

CABINET AGENDA



**TUESDAY 15 FEBRUARY 2022 AT 7.30 PM
CHAMBER**

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 Anderson
Councillor Griffiths (Deputy Leader)	Councillor Banks
Councillor Elliot	Councillor Barrett

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

AGENDA

1. MINUTES (Pages 3 - 14)

To confirm the minutes of the meeting held on 14 December 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 (Pages 15 - 16)

7. SENIOR OFFICER PAY POLICY (Pages 17 - 34)

8. DACORUM BOROUGH LOCAL PLAN 2021-2038: REVIEW OF THE LOCAL DEVELOPMENT SCHEME (Pages 35 - 61)

9. HOMES ENGLAND FUNDING (Pages 62 - 66)

10. CUSTOMER STRATEGY REPORT (Pages 67 - 116)

11. TREASURY MANAGEMENT 2021/22 MID-YEAR REVIEW (Pages 117 - 126)

12. BUDGET REPORT (Pages 127 - 266)

13. QUARTER 3 FINANCIAL PERFORMANCE (Pages 267 - 283)

14. MEMBERS CODE OF CONDUCT (Pages 284 - 304)

15. COMMITTEE TIMETABLE 2022/23 (Pages 305 - 308)

MINUTES

CABINET

14 DECEMBER 2021

Present:

Members:

Councillors: Williams (Leader)
Griffiths (Deputy
Leader)
Elliot
Anderson
Banks
Barrett

Officers:	Claire Hamilton	Chief Executive
	David Barrett	Group Manager - Housing Development
	James Doe	Assistant Director - Planning, Development and Regeneration
	Layla Fowell	Corporate & Democratic Support Officer
	Alex Robinson	
	Farida Hussain	Group Manager (Legal & Corporate Services)

Also Attendance:

The meeting began at 7.30 pm

CA/96/21 MINUTES

The minutes of the meeting held on 23 November were agreed by Members present and signed by the Chair.

CA/97/21 APOLOGIES FOR ABSENCE

There were no apologies for absence

CA/98/21 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA/99/21 PUBLIC PARTICIPATION

There were no members of the public who attended the meeting in person.

CA/100/21 REFERRALS TO CABINET

There were no referrals to Cabinet.

CA/101/21 CABINET FORWARD PLAN

Cabinet agreed that they would add the Budget to the Forward Plan.

The Forward Plan was noted.

CA/102/21 COUNCIL TAX BASE REPORT

Decision

1. That Cabinet approves the Collection Fund deficit estimate of £962,542.04 as at 31 March 2022. The Dacorum Borough Council share of this deficit is £115,000.26
2. That Cabinet approve the payment profile for the deficit identified at 1) above and contained at section 2.8 to this report (Table 3).
3. That Cabinet approves the calculation of the Council's tax base for the year 2022/23 incorporating an estimated collection rate of 99.4%.
4. That, in accordance with the Local Authorities (Calculation of Tax Base) Regulations 2012, the amount calculated by the Council as its tax base for the year 2022/23 shall be 59,328.3 and its constituent elements shall be:

Table 1 Taxbase 2022/23

Part of Area - Parished and Non Parished	100% Tax base	99.4% Tax base
Hemel Hempstead	31,748.5	31,558.1
Aldbury	480.7	477.8
Berkhamsted	8,654.3	8,602.4
Bovingdon	2,161.3	2,148.3
Chipperfield	880.8	875.5
Flamstead	667.7	663.7
Flaunden	185.8	184.7
Great Gaddesden	462.5	459.7
Kings Langley	2,358.6	2,344.4
Little Gaddesden	651.1	647.2
Markyate	1,363.6	1,355.4
Nash Mills	1,268.1	1,260.5
Nettleden with Potten End	809.7	804.8
Northchurch	1,372.6	1,364.4
Tring Rural	691.0	686.9
Tring Town	5,253.5	5,222.0
Wigginton	676.6	672.5
Total	59,686.4	59,328.3

Corporate Objectives

Agreement of the Council Tax Base 2022/23 and the Council Tax deficit as at 31 March 2022 supports sound financial planning and achievement of the corporate objective of ensuring efficient, effective and modern service delivery.

Statutory Officer Comments:

Deputy Monitoring Officer

No comments to add to the report.

Deputy Section 151 Officer

This is a Deputy Section 151 officer report.

Advice

Cllr Elliot introduced the Council Tax Base Report report

Recommendation agreed

CA/103/21 STRATEGIC RISK REGISTER Q2

Cabinet Agreed Decision

That the position on the Strategic Risk Register, as at the end of quarter 2, 2021/22 be noted.

Corporate Objectives

All. Risk management is an essential part of ensuring that the Council meets all its corporate objectives

Monitoring Officer

This is a Deputy Section 151 Officer report.

S.151 Officer

No comments to add to the report.

Advice

Cllr Elliot introduced the report

Cllr Birnie refereed to the audit committee meeting mentioned they were concerned about the infrastructure risk, risk to both the local plan and the Hemel Garden Communities because of the lack of control that the Council have over funding infrastructure, and the sort of lottery that the government set up for bid to cover large items of expenditure on infrastructure. It seemed to him that he Council had no way of mitigating this and wondered whether they had or would approach government or have some other means of addressing this problem.

JDoe responded that there were a number of risk associated with this but he thought there were two statutory ones, there were risks around whether the funding could be achieved or not. There were two main things to be aware of, one id the mitigation in terms of the local plan and weather you can get their local plan through, that could be mitigated through their infrastructure delivery plan, which was something that they prepared in line with the local plan, so they make sure that is up to date. They are doing some more work on this at the current time, as the local plan is being revised and updated following last year's publication. They do have to give an indication through the section 106 or SILL contributions but also where government support is needed or through bidding through to government programmes which is a spate process. He said the second mitigation is that when the development process moves on it moves to planning application stage then the developer has to prove it can provide for all the parts of infrastructure that were needed, so planning permission would not be granted until those things are in place and there are checks on that. He said they were currently working with the Hemel Garden Communities Programme now on a separate bid through to Homes England funding for next year and a big component that is around infrastructure. They envisage there will be more of those programmes moving forward.

Recommendation agreed

That the position on the Strategic Risk Register, as at the end of quarter 2, 2021/22 be noted.

CA/104/21 BROWNFIELD LAND REGISTER

Decision

That Cabinet approves the sites listed in Part 1 of the Brownfield Land Register (BLR) as drafted in Appendix 1 and delegates authority to the Assistant Director (Planning, Development and Regeneration) to finalise the site-specific information before publication and notes that no sites are recommended for inclusion in Part 2.

Corporate Objectives

A clean, safe and enjoyable environment; Building strong and vibrant communities; Ensuring economic growth and prosperity; Providing good quality affordable homes; Delivering an efficient and modern council;

The Brownfield Register will assist in more housing led sites becoming available for development This will provide more local housing, improved communities and economic growth.

Monitoring Officer

This report considers the Council's statutory requirement to review its Brownfield Land Register at least once every year. It is noted that no sites are recommended for approval in Part 2 of the register and therefore approval of Part 1 remains an Executive decision to be made by the Council's Cabinet.

S.151 Officer

There are no direct financial considerations arising from this report.

Advice

Cllr Anderson introduced the report

A Robinson reminded members that this was an annual report that they were required to publish and this was the 4th one they had produced. The changes they had made were largely limited to updating information on sites, for example if sites have started on site they have made that clear. He wanted to draw members attention to four specific changes where they have removed some sites from the Brownfield Land Register on the basis that they have started on site or that in their assessment they have concluded that they should not appear on the register anymore and that related to 2 garden centers that are in the borough.

Cllr Williams asked for more information about why these sites may have come off.

ARobinson explained that although garden centers are strictly speaking, brownfield land officers felt that it would be prudent for those sites to be considered more formally through the planning process rather than giving an indication that thy might be suitable for housing development. This gives a little more clarity and a bit more control over what comes forward in future.

Recommendation Agreed

CA/105/21 EXCLUSION OF THE PUBLIC

CA/106/21 APPOINTMENT OF CONTRACTOR FOR HOUSING DEVELOPMENT

Decision

Cabinet Agreed

1. That the main contract to construct 25 social rented units at five garage site locations in Hemel Hempstead and Kings Langley be awarded to Bugler Developments Limited.

2. That delegated authority be approved to the Council's Assistant Director (Corporate and Contracted Services) to execute and complete all legal agreements ancillary to the JCT Design & Build Contract 2016 and/or reasonably required to complete the Project, including (but not limited to):

- a. all professional appointments;
- b. collateral warranties; and
- c. Agreements under S.38, & S.278, of the Highways Act 1980; S.247, Part III of the Town and Country Planning Act 1990; S.104 of the Water Industry Act 1991, and S.50 of the New Roads and Street Works Act 1991.

Corporate Objectives:

Delivering Affordable Housing

Monitoring Officer

The proposed contract award follows a competitive and compliant tender process which demonstrates that the Council is receiving value for money for the contract.

Section 151 Officer

The award of this contract follows a tender process via an existing framework managed by Catalyst Housing. The award is to be made to the bid representing the greatest value for money.

The contract award is in excess of the pre-tender estimates due to the increasing pressures on the construction sector. The scheme is part of the HRA business plan and remains affordable within existing new build development budgets.

The HRA business plan is carefully monitored and updated on at least an annual basis. The impact of increasing construction costs on the overall new build development programme is kept under close review and will be reflected in the plan as appropriate.

Advice

The meeting moved into Part 2, please see Part 2 Minutes

CA/107/21 BUILDING CONTROL

This item is restricted, please see Part 2 minutes for details

The Meeting ended at 8.00 pm

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

CABINET FORWARD PLAN

DATE	MATTERS FOR CONSIDERATION	Decision Making Processes	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
15/02/22	Treasury Management 2021/22 Mid-Year review		27/01/22	Nigel Howcutt, Chief Finance Officer 01442 228662 Nigel.howcutt@dacorum.gov.uk	To be provided
15/02/22	Customer Strategy Report		27/01/22	Linda Roberts - Assistant Director – People, Performance and Innovation Linda.roberts@dacorum.gov.uk	To be provided
15/02/22	Senior Officer Pay Policy		27/01/22	Matt Rawdon – Group Manager – People Matt.rawdon@dacorum.gov.uk	To be provided
15/02/22	Dacorum Borough Local Plan Local Development Scheme		27/01/22	Alex Robinson – Interim Group Manager Alex.robinson@dacorum.gov.uk	to consider and agree a revised timescale for production of the new Local Plan
15/02/22	Members Code of Conduct		27/01/22	Mark Brookes – Assistant Director Corporate & Contracted Services – mark.brookes@dacorum.gov.uk	To be provided
15/02/22	Budget Report		27/01/22	Nigel Howcutt, Chief Finance Officer 01442 228662 Nigel.howcutt@dacorum.gov.uk	To be Provided
15/02/22	Quarter 3 Financial Performance		27/01/22	Nigel Howcutt, Chief Finance Officer 01442 228662 Nigel.howcutt@dacorum.gov.uk	To Be Provided
15/02/22	Homes England Funding		27/01/22	David Barratt – Group Manager – Housing Development David.barratt@dacorum.gov.uk	To be provided
15/02/22	Committee Timetable		27/01/22	Mark Brookes – Assistant Director Corporate & Contracted Services	To be Provided
15/03/22	Commercial Strategy Update		27/02/22	Robin Barton – Director Corporate & Contracted Services Robin.barton@dacorum.gov.uk	To Be Provided
15/03/22	Little Gaddesden Conservation area character appraisal		27/02/22	Neil Robertson – Assistant Team Leader – Conservation Neil.robertson@dacorum.gov.uk	To be provided
15/03/22	Garage Strategy		27/02/22	Robin Barton – Director Corporate & Contracted Services Robin.barton@dacorum.gov.uk	To be provided
15/03/22	Business Rates Relief – National Policy Changes		27/02/22	Nigel Howcutt, Chief Finance Officer 01442 228662 Nigel.howcutt@dacorum.gov.uk	As part of the government Covid Business support measures they have announced a range of new policies to provide business rates relief to businesses 2021/22 and 2022/23
19/04/22	Climate Emergency Expenditure		31/03/22	Richard Le Brun – Assistant Director Richard.lebrun@dacorum.gov.uk	To be provided
19/04/22	Housing repairs Contract		31/03/22	Fiona Williamson Assistant Director Housing fiona.williamson@dacorum.gov.uk	To be provided
19/04/22	HRA Business Plan		31/03/22	Fiona Williamson Assistant Director Housing fiona.williamson@dacorum.gov.uk	To be provided
19/04/22	Housing Assets Management Contract		31/03/22	Fiona Williamson Assistant Director Housing fiona.williamson@dacorum.gov.uk	To be provided
19/04/22	Appropriation by the Housing Revenue Account of General Fund land St		31/03/22	David Barratt – Group Manager – Housing Development David.barratt@dacorum.gov.uk	To Be Provided

	DATE	MATTERS FOR CONSIDERATION	Decision Making Processes	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
		Margarets Way				
	24/05/22	The Housing repairs contract update		04/05/22	Fiona Williamson Assistant Director Housing fiona.williamson@dacorum.gov.uk	To Be Provided
	TBC	South West Herts Joint strategic plan Plan		TBC	James Doe – Strategic Director James.doe@dacorum.gov.uk	To be provided



Report for:	AGENDA ITEM.
Date of meeting:	15 February 2022
PART:	1
If Part II, reason:	

Title of report:	Senior Officer Pay Policy
Contact:	<p>Cllr Andrew Williams – Portfolio Holder for Corporate & Contracted Services</p> <p>Author/Responsible Officers: Claire Hamilton – Chief Executive Jody Nason – Interim Strategic Director (People and Transformation) Matthew Rawdon – Group Manager (People)</p>
Purpose of report:	To set the Council’s pay policy for the financial year 2022/23, as required by Section 38 of the Localism Act 2011.
Recommendations	<p>(1) That Cabinet recommends to Council that it adopts the Pay Policy for 2022/23 as set out in appendix 1 to this report.</p> <p>(2) That Cabinet recommends to Council that authority be delegated to the Chief Executive in conjunction with the Council’s Monitoring Officer to approve any amendments to the Pay Policy throughout the financial year 2022/2023, which may be required as a result of legislative changes. r.</p>
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 S.151 Officer Comments	Deputy Monitoring Officer: 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. Deputy S.151 Officer: No further comments to add to this report
Consultees:	Strategic Leadership Team
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) SCP – Spinal Column Point NJC – National Joint Council LGE – Local Government Employers
Appendices	Appendix 1 – Pay Policy Statement 2022/2023 Appendix 2 – Election fees for 2022/2023 Appendix 3 – Pay scales 2021/2022 (subject to pay review)

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 is reported on the Government's website.

Recommendations

13. That Cabinet recommends to Council that it adopts the Pay Policy for 2022/23 as set out in appendix 1 to this report.
14. That Cabinet agrees that any amendments to the Pay Policy throughout the financial year 2022/2023 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 2022/2023

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), Deputy Chief Executive, Strategic Directors and Assistant Directors and Chief Finance Officer. The term 'Chief Officer' relates to the Chief Executive, the Deputy Chief Executive and Strategic 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 Strategic Leadership Team

- Chief Executive
- Deputy Chief Executive
- Strategic Director (Place)
- Strategic Director (People and Transformation)
- Strategic Director (Corporate and Commercial 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 Strategic Directors, Statutory Officers, Deputy Chief Executive and for the Chief Executive.

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 Strategic Leadership Team 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 2022, 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, Deputy Chief Executive and Strategic 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		
Spinal Column Point	<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 1st 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 the 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

Length of continuous service	Amount of sick pay
During 1 st year of service	1 month's full pay & (after completing 4 months' service) 2 months' half pay
During 2 nd year of service	2 months' full pay & 2 months' half pay
During 3 rd year of service	4 months' full pay & 4months' half pay
During 4 th and 5 th 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 Appendix 2 incorporates all election fees for 2022/2023

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 Deputy Chief Executive or Strategic 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, Deputy Chief Executive and Strategic 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 will 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 Deputy Chief Executive or Strategic 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 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 required behaviours.

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 2021/2022 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 Strategic Director, Deputy Chief Executive 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.

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 2020/21, the lowest SCP paid is £17,842 per annum for a full time employee, plus £898 per annum London Fringe Weighting. The pay award is still pending for 2021/22.

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 2022, the Council's gender pay gap is as follows:

	Total Number of Staff	Mean Hourly Rate	Median Hourly Rate
Female	382	£ 16.28	£ 14.47
Male	373	£ 16.09	£ 13.93
Grand Total	755		
Pay gap		-1%	-4%

14.2 As comparator the gender pay gap as at January 2021 was -2% (mean) and -11% (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.

**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.	£255.00
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	25.00
Additional sum to be paid to the Presiding Officer at each polling station where the elections are for a combined election.	

3	For one Poll Clerk (or additional one where the number of electors exceeds 1,000) at a polling station,	£155.00
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4	For the delivery of every 100 poll cards (Where	£22.00
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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	£75.00	£95.00
(2)	Additional fee if anticipated hours exceeded	TBA	TBA

Senior Verification/Count Supervisor
£145.00

Verification/Count Supervisor
£120.00

Polling Station Inspector
£105.00

Porter / Security
£95.00

Training Facilitator

£25 per session

Press Officer

£45.00

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>Borough Election</u>	<u>Town/Parish Election</u>
7	For every 1,000 electors in the electoral area/ward in which contested election is held.	£50	£40.00
	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>Borough Election</u>	<u>Town/Parish Election</u>
8.	For each electoral area/ward in which contested election is held.	£105.00	£75.00
	For each uncontested election	£45.00	£35.00

NOTES

1. The fees and expenses set out in the Schedule come into effect on 1 January 2022 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 2021/2022

	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



AGENDA ITEM: SUMMARY

Report for:	Cabinet
Date of meeting:	15 February 2022
Part:	1
If Part II, reason:	

Title of report:	DACORUM BOROUGH LOCAL PLAN 2021-2038: REVIEW OF THE LOCAL DEVELOPMENT SCHEME
Contact:	Cllr Alan Anderson: Portfolio Holder for Planning & Infrastructure Author/Responsible Officers: Alex Robinson: Interim Group Manager (Planning and Development) Ronan Leydon: Team Leader (Strategic Planning)
Purpose of report:	To seek Cabinet's agreement to a revised Local Development Scheme including an updated timetable for the preparation of the Local Plan.
Recommendations	<ol style="list-style-type: none"> 1. That Cabinet notes the work being undertaken on the Local Plan. 2. That Cabinet approves the revised timetable for the Local Plan as detailed in the Local Development Scheme appended to this report and delegates authority to the Strategic Director (Place) to make any final minor editorial and typographical revisions to the document including any necessary to reflect the Cabinet's discussions and decision.
Period for post policy/project review	At the next key milestone for the Local Plan, as set out in the updated Local Development Scheme.
Corporate Objectives:	<p>The Council's Local Plan helps support all 6 corporate objectives:</p> <ul style="list-style-type: none"> • <i>A clean, safe and enjoyable environment:</i> e.g. contains policies relating to the design and layout of new development that promote security and safe access;

	<ul style="list-style-type: none"> • <i>Building strong and vibrant communities:</i> e.g. contains policies and sites to support new and enhanced facilities, while seeking to protect the vitality and viability of our town centres. • <i>Ensuring economic growth and prosperity:</i> e.g. identifies and safeguards land to deliver future economic growth across the borough. • <i>Providing good quality affordable homes:</i> e.g. sets the Borough's overall housing target and the proportion of new homes that must be affordable; • <i>Ensuring efficient, effective and modern service delivery:</i> e.g. provides a clear framework upon which planning decisions can be made; and • <i>Meeting the challenges of the climate emergency:</i> through an overarching environmental objective and direct policy action.
<p>Implications:</p> <p>'Value For Money Implications'</p>	<p><u>Financial</u> Funding to prepare the new Dacorum Local Plan is provided from existing base budgets, however, in order to allow for peaks in expenditure in the periods of high activity, pre and post examination, expenditure in excess of the base budget will be funded from a drawdown from the Local Development Framework (LDF) reserve. The budget for 2022/23 has been set at required levels, partly funded from a drawdown from the LDF reserve. Any expenditure over the base budget position in 2022/23 will be reviewed and budget approval agreed.</p> <p><u>Value for Money</u> Where possible, evidence base work is undertaken jointly with other authorities to ensure cost is optimised through economies of scale. Collaborative working with landowner consultants will continue to help extend the resources available to the Council and avoid the duplication of site specific technical information.</p>
<p>Risk Implications</p>	<p>The Local Plan has its own detailed risk assessment.</p> <p>The key risk is that the new Local Plan is found 'unsound' by an Inspector at Public Examination. To avoid this, the Council must ensure that the Plan complies with Government policy and is founded on robust evidence, particularly on infrastructure, and follow all statutory and local requirements, including on public consultation.</p> <p>If a plan is submitted prematurely and not fully supported and justified by evidence then the Plan will not be found sound and the Council would have to restart plan making, incurring further time and cost to the process. The most significant risks emerging from recent examinations include insufficient evidence demonstrating the delivery of infrastructure to support growth and Councils not satisfying requirements under the Duty to Cooperate. In addition, ensuring the Council has satisfactorily discharged other legal obligations, specifically those set out in the Habitats Regulations (2017) as amended, are crucial if the</p>

	<p>Plan is to be found 'sound' and legally robust. Therefore, the Council considers it prudent to undertake further work in these areas prior to Publishing its Local Plan.</p> <p>The Local Plan is critical to evidencing there is a five-year supply of housing land which is important to ensure that the Council is able to control development appropriately and that planning decisions are plan-led.</p> <p>Following adoption of the Local Plan by the Council, the key risk is that the Plan does not deliver as planned. At that stage, continued close working with local communities, developers and infrastructure providers, along with consistent decision making, helps to ensure sustainable development takes place in a timely fashion.</p>
Community Impact Assessment	A full Sustainability Appraisal (SA) and Habitats Regulations Assessment must be carried out as part of the Local Plan process. The SA looks at social, environmental and economic impacts in detail and is scrutinised at the Local Plan examination by an independent inspector. The Council will also undertake a Community Impact Assessment (CIA) of the Local Plan as it progresses.
Health And Safety Implications	No implications as a result of this report.
Monitoring Officer/ Deputy S.151 Officer Comments	<p>Deputy Monitoring Officer:</p> <p>Regulation 10A of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) requires local planning authorities to review their local plans once every five years from their adoption date. In addition to this, local planning authorities are required, through the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011), to produce a Local Development scheme (LDS).</p> <p>Deputy S.151 Officer</p> <p>A specific approved annual revenue budget along with approved reserve draw downs from the LDF reserve are in place to finance this programme of work. If this programme requires additional budget, requests for funds will need to be made in line with current financial regulations.</p>
Consultees:	<p>James Doe, Strategic Director (Place)</p> <p>Consultation on the new Local Plan and other policy documents will be carried out in accordance with the Council's adopted Statement of Community Involvement (SCI).</p>
Background papers:	<ul style="list-style-type: none"> • Adopted Local Development Scheme (July 2020) • Adopted Core Strategy (September 2013) • Adopted Site Allocations DPD (July 2017)

	<ul style="list-style-type: none"> • Dacorum Borough Local Plan 1991 – 2011 (April 2004) • Authority Monitoring Report 2019/20 • National Planning Policy Framework (NPPF) • Planning and Compulsory Purchase Act 2004. • Planning Act 2008 • Town and Country Planning (Local Planning) (England) Regulations 2012.
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>AA: Appropriate Assessment AMR: Authority Monitoring Report DLUHC: Department for Levelling-Up, Housing and Communities DPD: Development Plan Document DTC: Duty to Cooperate LDS: Local Development Scheme SCI: Statement of Community Involvement SPD: Supplementary Planning Document NPPF: National Planning Policy Framework PPG: National Planning Policy Guidance SHOA: South Hemel Opportunity Area SHMA: Strategic Housing Market Assessment now called the LHNA: Local Housing Need Assessment ENS: Employment Needs Study IDP: Infrastructure Delivery Plan JSP: Joint Strategic Plan <i>(for South West Hertfordshire)</i> LDS: Local Development Scheme LEP: Local Economic Partnership <i>(for Hertfordshire)</i> PINS: The Planning Inspectorate SoCG: Statement of Common Ground SA: Sustainability Appraisal CIA: Community Impact Assessment HRA: Habitat Regulations Assessment SPEOSC: Strategic Planning & Environment Overview & Scrutiny Committee</p>

Background

1. The Council has a statutory duty to prepare a Local Plan; failure to produce and adopt a Local Plan can leave the Council open to direct intervention and loss of control over the plan making process. The new Local Plan proposed for Dacorum will replace saved policies in the adopted 2004 Local Plan, 2013 Dacorum Core Strategy, and 2017 Site Allocations Development Plan Document (DPD). The timetable for the production of the new Local Plan is set out in the Local Development Scheme (LDS) which was approved, in updated form, at the July 2020 meeting of Cabinet.
2. This report is provided to update Members on progress with preparing the Local Plan against the adopted LDS, following the Local Plan update Report presented to Cabinet in July 2021 and to seek agreement to a revision to the timetable including an extension to reflect the need to complete key evidence studies.

Current Key Dates and Milestones for the Local Plan

3. The current adopted LDS contains the following key milestones and dates in plan preparation:
 - Pre-Submission (draft plan) consultation June 2021
 - Submission of plan to Secretary of State October 2021
 - Examination in Public December 2021
 - Adoption November 2022

Update on Progress and Issues arising

4. As reported in July 2021, the Council is undertaking further work in response to the issues raised in the Emerging Strategy for Growth consultation which was undertaken between November 2020 and March 2021. A summary of these is provided below:
5. **The Habitats Regulation Assessment (HRA)** - as reported in July 2021 the Council cannot rule out likely significant effects on the Chilterns Beechwoods Special Area of Conservation (SAC), the South West London Waterbodies Species Protection Area (SPA) and South West London Waterbodies RAMSAR arising from the growth proposed in the Local Plan. As such the Council has a legal duty under the Conservation of Habitats and Species Regulations (2017) as amended to undertake an Appropriate Assessment (AA) before finalising the Local Plan.
6. The Regulations state that the Plan can only progress if the integrity of the European Site is not adversely affected (having regard to any conditions or restrictions imposed as mitigation). The only other approach is if the local authority is satisfied that, there being no alternative solution, the Plan must be carried out for imperative reasons of overriding public interest. The Council will need to be satisfied that the Local Plan will not give rise to adverse impacts on the integrity of the Chilterns Beechwoods Special Area of Conservation (SAC).
7. The issues which are being assessed as part of the AA include (but are not limited to):

- air quality (as parts of the Tring Woodlands SSSI and Ashridge Commons and Woods SSSI are within 200m of roads/junctions primarily the A41 and B4506);
 - hydrology (surface run off from development sites or groundwater level changes);
 - habitat loss and fragmentation (ensuring no loss of functionally linked habitat), and
 - public access and disturbance from increased visitor pressure and disturbance.
8. The Council's AA is being developed in consultation with key stakeholders including Natural England, Hertfordshire County Council and the National Trust.
 9. As part of this work, the Council commissioned specialist consultants to carry out onsite recreation (visitor) surveys and ecological assessments of Ashridge Commons and Woods SSSI and Tring Woodlands SSSI. These took place throughout 2021 once COVID-19 restrictions had eased sufficiently. These surveys and assessments are advancing and the Council will be publishing the reports as soon as is practicably possible. The Council will then progress with further assessments to establish the potential for other impacts to occur, namely in relation to air quality and hydrology.
 10. The Council, working with relevant stakeholders, will need to carefully consider the key findings of the assessments for the Local Plan and for the Council's wider planning functions. This will inform potential changes to the strategy of the Local Plan from that which was subject to public consultation previously.
 11. Given the legal obligations placed on the Council by the Regulations it is important that the correct processes are followed before the Council is able to finalise the Local Plan.
 12. **Proposed Planning Reform** – as reported in July 2021, the Government has indicated it intends to undertake significant reforms across the whole of the planning system. As set out in the Queen's Speech in May 2021, a new Planning Bill is expected however it remains unclear when this will be published.
 13. At the time of writing the extent of the reforms remains unclear and Government is yet to provide a timetable for these. With this, there is some uncertainty about what implications, if any, the reforms may have on the overall growth for Dacorum, amongst other matters. Notwithstanding this official Government advice is for Local Authorities to continue to prepare their Local Plans and for these to be adopted by the end of 2023.
 14. **The Spatial Strategy for Growth** – as reported in July 2021, Officers believe that a spatial development strategy that looks to accommodate growth at the Borough's main centre, (Hemel Hempstead), and see both market towns grow is appropriate. Officers recognised that there may be grounds to further enhance the role of Hemel Hempstead relative to the market towns, particularly given the wider initiatives underway to support the transformation of the town under the Hemel Place Strategy, Hemel Garden Communities and Place Board.

15. Since June 2021, Officers have been undertaking further work to review Hemel Hempstead's role, by investigating the potential for further transformative change in the Town Centre and as part of the South Hemel Hempstead Opportunity Area (SHOA). This work is advancing well and the Council plans to undertake further discussions with landowners as well as provide opportunities for residents to tell the Council what they think about these areas.
16. The Council has secured additional funding from Government as part of the Proptech Engagement Fund to trial new technologies and methods of engagement. A future engagement event for SHOA is expected to showcase these.
17. **Urban Capacity** – In addition to the specific projects being undertaken for Hemel Hempstead Town Centre and SHOA, officers continue to progress work which seeks to maximise development potential in existing settlements. These include:
 - A new Call for Sites for residents and developers to suggest and promote sites to the Council for consideration. To date, over 20 sites have been promoted through the new interactive online form, however some of these are updates to sites previously assessed by the Council.
 - A new Site Assessment Study will consider the existing role of other town centres (Berkhamsted and Tring) and local and neighbourhood centres in the borough, including in Hemel Hempstead where new regeneration opportunities may exist.
 - A further review of the Council's supply of employment land is also being undertaken to identify if further opportunities for redevelopment exist.
18. **Infrastructure Capacity** - Further work is needed to develop the draft Infrastructure Delivery Plan (IDP) into a fully comprehensive and complete document to accompany the next version of the Plan. This is reliant on revisions to the strategy for growth in Dacorum. The current focus for the IDP is Hemel Hempstead which is being progressed alongside the emerging studies for the town centre and South Hemel Opportunity Area.
19. **Transport** - Further work is required to draw out and cost all the transport interventions needed to support growth. The situation in Hemel Hempstead is particularly complex so the Council is undertaking a more detailed Sustainable Transport Strategy for the town. This work is being supported by the preparation of a detailed micro-simulation transport model for Hemel Hempstead (known as 'Paramics'). This will help inform the type of transport interventions needed to support growth in Hemel Hempstead and help inform growth sensitivity assessments. Finally, it will also help to identify those key pieces of transport infrastructure that are required to support growth and when they need to be delivered.
20. The Council has worked with consultants on the Paramics model in recent months and the calibration stage is now complete. Further work on transport modelling, including use of the strategic COMET model (Hertfordshire County Model of Transport), will progress once the HRA has informed possible revisions to the overall strategy of the Local Plan.

Proposed Key Dates and Milestones for the Local Plan

21. Further to the above, Officers advise that a delay to the Local Plan is required to allow for the further evidence to be gathered and, potentially, the testing of further growth scenarios for the Borough to be undertaken before the Plan is finalised.
22. Officers estimate that it will take between six months and one year for the further work to be completed and any revised strategy to be developed and tested. In addition, Officers consider it appropriate that a further Regulation 18 consultation is added to the programme for the following reasons:
- There is expected to be significant updates to the evidence base supporting the new Local Plan.
 - The evidence will likely inform changes to the draft strategy consulted on in November 2020 and it is appropriate that stakeholders and the wider community have the opportunity to feedback on the changes made.
 - An additional consultation allows for the Local Plan to respond to potentially substantial changes to be made to the planning system, as proposed by Government in August 2020.
23. A revised LDS is therefore proposed which commits to an additional Regulation 18 consultation before the Publication of the Local Plan (Regulation 19). A draft revised LDS is appended to this report (Appendix 1), with the key dates summarised below:

Action/Milestone	Date
Consultation (Regulation 18)	June 2023
Publication of the Plan (Regulation 19)	June 2024
Submission of Plan to Planning Inspectorate (PINS)	October 2024
Public Examination	January 2025
Plan Adopted	October 2025

24. Once the plan has been submitted to PINS, the timing of the Public Examination and the production of the Inspector's report is in the gift of PINS and the Council can only have limited influence on this part of the process. The timetable set out in the LDS (and above) takes account of the latest timetabling information from PINS and assumes there will be no significant backlog at PINS.

Conclusion

25. The Local Plan is a vital statutory document setting the future vision and direction of the Borough. To ensure the Local Plan can be found sound, the Council needs to undertake further evidence studies and potentially undertake further testing of growth options. Given the extent of evidence that needs to be undertaken it is prudent that the Council plan for a further round of public consultation on the Plan before being finalised.
26. To assist in planning future growth in Dacorum, a Members task and finish group will be reinstated for early spring.
27. Members are requested to agree the revised timetable set out in the updated LDS appended to this report.



Local Development Scheme 2018-2024

January 2022

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1. Introduction

- 1.1. The Borough Council, as local planning authority, is required to prepare a Local Development Scheme (LDS) under the provisions of the Planning and Compulsory Purchase Act 2004.
- 1.2 The main role of the LDS is to describe the documents that Dacorum Borough Council is preparing, or has already prepared, as part of its Local Plan. It explains the role of the individual documents, how they relate to one another and the timetable for their preparation – highlighting the stages at which public consultation will take place. It also summarises the evidence, resources and risks associated with this review process.
- 1.3 This LDS supersedes the previous version dated July 2020. It will continue to be reviewed on a regular basis, with any necessary adjustments made to the timetable in Chart A through the Council’s Authority Monitoring Report (AMR) process.
- 1.4 In terms of managing the Local Plan process, this LDS is supported by a number of other key documents, including the Authority Monitoring Report (AMR) and the Statement of Community Involvement (SCI).
- 1.5 The Authority Monitoring Report (AMR) assesses the implementation of the LDS itself and the extent to which planning policies are being achieved. It also provides a mechanism through which to keep ‘saved’ policies, schedules and guidance under review and delete any parts the Council no longer considers appropriate or relevant.
- 1.6 The Council’s Statement of Community Involvement (SCI) was adopted in September 2019. It sets out arrangements for public consultation in the connection with both the Local Plan and planning applications.

