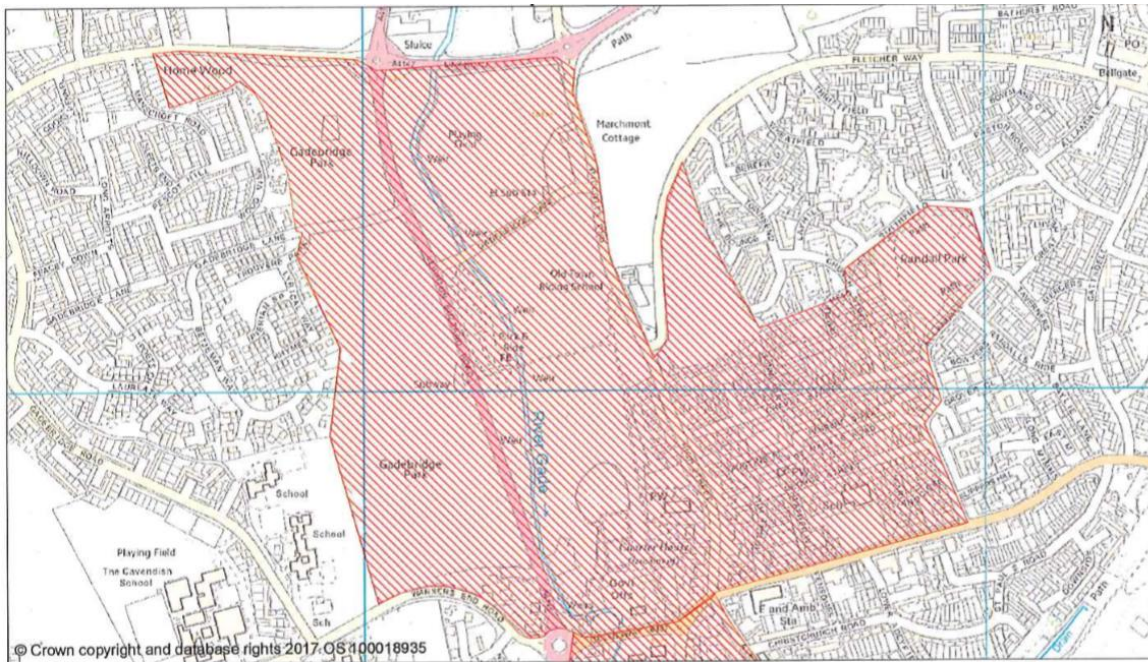


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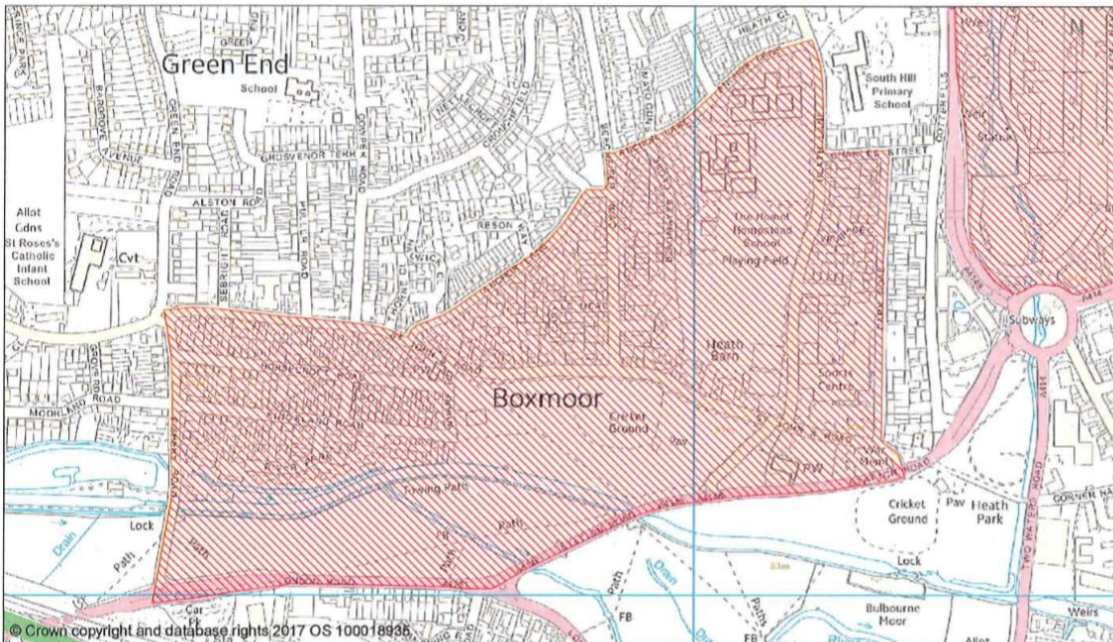
PSPO – Hemel Hempstead town centre (north)



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PSPO – Boxmoor

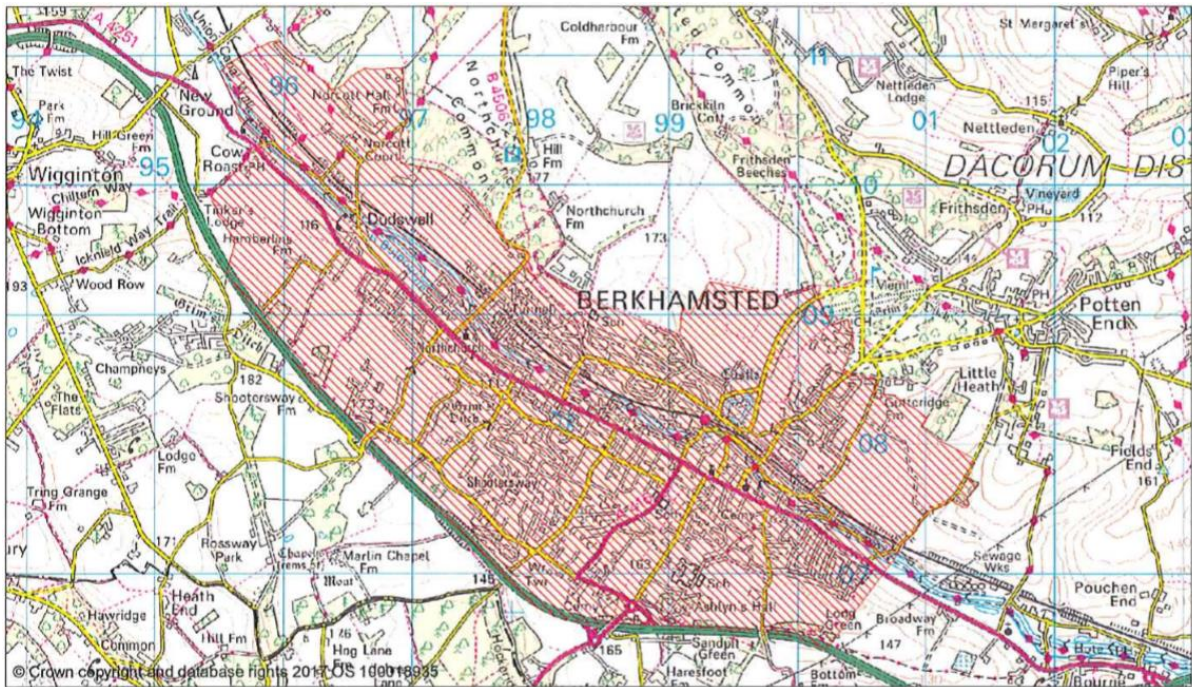


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PSPO – Berkhamsted and Northchurch



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# Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Alcohol related Public Space Protection Orders

## Description of what is being impact assessed

*What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?*

*Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc*

*It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact*

The proposal to reinstate Public Space Protection Orders is to provide additional powers to the police and Council to tackle antisocial behaviour connected to the consumption of alcohol, therefore protecting the public who use or live near to the affected areas.

Having these orders in place will give the police and Council the power to confiscate alcohol where there is antisocial behaviour either taking place, or likely to take place as a result of the consumption of alcohol, and to issue fines should individuals fail to comply with such requests.

These orders will affect any member of the public living or using the areas affected as it will allow them to do so with less fear of antisocial behaviour. The Police and Council will be affected as there will be greater expectation that incidents related to the PSPOs will be dealt with effectively.

## Evidence

### What data/information have you used to assess how this policy/service/decision might impact on protected groups?

*(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

The PSPOs have been in place for some time (over 6 years), previously as Designated Public Place Orders (DPPOs) and there have been no evidenced negative implications for any protected groups.

**Who have you consulted with to assess possible impact on protected groups?** *If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

The Police have been consulted directly in regards to the implementation of the PSPOs in general, and have not raised any concerns.

A 6 week public consultation was also carried out between 11<sup>th</sup> November and 23<sup>rd</sup> December 2020, and no responses were received. Alcohol related PSPOs have been in place since 2017, and similar powers were in place prior to that with the use of Designated Public Places Orders. There are no recorded complaints about the existence of these orders and the powers that they provide services to tackle potential ASB

**Analysis of impact on protected groups (and others)**

The Public Sector Equality Duty requires Dacorum BC to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service/decision will achieve these aims. Using the table below, detail what considerations and potential impacts against each of these using the evidence that you have collated and your own understanding. Based on this information, make an assessment of the likely outcome, **before** you have implemented any mitigation.

- *The PCs of Marriage and Civil Partnership and Pregnancy and Maternity should be added if their inclusion is relevant for impact assessment.*
- *Use “insert below” menu layout option to insert extra rows where relevant (e.g. extra rows for different impairments within Disability).*

Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
<b>Protected group</b>	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			

<b>Age</b>	<p>Any age of person could be a victim or perpetrator of ASB. Anecdotaly, complaints have tended to be about young people, but often the data is not sufficient to say whether alcohol is involved or not.</p> <p>These orders can prevent alcohol leading to nuisance behaviour in the relevant locations. Such behaviour could be aimed at people as a result of any visible/perceived protected characteristic. Groups of any age may risk of abuse from drunk groups of people from a different age group with inappropriate/offensive comments as a result of lower inhibitions caused by alcohol consumption.</p>	□	□	☒
<b>Disability (physical, intellectual, mental)</b>  <i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i>	<p>These orders can prevent alcohol leading to nuisance behaviour in the relevant locations. Such behaviour could be aimed at people as a result of any visible/perceived protected characteristic</p> <p>People with disabilities may be at a greater risk of abuse from drunk groups with inappropriate/offensive comments as a result of lower inhibitions caused by alcohol consumption.</p>	□	□	☒
<b>Gender reassignment</b>	<p>These orders can prevent alcohol leading to nuisance behaviour in the relevant locations. Such behaviour could be aimed at people as a result of any visible/perceived protected characteristic</p> <p>People perceived to be part the LGBT community may be at a greater risk of abuse from drunk groups with inappropriate/offensive comments as a result of lower inhibitions caused by alcohol consumption.</p>	□	□	☒
<b>Race and ethnicity</b>	<p>These orders can prevent alcohol leading to nuisance behaviour in the relevant locations. Such behaviour could be aimed at people as a result of any visible/perceived protected characteristic</p> <p>Groups of any race or ethnicity may risk of abuse from drunk groups</p>	□	□	☒

	of people from a different races or ethnicities with inappropriate/offensive comments as a result of lower inhibitions caused by alcohol consumption.			
<b>Religion or belief</b>	<p>These orders can prevent alcohol leading to nuisance behaviour in the relevant locations. Such behaviour could be aimed at people as a result of any visible/perceived protected characteristic</p> <p>Some religions and beliefs may be more visible that others as a result of religious clothing, or closely connected cultural appearances and could be subjected to abuse from drunk groups with inappropriate/offensive comments as a result of lower inhibitions caused by alcohol consumption.</p>	□	□	⊗
<b>Sex</b>	<p>These orders can prevent alcohol leading to nuisance behaviour in the relevant locations. Such behaviour could be aimed at people as a result of any visible/perceived protected characteristic</p> <p>Women may be at a greater risk of abuse from drunk groups with inappropriate/offensive comments as a result of lower inhibitions caused by alcohol consumption.</p>	□	□	⊗
<b>Sexual orientation</b>	<p>These orders can prevent alcohol leading to nuisance behaviour in the relevant locations. Such behaviour could be aimed at people as a result of any visible/perceived protected characteristic</p> <p>People perceived to be part the LGBT community may be at a greater risk of abuse from drunk groups with inappropriate/offensive comments as a result of lower inhibitions caused by alcohol consumption.</p>	□	□	⊗

<p><b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b></p>	<p>Homeless people may wish to drink alcohol in public places, and could have this confiscated using the orders if its consumption is considered to be antisocial. However, homeless individuals in public places consuming alcohol can lead to connected nuisance such as litter, public urination and unpleasant odours, and so these orders could have a positive impact on reducing these issues.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**Negative impacts / outcomes action plan**

Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

<p><b>Action taken/to be taken</b> <i>(copy &amp; paste the negative impact / outcome then detail action)</i></p>	<p><b>Date</b></p>	<p><b>Person responsible</b></p>	<p><b>Action complete</b></p>
<p>Homeless people may wish to drink alcohol in public places, and could have this confiscated using the orders if its consumption is considered to be antisocial</p> <p>Whilst this is considered negative in terms of the person wishing to consume alcohol, the fact that they are homeless is a much more significant issue, and it is expected that outreach services would seek to assist the individual to deal with their homelessness, which would resolve the antisocial public drinking by positively helping the individual</p> <p>The departments of the Council who may play a role in enforcing the PSPOs form part of Dacorum’s Community Safety Partnership and will</p>	<p>18/01/2024</p>	<p>Licensing Team Leader through engagement with various partners involved in providing support for the homeless via The Community Safety</p>	<p style="text-align: center;"><input type="checkbox"/></p>



be able to liaise with outreach services and other partners through the Joint Action Group		Partnership	
<b>If negative impacts / outcomes remain, please provide an explanation below.</b>			
N/A			
<b>Completed by (all involved in CIA)</b>	<b>Nathan March</b>		
<b>Date</b>	<b>21/01/2021</b>		
<b>Signed off by (AD from different Directorate if being presented to CMT / Cabinet)</b>	 <b>James Doe – Assistant Director Planning, Development and Regeneration</b>		
<b>Date</b>	<b>21 January 2021</b>		
<b>Entered onto CIA database - date</b>	<b>01/08/2023</b>		

<b>To be reviewed by (officer name)</b>	<b>Nathan March, Licensing Team Leader</b>
<b>Review date</b>	



<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>9 February 2021</b>
<b>Part:</b>	<b>1</b>
<b>If Part II, reason:</b>	

<b>Title of report:</b>	<b>Budget 2021/22</b>
<b>Contact:</b>	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources James Deane, Corporate Director (Finance & Operations)
<b>Purpose of report:</b>	To present to Cabinet budget proposals for recommendation to Council in relation to: <ul style="list-style-type: none"> <li>• Revenue and Capital Expenditure together with the potential use of reserves</li> <li>• The setting of the Council Tax for 2021/22</li> <li>• The Treasury Management Strategy 2021/22</li> <li>• The Capital Strategy 2021/22</li> <li>• The level of fees and charges for 2021/22</li> <li>• Advice to Councillors on the robustness of the Budget proposals and adequacy of balances and reserves as required by the Local Government Act 2003</li> </ul>
<b>Recommendations</b>	It is recommended that Cabinet recommend Council to: <p><b>General Fund Revenue Estimate</b></p> <p>a) set a Dacorum Borough Council General Fund Council Tax requirement of £12.406m, and a provisional amount of £13.405m for the combined Borough Council and Parish Councils' requirement for 2021/22;</p>

	<p>b) approve a Band D Council Tax increase of £5 (2.42%) for Dacorum Borough Council;</p> <p>c) approve the base estimates for 2021/22, as shown in Appendix A1, and the indicative budget forecasts for 2021/22 – 2024/25, as shown in Appendix A2;</p> <p>d) approve the forecast balances of Revenue Reserves as shown in Appendix J, and approve section 11 of this report as the updated Reserves Strategy;</p> <p>e) approve increases in Fees and Charges for 2021/22 as set out in Appendices C3, D3, and E3;</p> <p>f) approve and adopt the Treasury Management Strategy for 2021/22, attached at Appendix K;</p> <p>g) approve and adopt the Capital Strategy for 2021/22, attached at Appendix L;</p> <p>h) note that this budget paper, if approved by Council, will form part of the Medium Term Financial Strategy.</p> <p><b>Capital Programme</b></p> <p>i) approve the Capital Programme for 2021/22 to 2025/26, as detailed in Appendix I;</p> <p>j) approve the financing proposals in Appendix I subject to an annual review of the financing options by the Corporate Director (Finance &amp; Operations), in consultation with the Portfolio Holder for Finance and Resources, during the preparation of the Statement of Accounts.</p> <p><b>Housing Revenue Account (HRA)</b></p> <p>k) set dwelling rents according to the new MHCLG Rent Standard, which provides for a rent increase of CPI+1% (1.5% in total). The average dwelling rents is proposed to increase to £104.96 in 2021/22, from its current level of £103.43 (based on 52 weeks);</p> <p>l) approve the HRA estimate for 2021/22 as shown in Appendix F.</p> <p><b>Employer Terms and Conditions</b></p> <p>m) note that the hourly rate of all Council employees continues to exceed the rate proposed by the rates of the Living Wage Foundation, for 2021/22 (to be reviewed annually thereafter).</p> <p><b>Statement by Chief Finance Officer</b></p>
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	n) 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.
Corporate objectives:	All of the Council's corporate objectives are reflected in the Budget proposals.
'Value For Money Implications'	Contained within the body of the report.
Risk Implications	Budget Risk Assessment completed within report (Appendix N).
Community Impact Assessment	Where appropriate, Community Impact Assessments for proposed budgets amendments have been undertaken by relevant service areas.
Health And Safety Implications	None arising directly from this report.
Monitoring Officer/S.151 Officer Comments	<p><b>Monitoring Officer:</b></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><b>S.151 Officer:</b></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>Corporate Leadership Team</p>
Background papers:	Joint Overview and Scrutiny Reports: 1 December 2020, and 1 February 2021.
Abbreviations	<p>GF – General Fund Revenue Account</p> <p>HRA – Housing Revenue Account</p> <p>MHCLG – Ministry of Housing, Communities &amp; Local Govt.</p> <p>MTFS – Medium Term Financial Strategy</p> <p>NHB – New Homes Bonus</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>

Appendices to this report are as follows:

**Corporate view**

- Appendix A1 – General Fund Budget Summary 2021/22
- Appendix A2 – Draft General Fund MTFS update 2021/22 – 2024/25
- Appendix B1 – Budget Change Analysis 2020/2021 – 2021/22
- Appendix B2 – Budget Summary by Overview & Scrutiny Committee

**Finance and Resources**

- Appendix C1 – Finance & Resources Budgets Summary 2021/22
- Appendix C2 – Finance & Resources Budgets Detail 2021/22
- Appendix C3 – Finance & Resources Fees and Charges 2021/22

**Housing and Community**

- Appendix D1 – Housing & Community Budgets Summary 2021/22
- Appendix D2 – Housing & Community GF Budgets Detail 2021/22
- Appendix D3 – Housing & Community Fees and Charges 2021/22

**Strategic Planning and Environment**

- Appendix E1 – Strategic Planning & Environment Budgets Summary 2021/22
- Appendix E2 – Strategic Planning & Environment Budgets Detail 2021/22
- Appendix E3 – Strategic Planning & Environment Fees and Charges 2021/22

**Housing Revenue Account**

- Appendix F – Housing Revenue Account Budget 2021/22
- Appendix G – Housing Revenue Account Movements 2021/22 -2021/22

**Capital Programme**

- Appendix H – Capital Programme Summary of new and amended projects
- Appendix I – Capital Programme 2021/22 - 2024/25, by OSC

**Reserves**

- Appendix J – Statement of Earmarked Reserves

**Treasury Management**

- Appendix K – Treasury Management Strategy Statement 2021/22

**Capital Strategy**

- Appendix L – Capital Strategy 2021/22

**S151 Officer**

- Appendix M – Statement by the Chief Finance Officer

## **1. The Budget-Setting Process**

- 1.1 The 2021/22 budget proposal and the updated Medium Term Financial Strategy have been produced to ensure that the Council maintains a sustainable financial position over the planning period to 2024/25. 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
- 1.2 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 Assistant Director (Finance and Resources) has met to review and monitor emerging budget proposals throughout the budget preparation period.
- 1.3 There has been a series of budget briefings and planning meetings throughout the budget cycle involving Portfolio Holders and members of the Council's Leadership Team. In addition, there have been combined briefings for Overview and Scrutiny Committees in December 2020 and February 2021, during which Members undertook detailed scrutiny of the budget proposals.
- 1.4 Under normal circumstances, a residents' consultation event is held each January, providing residents from across the borough with the opportunity to feedback on the Council's proposals for following year's budget. The Covid-related restrictions in place throughout January 2021 meant that this event was unable take place. Restrictions permitting, this event will be reinstated next year

## **2. The 2021/22 Local Government Finance Settlement**

- 2.1 On 17 December 2020, the Secretary of State for the Ministry of Housing, Communities and Local Government, Robert Jenrick MP, made a statement to Parliament on the provisional Local Government Finance Settlement 2021/22.
- 2.2 By far the largest source of central government funding for local authorities is the Settlement Funding Assessment (SFA), which, in 2021/22 is set to remain at the prior year level of £14.8bn. Since 2016/17, when the 4-year funding deal began, the total amount of annual SFA paid by Government to local authorities has reduced by 30%, £6.5bn.
- 2.3 Future levels of local authority funding are uncertain as Government continues its Fair Funding Review, which will change both the total amount of funding available and the method by which it is allocated between local authorities. It was announced early in 2020 that there would be further delays to the Review as Government grappled with Covid-related financial uncertainty on a national level. Subsequently, neither the Spending Review nor the Local Government Finance Settlement announced, or even alluded to, a new implementation date.

## **3. Dacorum's Key Funding Streams – Covid Support**

- 3.1 The current MTFS, approved by Council in November 2020, provides a comprehensive outline of the Council's strategy for managing the financial pressures arising from Covid 19. The Covid-related pressure forecast within the

MTFS for 2021/22 is c£3m, primarily driven by the potential impact of an expected recession on the Council's key income streams.

- 3.2 Roughly half of this pressure will be met through Government funding in excess of the level forecast for 2021/22 within previous versions of the MTFS (see paragraphs 3.5 – 3.7). The remaining half will be funded through the Economic Recovery Reserve, established within the MTFS to protect the provision of Council services throughout the impact and recovery from the expected recession.
- 3.3 At the time of writing this report, uncertainty over next year's financial pressure remains as stark as it was when the MTFS was produced, four months ago – a recession is still expected, the duration and severity of which still remain unclear. On this basis, there are no material updates to the MTFS and the current forecasts and strategy remain extant.
- 3.4 The Settlement provided more detail of Dacorum's share of the national £2.2bn local government Covid support package first announced in the Spending Review. Dacorum will receive an additional £700k in 2021/22 to support additional Covid-related expenditure. This funding has been transferred to the Economic Recovery Reserve, which has in turn enabled an equivalent amount to be transferred back to the Dacorum Development Reserve from where it originally came.
- 3.5 In addition to this direct funding, the Council will continue to benefit from Government's Sales Fees and Charges Support Scheme, which has now been extended from the end of the current financial year until June 2021. Under this scheme, Government underwrites around 72% of lost, non-rental income. Further details are awaited on other Government schemes to support the expected impact on Council Tax and Business Rates revenues.
- 3.6 It should be noted that uncertainty around the nature of any future national and local Covid-related restrictions could impact the local economy, and therefore the Council's income streams to a greater extent than is currently forecast for 2021/22. This will be kept under review and the updated position will continue to be reported to Members throughout next year, as it has been in the current year.

#### **4. Dacorum's Key Funding Streams – Settlement Funding Assessment**

- 4.1 Historically, the Council has benefitted from two elements of funding within the Local Government Finance Settlement (which together comprise the Settlement Funding Assessment (SFA)):
  - Revenue Support Grant (RSG)
  - Baseline Funding (the guaranteed element of Business Rates Retention)
- 4.2 **Revenue Support Grant** is general, unrestricted grant paid by Government to local authorities to support the provision of their day-to-day services. RSG is currently being phased out as Government continues to step back from its historical role in the Local Government finance model, instead driving an agenda of Locally Financed Expenditure in which LAs raise all funds locally, primarily through Council Tax and Business Rates growth.
- 4.3 The concept of 'negative RSG' was introduced to enable Government to continue reducing the level of funding paid to an authority when there was no further RSG



left to reduce. The idea was that the negative RSG would net off against the Business rates funding to bring total authority funding down to a level, which, in Government's opinion, reflected its level of need.

- 4.4 DBC ceased to receive RSG in 2018/19, and, based on the original 4-year deal, was scheduled to pay negative RSG of £1m in 2019/20. The Council's medium-term strategy over recent years has assumed that the trend of Government funding reductions would continue at the same rate, until the Council became self-sufficient in 2022/23.
- 4.5 However, in December 2020, Government announced that next year, for the third consecutive year, negative RSG will be suspended. Because, despite these suspensions, the Council has maintained its medium-term strategy of working towards self-sufficiency in 2022, it is now ahead of the funding curve – it has already found the efficiencies to deal with funding reductions that have not yet been implemented. This means that the Council will receive £2.2m more funding in 2021/22 than was forecast within the MTFs.
- 4.6 Due to the combination of further delays to the Fair Funding Review and the Covid pressure on councils, Government funding reductions are unlikely to happen as quickly. On this basis, the MTFs approved by Council in November 2020 assumed that DBC would continue to follow the same funding reduction trajectory, but two years later than originally anticipated – working towards self-sufficiency in 2024/25 rather than 2022/23.
- 4.7 This means that £1.3m of the additional £2.2m has been baselined within the 2021/22 budget. It is recommended that Council continue the strategy of previous years and contribute the other £900k of negative RSG to reserves – in this case, the Dacorum Development Reserve, to partially offset some of the funds transferred out to set up the Economic Recovery Reserve in response to Covid.
- 4.8 **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 2021/22 is £3.06m, inflated by £40k from 2020/21.
- 4.9 Baseline Funding is part of the Government's Business Rates Retention Scheme, which is designed to incentivise local authorities to grow their local economy by enabling them to share in any increase in Business Rates income (i.e. growth in the tax base). However, under the terms of the Scheme, the reverse is also true, i.e. that local authorities must absorb a portion of the lost business rates income arising from a contraction in the tax base.
- 4.10 In recent years, Dacorum has seen Business Rates growth which has resulted in c£300k additional funding per annum. As this income stream is vulnerable to fluctuations in the local economy, the majority of the income has been transferred to reserves each year, with only c£100k used to support the baseline budget.
- 4.11 This period of sustained growth means that Dacorum has now joined the group of Hertfordshire councils that can 'pool' together each year to retain as much funding as possible within the county. The additional funding comes to a 'pool' through Government surrendering part of its share of growth in order to incentivise joint working between councils within a given economic area.

4.12 Under the normal, non-pooling Business Rates Retention Scheme, each £1 of growth is shared as follows:

Government share	50p
Collecting district council	40p
Hertfordshire County Council	10p

The district council pays a 50% levy out of its share to Government, which reflects Government's assessment of their need. The levy receipts are then redistributed nationally to support those councils with a higher Government assessed need. Districts all pay a levy, and all counties all receive some of the redistributed funds through a 'top-up'.

So the actual shares after this technical adjustment are:

Government share	70p (50p + 20p levy from district share)
Collecting district council	20p
Hertfordshire County Council	10p

Under the pooling scheme, the 20p levy is not payable to Government. Instead, the levy payable by districts is offset against the top-up that would be payable to HCC and is retained within Hertfordshire. The pooling gain comes from the local retention of the growth above that required to fund the HCC top-up. Shares after pooling arrangement:

Government share	50p
Collecting district council	20p
Hertfordshire County Council	10p
Pool	20p (the Government levy now retained locally)

4.13 Since 2014 a pool has existed within Hertfordshire comprising the optimal grouping of districts alongside HCC. For 2021/22, DBC is within that optimal pool. Based on current modelling across the county, the benefit of being within the pool is that an additional £3m will be retained within Hertfordshire, of which £300k additional funding will come to DBC.

4.14 The main risk of being in a pool is that the Government 'safety-net' which currently caps DBC losses at 7.5% is removed. This risk is higher next year than would ordinarily be the case due to the uncertain impact of a Covid-recession on the Hertfordshire economy, and consequently on the amount of Business Rates received. However, there are a number of mitigations against this risk:

- a) External modelling has shown that Business Rates would need to contract by 5.9% across the pool area before the pool made a loss – this is a big reduction. To put it into context, Government put in place a Business Rates compensation when losses were less than 5% in the current year.
- b) A compensation scheme has already been announced for next year (awaiting details), which would de-risk things for the pool – the element covered by Government would no longer be at risk.
- c) A proportion of the pool's taxbase is not high risk, e.g supermarkets, public sector buildings, distribution centres, which means that the contraction outside of this low risk group would need to be significantly higher for the pool to hit an overall loss of 5.9%. Furthermore, the increased diversity of

businesses types and local economies across the pool is greater than within a single district – again, this dilutes the risk of such a significant contraction.

- d) The Council will increase its provision against increased risk of business failure within Dacorum over the next twelve months.
- e) Despite the opportunity presented by pooling, the 2021/22 Baseline Funding, which includes DBC's share of Business Rates growth, is budgeted at Safety-net level. This prudent approach ensures that while the expectation is for a higher amount of BR income, the balancing of next year's budget does not rely on it.

4.15 While the risk can never be eliminated, based on the above mitigations it is recommended that DBC enter the pool. The other five members of the pool (Hertfordshire County Council, Broxbourne, Hertsmere, North Hertfordshire, and Three Rivers) have been involved in previous years and have approval to progress next year.

## **5. Dacorum's Key Funding Streams – New Homes Bonus**

- 5.1 The provisional NHB allocation for Dacorum in 2021/22 has been announced as £1.1m, an increase of £290k on the projected income in the Medium Term Financial Strategy. This increase is due to Government including an additional year's allocation for 2021/22, contrary to previous announcements stating that the final year's allocation for NHB was 2020/21.
- 5.2 Since the introduction of NHB in 2011/12, the Council has recognised its vulnerability as a funding stream and, consequently, rather than become reliant on it to support the delivery of ongoing services, has used the vast majority to support one-off expenditure and capital projects.
- 5.3 In line with previous years' strategy, it is proposed that all NHB funding in 2021/22 be transferred to the Dacorum Development reserve to fund future growth projects across the borough.

## **6. Dacorum's Key Funding Streams – Lower Tier Services Grant**

- 6.1 The Settlement included a new one-off grant for district level councils, the Lower Tier Services Grant. DBC's share of the £111m funding pot is £170k, calculated by Government's assessment of needs model. As a one-off funding stream, it is proposed that this amount is transferred in its entirety to the Management of Change Reserve to maintain the balance in the reserve following planned draw downs in 2021/22.

## **7. Dacorum's Key Funding Streams – Council Tax**

- 7.1 Dacorum's Council Tax requirement for 2021/22 is calculated as £13.405m (provisional, inclusive of provisional parish precepts) and £12.406m (exclusive of parish precepts). The approved tax base for 2021/22 is 58,693.7 based on a collection rate of 99.4%.
- 7.2 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.

7.3 A surplus position of £43,362.84 on the Collection Fund is forecast for 31 March 2021. 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.

7.4 The proportion of this surplus that each of the Major Preceptors will receive from the Collection Fund when calculating the Council Tax for 2021/22 is as follows:

Dacorum Borough Council	£5,268.18
Hertfordshire County Council	£33,416.13
Hertfordshire Police and Crime Commissioner	£4,678.53
<b>Total Surplus</b>	<b>£43,362.84</b>

7.5 Cabinet approved the Collection Fund surplus in December 2020.

7.6 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. Within the 2020 Settlement, Government confirmed the referendum threshold for district councils at the higher of £5 or 2%. The proposed increase of £5.00 (2.42%) for Dacorum in 2021/22 is therefore within the threshold. 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.

## 8. Local Government Accounting Requirements

8.1 The budget-setting process for the Council is governed by a number of statutory requirements. Some of the key requirements are explained, below.

### Capital Charges

8.2 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.

8.3 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).

8.4 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. The Council's valuation method and calculation are subject to audit by the Council's external auditors, Grant Thornton. Any change in the use of assets, or revised valuation, or additional Capital Expenditure will affect the capital charge made to the Revenue Budget.

### Prudential Code

8.5 The Council complies with the Prudential Code for controlling Local Government Capital Finance, and the Budget for 2021/22 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; and,
- The Code supports local strategic planning, local asset management planning and proper option appraisal.

## 9. Forecast Outturn 2020/2021

- 9.1 Appendices C2, D2 and E2, which breakdown the proposed 2021/22 budget by Overview and Scrutiny Committee (OSC) remit, also show the forecast budget outturn for the current financial year, as at December 2020. This is included to provide Members with comparative context for the 2021/22 budget proposals.
- 9.2 As at January 2020, the outturn for financial year 2020/2021, at £3.2m has been heavily impacted by the forecast impact of Covid. As per the MTFs, the plan is to fund this shortfall through the Economic Recovery Reserve. Where necessary, budget variances relating to underlying business-as-usual have been updated to ensure a more robust budget over the next 12 months.

## 10. Budgetary Assumptions 2021/22

- 10.1 The inflationary assumptions used to compile the 2021/22 estimates are set out below.

<b>Inflation Factors</b>	
Average salary Inflation (annual pay settlement) for 2021/22	1.75%
Business Rates	2.0%
Fuel	5.0%
Utility Cost increase assumptions: Gas	5.0%
Electricity	5.0%
<b>Other Assumptions</b>	
Return on investment	0.8%
Salary Vacancy Factor (excluding front-line Waste services)	5.0%
Growth in numbers of Band D equivalent properties	2.27%

- 10.2 The salary vacancy factor for the 2020/2021 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 remains appropriate. It is therefore proposed to maintain the vacancy factor at 5% for 2021/22.

## 11. Revenue Income

- 11.1 In addition to the key funding streams explained in sections 3 - 7 of this report, the Council receives income from a number of sources.
- 11.2 Housing Rents received through the Council's housing stock are 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 section 15 of this report.

11.3 Investment Income – although interest rates have been low in recent years, increasing levels of cash balances have contributed towards investment income performing above target during 2020/2021. Budgeted General Fund investment income for 2021/22 is £300k, and £192k within the HRA. This assumes an average interest rate of 0.8%.

11.4 Fees and Charges – Service managers have proposed changes to fees and charges for 2021/22 as detailed in Appendices **C3, D3 and E3**.

## **12. Reserves Strategy**

12.1 The Council's Reserves Strategy is reviewed annually, and was most recently approved by Members within Section 10 of the Budget and Council Tax Setting Report (February 2020).

12.2 The Council holds two types of reserve, both of which are subject to audit by the Council's external auditors, Grant Thornton, 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 N.
- **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 Full Council approval, and subsequent transfers to and from those reserves require Full Council approval.

12.3 In line with the Council's approach in previous years, it is recommended that the **General Fund Working Balance** be 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 2021/22, which equates to just under 14% of the Net Cost of Services of £18.5m (as shown in Appendix A1).

12.4 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 £2.9m by the end of 2021/22, which equates to 5% of the £57m rental turnover (as shown in Appendix F).

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

### **General Fund Earmarked Reserves**

12.6 The General Fund budget proposes a Net Cost of Service of £18.5m, as set out in Appendix A1. This includes a net contribution of £1.79m to earmarked reserves for non-recurring future items of expenditure (excluding Revenue Contributions to Capital). The proposed movements of General Fund earmarked reserves for revenue use in 2021/22 are as follows:

	<b>Net Movement to/(from) Reserves £000</b>
<b>Earmarked Reserve</b>	
Management of Change Reserve	(50)
Technology Reserve	(35)
Savings Efficiencies Reserve	720
Local Development Framework Reserve	(155)
Dacorum Development Reserve	2,400
Climate Change and Sustainability Reserve	(100)
Invest to Save Reserve	(20)
Election Reserve	40
Training and Development Reserve	(275)
Housing Conditions Survey Reserve	15
Funding Equalisation Reserve	(300)
Pensions Reserve	1,020
Maylands Plus Reserve	20
Economic Recovery Reserve	(1,490)
<b>Total Net Movement</b>	<b>1,790</b>

12.7 Appendix J details the proposed movements on General Fund Earmarked Reserves. All reserves have been reviewed during the preparation of the Budget for 2021/22, and there will be a further review of the reserves position as part of the closure of accounts process for 2020/2021.

12.8 The justification for balances currently held by the Council within Earmarked Reserves is shown below.

- **Civic Buildings Major Repairs Reserve**  
This reserve was created as the Civic Centre Major Repairs Reserve to cover the costs arising from unplanned repairs to the Civic Centre.
- **Capital Development Reserve**  
This reserve was created in to assist with the funding of feasibility studies associated with the Council's future capital projects.
- **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-ring fenced funding as they see fit to support the delivery of local, regional and national priorities in their areas.
- **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 funding streams, service transformation remains high on the Council's agenda. The following transactions comprise the net draw down of £50k from the Management of Change reserve in 2021/22:

- Contribution to the reserve of £400k (including £170k new Lower Tier Funding announced in LG Settlement);

- Part year costs of a fixed-term contract for a web developer (£40k);
- The third year of the apprenticeship and graduate trainee recruitment programme (£195k);
- Commercial Waste project officer fixed-term post (20k)
- Diversity and Inclusion Officer first year of 3-year fixed-term post (£55k)
- Review of Community Safety services (£150k)

- **Technology Reserve**

This reserve was set up to be utilised with the Management of Change reserve to invest in technology improvements that will help improve efficiency and resilience. There is a draw-down of £35k in 21/22 to fund the extension of a web developer post to continue improving the web based services.

- **Savings Efficiencies Reserve**

This reserve was created in order to mitigate the risk of the Council's savings initiatives failing to complete on time, and thereby causing an in-year budgetary pressure. The reserve is funded through savings achieved ahead of the 'pre-smoothed' savings targets detailed in previous versions of the MTFS.

A contribution of £830k is planned for 2021/22 to replenish this reserve following its use in 2020/21 to fund a one-off upfront payment of £6m to the Pension Fund in relation to the Council's secondary pension contribution payment. In addition, a contribution of £110k from the reserve is planned to fund staff resources in Planning in order to generate additional income from Planning Performance Agreements.

- **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.

- **Local Development Framework Reserve**

This reserve was created to support the development and ongoing work associated with the Council's local plan. In 2021/22, it is proposed to draw down £155k to fund Local Plan costs in the year of examination.