2. Overview of the Development Plan System

- 2.1 The Planning and Compulsory Purchase Act 2004 and The Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for producing a development plan for the Borough.
- 2.2 The development plan is essentially a document, or series of documents, containing the planning policies that the local planning authority will take into account when determining planning applications. The Borough Council is responsible for preparing most, but not all, documents that comprise the development plan.

(a) The current Development Plan

- 2.3 The current development plan for Dacorum Borough Council is made up of the following:

- Dacorum Borough's Local Planning Framework Core Strategy (adopted September 2013);
- Dacorum Site Allocations DPD (adopted July 2017);
- 'Saved' policies from the Dacorum Borough Local Plan 1991-2011 (adopted April 2004), not superseded by the above;
- Grovehill Neighbourhood Plan (May 2018)

and

- Hertfordshire Minerals Local Plan Review 2002-2016 (adopted March 2007);
- Hertfordshire Waste Core Strategy and Development Management Policies (adopted November 2012); and
- Hertfordshire Waste Site Allocations Document (adopted July 2014).

- 2.4 The preparation of Minerals and Waste Plans is the responsibility of Hertfordshire County Council, although the Borough Council is an important consultee. For further detail please refer to the County Council's website:

<https://www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/minerals-and-waste-planning/minerals-and-waste-planning.aspx>

- 2.5 All Development Plan Documents (DPDs) are the subject of an independent examination (or inquiry) by an Inspector. As part of the examination an Inspector will examine the "soundness" of the document(s): i.e. whether the proper procedures have been followed; how the document(s) relate to national/strategic planning policy or other relevant strategic advice; whether the document(s) are coherent and stem from a credible evidence base; and whether the policies in the document(s) are effective and deliverable. Whilst the Inspector's report is not formally binding, the Council cannot adopt a DPD unless it has been found 'sound.'

Core Strategy

- 2.6 The Core Strategy¹ sets out the planning framework for the Borough to 2031. Its aim is to deliver sustainable development i.e. new homes, facilities and businesses, whilst maintaining the quality of the environment. It provides a basis for planning for and securing new infrastructure provision, which should be aligned with new development.

Site Allocations

- 2.7 The principal role of the Site Allocations DPD² is to set the Council's detailed proposals and requirements for particular sites and areas in order to assist in the delivery of the levels of growth set out in the Core Strategy. It:
- Allocates sites for future development in the Borough;
 - Defines the boundaries of planning designations; and
 - Ensures appropriate infrastructure is identified and delivered alongside new development.
- 2.8 All designations and allocations are illustrated on a Policies Map.

Dacorum Borough Local Plan 1991-2011

- 2.9 All policies of the Dacorum Borough Local Plan 1991-2011 (DBLP), except Policy 27 relating to Gypsies and Travellers, were 'saved' in 2007 under transitional arrangements. Some DBLP policies have now been superseded by the Core Strategy and Site Allocations DPDs. The remainder will be replaced through the new Dacorum Local Plan, or additional guidance provided through the preparation of new supplementary planning documents (SPDs). For a full list of existing policies and replacement arrangements see:

<http://www.dacorum.gov.uk/docs/default-source/strategic-planning/policy-advice-note.pdf?sfvrsn=8>

Neighbourhood Plans

- 2.10 The Localism Act 2011 allows for Town and Parish Councils, and established 'Neighbourhood Forums' to prepare Neighbourhood Plans for their areas. Provided these conform with the strategic planning policies³ for the area and gain a majority vote in a local referendum, these plans will be adopted as part of the Development Plan for Dacorum.

¹ <http://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/local-planning-framework/core-strategy/core-strategy-adopted-sept-2013>

² www.dacorum.gov.uk/siteallocations

³ Definition of Strategic Policies available at: <http://www.dacorum.gov.uk/docs/default-source/strategic-planning/policy-advice-note.pdf?sfvrsn=8>

2.11 A Neighbourhood Plan for the Grovehill neighbourhood in Hemel Hempstead was supported at a local referendum on 15th February 2018, and Made (adopted) by Dacorum Borough Council on 16th May 2018. It now forms part of the area's statutory development plan. It is available at:

<http://www.dacorum.gov.uk/home/regeneration/grovehill-future-project/neighbourhood-planning> or via:
[http://www.dacorum.gov.uk/docs/default-source/regeneration/grovehill-future-neighbourhood-plan---examination-version-\(pdf\).pdf?sfvrsn=0](http://www.dacorum.gov.uk/docs/default-source/regeneration/grovehill-future-neighbourhood-plan---examination-version-(pdf).pdf?sfvrsn=0)

(b) The emerging Development Plan

New Dacorum Local Plan

2.12 The Council has made significant progress on its new Local Plan, beginning with an Issues and Options document published for consultation in November/December 2017. Following detailed consideration of the responses to that consultation and the completion of further evidential work the Council consulted on the Emerging Strategy for Growth between November 2020 and March 2021. The consultation document was prepared and consulted on during multiple national lockdowns arising from the Covid-19 Pandemic. The consultation was undertaken completely virtually following some temporary changes to the Council's adopted Statement of Community Involvement (SCI).

2.13 When completed, the new Dacorum Local Plan will comprise a single document, containing site allocations and development management policies in addition to strategic policies covering the development of the Borough of Dacorum. Existing policies and designations will be reviewed and updated as appropriate, taking into account new evidence and the outcome of discussions under the duty to co-operate.

2.14 It is envisaged that the new Dacorum Local Plan will cover at least a 15 year timeframe to reflect the guidance of the National Planning Policy Framework (NPPF). A summary of expected plan content and governance arrangements for the Local Plan is set out in Appendix 1.

2.15 Chart A (below) sets out the expected programme for production of the Dacorum Local Plan.

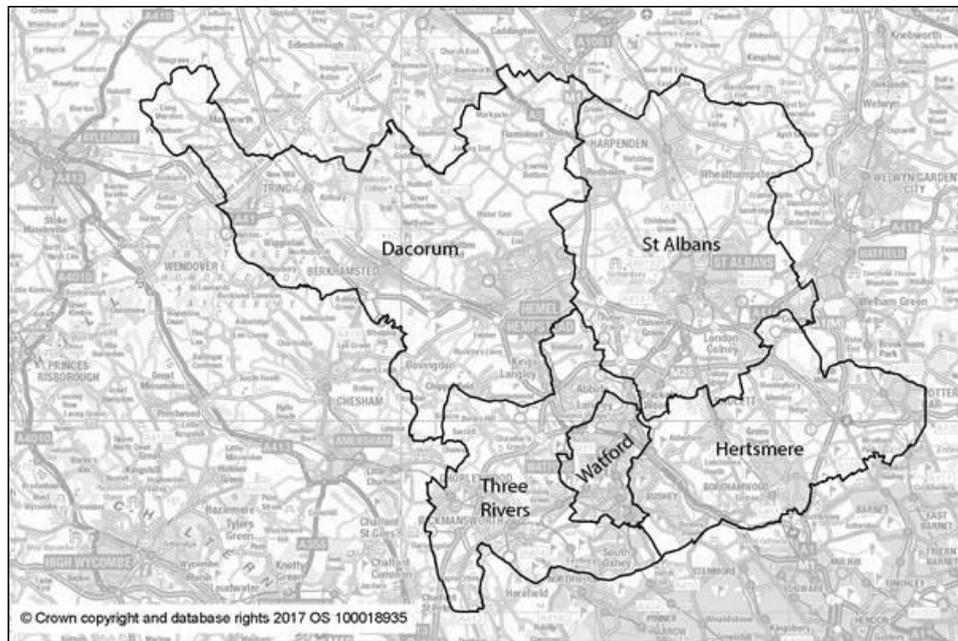
Joint Strategic Plan

2.16 Neighbouring authorities are increasingly being encouraged by Government to work together to provide the homes, jobs and infrastructure where people want to live.

2.17 In Spring 2018, Dacorum, Hertsmere, St Albans, Three Rivers, and Watford Councils gave formal endorsement to begin work on a Joint Strategic Plan (JSP) for South West Hertfordshire (see Figure 1 below). Work on the JSP will

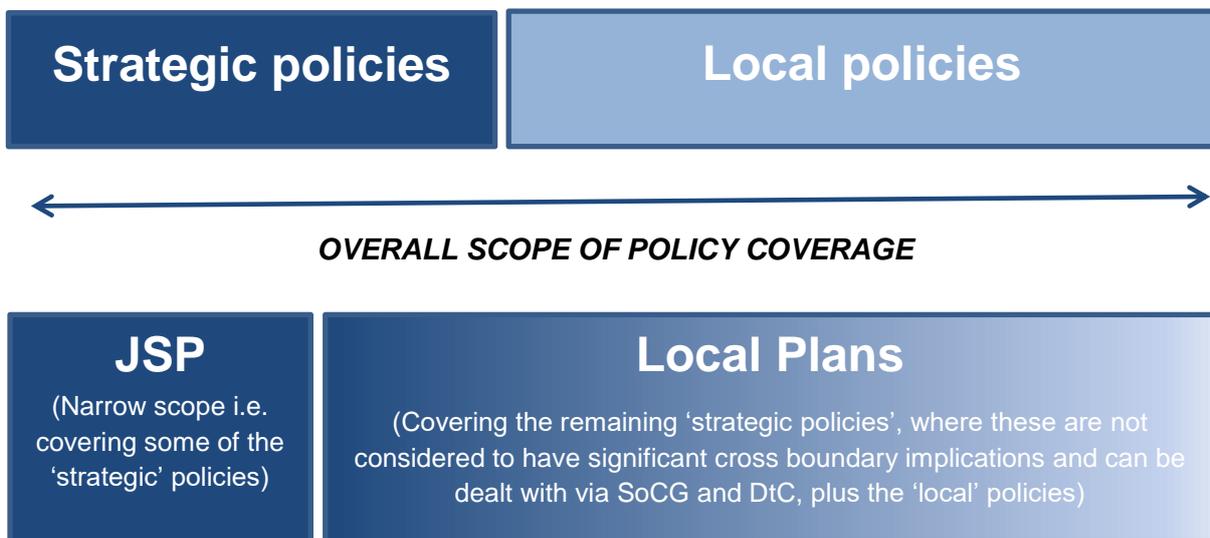
progress in accordance with its own Local Development Scheme and Statement of Community Involvement.

Figure 1: Extent of South West Hertfordshire Joint Strategic Plan Area



2.18 Each council will still be responsible for preparing its own Local Plan, but the JSP will provide the platform to consider how the challenges of growth in the wider South West Hertfordshire area can be addressed longer term (i.e. to 2050). Figure 2 below illustrates how these two key planning documents will fit together. A summary of expected plan content and governance arrangements is set out in Appendix 1.

Figure 2: Relationship between the JSP and the Local Plan



2.19 By working together, the South West Herts Councils will also be in a stronger position to deliver, and better fund essential local transport links, health services and educational facilities that local people want to see alongside new homes and jobs.

3. Additional Guidance

3.1 A range of Supplementary Planning Documents (SPD), Supplementary Planning Guidance (SPG) and Advice Notes has been prepared to support policies and proposals within the existing Development Plan. A full list is available online at:

[http://www.dacorum.gov.uk/home%5Cplanning-development/planning-strategic-planning/supplementary-planning-documents-\(spds\)](http://www.dacorum.gov.uk/home%5Cplanning-development/planning-strategic-planning/supplementary-planning-documents-(spds))

3.2 New Supplementary Planning Documents and other supporting documents will be developed to support the new Plan. These documents will replace the existing suit of documents, however, there may be a transition period between adoption of the new plan and completion of the supporting documents where weight will still be given to the older documents if they are not in conflict with the up to date policy framework in the NPPF and Local Plan 2020-2038.

4. Evidence, Resources and Risks

(a) Evidence

- 3.1 A range of technical studies have been prepared, or are being prepared, to use as the evidence base to support production of the Local Plan, Joint Strategic Plan and Supplementary Planning Documents (SPDs):

<http://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/new-single-local-plan/technical-work-for-the-early-partial-review>

- 3.2 Land Position Statements for employment and housing are prepared annually. They, together with other sources of information, are used to prepare the Council's Authority Monitoring Report. The most recent report is available online at:

<http://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/monitoring-reports-and-land-position-statements>

Historic reports can also be found using the link.

- 3.3 If the timetable within this LDS is revised as part of the AMR process, the revised timetable will supersede that contained in Chart A of this LDS and will provide the most up-to-date work programme.

(b) Resources

- 3.4 The Council attaches high priority to the expeditious delivery of both the Dacorum Local Plan and SW Herts Joint Strategic Plan, and despite financial stringency is maintaining the necessary mainstream funding. Budgets will continue to be reviewed on an annual basis and appropriate provision made. Where necessary some of the Local Plan budget will be used to bring in additional temporary staff resources, or consultancy support. Opportunities for additional funding sources such as grants from the Government's Planning Delivery Fund will also continue to be pursued.
- 3.5 Some 'pump-priming' funding has also been secured from Government to help take forward the Joint Strategic Plan, with a most recent award in March 2020. A dedicated team for the JSP is now resourced and in place. Evidence is being progressed ahead of public consultation later this year. Further funding will be required in due course from both Government and Council budgets to support the completion of the JSP through to adoption.

(c) Risk

- 3.6 The timetable for the production of the new Dacorum Local Plan has been modified to take account of progress to date. The programmes has also had regard to the emerging programme for production of the new South West Herts Joint Strategic Plan. It will continue to be managed to ensure that it remains both realistic and achievable, with the most recent update being made in July 2020. The Authority's Monitoring Report (AMR) will track performance and highlight any amendments required to the work programme set out in this LDS. This will be supported through monthly reporting on milestones via the Council's in-house project management software (Rocket).
- 3.7 There are however a number of sources of risk that could impact upon the delivery of the work programme set out within Chart A. These risks, together with appropriate mitigation measures are set out in Appendix 1.

5. Contact information

For further information regarding planning policy matters please contact:

Email: Strategic.Planning@dacorum.gov.uk

Phone: 01442 228660

Address: The Forum
Marlowes
Hemel Hempstead
Hertfordshire
HP1 1DN

Appendix 1

Summary of DPD content and governance arrangements

Title		Dacorum Local Plan
Description	Single composite plan incorporating the early partial review of the Core Strategy, together with the Site Allocations and updated development management policies (currently within the 'saved' Dacorum Borough Local Plan 1991-2011).	
Area Covered	Borough wide, with some site specific elements.	
Status	DPD	
Chain of Conformity	In general conformity with the NPPF	
Priority	High	
Key milestones		
Issues and options consultation	November - December 2017	
Preferred Option consultation	November 2020 – March 2021	
Draft Local Plan consultation	June – July 2023	
Publication	June 2024	
Submission	October 2024	
Examination	January 2025	
Adoption	October 2025	
Arrangements for Production		
Lead	Strategic Planning Team	
Management arrangements	Corporate Growth and Infrastructure Group, Strategic Planning and Environment Overview and Scrutiny Committee, Cabinet and Council. Corporate Management Team.	
Studies/evidence required	To include update of key technical studies relating to Sustainability Appraisal (including Strategic Environmental Assessment), the Habitats Regulations Assessment, housing, employment, retail, Green Belt, infrastructure, open space, leisure and site assessment matters.	
Resources required	See section 3.	
Stakeholder/community involvement	To comply with adopted Statement of Community Involvement. Strong emphasis on close liaison with adjoining local planning authorities and others regarding strategic planning matters, as required under the duty to co-operate.	

Monitoring and Review Arrangements

Review of policy performance carried out as part of Authority Monitoring Report (AMR) process.
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Appendix 2

Risk Assessment

Theme	Risk	Mitigation	Likelihood (with mitigation)	Impact (with mitigation)	Overall
Habitats Regulation Assessment	The work being undertaken as part of the Habitats Regulation Assessment has identified the potential for likely significant effects to occur as a result of planned growth in the Local Plan. With this, further work is needed to understand this and if appropriate a mitigation strategy will be progressed.	The Council is constructively engaging with relevant stakeholders to identify, what mitigation, if any is required to be delivered and secured through the Local Plan.	4	4	8
Legislation and National Policy changes	In August 2020 Government published a White Paper looking at a comprehensive review of all aspects of the Planning system. At the time of writing Government has yet to publish the responses to this consultation and it is still unclear what aspects of the White Paper will be taken forward and when we can expect legislation and changes to policy.	The Council will continue to liaise with Government on the timing of the Planning reforms.	4	4	8
Legal challenge	A legal challenge against the Local Plan could lead to significant costs to the Council and, if successful, could result in all or part of the plan being quashed.	The likelihood of a successful legal challenge is substantially reduced where the Local Plan is prepared in accordance with relevant regulations, is strongly aligned to the conclusions of the evidence that underpins it and the plan-making authority can demonstrate it has met the necessary 'tests of soundness'. Specialist external legal advice will be taken as and	4	4	8

		when necessary to help guide key decision-making.			
Capacity of Planning Inspectorate (PINs) and other statutory consultees	The capacity of the Planning Inspectorate is finite and is outside the Council's control. Public examinations could take longer than anticipated or be delayed against the PINS indicative timetables.	This will be mitigated through ensuring appropriate evidence is prepared and submitted and there is close liaison with the Programme Officer. Critical Friend and Legal Support has been retained to ensure that any issues or gaps in the plan coverage, evidence base or legal challenge are mitigated prior to submission of the plan to ensure that the Examination can be rapid and any delays minimised.	3	4	7
Financial Resources	Pressure on financial resources	Budgetary provision has been made for plan-making work, however the length of public examinations and cost of defending any subsequent legal challenges could add significantly to the amount required.	3	3	6
Reliance on External Parties	Preparation of the Local Plan requires specialist skill input from a number of external organisations. There are continued pressures on their resources which could have implications on the Local Plan.	We will continue to work closely with external partners and share detailed programmes with them to ensure necessary resources are secured at the appropriate time.	3	3	6
Infrastructure Planning	The Council will require the completion of a sufficiently detailed Infrastructure Delivery Plan to support the Local Plan. Any delays by infrastructure providers and other key stakeholders in completing their assessments and delays to decision making from key stakeholders could delay the Plan or leave gaps in the evidence.	Discussions with key stakeholders are ongoing through the Duty to Cooperate process to ensure that third parties are aware of Local Plan Deadlines and identify strategies to ensure targets to be met.	3	3	6

Developer negotiations	Prior to completing the Plan the Council needs to obtain commitments from developers on certain policy requirements and infrastructure. If this process is delayed or sites are not able to deliver essential infrastructure then the Council may need to reconsider its strategy. Officers do require sufficient time to ensure all of the site requirements are known and can be agreed with individual developers. A comprehensive engagement programme with developers and infrastructure providers is in place and is being adapted to be carried out remotely.	Discussions are underway with landowners and developers to set out and agree the precise requirements they need to include on their sites (inc. affordable housing numbers, schools, highways improvements, climate change mitigation).	3	3	6
COVID-19 Pandemic	The UK continues to live with the impact of the Covid-19 Pandemic. Although restrictions have progressively eased throughout 2021 the emergence of new strains of the virus continue to be a risk. This may necessitate the imposition of further restrictions which could have implications for the Local Plan.	Officers are continuing with Plan drafting, evidence gathering and engagement wherever possible through home working and virtual meetings and electronic communications.	3	3	6
Duty to Cooperate	Failure to agree critical cross boundary strategic planning issues with prescribed Duty to Co-operate bodies.	A comprehensive programme of Duty to Cooperate meetings are underway to discuss strategic issues for plan making. These meetings have identified key issues and potential opportunities and solutions to address the issues identified. Risks relating to how these issues will be addressed will be reduced through the production of a Statement of Common Ground with adjoining authorities. Regular meetings with other DtC bodies will help minimise any wider issues arising, or enable them to be addressed early on in the plan-making process.	2	3	5

Soundness Issues	Local Plans must be underpinned by detailed evidence. This evidence will face detailed scrutiny from the Planning Inspector and other stakeholders during the independent examination process. There is a risk that in the absence of robust, up-to-date evidence the Local Plan is found 'unsound' and the Council may need to return to an earlier stage of Plan preparation.	The Council will continue to work with critical friend, PAS and the Planning Inspectorate to ensure that the appropriate evidence is in place to support the Local Plan. Evidence has been commissioned jointly across South West Hertfordshire and between two or more of the SW Herts authorities to ensure that wider (strategic) impacts are acknowledged and addressed. This will ensure that evidence is robust and consistent across the wider area. The Council is also commissioning further work to mitigate this risk.	2	3	5
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Agenda Item 9



Report for:	Cabinet
Date of meeting:	15 th February 2021
Part:	1
If Part II, reason:	

Title of report:	Homes England Funding for Housing Development
Contact:	Cllr Margaret Griffiths, Portfolio Holder for Housing Cllr Graeme Elliot, Portfolio Holder for Finance James Doe, Strategic Director of Place Fiona Williamson, Assistant Director Housing Nigel Howcutt, Chief Finance Officer David Barrett, Housing Development Group Manager Farida Hussain, Group Manager (Legal and Corporate Services), Legal Governance Management
Purpose of report:	To approve the draw down of funds from Homes England for Housing Development purposes via delegated authority.
Recommendations	That Cabinet agrees to delegate authority to the Chief Finance Officer and Strategic Director of Place, following consultation with the Portfolio Holders for Housing and Finance and Resources, to draw down grant funding in relation to all successful bids for funding via the Affordable Homes Programme 2021 to 2026 which is administered by Homes England.
Period for post policy/project review	There will be a 12-month defect liability period after practical completion. A 2 year review period is recommended for this project.
Corporate objectives:	Delivering Affordable Housing
Implications:	<u>Financial</u> This funding will assist in supporting the delivery of the Council's new homes programme and will complement the 141 receipt that supports the programme and reduce pressure on the HRA capital budget.
'Value for money' implications	<u>Value for money</u> Each project has been, or will be, awarded to a contractor after going through a procurement programme involving a robust tender process.

Risk implications	A risk assessment is completed for these projects by the Project Manager / Employers Agent and reviewed monthly from the award of the contract.
Community Impact Assessment	A Community Impact assessment is not required. Homes are developed and allocated in line with the demand for social housing and replicate the criteria for assessment, as set out in the Council's Allocation Policy, which has had a full assessment.
Health and safety Implications	<p>Each new build scheme has in place a Principal Designer and Construction Design and Management Regulations (CDM) Advisor. Contractors are required to comply with the Council's Health and Safety (H&S) policy along with Considerate Constructors requirements.</p> <p>Health & Safety is identified as a key risk of the Housing Service and is reported to the Council's Housing and Communities Overview and Scrutiny Committee on a quarterly basis. To ensure compliance, monthly site checks carried out on behalf of DBC as the client to ensure adherence to H&S procedures.</p>
Monitoring Officer/ S.151 Officer Comments	<p>Deputy Monitoring Officer:</p> <p>Officers should ensure that any grant agreement entered into is reviewed by Legal and that compliance with grant conditions is monitored.</p> <p>S.151 Officer</p> <p>The housing Service applies or Homes England Grants on all eligible developments and the Council utilises any grant funds in conjunction with other funding streams to maximise the use of available resources.</p>
Consultees:	<p>James Doe, Strategic Director of Place</p> <p>Fiona Williamson, Assistant Director Housing</p> <p>Nigel Howcutt, Chief Finance Officer</p> <p>David Barrett, Group Manager, Housing Development</p> <p>Farida Hussain, Group Manager (Legal and Corporate Services), Legal Governance Management</p> <p>Andrew Linden, Team Leader, Commissioning, Procurement & Compliance</p>
Background papers:	N/A
Glossary of acronyms and any other abbreviations used in this report:	<p>HRA Housing Revenue Account</p> <p>CDM Construction Design and Management Regulations</p> <p>H&S Health and Safety</p> <p>IMS Investment Management System</p> <p>DLUHC Department for Levelling Up Housing and Communities</p> <p>MMC Modern Methods of Construction</p> <p>SME Small and Medium Enterprises</p>

1. Executive Summary:

- 1.1 Subject to successful applications, this report seeks approval to accept grant funding via delegated authority. The funding stream is provided by The Department for Levelling Up Housing and Communities (DLUHC), Affordable Homes Programme 2021 to 2026 and is administered by Homes England. The initial schemes that will be submitted for consideration are new build affordable housing projects at Randalls Ride, St Margaret's Way and 5 No Garage Sites.

2. Introduction/Background:

- 2.1 The Affordable Homes Programme 2021 to 2026 provides grant funding to support the capital costs of developing affordable housing for rent or sale. As the Government's housing accelerator, Homes England is making available £7.39 billion from April 2021 to deliver up to 130,000 affordable homes by March 2026 outside of London.
- 2.2 To receive grant funding, an organisation needs to be a qualified Investment Partner of Homes England. Dacorum Borough Council has recently achieved this status and been accepted as Investment Partners.
- 2.3 The route to funding is via a scheme by scheme bidding process through continuous market engagement. This route allows providers to apply for funding for individual schemes. All schemes funded must have started on site by 30 September 2025 and be completed by 31 March 2026.
- 2.4 The funding targets support the following strategic objectives:
 - Placing significant focus on and investment in Modern Methods of Construction (MMC)
 - Encouraging uptake of the National Design Guide, which is part of the government's collection of planning practice guidance within the National Planning Policy Framework.
 - Improving the energy efficiency and sustainability of new affordable housing supply.
 - Encouraging the use of SME contractors.
- 2.5 To allow for this, some of these elements are included in the assessment criteria for funding applications. All providers successful in bidding will be required to enter a grant agreement with Homes England.
- 2.6 Applications for affordable housing funding through continuous market engagement are known as bids. Bids are submitted through the Homes England Investment Management System (IMS). There is no fixed bidding round for this fund. Bids can be submitted on a rolling basis from opening for as long as there is funding available. Bids are assessed on an individual basis and should aim to ensure that the following is achieved:

- Meet the government's aspirations to increase the levels of affordable homes and home ownership
- Offer good value for money where costs are minimised
- Have good and demonstrable prospects of early delivery and within the programme timescale
- Where achievable, meet the wider strategic objectives of the programme, particularly the use of Modern Methods of Construction

3. Key Issues

- 3.1 The Housing Development Team is in the process of seeking funding for three projects. Homes England has advised that, in order to attract the maximum grant funding, the optimum time for a formal submission is once tenders have been returned and a construction partner has been identified. The schemes considered initially are:
- 3.2 30 units at Randall's Ride, Hemel Hempstead
46 units St Margaret's Way, Hemel Hempstead
25 units across 5 No Garage Sites
- 3.3 The intention is to apply for a funding level of approximately 40% of the project cost (not including land costs or any re provision of existing units).
- 3.4 Applications for funding are to be made for 'firm' schemes which have been fully identified and details of the planned development confirmed (site, cost, tenure mix, delivery timeline, etc) and planning permission has been achieved. Bids must be submitted with a best and final offer and full details provided through IMS.
- 3.5 Homes England scores all scheme proposals against regional and scheme type averages. These averages are used as benchmarks to compare the levels of grant requested (for example, against the average grant requested locally and nationally for similar schemes) and what the scheme will deliver, (for example, grant requested relative to the size of the homes being built), to ensure bids are competitive on both costs and outputs.
- 3.6 The two key elements to assessment are cost minimisation and deliverability, with further qualitative assessment against the strategic objectives of the fund. Homes England assesses how proposed developments meet the wider strategic objectives of the fund and prioritises schemes which help to deliver these objectives. This will be done both through qualitative assessment and by acknowledgement of justifiable variations in the quantitative assessment on cost and delivery.
- 3.7 Cost minimisation - the primary assessment metric is grant per home. This is benchmarked against national, local and scheme type averages to ensure bids are competitive on both costs and outputs.
- 3.8 Deliverability - to ensure the scheme can be delivered within the funding timeframe, deliverability will take account of the level of planning, land

ownership and progress on contracting at the point of bidding. Past performance for current partners will also be considered as well as forecasts from comparable schemes for new partners. Bids will also be tested on how they are supporting local authorities in meeting local housing needs.

- 3.9 Following the execution of the contract, Homes England will pay out grant against the achievement of delivery milestones – 40% on site acquisition, 35% on start on site and 25% on practical completion.
- 3.10 All partners are required to report on delivery at regular intervals. This includes data and metrics relating to the strategic priorities of the Affordable Homes Programme.
- 3.11 As part of the programme and contract management, Homes England also carries out an annual procedural compliance audit on a sample of schemes to ensure requirements have been met.
- 3.12 Homes England publishes information relating to the costs and expenditure of schemes funded through the Affordable Homes Programme. As a condition of funding, there are contractual obligations for partners around sharing and the publishing of this information. Partners who are awarded funding of more than £3million also need to publish details of expenditure over £500 relating to their development schemes every quarter, which Homes England may also publish.
- 3.13 Partners are required to supply information about development costs and agree that Homes England can verify this on an 'open book' basis at any stage.

4. Conclusions:

- 4.1 At the appropriate point in the life of a project, the Housing Development team in conjunction with Finance Department will look to apply for grant funding to support the projects up to a level of 40% of the total project cost (not including land costs or any requirement to replace existing units). On receipt of a formal offer from Homes England delegated authority to accept the grant will be obtained.

5. Recommendations:

- 5.1 To delegate authority to the Chief Finance Officer and Strategic Director of Place following consultation with the Portfolio Holder for Housing and Finance and Resources to draw down grant funding. This is in relation to achieving successful bids for funding via the Department for Levelling Up Housing and Communities (DLUHC), Affordable Homes Programme 2021 to 2026 which is administered by Homes England.



Dacorum Borough Council Customer Engagement Strategy [2022-2025]

V0.2

Document History

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1 Purpose of this strategy

1.1 Council priorities and the alignment of this strategy

The global coronavirus pandemic has forced us to change how we deliver services to our residents, businesses, and visitors. It triggered an inevitable change in customer demand, behaviours, and expectations where they had to access services in different ways. Our customers have become accustomed to these changes, and they have felt both the benefits and drawbacks from our adapted delivery.

As part of our post-covid reset, we need to ensure that we are building on foundations of our response to the pandemic: strengthening and maturing our relationships within communities and the voluntary sector, improving our digital offering, and providing services with finite resources. The lessons we have learnt need to be shared and embedded across the whole council, which will help us identify the areas where improvement is needed to provide a consistent customer experience in line with our vision..

It is critical that during this reset we engage with our customers to review where we have not met customer expectations, where we may be excluding customers and where we have low areas of customer satisfaction. Customer service is not just about accessing services, digital service delivery and having a customer service centre: it is about embedding customer focus in everything we do and how we do it should be a priority for all of us.

To drive these behaviours and to support the vision in our corporate plan 2020-2025 *“Working in partnership to create a borough which enables the communities of Dacorum to thrive and prosper”*, we have developed a vision for our customers, which is:

“To put the customer at the centre of our services in order to provide a positive and effective customer experience, and to empower our staff so they can deliver consistent and quality Council services.”

Setting out our customer vision, principles, and approach to our customer engagement in this strategy will enable us to consistently design and deliver our services with the customer at the heart of everything that we do, whilst managing the ongoing financial pressures that local authorities face.

1.2 Goals of this strategy

Our goals are to:

- Put the customer at the centre of our services
- Provide a positive and effective customer experience.
- Empower our staff so they can deliver consistent and quality Council services
- Establish a corporate approach to customer research, customer feedback and continuous improvement
- Influence customer behaviour to encourage increased adoption of online and automated channels
- Embed customer focus in all roles, teams, and services, and manage ourselves against this

- Provide us with customer insight and increase intelligence-led decision making
- Reduce the cost of interactions and remove inefficiencies

Our goals will enable us to reach our vision and provide a clear roadmap for the customer strategy.

Industry accepted estimates on the cost of customer contact across channels, based on data collected from 200 councils for SOCITM's Customer Access Improvement Service briefing, show that typical costs are £8.62 per visit for face-to-face meetings; £2.83 per call by phone; and £0.15 per "visit" via a council website.

There is a corresponding trade-off with the level of reassurance provided to customers, as illustrated below. The principles established in this strategy will enable us to deliver improved customer experience that takes into consideration the different types of customers we have, the services that they are accessing and the appropriate range of channels we need to offer.

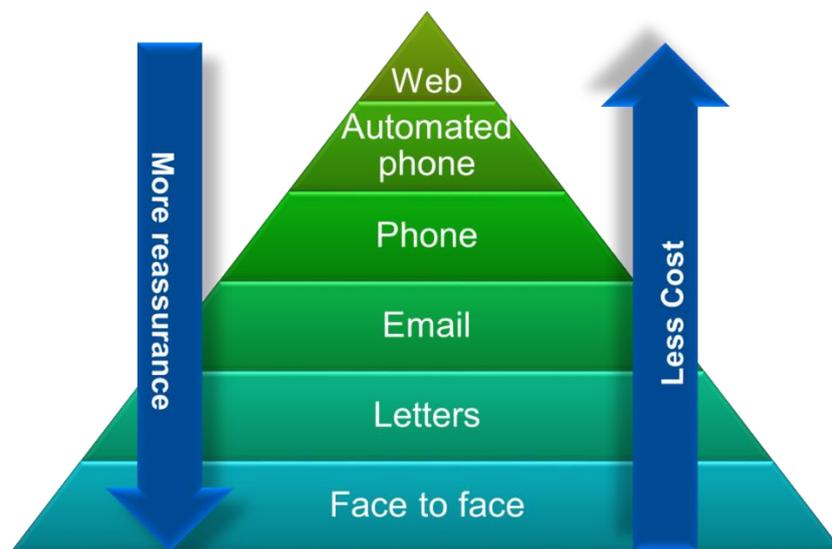


Figure 1: Cost vs reassurance by contact channel

In addition, efficiencies can be achieved by encouraging customers to adopt self-service channels and shaping how demand comes into us. They can be achieved through enabling enquiries and requests to be resolved as early as possible, meeting our aspiration 'one and done' by customer service teams and minimising the amount of contact going direct to staff working on cases. It is important that customers can contact officers who are handling work that is of a more complex or of long-lasting nature (e.g., an application that might take weeks to process) but wherever possible contact should be via self-service or triage channels.

1.3 Principles we will follow

Alongside the development of the customer vision, we have created 11 design principles, that can be aligned to 3 key themes; customer experience, channel shift and demand management, and ways of working (see Figure 2).

These design principles will force us to ensure that we strike the right balance between driving increased adoption of digital channels and providing proactive and preventative services to our customers with complex needs. They will become embedded in our approach to designing new services and improving existing services.

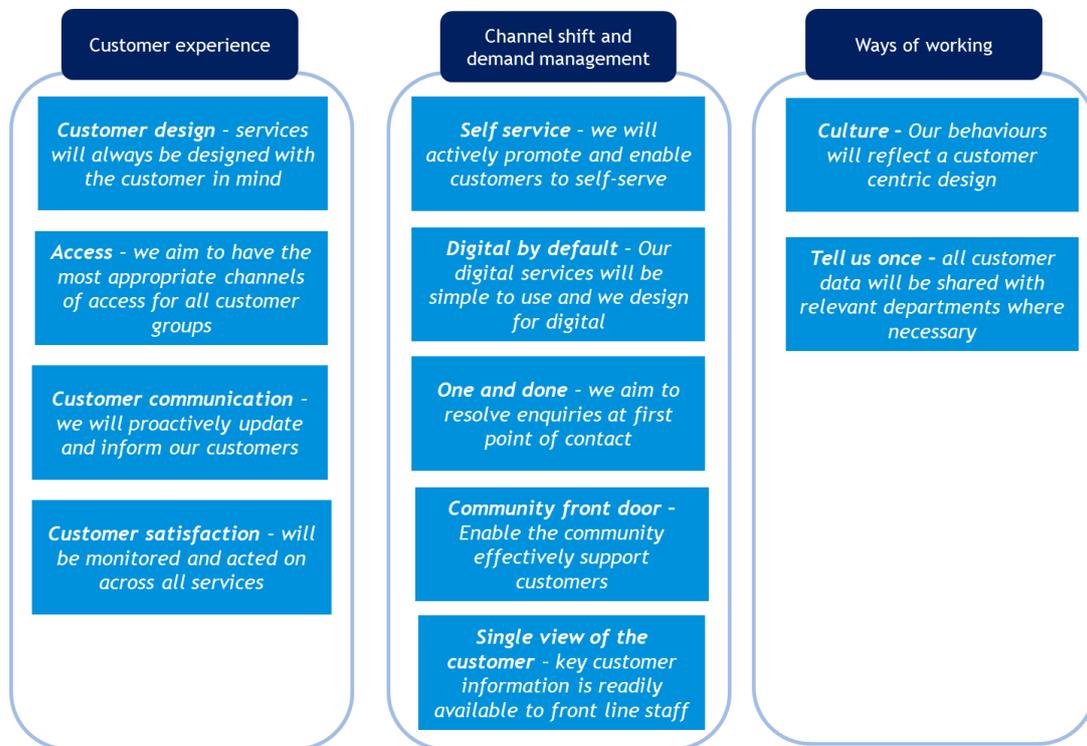


Figure 2: Design principles by theme

1.4 Being data-driven

Many of the principles above depend upon us collecting, analysing, and making better use of, data. Our approach to this will need to focus on five important areas:

1. **Customer profile:** age, preference, ability to access services and other factors.
2. **Service metrics:** what services we provide, including volumes, when are we providing them, how are we providing them, satisfaction levels.
3. **Delivery channels:** the effectiveness of current delivery channels that are available to use, as well as those that may be available in future.
4. **Organisational ways of working:** the skills and knowledge required to deliver our vision and principles, understanding where processes and policies need to change to empower staff, ensuring continuous improvement through feedback and performance
5. **External factors:** we will work closely with partners to share information, where appropriate, to deliver a seamless customer experience and we will respond to changes in legislation and Government directives.

Our current data collection for customers is limited and we will need to start to build up data and feedback ensuring we are embedding it into the design of our services.

2 Context – Dacorum, the Council, and our demographic

2.1 National context

According to the Office for National Statistics¹, 96% of households now have internet access across Great Britain (see Figure 3 below). 100% of households with children, or 2 adults aged between 16 – 64 have access to the internet, and 95-97% of households with at least one adult between 16 – 64. For households that have a single adult at 65 years old or more the amount drops to 80%, but when another adult (ages 16 – 64) lives in these households, this rises to 94%.

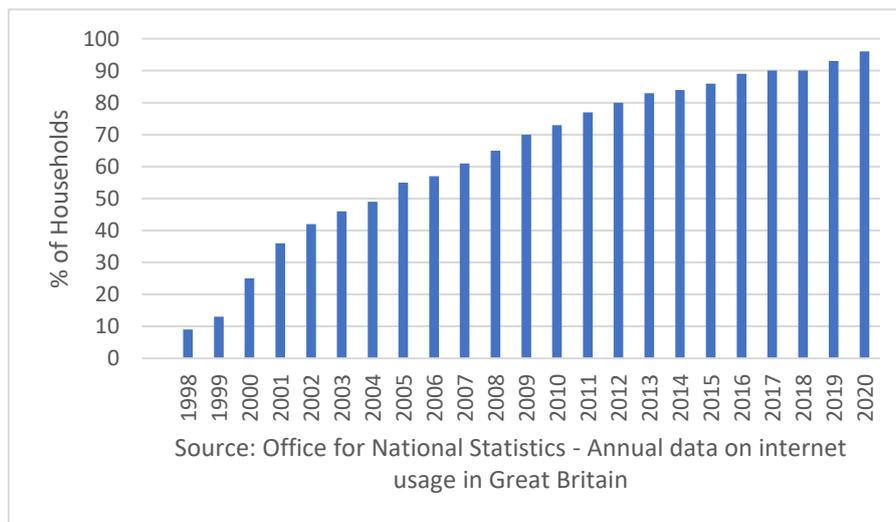


Figure 3: Households with internet access in Great Britain, 1998 to 2020

While 89% of adults used the internet daily in 2020, this percentage reduces significantly across age groups over 44 years old, 67% of adults aged 65 years and over, used the internet daily, while 18% had not used the internet in the last three months (see Figure 4). However, this is a large increase against 2019, when 61% of adults aged 65 years and over, used the internet daily and 24% had not used it in the last three months.

The statistics also indicate that 84% of adults who are defined as disabled in line with the Equality Act definition, use the internet daily, while 8% had not used it in the previous 3 months.

1

<https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsozialmediausage/bulletins/internetaccesshouseholdsandindividuals/2020>

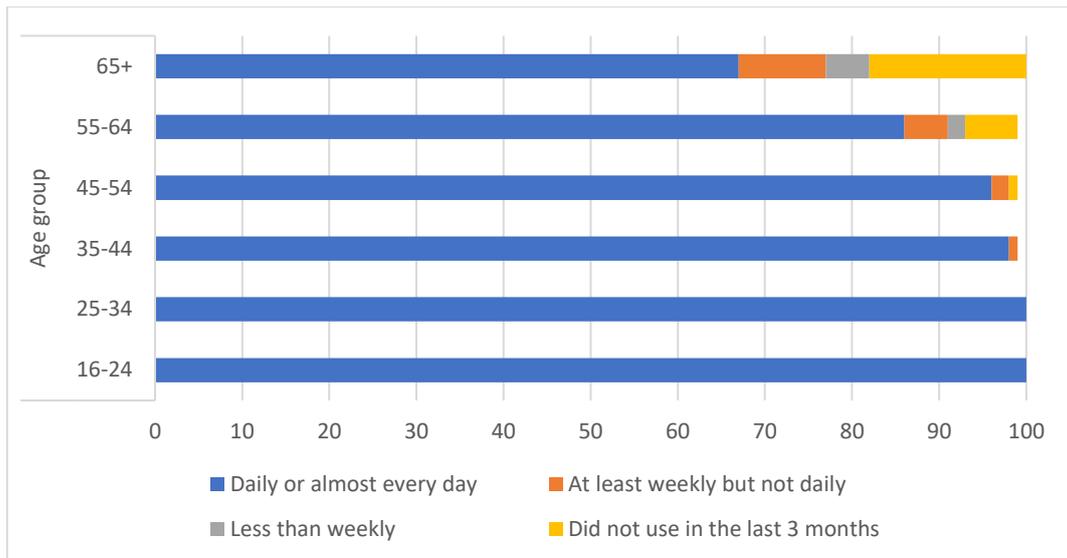


Figure 4: Internet use within the last three months, Great Britain, 2020

Since 2014, the ONS has been collecting information on the reasons why households use the internet to interact with public authorities or services. Between 2014 and 2020, there has been a 7% increase to 44% in people using the internet to obtain information about public authorities or services from websites. In the same timeframe, submitting online forms has increased by 5% to 37% and downloading official forms has dropped 3% to 26%.

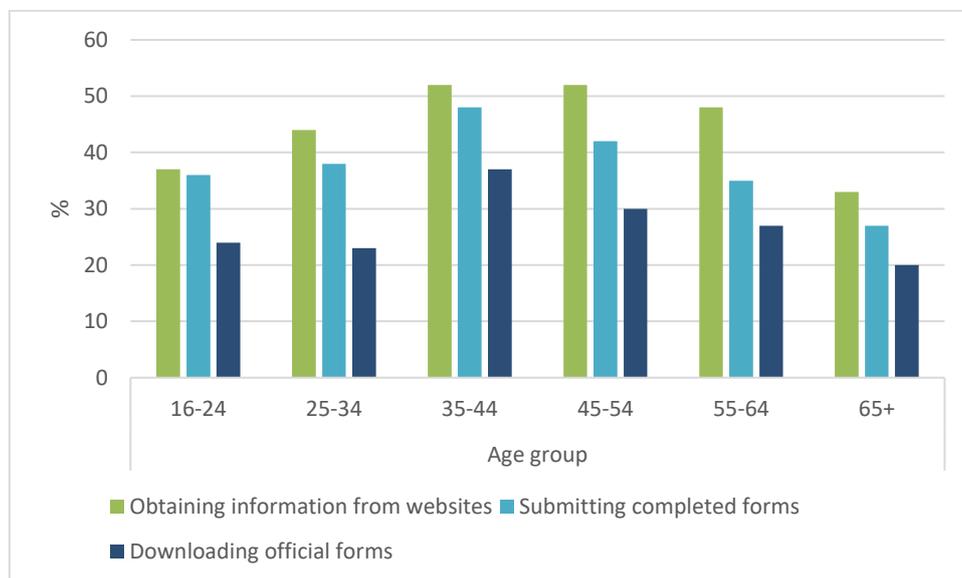


Figure 5: Reasons for interacting with public authorities or services using the internet, in the previous 12 months, Great Britain, 2020

Since 2009, the percentage of adults who use the internet daily has grown by 34 percentage points, to 89% in 2020. Mobile phones or smartphones are the most popular devices used to access the internet, but there is an emergence of devices that connect and exchange data with other devices and systems over the internet, the 'internet of things'. For example, 35%

of the population used a virtual assistant smart speaker or app to access the internet in the past three months of 2021.

In conclusion, the vast majority of the UK population now routinely uses the Internet to communicate, find information and transact. Although older adults are still least likely to use the Internet, this is changing more quickly than for any other part of the population. The internet of things is being used more frequently to help overcome barriers for the elderly and vulnerable in a range of sectors including, social care, health care and community. However, there is still a large proportion of people who do not use the internet to access information about public services and with the nature of the activities they are completing, they prefer to do it over the phone or in person. Therefore we can assume that a large proportion of simple local government transactions can take place on-line, but there is still a need to offer multiple channels but not to the same extent.

2.2 Local context – Dacorum Borough Council

Dacorum is an affluent and green borough with 50% of land being designated Green Belt². The borough has a population of 154,763 which is projected to increase to 165,486 by the year 2043³. Over 70% of the population of Tring and Berkhamsted are in the 3 least deprived deciles of LSOAs in England for income⁴.

Key facts and issues for the borough include:

- Hemel Hempstead, as the largest urban centre in the borough, is closer matched to England's average deprivation than Tring and Berkhamsted which show low levels of deprivation⁵
- Dacorum performs well above England's average deprivation metrics in Health Deprivation and Disability, Index of Multiple Deprivation, Employment and Living Environment⁶
- Dacorum underperforms England's average for Barriers to Housing and Services, with 65% of its population below the 50th percentile.⁷
- White ethnic groups account for 90.9% of the population. Asian ethnic groups account for 4.6% (Census 2011)⁸
- Above average weekly income £630 vs. national average of £587 in 2020⁹

² <https://www.gov.uk/government/statistics/local-authority-green-belt-statistics-for-england-2019-to-2020>

³ Page 9 - [Dacorum Borough Council Data Dashboard](#)

⁴ Page 6 - [Dacorum Borough Council Data Dashboard](#)

⁵ Page 6 - [Dacorum Borough Council Data Dashboard](#)

⁶ Page 6 - [Dacorum Borough Council Data Dashboard](#)

⁷ Page 6 - [Dacorum Borough Council Data Dashboard](#)

⁸

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/2011censuskeystatisticsforlocalauthoritiesinenglandandwales>

⁹ <https://www.nomisweb.co.uk/reports/lmp/la/1946157223/report.aspx#tabempunemp>

- Life expectancy is higher in Dacorum than in England & Wales for both men and women (81.11 vs 79.44 and 83.95 vs 83.11 respectively)¹⁰
- Dacorum, like the UK as a whole, has experienced a drop in wellbeing measures from 19/20 to 20/21 as a result of the pandemic; life satisfaction, feeling that life is worthwhile, and happiness have all seen drops¹¹. Anxiety in Dacorum was rated 2.79 in 19/20 (vs 3.05 for the UK) and has grown at double the national trend to 3.28 (vs 3.31 in 20/21)¹².
- General low levels of homelessness, in 2019 10 single people slept rough in the borough, reducing to 7 during the 2020 pandemic¹³
- Above average economically active population vs England average (83.7% vs 79.5%)¹⁴
- Low levels of unemployment, below the average for England (3.5% vs 4.8%)¹⁵
- 56.7% of residents have a level of qualification equivalent to NVQ3 or above¹⁶; the average for England is 57.1%

In conclusion, Dacorum has an increasing population which means we are likely to see increases in demand for council services with decreasing per head funding. The population is well-educated, economically active, with a high proportion of residents with English as their first language. The majority of people of Dacorum are well placed to access services online, with the skills to do so. However, there is a small proportion of the population for whom accessing services online may not be possible or suitable.

2.3 Organisation context – the council and our customers

2.3.1 Customer demand

Like all councils, the Council has seen significant reductions in government funding over the past 10 years. According to National Audit Office figures¹⁷, the council's spending power reduced by 23.9% between 2010-11 and 2017-2018, a slightly lower reduction than the average for district and borough councils of 30.1%. New analysis shows that local services face a funding gap of £7.8 billion by 2025¹⁸. In addition to the funding pressures, the coronavirus pandemic has had a phenomenal impact on our customers, their expectations of us and how we deliver our services. We need to understand the demand that we receive, who from and through which channels.

¹⁰

<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/datasets/lifeexpectancyestimatesallagesuk>

¹¹

<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/april2020tomarch2021>

¹²

<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/april2020tomarch2021>

¹³ <https://www.gov.uk/government/statistics/rough-sleeping-snapshot-in-england-autumn-2020>

¹⁴ Page 13 - [Dacorum Borough Council Data Dashboard](#)

¹⁵ Page 13 - [Dacorum Borough Council Data Dashboard](#)

¹⁶ Page 8 - [Dacorum Borough Council Data Dashboard](#)

¹⁷ <https://www.nao.org.uk/highlights/financial-sustainability-of-local-authorities-2018-visualisation/>

¹⁸ https://www.local.gov.uk/sites/default/files/documents/5.40_01_Finance%20publication_WEB_0.pdf
(page 7)

'Customer' means any user of our services, including residents, non-resident service users, businesses, and parish councils. Our customers have many reasons to contact us, which we can categorise as:

- Finding information and guidance: e.g., web pages, promotional information, community campaigns
- Requesting a service: e.g., planning enforcement, registering for council tax, registering a birth, paying a bill, obtaining advice
- Getting help with vulnerable circumstances: e.g., homelessness, rent arrears, council tax discounts or exemptions
- Having their say: e.g., public consultations, making complaints
- Providing service updates: e.g., a contractor providing an update on a gas service they've completed on a council asset, referrals from partners

We recognise that each of these contact types will come through to us across the different channels we offer. As shown in Figure 1, each of our channels has a cost implication and we need to consider each of our contact types, and which channels we are shifting customers towards. The opportunities to shift customers of the contact types to more cost-effective online solutions will vary due to the type of transaction, the amount of risk involved, the comfort with technology and the intricacy of the query. This is visualised for the different contact types in Figure 6 below.

For example, a customer who needs to get help with vulnerable circumstances will most likely either call us, or 'walk in' and meet with us face to face. While this is a more expensive type of contact, we must balance the risk, the complexity of needs and the assurance the customer needs to deliver the right outcomes. This would be different to a customer who wants to find out what they need to provide for a licensing application. In this example, we would want to shift this customer to self-service using our website, as this contact type involves less risk, is less complicated and less assurance is required.

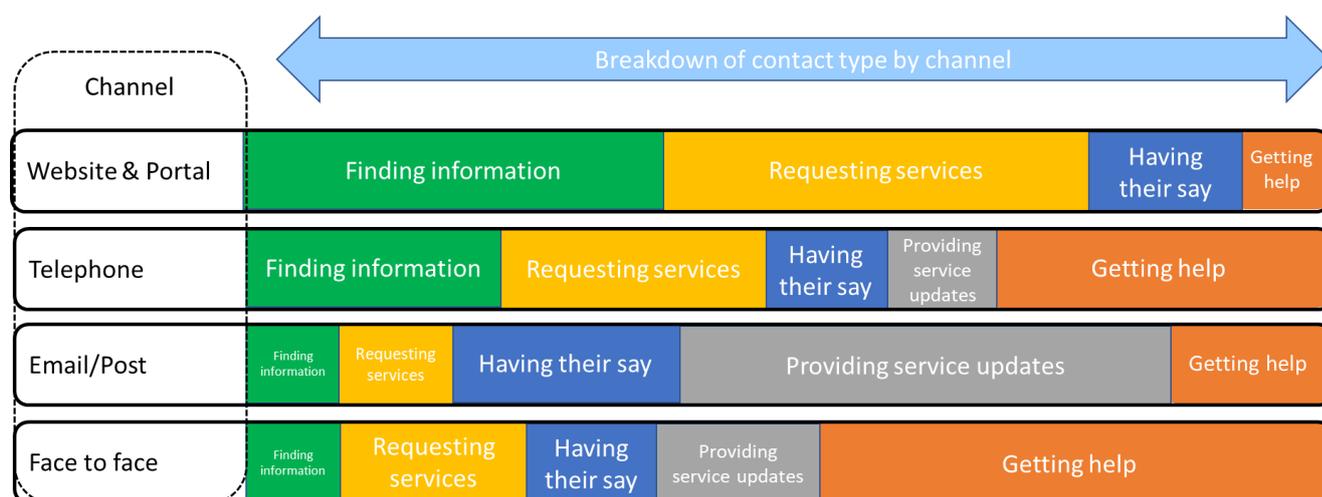


Figure 6: Visualisation of contact type by channel

We define online services as services that can be managed digitally from start to finish, for example the customer completing an online form, which automatically creates a case in council systems using the data provided for them, and the customer tracking their case online to completion. For this reason, we do not consider PDF application forms or online

forms that generate emails to be true online services. **We will need to create the right mix of service channels, for each type of contact and for each type of customer to maximise the customer experience and efficiency opportunity and shift from our current state of high volume pdf.**

2.3.2 Current performance

Figure 7 below shows the current split of customer contacts by channel between 1st September 2020 and 31st August 2021. The proportional split indicates that across this 12-month period, interactions are most commonly made via telephone calls or online forms.

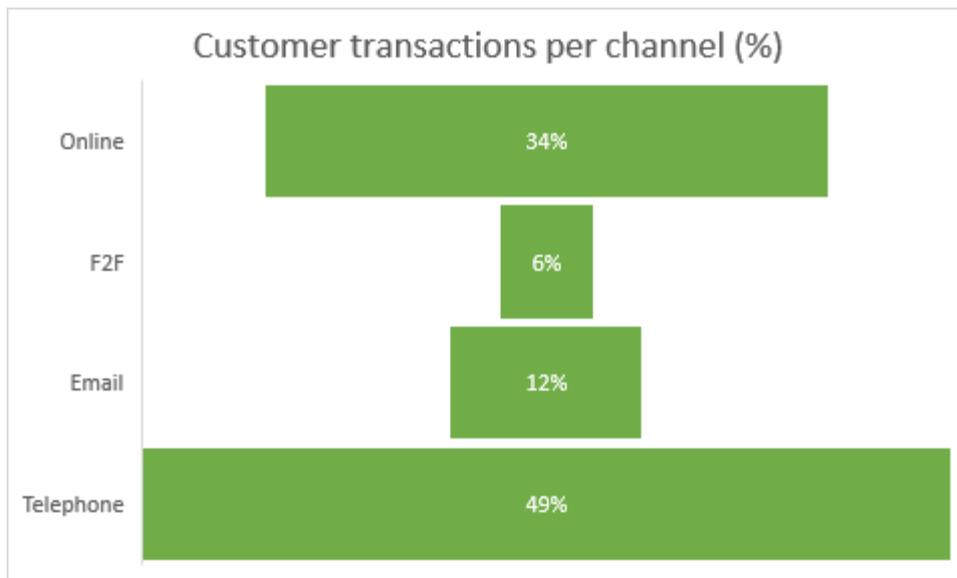


Figure 7: Customer transactions by channel September 2020 – August 2021

However, it is important to note that if we remove online payment transactions from the online total, the percentages per channel shift significantly (see Figure 8). So there is significant opportunity for us to enable a channel shift to more online transactions through this strategy.

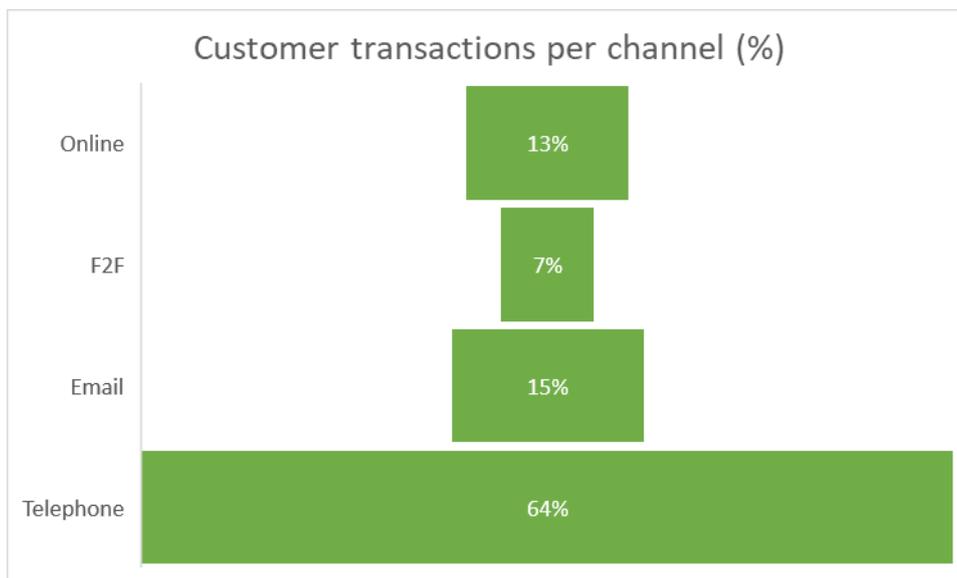


Figure 8: Customer transactions by channel (without payments) September 2020 - August 2020

Telephone

We received 255,998 calls into the Council in the period surveyed, which includes calls that had to be re-directed to officers or departments outside of the organisation. In February 2021 we established a new coding structure to categorise our calls. It is important to recognise that 22% of calls have not been allocated a category at all, and some are categorised as 'avoidable' (1%) or 'unavoidable' (7%) but do not detail the topic of the call. However, using these categories we know that the highest volume calls relate to waste (14%), revenues and benefits (14%), payments (10%) and services we do not provide (8%).

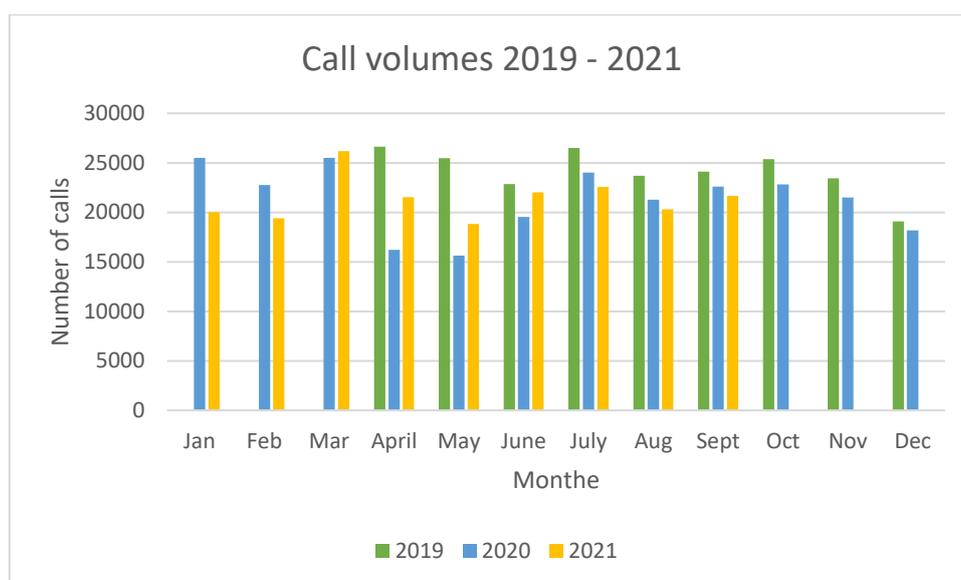


Figure 9: Call volumes by month between 2019 to 2021

When we compare our current levels of calls to pre-pandemic volumes (Figure 9) we can see that there has been a decrease in volume per month. However, the large decrease in calls seen during the first lockdown period of April – June 2020 has not been maintained.

We currently monitor a small range of metrics that can tell us about the experience our customers have when they are in a queue waiting for their call to be answered. We know that on average:

- 84% of calls are answered within 3m 10s
- 8.5% of calls are abandoned by the customer, waiting no longer than 1m 56s before doing so
- 7.4% of calls are re-directed to other organisations
- 95% of requested call backs are completed, while 5% are rejected

While we have the data for this aspect of performance, we do not have any customer satisfaction or feedback built into our processes and systems. We need to establish what is important to measure, what data we will use to measure it and how we will address performance issues when we review the data. Example metrics are provided in 'Section 5: How will we measure our progress?'

We have a higher-than-average volume of calls for a council of our size, which indicates that we have not yet maximised the adoption of online transactions.

Online

We received 170,447 transactions via the online forms, on our website of which 126,495 were for online payments. We also received 5,549 transactions via the Direct Debit portal, and 1,977 planning applications via the national Planning Portal.

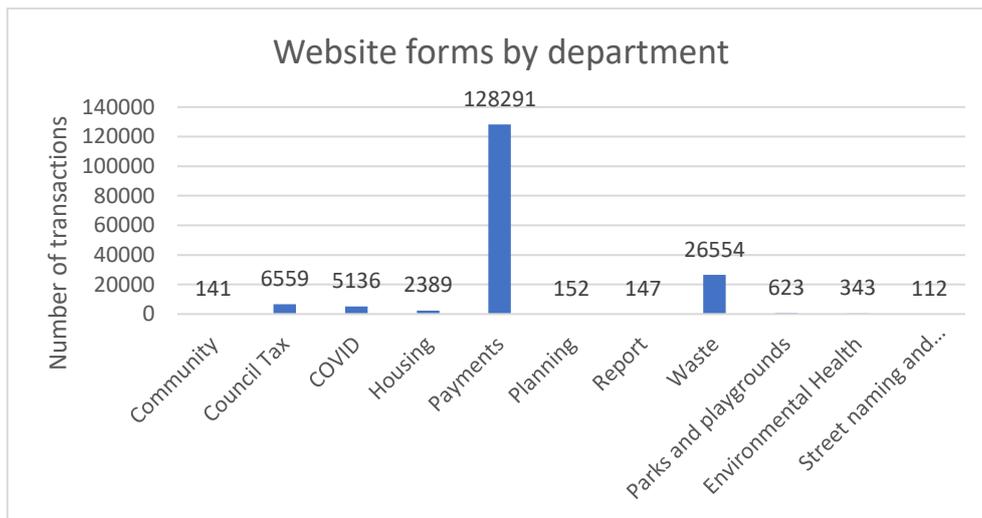


Figure 10: Breakdown of online form submissions Sept 2020 - Aug 2021

Online payments are by far the most popular request to complete via our website, followed by waste requests and reports. Whilst customers are required to provide their account numbers or reference numbers to make payments, they are not required to log in to complete these transactions, making them quick and easy for our customers.

The council currently has 7,800 customers signed up for an online account on MyDacorum, which is equal to 5% of our population. There are some requests or services that customers are required to register for an account to complete, but due to our lengthy authentication process we offer many services without this restriction to increase the likelihood of an online transaction. In addition, there is a separate portal for our housing tenants called MyHousing, which has 2317 accounts, of which 164 have logged in during 2021. This constitutes 23% of our housing tenants with an account, but only 2% are actively using them.

In addition to requesting services via online forms or portals, our customers can engage with us online to share their views and feedback. The 'public access' portal for planning enables customers to make comments during the consultation period of any planning application, which integrate automatically into the back-office system for checking before we publish. Of the 6,979 total comments received during the surveyed period, we received 80% of comments from the public, and 22% from consultees through the online portal.

Powerful customer insight can be provided by the data that our website gives us which can support the analysis of trends in customer behaviour. We can draw hypotheses about our customers, their engagement with the digital services we provide and the impact this is having before we undertake research with customers to validate our assumptions.

We can review and analyse:

- Our most viewed pages – excluding the home page these are below:
 1. Council Payments Portal – 294,976 unique views
 2. My Bin Collections – 275,479 unique views
 3. Search Planning Applications – 150,640 unique views
- What our customers search for most, which currently matches the highest viewed pages
- The average amount of time a customer spends on any webpage; do they leave straightaway or stay for longer?
 1. Council Payments Portal – Average time spent on page is 28 seconds
 2. My Bin Collections - Average time spent on the page is 33 seconds
 3. Search Planning Applications – Average time spent on the page is 3 minutes 18 seconds
- Behavioural heat-maps; where customers focus their time and navigate across the page

We need to take targeted actions to increase the adoption of online channels by our digitally enabled population. Using the business intelligence data that we have available to us will enable us to propose journeys for improvement, undertake customer research to understand and validate our assumptions, and create true customer-driven solutions. We want to ensure that we have created consistent customer journeys across all our portal, website, and third-party system forms, delivering quality and value for money.

Email

Over the surveyed period we received over 60,000 emails, however we believe that the true figure is much higher. The data we currently hold is constrained to 12 group email inboxes, and we know that we have at least 109 because these are published on our website. The email addresses with the most appearances on our website are licensing@dacorum.gov.uk and ecp@dacorum.gov.uk with 26 and 25 appearances respectively. We anticipate that the volume into these inboxes is higher than most, but we do not have the data to validate this assumption. To truly understand the demand through this channel and the actions we need to take, we need to re-baseline the email volumes with all the group inbox data.

Emails are nearly as inefficient as receiving paper, as the data is unstructured, the onus is on the customer to give us all the information we need, and the data still needs to be re-keyed into other systems - work that could be avoided. The visibility of emails provides a challenge for performance management; it is not easy to see who is working on which cases for which customers, to re-allocate work among teams during operational peaks and troughs, use data intelligence to continuously improve or manage response times against service level agreements and key performance indicators. It is critical that we focus on how we shift customers away from this channel to structured, cheaper channels that provide us with better business intelligence data.

Face-to-face

Between 1st February 2019 and 31st January 2020, we received 29,727 visits across the three locations of our Customer Service Centres, which includes appointments and walk-ins. The period we surveyed for all other channels has not been used for face-to-face

transactions due to the required closure periods during the pandemic. We would seek to re-baseline once our offices have remained open without disruption for a minimum of 12 months.

In analysing the data from the pre-pandemic period, we can identify key trends that we want to review when we re-baseline. Table 1 shows each location, how many people visited and what they visited for. We can see that the same types of enquiries are among the top five in each location, and we would want to monitor if this has changed since the pandemic. If it hasn't changed, these top enquiries indicates where there could be opportunities to introduce changes to our customer journeys that means people do not have to visit us for their request to be completed.

Location	Total visits	Most popular reasons for visit
Berkhamstead	2,903	<ol style="list-style-type: none"> 1. Payments 2. 'Other enquiry' 3. Sack sales 4. Supply evidence (benefits) 5. Housing register enquiry
Hemel	24,153	<ol style="list-style-type: none"> 1. Supply evidence (benefits) 2. Housing register enquiry 3. Bill enquiry (council tax) 4. Other enquiry (benefits) 5. New claim (benefits)
Tring	2,671	<ol style="list-style-type: none"> 1. Payments 2. Sack sales 3. 'Other enquiry' 4. Supply evidence (benefits) 5. Waste

Table 1: Customer Services Centre volumes

Face to face is the most expensive customer channel and it is difficult to plan for influxes of customers through the front door. It can also be the least convenient for some of our customers, as they might need to travel a long distance to their nearest customer services centre, take time off work to travel, and pay for public transport or parking. When we have the latest, stable, baseline data we can review which services could, and should, be better delivered without the need to visit us face to face.

Incoming documents (post or scanned)

We do not currently measure the volumes of incoming documents that we receive by post, that are required to be digitally scanned and indexed. If we had this data, we could understand the extent to which we have already made the move away from traditional paper-based methods of interaction.