- **Dacorum Development Reserve**

This reserve was created to support regeneration and economic development initiatives across the Borough. The net contribution of £2.4m proposed for 2021/22 comprises:

- A contribution of £1.1m from New Homes Bonus funding;
- A contribution of £940k from the suspension of negative Revenue Support Grant;



- A contribution of £700k from the Economic Recovery Reserve to replenish the Dacorum Development reserve following the announcement of a further £700k Covid funding from Government as part of the LG Finance Settlement;
- Drawdown of £40k to fund a one-year fixed-term Enforcement officer within Planning;
- Drawdown of £300k to fund costs associated with the Hemel Garden Communities project to create new housing and infrastructure within the borough;
- **Climate Change and Sustainability Reserve**  
It is recommended that this reserve is created for 20/21 to support initiatives associated with the Council's commitment to addressing climate change and sustainability issues across the borough. A drawdown of £100k is planned in 2021/22 to fund a budget for technical studies, consultancy support and community initiatives.
- **Planning Enforcement and Appeals Reserve**  
To meet the costs of urgent action on planning enforcement, and stabilise the financing of fluctuating annual costs of planning appeals.
- **Litigation Reserve**  
The funds within this reserve 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 2021/22 onwards, annual contributions to the reserve are recommended to continue at £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. A drawdown of £20k is planned in 2021/22 to support training across the Council.
- **Youth Provision Reserve**  
To assist with repairs expenditure and the provision of youth provision.
- **Election Reserve**  
This reserve was created to smooth the cost of Borough Elections over a four-year period. A contribution of £40k is proposed for 2021/22 to support the cost of elections in future years.
- **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. It complements the Management of Change reserve and ensures that Officers are able to access the training required to deliver

services more efficiently. A draw down of £275k from the reserve is proposed, to fund the following.

- £70k to fund an enhanced Leadership training programme;
  - £50k to fund project management support to develop and implement a new Corporate Governance framework;
  - £50k to fund additional resources to support a full internal review of Service Planning;
  - £75k to fund an extension of the National Graduate Development Programme
- **Housing Conditions Survey Reserve**  
This reserve was created to smooth the costs associated with periodic Council inspections of private dwellings. A top up of the reserve of £15k to support pressures relating to work on the private rented sector across the borough is proposed.
  - **Dacorum Rent Aid and Rent Guarantee Reserves**  
These reserves are to provide assistance to clients to obtain/retain accommodation.
  - **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. It also contains previous years' growth in Business Rates in order to fund potential shortfalls in future years' funding. The surpluses in this reserve will be reviewed at the point Baseline Funding is reset, following the implementation of the Fair Funding Review. A draw down of £300k is proposed, to support the forecast business rates deficit in 2021/22.
  - **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 results of the December 2019 triennial review announced that the payments the Council currently makes require a slight increase, based on present assumptions, to reduce the pensions deficit within the 20-year planning horizon employed by the actuary.

Based on continuation of the current arrangement of annual payments, the actuary reported that the Council's aggregate secondary contribution over the next 3 years must increase from the current £6m to £6.3m. However, by paying the total amount in advance, instead of via 36 monthly instalments, the Council could avoid the increase of £300k. The full balance of the Pension Reserve was drawn down in 2020/21 and used in conjunction with the Savings Efficiency Reserve to make the upfront payment. Both reserves will be fully replenished by 22/23 through the future years' budgeted annual amounts that will now be diverted towards reserves instead of the Pension Fund.

The £1m contribution in 2021/22 comprises £800k of these budgeted annual amounts, plus a further £200k scheduled annual top up of the reserve in preparation for potentially increased costs at the next triennial review.

It is recommended that the Council continue make an annual contribution of £200k to this reserve, to be reviewed at the next actuarial valuation in 2022/23.

- **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 contribution of £23k in 2021/22 is forecast.
- **Economic Recovery Reserve**  
This reserve was created in 2020/21 to support the continued provision of Council services throughout the impact of, and recovery from the expected Covid-driven recession. A drawdown from the reserve of £1.491m is planned for 2021/22.

### **Earmarked Reserves future priority areas**

12.9 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 continued reductions in grant from central government continue to underline 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.

### **Housing Revenue Account Earmarked Reserves**

12.10 The Strategic Acquisition reserve is an HRA reserve held by the Council. The forecast balance at the end of 2020/2021 is £5.4m. It is forecast that this balance will be drawn down in full in 2021/22 to support the new build capital programme within the HRA.

### **Capital Receipts Reserve**

12.11 This reserve is utilised to finance the Capital Programme. The balance brought forward to 2021/22 contains receipts from the sale of HRA properties under the Right-to-Buy scheme, along with the associated 1-4-1 receipts. It also contained General Fund capital balances arising from asset sales. It is estimated that the HRA capital balances will be £22.3m as at 1<sup>st</sup> April 2021, and £6.9m as at 31<sup>st</sup> March 2022. It is estimated that the GF capital balances will be £23.9m as at 1<sup>st</sup> April 2021, and £17.7m as at 31<sup>st</sup> March 2022

## **13. Capital Programme**

13.1 The Capital Programme has been structured to enable delivery of the Council's Corporate Plan over the medium- to long-term, and the detailed capital strategy is attached in Appendix M. The Programme includes all of the capital schemes within both the General Fund and the Housing Revenue Account (HRA).

13.2 The recommended Capital Programme detailed in Appendix I is a 5-year programme encompassing £284m of capital investment across the borough. The

Capital Programme in 2021/22 is £53.5m of which £44.3m is the HRA and £9.2m is the General Fund.

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

#### **General Fund**

- £6.4m investment in a 5-year programme of fleet replacement.
- £9m capital investment to the council's community facilities including Council-owned buildings, community infrastructure, car parks, leisure and sports premises.
- £1.4m Investment in facilitating affordable housing developments and delivery of additional temporary accommodation provision.
- £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 the Council has no discretion over the payment of Disabled Facility Grants, which are mandatory.

#### **Housing Revenue Account**

- £89m for major capital repairs and replacements of components of the Housing Stock (such as bathrooms, roofs, windows, kitchens); and,
- £135m for the New Build programme.

#### **Financing the Capital Programme**

13.4 It is recommended that the Capital Programme for 2021/22 be financed as per the table below.

<b>Proposed Financing for Capital Programme 2021/22</b>	
	<b>£m</b>
Capital Receipts and Reserves	39.4
Grants and External Funding	3.8
Revenue Contribution	7.7
<b>Total Indicative Funding</b>	<b>50.9</b>

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

- **Capital Receipts and Reserves**  
In accordance with the Council's Medium Term Financial Strategy, estimates of the likely Capital Receipts to be generated during 2021/22 and subsequent years have been made based on the Council's Asset Management Plan and the current economic climate. The level of receipts anticipated to be utilised in 20/21 is £26.4m.

The level of reserves expected to be utilised is £13m, £10.5m from the Major Repairs Reserve, which is funded from the depreciation on the Council's housing stock, and £2.5m from the Revenue Commitments reserve, a holding reserve created to preserve flexibility of revenue funds for as long as possible before transfer over to capital in future years.

- **Grants and External Funding**  
£0.8m of general fund capital expenditure will be funded from grants and £3m from S106 contributions.
- **Revenue Contribution to Capital**  
This refers to charges on revenue budgets in order to finance capital projects in 2021/22 the budget assumes the GF will be contributing £0.4m and the HRA £7.4m.

#### **14. Treasury Management Strategy**

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

#### **15. Housing Revenue Account 2021/22**

15.1 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.

15.2 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 2021/22 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**

15.3 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.

15.4 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 2021/22**

15.5 The HRA business plan incorporates the following key financial assumptions, based on the draft 2021/22 HRA budget:

<b>Budget</b>	<b>Assumptions</b>
HRA Working Balance	Minimum 5% of turnover.
Major Repairs Reserve (MRR) Balance	Nil – to be fully utilised each year to fund capital works and new build
Rent	Rents for 2021/22 have been set according to the MHCLG Rent Standard, which allows for an increase of CPI+1% (1.5% in total based on October CPI rate published by ONS). New tenancies re-let at (social) formula rent.
RPI	1.3% 2021/22; 2.8% 2022/23; 3.0% (subsequent years)
CPI	0.5% 2021/22; 1.8% 2022/23; 2% (2023/24) 2% (subsequent years)
New Build Programme	264 units built, 46 currently in progress, 367 in the pipeline.
Voids and Bad Debts	Voids: 0.8% of gross income Bad Debts: 1.8%
Right to Buy	Assumption of 24 for 2021/22.

## **16. Staff Terms and Conditions**

- 16.1 Within the 2015/16 Budget, 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.
- 16.2 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.
- 16.3 The current 'out of London' living wage, which would apply to the Council, is £9.50 per hour. All DBC staff are paid in excess of the living wage for 2021/22.

## **17. Summary and Conclusion**

- 17.1 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.
- 17.2 The statement from the Chief Finance Officer at Appendix M provides assurance regarding the robustness of the 2021/22 budget and the level of the Council's reserves.

## DRAFT GENERAL FUND BUDGET SUMMARY 2021/22

	Original 2020/21	Growth / (Savings)	Estimate 2021/22
	£000	£000	£000
<b>Service Expenditure &amp; Income</b>			
Employees	28,220	(3,623)	24,597
Premises	4,739	206	4,945
Transport	1,550	46	1,596
Supplies & Services	7,056	641	7,697
Third-Parties	902	(91)	811
Transfer Payments	47,149	0	47,149
Capital Charges & Bad Debts	4,917	0	4,917
Income	(18,395)	1,437	(16,958)
Grants and Contributions	(51,426)	(207)	(51,633)
Recharge to HRA	(4,384)	(223)	(4,607)
<b>Net Cost Of Services</b>	<b>20,328</b>	<b>(1,814)</b>	<b>18,514</b>
<b>Less:</b>			
Interest Receipts	(300)	(125)	(425)
Interest Payments & MRP	916	121	1,037
Reversal of Capital Charges	(4,802)	0	(4,802)
Revenue Contributions to Capital	350	0	350
Net movement to/(from) Earmarked Reserves	139	1,650	1,789
<b>Budget Requirement General Fund</b>	<b>16,631</b>	<b>(168)</b>	<b>16,462</b>
Parish Precepts	972	28	1,000
<b>Budget Requirement Including Parishes</b>	<b>17,603</b>	<b>(140)</b>	<b>17,462</b>
<b>Funded by:</b>			
Business Rates Retained	(3,615)	824	(2,791)
New Homes Bonus/Government Grants	(1,779)	(189)	(1,968)
Council Tax (Surplus)/Deficit	(151)	553	402
Business Rates (Surplus)/Deficit	1,000	(700)	300
<b>Net Expenditure before Council Tax</b>	<b>13,058</b>	<b>348</b>	<b>13,405</b>
<b>Demand on the Collection Fund</b>	<b>(13,058)</b>	<b>(347)</b>	<b>(13,405)</b>
<b>Net Change in General Fund Balance</b>	<b>(0)</b>	<b>(0)</b>	<b>(0.00)</b>
General Fund Balance B/Fwd	(2,502)		(2,502)
In year use	0		(0)
General Fund Balance C/Fwd	<b>(2,502)</b>		<b>(2,502)</b>

<b>APPENDIX A - GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY</b>					
	<b>Approved 2020/21</b>	<b>Estimate 2021/22</b>	<b>Estimate 2022/23</b>	<b>Estimate 2023/24</b>	<b>Estimate 2024/25</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Service Expenditure &amp; Income</b>					
Employees	28,092	24,595	24,882	29,543	27,401
Premises	4,739	4,945	5,055	5,188	5,284
Transport	1,550	1,596	1,663	1,734	1,809
Supplies & Services	7,239	7,698	7,403	7,473	7,552
Third-Parties	893	811	827	844	860
Transfer Payments	47,149	47,149	47,149	47,149	47,149
Capital Charges & Bad Debts	4,915	4,918	4,920	4,922	4,925
Income	(69,835)	(68,591)	(69,484)	(70,337)	(71,687)
Recharge to HRA	(4,384)	(4,606)	(4,740)	(4,877)	(5,019)
Cumulative Savings	0	0	(0)	(117)	(598)
<b>Net Cost Of Services</b>	<b>20,358</b>	<b>18,514</b>	<b>17,675</b>	<b>21,522</b>	<b>17,676</b>
<b>Less:</b>					
Interest Receipts	(300)	(425)	(550)	(550)	(550)
Interest Payments & MRP	916	1,037	1,029	1,083	1,083
Reversal of Capital Charges	(4,802)	(4,802)	(4,802)	(4,802)	(4,802)
Revenue Contributions to Capital	350	350	0	0	0
Net movement to/(from) Earmarked Reserves	139	1,789	667	(3,326)	1,326
<b>Budget Requirement General Fund</b>	<b>16,661</b>	<b>16,463</b>	<b>14,019</b>	<b>13,927</b>	<b>14,733</b>
Parish Precepts	972	1,000	1,033	1,068	1,103
<b>Budget Requirement Including Parishes</b>	<b>17,633</b>	<b>17,463</b>	<b>15,052</b>	<b>14,995</b>	<b>15,836</b>
<b>Funded by:</b>					
Use of General Fund Balance	0	0	0	0	0
Business Rates Retained	(3,115)	(2,791)	(2,965)	(3,139)	(3,202)
Revenue Support Grant	0	0	1,725	2,330	2,330
Pilot Business Rates Funding	(500)	0	0	0	0
New Homes Bonus	(1,779)	(1,968)	(544)	0	0
Council Tax (Surplus)/Deficit	(151)	402	402	200	0
Business Rates (Surplus)/Deficit	1,000	300	300	400	0
<b>Net Expenditure before Council Tax</b>	<b>13,088</b>	<b>13,405</b>	<b>13,971</b>	<b>14,786</b>	<b>14,964</b>
<b>Demand on the Collection Fund</b>	<b>(13,058)</b>	<b>(13,405)</b>	<b>(13,856)</b>	<b>(14,314)</b>	<b>(14,783)</b>
General Fund Balance B/Fwd	(2,503)	(2,503)	(2,503)	(2,503)	(2,503)
In year use	0	0	0	0	0
General Fund Balance C/Fwd	<b>(2,503)</b>	<b>(2,503)</b>	<b>(2,503)</b>	<b>(2,503)</b>	<b>(2,503)</b>
<b>Total Savings Requirement</b>		<b>1,043</b>	<b>875</b>	<b>400</b>	<b>400</b>
of which,					
<b>Savings identified, and already delivered</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Savings identified, but still to be delivered</b>		<b>(1,043)</b>	<b>(761)</b>	<b>72</b>	<b>(220)</b>
<b>Savings still to be identified</b>		<b>0</b>	<b>114</b>	<b>472</b>	<b>180</b>



<b>GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22</b>		
<b>EMPLOYEE EXPENDITURE</b>		
<b>2020/21 Employee Budget</b>		<b>28,220</b>
<b>Inflation</b>		
Estimated pay award of 1.75% including £250 increase for employees earning under £24k		445
Increments		127
<b>Sub total - Inflation</b>		<b>572</b>
<b>Growth items</b>		
Private Sector Housing Officer	Natasha Beresford	40
Strategic Planning Manager	Chris Taylor	80
Poppy Fields cemetery (Bunkers Farm) grounds maintenance	Richard Rice	30
Climate Change Emergency Officer	Mark Gaynor/Ben Hosier	40
Other growth items under £15k		35
<b>Sub total - Growth items</b>		<b>225</b>
<b>Removal of 2020/21 one-off items (reserve / grant funded)</b>		
Remove secondary pensions contribution lump sum payment in 2020/21	Fiona Jump	(4,680)
Hemel Garden Communities project team	James Doe	(193)
South West Herts Joint Strategic Plan costs	James Doe	(60)
Caravan storage - additional resource to generate additional income	Richard Rice	(15)
Innovation and Improvement Intern post	Ben Trueman	(22)
Web Developer fixed term post	Ben Trueman	(8)
Homeless Prevention and Assessment Team - 2 new posts	Natasha Beresford	(26)
Private Sector Housing 1 year fixed term post	Natasha Beresford	(50)
<b>Sub total - Removal of 2020/21 one-off items</b>		<b>(5,054)</b>
<b>2021/22 one-off items (reserve / grant funded)</b>		
Diversity and Community Inclusion Officer - 3 year fixed term post	Matt Rawdon	47
Planning Enforcement Post - 1 year fixed term	Sara Whelan	41
Innovation & Improvement Intern - further year of fixed term post	Ben Trueman	22
Web Developer fixed term post	Ben Trueman	8
Commercial Waste project officer - 1 year fixed term	Craig Thorpe	20
Staff resources to support additional PPA income	Sara Whelan	110
South West Herts Joint Strategic Plan costs	James Doe	100
Hemel Garden Communities project team	James Doe	250
<b>Community Safeguarding fixed term support</b>	<b>Matt Rawdon</b>	<b>150</b>
<b>National Graduate Development Programme</b>	<b>Matt Rawdon</b>	<b>75</b>
<b>Homeless Prevention and Assessment Team - new post</b>	<b>Natasha Beresford</b>	<b>36</b>
<b>Sub total - 2021/22 one-off items</b>		<b>859</b>
<b>Efficiency savings</b>		
Revenues and Benefits service review	Chris Baker	(30)
Legal and Corporate service review	Farida Hussain	(20)
Customer services - staff reconfiguration	Matt Rawdon	(5)
Corporate Support Restructure	Farida Hussain	(35)
Waste Services - savings from new staff joining on lower grades	Craig Thorpe	(25)
Consolidate training budgets in Revenues and Benefits	Chris Baker	(12)
Other minor items under £15k		(22)
<b>Sub total - Efficiency savings</b>		<b>(149)</b>
<b>Other</b>		
Internal movement of budget (no growth or efficiencies to services)		(77)
<b>Sub total - Other</b>		<b>(77)</b>
<b>Total change year on year</b>		<b>(3,623)</b>
<b>2021/22 Employee Budget</b>		<b>24,597</b>

GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22 PREMISES EXPENDITURE	
2020/21 Premises Budget	4,739
<b>Inflation</b>	
General inflation	105
<b>Sub total - Inflation</b>	<b>105</b>
<b>Growth items</b>	
Poppy Fields Cemetery Operational Costs (Bunkers Farm) Richard Rice	37
Berkhamsted Multi-Storey car park - maintenance, cleaning and business rates Ben Hosier	64
<b>Sub total - Growth items</b>	<b>101</b>
<b>Total change year on year</b>	<b>206</b>
2021/22 Premises Budget	4,945
GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22 TRANSPORT EXPENDITURE	
2020/21 Transport Budget	1,550
<b>Inflation</b>	
General inflation	66
<b>Sub total - Inflation</b>	<b>66</b>
<b>Efficiency savings</b>	
Reduction in Travel Expenditure Craig Thorpe/Emma Walker	(20)
<b>Sub total - Efficiency Savings</b>	<b>(20)</b>
<b>Total change year on year</b>	<b>46</b>
2021/22 Transport Budget	1,596

**GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22  
SUPPLIES & SERVICES EXPENDITURE**

<b>2020/21 Supplies &amp; Services Budget</b>		<b>7,056</b>
<b><u>Inflation</u></b>		
Inflation on ICT costs and contracted services		70
<b>Sub total - Inflation</b>		<b>70</b>
<b><u>Growth items</u></b>		
Robotic Process Automation – Licensing & Support	Ben Trueman	23
Booking Live Licence / Support	Ben Trueman	10
Capita payment system cloud hosting	Ben Trueman	10
Poppy Fields Cemetery Operational Costs (Bunkers Farm)	Richard Rice	14
Berkhamsted Multi-Storey car park - car park services costs	Ben Hosier	21
<b>Performance Management System</b>	<b>Ben Trueman</b>	<b>10</b>
<b>Sub total - Growth items</b>		<b>88</b>
<b><u>Removal of 2020/21 one-off items (reserve / grant funded)</u></b>		
Caravan storage - additional resource to implement proposal	Richard Rice	(5)
Review and improvement of planning process	Sara Whelan	(50)
Leisure - feasibility work Berkhamsted Leisure Centre	Ben Hosier	(65)
Controlled Parking Zones	Ben Hosier	(45)
VE Day event	Farida Hussain	(30)
Armed Forces Day	Matt Rawdon	(20)
<b>Sub total - Removal of 2020/21 one-off items</b>		<b>(215)</b>
<b><u>2021/22 one-off items (reserve / grant funded)</u></b>		
Funding for Local Plan in year of examination	Chris Taylor	155
Climate Change Emergency Budget (for technical studies, consultancy support and community initiatives and events)	Mark Gaynor/Ben Hosier	100
Diversity and Inclusion Officer - associated budget	Matt Rawdon	5
Hemel Garden Communities project work	James Doe	50
South West Herts Joint Strategic Plan costs	James Doe	140
<b>Leadership Development Programme</b>	<b>Matt Rawdon</b>	<b>70</b>
<b>Governance and Project Management Support</b>	<b>Ben Trueman</b>	<b>50</b>
<b>3 Year Service Planning Programme</b>	<b>Ben Trueman</b>	<b>80</b>
<b>Sub total - 2021/22 one-off items</b>		<b>650</b>
<b><u>Efficiency savings</u></b>		
Revenues e-billing	Chris Baker	(5)
Customer Services efficiencies	Matt Rawdon	(2)
Reduction in Telephony Expenditure	Ben Trueman	(10)
Reduction of legal expenses budget in Revenues and Benefits	Chris Baker	(14)
Non replacement of dog waste bins (if near a general waste bin)	Craig Thorpe	(15)
Savings in revenue costs through capital purchases of wheeled bins	Craig Thorpe	(25)
Minor savings under £5k		(8)
<b>Sub total - Efficiency savings</b>		<b>(79)</b>
<b><u>Other</u></b>		
Internal movement of budget (no growth or efficiencies to services)		127
<b>Sub total - Other</b>		<b>127</b>
<b>Total change year on year</b>		<b>641</b>
<b>2021/22 Supplies &amp; Services Budget</b>		<b>7,697</b>

GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22 THIRD-PARTY PAYMENTS	
<b>2020/21 Third Party Payments Budget</b>	<b>902</b>
<b><u>Inflation</u></b>	
Contractual inflation	18
<b>Sub total - Inflation</b>	<b>18</b>
<b><u>Removal of 2020/21 one-off items (reserve / grant funded)</u></b>	
New payroll contract implementation costs	Fiona Jump (60)
<b>Sub total - 2021/22 one-off items</b>	<b>(60)</b>
<b><u>Efficiency savings</u></b>	
In-house Resilience Service Delivery	Emma Walker (20)
Internal Audit contract	Fiona Jump (20)
<b>Sub total - Efficiency savings</b>	<b>(40)</b>
<b><u>Other</u></b>	
Internal movement of budget (no growth or efficiencies to services)	(9)
<b>Sub total - Other</b>	<b>(9)</b>
<b>Total change year on year</b>	<b>(91)</b>
<b>2021/22 Third Party Payments Budget</b>	<b>811</b>
GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22 TRANSFER PAYMENTS	
<b>2020/21 Transfer Payments Budget</b>	<b>47,149</b>
<b>Total change year on year</b>	<b>0</b>
<b>2021/22 Transfer Payments Budget</b>	<b>47,149</b>

**GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22  
INCOME**

<b>2020/21 Income Budget</b>		<b>(18,395)</b>
<b><u>Inflation</u></b>		
General inflation		(264)
<b>Sub total - Inflation</b>		<b>(264)</b>
<b><u>Growth items</u></b>		
Ongoing pressure in Commercial Waste income from Covid-19 impact	Craig Thorpe	100
Ongoing pressure in Commercial rents from Covid-19 impact	Richard Rice	1,000
Ongoing pressure in garage rents from Covid-19 impact	Jason Grace	500
Ongoing pressure in Leisure income from Covid-19 impact	Ben Hosier	501
Hemel Hempstead Market	Chris Taylor	20
<b>Sub total - Growth items</b>		<b>2,121</b>
<b><u>Increased income</u></b>		
Temporary Accommodation	Natasha Beresford	(210)
Caravan Storage income	Richard Rice	(10)
Planning fees	Sara Whelan	(50)
Planning Performance Agreement income	Sara Whelan	(145)
Land Disposal Enquiry Charges	Richard Rice	(20)
Income from Health Certificates	Emma Walker	(5)
Littering & Public Spaces Protection Orders (PSPO) Income	Emma Walker	(5)
Income from charging Registered Providers for Housing allocations	Natasha Beresford	(5)
<b>Sub total - Increased income</b>		<b>(450)</b>
<b><u>Other</u></b>		
Internal movement of budget (no growth or efficiencies to services)		30
<b>Sub total - Other</b>		<b>30</b>
<b>Total change year on year</b>		<b>1,437</b>
<b>2021/22 Income Budget</b>		<b>(16,958)</b>

GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22 GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS		
<b>2020/21 Grants, Reimbursements and Contributions Budget</b>		<b>(51,426)</b>
<b>Inflation</b>		
General inflation		(35)
<b>Sub total - Inflation</b>		<b>(35)</b>
<b>Removal of 2020/21 one-off items (reserve / grant funded)</b>		
Homeless Prevention and Assessment Team - 2 new posts	Natasha Beresford	26
South West Herts Joint Strategic Plan	James Doe	60
<b>Sub total - Removal of 2020/21 one-off items</b>		<b>86</b>
<b>2021/22 one-off items (reserve / grant funded)</b>		
South West Herts Joint Strategic Plan	James Doe	(240)
<b>Homeless Prevention and Assessment Team - new post</b>	<b>Natasha Beresford</b>	<b>(36)</b>
<b>Sub total - 2021/22 one-off items</b>		<b>(276)</b>
<b>Growth items</b>		
Reduction to Benefits Administration Subsidy grant	Chris Baker	60
Waste Services Alternative Financial Model (AFM)	Craig Thorpe	50
<b>Sub total - Growth items</b>		<b>110</b>
<b>Increased income</b>		
Bunkers Farm consortium income	Richard Rice	(50)
<b>Sub total - Increased income</b>		<b>(50)</b>
<b>Other</b>		
Internal movement of budget (no growth or efficiencies to services)		(42)
<b>Sub total - Other</b>		<b>(42)</b>
<b>Total change year on year</b>		<b>(207)</b>
<b>2021/22 Grants, Reimbursements and Contributions Budget</b>		<b>(51,633)</b>
GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22 RECHARGE TO THE HRA		
<b>2020/21 Recharge to the HRA</b>		<b>(4,384)</b>
<b>Other</b>		
Adventure Playgrounds - cessation of cleaning service from Housing Cleaning and move in house	Matt Rawdon	(25)
Budget virements from Income		(30)
Annual uplift in HRA recharge in line with salaries inflation		(168)
<b>Sub total - Other</b>		<b>(223)</b>
<b>Total change year on year</b>		<b>(223)</b>
<b>2021/22 Recharge to the HRA</b>		<b>(4,607)</b>

<b>OVERVIEW AND SCRUTINY COMMITTEE GENERAL FUND BUDGETS 2021/22</b>				
	<b>Finance &amp; Resources 2021/22 (£'000s)</b>	<b>Housing &amp; Community 2021/22 (£'000s)</b>	<b>Planning &amp; Environment 2021/22 (£'000s)</b>	<b>Total  (£'000s)</b>
Employees	9,740	4,346	10,510	<b>24,597</b>
Premises	2,894	1,034	1,016	<b>4,945</b>
Transport	305	14	1,276	<b>1,596</b>
Supplies & Services	4,118	1,109	2,470	<b>7,697</b>
Third-Parties	724	0	86	<b>811</b>
Transfer Payments	47,144	5	0	<b>47,149</b>
Capital Charges	2,131	1,083	1,704	<b>4,917</b>
Income	<b>(8,415)</b>	<b>(4,869)</b>	<b>(3,674)</b>	<b>(16,958)</b>
Grants and Contributions	<b>(48,864)</b>	<b>(737)</b>	<b>(2,031)</b>	<b>(51,633)</b>
Recharges	<b>(6,490)</b>	4	1,880	<b>(4,607)</b>
<b>Net Expenditure by Committee</b>	<b>3,288</b>	<b>1,989</b>	<b>13,238</b>	<b>18,514</b>

<b>FINANCE &amp; RESOURCES COMMITTEE GENERAL FUND BUDGETS 2021/22</b>					
	<b>Original 2020/2021 £</b>	<b>Forecast 2020/2021 £</b>	<b>Draft 2021/2022 £</b>	<b>Variance 2020/21 - 2021/22 £ %</b>	
<b>Finance &amp; Resources</b>					
Employees	13,911,980	14,204,923	<b>9,740,370</b>	<b>(4,171,610)</b>	<b>(30%)</b>
Premises	2,748,178	3,242,463	<b>2,894,440</b>	146,262	5%
Transport	296,560	293,590	<b>305,020</b>	8,460	3%
Supplies & Services	3,861,190	5,927,243	<b>4,118,010</b>	256,820	7%
Third-Parties	788,600	738,516	<b>724,370</b>	<b>(64,230)</b>	<b>(8%)</b>
Capital Charges	2,130,600	2,130,600	<b>2,130,600</b>	0	0%
Transfer Payments	47,144,000	47,144,000	<b>47,144,000</b>	0	0%
Income	<b>(9,890,580)</b>	<b>(6,949,960)</b>	<b>(8,414,610)</b>	1,475,970	<b>(15%)</b>
Grants and Contributions	<b>(48,872,460)</b>	<b>(49,508,602)</b>	<b>(48,864,480)</b>	7,980	<b>(0%)</b>
Recharges	<b>(6,128,957)</b>	<b>(6,622,108)</b>	<b>(6,490,150)</b>	<b>(361,193)</b>	6%
<b>Net Expenditure: Finance &amp; Resources</b>	<b>5,989,111</b>	<b>10,600,665</b>	<b>3,287,570</b>	<b>(2,701,541)</b>	<b>(45%)</b>



## FINANCE &amp; RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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## Finance &amp; Resources

## Chief Executive's Unit (MO) (Claire Hamilton)

## Facilitating Change (Claire Hamilton)

Supplies & Services	100,000	100,000	100,000	0	0%
Recharges	(100,000)	(100,000)	(100,000)	0	0%
<b>Net Expenditure: Facilitating Change</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Management Team and Other Support Overheads (Claire Hamilton)

Employees	474,390	486,692	463,020	(11,370)	(2%)
Transport	630	630	640	10	2%
Supplies & Services	11,950	41,950	11,960	10	0%
Recharges	(486,970)	(529,272)	(475,620)	11,350	(2%)
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Net Expenditure: Chief Executive's Unit (MO)

**(0)**      **0**      **0**      **0**

## Corporate and Contracted Services

## Sports Development and Community Recreation (Ben Hosier)

Premises	41,740	41,740	42,570	830	2%
Supplies & Services	65,000	1,125,000	0	(65,000)	(100%)
Capital Charges	797,000	797,000	797,000	0	0%
Income	(508,380)	0	(500,950)	7,430	(1%)
Recharges	153,903	158,046	171,767	17,864	12%
<b>Net Expenditure: Sports Development and Community Recreation</b>	<b>549,263</b>	<b>2,121,786</b>	<b>510,387</b>	<b>(38,876)</b>	<b>(7%)</b>

## Car Parking (Ben Hosier)

Employees	85,710	95,486	94,510	8,800	10%
Premises	452,880	478,990	526,940	74,060	16%
Transport	1,140	1,140	1,160	20	2%
Supplies & Services	769,800	709,800	759,520	(10,280)	(1%)
Third-Parties	25,040	25,040	25,540	500	2%
Capital Charges	87,800	87,800	87,800	0	0%
Income	(2,772,710)	(1,372,710)	(2,772,990)	(280)	0%
Recharges	359,549	367,671	371,293	11,745	3%
<b>Net Expenditure: Car Parking</b>	<b>(990,791)</b>	<b>393,217</b>	<b>(906,227)</b>	<b>84,565</b>	<b>(9%)</b>

## Property Management and Office Accommodation (Ben Hosier)

Premises	311,120	530,250	318,660	7,540	2%
Supplies & Services	20,360	20,360	20,490	130	1%
Third-Parties	473,010	473,010	482,470	9,460	2%
Capital Charges	471,100	471,100	471,100	0	0%
Income	(396,740)	(454,972)	(404,670)	(7,930)	2%
Recharges	(878,850)	(1,039,748)	(888,050)	(9,200)	1%
<b>Net Expenditure: Property Management and Office Accommodation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	

## FINANCE &amp; RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £	%
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Procurement Services (Ben Hosier)					
Employees	201,560	201,561	207,470	5,910	3%
Transport	340	340	350	10	3%
Supplies & Services	2,660	2,660	2,680	20	1%
Recharges	(204,559)	(204,561)	(210,500)	(5,940)	3%
<b>Net Expenditure: Procurement Services</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	

Climate Change and Sustainability (Mark Gaynor/Ben Hosier)					
Employees	59,746	46,256	100,440	40,694	68%
Supplies & Services	7,640	7,640	107,640	100,000	1309%
Recharges	(67,386)	(53,896)	(208,080)	(140,694)	209%
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	

Democratic Representation and Management (Farida Hussain)					
Employees	253,890	241,534	254,340	450	0%
Transport	12,640	12,640	13,010	370	3%
Supplies & Services	533,080	512,310	512,340	(20,740)	(4%)
Income	(1,210)	(1,210)	(1,230)	(20)	2%
Grants and Contributions	0	(2,480)	0	0	
Recharges	923,023	978,958	987,115	64,092	7%
<b>Net Expenditure: Democratic Representation and Management</b>	<b>1,721,423</b>	<b>1,741,752</b>	<b>1,765,575</b>	<b>44,152</b>	<b>3%</b>

Corporate Management (Farida Hussain)					
Recharges	448,840	493,252	371,708	(77,133)	(17%)
<b>Net Expenditure: Corporate Management</b>	<b>448,840</b>	<b>493,252</b>	<b>371,708</b>	<b>(77,133)</b>	<b>(17%)</b>

Registration of Electors (Farida Hussain)					
Employees	181,790	159,482	182,850	1,060	1%
Transport	150	150	150	0	0%
Supplies & Services	84,460	101,254	85,640	1,180	1%
Income	(1,660)	(1,660)	(1,690)	(30)	2%
Recharges	88,499	92,014	98,286	9,787	11%
<b>Net Expenditure: Registration of Electors</b>	<b>353,239</b>	<b>351,240</b>	<b>365,236</b>	<b>11,997</b>	<b>3%</b>

Conducting Elections (Farida Hussain)					
Employees	0	0	0	0	
Supplies & Services	0	19,568	0	0	
Grants and Contributions	0	(16,001)	0	0	
<b>Net Expenditure: Conducting Elections</b>	<b>0</b>	<b>3,567</b>	<b>0</b>	<b>0</b>	

Local Welfare Assistance Schemes (Farida Hussain)					
Supplies & Services	2,570	2,570	2,620	50	2%
<b>Net Expenditure: Local Welfare Assistance Schemes</b>	<b>2,570</b>	<b>2,570</b>	<b>2,620</b>	<b>50</b>	<b>2%</b>

## FINANCE &amp; RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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Legal Services (Farida Hussain)					
Employees	471,110	471,110	455,770	(15,340)	(3%)
Transport	1,410	1,410	1,440	30	2%
Supplies & Services	34,360	34,360	34,670	310	1%
Third-Parties	10,000	10,000	10,200	200	2%
Capital Charges	9,100	9,100	9,100	0	0%
Income	(25,740)	(25,740)	(26,250)	(510)	2%
Grants and Contributions	(99,830)	(70,000)	(100,140)	(310)	0%
Recharges	(400,409)	(430,240)	(384,790)	15,620	(4%)
<b>Net Expenditure: Legal Services</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	

Central Administration (Farida Hussain)					
Employees	320,350	292,888	293,190	(27,160)	(8%)
Transport	480	480	500	20	4%
Supplies & Services	185,550	190,550	187,930	2,380	1%
Third-Parties	1,100	1,100	1,120	20	2%
Capital Charges	17,100	17,100	17,100	0	0%
Income	(540)	(540)	(550)	(10)	2%
Recharges	(524,041)	(501,578)	(499,290)	24,750	(5%)
<b>Net Expenditure: Central Administration</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Management Team and Other Support Overheads (Mark Brookes)					
Employees	173,000	173,000	172,720	(280)	(0%)
Transport	780	780	800	20	3%
Supplies & Services	1,880	1,880	1,890	10	1%
Recharges	(175,660)	(175,661)	(175,410)	250	(0%)
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	

**Net Expenditure: Corporate and Contracted Services** 2,084,545 5,107,384 2,109,299 24,754 1%

## Finance &amp; Operations Management (James Deane)

Internal Audit (James Deane)					
Third-Parties	106,190	106,190	88,310	(17,880)	(17%)
Recharges	(106,190)	(106,190)	(88,310)	17,880	(17%)
<b>Net Expenditure: Internal Audit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Management Team and Other Support Overheads (James Deane)					
Employees	355,670	440,731	353,540	(2,130)	(1%)
Supplies & Services	2,830	4,550	2,840	10	0%
Recharges	(358,500)	(445,282)	(356,380)	2,120	(1%)
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	

**Net Expenditure: Finance & Operations Management** 0 (0) 0 0

## FINANCE &amp; RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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## Finance &amp; Resources (Nigel Howcutt)

## Housing Benefit Payments (Chris Baker)

Capital Charges	35,000	35,000	35,000	0	0%
Transfer Payments	23,440,000	23,440,000	23,440,000	0	0%
Grants and Contributions	(23,673,850)	(23,673,850)	(23,673,850)	0	0%
Other Income	(190,000)	(190,000)	(190,000)	0	0%
<b>Net Expenditure: Housing Benefit Payments</b>	<b>(388,850)</b>	<b>(388,850)</b>	<b>(388,850)</b>	<b>0</b>	<b>0%</b>

## Housing Benefits: rent rebates to HRA tenants - mandatory payments (Chris Baker)

Capital Charges	20,000	20,000	20,000	0	0%
Transfer Payments	23,704,000	23,704,000	23,704,000	0	0%
Grants and Contributions	(23,559,990)	(23,559,990)	(23,559,990)	0	0%
Other Income	(160,000)	(160,000)	(160,000)	0	0%
<b>Net Expenditure: Housing benefits: rent rebates to HRA tenants - mandatory payments</b>	<b>4,010</b>	<b>4,010</b>	<b>4,010</b>	<b>0</b>	<b>0%</b>

## Housing Benefits (Administration) (Chris Baker)

Employees	757,550	855,291	715,550	(42,000)	(6%)
Transport	2,380	1,050	2,430	50	2%
Supplies & Services	10,180	54,670	10,180	0	0%
Grants and Contributions	(535,240)	(603,793)	(476,040)	59,200	(11%)
Recharges	983,106	1,054,917	1,031,482	48,377	5%
<b>Net Expenditure: Housing Benefits (Administration)</b>	<b>1,217,976</b>	<b>1,362,135</b>	<b>1,283,602</b>	<b>65,627</b>	<b>5%</b>

## Local Tax Collection (Chris Baker)

Employees	480,070	483,713	478,980	(1,090)	(0%)
Transport	560	250	570	10	2%
Supplies & Services	125,760	933,936	107,220	(18,540)	(15%)
Grants and Contributions	(468,000)	(1,161,176)	(468,000)	0	0%
Recharges	741,475	752,985	739,818	(1,657)	(0%)
<b>Net Expenditure: Local Tax Collection</b>	<b>879,865</b>	<b>1,009,708</b>	<b>858,588</b>	<b>(21,277)</b>	<b>(2%)</b>

## Local Tax Collection and Benefits Support Team (Chris Baker)

Employees	347,810	357,457	352,160	4,350	1%
Transport	5,820	5,820	5,940	120	2%
Supplies & Services	159,510	159,510	162,110	2,600	2%
Grants and Contributions	0	(328)	0	0	
Recharges	(513,140)	(522,459)	(520,210)	(7,070)	1%
<b>Net Expenditure: Local Tax Collection and Benefits Support Team</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	

## Corporate Management (Fiona Jump)

Employees	0	0	346,290	346,290	
Income	0	0	601,000	601,000	
<b>Net Expenditure: Corporate Management</b>	<b>0</b>	<b>0</b>	<b>947,290</b>	<b>947,290</b>	

## Corporate Management - Financial Fees and Services (Fiona Jump)

Supplies & Services	121,000	123,206	121,000	0	0%
<b>Net Expenditure: Corporate Management - Financial Fees and Services</b>	<b>121,000</b>	<b>123,206</b>	<b>121,000</b>	<b>0</b>	<b>0%</b>

## FINANCE &amp; RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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**Past Service Costs (Fiona Jump)**

Employees	4,680,000	4,680,000	0	(4,680,000)	(100%)
<b>Net Expenditure: Past Service Costs</b>	<b>4,680,000</b>	<b>4,680,000</b>	<b>0</b>	<b>(4,680,000)</b>	<b>(100%)</b>

**Parish Grants (Fiona Jump)**

Supplies & Services	249,900	249,864	249,900	0	0%
<b>Net Expenditure: Parish Grants</b>	<b>249,900</b>	<b>249,864</b>	<b>249,900</b>	<b>0</b>	<b>0%</b>

**Financial Services (Fiona Jump)**

Employees	1,091,760	1,177,832	1,101,610	9,850	1%
Transport	1,540	1,090	1,570	30	2%
Supplies & Services	54,330	142,595	54,880	550	1%
Third-Parties	101,370	44,176	43,400	(57,970)	(57%)
Capital Charges	83,300	83,300	83,300	0	0%
Grants and Contributions	(44,370)	(19,804)	(45,260)	(890)	2%
Recharges	(1,287,931)	(1,429,189)	(1,239,500)	48,430	(4%)
<b>Net Expenditure: Financial Services</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	

**Support Services - Insurance (Fiona Jump)**

Employees	63,000	63,000	64,260	1,260	2%
Premises	809,000	1,009,000	825,180	16,180	2%
Transport	246,000	246,000	250,920	4,920	2%
Supplies & Services	368,000	368,000	368,000	0	0%
Income	(380,000)	(380,000)	(387,600)	(7,600)	2%
Recharges	(1,106,000)	(1,246,000)	(1,120,760)	(14,760)	1%
<b>Net Expenditure: Support Services - Insurance</b>	<b>0</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	

**Management Team and Other Support Overheads (Nigel Howcutt)**

Employees	254,920	262,551	255,970	1,050	0%
Transport	560	560	570	10	2%
Supplies & Services	6,150	6,150	6,150	0	0%
Recharges	(261,630)	(269,261)	(262,690)	(1,060)	0%
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	

**Allotments (Richard Rice)**

Premises	13,090	13,090	13,350	260	2%
Supplies & Services	300	300	300	0	0%
Income	(15,920)	(13,250)	(16,240)	(320)	2%
Recharges	370	370	380	10	3%
<b>Net Expenditure: Allotments</b>	<b>(2,160)</b>	<b>510</b>	<b>(2,210)</b>	<b>(50)</b>	<b>2%</b>

**Community Centres & Public Halls (Richard Rice)**

Employees	139,580	145,828	140,620	1,040	1%
Premises	221,370	223,027	234,620	13,250	6%
Supplies & Services	8,010	9,910	8,020	10	0%
Third-Parties	15,060	9,000	15,360	300	2%
Capital Charges	122,900	122,900	122,900	0	0%
Income	(169,610)	(71,788)	(173,010)	(3,400)	2%
Recharges	195,722	203,093	201,827	6,105	3%
<b>Net Expenditure: Community Centres &amp; Public Halls</b>	<b>533,032</b>	<b>641,969</b>	<b>550,337</b>	<b>17,305</b>	<b>3%</b>

## FINANCE &amp; RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £	%
<b>Outdoor Sports &amp; Recreation Facilities (Sports Pavilions) (Richard Rice)</b>					
Premises	63,780	63,780	68,630	4,850	8%
Capital Charges	21,400	21,400	21,400	0	0%
Income	(38,230)	(28,250)	(38,990)	(760)	2%
Recharges	2,600	2,600	2,600	0	0%
<b>Net Expenditure: Outdoor Sports &amp; Recreation Facilities (Sports Pavilions)</b>	<b>49,550</b>	<b>59,530</b>	<b>53,640</b>	<b>4,090</b>	<b>8%</b>
<b>Cemeteries (Richard Rice)</b>					
Employees	313,620	267,838	314,670	1,050	0%
Premises	75,960	78,351	123,070	47,110	62%
Transport	13,080	13,080	15,730	2,650	20%
Supplies & Services	37,910	53,175	49,430	11,520	30%
Capital Charges	81,400	81,400	81,400	0	0%
Income	(459,720)	(399,720)	(458,910)	810	(0%)
Grants and Contributions	(141,180)	(51,180)	(191,200)	(50,020)	35%
Recharges	84,877	88,682	163,792	78,915	93%
<b>Net Expenditure: Cemeteries</b>	<b>5,947</b>	<b>131,627</b>	<b>97,982</b>	<b>92,035</b>	<b>1548%</b>
<b>Public Conveniences (Richard Rice)</b>					
Premises	32,920	32,920	33,750	830	3%
Capital Charges	38,600	38,600	38,600	0	0%
Income	(150)	(150)	(150)	0	0%
Recharges	91,605	96,623	94,419	2,814	3%
<b>Net Expenditure: Public Conveniences</b>	<b>162,975</b>	<b>167,992</b>	<b>166,619</b>	<b>3,644</b>	<b>2%</b>
<b>Property Management and Office Accommodation (Richard Rice)</b>					
Employees	557,020	654,013	557,650	630	0%
Transport	5,000	4,300	5,100	100	2%
Supplies & Services	62,390	73,295	57,670	(4,720)	(8%)
Income	(11,190)	(11,190)	(31,410)	(20,220)	181%
Recharges	(613,220)	(720,419)	(589,010)	24,210	(4%)
<b>Net Expenditure: Property Management and Office Accommodation</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0%</b>
<b>Investment Property (Richard Rice)</b>					
Premises	726,318	771,316	707,670	(18,648)	(3%)
Supplies & Services	8,700	8,700	8,730	30	0%
Income	(5,108,780)	(4,188,780)	(4,200,970)	907,810	(18%)
Recharges	579,674	615,243	460,836	(118,837)	(21%)
<b>Net Expenditure: Investment Property</b>	<b>(3,794,088)</b>	<b>(2,793,521)</b>	<b>(3,023,734)</b>	<b>770,355</b>	<b>(20%)</b>
<b>Net Expenditure: Finance &amp; Resources</b>	<b>3,719,156</b>	<b>5,308,180</b>	<b>918,172</b>	<b>(2,800,984)</b>	<b>(75%)</b>

## FINANCE &amp; RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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**Housing & Regeneration Management (Mark Gaynor)****Management Team and Other Support Overheads (Mark Gaynor)**

Employees	268,780	275,977	<b>268,340</b>	(440)	(0%)
Transport	390	390	<b>400</b>	10	3%
Supplies & Services	3,380	3,380	<b>3,380</b>	0	0%
Recharges	(272,550)	(279,747)	<b>(272,120)</b>	430	(0%)
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	

**Net Expenditure: Housing & Regeneration Management**

**0 (0) 0 (0)**

**Neighbourhood Delivery (AD Neighbourhood Delivery)****Management Team and Other Support Overheads (AD Neighbourhood Delivery)**

Employees	171,420	175,334	<b>174,080</b>	2,660	2%
Transport	230	50	<b>230</b>	0	0%
Supplies & Services	1,330	900	<b>1,340</b>	10	1%
Recharges	(172,980)	(176,284)	<b>(175,650)</b>	(2,670)	2%
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	

**Corporate Health & Safety (Emma Walker)**

Employees	141,640	154,027	<b>144,580</b>	2,940	2%
Transport	340	340	<b>350</b>	10	3%
Supplies & Services	53,970	53,970	<b>54,010</b>	40	0%
Recharges	(195,949)	(208,337)	<b>(198,940)</b>	(2,990)	2%
<b>Net Expenditure: Corporate Health &amp; Safety</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	

**Net Expenditure: Neighbourhood Delivery**

**(0) (0) 0 (0)**

**Performance and Projects (Linda Roberts)****Business Improvement (Ben Trueman)**

Employees	175,860	175,859	<b>175,590</b>	(270)	(0%)
Transport	200	200	<b>200</b>	0	0%
Supplies & Services	10,990	13,990	<b>174,210</b>	163,220	1485%
Recharges	(187,050)	(190,049)	<b>(350,000)</b>	(162,950)	87%
<b>Net Expenditure: Business Improvement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Information and Communication Technology (Ben Trueman)**

Employees	866,620	834,235	<b>867,470</b>	850	0%
Transport	1,300	1,300	<b>1,340</b>	40	3%
Supplies & Services	629,990	679,990	<b>652,080</b>	22,090	4%
Capital Charges	345,900	345,900	<b>345,900</b>	0	0%
Recharges	(1,843,811)	(1,861,425)	<b>(1,866,790)</b>	(22,980)	1%
<b>Net Expenditure: Information and Communication Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	



## FINANCE &amp; RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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Management Team and Other Support Overheads (Linda Roberts)					
Employees	171,660	171,660	<b>271,370</b>	99,710	58%
Recharges	(171,660)	(171,660)	<b>(271,370)</b>	(99,710)	58%
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	

Human Resources (Matt Rawdon)					
Employees	677,764	685,877	<b>757,840</b>	80,076	12%
Transport	430	430	<b>440</b>	10	2%
Supplies & Services	121,910	111,910	<b>193,830</b>	71,920	59%
Third-Parties	56,830	70,000	<b>57,970</b>	1,140	2%
Recharges	(671,524)	(683,117)	<b>(749,981)</b>	(78,457)	12%
<b>Net Expenditure: Human Resources</b>	<b>185,410</b>	<b>185,101</b>	<b>260,099</b>	<b>74,689</b>	<b>40%</b>

<b>Net Expenditure: Performance and Projects</b>	<b>185,409</b>	<b>185,101</b>	<b>260,099</b>	<b>74,689</b>	<b>40%</b>
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Planning, Development and Regeneration (James Doe)					
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Management Team and Other Support Overheads (James Doe)					
Employees	175,690	175,690	<b>175,490</b>	(200)	(0%)
Transport	1,160	1,160	<b>1,180</b>	20	2%
Supplies & Services	5,340	5,340	<b>5,350</b>	10	0%
Recharges	(182,190)	(182,190)	<b>(182,020)</b>	170	(0%)
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	

<b>Net Expenditure: Planning, Development and Regeneration</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	
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<b>Net Expenditure: Finance &amp; Resources</b>	<b>5,989,111</b>	<b>10,600,665</b>	<b>3,287,570</b>	<b>(2,701,541)</b>	<b>(45%)</b>
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FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2021/22				
	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Revenues</b>				
Summons Costs		70.00	70.00	0.0%
Liability Orders		30.00	30.00	0.0%
<b>Berkhamsted Civic Centre</b>				
Weddings - Full Day	Day	654.00	667.00	2.0%
Extended from 11.30pm to midnight	Half Hour	68.00	69.00	1.5%
Community Use - Day	Hour	23.00	23.00	0.0%
Community Use - Monday to Thursday Evening (after 6pm)	Hour	26.00	27.00	3.8%
Community Use - Friday Evenings & Weekends	Hour	31.00	32.00	3.2%
Commercial Use - Day	Hour	28.00	29.00	3.6%
Commercial Use - Monday to Thursday Evening (after 6pm)	Hour	35.00	36.00	2.9%
Commercial Use - Friday Evenings & Weekends	Hour	41.00	42.00	2.4%
Sale of Goods - Commercial - Evenings (after 6pm)	Evening	272.00	277.00	1.8%
Sale of Goods - Commercial	Day	282.00	288.00	2.1%
<b>Victoria Hall</b>				
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm)	Day	486.00	500.00	2.9%
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm) Charity	Day	271.00	280.00	3.3%
Refundable Deposit (If required)	Per Hire	200.00	200.00	0.0%
All Events Extra Time 11:30pm - 12.00am.	Half Hour	64.00	65.00	1.6%
Assembly Room - Community Use - Day	Hour	23.00	23.00	0.0%
Assembly Room - Community Use - Evening/Weekends	Hour	25.00	26.00	4.0%
Assembly Room - Commercial Use - Day	Hour	26.00	27.00	3.8%
Assembly Room - Commercial Use - week night Monday to Thursday	Hour	33.00	34.00	3.0%
Assembly Rooms - Commercial Use - Evening/Weekends	Hour	39.00	40.00	2.6%
Everyone Active Bowls and Table Tennis	Session 2.5 hours	35.00	36.00	2.9%
Private Bowls and Table Tennis	Session 2.5 hours	35.00	36.00	2.9%
Kitchen Use - Washing Up	Day	33.00	34.00	3.0%
Kitchen Use - Full Catering	Day	64.00	65.00	1.6%
Victoria Room - Commercial Use - Weekdays to 6pm	Hour	24.00	24.00	0.0%
Victoria Room - Commercial Use - Weekdays after 6pm and Weekends	Hour	27.00	28.00	3.7%
Victoria Room - Community Use - Weekdays to 6pm	Hour	20.00	20.00	0.0%
Victoria Room - Community Use - Weekdays after 6pm and Weekends	Hour	22.00	22.00	0.0%
Albert Room - Community Use - Weekdays to 6pm	Hour	15.00	15.00	0.0%
Albert Room - Community Use - Weekdays after 6pm and Weekends	Hour	17.00	17.00	0.0%
Edward Room - Weekdays	Hour	12.00	12.00	0.0%
Edward Room Office	Hour	9.00	9.00	0.0%
Tring Park School Assembly Room	Hour	20.00	20.00	0.0%
Tring Park School Victoria Room	Hour	17.00	17.00	0.0%
Tring Park School Albert Room	Hour	11.00	11.00	0.0%
Tring U3A Table Tennis	Session 2.5 hours	35.00	36.00	2.9%
<b>Football Season</b>				
Adult - Including Pavilion	13 Games	874.00	891.00	1.9%
Adult - Excluding Pavilion	13 Games	625.00	638.00	2.1%
Junior (aged 11 to 18) - Including Pavilion	13 Games	452.00	461.00	2.0%
Junior (aged 11 to 18) - Excluding Pavilion	13 Games	314.00	320.00	1.9%
Mini (aged 7 to 10) - Including Pavilion	13 Games	277.00	283.00	2.2%
Mini (aged 7 to 10) - Excluding Pavilion	13 Games	191.00	195.00	2.1%
<b>Sports Pitch Hire - Football, Baseball &amp; Rugby</b>				
Adult - Including Pavilion	Match	74.00	75.00	1.4%
Adult - Excluding Pavilion	Match	53.00	54.00	1.9%
Junior (aged 11 to 18) - Including Pavilion	Match	46.00	47.00	2.2%
Junior (aged 11 to 18) - Excluding Pavilion	Match	34.00	35.00	2.9%
Mini (aged 7 to 10) - Including Pavilion	Match	29.00	30.00	3.4%
Mini (aged 7 to 10) - Excluding Pavilion	Match	21.00	21.00	0.0%
<b>Sports Pitch Hire - Cricket</b>				
Adult - Including Pavilion	Match	74.00	75.00	1.4%
Adult - Excluding Pavilion	Match	68.00	69.00	1.5%
Adult - Weekday Evening Match Excluding Pavilion	Match	44.00	45.00	2.3%
Adult - Training (No Marking Required)	Match	34.00	35.00	2.9%
<b>Miscellaneous</b>				
Hot Air Balloon Launches	Per Launch	54.00	55.00	1.9%
Allotments	Pole	6.00	6.00	0.0%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2021/22				
	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Cemeteries</b>				
<b>Exclusive Right of Burial</b>				
Lawn Grave 9ft x 4ft (75 Years)		1,402.00	1,430.00	2.0%
Child & Babies Section (child from 0 to 12 years)		no charge	no charge	0.0%
Muslim Wooden Lined Grave 2018/19 / Muslim Burial ERB 2019/20		1,606.00	1,650.00	2.7%
<b>Pre Purchased</b>				
Lawn Grave (75 Years)		2,425.00	2,474.00	2.0%
<b>Cremated Remains Exclusive Right of Burial</b>				
Cremated Remains Flat Tablet Memorial (75 Years)		522.00	532.00	1.9%
Cremated Remains Desk Memorial (75 Years)		522.00	532.00	1.9%
Cremated Remains 2'6" upright Memorial (75 Years)		757.00	772.00	2.0%
Cremated Remains Family Garden (75 Years)		818.00	834.00	2.0%
<b>Pre Purchased</b>				
Cremated Remains Flat Tablet Memorial (75 Years)		818.00	834.00	2.0%
Cremated Remains Desk Memorial (75 Years)		818.00	834.00	2.0%
Cremated Remains 2'6" upright Memorial (75 Years)		1,054.00	1,075.00	2.0%
Cremated Remains Family Garden (75 Years)		1,309.00	1,335.00	2.0%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				
<b>Interment Fees</b>				
Lawn Grave (Burial) - Adult		650.00	663.00	2.0%
Lawn Grave (Burial) - Child		no charge	no charge	0.0%
Woodland Burial including Tree		798.00	814.00	2.0%
Child Grave Child & Baby Section		no charge	no charge	0.0%
Cremated Remains Adult		220.00	224.00	1.8%
Cremated Remains - Double Interment - Adult		440.00	449.00	2.0%
Scattering of Remains - Adult or Child		61.00	62.00	1.6%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				
<b>Cemeteries</b>				
<b>Additional Fees</b>				
ERB (Deed) Transfer (to another)		72.00	73.00	1.4%
Use of Chapel at Tring		92.00	94.00	2.2%
Repurchase expired lease on Right of Burial (75 years)		910.00	928.00	2.0%
Repurchase expired lease on Right of Burial (75 years) Cremation Plot		31.00	32.00	3.2%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		307.00	313.00	2.0%
Additional Fee for Saturday interment (Until 12.00)		307.00	313.00	2.0%

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2021/22

	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Memorial Fees</b>				
<b>Memorial Administration Fees</b>				
Headstone (additional or replacement)		205.00	209.00	2.0%
Child's Headstone		no charge	no charge	0.0%
Tablet or Plaque (additional or replacement)		77.00	80.00	3.9%
Desktop (additional or replacement)		77.00	80.00	3.9%
Vase (additional or replacement)		41.00	42.00	2.4%
Headstone (each inscription after the first, inc. memorial test fees)		138.00	140.00	1.4%
Desktops, Tablets and Plaques (each inscription after the first)		51.00	52.00	2.0%
Vase (each inscription after the first)		31.00	32.00	3.2%
Sanctum (10 year lease)		1,234.00	N/A	0.0%
Sanctum (20 year lease)		1,717.00	N/A	0.0%
Sanctum Renewal (5 years)		456.00	N/A	0.0%
Jubilee Bench and installation (inc. 10 year lease)		N/A	1,500.00	0.0%
Stamford Bench and Installation (inc. 10 year lease) - Dark Wood		1,330.00	N/A	0.0%
Granite Buxton Seat (inc. 10 year lease)		1,049.00	N/A	0.0%
Memorial Seat Extend Lease (additional 5 years)		123.00	125.00	1.6%
Granite Seat Plaque (inc. 5 year lease)		297.00	N/A	0.0%
Granite Seat Plaque Renewal (5 years)		174.00	177.00	1.7%
Rose Garden Memorial (10 years)		450.00	459.00	2.0%
Rose Garden Memorial Renewal (5 years)		338.00	345.00	2.1%
Shrub with Inscribed Marker (10 years)		246.00	251.00	2.0%
Shrub renewal (5 years)		133.00	135.00	1.5%
Standard Rose with Inscribed Marker (10 years)		307.00	315.00	2.6%
Standard Rose renewal (5 years)		153.00	155.00	1.3%
Rose with Inscribed Marker (10 years)		246.00	251.00	2.0%
Rose renewal (5 years)		133.00	136.00	2.3%
Flower Bed with Inscribed Marker (per year)		604.00	N/A	0.0%
Replacement Marker		61.00	N/A	0.0%
Octagonal Seat Plaque		297.00	N/A	0.0%
Octagonal Seat Plaque Renewal		179.00	N/A	0.0%
Tring Leather Panel Memorial		128.00	131.00	2.3%
Tring leather panel memorial renewal (5 years)		57.00	58.00	1.8%
Leaf Vaults Single (10 years) inc. leaf vase		980.00	1,000.00	2.0%
Leaf Vaults Double (10 years) inc. leaf vase		1,094.00	1,125.00	2.8%
Leaf Vaults renewal (5 years)		287.00	295.00	2.8%
Leaf Vase		126.00	128.00	1.6%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				
<b>Commercial Property and Assets</b>				
Land Disposal Enquiry Charge		N/A	350.00	0.0%
<b>Woodwells Caravan Park</b>				
In Borough Resident	Per Annum	420.00	428.00	1.9%
Out of Borough Resident	Per Annum	500.00	510.00	2.0%

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2021/22

	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Parking Services</b>				
<b>Off Street Parking - (including VAT @ 20% where applicable)</b>				
Wood Lane End (Previously Duxons Turn)	Up to 2 Hours	0.50	0.50	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 3 Hours	0.80	0.80	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 4 Hours	1.20	1.20	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 10 Hours	2.00	2.00	0.0%
Wood Lane End (Previously Duxons Turn)	Annual season ticket (limited to 30)	250.00	250.00	0.0%
The Gables	Up to 1 Hour	0.60	0.60	0.0%
The Gables	Up to 2 Hours	0.80	0.80	0.0%
The Gables	Up to 3 Hours	1.00	1.00	0.0%
The Gables	Up to 4 Hours	1.20	1.20	0.0%
The Gables	Up to 10 Hours	1.70	1.70	0.0%
High Street	Up to 1 Hour	0.50	0.50	0.0%
High Street	Up to 2 Hours	0.80	0.80	0.0%
High Street	Up to 3 Hours	1.00	1.00	0.0%
High Street	Up to 4 Hours	1.20	1.20	0.0%
High Street	Up to 10 Hours	1.70	1.70	0.0%
High Street	Annual resident permit	80.00	80.00	0.0%
Queensway	Up to 1 Hour	0.60	0.60	0.0%
Queensway	Up to 2 Hours	1.10	1.10	0.0%
Queensway	Up to 3 Hours	1.40	1.40	0.0%
Queensway	Up to 4 Hours	1.80	1.80	0.0%
Queensway	Up to 10 Hours	2.70	2.70	0.0%
Alexandra Road	Up to 1 Hour	0.60	0.60	0.0%
Alexandra Road	Up to 2 Hours	1.10	1.10	0.0%
Alexandra Road	Up to 3 Hours	1.40	1.40	0.0%
Alexandra Road	Up to 4 Hours	1.80	1.80	0.0%
Alexandra Road	Up to 10 Hours	2.70	2.70	0.0%
Water Gardens (North) upper deck	Up to 1 Hour	1.00	1.00	0.0%
Water Gardens (North) upper deck	Up to 2 Hours	1.60	1.60	0.0%
Water Gardens (North) upper deck	Up to 3 Hours	2.20	2.20	0.0%
Water Gardens (North) upper deck	Up to 4 Hours	2.70	2.70	0.0%
Water Gardens (North) upper deck	Up to 10 Hours	4.00	4.00	0.0%
Water Gardens (North) lower deck	Up to 1 Hour	1.00	1.00	0.0%
Water Gardens (North) lower deck	Up to 2 Hours	1.60	1.60	0.0%
Water Gardens (North) lower deck	Up to 3 Hours	2.20	2.20	0.0%
Water Gardens (North) lower deck	Up to 4 Hours	2.70	2.70	0.0%
Water Gardens (North) lower deck	Up to 10 Hours	4.00	4.00	0.0%
Water Gardens (South)	Up to 30 minutes	0.60	0.60	0.0%
Water Gardens (South)	Up to 1 Hour	1.20	1.20	0.0%
Water Gardens (South)	Up to 2 Hours	1.80	1.80	0.0%
Moor End Road	Up to 4 Hours	2.70	2.70	0.0%
Moor End Road	Up to 10 Hours	4.00	4.00	0.0%
Park Road	Up to 1 Hour	0.70	0.70	0.0%
Park Road	Up to 2 Hours	0.90	0.90	0.0%
Park Road	Up to 3 Hours	1.10	1.10	0.0%
Park Road	Up to 4 Hours	1.40	1.40	0.0%
Park Road	Up to 10 Hours	2.70	2.70	0.0%
Cowper Road	Up to 2 Hours	0.60	0.60	0.0%
Cowper Road	Up to 3 Hours	0.70	0.70	0.0%
Cowper Road	Up to 4 Hours	0.80	0.80	0.0%
Durrants Hill	Up to 2 Hours	0.40	0.40	0.0%
Durrants Hill	Up to 3 Hours	0.80	0.80	0.0%
Durrants Hill	Up to 4 Hours	1.20	1.20	0.0%
Durrants Hill	Up to 10 Hours	1.70	1.70	0.0%
Durrants Hill	Annual season ticket	330.00	330.00	0.0%
Water Lane	Up to 1 Hour	0.90	0.90	0.0%
Water Lane	Up to 2 Hours	1.60	1.60	0.0%

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2021/22

	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
Lower Kings Road multi-storey	Up to 1 Hour	0.80	0.80	0.0%
Lower Kings Road multi-storey	Up to 2 Hours	1.50	1.50	0.0%
Lower Kings Road multi-storey	Up to 3 Hours	2.20	2.20	0.0%
Lower Kings Road multi-storey	Up to 4 Hours	3.00	3.00	0.0%
Lower Kings Road multi-storey	Up to 10 Hours	4.00	4.00	0.0%
Lower Kings Road multi-storey	Business Permits	375.00	375.00	0.0%
Canal Fields	10 day season (limited to 20)	15.00	15.00	0.0%
St John's Well Lane	Up to 1 Hour	0.80	0.80	0.0%
St John's Well Lane	Up to 2 Hours	1.50	1.50	0.0%
St John's Well Lane	Up to 3 Hours	2.20	2.20	0.0%
St John's Well Lane	Up to 4 Hours	3.00	3.00	0.0%
St John's Well Lane	Up to 10 Hours	4.00	4.00	0.0%
The Forge	Up to 2 Hours	1.10	1.10	0.0%
The Forge	Up to 3 Hours	1.30	1.30	0.0%
The Forge	Up to 4 Hours	1.60	1.60	0.0%
The Forge	Up to 10 Hours	2.40	2.40	0.0%
The Forge	Annual season ticket	450.00	450.00	0.0%
The Forge	Annual resident permit	80.00	80.00	0.0%
Church Yard (Previously Frogmore Street East long stay)	Up to 10 Hours	2.40	2.40	0.0%
Frogmore Street (East)	Up to 2 Hours	1.10	1.10	0.0%
Frogmore Street (East)	Up to 3 Hours	1.30	1.30	0.0%
Frogmore Street (East)	Up to 4 Hours	1.60	1.60	0.0%
Frogmore Street (West)	Up to 10 Hours	2.40	2.40	0.0%
Frogmore Street (West)	Annual resident permit	80.00	80.00	0.0%
Victoria Hall	Up to 2 Hours	1.10	1.10	0.0%
Victoria Hall	Up to 3 Hours	1.30	1.30	0.0%
Victoria Hall	Up to 4 Hours	1.60	1.60	0.0%
Old School Yard (Tring Town Council car park)	Up to 2 Hours	1.10	1.10	0.0%
Old School Yard (Tring Town Council car park)	Up to 3 Hours	1.30	1.30	0.0%
Old School Yard (Tring Town Council car park)	Up to 4 Hours	1.60	1.60	0.0%
Annual resident car park permit changes	2nd and more in any year	7.00	7.00	0.0%
Bay suspension or dispensation	Per day	25.00	25.00	0.0%

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2021/22

	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>On Street Parking</b>				
Waterhouse Street (certain lengths between Bank Court and bus station)	Up to 30 minutes	1.00	1.00	0.0%
Shared use St John's Road cul-de-sac	Up to 1 Hour	0.50	0.50	0.0%
Shared use St John's Road cul-de-sac	Up to 2 Hours	1.00	1.00	0.0%
Shared use St John's Road cul-de-sac	Up to 3 Hours	2.00	2.00	0.0%
Shared use St John's 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	40.00	40.00	0.0%
CPZ resident permit 2nd	Annual	60.00	60.00	0.0%
CPZ resident permit 3rd	Annual	70.00	70.00	0.0%
CPZ resident permit motorcycle	Annual	20.00	20.00	0.0%
CPZ business permit	Annual	300.00	300.00	0.0%
CPZ visitor permit	5 Hour x 20	13.00	13.00	0.0%
CPZ visitor permit	1 week	4.00	4.00	0.0%
CPZ visitor permit	1 Hour x 25	5.00	5.00	0.0%
CPZ visitor permit applicant Dacorum card holder	5 Hour x 20	6.50	6.50	0.0%
CPZ visitor permit applicant Dacorum card holder	1 Hour x 25	2.50	2.50	0.0%
CPZ visitor permit applicant 60 years old or over	5 Hour x 20	6.50	6.50	0.0%
CPZ visitor permit applicant 60 years old or over	1 week	2.00	2.00	0.0%
CPZ visitor permit postage and handling	1 to 4 books	3.00	3.00	0.0%
CPZ visitor permit postage and handling	5 to 10 books	5.00	5.00	0.0%
CPZ special permit 1st	Annual	40.00	40.00	0.0%
CPZ special permit 2nd	Annual	60.00	60.00	0.0%
CPZ special permit 3rd	Annual	70.00	70.00	0.0%
CPZ doctor health visitor (DHV) permit	Annual	40.00	40.00	0.0%
Bay suspension or dispensation	Per day	25.00	25.00	0.0%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2021/22				
	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Customer Accounts</b>				
Service Charge Enquiry Fees:				
Sale-on Charges to Solicitors	Per application	200.00	202.00	1.0%
<b>Address Management</b>				
Charge for registering new developments / properties (plots)				
1 Plot		120.00	125.00	4.2%
2 - 5 Plots		187.00	195.00	4.3%
6 - 25 Plots		396.00	405.00	2.3%
26 - 75 Plots		417.00	430.00	3.1%
76+ Plots		£892 + £5 per additional plot	£920 + £5 per additional plot	2.0%
Renaming a house or building (after initial submission)		104.00	110.00	5.8%
Amending a house number		104.00	110.00	5.8%
Division / Conversion of existing or renumbering (new postal numbers)				
1 Plot		120.00	125.00	4.2%
2 - 5 Plots		187.00	195.00	4.3%
6 - 25 Plots		396.00	405.00	2.3%
26 - 75 Plots		417.00	430.00	3.1%
Naming of a building		104.00	110.00	5.8%
Renaming / Changing of an existing street name (where requested by residents and / or Town/Parish Council)		£364 + £25 per property	£375 + £25 per property	3.0%

**HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGETS 2021/22**

	<b>Original 2020/2021 £</b>	<b>Forecast 2020/2021 £</b>	<b>Draft 2021/2022 £</b>	<b>Variance 2020/21 - 2021/22 £</b>	<b>%</b>
<b>Housing &amp; Community</b>					
Employees	4,149,420	4,223,464	4,345,870	196,450	5%
Premises	1,002,772	647,870	1,033,990	31,218	3%
Transport	13,890	12,032	14,160	270	2%
Supplies & Services	1,147,730	1,340,525	1,108,740	(38,990)	(3%)
Capital Charges	1,083,200	1,083,200	1,083,200	0	0%
Transfer Payments	5,000	3,326	5,000	0	0%
Income	(5,055,090)	(4,443,149)	(4,869,040)	186,050	(4%)
Grants and Contributions	(660,170)	(933,140)	(736,810)	(76,640)	12%
Recharges	(39,576)	77,062	3,641	43,217	(109%)
<b>Net Expenditure: Housing &amp; Community</b>	<b>1,647,176</b>	<b>2,011,190</b>	<b>1,988,751</b>	<b>341,575</b>	<b>21%</b>



## HOUSING &amp; COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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## Housing &amp; Community

## Corporate and Contracted Services

## Community Safety (CCTV) (Ben Hosier)

Employees	414,120	414,120	415,480	1,360	0%
Premises	96,520	96,520	98,450	1,930	2%
Transport	230	230	230	0	0%
Supplies & Services	11,160	11,160	11,270	110	1%
Capital Charges	85,300	85,300	85,300	0	0%
Grants and Contributions	(20,380)	(7,046)	(20,790)	(410)	2%
Recharges	(533,488)	(529,504)	(569,815)	(36,328)	7%
<b>Net Expenditure: Community Safety (CCTV)</b>	<b>53,462</b>	<b>70,781</b>	<b>20,125</b>	<b>(33,338)</b>	<b>(62%)</b>

## Regulatory Services (Licensing) (Farida Hussain)

Employees	256,290	256,290	254,200	(2,090)	(1%)
Transport	2,710	2,710	2,760	50	2%
Supplies & Services	15,120	20,120	15,240	120	1%
Income	(291,990)	(286,990)	(295,680)	(3,690)	1%
Grants and Contributions	(2,880)	(2,880)	(2,940)	(60)	2%
Recharges	102,690	120,674	117,648	14,958	15%
<b>Net Expenditure: Regulatory Services (Licensing)</b>	<b>81,940</b>	<b>109,924</b>	<b>91,228</b>	<b>9,288</b>	<b>11%</b>

<b>Net Expenditure: Corporate and Contracted Services</b>	<b>135,402</b>	<b>180,705</b>	<b>111,353</b>	<b>(24,049)</b>	<b>(18%)</b>
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## Housing Landlord (Fiona Williamson)

## Housing Standards (Jason Grace)

Employees	50,520	56,113	53,560	3,040	6%
Transport		123	0	0	
Supplies & Services		844	0	0	
Income	(35,110)	(18,409)	(35,810)	(700)	2%
Recharges	10,915	11,489	7,460	(3,455)	(32%)
<b>Net Expenditure: Housing Standards</b>	<b>26,325</b>	<b>50,160</b>	<b>25,210</b>	<b>(1,115)</b>	<b>(4%)</b>

## Garages (Jason Grace)

Employees	41,840	138,398	41,770	(70)	(0%)
Premises	685,440	256,703	699,150	13,710	2%
Supplies & Services	0	29,628	0	0	
Capital Charges	719,300	719,300	719,300	0	0%
Income	(3,570,780)	(3,140,780)	(3,142,200)	428,580	(12%)
Recharges	436,950	445,259	444,412	7,462	2%
<b>Net Expenditure: Garages</b>	<b>(1,687,250)</b>	<b>(1,551,492)</b>	<b>(1,237,568)</b>	<b>449,682</b>	<b>(27%)</b>

## Supporting People (Jason Grace)

Recharges	7,500	15,000	7,500	0	0%
<b>Net Expenditure: Supporting People</b>	<b>7,500</b>	<b>15,000</b>	<b>7,500</b>	<b>0</b>	<b>0%</b>

## HOUSING &amp; COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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Homelessness (Natasha Beresford)					
Employees	878,760	947,172	942,520	63,760	7%
Premises	109,950	171,465	113,650	3,700	3%
Transport	1,000	1,133	1,020	20	2%
Supplies & Services	65,300	318,457	65,300	0	0%
Capital Charges	115,000	115,000	115,000	0	0%
Income	(950,660)	(936,750)	(1,179,680)	(229,020)	24%
Grants and Contributions	(606,920)	(882,644)	(673,780)	(66,860)	11%
Recharges	200,473	237,607	243,436	42,964	21%
<b>Net Expenditure: Homelessness</b>	<b>(187,097)</b>	<b>(28,560)</b>	<b>(372,534)</b>	<b>(185,437)</b>	<b>99%</b>

Housing Advice (Natasha Beresford)					
Employees	106,640	103,374	107,670	1,030	1%
Supplies & Services	35,230	36,199	35,920	690	2%
Recharges	176,880	183,890	185,053	8,174	5%
<b>Net Expenditure: Housing Advice</b>	<b>318,750</b>	<b>323,463</b>	<b>328,643</b>	<b>9,894</b>	<b>3%</b>

Housing Strategy (Natasha Beresford)					
Employees	555,320	546,289	495,660	(59,660)	(11%)
Transport	2,720	606	2,770	50	2%
Supplies & Services	18,020	13,852	18,150	130	1%
Transfer Payments	5,000	3,326	5,000	0	0%
Income	(30,600)	(27,030)	(36,210)	(5,610)	18%
Recharges	139,331	146,249	145,106	5,775	4%
<b>Net Expenditure: Housing Strategy</b>	<b>689,791</b>	<b>683,292</b>	<b>630,476</b>	<b>(59,315)</b>	<b>(9%)</b>

**Net Expenditure: Housing Landlord** **(831,982)** **(508,136)** **(618,273)** **213,709** **(26%)**

## Performance and Projects (Linda Roberts)

Heritage (Matt Rawdon)					
Supplies & Services	58,000	58,000	58,000	0	0%
<b>Net Expenditure: Heritage</b>	<b>58,000</b>	<b>58,000</b>	<b>58,000</b>	<b>0</b>	<b>0%</b>