In conclusion, despite the increasing demands on our services, and a local population well-equipped to do business with us online, a significant proportion of our customers engage with us through our telephone channel. We do not have our structures, culture, processes, and technologies aligned to a corporate approach that enables us to shift the balance of demand to where we want it to be to deliver our vision.

3 Who are our customers?

3.1 Our approach

We want to build a rich understanding of the different customers that the Council serves and considering all those who engage with us and how they need to be engaged with. Defining these customer groups is important to provide a framework of principles and personas that can be used throughout the organisation when designing new or improving existing customer journeys to enable our customer vision.

The definitions below have been drafted to illustrate the different types of customers, and how our design principles can be applied to each type. These types will need to be validated through customer research and engagement.

3.2 Our definitions

Standard customers- Residents, or visitors who contact us with everyday enquiries and requests, or who contact us to pay for a service. This could be something they must pay, such as Council Tax or social housing rent, or something they choose to pay for, such as leisure centre memberships.

Complex need customers - Residents who contact us because they have complex needs that they need support with. These needs could be medical, financial and/or circumstantial (e.g., domestic abuse, being evicted).

Business customers – Individuals or organisations which deliver their services within the district and contact us with enquiries and requests relating to the provision of these e.g., food businesses, taxi drivers. Individuals providing their services to support residents or businesses in the district and contact us in relation to their specific needs e.g., planning agents, Citizens Advice Bureau.

Internal customers - Individuals who work at Dacorum Borough Council and elected members who represent the electorate and interact with multiple services.

Partners - Organisations or people who contact us in relation to our residents, businesses, and district, such as DLUHC, Citizen's Advice Bureau, DWP. Organisations which provide leisure and culture services and contact us with enquiries and requests relating to the provision of these.

We recognise that there will be cross over between our customer types but find that people or organisations predominantly contact us in one capacity over another. There is an exception to this rule which is a 'high dependency customer' which is explained below.

High dependency customers – Any of our customer types who either require more support and reassurance during their interactions with us, or people who refuse to subscribe and interact with us via our preferred channels. They could also be people who are known to us and prefer to interact with us verbally (via telephone or in person) for a multitude of reasons such as loneliness, trustworthiness, or to be vexatious.

3.3 How will we use the Customer Types?

In addition to the design principles, we can have a set of principles that standardises how we engage with different groups of customers, providing them with the right mix of channels for each type of contact, to maximise the customer experience and efficiency opportunity.

Customer Type	What is the preferred channel for engagement?	Most common reasons to contact us	Design principles
All			<ul style="list-style-type: none"> Services will always be designed with the customer in mind Have the most appropriate channels of access for all customer groups Our behaviours will reflect a customer centric design Customer satisfaction will be monitored and acted on across all services
Standard	Online	<ul style="list-style-type: none"> Requesting a service Finding information and guidance 	<ul style="list-style-type: none"> Resolve enquiries at first point of contact We will proactively update and inform our customers Our digital services will be simple to use, and we design for digital We will actively promote and enable customers to self-serve Key customer information is readily available to front line staff
Business			
Internal			
Complex needs	Whichever delivers the outcome	<ul style="list-style-type: none"> Getting help with vulnerable circumstances 	<ul style="list-style-type: none"> Enable the community effectively support customers Our digital services will be simple to use, and we design for digital All customer data will be shared with relevant departments where necessary
Partners		<ul style="list-style-type: none"> Requesting a service Getting help with vulnerable circumstances 	
High dependency	Online	<ul style="list-style-type: none"> Requesting a service Finding information and guidance 	<ul style="list-style-type: none"> We will actively promote and enable customers to self-serve Enable the community effectively support customers We will proactively update and inform our customers Key customer information is readily available to front line staff

Table 2: Design principles, preferred channel and contact reasons per customer type

We will use these types and principles to create our library of customer personas. Personas are a powerful tool that we can use to consider the impact our processes have on our

customers' lives and how we make them feel, instead of focusing on why we do the process that way for our internal purposes. They make us reassess the way we've always delivered services versus what different customer types expect, want, or need. Developing a set of customer personas answers the question 'Who are we designing this for?' but we must get real customer feedback to truly challenge our assumptions and be truly customer driven.

During service improvement, staff would select a set of personas which are the most akin to the customer types they serve. We would move through the steps of the journey from the perspective of each persona, from the moment they have contact with us through to the resolution of their case. We would use customer research findings to highlight pain points for customers, suggested improvement opportunities, and test newly developed solutions.

4 What are our core customer journeys?

4.1 Customer Journey Definitions

Customer journeys are a visual representation of a customer's experience, from the moment they have contact with us. Mapping a customer journey enables us to put ourselves in the shoes of the customer and see things from their perspective.

We will develop corporate customer journeys for the organisation that are aligned to our **Error! Reference source not found.** tiers, customer types and design principles. The benefits of developing these corporate customer journeys are:

- Creating a consistent experience for customers who interact with us
- Assessing the way, we deliver now against our ideal journey and identifying the gaps
- Setting expectations about the way we want both external and internal customers to interact with us
- Identifying where we need to make key decisions to bring consistency across all services

4.2 Tier Specific Customer Journeys and Principles

Each customer journey would have a set of core activities across the top which represent key touch points within the customer experience as they interact with us. Down the left-hand side there are information headings which force us to consider both the customer and council viewpoint across various factors.

Taking this approach enables us to review and improve the customer experience in a consistent, structured manner. An example tier 0 self-service customer journey, which is a completely self-serve interaction for a 'standard' customer, is shown in Figure 11 below. We can use these core customer journeys to hold ourselves accountable to the corporate principles of customer engagement, while we re-design processes and systems. We will use customer research to validate the 'moments of truth' and how successful our current service offer is at delivering the ideal customer journey.

Using the example below, we will develop our own core customer journeys in more detail with input from teams and roles across the council. Once developed, these core journeys would require some key organisational decisions and principles to be agreed, to enable these to be implemented as part of a transformation project.

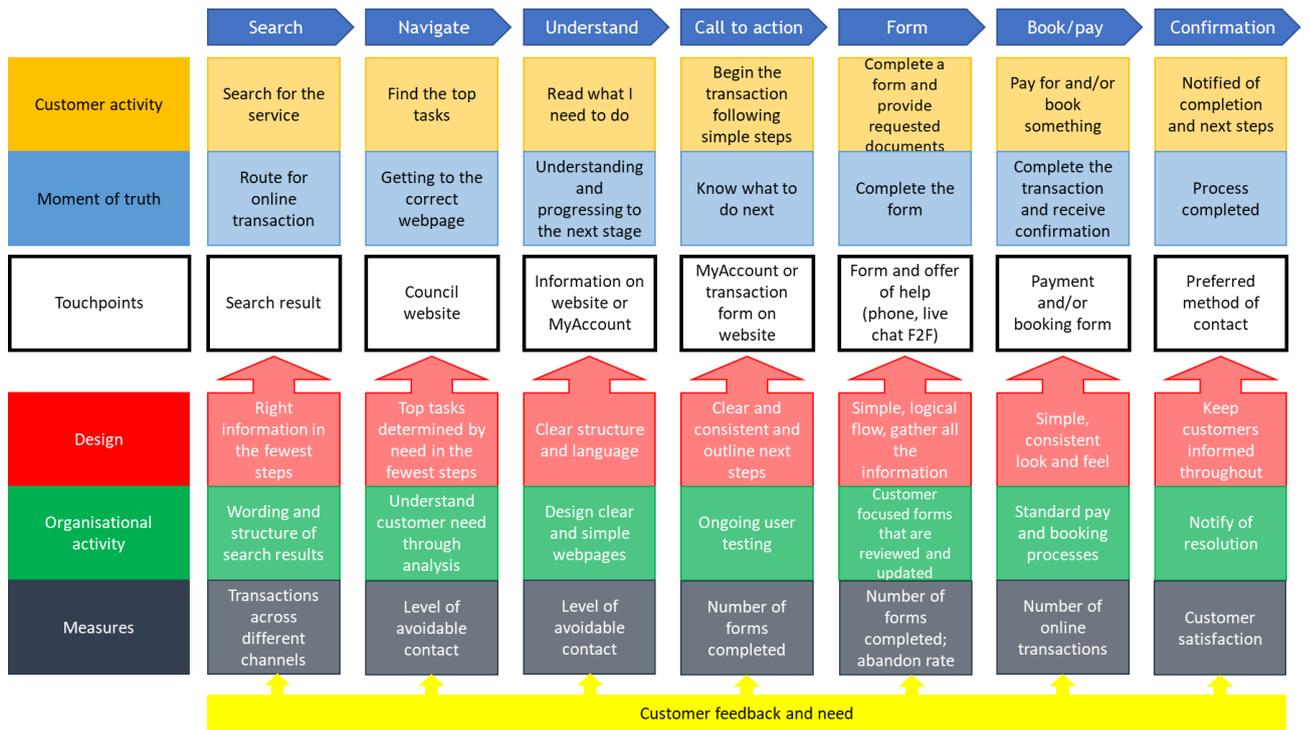


Figure 11: Tier 0 Standard Customers Example

5 How will we measure our progress?

To achieve the maximum impact, we need to ensure that our measurements are directly related to our goals and the impact we are trying to achieve.

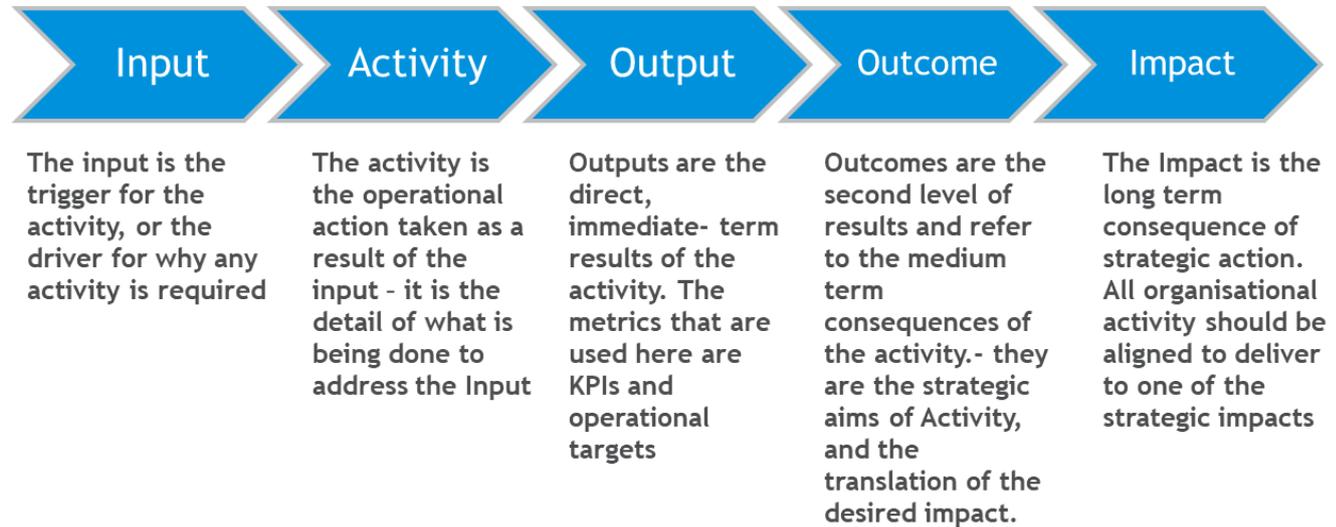


Figure 12: Strategic Framework

Using the strategic framework shown in Figure 12, we can use right-to-left thinking to map out the impact, outcomes, outputs, and activities for this strategy as shown in Table 3: Measures of Success.

Impact	Outcome	Output	Activity
To provide a positive and effective customer experience, enabling our communities to thrive and prosper	- Improved customer visibility of interactions	<i>Target:</i> 20,000 online customer accounts set up <i>End date:</i> XX/2022	<ul style="list-style-type: none"> Review and update key correspondence templates with channel shift 'nudges' Implement improvements to MyDacorum / website Plan and implement campaign to increase sign ups
	- Improved levels of customer satisfaction	<i>Target:</i> 85% satisfaction for all services provided by Customer Services <i>End date:</i> XX/2022	Implement customer ratings and feedback in customer journeys

		<p><i>Target:</i> 85% satisfaction for all services across the Council</p> <p><i>End date:</i> XX/2023</p>	Implement customer ratings and feedback in customer journeys
	- Significant reduction in unstructured incoming email to the organisation	<p><i>Target:</i> 50% reduction in email enquiries (replaced by forms and self-serve information) in Housing, Planning, Revenues and Benefits</p> <p><i>End date:</i> XX/2022</p>	Review and rationalise group email addresses; and implement approach to reduce email to high volume inboxes
		<p><i>Target:</i> 80% reduction in email enquiries (replaced by forms and self-serve information) in Housing, Planning, Revenues and Benefits</p> <p><i>End date:</i> XX/2023</p>	
	- Improved performance because of continuous improvement projects	<p><i>Target:</i> X initiatives completed per year to address performance improvements aligned to strategic aims. These initiatives will be identified through business intelligence and continuous improvement activity.</p> <p><i>End date:</i> 31/12/2022 (resets annually)</p>	Implement Service Level Agreements within customer journeys
			Implement corporate performance dashboards
			Implement continuous improvement cycles
			Provide refresher training for management roles (operational and functional) on the data and reports available within systems

Table 3: Measures of Success and targets

6 Who is accountable?

For the successful implementation and continuous improvement of the customer strategy, it is important to determine what the roles and responsibilities are within the organisation.

Below is a RACI (Responsible, Accountable, Consulted, and Informed) for the delivery of this strategy and it's supporting actions.

	Chief Officer Group	Programme Team	Group Manager (People)	Group Managers	Councillors	Customers
Support the implementation of the principles in this strategy	A		R	R	C	
Model the behaviours that we expect of all staff during their interactions with our customers	R	R	A	R	R	
Design processes aligned to the principles within this strategy	I	A	C	R	I	C
Introduce new digital tools and processes		A		R	I	C
Introduce core concepts through objectives, training and transition into new ways of working			R	A	C	
Align performance measures and monitoring to corporate strategy	A	R	R	R	I	I
Own the Customer Engagement Strategy	A		R			
Own any Style/Communication Guides that are reviewed off the back of this strategy			R			
Implement the actions within the plan	C	R	A	R	I	I



Dacorum Borough Council Customer Engagement Strategy [2022-2025]

V0.2

Document History

Version Control

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1 Purpose of this strategy

1.1 Council priorities and the alignment of this strategy

The global coronavirus pandemic has forced us to change how we deliver services to our residents, businesses, and visitors. It triggered an inevitable change in customer demand, behaviours, and expectations where they had to access services in different ways. Our customers have become accustomed to these changes, and they have felt both the benefits and drawbacks from our adapted delivery.

As part of our post-covid reset, we need to ensure that we are building on foundations of our response to the pandemic: strengthening and maturing our relationships within communities and the voluntary sector, improving our digital offering, and providing services with finite resources. The lessons we have learnt need to be shared and embedded across the whole council, which will help us identify the areas where improvement is needed to provide a consistent customer experience in line with our vision..

It is critical that during this reset we engage with our customers to review where we have not met customer expectations, where we may be excluding customers and where we have low areas of customer satisfaction. Customer service is not just about accessing services, digital service delivery and having a customer service centre: it is about embedding customer focus in everything we do and how we do it should be a priority for all of us.

To drive these behaviours and to support the vision in our corporate plan 2020-2025 *“Working in partnership to create a borough which enables the communities of Dacorum to thrive and prosper”*, we have developed a vision for our customers, which is:

“To put the customer at the centre of our services in order to provide a positive and effective customer experience, and to empower our staff so they can deliver consistent and quality Council services.”

Setting out our customer vision, principles, and approach to our customer engagement in this strategy will enable us to consistently design and deliver our services with the customer at the heart of everything that we do, whilst managing the ongoing financial pressures that local authorities face.

1.2 Goals of this strategy

Our goals are to:

- Put the customer at the centre of our services
- Provide a positive and effective customer experience.
- Empower our staff so they can deliver consistent and quality Council services
- Establish a corporate approach to customer research, customer feedback and continuous improvement
- Influence customer behaviour to encourage increased adoption of online and automated channels
- Embed customer focus in all roles, teams, and services, and manage ourselves against this

- Provide us with customer insight and increase intelligence-led decision making
- Reduce the cost of interactions and remove inefficiencies

Our goals will enable us to reach our vision and provide a clear roadmap for the customer strategy.

Industry accepted estimates on the cost of customer contact across channels, based on data collected from 200 councils for SOCITM's Customer Access Improvement Service briefing, show that typical costs are £8.62 per visit for face-to-face meetings; £2.83 per call by phone; and £0.15 per "visit" via a council website.

There is a corresponding trade-off with the level of reassurance provided to customers, as illustrated below. The principles established in this strategy will enable us to deliver improved customer experience that takes into consideration the different types of customers we have, the services that they are accessing and the appropriate range of channels we need to offer.

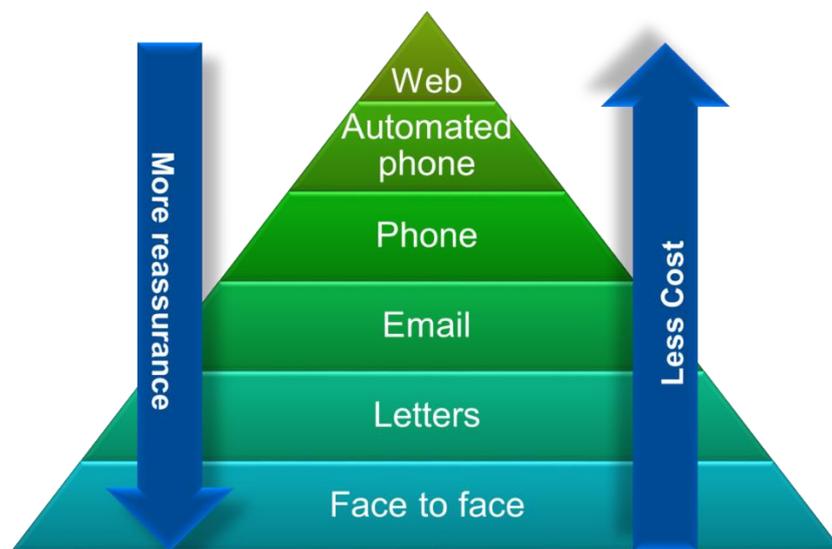


Figure 1: Cost vs reassurance by contact channel

In addition, efficiencies can be achieved by encouraging customers to adopt self-service channels and shaping how demand comes into us. They can be achieved through enabling enquiries and requests to be resolved as early as possible, meeting our aspiration 'one and done' by customer service teams and minimising the amount of contact going direct to staff working on cases. It is important that customers can contact officers who are handling work that is of a more complex or of long-lasting nature (e.g., an application that might take weeks to process) but wherever possible contact should be via self-service or triage channels.

1.3 Principles we will follow

Alongside the development of the customer vision, we have created 11 design principles, that can be aligned to 3 key themes; customer experience, channel shift and demand management, and ways of working (see Figure 2).

These design principles will force us to ensure that we strike the right balance between driving increased adoption of digital channels and providing proactive and preventative services to our customers with complex needs. They will become embedded in our approach to designing new services and improving existing services.

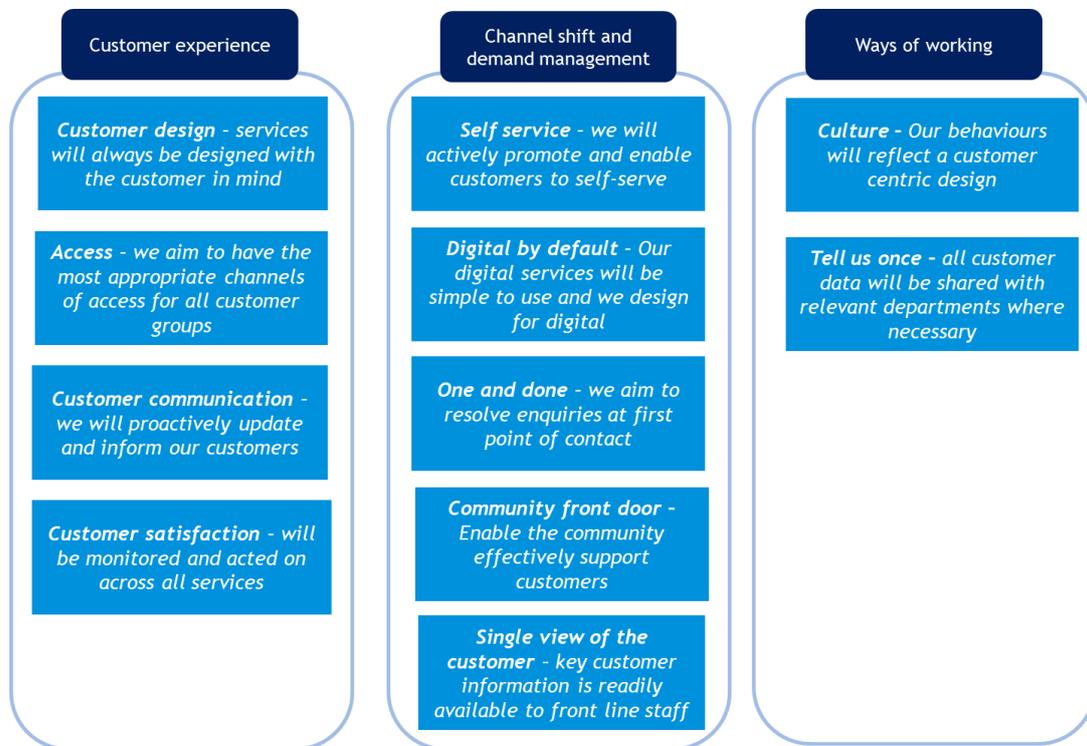


Figure 2: Design principles by theme

1.4 Being data-driven

Many of the principles above depend upon us collecting, analysing, and making better use of, data. Our approach to this will need to focus on five important areas:

1. **Customer profile:** age, preference, ability to access services and other factors.
2. **Service metrics:** what services we provide, including volumes, when are we providing them, how are we providing them, satisfaction levels.
3. **Delivery channels:** the effectiveness of current delivery channels that are available to use, as well as those that may be available in future.
4. **Organisational ways of working:** the skills and knowledge required to deliver our vision and principles, understanding where processes and policies need to change to empower staff, ensuring continuous improvement through feedback and performance
5. **External factors:** we will work closely with partners to share information, where appropriate, to deliver a seamless customer experience and we will respond to changes in legislation and Government directives.

Our current data collection for customers is limited and we will need to start to build up data and feedback ensuring we are embedding it into the design of our services.

2 Context – Dacorum, the Council, and our demographic

2.1 National context

According to the Office for National Statistics¹, 96% of households now have internet access across Great Britain (see Figure 3 below). 100% of households with children, or 2 adults aged between 16 – 64 have access to the internet, and 95-97% of households with at least one adult between 16 – 64. For households that have a single adult at 65 years old or more the amount drops to 80%, but when another adult (ages 16 – 64) lives in these households, this rises to 94%.

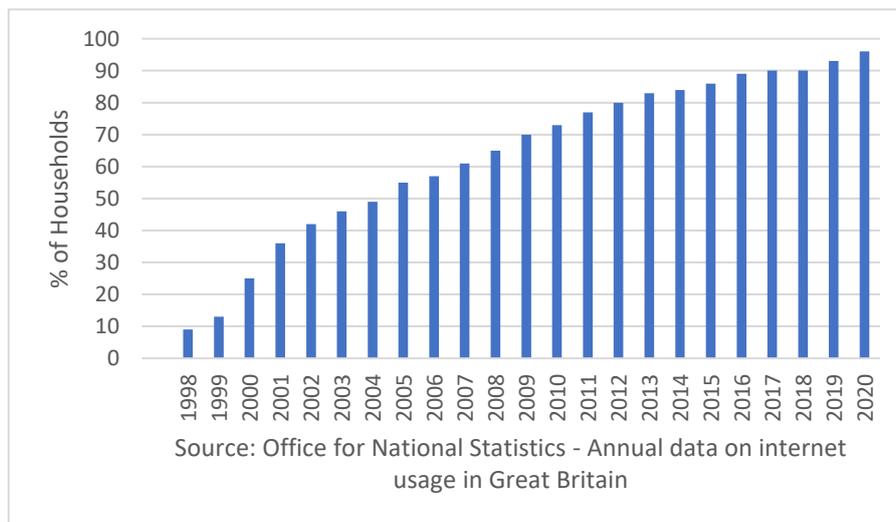


Figure 3: Households with internet access in Great Britain, 1998 to 2020

While 89% of adults used the internet daily in 2020, this percentage reduces significantly across age groups over 44 years old, 67% of adults aged 65 years and over, used the internet daily, while 18% had not used the internet in the last three months (see Figure 4). However, this is a large increase against 2019, when 61% of adults aged 65 years and over, used the internet daily and 24% had not used it in the last three months.

The statistics also indicate that 84% of adults who are defined as disabled in line with the Equality Act definition, use the internet daily, while 8% had not used it in the previous 3 months.

1

<https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsozialmediausage/bulletins/internetaccesshouseholdsandindividuals/2020>

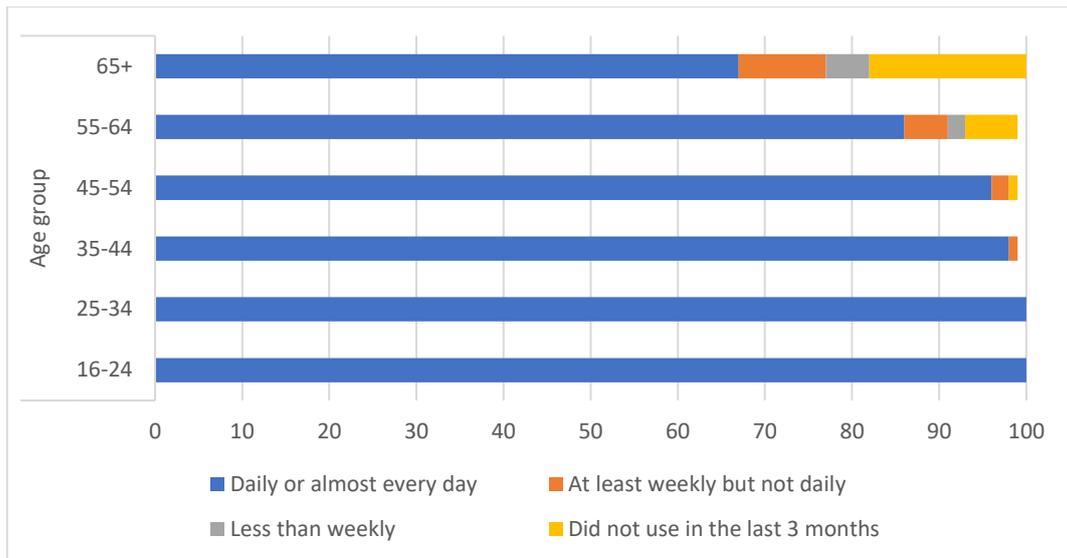


Figure 4: Internet use within the last three months, Great Britain, 2020

Since 2014, the ONS has been collecting information on the reasons why households use the internet to interact with public authorities or services. Between 2014 and 2020, there has been a 7% increase to 44% in people using the internet to obtain information about public authorities or services from websites. In the same timeframe, submitting online forms has increased by 5% to 37% and downloading official forms has dropped 3% to 26%.

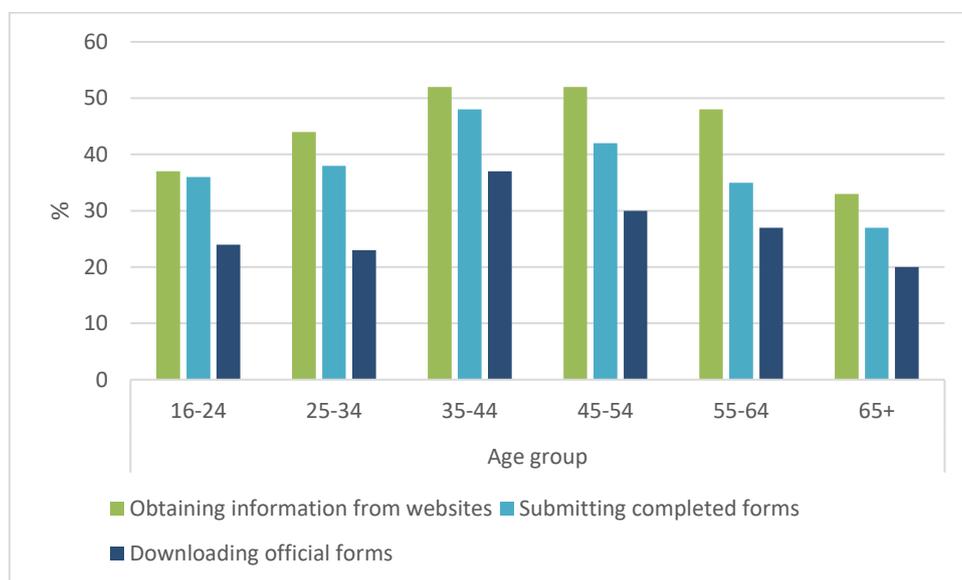


Figure 5: Reasons for interacting with public authorities or services using the internet, in the previous 12 months, Great Britain, 2020

Since 2009, the percentage of adults who use the internet daily has grown by 34 percentage points, to 89% in 2020. Mobile phones or smartphones are the most popular devices used to access the internet, but there is an emergence of devices that connect and exchange data with other devices and systems over the internet, the ‘internet of things’. For example, 35%

of the population used a virtual assistant smart speaker or app to access the internet in the past three months of 2021.

In conclusion, the vast majority of the UK population now routinely uses the Internet to communicate, find information and transact. Although older adults are still least likely to use the Internet, this is changing more quickly than for any other part of the population. The internet of things is being used more frequently to help overcome barriers for the elderly and vulnerable in a range of sectors including, social care, health care and community. However, there is still a large proportion of people who do not use the internet to access information about public services and with the nature of the activities they are completing, they prefer to do it over the phone or in person. Therefore we can assume that a large proportion of simple local government transactions can take place on-line, but there is still a need to offer multiple channels but not to the same extent.

2.2 Local context – Dacorum Borough Council

Dacorum is an affluent and green borough with 50% of land being designated Green Belt². The borough has a population of 154,763 which is projected to increase to 165,486 by the year 2043³. Over 70% of the population of Tring and Berkhamsted are in the 3 least deprived deciles of LSOAs in England for income⁴.

Key facts and issues for the borough include:

- Hemel Hempstead, as the largest urban centre in the borough, is closer matched to England's average deprivation than Tring and Berkhamsted which show low levels of deprivation⁵
- Dacorum performs well above England's average deprivation metrics in Health Deprivation and Disability, Index of Multiple Deprivation, Employment and Living Environment⁶
- Dacorum underperforms England's average for Barriers to Housing and Services, with 65% of its population below the 50th percentile.⁷
- White ethnic groups account for 90.9% of the population. Asian ethnic groups account for 4.6% (Census 2011)⁸
- Above average weekly income £630 vs. national average of £587 in 2020⁹

² <https://www.gov.uk/government/statistics/local-authority-green-belt-statistics-for-england-2019-to-2020>

³ Page 9 - [Dacorum Borough Council Data Dashboard](#)

⁴ Page 6 - [Dacorum Borough Council Data Dashboard](#)

⁵ Page 6 - [Dacorum Borough Council Data Dashboard](#)

⁶ Page 6 - [Dacorum Borough Council Data Dashboard](#)

⁷ Page 6 - [Dacorum Borough Council Data Dashboard](#)

⁸

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/2011censuskeystatisticsforlocalauthoritiesinenglandandwales>

⁹ <https://www.nomisweb.co.uk/reports/lmp/la/1946157223/report.aspx#tabempunemp>

- Life expectancy is higher in Dacorum than in England & Wales for both men and women (81.11 vs 79.44 and 83.95 vs 83.11 respectively)¹⁰
- Dacorum, like the UK as a whole, has experienced a drop in wellbeing measures from 19/20 to 20/21 as a result of the pandemic; life satisfaction, feeling that life is worthwhile, and happiness have all seen drops¹¹. Anxiety in Dacorum was rated 2.79 in 19/20 (vs 3.05 for the UK) and has grown at double the national trend to 3.28 (vs 3.31 in 20/21)¹².
- General low levels of homelessness, in 2019 10 single people slept rough in the borough, reducing to 7 during the 2020 pandemic¹³
- Above average economically active population vs England average (83.7% vs 79.5%)¹⁴
- Low levels of unemployment, below the average for England (3.5% vs 4.8%)¹⁵
- 56.7% of residents have a level of qualification equivalent to NVQ3 or above¹⁶; the average for England is 57.1%

In conclusion, Dacorum has an increasing population which means we are likely to see increases in demand for council services with decreasing per head funding. The population is well-educated, economically active, with a high proportion of residents with English as their first language. The majority of people of Dacorum are well placed to access services online, with the skills to do so. However, there is a small proportion of the population for whom accessing services online may not be possible or suitable.

2.3 Organisation context – the council and our customers

2.3.1 Customer demand

Like all councils, the Council has seen significant reductions in government funding over the past 10 years. According to National Audit Office figures¹⁷, the council's spending power reduced by 23.9% between 2010-11 and 2017-2018, a slightly lower reduction than the average for district and borough councils of 30.1%. New analysis shows that local services face a funding gap of £7.8 billion by 2025¹⁸. In addition to the funding pressures, the coronavirus pandemic has had a phenomenal impact on our customers, their expectations of us and how we deliver our services. We need to understand the demand that we receive, who from and through which channels.

¹⁰

<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/datasets/lifeexpectancyestimatesallagesuk>

¹¹

<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/april2020tomarch2021>

¹²

<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/april2020tomarch2021>

¹³ <https://www.gov.uk/government/statistics/rough-sleeping-snapshot-in-england-autumn-2020>

¹⁴ Page 13 - [Dacorum Borough Council Data Dashboard](#)

¹⁵ Page 13 - [Dacorum Borough Council Data Dashboard](#)

¹⁶ Page 8 - [Dacorum Borough Council Data Dashboard](#)

¹⁷ <https://www.nao.org.uk/highlights/financial-sustainability-of-local-authorities-2018-visualisation/>

¹⁸ https://www.local.gov.uk/sites/default/files/documents/5.40_01_Finance%20publication_WEB_0.pdf
(page 7)

'Customer' means any user of our services, including residents, non-resident service users, businesses, and parish councils. Our customers have many reasons to contact us, which we can categorise as:

- Finding information and guidance: e.g., web pages, promotional information, community campaigns
- Requesting a service: e.g., planning enforcement, registering for council tax, registering a birth, paying a bill, obtaining advice
- Getting help with vulnerable circumstances: e.g., homelessness, rent arrears, council tax discounts or exemptions
- Having their say: e.g., public consultations, making complaints
- Providing service updates: e.g., a contractor providing an update on a gas service they've completed on a council asset, referrals from partners

We recognise that each of these contact types will come through to us across the different channels we offer. As shown in Figure 1, each of our channels has a cost implication and we need to consider each of our contact types, and which channels we are shifting customers towards. The opportunities to shift customers of the contact types to more cost-effective online solutions will vary due to the type of transaction, the amount of risk involved, the comfort with technology and the intricacy of the query. This is visualised for the different contact types in Figure 6 below.

For example, a customer who needs to get help with vulnerable circumstances will most likely either call us, or 'walk in' and meet with us face to face. While this is a more expensive type of contact, we must balance the risk, the complexity of needs and the assurance the customer needs to deliver the right outcomes. This would be different to a customer who wants to find out what they need to provide for a licensing application. In this example, we would want to shift this customer to self-service using our website, as this contact type involves less risk, is less complicated and less assurance is required.

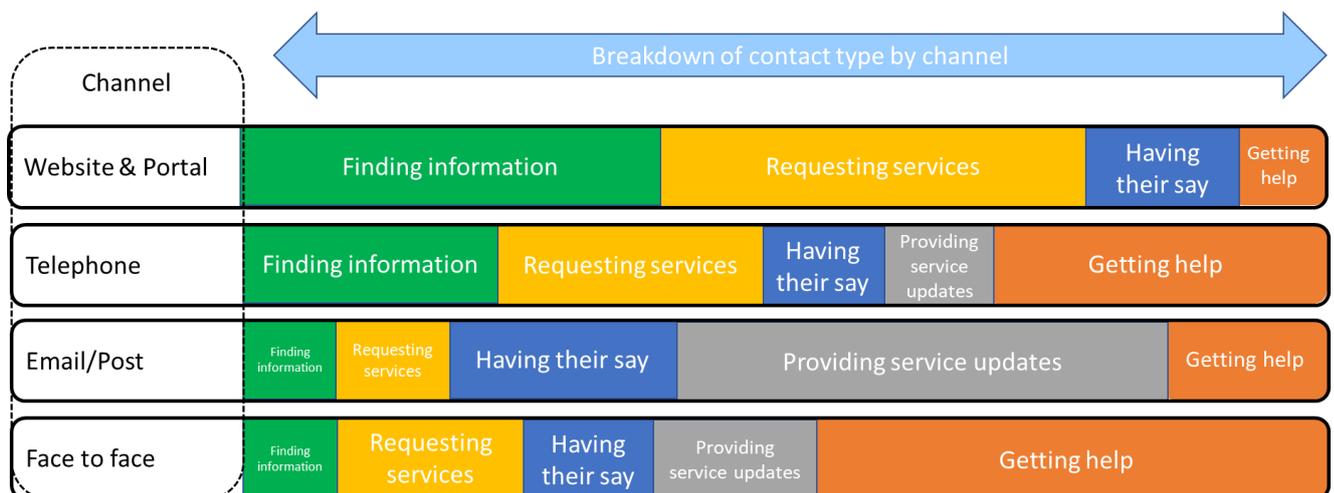


Figure 6: Visualisation of contact type by channel

We define online services as services that can be managed digitally from start to finish, for example the customer completing an online form, which automatically creates a case in council systems using the data provided for them, and the customer tracking their case online to completion. For this reason, we do not consider PDF application forms or online

forms that generate emails to be true online services. **We will need to create the right mix of service channels, for each type of contact and for each type of customer to maximise the customer experience and efficiency opportunity and shift from our current state of high volume pdf.**

2.3.2 Current performance

Figure 7 below shows the current split of customer contacts by channel between 1st September 2020 and 31st August 2021. The proportional split indicates that across this 12-month period, interactions are most commonly made via telephone calls or online forms.

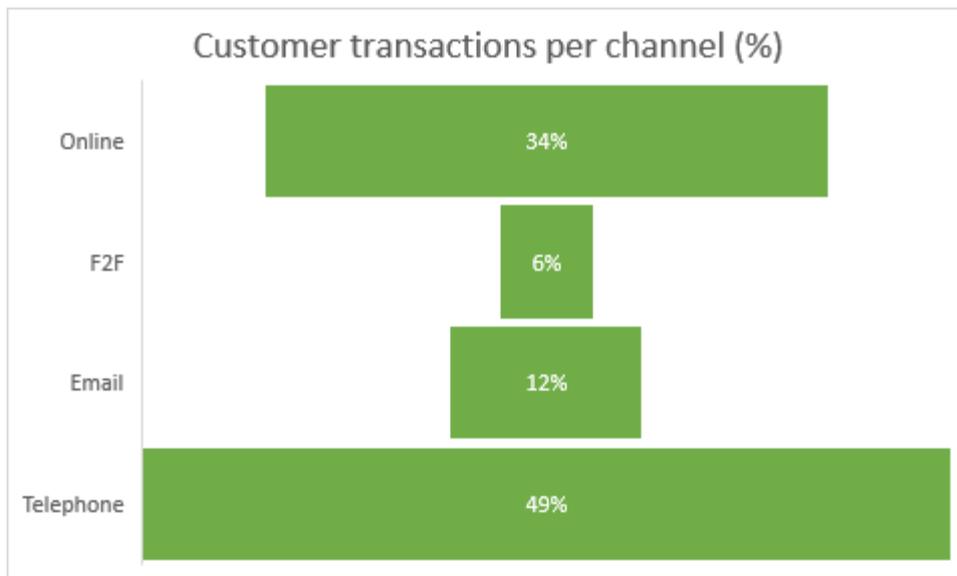


Figure 7: Customer transactions by channel September 2020 – August 2021

However, it is important to note that if we remove online payment transactions from the online total, the percentages per channel shift significantly (see Figure 8). So there is significant opportunity for us to enable a channel shift to more online transactions through this strategy.

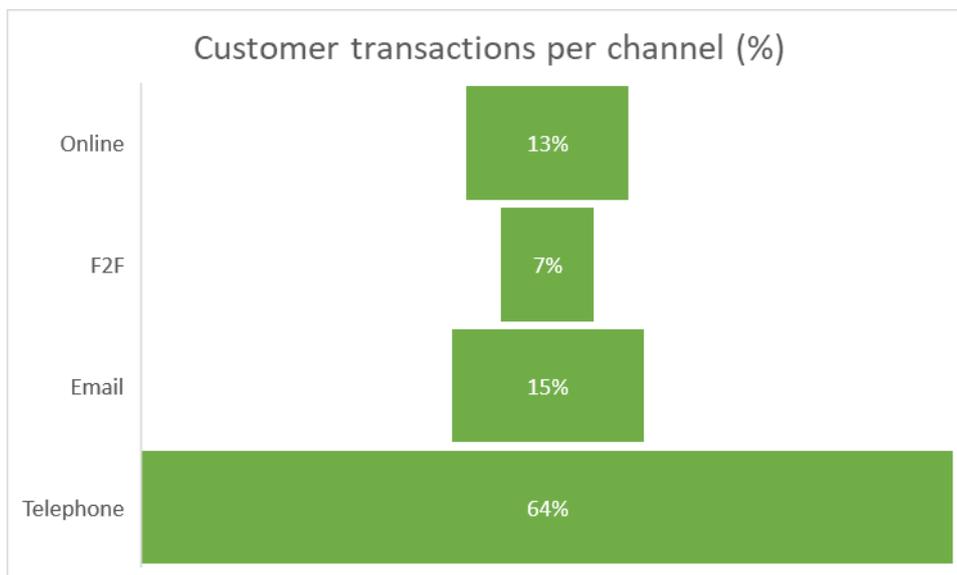


Figure 8: Customer transactions by channel (without payments) September 2020 - August 2020

Telephone

We received 255,998 calls into the Council in the period surveyed, which includes calls that had to be re-directed to officers or departments outside of the organisation. In February 2021 we established a new coding structure to categorise our calls. It is important to recognise that 22% of calls have not been allocated a category at all, and some are categorised as 'avoidable' (1%) or 'unavoidable' (7%) but do not detail the topic of the call. However, using these categories we know that the highest volume calls relate to waste (14%), revenues and benefits (14%), payments (10%) and services we do not provide (8%).

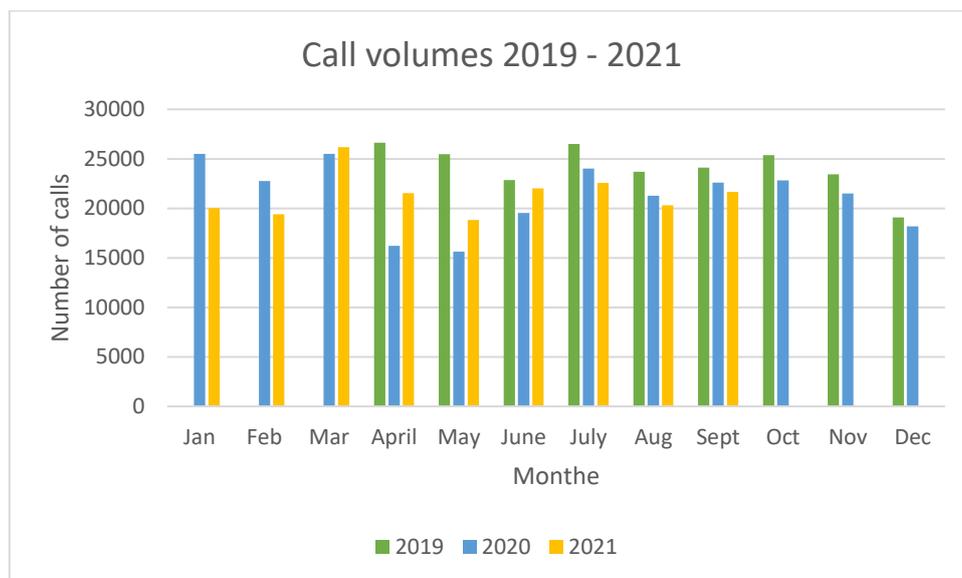


Figure 9: Call volumes by month between 2019 to 2021

When we compare our current levels of calls to pre-pandemic volumes (Figure 9) we can see that there has been a decrease in volume per month. However, the large decrease in calls seen during the first lockdown period of April – June 2020 has not been maintained.

We currently monitor a small range of metrics that can tell us about the experience our customers have when they are in a queue waiting for their call to be answered. We know that on average:

- 84% of calls are answered within 3m 10s
- 8.5% of calls are abandoned by the customer, waiting no longer than 1m 56s before doing so
- 7.4% of calls are re-directed to other organisations
- 95% of requested call backs are completed, while 5% are rejected

While we have the data for this aspect of performance, we do not have any customer satisfaction or feedback built into our processes and systems. We need to establish what is important to measure, what data we will use to measure it and how we will address performance issues when we review the data. Example metrics are provided in 'Section 5: How will we measure our progress?'

We have a higher-than-average volume of calls for a council of our size, which indicates that we have not yet maximised the adoption of online transactions.

Online

We received 170,447 transactions via the online forms, on our website of which 126,495 were for online payments. We also received 5,549 transactions via the Direct Debit portal, and 1,977 planning applications via the national Planning Portal.

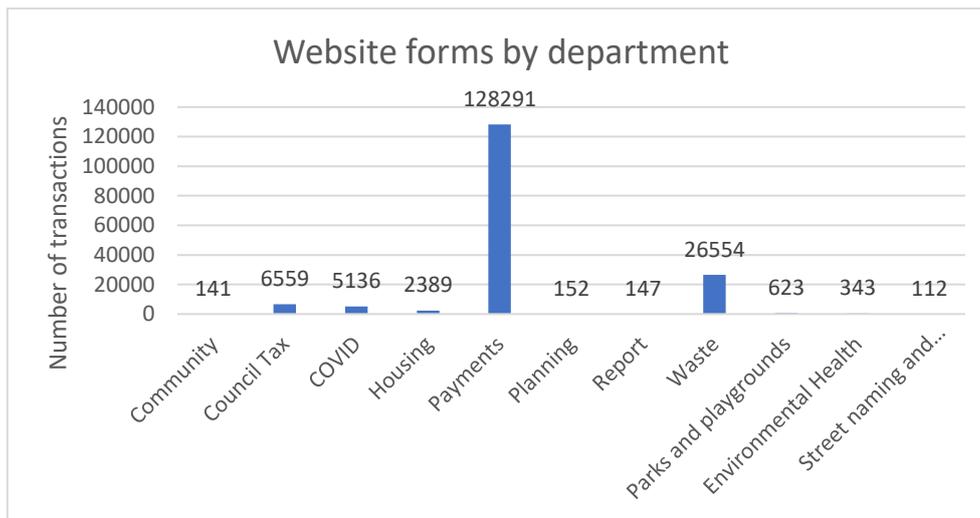


Figure 10: Breakdown of online form submissions Sept 2020 - Aug 2021

Online payments are by far the most popular request to complete via our website, followed by waste requests and reports. Whilst customers are required to provide their account numbers or reference numbers to make payments, they are not required to log in to complete these transactions, making them quick and easy for our customers.

The council currently has 7,800 customers signed up for an online account on MyDacorum, which is equal to 5% of our population. There are some requests or services that customers are required to register for an account to complete, but due to our lengthy authentication process we offer many services without this restriction to increase the likelihood of an online transaction. In addition, there is a separate portal for our housing tenants called MyHousing, which has 2317 accounts, of which 164 have logged in during 2021. This constitutes 23% of our housing tenants with an account, but only 2% are actively using them.

In addition to requesting services via online forms or portals, our customers can engage with us online to share their views and feedback. The 'public access' portal for planning enables customers to make comments during the consultation period of any planning application, which integrate automatically into the back-office system for checking before we publish. Of the 6,979 total comments received during the surveyed period, we received 80% of comments from the public, and 22% from consultees through the online portal.

Powerful customer insight can be provided by the data that our website gives us which can support the analysis of trends in customer behaviour. We can draw hypotheses about our customers, their engagement with the digital services we provide and the impact this is having before we undertake research with customers to validate our assumptions.

We can review and analyse:

- Our most viewed pages – excluding the home page these are below:
 1. Council Payments Portal – 294,976 unique views
 2. My Bin Collections – 275,479 unique views
 3. Search Planning Applications – 150,640 unique views
- What our customers search for most, which currently matches the highest viewed pages
- The average amount of time a customer spends on any webpage; do they leave straightaway or stay for longer?
 1. Council Payments Portal – Average time spent on page is 28 seconds
 2. My Bin Collections - Average time spent on the page is 33 seconds
 3. Search Planning Applications – Average time spent on the page is 3 minutes 18 seconds
- Behavioural heat-maps; where customers focus their time and navigate across the page

We need to take targeted actions to increase the adoption of online channels by our digitally enabled population. Using the business intelligence data that we have available to us will enable us to propose journeys for improvement, undertake customer research to understand and validate our assumptions, and create true customer-driven solutions. We want to ensure that we have created consistent customer journeys across all our portal, website, and third-party system forms, delivering quality and value for money.

Email

Over the surveyed period we received over 60,000 emails, however we believe that the true figure is much higher. The data we currently hold is constrained to 12 group email inboxes, and we know that we have at least 109 because these are published on our website. The email addresses with the most appearances on our website are licensing@dacorum.gov.uk and ecp@dacorum.gov.uk with 26 and 25 appearances respectively. We anticipate that the volume into these inboxes is higher than most, but we do not have the data to validate this assumption. To truly understand the demand through this channel and the actions we need to take, we need to re-baseline the email volumes with all the group inbox data.

Emails are nearly as inefficient as receiving paper, as the data is unstructured, the onus is on the customer to give us all the information we need, and the data still needs to be re-keyed into other systems - work that could be avoided. The visibility of emails provides a challenge for performance management; it is not easy to see who is working on which cases for which customers, to re-allocate work among teams during operational peaks and troughs, use data intelligence to continuously improve or manage response times against service level agreements and key performance indicators. It is critical that we focus on how we shift customers away from this channel to structured, cheaper channels that provide us with better business intelligence data.

Face-to-face

Between 1st February 2019 and 31st January 2020, we received 29,727 visits across the three locations of our Customer Service Centres, which includes appointments and walk-ins. The period we surveyed for all other channels has not been used for face-to-face

transactions due to the required closure periods during the pandemic. We would seek to re-baseline once our offices have remained open without disruption for a minimum of 12 months.

In analysing the data from the pre-pandemic period, we can identify key trends that we want to review when we re-baseline. Table 1 shows each location, how many people visited and what they visited for. We can see that the same types of enquiries are among the top five in each location, and we would want to monitor if this has changed since the pandemic. If it hasn't changed, these top enquiries indicates where there could be opportunities to introduce changes to our customer journeys that means people do not have to visit us for their request to be completed.

Location	Total visits	Most popular reasons for visit
Berkhamstead	2,903	<ol style="list-style-type: none"> 1. Payments 2. 'Other enquiry' 3. Sack sales 4. Supply evidence (benefits) 5. Housing register enquiry
Hemel	24,153	<ol style="list-style-type: none"> 1. Supply evidence (benefits) 2. Housing register enquiry 3. Bill enquiry (council tax) 4. Other enquiry (benefits) 5. New claim (benefits)
Tring	2,671	<ol style="list-style-type: none"> 1. Payments 2. Sack sales 3. 'Other enquiry' 4. Supply evidence (benefits) 5. Waste

Table 1: Customer Services Centre volumes

Face to face is the most expensive customer channel and it is difficult to plan for influxes of customers through the front door. It can also be the least convenient for some of our customers, as they might need to travel a long distance to their nearest customer services centre, take time off work to travel, and pay for public transport or parking. When we have the latest, stable, baseline data we can review which services could, and should, be better delivered without the need to visit us face to face.

Incoming documents (post or scanned)

We do not currently measure the volumes of incoming documents that we receive by post, that are required to be digitally scanned and indexed. If we had this data, we could understand the extent to which we have already made the move away from traditional paper-based methods of interaction.

In conclusion, despite the increasing demands on our services, and a local population well-equipped to do business with us online, a significant proportion of our customers engage with us through our telephone channel. We do not have our structures, culture, processes, and technologies aligned to a corporate approach that enables us to shift the balance of demand to where we want it to be to deliver our vision.

3 Who are our customers?

3.1 Our approach

We want to build a rich understanding of the different customers that the Council serves and considering all those who engage with us and how they need to be engaged with. Defining these customer groups is important to provide a framework of principles and personas that can be used throughout the organisation when designing new or improving existing customer journeys to enable our customer vision.

The definitions below have been drafted to illustrate the different types of customers, and how our design principles can be applied to each type. These types will need to be validated through customer research and engagement.

3.2 Our definitions

Standard customers- Residents, or visitors who contact us with everyday enquiries and requests, or who contact us to pay for a service. This could be something they must pay, such as Council Tax or social housing rent, or something they choose to pay for, such as leisure centre memberships.

Complex need customers - Residents who contact us because they have complex needs that they need support with. These needs could be medical, financial and/or circumstantial (e.g., domestic abuse, being evicted).

Business customers – Individuals or organisations which deliver their services within the district and contact us with enquiries and requests relating to the provision of these e.g., food businesses, taxi drivers. Individuals providing their services to support residents or businesses in the district and contact us in relation to their specific needs e.g., planning agents, Citizens Advice Bureau.

Internal customers - Individuals who work at Dacorum Borough Council and elected members who represent the electorate and interact with multiple services.

Partners - Organisations or people who contact us in relation to our residents, businesses, and district, such as DLUHC, Citizen's Advice Bureau, DWP. Organisations which provide leisure and culture services and contact us with enquiries and requests relating to the provision of these.

We recognise that there will be cross over between our customer types but find that people or organisations predominantly contact us in one capacity over another. There is an exception to this rule which is a 'high dependency customer' which is explained below.

High dependency customers – Any of our customer types who either require more support and reassurance during their interactions with us, or people who refuse to subscribe and interact with us via our preferred channels. They could also be people who are known to us and prefer to interact with us verbally (via telephone or in person) for a multitude of reasons such as loneliness, trustworthiness, or to be vexatious.

3.3 How will we use the Customer Types?

In addition to the design principles, we can have a set of principles that standardises how we engage with different groups of customers, providing them with the right mix of channels for each type of contact, to maximise the customer experience and efficiency opportunity.

Customer Type	What is the preferred channel for engagement?	Most common reasons to contact us	Design principles
All			<ul style="list-style-type: none"> Services will always be designed with the customer in mind Have the most appropriate channels of access for all customer groups Our behaviours will reflect a customer centric design Customer satisfaction will be monitored and acted on across all services
Standard	Online	<ul style="list-style-type: none"> Requesting a service Finding information and guidance 	<ul style="list-style-type: none"> Resolve enquiries at first point of contact We will proactively update and inform our customers Our digital services will be simple to use, and we design for digital We will actively promote and enable customers to self-serve Key customer information is readily available to front line staff
Business			
Internal			
Complex needs	Whichever delivers the outcome	<ul style="list-style-type: none"> Getting help with vulnerable circumstances 	<ul style="list-style-type: none"> Enable the community effectively support customers Our digital services will be simple to use, and we design for digital All customer data will be shared with relevant departments where necessary
Partners		<ul style="list-style-type: none"> Requesting a service Getting help with vulnerable circumstances 	
High dependency	Online	<ul style="list-style-type: none"> Requesting a service Finding information and guidance 	<ul style="list-style-type: none"> We will actively promote and enable customers to self-serve Enable the community effectively support customers We will proactively update and inform our customers Key customer information is readily available to front line staff

Table 2: Design principles, preferred channel and contact reasons per customer type

We will use these types and principles to create our library of customer personas. Personas are a powerful tool that we can use to consider the impact our processes have on our

customers' lives and how we make them feel, instead of focusing on why we do the process that way for our internal purposes. They make us reassess the way we've always delivered services versus what different customer types expect, want, or need. Developing a set of customer personas answers the question 'Who are we designing this for?' but we must get real customer feedback to truly challenge our assumptions and be truly customer driven.

During service improvement, staff would select a set of personas which are the most akin to the customer types they serve. We would move through the steps of the journey from the perspective of each persona, from the moment they have contact with us through to the resolution of their case. We would use customer research findings to highlight pain points for customers, suggested improvement opportunities, and test newly developed solutions.

4 What are our core customer journeys?

4.1 Customer Journey Definitions

Customer journeys are a visual representation of a customer's experience, from the moment they have contact with us. Mapping a customer journey enables us to put ourselves in the shoes of the customer and see things from their perspective.

We will develop corporate customer journeys for the organisation that are aligned to our **Error! Reference source not found.** tiers, customer types and design principles. The benefits of developing these corporate customer journeys are:

- Creating a consistent experience for customers who interact with us
- Assessing the way, we deliver now against our ideal journey and identifying the gaps
- Setting expectations about the way we want both external and internal customers to interact with us
- Identifying where we need to make key decisions to bring consistency across all services

4.2 Tier Specific Customer Journeys and Principles

Each customer journey would have a set of core activities across the top which represent key touch points within the customer experience as they interact with us. Down the left-hand side there are information headings which force us to consider both the customer and council viewpoint across various factors.

Taking this approach enables us to review and improve the customer experience in a consistent, structured manner. An example tier 0 self-service customer journey, which is a completely self-serve interaction for a 'standard' customer, is shown in Figure 11 below. We can use these core customer journeys to hold ourselves accountable to the corporate principles of customer engagement, while we re-design processes and systems. We will use customer research to validate the 'moments of truth' and how successful our current service offer is at delivering the ideal customer journey.

Using the example below, we will develop our own core customer journeys in more detail with input from teams and roles across the council. Once developed, these core journeys would require some key organisational decisions and principles to be agreed, to enable these to be implemented as part of a transformation project.

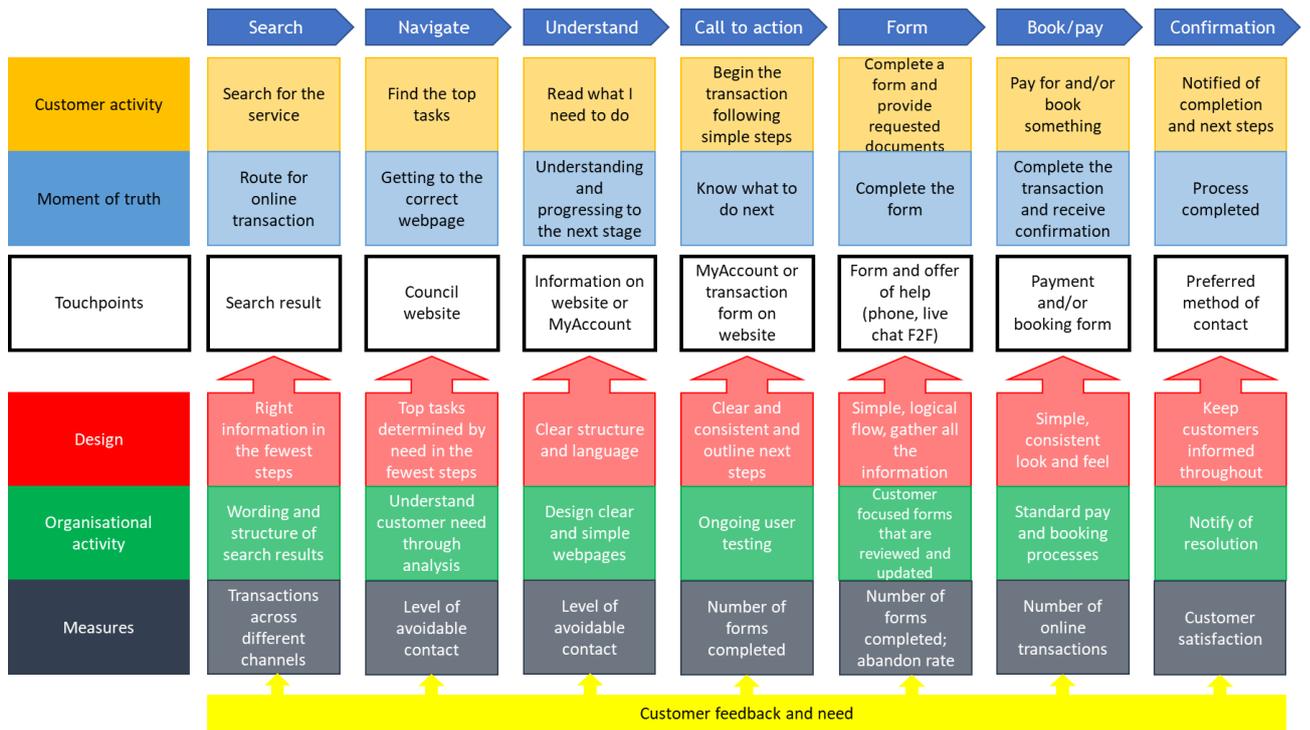


Figure 11: Tier 0 Standard Customers Example

5 How will we measure our progress?

To achieve the maximum impact, we need to ensure that our measurements are directly related to our goals and the impact we are trying to achieve.

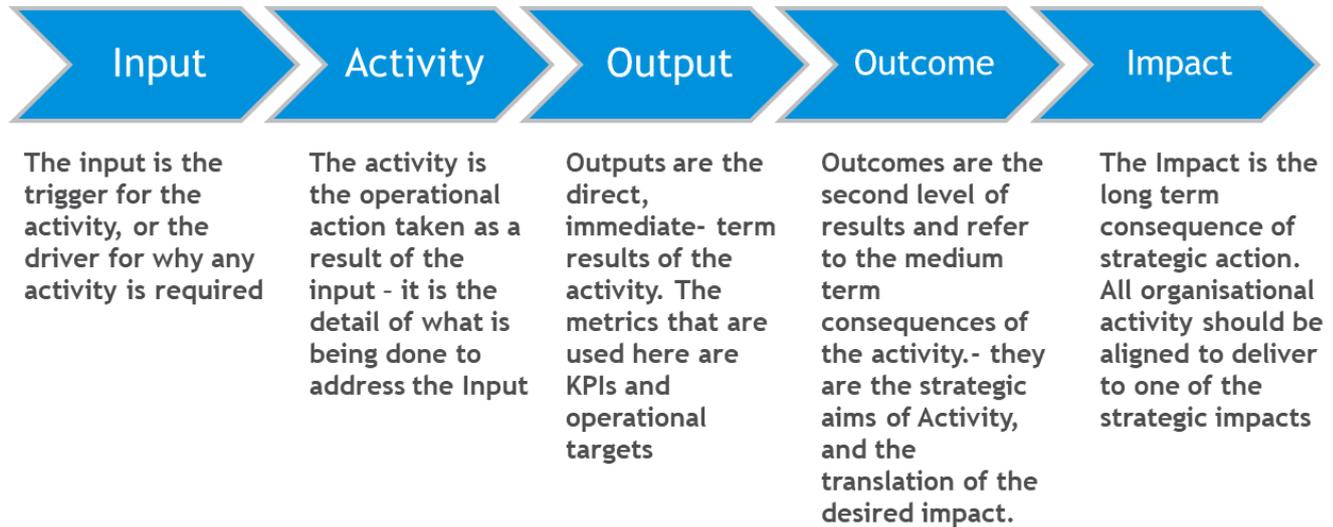


Figure 12: Strategic Framework

Using the strategic framework shown in Figure 12 **Error! Reference source not found.**, we can use right-to-left thinking to map out the impact, outcomes, outputs, and activities for this strategy as shown in Table 3: Measures of Success.

Impact	Outcome	Output	Activity
To provide a positive and effective customer experience, enabling our communities to thrive and prosper	- Improved customer visibility of interactions	<i>Target:</i> 20,000 online customer accounts set up <i>End date:</i> XX/2022	<ul style="list-style-type: none"> Review and update key correspondence templates with channel shift 'nudges' Implement improvements to MyDacorum / website Plan and implement campaign to increase sign ups
	- Improved levels of customer satisfaction	<i>Target:</i> 85% satisfaction for all services provided by Customer Services <i>End date:</i> XX/2022	Implement customer ratings and feedback in customer journeys

		<p><i>Target:</i> 85% satisfaction for all services across the Council</p> <p><i>End date:</i> XX/2023</p>	Implement customer ratings and feedback in customer journeys
	- Significant reduction in unstructured incoming email to the organisation	<p><i>Target:</i> 50% reduction in email enquiries (replaced by forms and self-serve information) in Housing, Planning, Revenues and Benefits</p> <p><i>End date:</i> XX/2022</p>	Review and rationalise group email addresses; and implement approach to reduce email to high volume inboxes
		<p><i>Target:</i> 80% reduction in email enquiries (replaced by forms and self-serve information) in Housing, Planning, Revenues and Benefits</p> <p><i>End date:</i> XX/2023</p>	
	- Improved performance because of continuous improvement projects	<p><i>Target:</i> X initiatives completed per year to address performance improvements aligned to strategic aims. These initiatives will be identified through business intelligence and continuous improvement activity.</p> <p><i>End date:</i> 31/12/2022 (resets annually)</p>	Implement Service Level Agreements within customer journeys
			Implement corporate performance dashboards
			Implement continuous improvement cycles
			Provide refresher training for management roles (operational and functional) on the data and reports available within systems

Table 3: Measures of Success and targets

6 Who is accountable?

For the successful implementation and continuous improvement of the customer strategy, it is important to determine what the roles and responsibilities are within the organisation.

Below is a RACI (Responsible, Accountable, Consulted, and Informed) for the delivery of this strategy and it's supporting actions.

	Chief Officer Group	Programme Team	Group Manager (People)	Group Managers	Councillors	Customers
Support the implementation of the principles in this strategy	A		R	R	C	
Model the behaviours that we expect of all staff during their interactions with our customers	R	R	A	R	R	
Design processes aligned to the principles within this strategy	I	A	C	R	I	C
Introduce new digital tools and processes		A		R	I	C
Introduce core concepts through objectives, training and transition into new ways of working			R	A	C	
Align performance measures and monitoring to corporate strategy	A	R	R	R	I	I
Own the Customer Engagement Strategy	A		R			
Own any Style/Communication Guides that are reviewed off the back of this strategy			R			
Implement the actions within the plan	C	R	A	R	I	I



Report for:	Cabinet
Date of meeting:	
Part:	I
If Part II, reason:	

Title of report:	Treasury Management 2021/22 Mid-Year Performance Report
Contact:	Cllr Graeme Elliot – Portfolio Holder for Finance & Resources Nigel Howcutt, Chief Finance Officer Fiona Jump, Group Manager (Financial Services)
Purpose of report:	To provide Members with mid-year information on Treasury Management performance for 2021/22.
Recommendations:	That Cabinet recommends to Council acceptance of this report on mid-year treasury management performance and prudential indicators for 2021/22.
Corporate objectives:	Ensuring efficient, effective and modern service delivery.
Financial Implications:	<u>Financial</u> A summary of performance against the Council's budgeted investment income is included in Section 5 of the report. <u>Value for Money</u> The Council is required to invest surplus funds to ensure it maximises the benefit of cash flows.
Risk Implications:	A prudent approach to investment is required to minimise the risk to the Council of investment losses. The approach is outlined in the Council's Treasury Management Strategy 2021/22. The report provides an update on the delivery of that strategy.