Theatres and Public Entertainment (Matt Rawdon)					
Employees	243,930	182,413	245,820	1,890	1%
Premises	59,862	72,182	64,650	4,788	8%
Transport	550	550	560	10	2%
Supplies & Services	104,230	52,940	104,260	30	0%
Capital Charges	43,100	43,100	43,100	0	0%
Income	(81,590)	(3,100)	(83,220)	(1,630)	2%
Recharges	81,271	82,835	97,318	16,047	20%
<b>Net Expenditure: Theatres and Public Entertainment</b>	<b>451,353</b>	<b>430,920</b>	<b>472,488</b>	<b>21,135</b>	<b>5%</b>

## HOUSING &amp; COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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<b>Outdoor Sports &amp; Recreation Facilities (Adventure Playgrounds) (Matt Rawdon)</b>					
Employees	334,360	303,976	<b>337,300</b>	2,940	1%
Premises	49,630	49,630	<b>56,690</b>	7,060	14%
Transport	3,300	3,300	<b>3,370</b>	70	2%
Supplies & Services	44,410	36,900	<b>44,530</b>	120	0%
Capital Charges	12,200	12,200	<b>12,200</b>	0	0%
Income	(87,270)	(23,000)	<b>(89,010)</b>	(1,740)	2%
Grants and Contributions	(190)	(190)	<b>(190)</b>	0	0%
Recharges	157,305	152,578	<b>160,920</b>	3,615	2%
<b>Net Expenditure: Outdoor Sports &amp; Recreation Facilities (Adventure Playgrounds)</b>	<b>513,745</b>	<b>535,394</b>	<b>525,810</b>	<b>12,065</b>	<b>2%</b>

<b>Community Development (Partnerships and Commissioning) (Matt Rawdon)</b>					
Employees	185,180	219,798	<b>268,500</b>	83,320	45%
Transport	820	820	<b>840</b>	20	2%
Supplies & Services	61,740	40,680	<b>22,320</b>	(39,420)	(64%)
Grants and Contributions	(24,420)	(30,000)	<b>(33,620)</b>	(9,200)	38%
Recharges	64,255	67,224	<b>84,304</b>	20,048	31%
<b>and Commissioning)</b>	<b>287,575</b>	<b>298,522</b>	<b>342,344</b>	<b>54,768</b>	<b>19%</b>

<b>Community Development (Residents Services &amp; Neighbourhood Action) (Matt Rawdon)</b>					
Employees	258,250	229,770	<b>306,870</b>	48,620	19%
Premises	1,370	1,370	<b>1,400</b>	30	2%
Transport	1,700	1,700	<b>1,730</b>	30	2%
Supplies & Services	18,940	23,865	<b>18,980</b>	40	0%
Grants and Contributions	0	(5,000)	<b>0</b>	0	
Recharges	63,427	66,479	<b>71,571</b>	8,144	13%
<b>Net Expenditure: Community Development (Residents Services &amp; Neighbourhood Action)</b>	<b>343,687</b>	<b>318,183</b>	<b>400,551</b>	<b>56,864</b>	<b>17%</b>

<b>General Grants, Bequests and Donations (Matt Rawdon)</b>					
Supplies & Services	624,800	624,800	<b>624,800</b>	0	0%
Capital Charges	10,900	10,900	<b>10,900</b>	0	0%
Recharges	53,696	61,902	<b>60,778</b>	7,083	13%
<b>Net Expenditure: General Grants, Bequests and</b>	<b>689,396</b>	<b>697,602</b>	<b>696,478</b>	<b>7,083</b>	<b>1%</b>

<b>Customer Services (Matt Rawdon)</b>					
Employees	577,950	579,491	<b>588,550</b>	10,600	2%
Transport	420	420	<b>430</b>	10	2%
Supplies & Services	56,310	36,310	<b>55,210</b>	(1,100)	(2%)
Capital Charges	97,400	97,400	<b>97,400</b>	0	0%
Income	(200)	(200)	<b>(200)</b>	0	0%
Recharges	(731,880)	(713,421)	<b>(741,390)</b>	(9,510)	1%
<b>Net Expenditure: Customer Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## HOUSING &amp; COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
<b>Communication &amp; Consultation (Matt Rawdon)</b>					
Employees	246,260	246,260	<b>287,970</b>	41,710	17%
Transport	440	440	<b>450</b>	10	2%
Supplies & Services	34,470	36,770	<b>34,760</b>	290	1%
Income	(6,890)	(6,890)	<b>(7,030)</b>	(140)	2%
Grants and Contributions	(5,380)	(5,380)	<b>(5,490)</b>	(110)	2%
Recharges	(268,900)	(271,200)	<b>(310,660)</b>	(41,760)	16%
<b>Net Expenditure: Communication &amp; Consultation</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure: Performance and Projects</b>	<b>2,343,756</b>	<b>2,338,622</b>	<b>2,495,671</b>	<b>151,915</b>	<b>6%</b>
<b>Net Expenditure: Housing &amp; Community</b>	<b>1,647,176</b>	<b>2,011,190</b>	<b>1,988,751</b>	<b>341,575</b>	<b>21%</b>

## HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22

	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Garages</b>				
Garage Rent (VAT not charged to tenants but is charged to non tenants)	Per Week	13.15	13.15	0.0%
Premium garages	Per Week	14.05	14.05	0.0%
Garage Rent - Concessionary	Per Week	6.45	6.45	0.0%
<b>Private Sector Housing</b>				
Housing Notices (fixed charge per person)		308.00	314.00	1.9%
Licence for a standard 5 bedroom HMO (initiated with LA intervention) 5 year licence		852.00	914.00	7.3%
Additional Bedrooms	Per Bedroom	16.00	16.50	3.1%
HMO licence fee Part 1: Initial licence fee application		601.00	656.00	9.2%
HMO licence fee Part 2: Ongoing management of 5 year licence		431.00	487.00	13.0%
Enforcement fee: Due to failure to apply to Local authority		251.00	258.00	2.8%
Production of drawings		N/A	N/A	0.0%
Standard inspection for immigration		205.00	209.00	2.0%
<b>Licensing</b>				
<b>Mobile Home Licences (Per Annum)</b>				
Annual Fee		£42.00 + £7.95 per unit	£47.40 + £7.90 per unit	10.7%
<b>New Site Application</b>				
New Site Licence Application Fee		£414.00 + £7.00 per unit	£467.00 + £7.90 per unit	12.8%
<b>Other fees</b>				
Deposit/Change of Site Rules		£72	£81	12.5%
Transfer/amendment of a Site Licence		£222.50 (+ £84.00 if a site visit is required)	£190 (+ £94 if a site visit is required)	-7.3%
<b>Enforcement:</b> Hourly rate of officers involved, plus any other costs such as legal fees.				
<b>Old Town Hall Arts Centre</b>				
<b>Meetings / Rehearsals / Workshops / Classes (no technical support) minimum 2hr booking</b>				
Theatre (capacity 120) - Mon - Fri (10:30 - 18:00)	Per Hour	28.00	28.50	1.8%
Theatre (capacity 120) - Mon - Fri (18:00 - 23:00)	Per Hour	33.00	33.75	2.3%
Theatre (capacity 120) - Sat - Sun (10:30 - 23:00)	Per Hour	33.00	33.75	2.3%
Theatre (capacity 120) - Mon - Sun (10.30 - 23.00) <b>(Casual Staff are required for the event)</b>	Additional Per Hour	10.00	10.25	2.5%
Theatre (capacity 120) - Mon - Fri (10:30 - 17:30) - Registered Charity rate	Per Hour	21.50	22.00	2.3%
Theatre (capacity 120) - Mon - Fri (18:00 - 22:30) - Registered Charity rate	Per Hour	23.50	24.00	2.1%
Theatre (capacity 120) - Sat - Sun - Registered Charity rate	Per Hour	23.50	24.00	2.1%
Theatre (capacity 120) - Mon - Sun (10.30 - 23.00) - <b>Registered Charity rate (Casual Staff are required for the event)</b>	Additional Per Hour	10.00	10.25	2.5%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30)	Per Hour	14.50	15.00	3.4%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30)	Per Hour	23.50	24.00	2.1%
Cellar (capacity 60-90) - Sat - Sun (10:30 - 22:30)	Per Hour	23.50	24.00	2.1%
Cellar (capacity 60-90) - Mon - Sun (10.30 - 22.30) <b>(Casual Staff are required for the event)</b>	Additional Per Hour	10.00	10.25	2.5%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30) - Registered Charity rate	Per Hour	13.50	13.75	1.9%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30) - Registered Charity rate	Per Hour	21.50	22.00	2.3%
Cellar (capacity 60-90) - Sat-Sun - Registered Charity rate	Per Hour	21.50	22.00	2.3%
Cellar (capacity 60-90) - Mon - Sun (10.30 - 22.30) - Registered Charity rate - <b>(Casual Staff are required for the event)</b>	Additional Per Hour	10.00	10.25	2.5%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30)	Per Hour	23.50	24.00	2.1%
Gallery (capacity 55) - Mon - Sun (10.30 - 22:30) <b>(Casual Staff are required for the event)</b>	Per Hour	10.00	10.25	2.5%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30) - Registered Charity rate	Per Hour	21.50	22.00	2.3%
Gallery (capacity 55) - Mon - Sun (10.30 - 22:30) Registered Charity rate - <b>(Casual Staff are required for the event)</b>	Additional Per Hour	10.00	10.25	2.5%
<b>Private Parties (including FOH / Bar staff)</b>				
If the hirer requires daytime rehearsal / set up - this is charged at the hourly rate				
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00)		270.00	275.00	1.9%
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00) - Registered Charity rate		220.00	225.00	2.3%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00)		270.00	275.00	1.9%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00) - Registered Charity rate		220.00	225.00	2.3%
<b>There is an additional charge of £60 for technical support if deemed necessary</b>				
<b>Performances &amp; Rehearsals (inc. FOH / Technical / Bar / Box Office Support)</b>				
Theatre (capacity 120) - Mon - Sun (10.00 - 23:00)		650.00	660.00	1.5%
Theatre (capacity 120) - Mon - Sun (10.00 - 23:00) Registered Charity rate		500.00	510.00	2.0%
Cellar (capacity 30 - 60) - Mon - Sun (10:00 - 23:00)		450.00	460.00	2.2%
Cellar (capacity 30 - 60) - Mon - Sun (10:00 - 23:00) Registered Charity rate		300.00	305.00	1.7%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22</b>				
	<b>Unit Measurement</b>	<b>2020/21 Charge</b>	<b>2021/22 Proposed Charge</b>	<b>% Change</b>
<b>Adventure Playgrounds</b>				
Community/Voluntary Group	Per Hour	32.00	33.00	3.1%
Private Group	Per Hour	56.00	57.00	1.8%
Children's Party	Per Hour	56.00	57.00	1.8%
Training Organisation (Play) if no staff needed	Per Hour	32.00	33.00	3.1%
Training Organisation (Care)	Per Hour	52.00	53.00	1.9%
Schools	Per Hour	32.00	33.00	3.1%
Schools	Half Day	63.00	64.00	1.6%
Schools	Full Day	125.00	128.00	2.4%
Sports pitch (Chaulden AP)	Per Hour	37.00	38.00	2.7%
Sports pitch ( Grovehill & Woodhall Farm AP)	Per Hour	50.00	55.00	10.0%
Sports pitch (Adeyfield AP)	Per Hour	50.00	38.00	-24.0%
Laser Tag (party hire in addition to venue)		65.00	65.00	0.0%
Sports coach and pitch		52.00	N/A	0.0%
Go carts (party hire in addition to venue)	Per Hour	52.00	53.00	1.9%
Laser Tag 30 min session	Per session per individual	5.50	5.50	0.0%
<b>Sports Pitch Hire</b>				
<b>Netball Courts at Cupid Green (November – March from 8am – 6pm April – October from 7am – 9pm)</b>				
Hire of Netball courts by a coach or a club	Per Hour	10.00	10.00	0.0%
Hire of Netball Courts by an individual	Per Hour	-	-	0.0%
<b>Tennis Courts at Cupid Green (November – March from 8am – 6pm April – October from 7am – 9pm)</b>				
Hire of Tennis Courts by coach or club	Per Hour	5.00	5.00	0.0%
Hire of Tennis Courts by an individual	Per Hour	-	-	0.0%
<b>Hire of Open Space for Bootcamp (November – March from 8am – 6pm April – October from 7am – 9pm)</b>				
Charges for trainers /companies offering outdoor exercise for more than one person	Per Hour option	5.00	5.00	0.0%
	Per Month option	20.00	20.00	0.0%
	Per Year option	200.00	200.00	0.0%
Personal Trainers offering outdoor exercise for an individual - no charge.		-	-	

## HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22

		2020/21 Charge	2021/22 Proposed Charge			% change
			Application	Licence	Total fee	
<b>Alcohol, entertainment and late night refreshment licences</b>						
<b>Club premises certificates – applications</b>						
Application for new club premises certificate	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
Application for full variation of club premises certificate	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
Application for minor variation of club premises certificate		89.00	89.00	-	89.00	0.0%
Request for duplicate copy of certificate following loss/theft/damage		10.50	10.50	-	10.50	0.0%
Change of name or address on club premises certificate		10.50	10.50	-	10.50	0.0%
Change of club rules		10.50	10.50	-	10.50	0.0%
<b>Club premises certificates – annual fees</b>						
Annual fee (payable on anniversary of grant of certificate)	Band A	70.00	-	70.00	70.00	0.0%
	Band B	180.00	-	180.00	180.00	0.0%
	Band C	295.00	-	295.00	295.00	0.0%
	Band D	320.00	-	320.00	320.00	0.0%
	Band E	350.00	-	350.00	350.00	0.0%
	Site under construction/development	295.00	-	295.00	295.00	0.0%
<b>Personal licences</b>						
Application for new personal licence		37.00	37.00	-	37.00	0.0%
Duplicate copy of licence following theft/loss/damage		10.50	10.50	-	10.50	0.0%
Change of name or address		10.50	10.50	-	10.50	0.0%
<b>Premises licences – applications</b>						
Application for new premises licence	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band D with multiplier	900.00	900.00	-	900.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Band E with multiplier	1,905.00	1,905.00	-	1,905.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	0.0%
Application for full variation of premises licence	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band D with multiplier	900.00	900.00	-	900.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Band E with multiplier	1,905.00	1,905.00	-	1,905.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	0.0%

## HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22

		2020/21 Charge	2021/22 Proposed Charge			% change
			Application	Licence	Total fee	
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	-	1,000.00	0.0%
	Capacity: 10,000–14,999	2,000.00	2,000.00	-	2,000.00	0.0%
	Capacity: 15,000–19,999	4,000.00	4,000.00	-	4,000.00	0.0%
	Capacity: 20,000–29,999	8,000.00	8,000.00	-	8,000.00	0.0%
	Capacity: 30,000–39,999	12,000.00	12,000.00	-	12,000.00	0.0%
	Capacity: 40,000–49,999	16,000.00	16,000.00	-	16,000.00	0.0%
	Capacity: 50,000–59,999	20,000.00	20,000.00	-	20,000.00	0.0%
	Capacity: 60,000–69,999	24,000.00	24,000.00	-	24,000.00	0.0%
	Capacity: 70,000–79,999	28,000.00	28,000.00	-	28,000.00	0.0%
	Capacity: 80,000–89,999	32,000.00	32,000.00	-	32,000.00	0.0%
Capacity: 90,000+	64,000.00	64,000.00	-	64,000.00	0.0%	
Application for transfer of premises licence		23.00	23.00	-	23.00	0.0%
Application for variation of premises licence to specify premises supervisor		23.00	23.00	-	23.00	0.0%
Application for minor variation of premises licence		89.00	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	-	23.00	0.0%
Application for interim authority notice		23.00	23.00	-	23.00	0.0%
Request for duplicate copy of premises licence following loss/theft/damage		10.50	10.50	-	10.50	0.0%
Change of name or address on premises licence		10.50	10.50	-	10.50	0.0%
<b>Premises licences – annual fees</b>						
Annual fee (payable on anniversary of grant of licence)	Band A	70.00	-	70.00	70.00	0.0%
	Band B	180.00	-	180.00	180.00	0.0%
	Band C	295.00	-	295.00	295.00	0.0%
	Band D	320.00	-	320.00	320.00	0.0%
	Band D with multiplier	640.00	-	640.00	640.00	0.0%
	Band E	350.00	-	350.00	350.00	0.0%
	Band E with multiplier	1,050.00	-	1,050.00	1,050.00	0.0%
	Site under construction/development	295.00	-	295.00	295.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	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	500.00	0.0%
	Capacity: 10,000–14,999	1,000.00	-	1,000.00	1,000.00	0.0%
	Capacity: 15,000–19,999	2,000.00	-	2,000.00	2,000.00	0.0%
	Capacity: 20,000–29,999	4,000.00	-	4,000.00	4,000.00	0.0%
	Capacity: 30,000–39,999	8,000.00	-	8,000.00	8,000.00	0.0%
	Capacity: 40,000–49,999	12,000.00	-	12,000.00	12,000.00	0.0%
	Capacity: 50,000–59,999	16,000.00	-	16,000.00	16,000.00	0.0%
	Capacity: 60,000–69,999	20,000.00	-	20,000.00	20,000.00	0.0%
	Capacity: 70,000–79,999	24,000.00	-	24,000.00	24,000.00	0.0%
	Capacity: 80,000–89,999	28,000.00	-	28,000.00	28,000.00	0.0%
Capacity: 90,000+	32,000.00	-	32,000.00	32,000.00	0.0%	
<b>Temporary event notices</b>						
Temporary event notice (standard) - submission fee		21.00	21.00	-	21.00	0.0%
Temporary event notice (late) - submission fee		21.00	21.00	-	21.00	0.0%
Duplicate copy of notice following theft/loss/damage		10.50	10.50	-	10.50	0.0%
<b>Miscellaneous</b>						
Application for provisional statement		315.00	315.00	-	315.00	0.0%
Notification of legal/financial interest in premises		21.00	21.00	-	21.00	0.0%



<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22</b>					
	2020/21 Charge	2021/22 Proposed Charge			% change
		Application	Licence	Total fee	
<b>Animal licences</b>					
*Where licences for multiple animal activities are issued under The Animal Welfare (Licensing of Activities Involving Animals)(England) Regulations 2018, the fees will be equivalent to the higher cost activity.					
<b>Animal boarding establishments</b>					
Application for new animal boarding establishment licence (up to 3yrs)	587.00	427.00	212.00	639.00	8.9%
Application to renew animal boarding establishment licence (3yrs)	434.00	205.00	211.00	416.00	-4.1%
Application for a new animal boarding establishment Franchise (plus additional cost of a Qualified officer inspection required for each premises used)	587.00	427.00	212.00	639.00	8.9%
Application to renew a franchise (Qualified officer inspection will be required for each premises)	434.00	205.00	211.00	416.00	-4.1%
Application to vary animal boarding establishment licence (Qualified officer inspection may be required)	198.00	131.00	83.00	214.00	8.1%
Application to vary a franchise to add premises (Qualified officer inspection will be required for each additional premises)	116.00	164.00	n/a	164.00	41.4%
Application to vary to reduce numbers or types of animals or activities.	28.00	29.00	-	29.00	3.6%
Re-evaluation of star rating (Qualified officer inspection may be required)	28.00	29.00	-	29.00	3.6%
Qualified officer inspection (where required)	116.00	88.00			-24.1%
Veterinary inspection of premises * (where required)	Recharged at cost				
<b>Dangerous wild animals</b>					
Application for licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	177.00	150.00	37.00	187.00	5.6%
Application to renew licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	177.00	150.00	37.00	187.00	5.6%
Application to vary licence conditions (new species/increased numbers of animals)	97.00	65.00	37.00	102.00	5.2%
Application to vary licence conditions (administrative matters only)	27.00	29.00	0.00	29.00	7.4%
Veterinary inspection of premises *	Recharged at cost				
<b>Dog breeding establishments</b>					
Application for new dog breeding licence (plus cost of vet inspection) (up to 3 yrs)	589.00	430.00	211.00	641.00	8.8%
Application to renew dog breeding licence (plus cost of vet inspection) (up to 3 yrs)	436.00	207.00	211.00	418.00	-4.1%
Application to vary an animal breeding establishment (inspection may be required)	95.00	44.00	57.00	101.00	6.3%
Re-evaluation of star rating (inspection may be required)	27.50	29.00	0.00	29.00	5.5%
Application to vary licence (administrative matters only)	27.50	29.00	0.00	29.00	5.5%
Qualified officer inspection (where required)	116.00	88.00			-24.1%
Veterinary inspection of premises *	Recharged at cost				

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22</b>					
	2020/21 Charge	2021/22 Proposed Charge			% change
		Application	Licence	Total fee	
<b>Pet shops</b>					
Application for new pet shop licence (up to 3yrs)	587.00	427.00	212.00	639.00	8.9%
Application to renew pet shop licence(up to 3yrs)	434.00	204.00	212.00	416.00	-4.1%
Application to vary a pet shop licence (Qualified officer inspection may be required)	198.00	132.00	57.00	189.00	-4.5%
Application to vary a pet shop licence - reduce animals	27.50	29.00	0.00	29.00	5.5%
Re-evaluation of star rating (Qualified officer inspection may be required)	27.50	29.00	0.00	29.00	5.5%
Application to vary licence (administrative matters only)	27.50	29.00	0.00	29.00	5.5%
Qualified officer inspection (where required)	116.00	88.00			-24.1%
Veterinary inspection of premises * (where required)		Recharged at cost			
<b>Riding establishments</b>					
Application for new riding establishment licence	451.00	391.00	124.00	515.00	14.2%
Application to renew riding establishment licence (plus cost of vet inspection)	333.00	205.00	124.00	329.00	-1.2%
Application to vary a riding establishment licence (Inspection may be required)	96.00	44.00	57.00	101.00	5.2%
Application to vary - to reduce licensable activities or numbers of animals	27.50	29.00	0.00	29.00	5.5%
Re-evaluation of star rating (Inspection may be required)	27.50	29.00	0.00	29.00	5.5%
Application to vary licence (administrative matters only)	27.50	29.00	0.00	29.00	5.5%
Qualified officer inspection (where required)	116.00	88.00			-24.1%
Veterinary inspection of premises *		Recharged at cost			
<b>Keeping of Exhibition/Performing Animals</b>					
Application for a new licence for keeping exhibition/performing	333.00	281.00	124.00	405.00	21.6%
Application for to renew licence for keeping exhibition/performing animals	333.00	205.00	124.00	329.00	-1.2%
Application to vary licence to keep or train animals for exhibition (Qualified officer inspection may be required)	198.00	132.00	57.00	189.00	-4.5%
Application to vary a licence for keeping exhibition/performing animals to reduce licensable activities or number of animal	27.50	29.00	0.00	29.00	5.5%
Application to vary licence (administrative matters only)	27.50	29.00	0.00	29.00	5.5%
Qualified officer inspection (where required)	116.00	88.00			-24.1%
Veterinary inspection of premises * (where required)		Recharged at cost			

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22</b>						
	2020/21 Charge	2021/22 Proposed Charge			% change	
		Application	Licence	Total fee		
<b>Zoos</b>						
Application for new zoo licence (4yr) (plus cost of vet inspection)	1,809.00	1,540.00	336.00	1,876.00	3.7%	
Application to renew zoo licence (6yr) (plus cost of vet inspection)	1,209.00	940.00	336.00	1,276.00	5.5%	
Application to vary zoo licence (plus cost of vet inspection)	1,809.00	1,540.00	336.00	1,876.00	3.7%	
Application to transfer zoo licence (plus cost of vet inspection)	210.00	142.00	79.00	221.00	5.2%	
Veterinary inspection of premises *	Recharged at cost					
<b>Betting, gambling and lottery licences</b>						
<b>Lottery registrations</b>						
Registration of society for small society lotteries	40.00	40.00	-	40.00	0.0%	
Annual fee (payable on anniversary of registration)	20.00	-	20.00	20.00	0.0%	
<b>Notices</b>						
Temporary use notice submission fee	359.00	372.00	-	372.00	3.6%	
Duplicate copy of temporary use notice following theft/loss/damage	15.00	16.00	-	16.00	6.7%	
Occasional use notice submission fee	No fee	No fee	No fee	No fee	0.0%	
<b>Permits</b>						
Notification of 1-2 gaming machine in alcohol-licensed premises	50.00	50.00	-	50.00	0.0%	
Licensed premises gaming machine permit	Application for new permit	150.00	150.00	-	150.00	0.0%
	Application for variation of permit	100.00	100.00	-	100.00	0.0%
	Application for transfer of permit	25.00	25.00	-	25.00	0.0%
	Change of name or address	25.00	25.00	-	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
	Annual fee	50.00	50.00	-	50.00	0.0%
Club gaming permit	Application for new permit (standard)	200.00	200.00	-	200.00	0.0%
	Application for new permit (fast track)	100.00	100.00	-	100.00	0.0%
	Application for variation of permit	100.00	100.00	-	100.00	0.0%
	Application for renewal of permit (standard)	200.00	200.00	-	200.00	0.0%
	Application for renewal of permit (fast track)	100.00	100.00	-	100.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
	Annual fee	50.00	50.00	-	50.00	0.0%
Club machine permit	Application for new permit (standard)	200.00	200.00	-	200.00	0.0%
	Application for new permit (fast track)	100.00	100.00	-	100.00	0.0%
	Application for variation of permit	100.00	100.00	-	100.00	0.0%
	Application for renewal of permit (standard)	200.00	200.00	-	200.00	0.0%
	Application for renewal of permit (fast track)	100.00	100.00	-	100.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
	Annual fee	50.00	50.00	-	50.00	0.0%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22</b>						
		<b>2020/21 Charge</b>	<b>2021/22 Proposed Charge</b>			
			<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	<b>% change</b>
Prize gaming permit	Application for new permit	300.00	300.00	-	300.00	0.0%
	Application for renewal of permit	300.00	300.00	-	300.00	0.0%
	Change of name or address	25.00	25.00	-	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
Family entertainment centre gaming machine permit	Application for new permit	300.00	300.00	-	300.00	0.0%
	Application for renewal of permit	300.00	300.00	-	300.00	0.0%
	Change of name or address	25.00	25.00	-	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
<b>Premises licences - applications</b>						
Application for new premises licence (without provisional statement)	Adult gaming centre	1,119.00	1,165.00	-	1,165.00	4.1%
	Betting (track)	1,119.00	1,165.00	-	1,165.00	4.1%
	Betting (other)	1,119.00	1,165.00	-	1,165.00	4.1%
	Bingo	1,119.00	1,165.00	-	1,165.00	4.1%
	Family entertainment centre	1,119.00	1,165.00	-	1,165.00	4.1%
Application for new premises licence (with provisional statement)	Adult gaming centre	767.00	803.00	-	803.00	4.7%
	Betting (track)	767.00	803.00	-	803.00	4.7%
	Betting (other)	767.00	803.00	-	803.00	4.7%
	Bingo	767.00	803.00	-	803.00	4.7%
	Family entertainment centre	767.00	803.00	-	803.00	4.7%
Application for provisional statement	Adult gaming centre	1,119.00	1,165.00	-	1,165.00	4.1%
	Betting (track)	1,119.00	1,165.00	-	1,165.00	4.1%
	Betting (other)	1,119.00	1,165.00	-	1,165.00	4.1%
	Bingo	1,119.00	1,165.00	-	1,165.00	4.1%
	Family entertainment centre	1,119.00	1,165.00	-	1,165.00	4.1%
Application for variation of premises licence	Adult gaming centre	767.00	803.00	-	803.00	4.7%
	Betting (track)	767.00	803.00	-	803.00	4.7%
	Betting (other)	767.00	803.00	-	803.00	4.7%
	Bingo	767.00	803.00	-	803.00	4.7%
	Family entertainment centre	767.00	803.00	-	803.00	4.7%
Application for transfer of premises licence	Adult gaming centre	323.00	338.00	-	338.00	4.6%
	Betting (track)	323.00	338.00	-	338.00	4.6%
	Betting (other)	323.00	338.00	-	338.00	4.6%
	Bingo	323.00	338.00	-	338.00	4.6%
	Family entertainment centre	323.00	338.00	-	338.00	4.6%
Application for reinstatement of premises licence	Adult gaming centre	323.00	338.00	-	338.00	4.6%
	Betting (track)	323.00	338.00	-	338.00	4.6%
	Betting (other)	323.00	338.00	-	338.00	4.6%
	Bingo	323.00	338.00	-	338.00	4.6%
	Family entertainment centre	323.00	338.00	-	338.00	4.6%
Duplicate copy of licence following theft/loss/damage		15.00	16.00	-	16.00	6.7%
Change of name or address on premises licence		35.00	37.00	-	37.00	5.7%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22</b>						
		2020/21 Charge	2021/22 Proposed Charge			% change
			Application	Licence	Total fee	
<b>Premises licences – annual fees</b>						
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	486.00	-	513.00	513.00	5.6%
	Betting (track)	486.00	-	513.00	513.00	5.6%
	Betting (other)	486.00	-	513.00	513.00	5.6%
	Bingo	486.00	-	513.00	513.00	5.6%
	Family entertainment centre	486.00	-	513.00	513.00	5.6%
<b>Charity collections</b>						
<b>House-to-house collections</b>						
Application for house to house collection licence		No fee	No fee	No fee	No fee	0.0%
<b>Street collections</b>						
Application for street collection licence		No fee	No fee	No fee	No fee	0.0%
<b>Hypnotism</b>						
Authorisation of hypnotism performance		No fee	No fee	No fee	No fee	0.0%
<b>Scrap metal dealers</b>						
Application for new scrap metal site licence (3yr)		295.00	249.00	62.00	311.00	5.4%
Application for new scrap metal collectors licence (3yr)		213.00	193.00	31.00	224.00	5.2%
Application to renew scrap metal site licence (3yr)		278.00	231.00	62.00	293.00	5.4%
Application to renew scrap metal collectors licence (3yr)		196.00	175.00	31.00	206.00	5.1%
Application to vary scrap metal licence - change of licensee details		16.50	16.00	1.00	17.00	3.0%
Application to vary scrap metal licence - change of licensed sites		82.50	86.00	1.00	87.00	5.5%
Application to vary scrap metal licence - change of site managers		49.50	51.00	1.00	52.00	5.1%
Application to vary scrap metal licence - site to collectors licence		30.50	31.00	1.00	32.00	4.9%
Application to vary scrap metal licence - collectors to site licence		147.00	112.00	42.00	154.00	4.8%
<b>Sex establishments</b>						
Application for new sex establishment licence		2,075.00	1,903.00	254.00	2,157.00	4.0%
Application for renewal of sex establishment licence		1,662.00	1,481.00	254.00	1,735.00	4.4%
Application for variation of sex establishment licence		911.00	828.00	114.00	942.00	3.4%
Application for transfer of sex establishment licence		410.00	423.00	0.00	423.00	3.2%
<b>Skin piercing, tattooing, etc.</b>						
Application for registration of skin piercing, etc., premises		231.00	242.00	-	242.00	4.8%
Application for registration of skin piercing, etc., operator		109.00	114.00	-	114.00	4.6%
<b>Street trading</b>						
Street trading consent (annual) (1 year)	New (1 vehicle/pitch)	646.00	413.00	262.00	675.00	4.5%
	Renewal (1 vehicle/pitch)	646.00	413.00	262.00	675.00	4.5%
	Additional fee per extra vehicle/pitch	71.00	34.00	41.00	75.00	5.6%
	Interim substitution of vehicle	24.00	25.00	-	25.00	4.2%
	Other consent variation	139.00	144.00	-	144.00	3.6%
Street trading consent (single event)	Commercial event	156.00	161.00	-	161.00	3.2%
	Community/charity event	30.00	30.00	-	30.00	0.0%
Street trading consent partial year (up to 6 months)		new	219.00	129.00	348.00	0.0%

## HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22

		2020/21 Charge	2021/22 Proposed Charge			% change
			Application	Licence	Total fee	
<b>Taxis and private hire</b>						
<b>Driver licences</b>						
Hackney Carriage Drivers Licence (3 years) [external e-form/checks]	New	271.00	-	281.00	281.00	3.7%
	Renewal	219.00	-	216.00	216.00	-1.4%
	Theft/loss of badge	19.00	20.00	-	20.00	5.3%
Private Hire Drivers Licence (3 years) [external e-form/checks]	New	271.00	-	281.00	281.00	3.7%
	Renewal	219.00	-	228.00	228.00	4.1%
	Theft/loss of badge	19.00	20.00	-	20.00	5.3%
Dual HC/PH Drivers Licence (3 years) [external e-form/checks]	New	296.00	-	307	307.00	3.7%
	Renewal	244.00	-	254	254.00	4.1%
	Renewal & Upgrade	236.00	-	247	247.00	4.7%
	Interim Upgrade (+£1 / unexpired month)	69.00	-	72	72.00	4.3%
	Theft/loss of badge (per)	19.00	20.00	-	20.00	5.3%
Disclosure & Barring Service (DBS) enhanced disclosure * [in-house]		Recharged at cost + £15 admin	Recharged at cost + £15 admin			0.0%
External identity check (DBS route 2 verification) * [in-house]		Recharged at cost				0.0%
Driving licence verification check * [in-house]		Recharged at cost				0.0%
<b>Driver knowledge tests</b>						
Hackney carriage written local/legal test	Full test	72.00	76.00	-	76.00	5.6%
	Conditions only	40.00	42.00	-	42.00	5.0%
Private hire written local/legal test	Full test	72.00	76.00	-	76.00	5.6%
	Conditions only	40.00	42.00	-	42.00	5.0%
Dual HC/PH driver written local/legal test	Full test	72.00	76.00	-	76.00	5.6%
	Conditions only	40.00	42.00	-	42.00	5.0%
Versant English language assessment	Test fee *	Recharged at cost				0.0%
	Administration fee	14.00	15.00	-	15.00	7.1%
<b>Operator licences</b>						
Private hire operator licence (5 years)	New (0-3 vehicles)	424.00	-	443.00	443.00	4.5%
	New (4+ vehicles)	717.00	-	751.00	751.00	4.7%
	Renewal (1-3 vehicles)	424.00	-	443.00	443.00	4.5%
	Renewal (4+ vehicles)	717.00	-	751.00	751.00	4.7%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2021/22</b>						
		2020/21 Charge	2021/22 Proposed Charge			% change
			Application	Licence	Total fee	
<b>Vehicle licences</b>						
Hackney carriage vehicle licence (excludes compliance test fee)	New (1 year)	355.00	-	370.00	370.00	4.2%
	Renewal (1 year)	262.00	-	275.00	275.00	5.0%
	Renewal & substitution (1 year)	262.00	-	275.00	275.00	5.0%
	Interim substitution (remaining duration)	126.00	-	132.00	132.00	4.8%
	Transfer of ownership	60.00	-	63.00	63.00	5.0%
	Theft/loss of rear plate	15.00	15.00	-	19.00	26.7%
	Theft/loss of front plate	15.00	19.00	-	19.00	26.7%
	Change of vehicle particulars	55.00	55.00	-	55.00	0.0%
Private hire vehicle licence (excludes compliance test fee)	New (1 year)	235.00	-	246.00	246.00	4.7%
	Renewal (1 year)	237.00	-	246.00	246.00	3.8%
	Renewal & substitution (1 yr.)	237.00	-	250.00	250.00	5.5%
	Interim substitution (remaining duration)	126.00	-	132.00	132.00	4.8%
	Transfer of ownership	60.00	-	63.00	63.00	5.0%
	Theft/loss of rear plate	15.00	20.00	-	19.00	26.7%
	Theft/loss of front plate	15.00	20.00	-	19.00	26.7%
	Change of vehicle particulars	55.00	55.00	-	55.00	0.0%
Vehicle MOT and compliance test * (payable direct to test station)		Recharged at cost				0.0%
Specialist vehicle MOT and compliance test * (stretch limos)		Recharged at cost				0.0%
<b>Other fees</b>						
Duplicate copy of licence following theft/loss/damage		15.00	16.00	-	16.00	6.7%
Replacement internal vehicle licence plate holder		2.50	2.50	-	2.50	0.0%
<b>General service charges</b>						
Photocopies (per A4 side, at officers discretion, subject to legal restrictions)		0.20	0.20	-	0.20	0.0%
Copy of interview recording following PACE interview (per tape/disc)		16.00	17.00	-	17.00	6.3%
Copy of public register entry (where kept and made available by statute) (per entry)		15.00	16.00	-	16.00	6.7%
Request for duplicate copy of licence following loss/theft/damage (where not otherwise listed)		15.00	15.00	-	15.00	0.0%
Licensing pre-application advice (per whole or part hour)		45.00	48.00	-	48.00	6.7%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2021/22					
	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
<b>Strategic Planning &amp; Environment</b>					
Employees	10,158,600	10,943,151	<b>10,510,410</b>	351,810	3%
Premises	988,050	1,152,821	<b>1,016,330</b>	28,280	3%
Transport	1,239,467	1,489,308	<b>1,276,450</b>	36,983	3%
Supplies & Services	2,047,080	4,158,448	<b>2,470,290</b>	423,210	21%
Third-Parties	113,400	365,489	<b>86,220</b>	(27,180)	(24%)
Capital Charges	1,703,600	1,703,600	<b>1,703,600</b>	0	0%
Income	(3,449,330)	(2,924,129)	<b>(3,673,970)</b>	(224,640)	7%
Grants and Contributions	(1,893,370)	(3,407,999)	<b>(2,031,410)</b>	(138,040)	7%
Recharges	1,784,616	1,876,270	<b>1,879,629</b>	95,013	0%
<b>Net Expenditure: Strategic Planning &amp; Environment</b>	<b>12,692,113</b>	<b>15,356,959</b>	<b>13,237,549</b>	<b>545,436</b>	<b>4%</b>



## STRATEGIC PLANNING &amp; ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £	%
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## Strategic Planning &amp; Environment

## Finance &amp; Resources (Nigel Howcutt)

## Open Spaces (Richard Rice)

Premises	19,450	22,107	19,850	400	2%
Supplies & Services	550	500	550	0	0%
Capital Charges	6,600	6,600	6,600	0	0%
Income	(26,020)	(26,020)	(26,530)	(510)	2%
Grants and Contributions	(29,680)	(19,680)	(30,270)	(590)	2%
Recharges	1,050	1,050	1,060	10	1%
<b>Net Expenditure: Open Spaces</b>	<b>(28,050)</b>	<b>(15,443)</b>	<b>(28,740)</b>	<b>(690)</b>	<b>2%</b>

## Promotion and Marketing of the Area (Town Centres) (Richard Rice)

Premises	74,910	76,010	76,710	1,800	2%
Supplies & Services	1,560	1,560	1,590	30	2%
Capital Charges	154,400	154,400	154,400	0	0%
Recharges	261,646	262,232	266,550	4,904	2%
<b>Net Expenditure: Promotion and Marketing of the Area (Town Centres)</b>	<b>492,516</b>	<b>494,202</b>	<b>499,250</b>	<b>6,734</b>	<b>1%</b>