Community Impact Assessment	The content of this report relates to the Council's treasury management performance and does not require a Community Impact Assessment to be undertaken.
Health And Safety Implications:	There are no Health and Safety implications arising from this report.
Monitoring Officer / S151 Officer Comments:	<p>Monitoring Officer:</p> <p>No comments to add to the report.</p> <p>Deputy S.151 Officer</p> <p>This is a Deputy Section 151 Officer Report.</p>
Consultees:	Link Asset Services
Background papers:	Treasury Management Strategy 2021/22 (Budget Report Appendix K) - Cabinet 9 February 2021
Glossary of acronyms and any other abbreviations used in this report:	<p>Chartered Institute of Public Finance and Accountancy (CIPFA)</p> <p>Capital Financing Requirement (CFR)</p> <p>Monetary Policy Committee (MPC)</p> <p>Treasury Management Strategy Statement (TMSS)</p> <p>Debt Management Office (DMO)</p> <p>Public Works Loan Board (PWLB)</p> <p>Housing Revenue Account (HRA)</p>

1. **Background**

- 1.1 The purpose of this report is to update Cabinet on the performance of this Council's treasury management function during the first half of 2021/22, to the period 30 September 2021.
- 1.2 Treasury management is defined as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.3 The Council's Treasury Management team manages the Council's cash-flows in order to strike the optimal balance between the following three elements:
 - The liquidity requirements for the Council's day-to-day business;
 - Funding the Council's capital programme;
 - Investing surplus monies in line with the Treasury Management Strategy.

2. **Governance**

- 2.1 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management in the Public Services (The Code).
- 2.2 The Code requires:
 - Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities;
 - Creation and maintenance of treasury management practices setting out the manner in which the Council will seek to achieve those policies and objectives;
 - Receipt by Full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report (this report) and an Annual Report (stewardship report) covering activities during the previous year;
 - Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and execution and administration of treasury management decisions;
 - This organisation nominates Cabinet to be responsible for ensuring effective scrutiny of the Treasury Management Strategy, policies and monitoring before recommendation to Full Council.

3. Economic update

- 3.1 In September 2021, the Monetary Policy Committee (MPC) voted unanimously to leave the Bank interest Rate unchanged at 0.10% and made no changes to its programme of quantitative easing purchases. Covid-19 has caused significant economic damage to the UK and economies around the world.
- 3.2 The MPC has since indicated a marked increase in concern that more recent increases in prices, particularly gas and electricity in October and due again next April, are likely to lead to faster and higher inflation expectations and underlying wage growth. This increases the risk that price pressures would prove more persistent next year than previously expected. The MPC reaffirmed its commitment to the 2% inflation target. Previous MPC meetings had indicated a willingness to exceed this inflation target for limited periods.
- 3.3 In December 2021, the MPC increased the Bank Rate to 0.25%. At the end of September 2021, the Council's treasury management advisor, Link Asset Services, forecasted further increases in quarter 2 of 2023/24 to 0.50% and to 0.75% in quarter 4 of 2023/24.
- 3.4 Significant levels of downgrades to short and long term investment counterparty credit ratings have not materialised since the start of the Covid-19 pandemic. There has been some change in rating outlooks (the expected change in rating movements in the near to medium term). However, as economies have reopened, there have been some instances of previous lowering of rating outlooks being reversed.

4. Treasury Management Strategy Statement and Annual Investment Strategy update

- 4.1 The Treasury Management Strategy Statement (TMSS) for 2021/22 was approved by Council on 9 February 2021.
- 4.2 The Council's Annual Investment Strategy, which is incorporated within the TMSS, outlines the Council's investment priorities as:
- Security of capital;
 - Liquidity;
 - Return on investment.
- 4.3 The Council aims to achieve the optimum return on investments within the context of the first two priorities. A breakdown of the Council's investment portfolio, as at 30 September 2021, is shown in Appendix 1.
- 4.4 Link Asset Services' full counterparty credit list as at 30 September 2021 identifies those organisations the Council is able to place funds and is shown in Appendix 2.
- 4.5 All the Council's investments during the first six months of the year have been placed in accordance with the approved strategy.

5. Investment Performance 2021/22

- 5.1 It is the Council's priority to ensure security of capital and liquidity and to obtain an appropriate level of return consistent with the Council's risk appetite. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out best value available in periods up to 12 months with high credit rated financial institutions.
- 5.2 As shown by the interest rate forecasts in section 3.3, interest rates are currently well below those commonly seen in previous decades. All short-term money market investment rates have only risen by very small amounts since the Bank Rate was cut to 0.10% in March 2020. Given this environment and that the Bank Rate may only rise marginally before mid-2023, investment returns are expected to remain low.
- 5.3 Inter-local authority lending and borrowing rates have also declined due to an increase in the levels of cash available for those wishing to borrow on a short term basis. This is a direct result of large Covid- 19 related payments made to local authorities by central government. Accurately forecasting when disbursements of funds received will occur or when further large receipts will be received from the Government has been challenging.
- 5.4 The Council held £140.553m of investments as at 30 September 2021 (£112.467m at 31 March 2021). The average investment return for the first six months of the year was 0.07%. In comparison, the Council achieved 0.40% in the first 6 months of 2020/21.
- 5.5 The Council's investment return for the first half of 2021/22 displays a £265k unfavourable variance against half-yearly budgeted figure of £308k. This reflects the much lower rate of returns available as described in section 5.2.

6. Borrowing

The Capital Financing Requirement

- 6.1 The Council's Capital Financing Requirement (CFR) is the Council's underlying need to borrow for capital purposes. The CFR is forecasted to be £345.027m as at 31/03/2022. This includes the fixed interest rate borrowing from the Public Works Loan Board (PWLB) following the introduction of HRA Self Financing and for General Fund capital expenditure requirements.

Current Borrowing Arrangements

- 6.2 As a Local Authority, the Council is able to borrow from PWLB, which operates within the Debt Management Office (DMO), an Executive Agency of HM Treasury.
- 6.3 The PWLB charges interest on the loans it issues to local authorities. Any borrowing undertaken by the Council will be carried out in line with its approved Treasury Management Strategy. If required, the Council is able to utilise existing cash balances to fund some of its future capital programme instead of undertaking new external borrowing.

Debt rescheduling

6.4 Debt rescheduling opportunities have been very limited in the current economic climate. No debt rescheduling has therefore been undertaken to date in the current financial year.

6.5 Compliance with Treasury and Prudential Limits

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the half year ended 30th September 2021, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2021/22. The Chief Finance Officer envisages no difficulties for the current or future years in complying with these indicators.

7. The Council's Capital Expenditure (Prudential Indicators)

7.1 Prudential indicators are set yearly as part of the Council's Treasury Management Strategy. They set the annual limits on borrowing, and provide a basis for assessing the affordability of financing costs, external debt and capital expenditure.

Prudential Indicators for Capital Expenditure

7.2 The table below shows the revised estimates for capital expenditure and financing with the changes since the capital programme was agreed in February 2021, as at the end of September 2021

Capital Expenditure by Service	2021/22 Original Budget £M	2021/22 Revised Forecast as at September 2021 £M
General Fund	9.490	9.772
HRA	41.360	26.716
Total	50.850	36.487
Financed by:		
Capital grants & S106	3.756	4.331
Capital receipts & reserves	39.373	27.240
Revenue	7.721	4.917
Borrowing	0.00	0
Total financing	50.850	36.487

7.3 The table below shows the CFR and the expected debt position over the period; termed the 'Operational Boundary'. The changes to the forecast CFR are due to revision of the Capital Programme, and incorporation of the actual outturn position from 2020/21 and programme slippage and underspends in 2021/22. In year slippage has arisen due to the Covid-19 pandemic.

	2021/22	2021/22
	Original Estimate £M	Revised Forecast £M
Prudential Indicator – Capital Financing Requirement		
CFR – General Fund	18.571	12.580
CFR – HRA	332.448	332.448
Total CFR	351.019	345.027

Net movement in CFR from 31/03/21	2.146	(3.846)
Prudential Indicator – External Debt / the Operational Boundary		
Borrowing	349.680	349.680
Other long term liabilities (leases)	0.188	0.188
Total debt 31 March 2022	349.868	349.868

Prudential Indicator for Borrowing Activity

7.4 The key control over treasury activity is a prudential indicator to ensure that, over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year, plus the estimates of any additional CFR for 2021/22 and the next two financial years.

7.5 The table highlights that the Council's gross borrowing is forecast to be below its CFR.

	2021/22	2021/22
	Original Estimate £M	Revised Estimate £M
Gross borrowing	349.680	349.680
Plus other long term liabilities (leases)	0.188	0.188
Less investments	(76.041)	(74.600)
Net borrowing	273.827	275.267
CFR (year-end position)	351.019	345.027

7.6 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised annually 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. As at 30 September 2021, the Council had borrowing and other long term liabilities of £353.690m, which is £56.31m under the authorised limit.

Authorised limit for external debt	2021/22 Original Indicator £M	Current Position £M
Borrowing	400.000	353.502
Other long term liabilities	10.000	0.188
Total	410.000	353.690

Borrower	Deposit Type	Principal	Date Lent	Date Repayable	Interest Rate	Duration (Days)	Approved Duration	DBC Limit(M)
National Westminster Bank Plc	Call Account	4,053,419	30/09/2021	01/10/2021	0.01%	1	12 months	14.5
BlackRock Liquidity Money Market Fund	MMF	9,000,000	30/09/2021	01/10/2021	0.01%	1	100 days	9
National Westminster Bank Plc	Investment	5,000,000	31/03/2021	30/03/2022	0.17%	364	12 months	14.5
Close Brothers Ltd	Investment	2,000,000	01/04/2021	01/10/2021	0.25%	183	6 months	11
National Westminster Bank Plc	Investment	3,000,000	01/04/2021	25/03/2022	0.17%	358	12 months	14.5
Sumitomo Mitsui Banking Corporation Europe Ltd	Investment	1,000,000	23/04/2021	19/10/2021	0.09%	179	6 months	11
Nationwide Building Society	Investment	8,000,000	30/04/2021	22/10/2021	0.07%	175	6 months	11
Barclays Bank Plc	Investment	2,000,000	04/05/2021	29/10/2021	0.02%	178	6 months	11
Coventry Building Society	Investment	1,000,000	17/05/2021	16/11/2021	0.05%	183	6 months	11
Santander UK Plc	Investment	5,000,000	21/05/2021	16/11/2021	0.09%	179	6 months	11
Nationwide Building Society	Investment	1,000,000	28/05/2021	18/10/2021	0.05%	143	6 months	11
Coventry Building Society	Investment	1,000,000	04/06/2021	25/11/2021	0.04%	174	6 months	11
Barclays Bank Plc	Investment	3,000,000	15/06/2021	15/12/2021	0.02%	183	6 months	11
Sumitomo Mitsui Banking Corporation Europe Ltd	Investment	3,000,000	21/06/2021	22/11/2021	0.09%	154	6 months	11
Sumitomo Mitsui Banking Corporation Europe Ltd	Investment	3,000,000	21/06/2021	20/12/2021	0.09%	182	6 months	11
Coventry Building Society	Investment	3,000,000	29/06/2021	24/12/2021	0.05%	178	6 months	11
Santander UK Plc	Investment	2,000,000	02/07/2021	17/12/2021	0.08%	168	6 months	11
Leeds Building Society	Investment	2,000,000	09/07/2021	08/10/2021	0.03%	91	100 days	9
Debt Management Office	Investment	1,500,000	13/07/2021	06/10/2021	0.01%	85	60 months	NA
Skipton Building Society	Investment	2,000,000	14/07/2021	12/10/2021	0.01%	90	6 months	11
Debt Management Office	Investment	5,000,000	15/07/2021	18/10/2021	0.01%	95	60 months	NA
Lloyds Bank Plc (RFB)	Investment	4,000,000	16/07/2021	14/01/2022	0.02%	182	6 months	11
Skipton Building Society	Investment	2,000,000	21/07/2021	18/10/2021	0.01%	89	6 months	11
Santander UK Plc	Investment	2,000,000	30/07/2021	28/01/2022	0.08%	182	6 months	11
Skipton Building Society	Investment	4,500,000	02/08/2021	18/01/2022	0.01%	169	6 months	11

Borrower	Deposit Type	Principal	Date Lent	Date Repayable	Interest Rate	Duration (Days)	Approved Duration	DBC Limit(M)
Yorkshire Building Society	Investment	2,000,000	02/08/2021	05/11/2021	0.01%	95	100 days	9
Debt Management Office	Investment	2,000,000	03/08/2021	19/10/2021	0.01%	77	60 months	NA
Debt Management Office	Investment	1,000,000	05/08/2021	03/11/2021	0.01%	90	60 months	NA
Yorkshire Building Society	Investment	2,000,000	06/08/2021	12/11/2021	0.01%	98	100 days	9
Debt Management Office	Investment	2,000,000	10/08/2021	16/11/2021	0.01%	98	60 months	NA
Debt Management Office	Investment	1,000,000	10/08/2021	19/11/2021	0.01%	101	60 months	NA
Debt Management Office	Investment	1,000,000	16/08/2021	25/10/2021	0.01%	70	60 months	NA
Debt Management Office	Investment	1,000,000	16/08/2021	26/11/2021	0.01%	102	60 months	NA
Skipton Building Society	Investment	2,500,000	18/08/2021	03/12/2021	0.01%	107	6 months	11
Lloyds Bank Plc (RFB)	Investment	1,000,000	23/08/2021	16/02/2022	0.02%	177	6 months	11
Yorkshire Building Society	Investment	1,500,000	23/08/2021	19/11/2021	0.01%	88	100 days	9
Leeds Building Society	Investment	2,000,000	25/08/2021	25/11/2021	0.03%	92	100 days	9
Lloyds Bank Plc (RFB)	Investment	1,000,000	27/08/2021	25/02/2022	0.02%	182	6 months	11
Debt Management Office	Investment	1,000,000	03/09/2021	19/10/2021	0.01%	46	60 months	NA
Leeds Building Society	Investment	1,000,000	03/09/2021	26/11/2021	0.03%	84	100 days	9
Yorkshire Building Society	Investment	2,000,000	10/09/2021	10/12/2021	0.02%	91	100 days	9
Sumitomo Mitsui Banking Corporation Europe Ltd	Investment	4,000,000	17/09/2021	11/03/2022	0.09%	175	6 months	11
Coventry Building Society	Investment	2,000,000	17/09/2021	04/03/2022	0.05%	168	6 months	11
Barclays Bank Plc	Investment	4,000,000	17/09/2021	25/02/2022	0.07%	161	6 months	11
Nationwide Building Society	Investment	2,000,000	20/09/2021	17/03/2022	0.07%	178	6 months	11
Santander UK Plc	Investment	2,000,000	20/09/2021	17/03/2022	0.08%	178	6 months	11
Lloyds Bank Plc (RFB)	Investment	3,000,000	22/09/2021	22/11/2021	0.01%	61	6 months	11
Yorkshire Building Society	Investment	1,500,000	23/09/2021	15/12/2021	0.01%	83	100 days	9
Close Brothers Ltd	Investment	9,000,000	24/09/2021	23/03/2022	0.25%	180	6 months	11
Debt Management Office	Investment	2,000,000	27/09/2021	18/10/2021	0.01%	21	60 months	NA
Leeds Building Society	Investment	4,000,000	28/09/2021	06/01/2022	0.02%	100	100 days	9
Coventry Building Society	Investment	4,000,000	30/09/2021	28/03/2022	0.05%	179	6 months	11

Country	Counterparty	Approved Duration	DBC Current Limit (M)
U.K	Al Rayan Bank Plc	6 months	11
U.K	Bank of Scotland PLC (RFB)	6 months	11
U.K	Barclays Bank PLC (NRFB)	6 months	11
U.K	Barclays Bank UK PLC (RFB)	6 months	11
U.K	Close Brothers Ltd	6 months	11
U.K	Clydesdale Bank PLC	100 days	9
U.K	Goldman Sachs International Bank	6 months	11
U.K	Handelsbanken Plc	12 months	12.5
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	11
U.K	Lloyds Bank Plc (RFB)	6 months	11
U.K	National Bank Of Kuwait (International) PLC	12 months	12.5
U.K	NatWest Markets Plc (NRFB)	6 months	11
U.K	Santander Financial Services plc (NRFB)	6 months	11
U.K	Santander UK plc	6 months	11
U.K	SMBC Bank International PLC	6 months	11
U.K	Standard Chartered Bank	6 months	11
U.K	Coventry BS	6 months	11
U.K	Leeds BS	100 days	9
U.K	Nationwide BS	6 months	11
U.K	Skipton Building Society	6 months	11
U.K	Yorkshire BS	100 days	9
U.K	National Westminster Bank PLC (RFB)	12 months	14.5
U.K	The Royal Bank of Scotland Plc (RFB)	12 months	14.5



Report for:	Cabinet
Date of meeting:	15th February 2022
Part:	1
If Part II, reason:	

Title of report:	Budget 2022/23
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources Nigel Howcutt, Chief Finance Officer
Purpose of report:	To present to Cabinet budget proposals for recommendation to Council in relation to: <ul style="list-style-type: none"> • Revenue and Capital Expenditure for 2022/23 together with the potential use of reserves • The setting of the Council Tax for 2022/23 • The Treasury Management Strategy 2022/23 • The Capital Strategy 2022/23 • The level of fees and charges for 2022/23 • Advice to Councillors on the robustness of the Budget proposals and adequacy of balances and reserves as required by the Local Government Act 2003.
Recommendations	It is recommended that Cabinet recommends Council to: <p>General Fund Revenue Estimate</p> <p>a) set a Dacorum Borough Council General Fund Council Tax requirement of £12.836m, and a provisional amount of £13.851m for the combined Borough Council and Parish Councils' requirement for 2022/23;</p>

- b) approve a Band D Council Tax increase of £5 (2.4%) for Dacorum Borough Council;
- c) approve the base estimates for 2022/23, as shown in Appendix A1, and the indicative budget forecasts for 2022/23 – 2025/26, as shown in Appendix A2;
- 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;
- e) approve increases in Fees and Charges for 2022/23 as set out in Appendices C3, D3, and E3;
- f) approve and adopt the Treasury Management Strategy for 2022/23, attached at Appendix K;
- g) approve and adopt the Capital Strategy for 2022/23, attached at Appendix L;
- h) note that this budget paper, if approved by Council, will form part of the Medium Term Financial Strategy.

Capital Programme

- i) approve the Capital Programme for 2022/23 to 2026/27, as detailed in Appendix I;
- j) approve the financing proposals in Appendix I subject to an annual review of the financing options by the Chief Finance Officer, in consultation with the Portfolio Holder for Finance and Resources, during the preparation of the Statement of Accounts.

Housing Revenue Account (HRA)

- k) set dwelling rents according to the new MHCLG Rent Standard, which provides for a rent increase of CPI+1% (4.1% in total). The average dwelling rents is proposed to be £111.23 in 2022/23 (based on 52 weeks);
- l) approve the HRA estimate for 2022/23 as shown in Appendix F.

Employer Terms and Conditions

- 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 2022/23 (to be reviewed annually thereafter).

Statement by Chief Finance Officer

	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>Monitoring Officer:</p> <p>Under the Council's Constitution it is the responsibility of Cabinet to draw up firm proposals for the Budget, having regard to the responses to the consultation, and to present those proposals to Full Council for approval. Once Full Council has approved the Budget it is the responsibility of Cabinet to implement it.</p> <p>S.151 Officer:</p> <p>Comments contained in body of report. Chief Finance Officer Statement contained in Appendix M of the report.</p>
Consultees:	Overview and Scrutiny Committees Budget Review Group Senior Leadership Team
Background papers:	Joint Overview and Scrutiny Reports: 1 st December 2021, and 2 nd February 2022.
Abbreviations	GF – General Fund Revenue Account HRA – Housing Revenue Account MHCLG – Ministry of Housing, Communities & Local Govt. MTFS – Medium Term Financial Strategy NHB – New Homes Bonus OSC – Overview and Scrutiny Committee PWLB – Public Works Loan Board RSG – Revenue Support Grant SFA – Settlement Funding Assessment

Appendices to this report are as follows:

Corporate view

- Appendix A1 – General Fund Budget Summary 2022/23
- Appendix A2 – General Fund MTFS update 2022/23 – 2025/26
- Appendix B1 – Budget Change Analysis 2021/2022 – 2022/23
- Appendix B2 – Budget Summary by Overview & Scrutiny Committee

Finance and Resources

- Appendix C1 – Finance & Resources Budgets Summary 2022/23
- Appendix C2 – Finance & Resources Budget Detail 2022/23
- Appendix C3 – Finance & Resources Fees and Charges 2022/23

Housing and Community

- Appendix D1 – Housing & Community Budget Summary 2022/23
- Appendix D2 – Housing & Community GF Budget Detail 2022/23
- Appendix D3a – Housing & Community Fees and Charges 2022/23
- Appendix D3b – Housing & Community Fees and Charges (Licensing) 2022/23

Strategic Planning and Environment

- Appendix E1 – Strategic Planning & Environment Budget Summary 2022/23
- Appendix E2 – Strategic Planning & Environment Budget Detail 2022/23
- Appendix E3 – Strategic Planning & Environment Fees and Charges 2022/23

Housing Revenue Account

- Appendix F – Housing Revenue Account Budget 2022/23
- Appendix G – Housing Revenue Account Movements 2022/23 -2022/23

Capital Programme

- Appendix H – Capital Programme Summary of new and amended projects
- Appendix I – Capital Programme 2022/23 - 2026/27, by OSC

Reserves

- Appendix J – Statement of Earmarked Reserves

Treasury Management

- Appendix K – Treasury Management Strategy Statement 2022/23

Capital Strategy

- Appendix L – Capital Strategy 2022/23

S151 Officer

- Appendix M – Statement by the Chief Finance Officer

1. The Budget-Setting Process

- 1.1 The 2022/23 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 2025/26. 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 Executive and the Chief Finance Officer has met to review and monitor emerging budget proposals throughout the budget preparation period.
- 1.3 There have 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 2022, during which Members undertook detailed scrutiny of the budget proposals.

2. The 2022/23 Local Government Finance Settlement

- 2.1 On 16th December 2021, the Secretary of State for Levelling Up, Housing and Communities, Michael Gove MP, announced the provisional Local Government Finance Settlement 2022/23.
- 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. In addition to the SFA the 2022/23 provisional settlement for Dacorum announced a number of one off additional funding elements such as a new services grant, to fund NI increases, and an additional New Homes bonus payment. These grants have increased the funding received by government for 22/23 but are one off in nature.
- 2.3 Future levels of local authority funding are uncertain as Government continues its Local Government Funding reform in 22/23. The outcome of this review is expected to change both the total amount of funding available and the method by which it is allocated between local authorities. The government's flag ship policy for Levelling up is expected to use this new methodology to direct funding to those areas perceived to have received less proportional funding historically, and away from the greater South East area. Although the Local Government Finance Settlement did not confirm an implementation date, it is expected that this will provide a multi-year settlement for 2023/24 onwards.

3. Dacorum's Key Funding Streams – Covid Support

- 3.1 The current MTFS, approved by Council in October 2021, 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 2022/23 is c£1.7m, this pressure is to be offset by the use of the Economic Recovery Reserve, set up in 2020, to respond to the changing economic climate. These funds are being utilised to support key income streams that have been impacted by the changing trading environment as a result of the pandemic.
- 3.2 At the time of writing this report, uncertainty over next year's financial pressure remains, as it did when the MTFS was produced. The Covid cost/economic recovery and changing behaviours of residents, combined with the current cost of living concerns for 2022, remain challenging. On this basis, there are no material updates to the MTFS and the current forecasts.
- 3.3 As part of the government's Covid support for local businesses and to support the Business Rates revenue stream in 2022/23, a 50% rates relief will be applied to the Retail, Leisure and Hospitality sector. In addition to this the government has announced a freeze on the business rates multiplier, effectively removing annual inflationary increases on business rates.
- 3.4 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 2022/23. 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 The Council ceased to receive RSG in 2018/19, and, based on the original 4-year deal, was scheduled to pay negative RSG of £940k in 2022/23.
- 4.5 However, in December 2021, Government announced that next year, for the third consecutive year, negative RSG will be suspended. This means that the Council will receive £940k more funding in 2022/23 than was forecast within the MTFS.
- 4.7 It is recommended that Council continues the strategy of previous years and contributes the other £940k of negative RSG to reserves – in this case, the Dacorum Development Reserve, to partially offset some of the funds transferred out to support 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 2022/23 is £3.0m, in line with the MTFS expectations and the same as 2021/22.
- 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 prior to Covid, Dacorum has seen Business Rates growth which has resulted in additional funding to the baseline budget. During covid a combination of a reduction in demand for business properties and a reduced business rates baseline, after the application of business rate reliefs, business rates growth has been static. As this income stream is vulnerable to fluctuations in the local economy, the majority of the income historically has been transferred to reserves each year, so this impact has been minimal on the finances of the council.
- 4.11 The historic period of sustained growth resulted in Dacorum being included in the Hertfordshire councils' 'business rates pool in 21/22. This system is designed to 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.
- 4.13 Since 2014, a pool has existed within Hertfordshire comprising the optimal grouping of districts alongside HCC. For 2021/22, the Council was within that optimal pool, for 2022/23 Dacorum is no longer in the optimal grouping. This period in the pool is projected to provide an additional £300k to the Council in 21/22, as detailed in the 21/22 budget setting process.

- 4.14 The main risk of being in a pool is that the Government 'safety-net' which currently caps the Council's losses at 7.5% is removed. This risk is greater than usual at present given the uncertain economic impact of Covid on the Hertfordshire economy, and consequently on the amount of Business Rates received.
- 4.15 Due to this uncertainty, and the prudent assumptions made by the Council, being excluded in 22/23 will have no impact on the medium term financial strategy.
- 4.16 The present MTFs models Dacorum's baseline funding to grow in a straight line from a safety net position in 21/22 back to baseline by 2023/24. 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.

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

- 5.1 The provisional NHB allocation for Dacorum in 2022/23 has been announced as £1.6m, a decrease of £330k year on year but an increase on the projected income in the Medium Term Financial Strategy of £750k. This increase is due to Government including an additional one off allocation for 2022/23, contrary to previous announcements.
- 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. NHB is expected to cease from 2023/24 onwards.

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. The Council's share of the £111m funding pot is £135k, 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 Reserves to maintain the balance in the reserves following planned draw downs in 2021/22.

7. Dacorum's Key Funding Streams – Council Tax

- 7.1 Dacorum's Council Tax requirement for 2022/23 is calculated as £13.868m (provisional, inclusive of provisional parish precepts) and £12.833m (exclusive of parish precepts). The approved tax base for 2022/23 is 59,328.30 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 deficit position of £962,542.04 on the Collection Fund is forecast for 31 March 2022. 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 2022/23 is as follows:

Dacorum Borough Council	£115,000.26
Hertfordshire County Council	£740,351.84
Hertfordshire Police and Crime Commissioner	£107,189.94
Total Surplus	£962,542.04

7.5 Cabinet approved the Collection Fund surplus in December 2021.

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 (2.4%) for Dacorum in 2022/23 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 2022/23 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 2021/2022

9.1 Appendices C2, D2 and E2, which breakdown the proposed 2022/23 budget by Overview and Scrutiny Committee (OSC) remit, also show the forecast budget outturn for the current financial year, as at December 2021. This is included to provide Members with comparative context for the 2022/23 budget proposals.

9.2 As at January 2022, the outturn for financial year 2021/2022, is reporting a £130k budget pressure that represents less than 1% of the net cost of services, and mitigation plans are in place to try to address this projection by year end. Where necessary, 21/22 budget variances relating to underlying business-as-usual have been updated to ensure a more robust budget over the 2022/23 financial year.

10. Budgetary Assumptions 2022/23

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

Inflation Factors	
Average salary Inflation (annual pay settlement) for 2022/23	2.5%
Business Rates (Multiplier frozen and funded through S31 grant)	2.0%
Fuel	5.0%
Utility Cost increase assumptions: Gas	5.0%
Electricity	5.0%
Other Assumptions	
Return on investment	0.5%
Salary Vacancy Factor (excluding front-line Waste services)	5.0%
Growth in numbers of Band D equivalent properties	1.1%

- 10.2 The salary vacancy factor for the 2021/2022 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 2022/23.

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 – Interest rates have been at historic lows in recent years, and even increasing levels of cash balances have not been able to reduce the impact on investment returns. In 21/22 the investment income performance is projected to create a financial pressure of circa £250k and hence the budgeted income for 2022/23 has been reduced by £250k, this assumes an average rate of return of 0.5%.
- 11.4 Fees and Charges – Service managers have proposed changes to fees and charges for 2022/23 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 2021).
- 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 2022/23, which equates to just under 11% of the Net Cost of Services of £21.4m (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 £2.8m by the end of 2022/23, which equates to 5% of the £60.2m turnover (as shown in Appendix F).
- 12.5 It is recommended that Council approves the continued use of these parameters for the maintenance of both General Fund and HRA Working Balances.

General Fund Earmarked Reserves

- 12.6 The General Fund budget proposes a Net Cost of Service of £21.4m, as set out in Appendix A1. This includes a net contribution of £1.39m from 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 2022/23 are as follows:

Earmarked Reserve	Net Movement to/(from) Reserves £000
Capital Development Reserve	(300)
Management of Change Reserve	768
Technology Reserve	(45)
Savings Efficiencies Reserve	(175)
On Street Car Parking Reserve	40
Local Development Framework Reserve	(150)
Dacorum Development Reserve	717
Vehicle Replacement Reserve	350
Invest to Save Reserve	(20)
Election Reserve	40
Training and Development Reserve	(75)
Housing Conditions Survey Reserve	15
Dacorum Rent Aid	(15)
Rent Guarantee Scheme	(15)
	Net Movement to/(from) Reserves £000
Earmarked Reserve (cont.)	
Funding Equalisation Reserve	(1,023)
Pensions Reserve	200
Maylands Plus Reserve	23
Economic Recovery Reserve	(1,725)
Total Net Movement	1,390

- 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 2022/23, 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, this reserve is being closed and the £300k is allocated to the Management of Change Reserve.
- **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 contribution to this reserve of £768k in 2022/23:

- Contribution to the reserve of £845k (including £135k new Lower Tier Funding announced in LG Settlement, a proportion of other one of settlement allocations £500k and a strategic contribution to this reserve £210k);
- Transfer of funds from the Capital Development, Rent Aid and Rent Guarantee reserves £330k;
- Drawn down from the reserve to support:
 - Transformation Change projects including Waste Service and other service reviews (£165k);
 - A further year of the Council's apprenticeship scheme £139k
 - A further year of the fixed term Diversity and Inclusion Officer (£53k)
 - A fixed term Communications Officer post (£50k)
- **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 £45k in 22/23 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. There is a net draw down from reserves of £175k planned in 22/23. This figure includes a contribution to reserves of £130k, arising from a one-off saving from the upfront payment of pension contributions. It also includes funding the delay in savings delivery by the CCTV commercial drive (£85k), the restructure of the Revenues and Benefits Service (£110k), both delayed due to the impact of the pandemic. £110k of the net draw down is to support income generation within Planning.

- **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. A one-off contribution of £40k is being applied to this reserve to ensure it has capacity to support the additional parking reviews expected in 22/23.

- **Local Development Framework Reserve**

This reserve was created to support the development and ongoing work associated with the Council's local plan. A net transfer to this reserve of £150k is proposed. This includes a transfer of £70k from the Dacorum Development Reserve plus a draw down £220k 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 £717k proposed for 2022/23 comprises:

- A contribution of £1.294m from New Homes Bonus funding;
- A contribution of £342k from the additional funds provided by the Local government finance settlement;
- A draw down of £99k towards additional short term posts in planning enforcement, planning and economic development.
- A £160k draw down to conduct a one off assessment of the Energy Performance of the commercial assets portfolio prior to new government legislation in April 2023.
- Drawdown of £40k to fund a Resident survey in 2022/23;

- Drawdown of £300k to fund costs associated with the Hemel Garden Communities project to create new housing, jobs and infrastructure within the borough;
 - Drawdown of £250k to support the costs associated with the Hemel Place Strategy.
 - Transfer of £70k to the Local Development Framework reserve
- **Climate Change and Sustainability Reserve**
This reserve was set up in 20/21 to support initiatives associated with the Council's commitment to addressing climate change and sustainability issues across the borough.
 - **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.
 - **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 draw down of £20k is planned in 2022/23 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 2022/23 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 £75k from the reserve is proposed to continue the second year of the Graduate 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 were originally set up to provide assistance to clients to obtain/retain accommodation, these services are maintained by the private sector housing service and hence it is proposed to close these reserves and move those funds to the Management of Change Reserve.
- **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 £1.02m is proposed, to support the forecast business rates deficit in 2022/23.
- **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.

It is recommended that the Council continues 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 2022/23 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 £1.73m is planned for 2022/23, in line with previous recommendations.

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 Commercial Strategy, Digital agenda, and People Strategy.

Capital Receipts Reserve

12.10 This reserve is utilised to finance the Capital Programme. The balance brought forward to 2022/23 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 £27.2m as at 1st April 2022, and £4.5m as at 31st March 2023. It is estimated that the GF capital balances will be £16.5m as at 1st April 2022, and £1.7m as at 31st March 2023

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 £342m of capital investment across the borough. The Capital Programme in 2022/23 is £90.8m of which £67.9m is the HRA and £22.9m is the General Fund.

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

General Fund

- £6.6m investment in a 5-year programme of fleet replacement.
- £4.2m capital investment to the council's community facilities including Council-owned buildings, community infrastructure, car parks, leisure and sports premises.
- £0.3m Investment in facilitating affordable housing developments.
- £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

- £90.7m for major capital repairs and replacements of components of the Housing Stock (such as bathrooms, roofs, windows, kitchens); and,
- £174m for the New Build programme.

Financing the Capital Programme

- 13.4 It is recommended that the Capital Programme for 2022/23 be financed as per the table below.

Proposed Financing for Capital Programme 2022/23	
	£m
Capital Receipts and Reserves	70.9
Grants and External Funding	5.0
Revenue Contribution	4.7
Borrowing	10.2
Total Indicative Funding	90.8

- 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 2022/23 and subsequent years have been made based on the Council's Asset Management Plan and the current economic climate. The level of receipts and anticipated to be utilised in 22/23 is £49.6m.

The level of reserves expected to be utilised is £21.4m, £18.8m from the Major Repairs Reserve, which is funded from the depreciation on the Council's housing stock, and £2.6m 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**
£5.0m of capital expenditure will be funded from grants and s106 contributions.
- **Revenue Contribution to Capital**
This refers to charges on revenue budgets in order to finance capital projects. In 2022/23 the budget assumes the HRA will be contributing £4.7m.

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 2022/23 equates to £3m. 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 2022/23

- 15.5 The HRA business plan incorporates the following key financial assumptions, based on the draft 2022/23 HRA budget:

Budget	Assumptions
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 2022/23 have been set according to the DLUHC Rent Standard, which allows for an increase of CPI+1% (4.1% in total based on October CPI rate published by ONS). New tenancies re-let at (social) formula rent.
RPI	Year 2 4.9%, Year 3 4.5%, Year 4 3.25% and 3% for subsequent years.
CPI	3.1% 2022/23; 2% (2023/24) 2% (subsequent years)

New Build Programme	274 units built, 255 currently in progress, 206 in the pipeline.
Void and Bad Debts	Void: 1.07% of gross income Bad Debts: 1.29%
Right to Buy	Assumption of 30 per year.

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 £9.90 per hour. All Council staff are paid in excess of the living wage for 2022/23.

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 2022/23 budget and the level of the Council's reserves.

GENERAL FUND BUDGET SUMMARY 2022/23

APPENDIX A1

	Original 2021/22	Growth / (Savings)	Estimate 2022/23
	£000	£000	£000
Service Expenditure & Income			
Employees	24,597	3,003	27,600
Premises	4,945	255	5,199
Transport	1,596	204	1,800
Supplies & Services	7,697	321	8,018
Third-Parties	811	176	987
Transfer Payments	47,149	(3)	47,146
Capital Charges & Bad Debts	4,917	(0)	4,917
Income	(16,958)	(707)	(17,665)
Grants and Contributions	(51,633)	129	(51,504)
Recharge to HRA	(4,607)	(477)	(5,084)
Net Cost Of Services	18,514	2,901	21,415
Less:			
Interest Receipts	(425)	125	(300)
Interest Payments & MRP	1,037	(8)	1,029
Reversal of Capital Charges	(4,802)	0	(4,802)
Revenue Contributions to Capital	350	(350)	0
Net movement to/(from) Earmarked Reserves	1,789	(3,179)	(1,390)
Budget Requirement General Fund	16,462	(511)	15,952
Parish Precepts	1,000	15	1,015
Budget Requirement Including Parishes	17,462	(496)	16,967
Funded by:			
Business Rates Retained	(2,791)	(113)	(2,904)
Revenue Support Grant	0	0	0
New Homes Bonus/Government Grants	(1,968)	539	(1,429)
Other Government Grants	0	(208)	(208)
Council Tax (Surplus)/Deficit	402	(0)	402
Business Rates (Surplus)/Deficit	300	723	1,023
Net Expenditure before Council Tax	13,405	445	13,851
Demand on the Collection Fund	(13,405)	(445)	(13,851)
Net Change in General Fund Balance	(0)	(1)	(0)
General Fund Balance B/Fwd	(2,502)		(2,502)
In year use	0		(0)
General Fund Balance C/Fwd	(2,502)		(2,502)

APPENDIX A2 - GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY

	Approved 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26
	£000	£000	£000	£000	£000
Service Expenditure & Income					
Employees	24,597	27,600	30,776	28,362	29,179
Premises	4,945	5,199	5,333	5,432	5,554
Transport	1,596	1,800	1,877	1,958	2,042
Supplies & Services	7,697	8,018	7,505	7,635	7,658
Third-Parties	811	987	847	863	881
Transfer Payments	47,149	47,146	47,146	47,146	47,146
Capital Charges & Bad Debts	4,917	4,917	4,919	4,921	4,924
Income	(68,590)	(69,167)	(70,274)	(71,625)	(72,328)
Recharge to HRA	(4,607)	(5,084)	(5,211)	(5,341)	(5,474)
Cumulative Savings	0	0	(0)	(1,022)	(2,033)
Net Cost Of Services	18,514	21,415	22,918	18,330	17,548
Less:					
Interest Receipts	(425)	(300)	(300)	(300)	(300)
Interest Payments & MRP	1,037	1,029	1,083	1,083	1,083
Reversal of Capital Charges	(4,802)	(4,802)	(4,802)	(4,802)	(4,802)
Revenue Contributions to Capital	350	0	0	0	0
Net movement to/(from) Earmarked Reserves	1,789	(1,390)	(3,819)	1,176	918
Budget Requirement General Fund	16,462	15,952	15,080	15,486	14,446
Parish Precepts	1,000	1,015	1,069	1,104	1,141
Budget Requirement Including Parishes	17,462	16,967	16,149	16,591	15,587
Funded by:					
Use of General Fund Balance	0	0	0	0	0
Business Rates Retained	(2,791)	(2,904)	(3,130)	(3,188)	(3,247)
Revenue Support Grant	0	0	1,514	2,403	3,247
Pilot Business Rates Funding	0	0	0	0	0
New Homes Bonus	(1,968)	(1,637)	0	0	0
Other Government Grants and Covid-19 Hardship Fund	0	0	0	0	0
Council Tax (Surplus)/Deficit	402	402	200	0	0
Business Rates (Surplus)/Deficit	300	1,023	607	0	0
Net Expenditure before Council Tax	13,405	13,851	15,340	15,806	15,587
Demand on the Collection Fund	(13,405)	(13,851)	(14,338)	(14,815)	(15,301)
General Fund Balance B/Fwd	(2,502)	(2,502)	(2,502)	(2,502)	(2,502)
In year use	0	0	0	0	0
General Fund Balance C/Fwd	(2,502)	(2,502)	(2,502)	(2,502)	(2,502)
Total Savings Requirement		577	1,132	1,171	286
of which,					
Savings identified, and already delivered		0	0	0	0
Savings identified, but still to be delivered		(577)	(130)	(180)	0
Savings still to be identified		0	1,002	991	286

APPENDIX B1 GENERAL FUND BUDGET CHANGE ANALYSIS 2022/23

EMPLOYEE EXPENDITURE

2021/22 Employee Budget		24,597
<u>Inflation</u>		
Estimated pay award of 2.5%		573
Increments		143
Sub total - Inflation		717
<u>Growth items</u>		
Secondary pensions contribution lump sum payment in 2022/23	Fiona Jump	1,562
Insurance premiums	Fiona Jump	7
Increase in National Insurance Contributions to fund Health and Social Care levy		280
Housing - Technology Business Partner	Ben Trueman	62
Lead Lawyer (Property & Planning)	Farida Hussain	25
Estates Team - Estate Warden	Richard Rice	45
Waste Services additional resource required due to growth in the borough	Craig Thorpe	110
Waste Services Project Officer	Craig Thorpe	20
Community Partnerships Officer (health and wellbeing)	Layna Warden	30
Housing Strategy and Partnerships Lead Officer	Natasha Beresford/Philip Stanley	28
Empty Homes in the Private Sector Officer	Natasha Beresford	46
2 Housing Needs Officers	Natasha Beresford	44
Filming Officer	Sara Whelan	52
Strategic Planning & Regeneration - Pre-App Advice and Premium Service	Alex Robinson	32
Communities Group Manager post	Claire Hamilton	100
Audio Visual/ Desktop Support Analyst	Ben Trueman	40
Communities Apprentice	Layna Warden	22
Additional cost of tier 2 restructure (SLT)	Claire Hamilton	27
Other growth items under £15k		16
Sub total - Growth items		2,547
<u>Removal of 2021/22 one-off items (reserve / grant funded)</u>		
Planning Enforcement Post - 1 year fixed term	Philip Stanley	(40)
Innovation & Improvement Intern - further year of fixed term post	Ben Trueman	(23)
Enhanced Community Safety Programme- removal of reserve funded posts.		
Communities Group Manager now in base budget.	Layna Warden	(150)
Commercial Waste project officer - 1 year fixed term	Craig Thorpe	(20)
South West Herts Joint Strategic Plan costs	James Doe	(30)
Healthy Hub Officer	Layna Warden	(29)
Apprentice scheme - finishes during 22/23	Matt Rawdon	(55)
Sub total - Removal of 2021/22 one-off items		(346)
<u>2022/23 one-off items (reserve / grant funded)</u>		
Economic Development 2 year fixed term post 0.5FTE	Sara Whelan	26
Planning Enforcement Officer 1 year fixed term post	Philip Stanley	34
Planning Officer 1 year fixed term post	Philip Stanley	39
Communications 2 year fixed term post	Matthew Rawdon	50
Private Sector Housing Prevention & Proactivity Officer	Natasha Beresford	43
Revenues and Benefits service review - rephased for 2 years	Chris Baker	110
Sub total - 2022/23 one-off items		302
<u>Efficiency savings</u>		
Revenues and Benefits service review	Chris Baker	(110)
Corporate restructure (Admin & Election teams)	Farida Hussain	(20)
Cemeteries Team restructure	Richard Rice	(40)
Clean, Safe and Green employees - full allowance for increments not required due to career grade structure	Craig Thorpe	(40)
Other minor items under £15k		
Sub total - Efficiency savings		(210)
<u>Other</u>		
Internal movement of budget (no growth or efficiencies to services)		(7)
Sub total - Other		(7)
Total change year on year		3,003
2022/23 Employee Budget		27,599

**APPENDIX B1 GENERAL FUND BUDGET CHANGE ANALYSIS 2022/23
PREMISES EXPENDITURE**

2021/22 Premises Budget	4,945
<u>Inflation</u>	
General inflation	134
Sub total - Inflation	134
<u>Growth items</u>	
Insurance	Fiona Jump 121
Sub total - Growth items	121
<u>Efficiency savings</u>	
Off-street parking electricity charges	Ben Hosier (10)
Sub total - Efficiency savings	(10)
<u>Other</u>	
Internal movement of budget (no growth or efficiencies to services)	10
Sub total - Other	10
Total change year on year	255
2022/23 Premises Budget	5,199

**APPENDIX B1 GENERAL FUND BUDGET CHANGE ANALYSIS 2022/23
TRANSPORT EXPENDITURE**

2021/22 Transport Budget	1,596
<u>Inflation</u>	
General inflation	68
Sub total - Inflation	68
<u>Growth</u>	
Insurance	Fiona Jump 41
Waste Services additional resource required due to growth in the borough	Craig Thorpe 90
Other growth items under £15k	5
Sub total - Growth	136
Total change year on year	204
2022/23 Transport Budget	1,800

**APPENDIX B1 GENERAL FUND BUDGET CHANGE ANALYSIS 2022/23
SUPPLIES & SERVICES EXPENDITURE**

2021/22 Supplies & Services Budget		7,697
<u>Inflation</u>		
Inflation		125
Sub total - Inflation		125
<u>Growth items</u>		
Insurance	Fiona Jump	21
Staff counselling and coaching	Matt Rawdon	20
Microsoft licenses price increase	Ben Trueman	35
Inphase licence costs reflecting enhanced roll out and resulting increase in users (and licences required)	Ben Trueman	10
Other growth items under £15k		2
Sub total - Growth items		88
<u>Removal of 2021/22 one-off items (reserve / grant funded)</u>		
Funding for Local Plan in year of examination - new one off funding requested	Alex Robinson	(155)
Climate Change Emergency Budget (for technical studies, consultancy support and community initiatives and events)	Richard Le Brun	(100)
Governance and Project Management Support	Ben Trueman	(50)
3 Year Service Planning Programme	Ben Trueman	(80)
South West Herts Joint Strategic Plan costs	James Doe	(42)
Leadership Programme (training and dev)	Claire Hamilton	(70)
Sub total - Removal of 2021/22 one-off items		(497)
<u>2022/23 one-off items (reserve / grant funded)</u>		
Hemel Place Strategy	James Doe	250
Local Plan	Alex Robinson	220
Service reviews	Ben Trueman	80
Waste Transformation	Craig Thorpe	85
Residents Survey 22/23 (Fund from Dacorum Development Reserve)	Matt Rawdon	40
Sub total - 2022/23 one-off items		675
<u>Efficiency savings</u>		
Data Centre Hosting	Ben Trueman	(12)
Customer Services and HR Subscriptions budgets	Matt Rawdon	(20)
Central Admin office equipment & postage savings	Farida Hussain	(20)
Other minor items under £15k		(7)
Sub total - Efficiency savings		(59)
<u>Other</u>		
Internal movement of budget (no growth or efficiencies to services)		(11)
Sub total - Other		(11)
Total change year on year		321
2022/23 Supplies & Services Budget		8,018

**APPENDIX B1 GENERAL FUND BUDGET CHANGE ANALYSIS 2022/23
THIRD-PARTY PAYMENTS**

2021/22 Third Party Payments Budget	811
<u>Inflation</u>	
Contractual inflation	16
Sub total - Inflation	16
<u>2022/23 one-off items (reserve / grant funded)</u>	
Energy Performance Certificate (EPC) Programme	160
Richard Rice	
Sub total - 2022/23 one-off items	160
Total change year on year	176
2022/23 Third Party Payments Budget	987

**APPENDIX B1 GENERAL FUND BUDGET CHANGE ANALYSIS 2022/23
TRANSFER PAYMENTS**

2021/22 Transfer Payments Budget	47,149
<u>Other</u>	
Internal movement of budget (no growth or efficiencies to services)	(3)
Sub total - Other	(3)
Total change year on year	(3)
2022/23 Transfer Payments Budget	47,146

**APPENDIX B1 GENERAL FUND BUDGET CHANGE ANALYSIS 2022/23
INCOME**

2021/22 Income Budget		(16,958)
<u>Inflation</u>		
General inflation		(177)
Sub total - Inflation		(177)
<u>Growth items</u>		
Forum income	Ben Hosier	260
Temporary Accommodation income	Natasha Beresford	23
Other growth items under £15k		9
Sub total - Growth items		292
<u>Increased income</u>		
Empty Homes in the Private Sector Officer	Natasha Beresford	(46)
Filming Income	Sara Whelan	(52)
Community Partnerships Officer (health and wellbeing) grant funding	Layna Warden	(30)
Planning fees	Philip Stanley	(50)
Planning Performance Agreement income	Philip Stanley	(105)
Commercial waste - recovery over 4 years of Covid-19 impact in 2021/22	Craig Thorpe	(25)
Garages income - recovery over 4 years of Covid-19 impact in 2021/22	Jason Grace	(125)
Commercial property - recovery over 4 years of Covid-19 impact in 2021/22	Richard Rice	(250)
Income from Registered Providers for advertising and allocation of properties	Natasha Beresford	(5)
Littering & PSPO Income	Emma Walker	(5)
Leisure income recovery post Covid to be delivered a year earlier than planned	Ben Hosier	(100)
Planning - charging for non-statutory services	Philip Stanley	(11)
Strategic Planning & Regeneration - Pre-App Advice and Premium Service	Alex Robinson	(30)
Sub total - Increased income		(834)
<u>Other</u>		
Internal movement of budget (no growth or efficiencies to services)		11
Sub total - Other		11
Total change year on year		(707)
2022/23 Income Budget		(17,665)

APPENDIX B1 GENERAL FUND BUDGET CHANGE ANALYSIS 2022/23 GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS		
2021/22 Grants, Reimbursements and Contributions Budget		(51,633)
Inflation		
General inflation		(106)
Sub total - Inflation		(106)
Removal of 2021/22 one-off items (reserve / grant funded)		
Healthy Hub Officer	Layna Warden	29
South West Herts Joint Strategic Plan	James Doe	72
Sub total - Removal of 2021/22 one-off items		101
2022/23 one-off items (reserve / grant funded)		
Private Rent Sector Prevention & Proactivity Officer	Natasha Beresford	(43)
Community apprentice (health and wellbeing) grant funding	Layna Warden	(22)
Sub total - 2022/23 one-off items		(65)
Growth items		
Reduction to Benefits Administration Subsidy grant	Chris Baker	40
Waste Services Alternative Financial Model (AFM)	Craig Thorpe	160
Sub total - Growth items		200
Total change year on year		130
2022/23 Grants, Reimbursements and Contributions Budget		(51,503)
APPENDIX B1 GENERAL FUND BUDGET CHANGE ANALYSIS 2022/23 RECHARGE TO THE HRA		
2021/22 Recharge to the HRA		(4,607)
Other		
Insurance	Fiona Jump	(112)
Waste Transfer Site HRA recharge	Craig Thorpe	(20)
Lead Lawyer (Property & Planning)	Farida Hussain	(25)
Housing - Technology Business Partner	Ben Trueman	(65)
HRA share of GF growth bids		(44)
Annual uplift in HRA recharge in line with salaries inflation		(212)
Sub total - Other		(478)
Total change year on year		(478)
2022/23 Recharge to the HRA		(5,085)

OVERVIEW AND SCRUTINY COMMITTEE DRAFT GENERAL FUND BUDGETS 2022/23				
	Finance & Resources 2022/23 (£'000s)	Housing & Community 2022/23 (£'000s)	Planning & Environment 2022/23 (£'000s)	Total (£'000s)
Employees	11,711	4,690	11,200	27,600
Premises	3,073	1,076	1,050	5,199
Transport	357	14	1,428	1,800
Supplies & Services	4,004	1,158	2,856	8,018
Third-Parties	899	0	88	987
Transfer Payments	47,144	2	0	47,146
Capital Charges	2,131	1,083	1,704	4,917
Income	(8,702)	(4,990)	(3,973)	(17,665)
Grants and Contributions	(48,831)	(871)	(1,802)	(51,504)
Recharges	(7,009)	(75)	2,000	(5,084)
Net Expenditure by Committee	4,777	2,087	14,550	21,414

GENERAL FUND BUDGET DETAIL 2022/23					
	Original 2021/2022 £	Forecast 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
Finance & Resources					
Employees	9,740,370	0	11,710,829	1,970,459	+20%
Premises	2,894,440	0	3,072,381	177,941	+6%
Transport	305,020	0	357,460	52,440	+17%
Supplies & Services	4,118,010	0	4,004,330	(113,680)	(3%)
Third-Parties	724,370	0	898,860	174,490	+24%
Capital Charges	2,130,600	0	2,130,600	0	+0%
Transfer Payments	47,144,000	0	47,144,000	0	+0%
Income	(8,414,610)	0	(8,702,030)	(287,420)	(3%)
Grants and Contributions	(48,514,480)	0	(48,480,340)	34,140	+0%
Other Income	(350,000)	0	(350,000)	0	+0%
Recharges	(6,490,150)	0	(7,009,448)	(519,298)	(8%)
Net Expenditure: Finance & Resources	3,287,570	0	4,776,642	1,489,072	+45%

APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Finance & Resources

Chief Executives Unit (MO) (Claire Hamilton)

Facilitating Change (Claire Hamilton)

Supplies & Services	100,000	102,000	2,000	+2%
Recharges	(100,000)	(102,000)	(2,000)	(2%)
Net Expenditure: Facilitating Change	0	0	0	

Management Team and Other Support Overheads (Claire Hamilton)

Employees	463,020	500,320	37,300	+8%
Transport	640	650	10	+2%
Supplies & Services	11,960	12,200	240	+2%
Recharges	(475,620)	(513,170)	(37,550)	(8%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	(0)	

Net Expenditure: Chief Executives Unit (MO)

0 0 0

Corporate and Contracted Services

Sports Development and Community Recreation (Ben Hosier)

Premises	42,570	43,420	850	+2%
Supplies & Services	0	0	0	
Capital Charges	797,000	797,000	0	+0%
Income	(500,950)	(100,000)	400,950	+80%
Recharges	171,767	187,587	15,820	+9%
Net Expenditure: Sports Development and Community Recreation	510,387	928,007	417,620	+82%

Car Parking (Ben Hosier)

Employees	94,510	99,630	5,120	+5%
Premises	526,940	528,520	1,580	+0%
Transport	1,160	1,180	20	+2%
Supplies & Services	759,520	774,720	15,200	+2%
Third-Parties	25,540	26,050	510	+2%
Capital Charges	87,800	87,800	0	+0%
Income	(2,772,990)	(2,713,280)	59,710	+2%
Recharges	371,293	387,130	15,836	+4%
Net Expenditure: Car Parking	(906,227)	(808,250)	97,976	+11%

Property Management and Office Accommodation (Ben Hosier)

Premises	318,660	326,430	7,770	+2%
Supplies & Services	20,490	20,900	410	+2%
Third-Parties	482,470	492,120	9,650	+2%
Capital Charges	471,100	471,100	0	+0%
Income	(404,670)	(152,760)	251,910	+62%
Recharges	(888,050)	(1,157,790)	(269,740)	(30%)
Net Expenditure: Property Management and Office Accommodation	0	0	0	

APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Procurement Services (Ben Hosier)				
Employees	207,470	215,860	8,390	+4%
Transport	350	360	10	+3%
Supplies & Services	2,680	2,740	60	+2%
Recharges	(210,500)	(218,960)	(8,460)	(4%)
Net Expenditure: Procurement Services	0	(0)	(0)	

Management Team and Other Support Overheads (Ben Hosier)				
Employees	100,440	106,000	5,560	+6%
Supplies & Services	107,640	7,790	(99,850)	(93%)
Recharges	(208,080)	(113,790)	94,290	+45%
Net Expenditure: Management Team and Other Support Overheads	(0)	(0)	0	

Democratic Representation and Management (Farida Hussain)				
Employees	254,340	263,970	9,630	+4%
Transport	13,010	13,410	400	+3%
Supplies & Services	512,340	522,500	10,160	+2%
Income	(1,230)	(1,250)	(20)	(2%)
Recharges	987,115	1,052,812	65,697	+7%
Net Expenditure: Democratic Representation and Management	1,765,575	1,851,442	85,867	+5%

Corporate Management (Farida Hussain)				
Recharges	371,708	479,223	107,515	+29%
Net Expenditure: Corporate Management	371,708	479,223	107,515	+29%

Registration of Electors (Farida Hussain)				
Employees	182,850	183,890	1,040	+1%
Transport	150	150	0	+0%
Supplies & Services	85,640	87,360	1,720	+2%
Income	(1,690)	(1,720)	(30)	(2%)
Recharges	98,286	98,250	(36)	(0%)
Net Expenditure: Registration of Electors	365,236	367,930	2,694	+1%

Local Welfare Assistance Schemes (Farida Hussain)				
Supplies & Services	2,620	2,670	50	+2%
Net Expenditure: Local Welfare Assistance Schemes	2,620	2,670	50	+2%

Legal Services (Farida Hussain)				
Employees	455,770	515,190	59,420	+13%
Transport	1,440	1,470	30	+2%
Supplies & Services	34,670	35,370	700	+2%
Third-Parties	10,200	10,400	200	+2%
Capital Charges	9,100	9,100	0	+0%
Income	(26,250)	(26,770)	(520)	(2%)
Grants and Contributions	(100,140)	(100,450)	(310)	(0%)
Recharges	(384,790)	(444,310)	(59,521)	(15%)
Net Expenditure: Legal Services	0	(0)	(1)	

APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23

	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
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Central Administration (Farida Hussain)

Employees	293,190	293,710	520	+0%
Transport	500	530	30	+6%
Supplies & Services	187,930	171,690	(16,240)	(9%)
Third-Parties	1,120	1,140	20	+2%
Capital Charges	17,100	17,100	0	+0%
Income	(550)	(560)	(10)	(2%)
Recharges	(499,290)	(483,609)	15,681	+3%
Net Expenditure: Central Administration	0	1	1	

Management Team and Other Support Overheads (Mark Brookes)

Employees	172,720	178,510	5,790	+3%
Transport	800	820	20	+3%
Supplies & Services	1,890	1,930	40	+2%
Recharges	(175,410)	(181,260)	(5,850)	(3%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	(0)	

Net Expenditure: Corporate and Contracted Services	2,109,299	2,821,022	711,723	+34%
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APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23

	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
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Finance & Governance Management (Robin Barton)

Internal Audit (Robin Barton)

Third-Parties	88,310	90,080	1,770	+2%
Recharges	(88,310)	(90,080)	(1,770)	(2%)
Net Expenditure: Internal Audit	0	0	0	

Management Team and Other Support Overheads (Robin Barton)

Employees	353,540	364,240	10,700	+3%
Supplies & Services	2,840	2,900	60	+2%
Recharges	(356,380)	(367,140)	(10,760)	(3%)
Net Expenditure: Management Team and Other Support Overheads	(0)	(0)	(0)	

Net Expenditure: Finance & Governance Management

0 0 0

APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Finance & Resources (Nigel Howcutt)

Housing Benefit Payments (Chris Baker)

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

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

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

Housing Benefits (Administration) (Chris Baker)

Employees	715,550	748,530	32,980	+5%
Transport	2,430	2,480	50	+2%
Supplies & Services	10,180	10,390	210	+2%
Grants and Contributions	(476,040)	(436,860)	39,180	+8%
Recharges	1,031,482	1,077,705	46,223	+4%
Net Expenditure: Housing Benefits (Administration)	1,283,602	1,402,245	118,643	+9%

Local Tax Collection (Chris Baker)

Employees	478,980	502,040	23,060	+5%
Transport	570	580	10	+2%
Supplies & Services	107,220	109,360	2,140	+2%
Grants and Contributions	(468,000)	(468,000)	0	+0%
Recharges	739,818	779,658	39,840	+5%
Net Expenditure: Local Tax Collection	858,588	923,638	65,050	+8%

Local Tax Collection and Benefits Support Team (Chris Baker)

Employees	352,160	365,660	13,500	+4%
Transport	5,940	6,060	120	+2%
Supplies & Services	162,110	165,340	3,230	+2%
Recharges	(520,210)	(537,060)	(16,850)	(3%)
Net Expenditure: Local Tax Collection and Benefits Support Team	0	0	0	

Corporate Management (Fiona Jump)

Employees	346,290	280,000	(66,290)	(19%)
Income	601,000	0	(601,000)	(100%)
Net Expenditure: Corporate Management	947,290	280,000	(667,290)	(70%)

APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
Corporate Management - Financial Fees and Services (Fiona Jump)				
Supplies & Services	121,000	123,420	2,420	+2%
Net Expenditure: Corporate Management - Financial Fees and Services	121,000	123,420	2,420	+2%
Past Service Costs (Fiona Jump)				
Employees	0	1,562,000	1,562,000	
Net Expenditure: Past Service Costs	0	1,562,000	1,562,000	
Parish Grants (Fiona Jump)				
Supplies & Services	249,900	243,086	(6,814)	(3%)
Net Expenditure: Parish Grants	249,900	243,086	(6,814)	(3%)
Financial Services (Fiona Jump)				
Employees	1,101,610	1,151,950	50,340	+5%
Transport	1,570	1,600	30	+2%
Supplies & Services	54,880	55,960	1,080	+2%
Third-Parties	43,400	44,270	870	+2%
Capital Charges	83,300	83,300	0	+0%
Grants and Contributions	(45,260)	(46,170)	(910)	(2%)
Recharges	(1,239,501)	(1,290,912)	(51,411)	(4%)
Net Expenditure: Financial Services	(1)	(2)	(1)	
Support Services - Insurance (Fiona Jump)				
Employees	64,260	73,579	9,319	+15%
Premises	825,180	963,671	138,491	+17%
Transport	250,920	296,650	45,730	+18%
Supplies & Services	368,000	388,824	20,824	+6%
Income	(387,600)	(387,600)	0	+0%
Recharges	(1,120,760)	(1,335,124)	(214,364)	(19%)
Net Expenditure: Support Services - Insurance	0	0	0	
Management Team and Other Support Overheads (Nigel Howcutt)				
Employees	255,970	273,130	17,160	+7%
Transport	570	580	10	+2%
Supplies & Services	6,150	6,270	120	+2%
Recharges	(262,690)	(279,980)	(17,290)	(7%)
Net Expenditure: Management Team and Other Support Overheads	(0)	0	1	
Allotments (Richard Rice)				
Premises	13,350	13,620	270	+2%
Supplies & Services	300	310	10	+3%
Income	(16,240)	(16,560)	(320)	(2%)
Recharges	380	390	10	+3%
Net Expenditure: Allotments	(2,210)	(2,240)	(30)	(1%)

APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23

	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £	%
Community Centres & Public Halls (Richard Rice)				
Employees	140,620	143,840	3,220	+2%
Premises	232,620	238,090	5,470	+2%
Supplies & Services	8,020	8,170	150	+2%
Third-Parties	15,360	15,670	310	+2%
Capital Charges	122,900	122,900	0	+0%
Income	(173,010)	(176,470)	(3,460)	(2%)
Recharges	201,827	211,070	9,243	+5%
Net Expenditure: Community Centres & Public Halls	548,337	563,270	14,933	+3%

Outdoor Sports & Recreation Facilities (Sports Pavilions) (Richard Rice)				
Premises	68,630	73,170	4,540	+7%
Capital Charges	21,400	21,400	0	+0%
Income	(38,990)	(39,770)	(780)	(2%)
Recharges	2,600	2,990	390	+15%
Net Expenditure: Outdoor Sports & Recreation Facilities (Sports Pavilions)	53,640	57,790	4,150	+8%

Cemeteries (Richard Rice)				
Employees	314,670	288,930	(25,740)	(8%)
Premises	123,070	125,670	2,600	+2%
Transport	15,730	16,510	780	+5%
Supplies & Services	49,430	50,430	1,000	+2%
Capital Charges	81,400	81,400	0	+0%
Income	(458,910)	(468,090)	(9,180)	(2%)
Grants and Contributions	(191,200)	(195,020)	(3,820)	(2%)
Recharges	163,792	128,655	(35,137)	(21%)
Net Expenditure: Cemeteries	97,982	28,485	(69,497)	(71%)

Public Conveniences (Richard Rice)				
Premises	35,750	36,670	920	+3%
Capital Charges	38,600	38,600	0	+0%
Income	(150)	(150)	0	+0%
Recharges	94,419	104,091	9,673	+10%
Net Expenditure: Public Conveniences	168,619	179,211	10,593	+6%

Property Management and Office Accommodation (Richard Rice)				
Employees	557,650	622,320	64,670	+12%
Transport	5,100	10,200	5,100	+100%
Supplies & Services	57,670	60,810	3,140	+5%
Third-Parties	0	160,000	160,000	
Income	(31,410)	(32,040)	(630)	(2%)
Recharges	(589,010)	(821,290)	(232,280)	(39%)
Net Expenditure: Property Management and Office Accommodation	(0)	0	0	

APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23

	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
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Investment Property (Richard Rice)

Premises	707,670	723,120	15,450	+2%
Supplies & Services	8,730	8,910	180	+2%
Income	(4,200,970)	(4,585,010)	(384,040)	(9%)
Recharges	460,838	627,416	166,578	+36%
Net Expenditure: Investment Property	(3,023,732)	(3,225,564)	(201,832)	(7%)

Net Expenditure: Finance & Resources 918,174 1,750,500 832,326 +91%

Housing & Regeneration Management (Chris Stratford)

Management Team and Other Support Overheads (Chris Stratford)

Employees	268,340	295,530	27,190	+10%
Transport	400	410	10	+3%
Supplies & Services	3,380	3,440	60	+2%
Recharges	(272,120)	(299,380)	(27,260)	(10%)
Net Expenditure: Management Team and Other Support Overheads	0	0	0	

Net Expenditure: Housing & Regeneration Management 0 0 0

APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
Neighbourhood Delivery (Richard Le-Brun)				
Corporate Health & Safety (Emma Walker)				
Employees	144,580	151,080	6,500	+4%
Transport	350	360	10	+3%
Supplies & Services	54,010	55,080	1,070	+2%
Recharges	(198,940)	(206,520)	(7,580)	(4%)
Net Expenditure: Corporate Health & Safety	(0)	(0)	0	
Management Team and Other Support Overheads (Richard Le-Brun)				
Employees	174,080	182,480	8,400	+5%
Transport	230	230	0	+0%
Supplies & Services	1,340	1,360	20	+1%
Recharges	(175,650)	(184,070)	(8,420)	(5%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	(0)	
Net Expenditure: Neighbourhood Delivery	0	(0)	(0)	
Performance and Projects (Jody Nason)				
Business Improvement (Ben Trueman)				
Employees	175,590	159,080	(16,510)	(9%)
Transport	200	200	0	+0%
Supplies & Services	174,210	135,090	(39,120)	(22%)
Recharges	(350,000)	(294,370)	55,630	+16%
Net Expenditure: Business Improvement	0	0	0	
Information and Communication Technology (Ben Trueman)				
Employees	867,470	1,001,660	134,190	+15%
Transport	1,340	1,380	40	+3%
Supplies & Services	652,080	688,110	36,030	+6%
Capital Charges	345,900	345,900	0	+0%
Recharges	(1,866,792)	(2,037,050)	(170,258)	(9%)
Net Expenditure: Information and Communication Technology	(2)	1	2	
Management Team and Other Support Overheads (Jody Nason)				
Employees	271,370	278,280	6,910	+3%
Recharges	(271,370)	(278,280)	(6,910)	(3%)
Net Expenditure: Management Team and Other Support Overheads	(0)	(0)	0	
Human Resources (Matt Rawdon)				
Employees	757,840	726,930	(30,910)	(4%)
Transport	440	450	10	+2%
Supplies & Services	193,830	139,740	(54,090)	(28%)
Third-Parties	57,970	59,130	1,160	+2%
Recharges	(749,981)	(721,130)	28,851	+4%
Net Expenditure: Human Resources	260,099	205,120	(54,979)	(21%)
Net Expenditure: Performance and Projects	260,097	205,121	(54,976)	(21%)

APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2022/23

	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
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Planning, Development and Regeneration (James Doe)

Management Team and Other Support Overheads (James Doe)

Employees	175,490	182,490	7,000	+4%
Transport	1,180	1,200	20	+2%
Supplies & Services	5,350	5,460	110	+2%
Recharges	(182,020)	(189,150)	(7,130)	(4%)
Net Expenditure: Management Team and Other Support Overheads	(0)	0	0	

Net Expenditure: Planning, Development and Regeneration

(0)	0	0
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Net Expenditure: Finance & Resources