## Net Expenditure: Finance &amp; Resources

	464,466	478,759	470,510	6,044	1%
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## Neighbourhood Delivery (AD Neighbourhood Delivery)

## Open Spaces (Craig Thorpe)

Employees	2,824,550	2,854,430	2,935,580	111,030	4%
Premises	525,950	677,607	537,560	11,610	2%
Transport	133,440	98,330	130,610	(2,830)	(2%)
Supplies & Services	281,970	314,423	282,060	90	0%
Capital Charges	432,100	432,100	432,100	0	0%
Income	(20,670)	(40,270)	(21,090)	(420)	2%
Grants and Contributions	(469,930)	(609,341)	(478,010)	(8,080)	2%
Recharges	(1,884,944)	(1,749,103)	(1,953,326)	(68,383)	4%
<b>Net Expenditure: Open Spaces</b>	<b>1,822,467</b>	<b>1,978,176</b>	<b>1,865,484</b>	<b>43,017</b>	<b>2%</b>

## Animal and Public Health (Craig Thorpe)

Employees	67,960	74,701	68,460	500	1%
Transport	9,420	9,420	9,890	470	5%
Supplies & Services	52,580	47,290	37,590	(14,990)	(29%)
Income	(144,930)	(100,000)	(147,830)	(2,900)	2%
Recharges	89,543	101,548	92,992	3,449	4%
<b>Net Expenditure: Animal and Public Health</b>	<b>74,573</b>	<b>132,958</b>	<b>61,102</b>	<b>(13,471)</b>	<b>(18%)</b>

## STRATEGIC PLANNING &amp; ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
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<b>Environmental Services Management, Support Services and Overheads (Craig Thorpe)</b>					
Employees	347,660	353,622	<b>351,330</b>	3,670	1%
Premises	227,790	237,147	<b>234,650</b>	6,860	3%
Transport	13,570	7,300	<b>13,620</b>	50	0%
Supplies & Services	130,970	166,383	<b>131,610</b>	640	0%
Third-Parties	14,940	14,400	<b>15,240</b>	300	2%
Capital Charges	111,400	111,400	<b>111,400</b>	0	0%
Income	(16,480)	(11,960)	<b>(16,810)</b>	(330)	2%
Recharges	(829,850)	(878,293)	<b>(841,040)</b>	(11,190)	1%
<b>Net Expenditure: Environmental Services Management, Support Services and Overheads</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	

<b>Transport Services (Craig Thorpe)</b>					
Employees	426,340	462,431	<b>428,620</b>	2,280	1%
Transport	498,180	787,969	<b>521,630</b>	23,450	5%
Supplies & Services	15,680	27,357	<b>15,740</b>	60	0%
Capital Charges	5,800	5,800	<b>5,800</b>	0	0%
Grants and Contributions	(5,000)	(5,000)	<b>(5,000)</b>	0	0%
Recharges	(941,000)	(1,278,557)	<b>(966,790)</b>	(25,790)	3%
<b>Net Expenditure: Transport Services</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	

<b>Street Cleansing (Non-Highway) (Craig Thorpe)</b>					
Recharges	1,544,770	1,549,894	<b>1,578,869</b>	34,099	2%
<b>Net Expenditure: Street Cleansing (Non-Highway)</b>	<b>1,544,770</b>	<b>1,549,894</b>	<b>1,578,869</b>	<b>34,099</b>	<b>2%</b>

<b>Household Waste and Recycling (Craig Thorpe)</b>					
Employees	2,803,890	3,415,577	<b>2,834,470</b>	30,580	1%
Transport	496,017	501,799	<b>515,570</b>	19,553	4%
Supplies & Services	551,080	776,527	<b>545,110</b>	(5,970)	(1%)
Capital Charges	871,600	871,600	<b>871,600</b>	0	0%
Income	(173,990)	(137,080)	<b>(176,980)</b>	(2,990)	2%
Grants and Contributions	(1,096,000)	(898,780)	<b>(1,056,000)</b>	40,000	(4%)
Recharges	1,608,511	1,819,825	<b>1,675,139</b>	66,628	4%
<b>Net Expenditure: Household Waste and Recycling</b>	<b>5,061,108</b>	<b>6,349,468</b>	<b>5,208,909</b>	<b>147,801</b>	<b>3%</b>

<b>Trade Waste (Craig Thorpe)</b>					
Employees	225,930	240,020	<b>227,150</b>	1,220	1%
Transport	58,760	58,760	<b>61,270</b>	2,510	4%
Supplies & Services	364,370	357,370	<b>364,420</b>	50	0%
Capital Charges	3,600	3,600	<b>3,600</b>	0	0%
Income	(963,480)	(763,480)	<b>(982,250)</b>	(18,770)	2%
Recharges	269,313	294,220	<b>256,025</b>	(13,287)	(5%)
<b>Net Expenditure: Trade Waste</b>	<b>(41,508)</b>	<b>190,489</b>	<b>(69,785)</b>	<b>(28,277)</b>	<b>68%</b>

<b>Pest Control (Emma Walker)</b>					
Employees	65,420	70,242	<b>65,280</b>	(140)	(0%)
Transport	3,830	2,600	<b>4,020</b>	190	5%
Supplies & Services	4,200	4,389	<b>4,200</b>	0	0%
Income	(77,750)	(55,000)	<b>(79,310)</b>	(1,560)	2%
Recharges	113,797	121,553	<b>118,437</b>	4,640	4%
<b>Net Expenditure: Pest Control</b>	<b>109,497</b>	<b>143,784</b>	<b>112,627</b>	<b>3,130</b>	<b>3%</b>

## STRATEGIC PLANNING &amp; ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
<b>Pollution Reduction (Emma Walker)</b>					
Employees	191,220	257,531	193,560	2,340	1%
Transport	2,880	1,500	2,940	60	2%
Supplies & Services	20,690	21,941	20,700	10	0%
Capital Charges	11,800	11,800	11,800	0	0%
Income	(26,570)	(10,000)	(27,110)	(540)	2%
Grants and Contributions		(55,000)	0	0	
Recharges	94,121	89,458	87,967	(6,155)	(7%)
<b>Net Expenditure: Pollution Reduction</b>	<b>294,141</b>	<b>317,230</b>	<b>289,857</b>	<b>(4,285)</b>	<b>(1%)</b>
<b>Animal and Public Health (Emma Walker)</b>					
Employees	18,460	17,470	18,410	(50)	(0%)
Transport	1,480	500	1,540	60	4%
Supplies & Services	21,480	15,300	21,490	10	0%
Income	(7,900)	(1,250)	(8,060)	(160)	2%
Recharges	60,578	77,880	74,531	13,954	23%
<b>Net Expenditure: Animal and Public Health</b>	<b>94,098</b>	<b>109,900</b>	<b>107,911</b>	<b>13,814</b>	<b>15%</b>
<b>Food Safety (Emma Walker)</b>					
Employees	280,440	197,122	283,940	3,500	1%
Transport	1,760	1,000	1,800	40	2%
Supplies & Services	3,130	3,130	3,140	10	0%
Income	(2,760)	(12,079)	(7,820)	(5,060)	183%
Recharges	114,668	111,742	110,921	(3,747)	(3%)
<b>Net Expenditure: Food Safety</b>	<b>397,238</b>	<b>300,916</b>	<b>391,981</b>	<b>(5,257)</b>	<b>(1%)</b>
<b>Health &amp; Safety - External Support/Advice (Emma Walker)</b>					
Employees	196,500	192,999	203,140	6,640	3%
Transport	550	550	560	10	2%
Supplies & Services	28,300	45,507	28,640	340	1%
Income		(2,735)	0	0	
Grants and Contributions		(45)	0	0	
Recharges	(225,350)	(236,276)	(232,340)	(6,990)	3%
<b>Net Expenditure: Health &amp; Safety - External Support/Advice</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	

## STRATEGIC PLANNING &amp; ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £	%
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**Street Cleansing (Enforcement) (Emma Walker)**

Employees	107,610	135,841	114,330	6,720	6%
Transport	6,260	6,260	1,420	(4,840)	(77%)
Supplies & Services	6,050	5,550	6,070	20	0%
Income	(3,320)	(3,325)	(8,390)	(5,070)	153%
Recharges	161,958	178,934	176,787	14,829	9%
<b>Net Expenditure: Street Cleansing (Enforcement)</b>	<b>278,558</b>	<b>323,260</b>	<b>290,217</b>	<b>11,659</b>	<b>4%</b>

**Emergency Planning (Emma Walker)**

Employees	10,070	10,896	10,060	(10)	(0%)
Transport	100	100	100	0	0%
Supplies & Services	5,470	4,973	5,500	30	1%
Third-Parties	28,870	28,499	0	(28,870)	(100%)
Recharges	43,705	47,530	46,792	3,087	7%
<b>Net Expenditure: Emergency Planning</b>	<b>88,215</b>	<b>91,998</b>	<b>62,452</b>	<b>(25,763)</b>	<b>(29%)</b>

Net Expenditure: Neighbourhood Delivery

<b>9,723,157</b>	<b>11,488,072</b>	<b>9,899,623</b>	<b>176,467</b>	<b>2%</b>
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**Planning, Development and Regeneration (James Doe)****Economic Development (General) (Chris Taylor)**

Employees	119,640	75,070	99,370	(20,270)	(17%)
Premises	125,820	125,820	133,050	7,230	6%
Supplies & Services	122,500	122,500	124,200	1,700	1%
Capital Charges	82,100	82,100	82,100	0	0%
Income	(492,630)	(427,630)	(502,490)	(9,860)	2%
Grants and Contributions	(20,890)	(10,272)	(6,190)	14,700	(70%)
Recharges	115,738	121,435	122,398	6,660	6%
<b>Net Expenditure: Economic Development (General)</b>	<b>52,278</b>	<b>89,023</b>	<b>52,438</b>	<b>160</b>	<b>0%</b>

**Market Undertakings (Chris Taylor)**

Premises	6,690	6,690	6,920	230	3%
Income	(28,120)	(5,680)	(8,680)	19,440	(69%)
Recharges	42,771	43,099	41,569	(1,202)	(3%)
<b>Net Expenditure: Market Undertakings</b>	<b>21,341</b>	<b>44,109</b>	<b>39,809</b>	<b>18,468</b>	<b>87%</b>

**Support to Business and Enterprise (Chris Taylor)**

Premises	7,440	7,440	7,590	150	2%
Supplies & Services	72,670	1,511,420	67,730	(4,940)	(7%)
Capital Charges	1,900	1,900	1,900	0	0%
Income	(32,090)	0	(32,730)	(640)	2%
Grants and Contributions	(14,030)	(1,462,780)	(14,290)	(260)	2%
Recharges	65,127	59,594	64,554	(573)	(1%)
<b>Net Expenditure: Support to Business and Enterprise</b>	<b>101,017</b>	<b>117,574</b>	<b>94,754</b>	<b>(6,263)</b>	<b>(6%)</b>

**Environmental Grants (Chris Taylor)**

Supplies & Services	7,200	7,200	7,200	0	0%
<b>Net Expenditure: Environmental Grants</b>	<b>7,200</b>	<b>7,200</b>	<b>7,200</b>	<b>0</b>	<b>0%</b>

## STRATEGIC PLANNING &amp; ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
<b>Planning Policy (General) (Chris Taylor)</b>					
Employees	841,130	827,867	795,350	(45,780)	(5%)
Transport	6,530	6,530	6,660	130	2%
Supplies & Services	169,080	491,580	466,080	297,000	176%
Third-Parties	8,400	8,400	8,570	170	2%
Capital Charges	17,100	17,100	17,100	0	0%
Grants and Contributions	(195,000)	(217,500)	(198,900)	(3,900)	2%
Recharges	351,614	422,314	427,516	75,902	22%
<b>Net Expenditure: Planning Policy (General)</b>	<b>1,198,854</b>	<b>1,556,290</b>	<b>1,522,376</b>	<b>323,522</b>	<b>27%</b>
<b>Planning Policy (General) (James Doe)</b>					
Employees	251,700	318,463	350,000	98,300	39%
Supplies & Services	0	0	190,000	190,000	
Grants and Contributions	(60,140)	(126,902)	(240,000)	(179,860)	299%
Recharges	0	0	300	300	
<b>Net Expenditure: Planning Policy (General)</b>	<b>191,560</b>	<b>191,561</b>	<b>300,300</b>	<b>108,740</b>	<b>57%</b>
<b>Building Control (Sara Whelan)</b>					
Supplies & Services	28,000	28,000	28,000	0	0%
Third-Parties	28,000	281,000	28,560	560	2%
Recharges	105,152	73,833	81,958	(23,194)	(22%)
<b>Net Expenditure: Building Control</b>	<b>161,152</b>	<b>382,833</b>	<b>138,518</b>	<b>(22,634)</b>	<b>(14%)</b>
<b>Development Control (Sara Whelan)</b>					
Employees	1,211,310	1,270,100	1,363,180	151,870	13%
Transport	6,590	6,590	4,720	(1,870)	(28%)
Supplies & Services	151,200	197,200	110,170	(41,030)	(27%)
Capital Charges	5,200	5,200	5,200	0	0%
Income	(1,201,620)	(1,126,620)	(1,396,890)	(195,270)	16%
Grants and Contributions	(2,700)	(2,700)	(2,750)	(50)	2%
Recharges	507,974	524,103	529,880	21,906	4%
<b>Net Expenditure: Development Control</b>	<b>677,954</b>	<b>873,873</b>	<b>613,510</b>	<b>(64,444)</b>	<b>(10%)</b>
<b>Conservation and Listed Buildings Policy (Sara Whelan)</b>					
Employees	89,510	89,510	87,880	(1,630)	(2%)
Recharges	45,578	47,079	46,752	1,173	3%
<b>Net Expenditure: Conservation and Listed Buildings Policy</b>	<b>135,088</b>	<b>136,588</b>	<b>134,632</b>	<b>(457)</b>	<b>(0%)</b>
<b>Local Land Charges (Sara Whelan)</b>					
Employees	79,260	79,260	80,300	1,040	1%
Transport	100	100	100	0	0%
Supplies & Services	8,350	8,350	8,500	150	2%
Third-Parties	33,190	33,190	33,850	660	2%
Income	(231,000)	(201,000)	(231,000)	0	0%
Recharges	68,145	71,178	72,128	3,984	6%
<b>Net Expenditure: Local Land Charges</b>	<b>(41,955)</b>	<b>(8,922)</b>	<b>(36,122)</b>	<b>5,834</b>	<b>(14%)</b>
<b>Net Expenditure: Planning, Development and Regeneration</b>	<b>2,504,490</b>	<b>3,390,129</b>	<b>2,867,416</b>	<b>362,926</b>	<b>14%</b>
<b>Net Expenditure: Strategic Planning &amp; Environment</b>	<b>12,692,113</b>	<b>15,356,959</b>	<b>13,237,549</b>	<b>545,436</b>	<b>4%</b>

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2021/22				
	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Dog Warden Service</b>				
Stray Dogs - Statutory Fee		25.00	25.00	0.0%
<b>Stray Dog - Statutory Fee - Owners' 1st Offence correctly microchipped and returned straight to owner - Statutory Fee only</b>				
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 1	52.00	53.00	1.9%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 2	73.00	74.00	1.4%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 3	94.00	96.00	2.1%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 4	115.00	117.00	1.7%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 5	136.00	139.00	2.2%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 6	156.00	159.00	1.9%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 7	177.00	181.00	2.3%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 1	79.00	81.00	2.5%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 2	99.00	101.00	2.0%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 3	120.00	122.00	1.7%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 4	141.00	144.00	2.1%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 5	162.00	165.00	1.9%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 6	183.00	187.00	2.2%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 7	203.00	207.00	2.0%
Kennelling	Per Day	Included above	Included above	0.0%
Micro-Chipping		15.00	15.00	0.0%
Return of Stray Dog		42.00	43.00	2.4%
<b>Enforcement</b>				
Abandoned Vehicle Reclaimed Fees - Cars	Daily	20.00	20.00	0.0%
Abandoned Vehicle Reclaimed Fees - Motorbikes	Daily	10.00	10.00	0.0%
Removal of AV from Private Land (land owners' agreement) admin fee		57.00	57.00	0.0%
Littering FPN (Full)		80.00	80.00	0.0%
Littering FPN (Early Repayment)		50.00	N/A	0.0%
s46/s47 EPA Offences (Full)		110.00	110.00	0.0%
s46/s47 EPA Offences (Early Repayment)		83.00	83.00	0.0%
s33 EPA Fixed Penalty Notice (Full)		400.00	400.00	0.0%
s33 EPA Fixed Penalty Notice (Early payment if paid within 10 days)		300.00	300.00	0.0%
Nuisance Vehicles / Vehicle Trading (street) (Full)		100.00	102.00	2.0%
Nuisance Vehicles / Vehicle Trading (street) (Early Repayment)		79.00	81.00	2.5%
s34 EPA Fixed Penalty Notice (Full)		306.00	312.00	2.0%
s34 EPA Fixed Penalty Notice (Early payment if paid within 10 days)		204.00	208.00	2.0%
Littering From Vehicles Outside London Regulations 2018 (Full)		100.00	102.00	2.0%
Littering From Vehicles Outside London Regulations 2018 (Early Repayment)		75.00	77.00	2.7%
Community Protection Notice (Full) FPN		100.00	102.00	2.0%
Community Protection Notice (Early Repayment)		75.00	77.00	2.7%
PSPO FPN (Full)		75.00	80.00	6.7%
<b>Environmental Protection</b>				
High Hedges		500.00	510.00	2.0%
High Hedges Preliminary Investigation Fee		250.00	255.00	2.0%
LAPPC Authorisations (statutory fee defined by Defra)				
Private water supplies risk assessment (smaller supplies - Reg 10)		Bespoke price	Bespoke price	0.0%
Private water supplies risk assessment (larger supplies - Reg 9)		Bespoke price	Bespoke price	0.0%
Private water supplies desk top risk assessment		Bespoke price	Bespoke price	0.0%
Sampling Visit (fee plus analysis costs)		Bespoke price	Bespoke price	0.0%
Investigation		Bespoke price	Bespoke price	0.0%
Granting of Authorisation (fee plus analysis costs)		Bespoke price	Bespoke price	0.0%
Analysis costs (Reg 10)		Bespoke price	Bespoke price	0.0%
Analysis costs (check monitoring)		Bespoke price	Bespoke price	0.0%
Analysis costs (adult monitoring)		Bespoke price	Bespoke price	0.0%
Environmental Searches		100.00	102.00	2.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2021/22				
	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Food Safety</b>				
Initial inspection of premises requiring health certificates		120.00	122.00	1.7%
Health Certificates (x2 plus site visit) - Standard Service		80.00	82.00	2.5%
Health Certificates (x2 plus site visit) - Next Day Service		120.00	122.00	1.7%
Health Certificates (additional copies up to 4)		30.00	31.00	3.3%
General Endorsement Certificate		35.00	36.00	2.9%
Food Hygiene Requested Revisits (new charge)		175.00	179.00	2.3%
3 hours Safer Food Better Business Coaching (new charge) plus 50% fee per additional person from the same business		120.00	122.00	1.7%
Food hygiene advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	80.00	82.00	2.5%
Health & safety advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	80.00	82.00	2.5%
<b>Pest Control</b>				
Rats (up to 3 visits)		62.00	63.00	1.6%
Rats (up to 3 visits) Dacorum Card		31.00	32.00	3.2%
Mice (up to 3 visits)		62.00	63.00	1.6%
Fleas per visit (2 bedrooms and 2 living rooms only)		57.00	58.00	1.8%
Fleas - Additional Rooms		20.00	20.00	0.0%
Wasps/hornets (1 nest killed - not removed)		50.00	51.00	2.0%
Wasps/hornets - Additional Nest		18.00	18.00	0.0%
Ants (Inside only)		73.00	74.00	1.4%
Cockroaches up to 3 visits (2 bedrooms & 2 living rooms only)		90.00	92.00	2.2%
Squirrels up to 3 visits		126.00	129.00	2.4%
Squirrels - Additional Visit		26.00	27.00	3.8%
Cluster Fly (one treatment)		76.00	78.00	2.6%
Other Per hour (min 1 hr)		77.00	79.00	2.6%
Call Out Advice - No pest treated		42.00	43.00	2.4%
Glis glis - up to 4 visits		156.00	159.00	1.9%
Glis glis - Additional visit		26.00	27.00	3.8%
Glis glis - Cage deposit (refundable)		30.00	30.00	0.0%
<b>Cesspool Emptying</b>				
<b>DBC (inside) - All Charges Include £100 transport charge</b>				
Up to 1000		226.00	231.00	2.2%
Up to 2000		344.00	351.00	2.0%
Up to 3000		518.00	528.00	1.9%
Up to 4000		636.00	649.00	2.0%
Up to 5000		807.00	823.00	2.0%
Up to 6000		927.00	946.00	2.0%
Up to 8000		1,218.00	1,242.00	2.0%
Up to 10000		1,509.00	1,539.00	2.0%
Up to 12000		1,800.00	1,836.00	2.0%
<b>DBC (outside) - All Charges Include £130 transport charge</b>				
Up to 1000		258.00	263.00	1.9%
Up to 2000		377.00	385.00	2.1%
Up to 3000		548.00	559.00	2.0%
Up to 4000		668.00	681.00	1.9%
Up to 5000		840.00	857.00	2.0%
Up to 6000		959.00	978.00	2.0%
Up to 8000		1,250.00	1,275.00	2.0%
Up to 10000		1,541.00	1,572.00	2.0%
Up to 12000		1,832.00	1,869.00	2.0%
<b>Waste - Bulk Collections</b>				
Bulk Collections	Up to 3 Items	45.00	45.00	0.0%
Bulk Collections	Up to 6 Items	70.00	70.00	0.0%
Bulk Collections - Concessions	Up to 3 Items	36.00	36.00	0.0%
Bulk Collections - Concessions	Up to 6 Items	49.00	49.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2021/22				
	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Waste Services</b>				
Collection of an additional green bin	Per Annum	55.00	55.00	0.0%
Delivery of additional green bin	Per bin	25.00	25.00	0.0%
Collection of a missed bin	Per bin	42.00	42.00	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				
<b>Waste - Commercial</b>				
Container Rental - 360 Litre	Per Annum	30.40	31.04	2.1%
Container Rental - 770 Litre	Per Annum	65.04	66.36	2.0%
Container Rental - 850 Paladin	Per Annum	72.00	73.44	2.0%
Container Rental - 940 Paladin	Per Annum	83.00	84.68	2.0%
Container Rental - 1100 Litre	Per Annum	97.20	99.16	2.0%
Container Rental - 1280 Litre	Per Annum	113.08	115.36	2.0%
Container Emptying - 360 Litre	Per Lift	6.34	6.57	3.6%
Container Emptying - 770 Litre	Per Lift	13.57	14.05	3.5%
Container Emptying - 850 Paladin	Per Lift	16.84	17.43	3.5%
Container Emptying - 940 Paladin	Per Lift	17.94	18.56	3.5%
Container Emptying - 1100 Litre	Per Lift	19.94	20.62	3.4%
Container Emptying - 1280 Litre	Per Lift	23.21	24.02	3.5%
Container Emptying - Schools Only - 770 Litre	Per Lift	5.43	5.54	2.0%
Container Emptying - Schools Only - 850 Paladin	Per Lift	6.36	6.48	1.9%
Container Emptying - Schools Only - 940 Paladin	Per Lift	7.10	7.24	2.0%
Container Emptying - Schools Only - 1100 Litre	Per Lift	8.32	8.48	1.9%
Container Emptying - Schools Only - 1280 Litre	Per Lift	9.68	9.88	2.1%
Commercial Waste Collections (additional empties)	Per empty	14.28	15.00	5.0%
Sacks	per 50 sacks	104.00	107.00	2.9%
<b>Sack Sales</b>				
Bio Sacks	Per 25 Sacks	7.00	7.00	0.0%
Bio Sacks (Dacorum Card 25% discount)	Per 25 Sacks	5.00	5.00	0.0%
Kaddy Bio Sacks	Per roll of 52	2.00	2.00	0.0%
Domestic Black Sacks	Per 10 Sacks	1.50	1.50	0.0%
Domestic Black Sacks (Dacorum Card)	Per 10 Sacks	1.00	1.00	0.0%
<b>Commercial Waste Recycling</b>				
Recycling Sacks	per 50 sacks	51.50	52.50	1.9%
Container Emptying - 240 Litre	Per Lift	2.72	2.80	2.9%
Container Emptying - 770 Litre	Per Lift	6.70	6.90	3.0%
Container Emptying - 1100 Litre	Per Lift	9.80	10.00	2.0%
Hire costs are same as main commercial waste				
<b>Weighbridge</b>				
Weighing	Single weigh	11.00	11.00	0.0%
Weighing	Double weigh	15.00	15.00	0.0%
<b>Street Sweeping</b>				
Sweeping/Cleaning of non DBC land	Per Hour	44.00	45.00	2.3%



## STRATEGIC PLANNING &amp; ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2021/22

	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Building Control - Refer to Hertfordshire Building Control - HBC</b>				
<b>Regularisation Applications</b> 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 at least 125% of fees and are not subject to VAT.				
<b>Planning Fees</b>				
<b>Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Outline Permission</b>				
Site Area less than 2.5 Hectares - Categories 1, 2 and 3	per 0.1 hectare	462.00	462.00	0.0%
Site Area > 2.5 Hectares Fixed Fee (plus variable fee below) - Categories 1, 2 & 3	fixed fee	11,432.00	11,432.00	0.0%
Site Area > 2.5 Hectares Variable Fee - Categories 1, 2 & 3 (max of £125,000)	per 0.1 hectares above 2.5	138.00	138.00	0.0%
Site Area less than 15 Hectares - Categories 9* and 11	per 0.1 hectare	234.00	234.00	0.0%
Site Area > 15 Hectares Fixed Fee (plus variable fee below) - Categories 9* & 11	fixed fee	34,934.00	34,934.00	0.0%
Site Area > 15 Hectares Variable Fee - Categories 9* & 11 (max of £65,000)	per 0.1 hectares above 15	138.00	138.00	0.0%
Other: Category 9 (maximum £250,000)	per 0.1 hectare	234.00	234.00	0.0%
<b>* 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</b>				
<b>Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Full Permission or Reserved Matters</b>				
Up to 50 Dwelling Houses - Category 1	Per Dwelling House	462.00	462.00	0.0%
Greater than 50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	22,859.00	22,859.00	0.0%
Greater than 50 Dwelling Houses Variable Fee - Category 2 (maximum of £250,000) - Category 2	Per Dwelling House > 50	138.00	138.00	0.0%
Where no Floor space created - Category 2	Fixed Fee	234.00	234.00	0.0%
Where Floor space Created less than 40m <sup>2</sup> - Category 2	Fixed Fee	234.00	234.00	0.0%
Where Floor space Created Between 40m <sup>2</sup> and 75m <sup>2</sup> - Category 2	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 75m <sup>2</sup> and 3750m <sup>2</sup> - Category 2	Per 75m <sup>2</sup>	462.00	462.00	0.0%
Where Floor space Greater than 3750m <sup>2</sup> Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	22,859.00	22,859.00	0.0%
Where Floor space Greater than 3750m <sup>2</sup> Variable Fee (maximum of £250,000) - Category 2	Per 75m <sup>2</sup> > 3750m <sup>2</sup>	138.00	138.00	0.0%
Where Floor space Created less than 465m <sup>2</sup> - Category 3	Fixed Fee	96.00	96.00	0.0%
Where Floor space Created Between 465m <sup>2</sup> and 540m <sup>2</sup> - Category 3	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 540m <sup>2</sup> and 4215m <sup>2</sup> Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 540m <sup>2</sup> and 4215m <sup>2</sup> Variable Fee - Category 3	Per 75m <sup>2</sup> > 540m <sup>2</sup>	462.00	462.00	0.0%
Where Floor space Created Over 4215m <sup>2</sup> Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	22,859.00	22,859.00	0.0%
Where Floor space Created Over 4215m <sup>2</sup> Variable Fee (maximum of £250,000) - Category 3	Per 75m <sup>2</sup> > 4215m <sup>2</sup>	138.00	138.00	0.0%
Where Floor space Created less than 465m <sup>2</sup> - Categories 4 & 5	Fixed Fee	96.00	96.00	0.0%
Where Floor space Created greater than 465m <sup>2</sup> - Categories 4 & 5	Fixed Fee	2,580.00	2,580.00	0.0%
Enlargement, Improvement or Other Alteration for one Dwelling House - Category 6	Fixed Fee	206.00	206.00	0.0%
Enlargement, Improvement or Other Alteration for more than one Dwelling House - Category 6	Fixed Fee	407.00	407.00	0.0%
Site Area less than 5 Hectares - Category 5	Per 0.1 hectare	462.00	462.00	0.0%
Site Area > 5 Hectares Fixed Fee (plus variable fee below) - Category 5	Fixed Fee	22,859.00	22,859.00	0.0%
Site Area > 5 Hectares Variable Fee - Category 6 (max of £250,000)	Per 0.1 hectares above 5	138.00	138.00	0.0%
Site Area less than 7.5 Hectares - Category 8	Per 0.1 hectare	462.00	462.00	0.0%
Site Area > 7.5 Hectares Fixed Fee (plus variable fee below) - Category 8	Fixed Fee	34,934.00	34,934.00	0.0%
Site Area > 7.5 Hectares Variable Fee - Category 8 (max of £250,000)	Per 0.1 hectares above 7.5	138.00	138.00	0.0%
Operations within curtilage - Category 7a	Fixed Fee	206.00	206.00	0.0%
Car Park, Service Roads & Means of Access - Category 7b	Fixed Fee	234.00	234.00	0.0%
Change from Single Dwelling House to use as less than 50 Dwelling Houses - Category 10a	Per additional Dwelling House	462.00	462.00	0.0%
Change from Single Dwelling House to use as >50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	22,859.00	22,859.00	0.0%
Change from Single Dwelling House to use as >50 Dwelling Houses Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	138.00	138.00	0.0%
Change of use to <50 dwelling houses (Other Cases) - Category 10b	Per additional Dwelling House	462.00	462.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	22,859.00	22,859.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	138.00	138.00	0.0%
Change of Use not included in Categories 9 or 10	Fixed Fee	462.00	462.00	0.0%
Applications for permission in principle	Per 0.1 hectare	402.00	402.00	0.0%

## STRATEGIC PLANNING &amp; ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2021/22

	Unit Measurement	2020/21 Charge	2021/22 Proposed Charge	% Change
<b>Schedule 2 - Other Planning Application</b>				
Advert On Business Premises, Forecourt or curtilage		132.00	132.00	0.0%
Advert To Direct Public or Draw Attention to Business Premises not Visible		132.00	132.00	0.0%
Advert All Other Cases		462.00	462.00	0.0%
Approval/variation /discharge of condition		234.00	234.00	0.0%
Request for confirmation that conditions complied with		116.00	116.00	0.0%
Request for confirmation that conditions complied with (householder)		34.00	34.00	0.0%
Application for non material amendment- householder		34.00	34.00	0.0%
application for non material amendment-other		234.00	234.00	0.0%
Lawful development certificate - existing use		234.00	234.00	0.0%
Prior approval - Larger Home Extensions		96.00	96.00	0.0%
Prior approval - agriculture		96.00	96.00	0.0%
Prior approval - telecoms		462.00	462.00	0.0%
Prior approval - schools		96.00	96.00	0.0%
Prior approval - from agriculture to schools		96.00	96.00	0.0%
Prior approval - from agriculture to commercial use		96.00	96.00	0.0%
Prior approval - from office to residential		96.00	96.00	0.0%
Prior approval - from agriculture to residential (no associated building operations)		96.00	96.00	0.0%
Prior approval - from agriculture to residential (associated building operations)		206.00	206.00	0.0%
Prior approval - from retail to residential (no associated building operations)		96.00	96.00	0.0%
Prior approval - from retail to residential (associated building operations)		206.00	206.00	0.0%
Prior approval - temporary state funded school		96.00	96.00	0.0%
Prior approval - temporary use for film making		96.00	96.00	0.0%
Prior approval - solar PV equipment up to 1mgw		96.00	96.00	0.0%
Prior approval - collection facility within curtilage of a shop		96.00	96.00	0.0%
<b>Land Charges (exclusive of VAT @ 20% where applicable)</b>				
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)		15.00	15.00	0.0%
CON29R Only (Residential Properties)		84.00	84.00	0.0%
CON29O Enquiries (Except Q22 - Commons Search)		175.00	175.00	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%
<b>Pre-application charges (inclusive of VAT)</b>				
Category A - Significant Major Development		3,800.00	4,200.00	10.5%
Category B - Very large Major Development		2,600.00	2,800.00	7.7%
Category C - Major Developments		1,400.00	1,500.00	7.1%
Category D - Minor Developments		720.00	800.00	11.1%
Category E - Minor Developments		200.00	220.00	10.0%
Category F - Householder Applications		90.00	100.00	11.1%
<b>Plus additional meeting (inclusive of VAT)</b>				
Category A - Significant Major Development		820.00	850.00	3.7%
Category B - Very large Major Development		560.00	600.00	7.1%
Category C - Major Developments		300.00	320.00	6.7%
Category D - Minor Developments		150.00	170.00	13.3%
Category E - Minor Developments		70.00	90.00	28.6%
Category F - Householder Applications		70.00	80.00	14.3%
<b>Post application charges (new charges) (inclusive of VAT)</b>				
Category A - Significant Major Development		400.00	430.00	7.5%
Category B - Very large Major Development		270.00	290.00	7.4%
Category C - Major Developments		135.00	140.00	3.7%
Category D - Minor Developments		110.00	120.00	9.1%
Category E - Minor Developments		70.00	80.00	14.3%
Category F - Householder Applications		35.00	40.00	14.3%
<b>Planning Performance Agreement (exclusive of VAT @ 20% where applicable)</b>				
PPA - minimum charge each PPA negotiated on complexity		5,000.00	5,000.00	0.0%
Bespoke fees costed per application				
<b>Strategic Planning Charges for Documents</b>				
All Strategic Planning Documents are available on the website. Printed versions can be posted upon individual request made to strategic.planning@dacorum.gov.uk.				
<i>Prices will be provided based on printing and postage costs at the time of the request.</i>				
		Recharged at cost	Recharged at cost	0.0%



**SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2020/21 - 2021/22****Note 1 - Dwelling Rents**

Rents for 2020/21 saw an increase for the first time in 4 years and were set according to the new MHCLG Rent Standard which provides for an increase of CPI + 1% (2.7% in total in 2020/21). The 12 month CPI rate as published by the ONS in October 2020 is lower than last year at 0.5%, giving a total increase of 1.5% for 2021/22. The average dwelling rent is proposed to increase from £103.43 in 2020/21 to £104.96 in 2021/22.

The rental income for 2021/22 is expected to be £111k higher than the previous year due to additional rent from new build properties (additional £243k from 73 new units at Magenta Court, Martindale Fields and Bingham Mews), less £132k from properties sold under Right to Buy (estimate of 24 units).

**Note 2 - Repairs and Maintenance**

A budget reduction of £250k in repairs and maintenance is proposed for the remaining years of the current Total Asset Management (TAM) contract. This relates to an expected decrease in site overheads due to the reduction in work volumes arising from the effect of the Covid-19 pandemic on a number of workstreams. In addition the need to invest in alternative areas of work to address the Building Safety Bill, community alarm upgrades and energy efficiency works, which will be carried out by specialist contractors, will reduce the ongoing budget for the TAM contract.

A budget reallocation has also been made to transfer £210k of budget from Repairs and Maintenance to Supervision and Management. This is due to an increased requirement for professional and technical support in Property and Place.

**Note 3 - Revenue Contribution to Capital**

The Revenue Contribution to Capital has been adjusted to balance the HRA in year. An increased contribution to capital is expected.

**Note 4 - Supervision and Management and Corporate and Democratic Core**

The draft budget includes the following assumptions:

In line with estimates for the General Fund, salaries budgets include pay inflation of 1.75%.

Growth of £198k to meet service demands including: £48k to fund a service redesign in the Tenants & Leaseholders service; £150k Property and Place restructure to fund three new posts - £65k Building Safety Team Leader, £50k Pre-Voids Surveyor, £35k Complaints Officer

There is a decrease to the budget relating to pension costs of £1.32m, as 2020/21 included a one-off secondary pension contribution. This has been removed for Budget 2021/22.

There is an increase to the draft budget for 2021/22 due to revised estimates for recharges from the General Fund.

Since the 1st scrutiny meeting in December, £38k has been added to the budget for Supervision and Management to fund the HRA element of the National Graduate Development Programme.

**Note 5 - Depreciation**

The budgets for depreciation have been increased to reflect an increase in capital assets as a result of the new build programme, combined with inflation in house prices.

**Note 6 - Contribution from / to Earmarked Reserves**

In 2020/21, a contribution from reserves is required to fund one-off pension contribution costs and capital expenditure to support the Council's new build programme. A contribution to fund capital expenditure is also expected in 2021/22.

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2021/22 - 2025/26

Summary	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Current Overall Programme	27,313	31,177	9,238	1,826	0	69,554
New Bids	1,672	90	90	440	1,970	4,262
Rephased and Amended Schemes	(19,495)	(5,802)	19,983	7,022	251	1,959
<b>Revised Overall Programme</b>	<b>9,490</b>	<b>25,465</b>	<b>29,311</b>	<b>9,288</b>	<b>2,222</b>	<b>75,776</b>
NEW BIDS	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
<b><u>FINANCE &amp; RESOURCES</u></b>						
<b>Commercial Assets and Property Development (Richard Rice)</b>						
Refurbishment of Dacre House	450					450
Renew Surface Water Drains to Henry Wells Square	40					40
Nickey Line Bridge Refurbishment	50					50
Renew Mains Water Supply to Berkhamsted Civic Centre	25					25
Void Commercial Property Refurbishment	70					70
Stone Works to Charter Tower	18					18
Tring Community Centre - Retaining Wall for New Play Area	20					20
Bennettsgate - Structural Concrete Improvements & Façade Renewal	90					90
Bellgate - Concrete Renewal & Refurbishment	25					25
Village Centre - Soffits & Facias	45					45
9 High Street Tring, Electrical Works	21					21
Broadwater Road Resurfacing	93					93
Service Lease Domestic Properties					30	30
<b>Information, Communication and Technology (Ben Trueman)</b>						
Rolling Programme - Hardware					75	75
Software Licences - Right of Use					50	50
Renewal of Data Centre Hardware				350		350

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2021/22 - 2025/26

NEW BIDS	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
<b><u>STRATEGIC PLANNING &amp; ENVIRONMENT</u></b>						
<b>Environmental Services (Craig Thorpe)</b>						
New Wheeled Bins	90	90	90	90	100	<b>460</b>
Waste & Recycling Service Improvements	25					<b>25</b>
Fleet Replacement Programme	165				579	<b>744</b>
Chipperfield Common Car Park Resurfacing	200					<b>200</b>
<b><u>HOUSING &amp; COMMUNITY</u></b>						
<b>Procurement and Contracted Services (Ben Hosier)</b>						
Rolling Programme - CCTV Cameras					25	<b>25</b>
<b>Property &amp; Place (Jason Grace)</b>						
Disabled Facilities Grants					741	<b>741</b>
<b>Strategic Housing (Natasha Beresford)</b>						
Temporary Accommodation - creation of new units	245					<b>245</b>
<b>People and Performance (Matthew Rawdon)</b>						
Capital Grants - Community Groups					20	<b>20</b>
Verge Hardening Programme					350	<b>350</b>
<b>TOTAL - NEW BIDS</b>	<b>1,672</b>	<b>90</b>	<b>90</b>	<b>440</b>	<b>1,970</b>	<b>4,262</b>

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2021/22 - 2025/26

REPHASED AND AMENDED SCHEMES	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
<b><u>FINANCE &amp; RESOURCES</u></b>						
<b>Section 151 Officer (James Deane)</b>						
Various commercial ventures (commercially sensitive)	(17,150)	(8,000)	19,150	6,000	0	0
<b>Commercial Assets and Property Development (Richard Rice)</b>						
Strategic Acquisitions	(1,750)	1,750				0
Old Town Hall - Café roof and stonework renewal	50					50
Bennettsgate - Window Renewal	73					73
Rossgate Shopping Centre - Structural Works	291					291
Commercial Assets - Shopping Centres	(200)					(200)
Tring Community Centre - Retaining Wall for New Play Area	11					11
100 High St (Old Town), Hemel - Window Replacement	14					14
Long Chaulden Roof	55					55
<b>Procurement and Contracted Services (Ben Hosier)</b>						
Dacorum Athletics Track	79					79
Car Park Refurbishment	624					624
Town Centre Access Improvements	400					400
Hemel Hempstead Sports Centre - Astroturf renewal	280					280
CCTV Equipment Refresh	(10)					(10)
<b>Information, Communication and Technology (Ben Trueman)</b>						
Software Licences - Right of Use	(10)	(10)	(10)	(10)	(10)	(50)
Future vision of CRM	13	100	0	0	0	113
<b><u>HOUSING &amp; COMMUNITY</u></b>						
<b>People and Performance (Matthew Rawdon)</b>						
Adventure Playgrounds Improvement programme	(1,500)	500	500	500	0	0
<b><u>STRATEGIC PLANNING &amp; ENVIRONMENT</u></b>						
<b>Environmental Services (Craig Thorpe)</b>						
Fleet Replacement Programme	(524)	(612)	343	532	261	0
<b>Strategic Planning &amp; Regeneration (Chris Taylor)</b>						
The Bury - Residential Development	(435)	470				35

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2021/22 - 2025/26

Urban Park/Education Centre (Durrants Lakes)	134					<b>134</b>
<b>Development Management and Planning (Sara Whelan)</b>						
3D Modelling Software for Planning	60					<b>60</b>
<b>TOTAL - REPHASED AND AMENDED BIDS</b>	<b>(19,495)</b>	<b>(5,802)</b>	<b>19,983</b>	<b>7,022</b>	<b>251</b>	<b>1,959</b>



## DRAFT CAPITAL PROGRAMME BY OSC 2021/22 - 2025/26

Scheme		21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
	<b>GENERAL FUND</b>					
	<b>FINANCE &amp; RESOURCES</b>					
	<b>Section 151 Officer (James Deane)</b>					
1	Various commercial ventures (commercially sensitive)	-	17,150	25,150	6,000	-
		-	<b>17,150</b>	<b>25,150</b>	<b>6,000</b>	-
	<b>Commercial Assets and Property Development (Richard Rice)</b>					
2	Strategic Acquisitions	-	1,750	-	-	-
3	Service Lease Domestic Properties	30	-	30	-	30
4	Old Town Hall - Cafe Roof and stonework renewal	50	-	-	-	-
5	Commercial Assets - Shopping Centres	-	400	-	-	-
6	Bennettsgate Shopping Centre Render Improvement	-	-	15	-	-
7	100 High St (Old Town), Hemel - Window Replacement	14	-	-	-	-
8	Long Chaulden Roof	55	-	-	-	-
9	Adeyfield Community Centre Structural Improvements	17	-	-	-	-
10	Gadebridge Park Roadway Improvements	-	70	-	-	-
11	Boiler Replacement Programme	140	15	22	-	-
12	Rossgate Shopping Centre - Structural Works	291	-	-	-	-
13	Bennettsgate - Window Renewal	73	-	-	-	-
14	Berkhamsted Civic Centre Lift Renewal	20	-	-	-	-
15	Allotment Improvement Programme	40	40	-	-	-
16	Tring Community Centre - new play area for Children's Nursery	11				
17	Refurbishment of Dacre House	450				
18	Renew Surface Water Drains to Henry Wells Square	40				
19	Nickey Line Bridge Refurbishment	50				
20	Renew Mains Water Supply to Berkhamsted Civic Centre	25				
21	Void Commercial Property Refurbishment	70				
22	Stone Works to Charter Tower	18				
23	Tring Community Centre - Retaining Wall for New Play Area	20	-	-	-	-
24	Bennettsgate - Structural Concrete Improvements & Façade Renewal	90				
25	Bellgate - Concrete Renewal & Refurbishment	25				

## DRAFT CAPITAL PROGRAMME BY OSC 2021/22 - 2025/26

Scheme		21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
<b>FINANCE &amp; RESOURCES</b>						
<b>Commercial Assets and Property Development (Richard Rice)</b>						
33	Village Centre - Soffits & Facias	45				
34	9 High Street Tring, Electrical Works	21				
35	Broadwater Road Resurfacing	93				
		<b>1,688</b>	<b>2,275</b>	<b>67</b>	<b>-</b>	<b>30</b>
<b>Procurement and Contracted Services (Ben Hosier)</b>						
36	Car Park Refurbishment	684				
37	Water Gardens North Car Park Drainage Improvements	35				
38	Town Centre Access Improvements	400				
39	Multi-functional devices refresh	90				
40	Dacorum Athletics Track - Resurface Track	79				
41	Hemel Hempstead Sports Centre - Astroturf renewal	280				
		<b>1,568</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Information, Communication and Technology (Ben Trueman)</b>						
42	Rolling Programme - Hardware	75	75	525	75	75
43	Software Licences - Right of Use	40	40	40	40	40
44	Future vision of CRM	88	100	-	-	-
45	Renewal of Data Centre Hardware	-	-	-	350	-
		<b>203</b>	<b>215</b>	<b>565</b>	<b>465</b>	<b>115</b>
<b>TOTAL - FINANCE &amp; RESOURCES</b>		<b>3,459</b>	<b>19,640</b>	<b>25,782</b>	<b>6,465</b>	<b>145</b>

## DRAFT CAPITAL PROGRAMME BY OSC 2021/22 - 2025/26

Scheme		21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
<b>STRATEGIC PLANNING &amp; ENVIRONMENT</b>						
<b>Environmental Services (Craig Thorpe)</b>						
46	New Wheeled Bins	100	100	100	100	100
47	Waste & Recycling Service Improvements	25				
48	Fleet Replacement Programme	3,112	1,098	708	632	841
49	Chipperfield Common car park resurfacing	200				
		<b>3,437</b>	<b>1,198</b>	<b>808</b>	<b>732</b>	<b>941</b>
<b>Development Management and Planning (Sara Whelan)</b>						
50	3D Modelling Software for Planning	60				
		<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Strategic Planning and Regeneration (Chris Taylor)</b>						
51	Urban Park/Education Centre (Durrants Lakes)	134				
52	The Bury - Conversion into Museum and Gallery	35	2,570	975	-	-
		<b>169</b>	<b>2,570</b>	<b>975</b>	<b>-</b>	<b>-</b>
<b>TOTAL - STRATEGIC PLANNING &amp; ENVIRONMENT</b>		<b>3,666</b>	<b>3,768</b>	<b>1,783</b>	<b>732</b>	<b>941</b>

## DRAFT CAPITAL PROGRAMME BY OSC 2021/22 - 2025/26

Scheme		21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
	<b>HOUSING &amp; COMMUNITY</b>					
	<b>People and Performance (Matthew Rawdon)</b>					
53	Verge Hardening Programme	350	350	350	350	350
54	Adventure Playgrounds Improvement programme	-	500	500	500	-
55	Capital Grants - Community Groups	20	20	20	20	20
		<b>370</b>	<b>870</b>	<b>870</b>	<b>870</b>	<b>370</b>
	<b>Procurement and Contracted Services (Ben Hosier)</b>					
56	Rolling Programme - CCTV Cameras	25	25	25	25	25
57	CCTV equipment refresh	100	110	110	455	-
		<b>125</b>	<b>135</b>	<b>135</b>	<b>480</b>	<b>25</b>
	<b>Strategic Housing (David Barrett)</b>					
58	Affordable Housing Development Fund (fully funded from 141 Capital Receipts)	829	311	-	-	-
		<b>829</b>	<b>311</b>	-	-	-
	<b>Strategic Housing (Natasha Beresford)</b>					
59	Temporary Accommodation - creation of new units	300	-	-	-	-
		<b>300</b>	-	-	-	-
	<b>Property &amp; Place (Jason Grace)</b>					
60	Disabled Facilities Grants	741	741	741	741	741
		<b>741</b>	<b>741</b>	<b>741</b>	<b>741</b>	<b>741</b>
	<b>TOTAL - HOUSING &amp; COMMUNITY</b>	<b>2,365</b>	<b>2,057</b>	<b>1,746</b>	<b>2,091</b>	<b>1,136</b>
	<b>TOTAL - GENERAL FUND</b>	<b>9,490</b>	<b>25,465</b>	<b>29,311</b>	<b>9,288</b>	<b>2,222</b>

## DRAFT CAPITAL PROGRAMME BY OSC 2021/22 - 2025/26

Scheme		21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
	<b>HOUSING REVENUE ACCOUNT</b>					
	<b>Property &amp; Place (Jason Grace)</b>					
61	Planned Fixed Expenditure	10,477	13,320	13,320	13,320	13,320
62	DBC Commissioned Capital Works	5,746	4,746	4,780	5,204	4,203
63	Special Projects - Sheltered Schemes	800				
		<b>17,023</b>	<b>18,066</b>	<b>18,100</b>	<b>18,524</b>	<b>17,523</b>
	<b>Strategic Housing (David Barrett)</b>					
64	New Build - General Expenditure	24,337	33,911	37,782	22,190	16,375
		<b>24,337</b>	<b>33,911</b>	<b>37,782</b>	<b>22,190</b>	<b>16,375</b>
	<b>TOTAL - HOUSING REVENUE ACCOUNT</b>	<b>41,360</b>	<b>51,977</b>	<b>55,882</b>	<b>40,714</b>	<b>33,898</b>
	<b>TOTAL CAPITAL PROGRAMME</b>	<b>50,850</b>	<b>77,442</b>	<b>85,193</b>	<b>50,002</b>	<b>36,120</b>
Page 109		21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
	<b>CAPITAL FINANCING</b>					
	<b>GENERAL FUND</b>					
	Capital Receipts and Reserves	7,270	10,517	27,683	- 0	- 0
	141 Capital Receipts	829	311	-	-	-
	Grants and Contributions	1,041	741	741	741	741
	Revenue Contributions to Capital	350	-	-	-	-
	Borrowing	-	13,896	887	8,547	1,481
	<b>TOTAL - GENERAL FUND</b>	<b>9,490</b>	<b>25,465</b>	<b>29,311</b>	<b>9,288</b>	<b>2,222</b>
	<b>HOUSING REVENUE ACCOUNT</b>					
	Capital Receipts and Reserves	23,971	16,326	15,086	14,320	21,820
	141 Capital Receipts	7,303	6,554	2,898	2,800	2,800
	Grants and Contributions (S106)	2,715	-	-	-	-
	Revenue Contributions to Capital	7,371	6,894	6,068	-	-
	Borrowing	-	22,203	31,830	23,594	9,278
	<b>TOTAL - HOUSING REVENUE ACCOUNT</b>	<b>41,360</b>	<b>51,977</b>	<b>55,882</b>	<b>40,714</b>	<b>33,898</b>
	<b>TOTAL - CAPITAL FINANCING</b>	<b>50,850</b>	<b>77,442</b>	<b>85,193</b>	<b>50,002</b>	<b>36,120</b>

<b>Appendix J: General Fund Reserves Summary</b>	<b>Balance as at 31/03/2020 £'000</b>	<b>Budgeted Reserve Movement 2020/21 £'000</b>	<b>In Year Amendments</b>	<b>Set up of Covid Support reserve</b>	<b>Covid Support Drawdown</b>	<b>Net Reserve Movement 2020/21 £'000</b>	<b>Balance as at 31/03/2021 £'000</b>	<b>Net Reserve Movement 2021/22 £'000</b>	<b>Balance as at 31/03/2022 £'000</b>	<b>Net Reserve Movement 2022/23 £'000</b>	<b>Balance as at 31/03/2023 £'000</b>	<b>Net Reserve Movement 2023/24 £'000</b>	<b>Balance as at 31/03/2024 £'000</b>	<b>Net Reserve Movement 2024/25 £'000</b>	<b>Balance as at 31/03/2025 £'000</b>
Civic Buildings Major Repairs Reserve	200		(140)			(140)	60		60		60		60		60
Capital Development Reserve	300						300		300		300		300		300
Earmarked Grants Reserve	88						88		88		88		88		88
Management of Change Reserve	1,122	32	(368)			(336)	786	(52)	734	118	852	257	1,109	310	1,419
Technology Reserve	256	500				500	756	(34)	722	(45)	677		677		677
Savings Efficiencies Reserve	921	(459)				(459)	462	721	1,183	20	1,203	64	1,267		1,267
On Street Car Parking Reserve	120	(5)				(5)	115		115		115		115		115
Local Development Framework Reserve	616	208	(300)			(92)	524	(155)	369		369		369		369
Dacorum Development Reserve	3,199	2,164		(4,500)		(2,336)	863	2,400	3,263	244	3,507	(300)	3,207		3,207
Climate Change and Sustainability Reserve	0	300				300	300	(100)	200		200		200		200
Litigation Reserve	317						317		317		317		317		317
Vehicle Replacement Reserve	0						0		0	350	350	350	700	350	1,050
Invest to Save Reserve	0	94	(33)			61	61	(20)	41	(20)	21	(20)	1		1
Youth Provision Reserve	44						44		44		44		44		44
Election Reserve	0	40				40	40	40	80	40	120	(120)	0	40	40
Uninsured Loss Reserve	420		(60)			(60)	360		360		360		360		360
Training & Development Reserve	0	400				400	400	(275)	125	(75)	50		50		50
Housing Conditions Survey Reserve	46	15				15	61	15	76	15	91	15	106	15	121
Dacorum Rent Aid - Guarantee Scheme	15						15		15		15		15		15
Rent Guarantee Scheme Reserve	15						15		15		15		15		15
Funding Equalisation Reserve	6,297	(1,000)		(3,000)		(4,000)	2,297	(300)	1,997	(300)	1,697	(400)	1,297		1,297
Pensions Reserve	2,173	(2,173)				(2,173)	0	1,017	1,017	1,762	2,779	(2,300)	479	200	679
Maylands Plus Reserve	46	23				23	69	23	92	23	115	23	138	23	161
Economic Recovery Reserve	0			7,500	(3,500)	4,000	4,000	(1,491)	2,509	(1,465)	1,044	(895)	149	388	537
<b>Total Earmarked Reserves</b>	<b>16,195</b>	<b>139</b>	<b>(901)</b>	<b>0</b>	<b>(3,500)</b>	<b>(4,262)</b>	<b>11,933</b>	<b>1,789</b>	<b>13,722</b>	<b>667</b>	<b>14,389</b>	<b>(3,326)</b>	<b>11,063</b>	<b>1,326</b>	<b>12,389</b>
<b>Working Balance</b>	<b>2,503</b>	<b>0</b>	<b></b>	<b></b>	<b></b>	<b>0</b>	<b>2,503</b>	<b></b>	<b>2,503</b>	<b></b>	<b>2,503</b>	<b></b>	<b>2,503</b>	<b></b>	<b>2,503</b>
<b>Total General Fund Reserves</b>	<b>18,698</b>	<b>139</b>	<b>(901)</b>	<b>0</b>	<b>(3,500)</b>	<b>(4,262)</b>	<b>14,436</b>	<b>1,789</b>	<b>16,225</b>	<b>667</b>	<b>16,892</b>	<b>(3,326)</b>	<b>13,566</b>	<b>1,326</b>	<b>14,892</b>



# Dacorum Borough Council

## Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual  
Investment Strategy

**2021/22**

## **1. Introduction**

### **1.1 Background**

The Council is required to operate a balanced budget, which broadly means cash raised during the year will meet cash expenditure. A primary function of the Treasury Management service is to ensure cash flow is adequately planned, with cash being available when 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 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 the Council can meet its capital spending obligations. Longer term cash management may involve arranging long or short term loans, or using longer term cash flow surpluses, or restructuring debt to meet Council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity and hence the councils ability to meet spending commitments as they fall due, either on day-to-day revenue or in the medium term for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

### **1.2 Clauses to be formally adopted**

1. Dacorum Borough Council 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 principles and practices (TMPPs), 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.

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 TMPPs and, if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.



3. 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**

The Council defines its treasury management activities as:

*The management of the organisation's borrowing, 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.*

The Council 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 organisation, and any financial instruments entered into to manage these risks.

The Council acknowledges that effective treasury management will provide support towards the achievement of the Council'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**

#### **Capital Strategy**

The CIPFA revised 2017 Prudential and Treasury Management Codes requires all local authorities to prepare a capital strategy report, which will provide the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

#### **Treasury Management reporting**

The Council is currently 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.

**Scrutiny** – The above reports are required to be adequately scrutinised before being recommended to the Council. The Cabinet undertakes this role.

## **1.5 Treasury Management Strategy for 2021/22**

The strategy for 2021/22 covers two main areas:

### Capital issues

- the capital expenditure plans and the associated 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
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

## **1.6 Training**

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

## **1.7 Treasury management consultants**

The Council uses Link Group, Treasury Solutions as its external treasury management advisors. The Council recognises the value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Council will ensure the terms of their appointment and methods by which their value are assessed are properly agreed and documented, and subject to regular review.

The Council recognises responsibility for treasury management decisions remains with the organisation at all times and will ensure undue reliance is not placed upon our external service providers.

## 2. The Capital Prudential Indicators 2021/22 – 2025/26

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plan 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 financing. Any shortfall of resources results in a borrowing need. Members are asked to approve the capital expenditure forecast:

Capital expenditure	2019/20 Actual £m	2020/21 Q3 Forecast £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
General Fund	18.954	11.082	9.490	25.465	29.311	9.288
HRA	37.722	19.453	41.360	51.977	55.882	40.714
<b>Total</b>	<b>56.676</b>	<b>30.535</b>	<b>50.850</b>	<b>77.442</b>	<b>85.193</b>	<b>50.002</b>
<b>Financed by:</b>						
Capital grants & S106	2.711	1.385	3.756	0.741	0.741	0.741
Capital receipts & reserves	45.249	22.945	39.373	33.708	45.667	17.120
Revenue contribution to Capital	7.786	6.205	7.721	6.894	6.068	0.000
Borrowing- General Fund	0.930	0.000	0.000	13.896	0.887	8.547
Borrowing- HRA	0.000	0.000	0.000	22.203	31.830	23.594
<b>Net financing need for the year</b>	<b>56.676</b>	<b>30.535</b>	<b>50.850</b>	<b>77.442</b>	<b>85.193</b>	<b>50.002</b>

The financing need excludes other long-term liabilities, such as leasing arrangements. Capital Expenditure excludes loans to other bodies for Capital purposes.

## 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 the total capital expenditure which has not yet been paid for from either revenue or capital resources. It is a measure of the Council's underlying borrowing need. Capital expenditure, which is not immediately paid for, increases the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes long term liabilities like finance leases. Whilst these increase the CFR, and therefore the Council's borrowing requirement, they include a borrowing facility so the Council is not required to separately borrow.

The Council is asked to approve the CFR projections below:

	2019/20 Actuals £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
<b>Capital Financing Requirement</b>						
CFR – non housing	13.181	12.934	18.571	33.103	33.279	40.879
CFR – housing	340.518	335.928	332.448	353.280	382.801	403.060
<b>Total CFR</b>	<b>353.699</b>	<b>348.862</b>	<b>351.018</b>	<b>386.384</b>	<b>416.080</b>	<b>443.940</b>
<b>Movement in CFR</b>		<b>(4.837)</b>	<b>2.156</b>	<b>35.365</b>	<b>29.697</b>	<b>27.860</b>

<b>Movement in CFR represented by:</b>						
Net financing need for the year the Capital Programme		0.000	0.000	36.099	32.717	32.141
Net financing need for the year-Loans for Capital Purposes		(0.010)	5.990	(0.010)	(0.010)	(0.010)
Accounting changes in lease treatments		0.000	0.000	1.000	0.000	0.000
Minimum Revenue Provision & HRA Debt Repayment		(4.827)	(3.834)	(1.724)	(3.010)	(4.271)
<b>Movement in CFR</b>		<b>(4.837)</b>	<b>2.156</b>	<b>35.365</b>	<b>29.697</b>	<b>27.860</b>

## 2.3 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the Capital Financing Requirement through a charge to revenue known as the minimum revenue provision (MRP). Additional voluntary payments (voluntary revenue provision - VRP) are allowed.

MHCLG regulations require the full Council to approve an MRP Statement in advance of each year. A variety of options for calculating MRP are allowed 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;

This option provides for a reduction in the borrowing need over approximately the asset's life.

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made.

Repayments included in finance leases are applied as MRP.

MRP Overpayments/Voluntary Revenue Provisions - MHCLG MRP Guidance allows that any charges made over the statutory minimum revenue provision (MRP), can be reclaimed in later years if deemed necessary or prudent. In order for MRP to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made. Up until the 31 March 2022, the total VRP overpayments are forecast at £0.481m.

The Council has and may provide loans to Parish Councils and other public sector bodies for capital purposes. The Capital Financing Requirement (CFR) will increase by the principal amount of the loan. The loan will be repaid in full and may include interest. The repayment of principal is classed as a capital receipt, and the CFR will reduce accordingly. As this is, a temporary arrangement and the funds will be returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP charge.

## **2.4 Core funds and expected investment balances**

The use of funds to 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	2019/20 Actual £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Fund balances / reserves	39.778	35.768	42.557	48.224	49.898	56.224
Capital receipts	15.410	46.177	24.634	23.547	0.000	0.000
Provisions	5.806	5.000	5.000	5.000	5.000	5.000
Other	0	0.000	0.000	0.000	0.000	0.000
<b>Total core funds</b>	<b>60.994</b>	<b>86.945</b>	<b>72.191</b>	<b>76.771</b>	<b>54.898</b>	<b>61.224</b>
Working capital		5.000	5.000	5.000	5.000	5.000
(Under)/over borrowing		4.828	-1.151	-37.221	-69.556	-101.077
<b>Expected investments</b>		<b>96.774</b>	<b>76.041</b>	<b>44.549</b>	<b>-9.658</b>	<b>-34.853</b>

## 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.

	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
General Fund	0.58%	0.83%	0.84%	0.65%	0.71%	0.69%
HRA	20.08%	20.20%	20.20%	19.36%	20.31%	20.59%

## 2.7 HRA ratios

	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
HRA debt £m	340.52	335.93	332.45	331.08	328.77	325.43
HRA revenues £m	55.697	56.890	58.322	59.775	62.322	65.692
Ratio of debt to revenues %	611%	590%	570%	554%	528%	495%
Number of HRA dwellings	10,116	10,092	10,094	10,214	10,278	10,384
Debt per dwelling £	33,661	33,287	32,935	32,414	31,988	31,340

## 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 the Council's cash is organised in accordance with the relevant professional codes, so sufficient cash is available to meet this service activity and the Councils capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

### 3.1 Current portfolio position

The overall treasury management portfolio as at 31 March 2020 and for the position as at 31 December 2020 are shown below for both borrowing and investments.

	TREASURY PORTFOLIO			
	Actual 31.3.20	Actual 31.3.20	Current 31.12.20	Current 31.12.20
<b>Treasury investments</b>	£000	%	£000	%
Banks	46,598	51%	45,599	45%
Building societies - rated	22,500	24%	24,500	24%
Local authorities	12,000	13%	15,500	15%
DMADF (H.M.Treasury)	0	0%	4,500	4%
money market funds	11,000	12%	11,000	11%
<b>Total managed in house</b>	<b>92,098</b>	<b>100%</b>	<b>101,099</b>	<b>100%</b>
<b>Total managed externally</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Total treasury investments</b>	<b>92,098</b>	<b>100%</b>	<b>101,099</b>	<b>100%</b>
<b>Treasury external borrowing</b>				
PWLB	362,745	100%	362,383	100%
<b>Total external borrowing</b>	<b>362,745</b>	<b>100%</b>	<b>362,383</b>	<b>100%</b>
<b>Net treasury investments / (borrowing)</b>	<b>-270,647</b>	<b>0</b>	<b>-261,284</b>	<b>0</b>

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

There are a number of key indicators to ensure the Council operates its activities within well-defined limits. One is that the Council needs to ensure 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 2021/22 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures borrowing is not undertaken for revenue purposes or to generate a profit. The Council complies with this indicator.

	2019/20 Actual £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
<b>External Debt</b>						
Debt at 1 April	362.747	358.441	353.502	349.680	384.073	414.152
Expected change in Debt	(4.306)	(4.939)	(3.822)	34.394	30.079	28.480
Other long-term liabilities	0.188	0.188	0.188	1.188	1.188	1.188
<b>Actual gross debt at 31 March</b>	<b>358.629</b>	<b>353.690</b>	<b>349.868</b>	<b>385.261</b>	<b>415.340</b>	<b>443.820</b>
The Capital Financing Requirement	353.699	348.862	351.018	386.384	416.080	443.940
Under / (over) borrowing	<b>(4.931)</b>	<b>(4.828)</b>	<b>1.151</b>	<b>1.122</b>	<b>0.740</b>	<b>0.120</b>

### 3.2 Treasury Indicators: Limits to borrowing activity

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

Operational boundary	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Debt	358.441	353.502	385.261	415.340	443.820
Other long term liabilities	0.188	0.188	0.188	1.188	1.188
<b>Total</b>	<b>358.629</b>	<b>353.690</b>	<b>385.449</b>	<b>416.528</b>	<b>445.008</b>

- b) **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.

Under section 3 (1) of the Local Government Act 2003, the Government can control the total of all councils' plans or those of a specific council.

The Council is asked to approve the following authorised limits to 2022/23 which are unchanged from current limits. Forecast authorised limits beyond this are shown for information in italics:



Authorised limit	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Debt	400	400	400	420	450
Other long term liabilities	10	10	10	10	10
<b>Total</b>	<b>410</b>	<b>410</b>	<b>410</b>	<b>430</b>	<b>460</b>

The table below shows projections of CFR and borrowing:

Capital Financing Requirement including leases						
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m	£m
HRA CFR	340.5	335.9	332.4	353.3	382.8	403.1
GF CFR	13.2	12.9	18.6	33.1	33.3	40.9
<b>Total CFR</b>	<b>353.7</b>	<b>348.9</b>	<b>351.0</b>	<b>386.4</b>	<b>416.1</b>	<b>443.9</b>
External Borrowing	358.4	353.5	349.7	384.1	414.2	442.6
Other long term liabilities	0.2	0.2	0.2	1.2	1.2	1.2
<b>Total Debt</b>	<b>358.6</b>	<b>353.7</b>	<b>349.9</b>	<b>385.3</b>	<b>415.3</b>	<b>443.8</b>
Authorised Limit*	379	361	410	410	430	460
Operational Boundary	362.9	358.6	353.7	385.5	416.5	445.0

\*indicative only for 2023/24 and 2024/25

### 3.3 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:

Maturity structure of fixed interest rate borrowing 2021/22		
	Lower	Upper
Under 12 months	0.0%	2.0%
12 months to 2 years	0.0%	2.0%
2 years to 5 years	0.0%	3.2%
5 years to 10 years	2.0%	10.1%
10 years and above	5.0%	90.0%

<b>Maturity structure of variable interest rate borrowing 2021/22</b>		
	Lower	Upper
Under 12 months	0.0%	1.0%
12 months to 2 years	0.0%	2.0%
2 years to 5 years	0.0%	2.0%
5 years to 10 years	0.0%	0.0%
10 years and above	0.0%	0.0%

### **3.4 Borrowing strategy**

The Council is currently in a slightly over-borrowed position. This means the external debt is greater than the capital financing requirement. This is as a result of reduced capital expenditure and receipt of additional capital receipts in comparison to previous projections. The council is projected to be in an under borrowed position in 2021/22 as shown in the second table in section 3.1.

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.

### **3.5 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 value for money and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **3.6 Prospects for Interest Rates**

The Councils Treasury Advisors provided the following as their view for interest rates. The Bank Rate is that Bank of England base rate of interest.

Link Group Interest Rate View 9.11.20														
These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 26.11.20														
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	0.80	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00
10 yr PWLB	1.10	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30
25 yr PWLB	1.50	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80
50 yr PWLB	1.30	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60

The UK economy has been adversely impacted for by the coronavirus pandemic. The Bank of England reduced the Bank Rate in March 2020 first to 0.25%, and then to 0.10%. It has remained unchanged since then.

As shown in the forecast table below, no increase in Bank Rate is expected within the forecast period to 31st March 2024, as economic recovery is expected to be gradual.

### 3.7 Investment and borrowing rates

- Investment returns are likely to remain low during 2021/22, with little increase in the following two years.
- Borrowing interest rates fell to historically low rates during 2020/21. In November 2020, PWLB borrowing rates were reduced by 1%. A prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three-year capital programme. The Council has no current plans to purchase assets purely for yield.

### 3.8 Debt rescheduling

Debt rescheduling involves the Council paying off its debt prior to the agreed maturity date of that debt. The rescheduling of current borrowing in the Council's debt portfolio is unlikely to occur. There is still a significant difference between premature redemption rates and new borrowing rates. The means premature redemption of Council debt is likely to result in additional cost to the Council under present conditions.

If any rescheduling and or early repayment of existing debt is considered to be prudent, this will be reported to Cabinet at the earliest meeting following the completion of the repayment.

### 3.9 New financial institutions as a source of borrowing and / or types of borrowing

The Council's current source of borrowing is the PWLB. There are other borrowing sources available to the Council in order to borrow to finance its capital programme. These are:

- Local authorities
- Financial institutions
- Municipal Bonds Agency

This Authority may make use of these alternative sources of borrowing as and when appropriate.

## **4. Annual Investment Strategy**

### **4.1 Investment policy**

The Council's investment policy has regard to the following: -

MHCLG's Guidance on Local Government Investments ("the Guidance")

CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")

CIPFA Treasury Management Guidance Notes 2018. The Council's investment priorities will be security first, liquidity second and then yield.

The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

- Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of a concentrated risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- Other information: ratings will not be the sole determinant of the quality of an institution; it is important to 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 assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration, the Council will engage with its Treasury advisors Link Asset Services to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.
- Other information sources used will include the financial press and share prices in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- Dacorum Borough Council has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists in Appendix 1 under the categories of 'specified' and 'non-specified' investments.

- **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year, or have less than a year left to run to maturity if originally they were originally classified as being non-specified investments solely due to the maturity period exceeding one year.
- **Non-specified investments** are those with a high credit quality, but lower than specified investments, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
- Non-specified investments limit. The Council has determined that it will limit the maximum total exposure to non-specified investments as being 20% of the total investment portfolio.
- Lending limits, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
- Transaction limits are set for each type of investment in Appendix 1.
- The Council will set a limit for the amount of its investments which are invested for longer than 365 days, (see paragraph 4.5).
- Investments will only be placed with counterparties from countries with a specified minimum sovereign rating, (see paragraph 4.2).
- The Council has engaged external consultants, (see paragraph 1.7), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
  - All investments will be denominated in sterling.
  - a result of the change in accounting standards under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (MHCLG allowed a statutory temporary override to delay implementation of IFRS 9 for five years commencing from April 2018 to allow English local authorities time to adjust their portfolio of all pooled investments. There is no currently no impact for the Council).

The Council will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.4). Regular monitoring of investment performance will be carried out during the year.

## 4.2 Creditworthiness policy

Dacorum uses the creditworthiness service provided by the Link Group. 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;
- Credit Default Swaps spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of credit default swap spreads for which the end product is 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 therefore use counterparties within the following durational bands:

- Yellow            5 years
- Dark pink       5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink       5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- 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

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through its use of Link's creditworthiness service. If a downgrade results in the counterparty / investment scheme no longer meeting the

Council's minimum criteria, its further use as a new investment will be withdrawn immediately.

In addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition the Council will use market data and market information, information on any external support for banks to help support its decision making process.

### **4.3 Country limits**

Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors. The Section 151 Officer will determine approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent) as appropriate, with durations following the same colour coded criteria, as set out in 4.2. Officers will remove counterparties from this list should ratings change in accordance with this policy. Counterparties will only be added with approval from the Section 151 Officer.

### **4.4 Local Authority Counterparties**

In light of some Local Authorities issuing s114 notices (issued by an authority's s151 office is of the view that expenditure of the authority is likely to exceed the resources available to meet that expenditure), the Council has taken advice in respect of Local Authority counterparties. This states that local authorities continue to represent a low risk investment. The Council will continue to include Local Authority counterparties in its list of potential investment counterparties.

### **4.5 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 returns expectations: the Bank Rate is unlikely to rise from 0.10% for a considerable period (see 3.6).

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year are as follows:

2020/21	0.10%
2021/22	0.10%
2022/23	0.10%
2023/24	0.25%
2024/25	0.75%
Later years	2.00%

- The overall balance of risks to economic growth in the UK is subject to major uncertainty due to the coronavirus pandemic.
- There is relatively little UK domestic risk of increases or decreases in Bank Rate and significant changes in shorter term PWLB rates. The Bank of England has effectively ruled out the use of negative interest rates in the near term and increases in Bank Rate are expected to be some years away given the underlying economic assumptions.

### **Negative investment rates**

While the Bank of England indicated in September 2020 that it is unlikely to introduce a negative Bank Rate in the near term, some deposit accounts are already offering negative rates for shorter periods. In its treasury management activities, the Council may be required to place funds for investment in deposit accounts with negative rates, in order to operate within approved counterparty limits. Every effort is taken to minimise the incidence of such investments.

### **Investment treasury indicator and limit**

Total principal funds invested for greater than 365 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:

<b>Upper limit for principal sums invested for longer than 365 days</b>			
<b>£m</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Principal sums invested for longer than 365 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 compounding of interest.

### **4.6 Treasury Management Counterparty Limits.**

The Investment limits for counterparties is set as part of the annual Treasury Management Strategy. The existing limits have remained unchanged since 2011, and since that time the volume of quality counterparties that meet the Council's investment criteria has reduced, see Appendix 3 for details.

The level of current cash balances is similar to the levels in 2010/11 when the present limits were set, but we now have fewer counterparties to invest in that meet the high threshold required in the Treasury Management Strategy.



The Council has until recently utilised Money Market Funds (MMF's) as an alternative investment option to the counterparties and hence the existing limits were sufficient to meet treasury management requirements.

The Money Market Funds rate of return has dropped significantly to almost zero and in some cases, there is a risk of investment rates turning negative.

In line with these investment changes it is proposed that the existing counterparty investment limits are increased to give the treasury management service options in regards to where and how to invest the councils cash balances. The level of proposed increases is on average 23%. Table 1 below summarises the proposed changes in counterparty limits.

**Table 1: Proposed Counter Party Limits and Increases.**  
**Average Forecast DBC Investment balance 2020/21: £72m**

Counterparty band colour (duration )	Current limit, per counterparty £m	Current limit as a % of total investment balance*	Proposed limit as a % of total investments*	Proposed limit per counterparty £m (rounded to nearest £0.5m)	Suggested Additional Counterparty Exposure £m	% increase in counterparty limit
Green (3 months)	7	9.72%	12.50%	9	2	29%
Red (6 months)	9	12.50%	15.00%	11	2	22%
Orange ( 1 year)	10	13.89%	17.50%	12.5	2.5	25%
Purple (2 years)	10	13.89%	17.50%	12.5	2.5	25%
Blue (1 year, incl. NatWest own Bank)	12.5	17.36%	20.00%	14.5	2	16%

\*the Council is able to invest in 'yellow' banded counterparties (duration up to 5 years), which are not shown in this table. These include investments with the DMO and MMFs.

If these limits were increased by RPI inflation year on year since their inception in 2011 they would be greater than the proposed increase.

Although this would enable in theory the Council's treasury management service to invest up to 20% in one counterparty this is in line with the current Treasury Management controls and is not a change in approach or controls.

This proposed change is still in line with independent treasury management advisers' expectations, who apply a rule of thumb to;

- Ensure you have a minimum of 10 counterparties at any one time.
- Include a 20% limit on all counterparties.

These changes would not impact the overall security of the treasury management strategy, as we would still be investing in the same counterparties. This would potentially increase the losses incurred by the council if in the extreme event one of the Council's counterparties would become insolvent.

If these limits were in set in place at present they would increase the investment returns projected in 20/21 by 5%, or £10k. As well as increasing investment returns this would also reduce the volume of administration costs of additional short term

cash movements and reduce the need to utilise the governments fall back provision the Debt Management Office that barely cover the administration costs charged.

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 0.013%.

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

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

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

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

#### **4.7 Transactional Limits**

There may be occasions that the council is in receipt of large income transactions from land and property sales etc. In instances such as these, every effort is made to ensure the council remains within the counterparty limits as set by the Treasury Management Strategy. Due to the nature of these types of transactions, a provision of 'one working day' is given in order to allow for any surplus funds to be redistributed from the Councils bank to available counterparties as per the creditworthiness policy in 4.2.

#### **4.8 External fund managers**

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

#### **4.9 Non- Treasury Investments**

The Council recognises investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful management. Such activity may include loans to support service outcomes, investment in subsidiaries and investment property portfolios and is covered by the

Council's normal approvals processes for revenue and capital expenditure. The Council's portfolio of investment properties are managed as part of the Council's asset management strategy.

## Appendix 1: 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. (Non-specified investments which would be specified investments apart from originally being for a period longer than 12 months, will be classified as being specified once the remaining period to maturity falls to under twelve months.)

	Minimum Credit criteria / colour band	Use
Debt Management Agency Deposit Facility	Yellow	In-house and Fund Managers
Term deposits – UK Government (including other local authorities)	Yellow	In-house and Fund Managers
Term deposits – banks and building societies	See 4.2	In-house and Fund Managers
Term deposits – housing associations	See 4.2	In-house and Fund Managers
Certificates of deposit issued by banks and building societies	See 4.2	In-house and Fund Managers
UK Government Gilts	Yellow	In-house and Fund Managers
Money Market Funds (CNAV)	AAA	In-house and Fund Managers
Money Market Funds (LVNAV)	AAA	In-house and Fund Managers
Money Market Funds (VNAV)	AAA	In-house and Fund Managers
Ultra-Short Dated Bond Funds with a credit score of 1.25	AAA	In-house and Fund Managers
Ultra-Short Dated Bond Funds with a credit score of 1.5	AAA	In-house and Fund Managers
UK Government Treasury bills	Yellow	In-house and Fund Managers

### 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 Link's Creditworthy list	In-house and Fund Managers	£14.5M 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	Yellow	In-house and Fund Managers	5 years
Term deposits – housing associations	See 4.2	In-House and Fund Managers	5 years
Term deposits – banks and building societies	See 4.2	In-house and Fund Managers	5 years
Certificates of deposit issued by banks and building societies	See 4.2	In-house and Fund Managers	5 years
Fixed term deposits with variable rate and variable maturities -Structured deposits -Callable deposits -Callable range trade accounts	See 4.2	In-house and Fund Managers	5 years
Gilt Funds	UK sovereign rating	In-house and Fund Managers	5 years
UK Government gilts	Yellow	In-house and Fund Managers	5 years
Bonds issued by multilateral development banks	AAA	In-house and Fund Managers	5 years
Corporate Bonds	Yellow	In-house and Fund Managers	5 years

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions. To ensure the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

## **Appendix 2- Treasury Management Principle 1: Risk Management (Extract from Treasury Management Principles and Practices**

### **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 cash will not be available when 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 ensure 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, to minimise credit interest foregone and overdraft interest payable. Borrowing and lending shall be arranged, in conjunction with 'auto-sweeping' of balances, 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 charged in line with the Bank Contract.

### **Short-Term Borrowing Facilities**

Short-term borrowing is very rarely required. If undertaken, this is done through brokers on the London Money Market, or Public Works Loan Board. 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 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 unexpected changes in interest rates expose the Council to greater costs or a shortfall in income than budgeted. 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 including details on the approved interest rate exposure limit, trigger points and guidelines for managing changes to interest rate levels and minimum/maximum proportions of variable/fixed rate debt and interest. The strategy is produced before the start of each financial year and will be periodically reviewed during the year to see whether any modifications are required in the light of actual movements in interest rates.

### **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 this course of action is appropriate. Any forward deals, 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 agreed a few days in advance for administrative convenience (e.g. due to annual leave etc.).

### **Callable Deposits**

The Council will use callable deposits. 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 unexpected changes in exchange rates expose the Council to greater costs or a shortfall in income than budgeted. 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 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 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 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 preserving the principal of the sums 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 Link Group to help manage credit and counterparty risk. Link has much greater market expertise and direct access to market knowledge than the Council. None the less, the Council recognises all advice provided by its treasury adviser is precisely that, and 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 '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 Link guidance. This uses different ratings combinations and allocates those meeting 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 approval of Full Council.

### **Money Market Funds**

Money Market Funds will be used in line with the Council's Treasury Management Strategy. 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.

### **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 Link. 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 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.

## **5. Refinancing Risk Management**

*The Council will ensure 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 favourable 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 when loans or other forms of capital financing mature, they cannot be refinanced where necessary on terms reflecting assumptions made in formulating the budget.

### **Debt / Other Capital Financing Maturity Profiling, Policies and Practices**

The Council holds debt that arose from the Housing Self Financing in March 2012. This transaction was subject to detailed 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 revenue and capital budget projections. These projections identify the key capital items (both expenditure and income) forecast for forthcoming years, and this analysis is used to ensure the Council will have sufficient funds available in forthcoming years.

Capital expenditure and long-term liabilities definition 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 take into account affordability in the longer term beyond this three year period. The Council will use the definitions 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. Issues considered include revenue costs/benefits resulting 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**

For each Right to Buy council house disposal, the Council must pay a proportion to Central Government. The Council retains the '1-4-1' receipt, which can be used to fund 30% of new build expenditure within 3 years. Any unused '1-4-1' receipts are to be returned to Government.

The Council also has the ability to utilise 100% of its non- Right to Buy Housing receipts and a small proportion of right to buy council house sales relating to

adjusted allowable debt and the local authority's share capital. 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 either the Council or a third party 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**

##### **Statutes**

- 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.
- Requirement to set a balanced budget - Local Government Finance Act 1992 section 32 for billing authorities and section 43 for major precepting authorities.
- Local Government Act 2003
- Local Government Act 2003 (Commencement No.1 and Transitional Provisions and Savings) Order 2003
- Local Authorities (Capital Finance and Accounting) (England) Regulations 2003
- Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2004, 2006, 2007, 2008, 2009, 2010, 2012, 2013, 2017, 2018, 2019
- Local Authorities (Capital Finance) (Consequential, Transitional and Savings Provisions) Order 2004
- Local Government and Public Involvement in Health Act 2007 s238 (2) – power to issue guidance; to be used re: MRP

- The Local Government Pension Fund Scheme (Management and Investment of Funds) Regulations 2009
- Localism Act 2011
- Accounts and Audit Regulations 2015
- Statutory Guidance on Investments 2018
- Statutory Guidance on MRP 2018
- Exiting the European Union financial services: The Money Market Funds (Amendment) (EU Exit) Regulations 2019

#### **Guidance and codes of practice**

- CIPFA's Treasury Management Codes of Practice and Guidance Notes 2017
- CIPFA Prudential Code for Capital Finance in Local Authorities revised 2017 & Guidance Notes 2018
- CIPFA Local Authority Capital Accounting - a reference manual for practitioners latest year Edition
- CIPFA Guide for Chief Financial Officers on Treasury Management in Local Authorities 1996
- CIPFA Standard of Professional Practice on Treasury Management 2002
- CIPFA Standard of Professional Practice on Continuous professional Development 2005
- CIPFA Standard of Professional Practice on Ethics 2006
- The Good Governance Standard for Public Services 2004
- LAAP Bulletins
- CIPFA Code of Practice on Local Authority Accounting in the United Kingdom: A statement of recommended Practice
- PWLB circulars on Lending Policy
- The UK Money Markets Guide. Formally the Financial Conduct Authority's Code of Market Conduct

#### **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 the Councils 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 Corporate and Contracted Services. The duty of this officer is to ensure 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 financial affairs of the Council are conducted in a prudent manner and report to the Council if he/she 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 the Council may fail to employ adequate systems, procedures and other arrangements which identify and prevent losses through such occurrences. The Council will:

- a) Seek to ensure 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 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 summarised in *TMP5*.

### **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.

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. Any discrepancies are immediately reported to the Team Leader Financial and Regulatory Accounting for resolution. The Council does not 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 counter party.

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 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.

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 Financial and Regulatory Accounting. 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 though the online banking system. This is undertaken by two of the authorised bank account signatories and 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 System includes comprehensive reconciliation checks back to the Council's banking system to ensure all investments transactions are correctly recorded and processed.

An investment income listing is produced every month and reported on the Council's performance system.

### **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 Investment and banking systems are both internet based so can be accessed from any site or computer, subject to the user having the appropriate access and security information.

### **Insurance Cover Details**

The Council has Crime insurance cover provided by Travelers Insurance Co Ltd. This policy covers loss resulting directly from any crime committed by any employee or any third party. 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 Aspen Insurance UK Ltd. 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 £75,000 for each and every claim applies.

The Council has Business Interruption cover as part of its property insurance with Travelers Insurance Co Ltd. This covers additional costs 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 through adverse market fluctuations in the value of principal sums, the Council borrows and invests, 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.

**Appendix 3 – Link Asset Services’ Approved Lending List – UK Banks and Financial Institutions**

<b>Country</b>	<b>Counterparty</b>	<b>Approved Duration</b>	<b>DBC Current Limit (M)</b>
U.K	Abbey National Treasury Services plc	12 months	10
U.K	Bank of Scotland PLC (RFB)	12 months	10
U.K	Barclays Bank PLC (NRFB)	6 months	9
U.K	Barclays Bank UK PLC (RFB)	6 months	9
U.K	Close Brothers Ltd	6 months	9
U.K	Goldman Sachs International Bank	6 months	9
U.K	Handelsbanken Plc	12 months	10
U.K	HSBC Bank PLC (NRFB)	12 months	10
U.K	HSBC UK Bank Plc (RFB)	12 months	10
U.K	Lloyds Bank Corporate Markets Plc (NRFB)	6 months	9
U.K	Lloyds Bank Plc (RFB)	12 months	10
U.K	NatWest Markets Plc (NRFB)	100 days	7
U.K	Santander UK plc	6 months	9
U.K	Standard Chartered Bank	6 months	9
U.K	Sumitomo Mitsui Banking Corporation Europe Ltd	6 months	9
U.K	Coventry BS	6 months	9
U.K	Leeds BS	100 days	7
U.K	Nationwide BS	6 months	9
U.K	Skipton Building Society	100 days	7
U.K	Yorkshire BS	100 days	7
U.K	National Westminster Bank PLC (RFB)	12 months	12.5
U.K	The Royal Bank of Scotland Plc (RFB)	12 months	12.5

## **Appendix 4: 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;
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term time frame;
- ensuring the capital strategy is prudent, sustainable, affordable in the long term and provides value for money;
- ensuring due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.



# Dacorum Borough Council

## Capital Strategy

**2021/22**

## **1 Introduction**

### **1.1 Requirements of a Capital Strategy**

The 2017 update to the Prudential Code requires ~~from 2019-20~~ all local authorities to produce a Capital Strategy. The purpose of the Capital Strategy is to tell a story that gives a clear and concise view of how the Council determines its priorities for capital investment, decides how much borrowing is affordable and its risk appetite and the governance arrangements in place to manage those risks.

The Capital Strategy is required to set out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to the risk, reward and impact on the achievement of outcomes.

The Council Strategy should demonstrate that capital expenditure and investment decisions are in line with service objectives and properly take into account stewardship, value for money, prudence, sustainability and affordability.

The Capital Strategy should cover:

- Capital Expenditure
- Debt, Borrowing and Treasury Management
- Commercial Activity
- Other long-term Liabilities and Non-Treasury Investments and Debtors.
- Knowledge and Skills.

## **2 Capital Expenditure**

### **2.1 Overview of the Asset Management Strategy**

The Asset management strategy sets out how the Council intends to use its property portfolio to support the priorities identified in its *Corporate Plan*, and how it plans to improve the performance of its assets. The Council's Asset Management Strategy can be found on the [Council's website](#). The strategy also informs and supports the Council's Medium Term Financial Strategy and was approved by Cabinet in February 2016, and was due for review in 2020/2021. The Coronavirus pandemic has had a significant impact on the update to the asset management strategy which will be reviewed in 2021/2022 as a result. The Council has a significant and varied portfolio of assets, some of which provide an income stream, which is crucial to the funding/delivery of the overall Council objectives. The strategy provides a structure to asset governance and performance management which in turn helps improve Council's decision making and enhance income streams.

The strategy details the Council's focus on reducing its long-term asset maintenance costs through proactive maintenance scheduling and better cost recovery. This reduces the risk

that under-investment will lead to a spike in maintenance costs or a loss of income should the assets no longer be deemed fit for purpose. Annual maintenance budgets are set as part of the Council's budget setting process.

The Council aims to act as a catalyst for regeneration and growth by maximising the use of its own assets and stimulating regeneration and growth. Regeneration and growth will potentially improve the Council's revenue streams as a result of increased business rate retention and council tax base growth. The Council weighs up the risk and benefits carefully where new projects potentially risk the loss of current income. Getting the balance right between future economic growth and the protection and enhancement of revenue income is a key issue for asset management planning. The changes in demand for assets as a result of the pandemic will no doubt drive future planning.

The Asset Management Strategy includes the Council's disposals strategy. To ensure continuing efficient operation of the Council's assets, decisions on disposals of assets deemed surplus to requirements is recommended by the Property Management Board. This decision will then be referred to Corporate Management Team for review and confirmation and ultimately Members in line with Financial Regulations. Current assets under consideration for disposal at this time are investment sites and selected garages.

The Council's social housing stock is covered separately under the *Housing Asset Management Strategy 2016-2020*. The strategy outlines the Council's approach to managing demand and supply and the sustainability and condition of its 10,100 housing properties whilst delivering value for money. The strategy sets out plans to increase the stock to meet continuing need for quality, affordable homes in Dacorum. The Council's Housing Asset Management Strategy can be found on the [Council's website](#). The Strategy will be updated for the 2021/22 financial year.

## **2.2 The Council's policies on Capitalisation**

The Council capitalises expenditure on property, plant, equipment and software, when it brings economic benefit or service potential to the Council for longer than 1 year and spend is greater than £10,000 per scheme. The Council does not capitalise borrowing costs incurred whilst assets are under construction. Further details of the Council's capitalisation policy can be found in the Council's Statement of Accounts, notes to the Core Financial Statements section: <http://www.dacorum.gov.uk/home/council-democracy/finance/annual-statement-of-accounts>.

## **2.3 Flexible Use of Capital Receipts**

The Council has a Flexible Use of Capital Receipts Strategy. Qualifying expenditure for the flexible use of capital receipts is 'expenditure on any project is designed to generate ongoing revenue savings in the delivery of public services and/ or transform service delivery to reduce costs and/ or transform service delivery in a way that reduces costs or demands for services in future years for any of the public sector delivery partners.

## 2.4 Capital Programme approval process

As part of the annual Medium Term Financial Strategy review and budget setting process, Senior Officers are invited to submit new Capital bids using a business case template. The business case template outlines how the project will:

- Meet corporate priorities
- Revenue and Capital Requirements
- Proposed funding sources

The Council's corporate priorities for 2020-2025 are:

- A clean and safe environment
- Building strong vibrant communities
- Ensuring economic growth and prosperity
- Providing good quality affordable homes, in particular to those most in need
- Ensuring efficient, effective and modern service delivery.

All bids are signed off by the relevant Director and Portfolio Holder. The bids are then scrutinised by the Chief Officer Group to ensure they are affordable and support Corporate Priorities. The draft Capital Programme then goes through internal officer and member scrutiny prior to Overview and Scrutiny and Cabinet for further challenge and review. The Capital Programme then goes to full Council in February for approval.

## 2.5 The Capital Programme

The 2020/21-2024/25 Capital Programme is summarised in the table below. The total Capital Programme for the next 4 years from 1 April 2021 is £263.487m. For 2020/21, the Capital Programme is £30.535m of which £19.453m is to be spent on the Housing Revenue Account (HRA) Capital Schemes and £11.082m is to be spent on General Fund Capital Schemes. Further details of the Capital Programme can be found in Appendix I of Budget Report.

Capital expenditure	2019/20 Actual £m	2020/21 Q3 Forecast £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Non-HRA	18.954	11.082	9.490	25.465	29.311	9.288
HRA	37.722	19.453	41.360	51.977	55.882	40.714
<b>Total</b>	<b>56.676</b>	<b>30.535</b>	<b>50.850</b>	<b>77.442</b>	<b>85.193</b>	<b>50.002</b>
<b>Financed by:</b>						
Capital grants & S106	2.711	1.385	3.756	0.741	0.741	0.741
Capital receipts & reserves	45.249	22.945	39.373	33.708	45.667	17.120
Revenue contribution to Capital	7.786	6.205	7.721	6.894	6.068	0.000
Borrowing- General Fund	0.930	0.000	0.000	13.896	0.887	8.547
Borrowing- HRA	0.000	0.000	0.000	22.203	31.830	23.594
<b>Net financing need for the year</b>	<b>56.676</b>	<b>30.535</b>	<b>50.850</b>	<b>77.442</b>	<b>85.193</b>	<b>50.002</b>

## 2.6 Long term view of capital expenditure plans

The Council publishes its capital programme covering a 5- year period, in line with its Medium Term Financial Strategy (MTFS). Its HRA Business Plan covers a 30 year period.

The focus for the Council over the medium term is the development of facilities for the local community, including its flagship project to develop Berkhamsted Leisure Centre. In the medium to longer term, the Council is committed to providing new homes in the Borough and has a programme of new build housing totalling just under £135m over the next 5 year period commencing 1 April 2021.

The Council's capital expenditure programme supports the priorities identified in its Corporate Plan and delivery of the Council's services. As a government organisation governed by a political administration, the Council is subject to changes in government policy such as the implementation of mandatory 1% annual rent reductions and the removal of the HRA borrowing cap in 2018 and also changes in the political direction, including that arising from local elections held every four years. This has potential implications for the content and direction of the capital programme.

The Council is mindful of risks to the delivery and financial performance of the capital programme over the MTFS period. These include, but are not limited to:

- Inflationary changes
- Local and National political considerations
- Legislative changes
- Access to expertise

The Council projects the potential financial impact of these risks over the life of capital projects where it is possible to do so. Capital schemes are supported by relevant project boards and their financial performance is monitored on a quarterly basis.

## 2.7 Cost of Borrowing for Capital Expenditure

Under statute, the Council is required to make a charge to revenue in respect of prior year's expenditure on the General Fund which is funded from borrowing (internal or external) in order to repay the principal, this is known as the Minimum Revenue Provision (MRP). External borrowing also incurs interest costs. Based on the current capital programme the charge to the General Fund as per the Medium Term Financial Strategy is:

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
General Fund	0.916	1.037	1.029	1.083	1.083

There is no requirement for the HRA to make a minimum revenue provision but the HRA is required to pay interest on the borrowing undertaken to fund the £354m Self Financing deal. In 2021/22 this is budgeted to be £11.586m.



## **2.8 Monitoring of Capital Expenditure**

To mitigate the risk of overspends on Capital schemes or the Council undertaking borrowing when not required and incurring interest costs, the Council monitors Capital Expenditure against the approved budget during the financial year. The Budget Monitoring Report goes to the Corporate Management Team, then Overview and Scrutiny Committee and Cabinet on a quarterly basis. The report provides the latest forecast position and provides an explanation of reasons for slippage and underspends or pressures on each individual scheme. Cabinet is required to approve any requests for additional budget and to approve slippage of projects into future financial years.

To ensure the Council is achieving value for money when awarding tenders for Capital works, Officers must adhere to the Council's Commissioning and Procurement Standing Orders. This details the Council's procurement thresholds and can be found on the [Council's website](#).

Post project implementation reviews are also carried out, where appropriate, to ensure lessons learnt are taken into consideration for future relevant projects.

## **3 Debt, Borrowing and Treasury Management**

### **3.1 Overview of Governance Process for Treasury Management**

As per the Treasury Management Strategy, 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 Treasury Management Practices. 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. Cabinet is responsible for ensuring effective scrutiny of the treasury management strategy, policies and monitoring before recommendation to Full Council.

### **3.2 Projection of External Debt and Internal Borrowing over the Long Term**

The Council forecasts total external debt of £353.690m at the end of 2020/21 and £415.340m at the end of 2024/25.

	2019/20 Actual £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
<b>External Debt</b>						
Debt at 1 April	362.747	358.441	353.502	349.680	384.073	414.152
Expected change in Debt	(4.306)	(4.939)	(3.822)	34.394	30.079	28.480
Other long-term liabilities	0.188	0.188	0.188	1.188	1.188	1.188
<b>Actual gross debt at 31 March</b>	<b>358.629</b>	<b>353.690</b>	<b>349.868</b>	<b>385.261</b>	<b>415.340</b>	<b>443.820</b>
The Capital Financing Requirement	353.699	348.862	351.018	386.384	416.080	443.940
Under / (over) borrowing	<b>(4.931)</b>	<b>(4.828)</b>	<b>1.151</b>	<b>1.122</b>	<b>0.740</b>	<b>0.120</b>

### 3.3 Limits on overall borrowing

The Treasury Management Strategy sets out the following borrowing limits:

Authorised limit	2020/21	2021/22	2022/23
	Estimate £m	Estimate £m	Estimate £m
Debt	400	400	400
Other long term liabilities	10	10	10
Total	410	410	410

### 3.4 Treasury Management Key Risks and Risk appetite

The Council's Treasury Management Strategy 2021/22 sets out in detail the authority's risk appetite around its treasury management activities. The Council adopts a prudent approach to the management of risk, with its investment priorities being first, security, liquidity second and then return.

The authority has adopted a prudent approach to managing risk and this is detailed in Treasury Management Strategy. This includes reducing the Council's exposure to large fixed rate sums falling due for refinancing at the same time by setting upper and lower limits for the maturity structure of borrowing.

### 3.5 Treasury Management Knowledge and Skills available to the Council

The Council uses Link Asset Services 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 ensures knowledge and skills are commensurate with the authority's risk appetite.

Council officers regularly attend treasury management training provided by Link Asset Services.

## **4 Commercial Activity**

### **4.1 Definition of Commercial Activity**

Commercial Activity is the investment in assets including loans and property primarily for financial return which are not part of treasury management activity. Commercial Activity can also include service investments held clearly and explicitly for operational service purposes such as loans to other organisations for regeneration purposes. Commercial Activity within the Council currently includes the holding of investment properties in the commercial assets portfolio to generate rental income and in the future, DevCo.

### **4.2 Investment Properties**

At the 31<sup>st</sup> March 2020, the Statement of Accounts showed the Council held £75.782m of Investment Properties. This was 6.7% of the Council's Long-Term Assets. Investment Properties include shops, industrial units, storage units, offices, filling stations and nurseries. Investment Properties in 2020/21 are forecast to generate gross income of £4.194m. The net income from Investment Properties is £2.749m, which helps contribute to a lower net expenditure before Council Tax. For 2020/21 the net expenditure before Council Tax is £13.058m. The forecast reduction in investment income of 27.12% is as a result of the Covid pandemic.

The Commercial Assets and Property Development team manage the Council's Investment Properties in accordance with the Council's Asset Management Strategy. Monthly reports are sent to members using the Council's performance system (ROCKET) on the performance of the Council's investment properties. Key indicators include:

- percentage arrears on Commercial Property rents,
- percentage of Occupation in Commercial Properties,
- Investment Property income year to date budget position

The Council's Commercial Assets and Property Development team includes RICS qualified professionals to ensure the Council meet legislative requirements whilst also using that professional knowledge and expertise to maximise the potential income of the portfolio.

### **4.3 DevCo**

The Council is currently assessing the benefits of establishing a Development Company (DevCO) to develop residential or commercial opportunities on existing council owned land, with the twin objectives of:

- maximising revenue income to support provision of General Fund services; and,
- contributing to the delivery of local housing in a high-demand market

There is a capital budget set aside for the Devco to undertake further investigations and assessments.

### **4.4 Approach to risk in commercial activities**

The Council holds investment assets which deliver an annual rental stream. These investment assets help the authority deliver a balanced budget over the MTFS period as well as supporting the economic objectives that the Council has for the Dacorum area.

As with its approach to treasury management, the Council adopts a prudent approach to the management of risk within its commercial activities. The Council engages professional advice on these activities as required, either from its own staff or via external advisors. Decisions on commercial activities are made in line with the Council's constitution.

The Council monitors the performance of its commercial activities via its financial monitoring process and the use of performance indicators. This process includes both Officer and Member scrutiny.

## **5 Other long-term Liabilities and Non-Treasury Debtors**

Any other long-liabilities that the Council undertakes are subject to member scrutiny and approval.

## **6 Knowledge and Skills**

The Council employs a wide range of qualified professionals with expert knowledge and skills including legal professionals, RICS property experts and qualified accountants. Annual appraisals are carried out to identify training needs. The Council ensures Councillors have the required skills through the Member training programme. Where skills are not available in house, or in relation to material projects, the Council will draw on additional professional advisers as necessary, these currently include Link Asset Service for Treasury Management Services, Brazier Freeth for Commercial Property advice and various architects.

**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 2021/22 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 to mitigate the foreseeable risks to the organisation.

**Risks to the budget**

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

**Covid response**

5. Within the MTFS approved in November, Council approved the creation of an Economic Recovery Reserve to mitigate the forecast financial impact of a Covid-related recession, and enable the continued provision of services throughout 2021/22. More detail relating to this strategy is included within the MTFS report to Cabinet in October 2020.
6. The forecast draw down from this reserve in 2021/22 is £1.5m and is primarily driven by loss of income resulting from falling demand for Council services in the event of the anticipated recession. This draw down provides cover for the following key income streams up to the amount shown.

Investment Property - £1m (c20% of total budget)  
Garage rentals - £500k (c15% of total budget)  
Commercial Waste - £100k (c10% of total budget)
7. Whilst prudent loss assumptions have been made based on the information currently available, each of these income streams is still budgeted to make a significant income contribution to the Council's budget next year. As such they should still be considered at risk in case the severity and/or duration of the recession pushes the losses over the amounts shown above.
8. The Economic Recovery Reserve contains a further £2.5m to mitigate future years' risks that could be drawn down in 2021/22 if required. The capacity of the MTFS and the Economic Recovery Reserve to deal with Covid will be kept under constant review over the coming months, and in the event that an increased draw down is required next year, the S151 Officer will reassess the adequacy of future years' provision and report back to Members.

## Salaries

9. The budget proposals for 2021/22 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 salary underspends of around 5% by the end of the year.
10. Service efficiency improvements in recent years have 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 2020/21, as at January 2021, indicates that 5% remains an appropriate vacancy factor for the Council. If staff turnover reduces significantly in 2021/22, then there will be increased pressure on the vacancy factor. This will be kept under review throughout the year.
11. There is a number of efficiency initiatives planned for delivery in 2021/22, the success of which will affect budgetary performance over the course of the year. Those relating to salaries are listed on the first page of Appendix B1, and primarily include service reviews of Revenues & Benefits, Legal and Corporate Services, and Corporate Support. These projects will be closely monitored throughout the year to mitigate the risk of delays and a resultant budgetary impact.

## Key income streams

12. In addition to the income streams referred to in paragraphs 5-8, risks to the following income streams have the potential to put additional pressure on the deliverability of next year's budget.
13. **Car Parking Income** is hit severely and immediately by Covid-related lockdowns. While these budget proposals assume demand over the course of 21/22 will remain at the level seen in previous years, extended periods of lock down would put pressure on this income stream. This risk is partially mitigated by Government's Sales Fees and Charges Scheme, which under current policy would underwrite c71% of parking losses until the end of June. This support, combined with the rollout of the vaccine and information currently available, means that there is a robust rationale for the current budgeting assumption, but it will need to be kept under close review throughout the year.
14. **Temporary Accommodation Income** is budgeted to increase by £200k in 21/22 based on the Council's increased capacity to accommodate homeless persons through two new homeless hostels and increased use of the Council's own properties. This budget will be closely monitored to ensure that the capital projects are on track and that the risk to income is minimised as far as possible.
15. **Investment Income** The budgeted level of investment income for 2021/22 has been calculated using a detailed cash flow model in conjunction with interest rates forecast from a combination of advice from Link (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.
16. **Alternative Financial Model income** The Council has budgeted around £250k 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 and waste 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.

The protracted periods of lockdown over the last year and the extreme levels of home working has resulted in significant increases in landfill tonnages collected by the Council which has all but eliminated the amount of AFM payable in 20/21. Although lockdowns are anticipated to be less frequent in 21/22, any increased working from home is likely to increase tonnages and reduce AFM payments next year. The budgeted amount has been reduced from £450k to £250k which will mitigate the budgetary risk, but this will need to be kept under close review.

### **Capital Programme**

17. Based on the profile of projects in the proposed Capital Programme, the Council has no further need to externally borrow before 2022/23. 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.
18. The financing of the General Fund Capital Programme assumes application of capital receipts of around £45m over the period 2021/22 – 2025/26. The inherent complexity of the property deals that will deliver these receipts means that they are vulnerable to delays and/or collapse. Regular meetings of the Property Management Board should ensure a concerted approach across Council services that will mitigate this risk.

### **Reserves**

19. The reserves statement (Appendix J) shows a projected net contribution to reserves of £1.8m. The use of Earmarked Reserves is 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 2021/22, to reflect the risks associated with balancing a budget on the basis of new savings initiatives being delivered in-year.

### **HRA**

21. The Council's highest value contract, valued at around £25m per year, is with Osborne Property Services 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.

### **Brexit**

22. The ongoing uncertainty around the implications resulting from the UK withdrawal from the EU poses a range of potential risks for local authorities which could have financial

implications. These could include: additional regulatory burdens for the Council (particularly within Environmental Health); scarcity of staff in certain fields of employment for both the Council and its contractors; or, an increased cost of borrowing depending on the response of the UK economy to any final position. In response, the Council has created a risk on the Strategic Risk Register which ensures continued monitoring of the position.





## AGENDA ITEM:

### SUMMARY

Report for:	Cabinet
Date of meeting:	9 February 2021
PART:	1
If Part II, reason:	

Title of report:	<b>Strategic Risk Register Quarter 3 2020/21</b>
Contact:	Cllr Graeme Elliot, Portfolio Holder Finance & Resources  Linda Dargue, Lead Officer, Insurance & Risk James Deane, Corporate Director (Finance & Operations)
Purpose of report:	To provide the quarter 3 update on the Strategic Risk Register for 2020/21
Recommendations	That the position on the Strategic Risk Register as at the end of quarter 3, 2020/21 be noted.
Corporate objectives:	All. Risk management is an essential part of ensuring that the Council meets all of its corporate objectives
Implications:	<u>Financial</u>  Incorporated within the report.
'Value For Money Implications'	<u>Value for Money</u> Risk management is closely linked to the Council's commitment to ensure that all resources are used efficiently and forms part of effective financial planning. The Council also needs to ensure that adequate provisions are in place to address anticipated risks but that these are no greater than necessary so that maximum resources are applied to services as required. To this end, the Council sets minimum target working balances for both the general fund and HRA and at the date of this report, these minimum balances are secured.
Risk Implications	Effective risk management is an important factor in all policymaking, planning and decision-making.  Failure to manage risk effectively could have serious consequences for the Council leading to increased costs,

	wasted resources, prosecution and criticism under external assessments
Community Impact Assessment	The content of this report does not require a Community Impact Assessment to be undertaken. Project and policy proposals identified to mitigate the risks on the Strategic Risk Register will be subject to individual Community Impact Assessments. These will be reported to Members on an individual basis.
Health And Safety Implications	Not applicable
Statutory Officer Comments:	<b>Section 151 Officer:</b> No further comments to add.  <b>Monitoring Officer:</b> No further comments to add.
Consultees:	Chief Officer Group
Background papers:	n/a

## 1. Background

1.1 The purpose of this report is to present the Strategic Risk Register as at Quarter 3, 2020/21.

## 2. Executive summary

2.1 The revised Strategic Risk Register showing the position at the end of Quarter 3 2020/21 is attached at Appendix A.

## 3. Changes since the last update

3.1 There have been no changes to the risk ratings contained within the register since it was last presented to Members. A quarterly narrative update is provided against each identified risk.

## 4. Recommendation

4.1 That the position on the Strategic Risk Register as at the end of Quarter 3, 2020/21, be noted.



## Quarter 3 Strategic Risk Report

**Dec-2020**

## Summary

The over all risk score for each or the risks highlighted within this report are arrived at by multiplying the score given for the probability of the risk happening and the severity of the consequences of this risk.

The probability and severity are scored 1-4 relating to their severity as shown in the below table

The severity of the overall risk score can also be found in the below table

Risk Score	Probability	Severity
1	Low	Low
2	Medium	Medium
3	High	High
4	Severe	Severe

Overall Score	RAG
0 - 4	Green
6 - 10	Amber
12-16+	Red

Inherent Probability	Inherent Impact	Inherent Risk Score	Mitigated Probability	Mitigated Impact	Mitigated Risk Score
SR1 - Funding and income is not sufficient to deliver the Council's Corporate Objectives					James Deane
4	4	16	3	3	9
SR2 - The Council is unable to recruit and retain the staff required to progress as a Modern and Efficient Council					Claire Hamilton
3	3	9	2	3	6
SR3 - Social media risk					Claire Hamilton
3	3	9	2	3	6
SR4 - Cyber Attack					Claire Hamilton
3	4	12	2	3	6
SR5 - The Council will be unable to ensure that sufficient good quality and affordable homes can be delivered, particularly for those most in need					Mark Gaynor
4	4	16	3	3	9
SR6 - That the Borough does not secure sufficient investment in essential infrastructure that is required for continued and improved economic performance and housing delivery that is sustainable and fit for the future					Mark Gaynor
4	4	16	3	3	9
SR7 - Uncertainty around Brexit negotiations could result in the Council facing additional demand for its services in the short- to medium-term					Claire Hamilton
4	4	16	4	2	8

Risk Owner : James Deane Portfolio holder : Graeme Elliot

SR1 - Funding and income is not sufficient to deliver the Council's Corporate Objectives

#### Quarterly Update

The Local Government Finance Settlement announced in November 2020 again suspended the payment of 'negative RSG'. Due to the Council having already delivered the efficiencies required to meet this funding reduction, this means that, as in previous years, there was an additional £900k of funding transferred to reserves.

Furthermore, the Settlement included an additional £700k Covid Support; £170k Lower Tier Funding; and, £290k New Homes Bonus.

In total, this Settlement resulted in c£2.1m that has been recommended to Cabinet to be transferred to reserves. Around £1.9m will be used to replenish the Dacorum Development Reserve that was previously reduced by £4.5m, transferred to the Economic Recovery Reserve to fund the financial implications of Covid. This reinstates some of the Council's capacity to invest in the borough over the medium-term.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	4	16
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
3	3	9

#### Impact

The Council is currently facing two fronts of significant financial uncertainty that both hamper planning and risk deliverability of the objectives within the Corporate Plan into the medium-term: 1) the ongoing uncertainty around future Government funding of local authorities, and 2) the financial implications of Covid.

##### Government Funding

The Council is currently operating on a one-year Finance Settlement from Government, the second in succession, following the conclusion of the 4-year deal in April 2019. One-year Settlements, and the planning challenges that accompany them, are expected to continue until Government implements its new funding allocation model following the completion of its Fair Funding Review

As yet there is no certainty over the level of funding that Dacorum or any other authority can expect in the future, post-review. However, there is a strong belief across the sector that the new model will divert funding away from lower tier authorities in favour of those authorities with responsibility for the provision of social care. The Council must ensure that it's in a position to adapt to significant funding reductions at potentially short notice when the new model is announced.

##### Covid Implications

The Council faces significant expenditure and income pressures as a result of Covid. The pattern of expenditure pressures have thus far tended to be more-directly lock-down related and, therefore, are likely to be more short-term. Income pressures on the other hand, have a short-term element, e.g. dramatic loss of car parking income during lock-down, but also potentially an even more significant long-term effect through a recessionary impact on the Council's primary income generating services, e.g. commercial property.

The magnitude of the potential Covid-related losses, combined with uncertainty around the duration of the pandemic and the unknown timing and severity of the expected recession creates a significant financial threat to the Council's in-year budget. In addition it adds further complexity and risk to the already challenging medium-term planning environment arising from one-year Government funding settlements.

## Controls to manage the risk

The Council's Medium Term Financial Strategy (MTFS) and the HRA Business Plan are controls that mitigate the likelihood of this risk crystallising through the effective modelling of the future financial environment. Sound financial planning maximises the opportunity for the Council to identify funding risks in advance, and therefore grants more time for it to plan to provide its services differently in order to continue delivering its corporate priorities. The Council's sound financial planning processes, detailed below, have resulted in my reducing the inherent probability score from '4', Very Likely, to a residual probability score of '3', Likely.

The MTFS details the financial implications of the Corporate Plan over a five-year period. It ensures that the Council is able to forecast likely income pressures in the medium-term, and optimise the balance between its financial resources and the delivery of its priorities. The MTFS is reviewed at least annually and is approved by Full Council, thereby providing the opportunity for Members to make informed amendments to the Corporate Plan on the basis of likely funding constraints.

The 2020 MTFS refresh was delayed from its usual July publication until October (approved by Council in November) in order to optimise the evidence base for Covid-related forecasts into the medium-term. The Strategy adopted a two-pronged approach to combine the Council's need to 1) continue driving the efficiencies required to ensure underlying sustainability; and, 2) to protect frontline services in the face of the time-bound Covid pressures. The approved MTFS can be viewed on the October 2020 Cabinet Agenda, Item 8:

(Public Pack)Agenda Document for Cabinet, 20/10/2020 19:30 (dacorum.gov.uk)

In addition to a modified approach to the MTFS, quarterly Covid Updates have been reported to Cabinet throughout the year outlining the constantly evolving of the financial implications of the pandemic and the expected recession. The forecasts are kept under constant review and any updated forecasts that threaten the viability of the approved MTFS will be reported back to Members together with updated recommendations.

As part of its Transformation Programme, the Council is seeking to deliver its Service Plans differently from 2021 – using a more cross-directorate approach and covering a longer period than the traditional one year. The closer alignment of the MTFS and Service Plans over a multi-year period should strengthen the Council's financial planning, and the cross-directorate approach unlock corporate opportunities that would be less clear under an individual approach to service planning.

The Council's Housing Revenue Account (HRA) Business Plan maps planned income and expenditure over a thirty-year period. Government legislation that can affect the Council's delivery of social housing is incorporated within the plan and forms the basis for informed strategic decision-making.

By keeping the Corporate Plan and Communications Strategy under review the Council is able to mitigate the impact of this risk, should it occur, by keeping residents informed of the pressures faced by the Council, and consequently by managing aspiration and expectation (detail below). On this basis, I have reduced the Impact score from '4', Severe, to '3', High.

## Evidence the risk is being managed

### Internal Audit

In recent months, the Council has received two independent, third-party audit reviews of the financial processes that contribute to the management of this risk:

The 'Budgetary Control' process was audited by the Council's new Internal Auditors, TIAA, in October 2020, and received the highest level of assurance, with no recommendations or action points to follow up. This followed an audit by the outgoing Internal Auditors, Mazars, in March 2020 on 'Core Financial Systems and Budgetary Control' which also gave the highest level of assurance with no recommendations or action points.

### External Audit

The 'Value for Money' opinion issued in Grant Thornton's 'Audit Findings' report in September 2020, was based on evaluation of the MTFS; the budget-setting process; the reserves policy and use; and, the Council's forecasting of the Covid threat and plans to deal with it. Grant Thornton's conclusion was:

'Based on the work we performed to address the significant risks, we are satisfied that the Council had proper arrangements for securing economy, efficiency and effectiveness in its use of resources.'

### Internal validation

The fact that the Council was in a position to approve an MTFS which is capable of funding forecast Covid pressures from reserves, is practical validation of its approach to managing the MTFS and reserves over recent years. Although the planned use of reserves will inevitably reduce the amount available for future investment in the borough, it has meant that the Council is able to protect the delivery of its frontline services into the medium-term.

Risk Owner : Claire Hamilton Portfolio holder : Julie Banks

SR2 - The Council is unable to recruit and retain the staff required to progress as a Modern and Efficient Council

Quarterly Update

The renewed comments in the above sections reflect the position as at the end of Q3 2020/21.

Inherent Impact	Inherent Probability	Inherent Risk Score
3	3	9
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
3	2	6

#### Impact

The Council is currently finding it challenging to recruit and retain staff with the appropriate skills to deliver all of its services, particularly within professional areas such as Legal, Finance, Surveyors, Environmental Health and Planning etc.

This challenge has grown significantly over recent years – as the economy has emerged from the worst of the recession, the private sector employment market has become relatively more buoyant due to the continued constraints on public sector funding. General competition with the private sector for skilled employees is exacerbated for Dacorum by its close proximity to the higher salaries of the London market.

This has resulted in the appointment of some agency staff across the Council in order to maintain service delivery. A reliance on agency staff brings a number of specific risks:

- Statutory – staff shortages can put delivery of the Council's statutory services at risk, e.g. Environmental Health, Housing repairs and Fire safety, and Building Control;
  - Resilience – any need for agency staff leaves the Council vulnerable to potential higher turnover and loss of knowledge which can affect continuity of service provision;
  - Financial – the cost of agency staff is higher than for permanent staff, which can pressurise budgets in several areas across the Council.
- Staff Morale - could be affected in areas which are carrying vacancies, due to increased workload pressure and as a result of lack of team rapport

This challenge affects all public sector organisations within the region, and a solution is high on the agenda for county-wide working groups of which DBC is a member.

#### Controls to manage the risk

A programme of work has been developed to enhance our ability to recruit and retain staff:

- Terms and conditions have already been reviewed to develop a range of benefits within the remuneration package
- Flexible working arrangements are in place to ensure staff achieve a good work/life balance.

Further measures currently being developed and implemented include:

- Enhanced and expanded Graduate/apprenticeship scheme to create up to 8 new posts within areas experiencing recruitment and retention difficulties, this will be supported by a planned approach to utilising the Council's apprenticeship levy to support some of the professional training costs
- SLT has agreed a further three graduates for 2021/22 from the National Graduate Development Programme (hosted by the Local Government Association)
- Succession planning approach embedded into appraisals and service plans with supported by the career development plans.
- Implementation of more robust management information which will be enabled by the implementation of a new Human Resources technology system
- Streamlining of recruitment campaigns and modernisation of recruitment web pages including video clips; further develop the use of social media platforms for recruitment.
- Hosting of recruitment days to generate interest in high volume recruitment service areas and retain CV's for future reference to fast track the filling of vacancies
- Establish DBC as employer of choice by presence at careers fairs, developing links with Schools, Colleges and Universities.

#### Evidence the risk is being managed

Turnover remains reasonably low and it is infrequent that posts are re-advertised. Graduates have been appointed and we are working for LGA to appoint the next batch of three. HR will be working with services with recruitment challenges to ensure the graduates to support these areas in the first instance.

Risk Owner : Claire Hamilton Portfolio holder : Andrew Williams

SR3 - Social media risk

Quarterly Update

The renewed comments in the above sections reflect the position as at the end of Q3 2020/21.

Inherent Impact	Inherent Probability	Inherent Risk Score
3	3	9
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
3	2	6

#### Impact

"Almost nine in ten (86%) of UK adults now have internet access at home, and this is highest among those aged under 55. Facebook continues to be the largest social network service in the UK. In April 2016, it attracted a digital audience of 38.9 million (more than three-quarters of active internet users). This was larger than that of LinkedIn (21.8 million) and Twitter (20.9 million)" (Ofcom report 2016).

By design, social media is widely accessible and offers users easy electronic communication of personal information and other content, such as news, videos and photos. With public participation and exchange of content so readily available, this introduces a certain level of risk.

The consequences of using social media include members of the public, pressure groups or employees using DBC social media accounts to raise negative, confidential, incorrect or abusive statements/campaigns aimed at damaging the reputation of DBC. Similarly, the risk of DBC not using social media will exclude a large proportion of residents and key demographic groups including younger residents and businesses.

#### Controls to manage the risk

The Council monitors and protects its social media presence through a Social Media Management Platform (Social SignIn). Social SignIn provides management options for automatic moderation of abusive messages and other risk mitigation tools.

All staff are required to read and sign up to a range of policies including:

- Corporate Information Security Management Policy
- Corporate Information Technology Security Policy
- Data Protection Act Policy
- Freedom of Information Policy
- PSN/Government Connect (GSx) Acceptable Usage Policy
- Information Security Incident Procedure

#### Evidence the risk is being managed

An audit of DBC's internal controls in strategy and governance, training and awareness, processes and technology, found that there is a sound system of internal control designed to achieve the system objectives.

The communications team carry out training for new staff members and refresher training when needed.

Social Media remains a key role in sending information and engaging with our residents/customers. This remains controlled and well managed as we experience very few instances where this causes issues for the Council.



Risk Owner : Claire Hamilton Portfolio holder : Andrew Williams

SR4 - Cyber Attack

Quarterly Update

DBC continues to prioritise secure and resilient technology and in December 2020 was once more recredited to the Cabinet Office's Public Sector Network (PSN) scheme, following rigorous third party inspection of the Council's security controls and mitigations. A formal audit of Cyber Security is currently being carried out by the Council's auditors and the ICT team will act on all appropriate actions identified.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
3	2	6

#### Impact

At least 263 million cyber-attacks were carried out on UK local authorities in the first half of 2019 alone. Nearly half of all local authorities had experienced an attempted cyber-attack on their IT systems since 2017 and 37% of them had experienced cyber-attacks in the first half of 2019.

The Council's ICT team is aware that its network is the subject of attempted cyber-attacks on a daily basis from a range of sources, likely to include organised crime and state operators.

The potential consequences of a successful cyber-attack are extremely damaging to any organisation. In the public sector, cyber-attacks on NHS trusts have led to cancelled operations, including the WannaCry attack in 2017 that affected 45 NHS organisations. In 2016 Lincolnshire County Council were hit with a £1M demand following a ransomware infection and in 2020 Hackney Council was profoundly affected by a similar ransomware attack.

Within Dacorum, a successful and extensive cyber-attack has the potential to impair the delivery of all services to its residents as well as the potential publication of sensitive and personal data. Any successful Cyber Attack could significantly impact the Council's reputation, as residents may lose confidence in the management of electronic records.

#### Controls to manage the risk

The Council monitors and protects against threats with particular attention to the following, in line with the Government's Cyber Essentials direction:

- Boundary firewalls and internet gateways
- Secure configuration
- Access control
- Malware protection
- Patch management

The Council also ensures that system and operational data is backed up securely and regularly, and the process of restoring from those back-ups is tested regularly.

#### Evidence the risk is being managed

Adherence to National Cyber Security Centre (NCSC) Cyber Essentials (formally audited 2017); Public Sector Network (PSN) Compliance (including annual vulnerabilities assessment by approved cyber security consultancy)

Risk Owner : Mark Gaynor Portfolio holder : Margaret Griffiths

SR5 - The Council will be unable to ensure that sufficient good quality and affordable homes can be delivered, particularly for those most in need

Quarterly Update

The risk level remains unchanged. This may change negatively if changes to Planning indicated by the government are introduced. These include the requirement for 50% of affordable homes delivered through PLanning to be 'first homes' an owner occupier model. This would reduce the amount of social and affordable rent that could be delivered through s106

Inherent Impact	Inherent Probability	Inherent Risk Score
4	4	16
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
3	3	9

Impact

Housing costs in Dacorum are already extremely high and among the highest in the country outside of London. The impact of this is that local people (and potential new residents) face considerable difficulties accessing decent and affordable homes. This has potential risks in increased homelessness, difficulties in attracting new business and inward investment and breakdown of family support networks if people have to move away or have to stay longer in parental homes than is desirable.

The causes for this are complex and varied, and some are outside of the Council's control, but include:

- The high cost of owner occupation due to location, local income levels, market shortage and increasing demand from people moving out from London. This can mean owner occupation is well beyond the reach of a large number of local people.
- The Private Rented Sector is not focused on providing homes of quality to those on low incomes with short 6 months tenancies and often in poor condition.
- The planning system does not have the levers to require new homes to be built and with respect of providing affordable homes the rented product – usually affordable rent at 80% of market rent - they are too expensive for those on low incomes.
- There are still cuts being made to the benefits systems and Universal Credit has seen a dramatic increase in the levels of rent arrears in those areas that have already had the full roll out. This will cause further difficulty for low income households to afford rent and would lead to still further homelessness.

The key risks this raises for the Council are:

- The supply of homes is unable to match demand
- An increase in the levels of homelessness resulting from landlords in private renting seeking to maximise their rents
- The impact of Universal Credit roll out leading to increased arrears, debt and homelessness
- A general risk that the construction industry may not have the capacity to meet the level of demand for development
- The HRA will not be able to access sufficient funds to fulfil the Council's programme of social rented housing

#### Controls to manage the risk

The Local Plan is currently under development and is likely to go out for public consultation in the summer of 2019. This will incorporate a very high level of housing growth and the plan needs to ensure that the sites are identified and are likely to be delivered in the timescales identified. There will be a strong affordable housing policy, building on the current one, which will require at least 35% affordable homes on every scheme above 10 units. The council is strengthening its expertise in Planning on robustly testing developers viability submissions. This will include no longer accepting developer arguments that the cost of land prevents or reduces the amount of affordable they can deliver – they should take account of the council's policy when agreeing the price.

Ensuring good masterplanning of the larger sites emerging from the Local Plan will mean that they are more likely to be built out as planned and will be more attractive for potential buyers.

The Private Housing Service in Housing, which includes Private Renting, has been reshaped and is geared up to the licensing of up to 900 Houses in Multiple Occupation and addressing issue of disrepair and harassment in the sector. It will work with and support landlords who are prepared to grant longer tenancies which will allow families more security and stability.

There is already a new build council home programme of 370 new homes by 2022 that is just starting. The government has announced that the cap on the HRA borrowing will be ended in April 2019 and the programme will be further expanded. A full assessment of the capacity of the HRA to move to an output of around 100-200 new homes per year will be made in the very near future and will gear up for that level of delivery. This will help, though not solve, the shortage of affordable homes for rent. Housing Associations will be encouraged to include social rented homes at lower rent levels than affordable to be built as grant is now available from Homes England for this aim.

The introduction of the Homeless Reduction Act has allowed the Council to be geared up to dealing with an increased number of homeless households with the initial aim of preventing the homelessness from happening. One important route will be working with those private landlords that have a desire to help those in housing need, and there are many, to be able to continue renting without losing income.

#### Evidence the risk is being managed

The process for setting out development delivered is through the Authority Monitoring Report. The agreed process for CIL will see an annual report setting out income due, achieved and expenditure made on agreed infrastructure. Regular reports are made as set out above in controls.

Regular reports will also made to the Housing and Community Overview and Scrutiny Committee on new build council homes, homelessness performance, and Private Renting sector performance.

Risk Owner : Mark Gaynor Porfolio holder : Graham Sutton

SR6 - That the Borough does not secure sufficient investment in essential infrastructure that is required for continued and improved economic performance and housing delivery that is sustainable and fit for the future

Quarterly Update

The risk level remains unchanged though potential changes by the government indicated in the Planning consultation may reduce the levels of developer contribution that become available for infrastructure investment. These include inceweasing the amount of Permitted Development (such as office/shops to apartments) that do not require any developer contribution.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	4	16
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
3	3	9

Impact

The provision of infrastructure such as schools, health, transport and other facilities is crucial to sustainability of the local community and economy. Its funding, however, is increasingly complex and difficult as central government moves away from direct provision and expects the development process and local partnerships to deliver it. The risk is, therefore, that new development at a scale not experienced in Dacorum sine the New Town development will not be matched with the infrastructure that a healthy and thriving community depends upon.

Failure to provide this infrastructure will have a number of damaging consequences:

- a reduction in the quality of life and opportunities for people in the Borough
- a serious constraint to economic growth with the impact on the prosperity of local people
- reduced financial contribution to service provision through Business Rates growth
- increased community opposition to new developments, particularly housing, on the grounds that existing infrastructure will not cope
- damage to the image of the area, worsening of community pride and social cohesion and reputational damage to the Council.

The provision of infrastructure such as schools, health, transport and other facilities is crucial to sustainability of the local community and economy. Its funding, however, is increasingly complex and difficult as central government moves away from direct provision and expects the development process and local partnerships to deliver it.

Controls to manage the risk

Infrastructure is provided through the development process (s106 and Community Infrastructure Levy) and elements of funding which comes from central government (increasingly through the LEP, bidding and HCC). The responsibility for some infrastructure elements is through privatised arrangements (utilities) or arms-length government agencies such as Network Rail. The ability of the Council to control these processes is limited.

The Council is able to promote the quantum, nature and timing of growth making it more likely that the infrastructure will be delivered. It is also able to promote partnerships and use its asset base and influence to stimulate desired development. Current controls include:

- Ensuring that the Local Plan (and its component elements such as site allocations, supporting policies and so on on) is up to date and sets out very clearly the requirements of proposed development. This promotes sustainable development by design, access and movement, materials.
- Working with other South West Herts councils and HCC to make a case at national level for strategically important infrastructure
- Bidding into government funding pots such as the Housing Infrastructure Fund where possible.
- Use of masterplanning which supports what is required to be delivered to produce sustainability on larger sites and formalising as a Special Planning Document where appropriate to give it more 'teeth'.
- The approved Council's Community Infrastructure Levy Policy and schedule (CIL) provides for the levels of contributions that must be made by developers and the purpose for which they will be spent. This also includes an element of CIL which can be spent by local communities and act to link growth directly with infrastructure provision that local people want.
- Operating an 'open for business' approach to how the Council deals with potential development with a presumption of making acceptable development easier to deliver by proactive advice through the planning process. Allied to this is ensuring that the development management service is capable of achieving decision making within required time limits.
- Stimulating required growth through the Council's own regeneration activity, including the Enterprise Zone making inward investment being more likely.
- Increasing inward investment through initiatives such as Dacorum Look no Further, Ambassadors, direct provision of business advice and a supportive approach to new development.
- Good market intelligence through regular liaison with local employers, landowners, developers, institutional investors and land agents regarding demand and expected assistance.
- Partnership with the LEP as the main route for additional funding for infrastructure through influencing the Strategic Growth Plan (in which Hemel Hempstead and the M1 corridor is a priority) and bidding for resources for infrastructure (such as the £5M achieved for West Herts College)
- Working to create key partnerships to bring forward development capable of funding major infrastructure such as Hemel Garden Communities with the Crown Estate, St Albans and City Council, HCC, the LEP and the Enterprise Zone.

Evidence the risk is being managed

These controls are exercised and reported within the following:

- Regular reporting to the Growth and Infrastructure Group, CMT, Cabinet and Overview and Scrutiny Committee
- Fortnightly reporting on key projects to CMT
- Reporting to Performance Board before each Cabinet Meeting
- A clear programme for the Local Development Framework and CIL Quarterly reporting to Overview and Scrutiny
- Regular reporting to Cabinet
- Adherence to the agreed performance and project management processes

The process for setting out development delivered is through the Authority Monitoring Report. The agreed process for CIL will see an annual report setting out income due, income achieved and expenditure made on agreed infrastructure. Regular reports are made as set out above.

Risk Owner : Claire Hamilton Portfolio holder : Andrew Williams

SR7 - Uncertainty around Brexit negotiations could result in the Council facing additional demand for its services in the short- to medium-term

Quarterly Update

The renewed comments in the above sections reflect the position as at the end of Q3 2020/21.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	4	16
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
2	4	8

#### Impact

On 23rd June 2016, the UK voted in a referendum to leave the European Union (EU). Article 50 was triggered on 27th March 2017 starting a two year formal process for leaving the EU. The UK left the EU on 31 January 2020 with a withdrawal agreement which is subject to a transition period ending on 31st December 2020. The UK have now reached agreement on how the future relationship will work, including trade, energy, transport, social security, law enforcement, health and scientific collaboration and dispute settlement.

The agreement now reached gives the Council greater certainty and there has been no noticeable increased demand for its services in 2021 as a direct result of Brexit.

Brexit does still pose a strategic threat to the Council primarily because there is lack of clarity over how or to what extent the outcome may threaten achievement of its corporate priorities. In the absence of more detail, the Council is, in general terms, planning to 'be prepared'.

In addition, there is the possibility that the Council may be required to carry out functions under its Civil Contingencies responsibilities, although in early 2021 this threat has not come to fruition to date.

#### Controls to manage the risk

The Chief Executive prepared a report to Members outlining the sector's view on where the key Brexit risks currently lie.

The Senior Leadership Team (SLT) has received a report from the Assistant Director (Corporate and Contracted Services), who is leading on Brexit risk, highlighting key risk areas for the Council which continue to be monitored with the wide Corporate Leadership Team. All service areas are represented at SLT, and the majority of SLTT members operate within county- and nation-wide professional groups. This means that the knowledge reach of the group is wide and varied, meaning that emerging issues are likely to be raised for discussion around impact as they arise.

The Assistant Director, Corporate and Contracted Services also sits on a multi-agency county wide Tactical Coordination Group which monitors the EU Transition period although as the risk has reduced in early 2021 it is expected that this group will be stood down in February 2021.

SLTT has also ensured that all service areas revisit their Business Continuity plans to ensure that they remain up-to-date and capable of mitigating known and emerging risks.

SLT also review and update the Corporate Brexit risk register.

The Leader of the Council and the Chief Executive have taken part in webinars hosted by MHCLG with various Government departments in preparation for Brexit.

#### Evidence the risk is being managed

The subject of Brexit has been designated as a standing item on the SLT agenda. Members will be kept advised as more information becomes available.



## AGENDA ITEM:

<b>Report for:</b>	
<b>Date of meeting:</b>	<b>9 February 2021</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Senior Officer Pay Policy</b>
Contact:	Cllr Andrew Williams – Portfolio Holder for Corporate & Contracted Services  <b>Author/Responsible Officers:</b> Claire Hamilton – Chief Executive Linda Roberts – Assistant Director (Performance, People & Innovation) Matthew Rawdon – Group Manager (People and Communities)
Purpose of report:	To set the Council's pay policy for the financial year 2021/22, as required by Section 38 of the Localism Act 2011.
Recommendations	(1) That Cabinet recommends to Council that it adopts the Pay Policy for 2021/22 as set out in appendix 1 to this report. (2) That Cabinet agrees that any amendments to the Pay Policy throughout the financial year 2021/2022, which may be required as a result of legislative changes, can be approved by the Chief Executive in conjunction with the Council's Monitoring Officer.
Corporate objectives:	The Council's policies in respect of pay and terms and conditions support all five of the Council's strategic objectives as part of ensuring that services to the community can be delivered to the required standards and with due regard to economy, efficiency and effectiveness.

Risk Implications	There needs to be a robust procedure in place to ensure transparency of information and equality in staffing costs and remuneration.
Equalities Implications	The Pay Policy Statement adheres to national guidance on pay equality.
Health And Safety Implications	No implications from this report.
Monitoring Officer	<b>Deputy Monitoring Officer:</b>  The Senior Pay Policy is required by virtue of section 38 of the Localism Act 2011 and this Pay Policy complies with the statutory requirement and associated guidance.
S.151 Officer Comments	<b>Deputy S.151 Officer:</b>  No further comments to add to this report.
Consultees:	Nil
Background papers:	Pay Policy Statement 2020/21  Openness and accountability in local pay: Draft guidance under section 40 of the Localism Act (November 2011)  Localism Act 2011: local government senior officer pay accountability Impact assessment (November 2011)  The Code of Recommended Practice for Local Authorities on Data Transparency (September 2011)  The Local Government Transparency Code 2014  DBC Employee Handbook
Glossary of acronyms and any other abbreviations used in this report:	HR – Human Resources FTE – Full Time Equivalent (employee) EIS – Employee Information System SCP – Spinal Column Point NJC – National Joint Council LGE – Local Government Employers
Appendices	Appendix 1 – Pay Policy Statement 2021/2022  Appendix 2 – Election fees for 2021/2022  Appendix 3 – Pay scales 2020/2021



## Background

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

6. It remains the case that each local authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local tax payers. The Act only requires that authorities are more open about local pay policies and how their local pay decisions are made. It is not necessary to specify actual pay rates or terms and conditions. It also means that future decisions by a local authority relating to the pay and conditions of its chief officers must comply with the authority's approved pay policy statement.
7. Guidance relating to the statement of Pay Policy and related guidance on transparency make recommendations arising from the Hutton Review of Fair Pay in the Public Sector (final report published March 2011).
8. Members should also note that the Council is also required to publish, under the Accounts and Audit (England) Regulations 2011:
  - the number of employees whose remuneration in that year was at least £50,000, and
  - details of remuneration and job title of certain senior employees whose salary is at least £50,000.
9. In addition, under the Local Government Transparency Code 2014, the Council is required to publish a list of responsibilities (including the service and functions they are responsible for, budget held and number of staff) for senior employees whose salary exceeds £50,000.
10. The Council is not required to include the information referred to in paragraphs 8 and 9 in its Pay Policy Statement, but it is required to place the information on its website.
11. The Senior Officer Pay Policy also includes a schedule of election fees as referred to in paragraph 8 of the Policy.
12. The statutory Gender Pay Gap statistics forms part of the pay policy. This has been reported on the government website.

### **Recommendations**

- 13 That Cabinet recommends to Council that it adopts the Pay Policy for 2021/22 as set out in appendix 1 to this report.
- 14 That Cabinet agrees that any amendments to the Pay Policy throughout the financial year 2021/2022 which are required as a result of legislative changes can be approved by the Chief Executive in conjunction with the Council's Monitoring Officer.

## **Pay Policy Statement 2021/2022**

### **1 Background**

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

### **2 Pay Policy Principles**

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

### **3 Scope of Dacorum Borough Council Pay Policy Statement**

- 3.1 The Council's definition of a senior manager for the purposes of this policy statement is: Chief Executive (Head of Paid Service), Corporate Directors and Assistant Directors. The term 'Chief Officer' relates to the Chief Executive and Corporate Directors only.

3.2 Council staff are employed under terms and conditions contained in the National Joint Council (NJC) for Local Government Services National Agreement on Pay and Conditions of Service. However, these are subject to a number of local agreements including a local agreement on remuneration. The following roles form the Council's Senior Leadership Team

- Chief Executive
- Corporate Director (Finance and Operations) (S151 Officer)
- Corporate Director (Housing and Regeneration)
- Assistant Director (Finance and Resources)
- Assistant Director (Housing)
- Assistant Director (Neighbourhood Delivery)
- Assistant Director (Planning, Development and Regeneration)
- Assistant Director (Performance People and Innovation)
- Assistant Director (Corporate and Contracted Services)

#### **4 Senior Officer Salary Ranges**

4.1 During 2009 and 2010, the Council undertook a Strategic Re-alignment programme, in which all senior posts (Group Manager level and above) were evaluated using the Local Government Employers (LGE) senior management evaluation scheme. This is a nationally recognised methodology, benchmarked by the LGE against other local authorities, taking into account local factors.

4.2 Continuing from this, the Council has developed its own job evaluation scheme. Each grade is then matched to a prescribed salary range. Each salary range has 3 incremental points. Increments are awarded annually in April, linked to the achievement of satisfactory performance. There are specific Chief Officer pay bands for the Corporate Directors and for the Chief Executive. These have 5 points within each band.

4.3 The senior management job evaluation scheme can only be applied to posts below Group Manager level in very exceptional circumstances. This is subject to the recruiting manager being able to demonstrate to the satisfaction of Chief Officer Group (COG) that the role is comparable to that of Group Manager in terms of any specialist skills and/or leadership qualities that are required and the significant importance of the post to the Council.

4.4 As at January 2021, the ratio between the pay of the highest paid officer and the median salary of staff is 5.3:1.

#### **5 Remuneration Package**

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

## **5.2 Annual Leave**

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

**Table 1: Annual leave entitlements**

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

#### 5.4 Cars

- 5.5 In April 2018 the lease car scheme was replaced by a car salary sacrifice scheme. This is open to all eligible employees.
- 5.6 On the 1<sup>st</sup> April 2018 the three essential car user allowances were discontinued and previous eligible staff roles receive a consolidated increase in their pay equivalent to this amount (with adjustments for additional pension contributions).
- 5.7 All employees are also eligible for a Council Car Loan, with interest being charged at the HMRC official rates.
- 5.8 All car business mileage for senior officers can be claimed at a locally agreed rate, currently 21p per mile.

#### 5.9 Sick Pay

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

**Table 3: Occupational sick pay periods**

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

## **6 Pensions (Local Government Pension Scheme)**

- 6.1 All local government employees (including senior managers) are eligible to join the Local Government Pension Scheme (LGPS). Employee contributions are set nationally by the LGPS and are banded, according to salary level. Currently senior managers pay between 8.5% - 11.4% depending on their individual salary.
- 6.2 Employer contributions to the Local Government Pension Scheme for the Dacorum Borough Council employers fund are currently set at 18.5%.

## **7 Additional Payments**

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

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

## **8 Election Fees**

- 8.1 Election fees are paid to senior officers in compensation for the additional duties required to management national and local elections and referendums.
- 8.2 The Returning Officer is designated as the Chief Executive in the Council's Constitution. The fees for all staff employed on election duties are either specified by the Electoral Commission for national elections or are decided locally by the Returning Officer for local elections. The fees for local elections are set out in a 'scale of expenses' agreed by the Council, after a comparison with other neighbouring authorities and whether the poll is being combined with another election.
- 8.3 The fee for the Returning Officer for national elections is determined by the number of the electorate in the area administered by that Returning Officer (as set out in s.29 of the Representation of the People's Act 1983 and updated by the Ministry of Justice prior to each election). These are enhanced by an amount set out in a 'scale of expenses' agreed by the Council if the poll is combined with another election.



- 8.4 **Returning Officer Fees** - Fee for the duly appointed Returning Officer in performing their duties under any enactment's relating to local government elections including all expenses: The Council's Returning Officer is the Chief Executive.
- 8.5 For every 1,000 electors in the electoral area/ward in which contested election is held – Borough Election: £47.50 and Town/Parish Election: £35.00.
- 8.6 For every 1,000 electors in each uncontested election - Borough Election: £20.00 and Town/Parish Election: £14.00
- 8.7 **Deputy Returning Officer Fees** - For each electoral area/ward in which contested election is held: Borough Election: £100, Town/Parish: £70. The Deputing Returning Officers are typically the [Monitoring Officer and up to two other officers as selected by the Returning Officer](#)
- 8.8 For each uncontested election: Borough Election: £40, Town/Parish: £30.
- 8.9 Appendix 2 incorporates all election fees for 2020/2021

## **9 Recruitment of Senior Managers**

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

## **10 Managing Pay**

### **10.1 Starting salaries for Senior Managers**

- 10.2 It is normal practice for all senior managers to be appointed at the bottom of the prescribed salary range. Exceptionally there may be instances where the Council may appoint above the bottom of the salary range where there is a clear rationale. Such cases will be considered and justified on a case by case basis. Consideration will be given to:
- Relativity of salaries of comparable roles
  - Size and responsibilities of the post and duties to be undertaken.
  - The wider recruitment market.

- 10.3 For employees below Chief Officer level, the decision on the salary of the post will be approved by the Corporate Director of the service (dependent on level of post) prior to an offer being made.
- 10.4 Pay Increases for Senior Managers**
- 10.5 Pay increases that involve no changes to terms and conditions may take two forms:
- Pay scale increments awarded annually, subject to satisfactory performance
  - Pay awards relating to cost of living increases.
- 10.6 Increments**
- 10.7 The decision on whether to award an increment is made by the direct line manager of each employee following a performance review. The Leader of the Council makes the decision on pay relating to the Chief Executive.
- 10.8 The Individual performance of senior managers is assessed via the Council's Performance Development Review Appraisal Scheme. Each employee has an individual performance plan, setting out objectives for the coming year and expectations that are to be met with regard to the Council's High Performance Environment attitudes and behaviours. This is reviewed throughout the year and formally at the end of each year. Staff are then awarded an overall rating assessing their achievement against their objectives and the High Performance Environment standards.
- 10.9 Any adjustments to pay are awarded based on an individual's overall performance assessment. Increments are not awarded where performance is deemed not to have been satisfactory during the relevant year.
- 10.10 Where a role significantly varies within the performance year, an assessment will be undertaken using the Council's job evaluation scheme, to assess if an alteration to pay or grade is necessary. Any changes in salary for Leadership roles need approval from the Chief Executive.
- 10.11 Cost of living increases**
- 10.12 Annual cost of living increases for all Council staff, except Chief Officers, are determined by the National Joint Council (NJC) for Local Government Services. The Council awards cost of living increases in line with NJC recommendations unless there are specific reasons not to do so. Annual cost of living increases for Chief Officers are determined by the Joint National Council for Chief Officers but are subject to the same considerations. These considerations may include:
- Affordability
  - The conditions of the job market and the relative pay of employees, including Chief Officers, in comparison with other similar organisations
  - Difficulties in recruitment and retention to specific posts.
- 10.13 The National Joint Council pay award for 2021/22 has not yet been agreed. (Pay scales for 2020/2021 are found in Appendix 3).

#### **10.14 Deputising for statutory officers**

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

### **11 Payments on Termination of Employment for Senior Managers**

#### **11.1 Redundancy and Severance Payments**

11.2 An employee whose contract of employment is terminated due to redundancy will be eligible for a redundancy payment. Payments are made based on the following:

- All continuous local government service up until 2 November 2017, for the purposes of redundancy pay, will be based on a multiplier of 2 x weekly pay for each completed year of service.
- All continuous local government service after 2 November 2017, for the purposes of redundancy pay, will be based on 1.7 x weekly pay for each completed year of service.
- Employees aged over 55 who are made redundant will be able to draw their pension to the date of their retirement. Employees aged under 55 will receive a redundancy payment and have their pension benefits deferred until they reach retirement age.

11.3 An employee whose contract of employment is terminated for any reason and there is justification for a severance payment, will be subject to approval by the relevant Corporate Director and Chief Executive taking advice from the Monitoring Officer, Human Resources and Section 151 Officer.

11.4 An employee who is made redundant or paid a severance payment must have a break of at least one month and one day to break their continuous service with the Authority before they can be re-employed by the Council in a different position.

11.6 In November 2020 the Government introduced the Restriction of Public Sector Exit Payments Regulations 2020 (the "Cap Regulations"), which restrict the overall value of redundancy packages to public sector employees to £95,000 (the "Capped Amount"). Proposed severance packages under £95,000 are approved by the S151 Officer and reviewed by the Group Manager (People and Performance).

#### **12. Local Government Pension Scheme**

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

### 13 Lowest paid employees

13.1 In line with the NJC pay award for 2019/20 the lowest SCP paid is £17,842 per annum for a full time employee, plus £898 per annum London Fringe Weighting.

### 14 Gender Pay Gap

14.1 As from 1 April 2018, all employers with 250 or more employees are required by Law to publish their gender pay gap each year on their own and the Government's website. As at January 2020, the Council's gender pay gap is as follows:

	<i>Total Number of Staff</i>	<i>Mean Hourly Rate</i>		<i>Median Hourly Rate</i>
Female	361	£15.00	Female	£13.22
Male	357	£14.66	Male	£11.96
<b>Mean Gender Pay Gap</b>		-2%	<b>Median Gender Pay Gap</b>	-11%

14.2 The gender pay gap in 2019/20 was -1% (mean) and -8% (median).

### 15 Pay Transparency

#### 15.1 Organisation chart

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

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

#### 15.2 Senior Salaries

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

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

- 15.3** The information referred to in paragraph 14.1 and 14.2 is not required to be contained in the Pay Policy Statement but must be placed on the Council's website. This information is located on Dacorum Borough Council's website, under the open data section.

## Appendix 2

### Scale of fees and expenses at Elections of Borough and Town/Parish Councillors

#### PART 1 - EXPENDITURE

- 1 The costs actually and necessarily incurred in respect of the following,
  - (a) For the provision of any accommodation for the purpose of the election, including heating, lighting and cleaning and compensation for damage to any such accommodation.
  - (b) For adapting and fitting up any accommodation for the purpose of the election and restoring to for its normal use, including the provision of voting compartments and any necessary furniture.
  - (c) For providing ballot boxes, including repairs.
  - (d) For the conveyance of ballot boxes and ballot papers
  - (f) For copies of the Register of Electors.
  - (g) For printing and providing ballot papers.
  - (h) For printing and providing postal vote packs
  - (i) For printing and providing official poll cards.
  - (j) For printing and providing notices, training materials and other documents required in or about the election or poll and for publishing the same.
  - (k) For general stationery, postage, telephone calls and miscellaneous matters.
  - (l) For promoting election, delivering communication strategy and encouraging voter registration
  
- 2

For each Presiding Officer at a polling station, to include all expenses, authorised by this scale.	£250.00
Additional sum to be paid to the Presiding Officer at each polling station where the elections are for a combined election.	25.00
  
- 3

For one Poll Clerk (or additional one where the number of electors exceeds 1,000) at a polling station,	£150.00
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- 4

For the delivery of every	£22.00
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100 poll cards (Where Royal Mail or another carrier is not used)

5 For persons employed in connection with the receipt and counting of postal ballot papers, at each election) £15.00 per half-day session

6 For the remuneration of persons employed in connection with the verification/counting of votes (including any recounts) at Borough and Town/Parish elections:

		<u>Verification /Counting Assistant</u>	<u>Supervisor</u>
(1)	Up to 4 hours	£70.00	£90.00
(2)	Additional fee if anticipated hours exceeded	TBA	TBA

**Senior  
Verification/Count  
Supervisor**

£140.00

Verification/Count  
Supervisor

£115.00

**Polling Station  
Inspector**

£100.00

**Porter /  
Security**

£90.00

**Training  
Facilitator**

£25 per session

**Press Officer**

£40.00

**PART 2 - RETURNING OFFICERS FEES**

**For services and other expenses**

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

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

**PART 3 DEPUTY RETURNING OFFICERS FEES - for services and other expenses**

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

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



## NOTES

1. The fees and expenses set out in the Schedule come into effect on 1 January 2019 and will be increased by agreed pay inflation annually.
2. The fees shown are the gross amounts and are with certain exceptions subject to the standard rate of tax.
3. These fees are for the 'local' element of any election and will be adjusted in the case of National or Regional (or combined) Polls in line with the guidance issued by the organising body.

### Appendix 3 – Pay Scales 2020/2021

	Salary (Excluding London Fringe Weighting)		Monthly Salary (Including London Fringe Weighting)		Hourly Rate (Excluding London Fringe Weighting)	
	SCP	£	SCP	£	SCP	£
Band 1	05	17,842	05	1,561.67	05	9.25
Band 2	06	18,198	06	1,591.33	06	9.43
Band 3	07	18,562	07	1,621.67	07	9.62
Band 4	08	18,933	08	1,652.58	08	9.81
	09	19,312	09	1,684.17	09	10.01
Band 5	10	19,698	10	1,716.33	10	10.21
	11	20,092	11	1,749.17	11	10.41
Band 6	12	20,713	12	1,800.92	12	10.74
	13	21,439	13	1,861.42	13	11.11
	14	22,184	14	1,923.50	14	11.50
Band 7	15	22,750	15	1,970.67	15	11.79
	16	23,405	16	2,025.25	16	12.13
	17	23,886	17	2,065.33	17	12.38
Band 8	18	24,491	18	2,115.75	18	12.69
	19	25,481	19	2,198.25	19	13.21
	20	25,991	20	2,240.75	20	13.47
Band 9	21	27,041	21	2,328.25	21	14.02
	22	29,250	22	2,512.33	22	15.16
	23	30,230	23	2,594.00	23	15.67
Band 10	24	31,178	24	2,673.00	24	16.16
	25	32,097	25	2,749.58	25	16.64
	26	33,043	26	2,828.42	26	17.13
Band 11	27	36,131	27	3,085.75	27	18.73
	28	37,802	28	3,225.00	28	19.59
	29	38,741	29	3,303.25	29	20.08
Band 12	30	39,771	30	3,389.08	30	20.61
	31	40,874	31	3,481.00	31	21.19
	32	42,134	32	3,586.00	32	21.84
Band 13	33	43,191	33	3,674.08	33	22.39
	34	45,021	34	3,826.58	34	23.34
	35	46,120	35	3,918.17	35	23.91
Band 14	36	47,203	36	4,008.42	36	24.47
	37	48,306	37	4,100.33	37	25.04
	38	49,354	38	4,187.67	38	25.58
Band 15	39	51,519	39	4,368.08	39	26.70
	40	52,623	40	4,460.08	40	27.28
	41	54,602	41	4,625.00	41	28.30
Band 16	42	55,697	42	4,716.25	42	28.87
	43	56,797	43	4,807.92	43	29.44
	44	57,894	44	4,899.33	44	30.01
Band 17	45	59,012	45	4,992.50	45	30.59
	46	60,103	46	5,083.42	46	31.15
	47	61,204	47	5,175.17	47	31.72
Band 18	48	62,307	48	5,267.08	48	32.30
	49	63,411	49	5,359.08	49	32.87
	50	64,560	50	5,454.83	50	33.46
Band 19	51	65,707	51	5,550.42	51	34.06
	52	66,847	52	5,645.42	52	34.65
	53	67,988	53	5,740.50	53	35.24
Band 20	54	69,133	54	5,835.92	54	35.83
	55	70,284	55	5,931.83	55	36.43
	56	71,429	56	6,027.25	56	37.02
Band 21	57	72,794	57	6,141.00	57	37.73
	58	74,188	58	6,257.17	58	38.45
	59	75,607	59	6,375.42	59	39.19
Band 22	60	77,055	60	6,496.08	60	39.94
	61	78,534	61	6,619.33	61	40.71
	62	80,040	62	6,744.83	62	41.49
Band 23	63	81,580	63	6,873.17	63	42.29
	64	83,148	64	7,003.83	64	43.10
	65	84,747	65	7,137.08	65	43.93

LFW (London Fringe Weighting) = £898.00 per annum