3,287,570	4,776,642	1,489,072	+45%
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FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Revenues				
Summons Costs		70.00	70.00	0.0%
Liability Orders		30.00	30.00	0.0%
Berkhamsted Civic Centre				
Weddings - Full Day	Day	667.00	680.00	1.9%
Extended from 11.30pm to midnight	Half Hour	69.00	70.50	2.2%
Community Use - Day	Hour	23.00	23.50	2.2%
Community Use - Monday to Thursday Evening (after 6pm)	Hour	27.00	27.50	1.9%
Community Use - Friday Evenings & Weekends	Hour	32.00	32.50	1.6%
Commercial Use - Day	Hour	29.00	29.50	1.7%
Commercial Use - Monday to Thursday Evening (after 6pm)	Hour	36.00	36.50	1.4%
Commercial Use - Friday Evenings & Weekends	Hour	42.00	45.00	7.1%
Sale of Goods - Commercial - Evenings (after 6pm)	Evening	277.00	283.00	2.2%
Sale of Goods - Commercial	Day	288.00	294.00	2.1%
Victoria Hall				
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm)	Day	500.00	510.00	2.0%
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm) Charity	Day	280.00	286.00	2.1%
Refundable Deposit (If required)	Per Hire	200.00	200.00	0.0%
All Events Extra Time 11:30pm - 12.00am.	Half Hour	65.00	66.50	2.3%
Assembly Room - Community Use - Day	Hour	23.00	23.50	2.2%
Assembly Room - Community Use - Evening/Weekends	Hour	26.00	26.50	1.9%
Assembly Room - Commercial Use - Day	Hour	27.00	27.50	1.9%
Assembly Room - Commercial Use - week night Monday to Thursday	Hour	34.00	34.50	1.5%
Assembly Rooms - Commercial Use - Evening/Weekends	Hour	40.00	41.00	2.5%
Everyone Active Bowls and Table Tennis	Session 2.5 hours	36.00	36.50	1.4%
Private Bowls and Table Tennis	Session 2.5 hours	36.00	36.50	1.4%
Kitchen Use - Washing Up	Day	34.00	34.50	1.5%
Kitchen Use - Full Catering	Day	65.00	66.50	2.3%
Victoria Room - Commercial Use - Weekdays to 6pm	Hour	24.00	24.50	2.1%
Victoria Room - Commercial Use - Weekdays after 6pm and Weekends	Hour	28.00	28.50	1.8%
Victoria Room - Community Use - Weekdays to 6pm	Hour	20.00	20.50	2.5%
Victoria Room - Community Use - Weekdays after 6pm and Weekends	Hour	22.00	22.50	2.3%
Albert Room - Community Use - Weekdays to 6pm	Hour	15.00	15.50	3.3%
Albert Room - Community Use - Weekdays after 6pm and Weekends	Hour	17.00	17.50	2.9%
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	20.50	2.5%
Tring Park School Victoria Room	Hour	17.00	17.50	2.9%
Tring Park School Albert Room	Hour	11.00	11.00	0.0%
Tring U3A Table Tennis	Session 2.5 hours	36.00	36.50	1.4%
Football Season				
Adult - Including Pavilion	13 Games	891.00	908.00	1.9%
Adult - Excluding Pavilion	13 Games	638.00	650.00	1.9%
Junior (aged 11 to 18) - Including Pavilion	13 Games	461.00	469.00	1.7%
Junior (aged 11 to 18) - Excluding Pavilion	13 Games	320.00	326.00	1.9%
Mini (aged 7 to 10) - Including Pavilion	13 Games	283.00	288.00	1.8%
Mini (aged 7 to 10) - Excluding Pavilion	13 Games	195.00	199.00	2.1%
Sports Pitch Hire - Football, Baseball & Rugby				
Adult - Including Pavilion	Match	75.00	76.50	2.0%
Adult - Excluding Pavilion	Match	54.00	55.00	1.9%
Junior (aged 11 to 18) - Including Pavilion	Match	47.00	48.00	2.1%
Junior (aged 11 to 18) - Excluding Pavilion	Match	35.00	36.00	2.9%
Mini (aged 7 to 10) - Including Pavilion	Match	30.00	30.50	1.7%
Mini (aged 7 to 10) - Excluding Pavilion	Match	21.00	21.50	2.4%
Sports Pitch Hire - Cricket				
Adult - Including Pavilion	Match	75.00	76.50	2.0%
Adult - Excluding Pavilion	Match	69.00	70.50	2.2%
Adult - Weekday Evening Match Excluding Pavilion	Match	45.00	46.00	2.2%
Adult - Training (No Marking Required)	Match	35.00	36.00	2.9%
Miscellaneous				
Hot Air Balloon Launches	Per Launch	55.00	55.00	0.0%
Allotments	Pole	6.00	6.00	0.0%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Cemeteries				
Exclusive Right of Burial				
Lawn Grave 9ft x 4ft (75 Years)		1,430.00	1,460.00	2.1%
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		1,650.00	N/A	0.0%
Pre Purchased				
Lawn Grave (75 Years)		2,474.00	2,525.00	2.1%
Cremated Remains Exclusive Right of Burial				
Cremated Remains Flat Tablet Memorial (75 Years)		532.00	545.00	2.4%
Cremated Remains Desk Memorial (75 Years)		532.00	545.00	2.4%
Cremated Remains 2'6" upright Memorial (75 Years)		772.00	785.00	1.7%
Cremated Remains Family Garden (75 Years)		834.00	N/A	0.0%
Pre Purchased				
Cremated Remains Flat Tablet Memorial (75 Years)		834.00	850.00	1.9%
Cremated Remains Desk Memorial (75 Years)		834.00	850.00	1.9%
Cremated Remains 2'6" upright Memorial (75 Years)		1,075.00	1,095.00	1.9%
Cremated Remains Family Garden (75 Years)		1,335.00	N/A	0.0%
* All fees are pertinent to the grave owner, if non-resident fees are treble.				
Interment Fees				
Lawn Grave (Burial) - Adult		663.00	675.00	1.8%
Additional Excavation fees - Adult		215.00	220.00	2.3%
Lawn Grave (Burial) - Child		no charge	no charge	0.0%
Woodland Burial including Tree		814.00	830.00	2.0%
Child Grave Child & Baby Section		no charge	no charge	0.0%
Cremated Remains Adult		224.00	230.00	2.7%
Cremated Remains - Double Interment - Adult		449.00	460.00	2.4%
Scattering of Remains - Adult or Child		62.00	65.00	4.8%
* All fees are pertinent to the grave owner, if non-resident fees are treble.				
Cemeteries				
Additional Fees				
ERB (Deed) Transfer (to another)		73.00	75.00	2.7%
Use of Chapel at Tring		94.00	95.00	1.1%
Repurchase expired lease on Right of Burial (75 years)		928.00	945.00	1.8%
Repurchase expired lease on Right of Burial (75 years) Cremation Plot		32.00	35.00	9.4%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		313.00	320.00	2.2%
Additional Fee for Saturday interment (Until 12.00)		313.00	320.00	2.2%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Memorial Fees				
Memorial Administration Fees				
Headstone (additional or replacement)		209.00	215.00	2.9%
Child's Headstone		no charge	no charge	0.0%
Tablet or Plaque (additional or replacement)		80.00	85.00	6.3%
Desktop (additional or replacement)		80.00	85.00	6.3%
Vase (additional or replacement)		42.00	50.00	19.0%
Headstone (each inscription after the first, inc. memorial test fees)		140.00	145.00	3.6%
Desktops, Tablets and Plaques (each inscription after the first)		52.00	55.00	5.8%
Vase (each inscription after the first)		32.00	35.00	9.4%
Jubilee Bench and installation (inc. 10 year lease)		1,500.00	1,650.00	10.0%
Memorial Seat Extend Lease (additional 5 years)		125.00	130.00	4.0%
Granite Seat Plaque Renewal (5 years)		177.00	180.00	1.7%
Rose Garden Memorial (10 years)		459.00	N/A	0.0%
Rose Garden Memorial Renewal (5 years)		345.00	N/A	0.0%
Shrub with Inscribed Marker (10 years)		251.00	265.00	5.6%
Shrub renewal (5 years)		135.00	140.00	3.7%
Standard Rose with Inscribed Marker (10 years)		315.00	N/A	0.0%
Standard Rose renewal (5 years)		155.00	N/A	0.0%
Rose with Inscribed Marker (10 years)		251.00	265.00	5.6%
Rose renewal (5 years)		136.00	165.00	21.3%
Tring Leather Panel Memorial		131.00	N/A	0.0%
Tring leather panel memorial renewal (5 years)		58.00	N/A	0.0%
Leaf Vaults Single (10 years) inc. leaf vase		1,000.00	N/A	0.0%
Leaf Vaults Double (10 years) inc. leaf vase		1,125.00	N/A	0.0%
Leaf Vaults renewal (5 years)		295.00	N/A	0.0%
Leaf Vase		128.00	N/A	0.0%
* All fees are pertinent to the grave owner, if non-resident fees are treble.				
Charges to Watford Residents Using Poppyfields Cemetery				
Exclusive Right of Burial				
Lawn Grave 9ft x 4ft (75 Years)		N/A	1,515.00	0.0%
Child & Babies Section (child from 0 to 12 years)		N/A	no charge	0.0%
Pre Purchased				
Lawn Grave (75 Years)		N/A	2,525.00	0.0%
Cremated Remains Exclusive Right of Burial				
Cremated Remains Flat Tablet Memorial (50 Years)		N/A	545.00	0.0%
Cremated Remains Desk Memorial (50 Years)		N/A	545.00	0.0%
Cremated Remains 2'6" upright Memorial (50 Years)		N/A	785.00	0.0%
Interment Fees				
Lawn Grave (Burial) - Adult		N/A	790.00	0.0%
Additional Excavation fees - Adult		N/A	220.00	0.0%
Lawn Grave (Burial) - Child		N/A	no charge	0.0%
Child Grave Child & Baby Section		N/A	no charge	0.0%
Cremated Remains Adult		N/A	265.00	0.0%
Cremated Remains - Double Interment - Adult		N/A	530.00	0.0%
Scattering of Remains - Adult or Child		N/A	65.00	0.0%
Additional Fees				
ERB (Deed) Transfer (to another)		N/A	75.00	0.0%
Use of Chapel at Tring		N/A	150.00	0.0%
Repurchase expired lease on Right of Burial (50 years)		N/A	465.00	0.0%
Repurchase expired lease on Right of Burial (50 years) Cremation Plot		N/A	165.00	0.0%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		N/A	320.00	0.0%
Additional Fee for Saturday interment (Until 12.00)		N/A	320.00	0.0%
Commercial Property and Assets				
Land Disposal Enquiry Charge		350.00	357.00	2.0%
Woodwells Caravan Park				
In Borough Resident	Per Annum	428.00	437.00	2.1%
Out of Borough Resident	Per Annum	510.00	521.00	2.2%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2022/23

	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Parking Services				
Off Street Parking - (including VAT @ 20% where applicable)				
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 & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2022/23

	Unit Measurement	2021/22 Charge	2022/23 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	-	-100.0%
Bay suspension or dispensation	Per day	25.00	25.00	0.0%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2022/23

	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
On Street Parking				
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 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Customer Accounts				
Service Charge Enquiry Fees: Sale-on Charges to Solicitors	Per application	202.00	206.00	2.0%
Address Management				
Charge for registering new developments / properties (plots)				
1 Plot		125.00	130.00	4.0%
2 - 5 Plots		195.00	215.00	10.3%
6 - 25 Plots		405.00	450.00	11.1%
26 - 75 Plots		430.00	500.00	16.3%
76+ Plots		£920 + £5 per additional plot	£1000+£10	0.0%
Renaming a house or building (after initial submission)		110.00	120.00	9.1%
Amending a house number		110.00	120.00	9.1%
Division / Conversion of existing or renumbering (new postal numbers)				
1 Plot		125.00	130.00	4.0%
2 - 5 Plots		195.00	215.00	10.3%
6 - 25 Plots		405.00	450.00	11.1%
26 - 75 Plots		430.00	500.00	16.3%
Naming of a building		110.00	120.00	9.1%
Renaming / Changing of an existing street name (where requested by residents and / or Town/Parish Council)		£375 + £25 per property	£450 + £25	0.0%

GENERAL FUND BUDGET DETAIL 2022/23					
	Original 2021/2022 £	Forecast 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
Housing & Community					
Employees	4,345,870	0	4,689,621	343,751	+8%
Premises	1,033,990	0	1,076,150	42,160	+4%
Transport	14,160	0	14,450	290	+2%
Supplies & Services	1,108,740	0	1,157,780	49,040	+4%
Capital Charges	1,083,200	0	1,083,200	0	+0%
Transfer Payments	5,000	0	2,000	(3,000)	(60%)
Income	(4,869,040)	0	(4,989,560)	(120,520)	(2%)
Grants and Contributions	(736,810)	0	(870,940)	(134,130)	(18%)
Recharges	3,641	0	(74,919)	(78,560)	
Net Expenditure: Housing & Community	1,988,751	0	2,087,782	99,031	+5%

APPENDIX D2 HOUSING AND COMMUNITY GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Housing & Regeneration Management (Chris Stratford)
Management Team and Other Support Overheads (Chris Stratford)

Employees	268,340	295,530	27,190	+10%
Transport	400	410	10	+3%
Supplies & Services	3,380	3,440	60	+2%
Recharges	(272,120)	(299,380)	(27,260)	(10%)
Net Expenditure: Management Team and Other Support Overheads	0	0	0	

Net Expenditure: Housing & Regeneration Management 0 0 0

Neighbourhood Delivery (Richard Le-Brun)
Corporate Health & Safety (Emma Walker)

Employees	144,580	151,080	6,500	+4%
Transport	350	360	10	+3%
Supplies & Services	54,010	55,080	1,070	+2%
Recharges	(198,940)	(206,520)	(7,580)	(4%)
Net Expenditure: Corporate Health & Safety	(0)	(0)	0	

Management Team and Other Support Overheads (Richard Le-Brun)

Employees	174,080	182,480	8,400	+5%
Transport	230	230	0	+0%
Supplies & Services	1,340	1,360	20	+1%
Recharges	(175,650)	(184,070)	(8,420)	(5%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	(0)	

Net Expenditure: Neighbourhood Delivery 0 (0) (0)

Performance and Projects (Jody Nason)
Business Improvement (Ben Trueman)

Employees	175,590	159,080	(16,510)	(9%)
Transport	200	200	0	+0%
Supplies & Services	174,210	135,090	(39,120)	(22%)
Recharges	(350,000)	(294,370)	55,630	+16%
Net Expenditure: Business Improvement	0	0	0	

Information and Communication Technology (Ben Trueman)

Employees	867,470	1,001,660	134,190	+15%
Transport	1,340	1,380	40	+3%
Supplies & Services	652,080	688,110	36,030	+6%
Capital Charges	345,900	345,900	0	+0%
Recharges	(1,866,792)	(2,037,050)	(170,258)	(9%)
Net Expenditure: Information and Communication Technology	(2)	1	2	

APPENDIX D2 HOUSING AND COMMUNITY GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Management Team and Other Support Overheads (Jody Nason)				
Employees	271,370	278,280	6,910	+3%
Recharges	(271,370)	(278,280)	(6,910)	(3%)
Net Expenditure: Management Team and Other Support Overheads	(0)	(0)	0	

Human Resources (Matt Rawdon)				
Employees	757,840	726,930	(30,910)	(4%)
Transport	440	450	10	+2%
Supplies & Services	193,830	139,740	(54,090)	(28%)
Third-Parties	57,970	59,130	1,160	+2%
Recharges	(749,981)	(721,130)	28,851	+4%
Net Expenditure: Human Resources	260,099	205,120	(54,979)	(21%)

Net Expenditure: Performance and Projects 260,097 205,121 (54,976) (21%)

Planning, Development and Regeneration (James Doe)				
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Management Team and Other Support Overheads (James Doe)				
Employees	175,490	182,490	7,000	+4%
Transport	1,180	1,200	20	+2%
Supplies & Services	5,350	5,460	110	+2%
Recharges	(182,020)	(189,150)	(7,130)	(4%)
Net Expenditure: Management Team and Other Support Overheads	(0)	0	0	

Net Expenditure: Planning, Development and Regeneration (0) 0 0

Net Expenditure: Finance & Resources 260,097 205,120 (54,977) +45%

APPENDIX D2 HOUSING AND COMMUNITY GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Housing & Community

Corporate and Contracted Services

Community Safety (CCTV) (Ben Hosier)

Employees	415,480	426,070	10,590	+3%
Premises	98,450	100,420	1,970	+2%
Transport	230	230	0	+0%
Supplies & Services	11,270	11,490	220	+2%
Capital Charges	85,300	85,300	0	+0%
Grants and Contributions	(20,790)	(21,210)	(420)	(2%)
Recharges	(569,815)	(596,119)	(26,304)	(5%)
Net Expenditure: Community Safety (CCTV)	20,125	6,181	(13,944)	(69%)

Regulatory Services (Licensing) (Farida Hussain)

Employees	254,200	253,520	(680)	(0%)
Transport	2,760	2,820	60	+2%
Supplies & Services	15,240	15,560	320	+2%
Income	(295,680)	(301,600)	(5,920)	(2%)
Grants and Contributions	(2,940)	(3,000)	(60)	(2%)
Recharges	117,648	123,854	6,206	+5%
Net Expenditure: Regulatory Services (Licensing)	91,228	91,154	(74)	(0%)

Net Expenditure: Corporate and Contracted Services **111,353** **97,335** **(14,018)** **(13%)**

Housing & Regeneration Management (Chris Stratford)

Heritage (Layna Warden)

Supplies & Services	58,000	59,160	1,160	+2%
Net Expenditure: Heritage	58,000	59,160	1,160	+2%

Outdoor Sports & Recreation Facilities (Adventure Playgrounds) (Layna Warden)

Employees	337,300	345,450	8,150	+2%
Premises	56,690	58,520	1,830	+3%
Transport	3,370	3,440	70	+2%
Supplies & Services	44,530	45,460	930	+2%
Capital Charges	12,200	12,200	0	+0%
Income	(89,010)	(90,790)	(1,780)	(2%)
Grants and Contributions	(190)	(190)	0	+0%
Recharges	160,920	118,210	(42,710)	(27%)
Net Expenditure: Outdoor Sports & Recreation Facilities (Adventure Playgrounds)	525,810	492,300	(33,510)	(6%)

Community Development (Partnerships and Commissioning) (Layna Warden)

Employees	268,500	301,150	32,650	+12%
Transport	840	860	20	+2%
Supplies & Services	22,320	22,770	450	+2%
Grants and Contributions	(33,620)	(57,460)	(23,840)	(71%)
Recharges	84,304	76,407	(7,896)	(9%)
Net Expenditure: Community Development (Partnerships and Commissioning)	342,344	343,727	1,384	+0%

APPENDIX D2 HOUSING AND COMMUNITY GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Community Development (Residents Services & Neighbourhood Action) (Layna Warden)				
Employees	306,870	274,600	(32,270)	(11%)
Premises	1,400	1,430	30	+2%
Transport	1,730	1,760	30	+2%
Supplies & Services	18,980	19,360	380	+2%
Recharges	71,571	73,207	1,636	+2%
Net Expenditure: Community Development (Residents Services & Neighbourhood Action)	400,551	370,357	(30,194)	(8%)

General Grants, Bequests and Donations (Layna Warden)				
Supplies & Services	624,800	637,300	12,500	+2%
Capital Charges	10,900	10,900	0	+0%
Recharges	60,778	66,589	5,811	+10%
Net Expenditure: General Grants, Bequests and Donations	696,478	714,789	18,311	+3%

Net Expenditure: Housing & Regeneration Management **2,023,183** **1,980,333** **(42,850)** **(2%)**

Housing Landlord (Fiona Williamson)				
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Housing Standards (Jason Grace)				
Employees	53,560	56,420	2,860	+5%
Income	(35,810)	(36,520)	(710)	(2%)
Recharges	7,460	7,916	456	+6%
Net Expenditure: Housing Standards	25,210	27,816	2,606	+10%

Garages (Jason Grace)				
Employees	41,770	43,220	1,450	+3%
Premises	699,150	713,130	13,980	+2%
Capital Charges	719,300	719,300	0	+0%
Income	(3,142,200)	(3,267,200)	(125,000)	(4%)
Recharges	444,412	468,642	24,230	+5%
Net Expenditure: Garages	(1,237,568)	(1,322,908)	(85,340)	(7%)

Supporting People (Jason Grace)				
Recharges	7,500	7,500	0	+0%
Net Expenditure: Supporting People	7,500	7,500	0	+0%

APPENDIX D2 HOUSING AND COMMUNITY GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Homelessness (Natasha Beresford)				
Employees	942,520	1,077,170	134,650	+14%
Premises	113,650	131,510	17,860	+16%
Transport	1,020	1,040	20	+2%
Supplies & Services	65,300	65,500	200	+0%
Capital Charges	115,000	115,000	0	+0%
Income	(1,179,680)	(1,180,270)	(590)	(0%)
Grants and Contributions	(673,780)	(783,480)	(109,700)	(16%)
Recharges	243,436	277,810	34,373	+14%
Net Expenditure: Homelessness	(372,534)	(295,720)	76,813	+21%

Housing Advice (Natasha Beresford)				
Employees	107,670	156,250	48,580	+45%
Supplies & Services	35,920	36,640	720	+2%
Recharges	185,053	196,295	11,241	+6%
Net Expenditure: Housing Advice	328,643	389,185	60,541	+18%

Housing Strategy (Natasha Beresford)				
Employees	495,660	526,240	30,580	+6%
Premises	0	4,680	4,680	
Transport	2,770	2,830	60	+2%
Supplies & Services	18,150	18,440	290	+2%
Transfer Payments	5,000	2,000	(3,000)	(60%)
Income	(36,210)	(41,930)	(5,720)	(16%)
Recharges	145,106	158,828	13,722	+9%
Net Expenditure: Housing Strategy	630,476	671,088	40,612	+6%

Net Expenditure: Housing Landlord	(618,273)	(523,040)	95,233	+15%
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APPENDIX D2 HOUSING AND COMMUNITY GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Performance and Projects (Jody Nason)

Theatres and Public Entertainment (Matt Rawdon)

Employees	245,820	252,520	6,700	+3%
Premises	64,650	66,460	1,810	+3%
Transport	560	570	10	+2%
Supplies & Services	104,260	106,340	2,080	+2%
Capital Charges	43,100	43,100	0	+0%
Income	(83,220)	(63,880)	19,340	+23%
Recharges	97,318	88,044	(9,274)	(10%)
Net Expenditure: Theatres and Public Entertainment	472,488	493,154	20,666	+4%

Customer Services (Matt Rawdon)

Employees	588,550	624,670	36,120	+6%
Transport	430	440	10	+2%
Supplies & Services	55,210	44,320	(10,890)	(20%)
Capital Charges	97,400	97,400	0	+0%
Income	(200)	(200)	0	+0%
Recharges	(741,390)	(766,630)	(25,240)	(3%)
Net Expenditure: Customer Services	0	0	0	

Communication & Consultation (Matt Rawdon)

Employees	287,970	352,341	64,371	+22%
Transport	450	460	10	+2%
Supplies & Services	34,760	75,440	40,680	+117%
Income	(7,030)	(7,170)	(140)	(2%)
Grants and Contributions	(5,490)	(5,600)	(110)	(2%)
Recharges	(310,660)	(375,471)	(64,811)	(21%)
Net Expenditure: Communication & Consultation	(0)	40,000	40,000	

Net Expenditure: Performance and Projects 472,488 533,154 60,666 +13%

Net Expenditure: Housing & Community 1,988,751 2,087,782 99,031 +5%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Garages				
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%
Private Sector Housing				
Housing Notices (fixed charge per person)		314.00	320.00	1.9%
Licence for a standard 5 bedroom HMO (initiated with LA intervention) 5 year licence		914.00	886.00	-3.1%
Additional Bedrooms	Per Bedroom	16.50	17.00	3.0%
HMO licence fee Part 1: Initial licence fee application		656.00	737.99	12.5%
HMO licence fee Part 2: Ongoing management of 5 year licence		487.00	418.10	-14.1%
Enforcement fee: Due to failure to apply to Local authority		258.00	528.38	104.8%
Standard inspection for immigration		209.00	213.00	1.9%
Licensing				
Mobile Home Licences (Per Annum)				
Annual Fee		£47.40 + £7.90 per unit		10.7%
New Site Application				
New Site Licence Application Fee		£467.00 + £7.90 per unit		12.8%
Other fees				
Deposit/Change of Site Rules		£81		-100.0%
Transfer/amendment of a Site Licence		£190 (+ £94 if a site visit is required)		-7.3%
Enforcement: Hourly rate of officers involved, plus any other costs such as legal fees.				
Old Town Hall Arts Centre				
Meetings / Rehearsals / Workshops / Classes (no technical support) minimum 2hr booking				
Theatre (capacity 120) - Mon - Fri (10:30 - 18:00)	Per Hour	28.50	29.00	1.8%
Theatre (capacity 120) - Mon - Fri (18:00 - 23:00)	Per Hour	33.75	34.40	1.9%
Theatre (capacity 120) - Sat - Sun (10:30 - 23:00)	Per Hour	33.75	34.40	1.9%
Theatre (capacity 120) - Mon - Sun (10.30 - 23.00) (Casual Staff are required for the event)	Additional Per Hour	10.25	10.50	2.4%
Theatre (capacity 120) - Mon - Fri (10:30 - 17:30) - Registered Charity rate	Per Hour	22.00	22.50	2.3%
Theatre (capacity 120) - Mon - Fri (18:00 - 22:30) - Registered Charity rate	Per Hour	24.00	24.50	2.1%
Theatre (capacity 120) - Sat - Sun - Registered Charity rate	Per Hour	24.00	24.50	2.1%
Theatre (capacity 120) - Mon - Sun (10.30 - 23.00) - Registered Charity rate (Casual Staff are required for the event)	Additional Per Hour	10.25	10.50	2.4%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30)	Per Hour	15.00	15.25	1.7%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30)	Per Hour	24.00	24.50	2.1%
Cellar (capacity 60-90) - Sat - Sun (10:30 - 22:30)	Per Hour	24.00	24.50	2.1%
Cellar (capacity 60-90) - Mon - Sun (10.30 - 22.30) (Casual Staff are required for the event)	Additional Per Hour	10.25	10.50	2.4%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30) - Registered Charity rate	Per Hour	13.75	14.00	1.8%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30) - Registered Charity rate	Per Hour	22.00	22.50	2.3%
Cellar (capacity 60-90) - Sat-Sun - Registered Charity rate	Per Hour	22.00	22.50	2.3%
Cellar (capacity 60-90) - Mon - Sun (10.30 - 22.30) - Registered Charity rate - (Casual Staff are required for the event)	Additional Per Hour	10.25	10.50	2.4%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30)	Per Hour	24.00	24.50	2.1%
Gallery (capacity 55) - Mon - Sun (10.30 - 22.30) (Casual Staff are required for the event)	Per Hour	10.25	10.50	2.4%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30) - Registered Charity rate	Per Hour	22.00	22.50	2.3%
Gallery (capacity 55) - Mon - Sun (10.30 - 22.30) Registered Charity rate - (Casual Staff are required for the event)	Additional Per Hour	10.25	10.50	2.4%
Private Parties (including FOH / Bar staff)				
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)		275.00	280.00	1.8%
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00) - Registered Charity rate		225.00	230.00	2.2%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00)		275.00	280.00	1.8%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00) - Registered Charity rate		225.00	230.00	2.2%
There is an additional charge of £60 for technical support if deemed necessary				
Performances & Rehearsals (inc. FOH / Technical / Bar / Box Office Support)				
Theatre (capacity 120) - Mon - Sun (10.00 - 23:00)		660.00	675.00	2.3%
Theatre (capacity 120) - Mon - Sun (10.00 - 23:00) Registered Charity rate		510.00	520.00	2.0%
Cellar (capacity 30 - 60) - Mon - Sun (10:00 - 23:00)		460.00	470.00	2.2%
Cellar (capacity 30 - 60) - Mon - Sun (10:00 - 23:00) Registered Charity rate		305.00	310.00	1.6%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Adventure Playgrounds				
Community/Voluntary Group	Per Hour	33.00	33.66	2.0%
Private Group	Per Hour	57.00	58.14	2.0%
Children's Party	Per Hour	57.00	58.14	2.0%
Training Organisation (Play) if no staff needed	Per Hour	33.00	33.66	2.0%
Training Organisation (Care)	Per Hour	53.00	54.06	2.0%
Schools	Per Hour	33.00	33.66	2.0%
Schools	Half Day	64.00	65.28	2.0%
Schools	Full Day	128.00	130.56	2.0%
Sports pitch (Chaulden AP)	Per Hour	38.00	38.76	2.0%
Sports pitch (Grovehill & Woodhall Farm AP)	Per Hour	55.00	56.10	2.0%
Sports pitch (Adeyfield AP)	Per Hour	38.00	38.76	2.0%
Laser Tag (party hire in addition to venue)		65.00	66.30	2.0%
Sports coach and pitch		N/A		0.0%
Go carts (party hire in addition to venue)	Per Hour	53.00	54.06	2.0%
Laser Tag 30 min session	Per session per individual	5.50	5.61	2.0%
Sports Pitch Hire				
Netball Courts at Cupid Green (November – March from 8am – 6pm April – October from 7am – 9pm)				
Hire of Netball courts by a coach or a club	Per Hour	10.00	10.20	2.0%
Hire of Netball Courts by an individual	Per Hour	-		0.0%
Tennis Courts at Cupid Green (November – March from 8am – 6pm April – October from 7am – 9pm)				
Hire of Tennis Courts by coach or club	Per Hour	5.00	5.10	2.0%
Hire of Tennis Courts by an individual	Per Hour	-		0.0%
Hire of Open Space for Bootcamp (November – March from 8am – 6pm April – October from 7am – 9pm)				
Charges for trainers /companies offering outdoor exercise for more than one person	Per Hour option	5.00	5.10	2.0%
	Per Month option	20.00	20.40	2.0%
	Per Year option	200.00	204.00	2.0%
Personal Trainers offering outdoor exercise for an individual - no charge.		-		0.0%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23						
		2021/22 Charge	2022/23 Proposed Charge			% change
			Application	Licence	Total fee	
Alcohol, entertainment and late night refreshment licences						
Club premises certificates – applications						
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%
Club premises certificates – annual fees						
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%
Personal licences						
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%
Premises licences – applications						
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 2022/23						
		2021/22 Charge	2022/23 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%
Premises licences – annual fees						
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%	
Temporary event notices						
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%
Miscellaneous						
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%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23					
	2021/22 Charge	2022/23 Proposed Charge			% change
		Application	Licence	Total fee	
Animal licences					
*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.					
Animal boarding establishments					
Application for new animal boarding establishment licence (up to 3yrs)	639.00	427.00	212.00	639.00	0.0%
Application to renew animal boarding establishment licence (3yrs)	416.00	205.00	211.00	416.00	0.0%
Application for a new animal boarding establishment Franchise (plus additional cost of a Qualified officer inspection required for each premises used)	639.00	427.00	212.00	639.00	0.0%
Application to renew a franchise (Qualified officer inspection will be required for each premises)	416.00	205.00	211.00	416.00	0.0%
Application to vary animal boarding establishment licence (Qualified officer inspection may be required)	214.00	131.00	83.00	214.00	0.0%
Application to vary a franchise to add premises (Qualified officer inspection will be required for each additional premises)	164.00	164.00	n/a	164.00	0.0%
Application to vary to reduce numbers or types of animals or activities.	29.00	29.00	-	29.00	0.0%
Re-evaluation of star rating (Qualified officer inspection may be required)	29.00	29.00	-	29.00	0.0%
Qualified officer inspection (where required)	88.00	88.00			0.0%
Veterinary inspection of premises * (where required)	Recharged at cost				
Dangerous wild animals					
Application for licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	187.00	150.00	37.00	187.00	0.0%
Application to renew licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	187.00	150.00	37.00	187.00	0.0%
Application to vary licence conditions (new species/increased numbers of animals)	102.00	65.00	37.00	102.00	0.0%
Application to vary licence conditions (administrative matters only)	29.00	29.00	0.00	29.00	0.0%
Veterinary inspection of premises *	Recharged at cost				
Dog breeding establishments					
Application for new dog breeding licence (plus cost of vet inspection) (up to 3 yrs)	641.00	430.00	211.00	641.00	0.0%
Application to renew dog breeding licence (plus cost of vet inspection) (up to 3 yrs)	418.00	207.00	211.00	418.00	0.0%
Application to vary an animal breeding establishment (inspection may be required)	101.00	44.00	57.00	101.00	0.0%
Re-evaluation of star rating (inspection may be required)	29.00	29.00	0.00	29.00	0.0%
Application to vary licence (administrative matters only)	29.00	29.00	0.00	29.00	0.0%
Qualified officer inspection (where required)	88.00	88.00			0.0%
Veterinary inspection of premises *	Recharged at cost				

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23					
	2021/22 Charge	2022/23 Proposed Charge			% change
		Application	Licence	Total fee	
Pet shops					
Application for new pet shop licence (up to 3yrs)	639.00	427.00	212.00	639.00	0.0%
Application to renew pet shop licence(up to 3yrs)	416.00	204.00	212.00	416.00	0.0%
Application to vary a pet shop licence (Qualified officer inspection may be required)	189.00	132.00	57.00	189.00	0.0%
Application to vary a pet shop licence - reduce animals	29.00	29.00	0.00	29.00	0.0%
Re-evaluation of star rating (Qualified officer inspection may be required)	29.00	29.00	0.00	29.00	0.0%
Application to vary licence (administrative matters only)	29.00	29.00	0.00	29.00	0.0%
Qualified officer inspection (where required)	88.00	88.00			0.0%
Veterinary inspection of premises * (where required)	Recharged at cost				
Riding establishments					
Application for new riding establishment licence	515.00	391.00	124.00	515.00	0.0%
Application to renew riding establishment licence (plus cost of vet inspection)	329.00	205.00	124.00	329.00	0.0%
Application to vary a riding establishment licence (Inspection may be required)	101.00	44.00	57.00	101.00	0.0%
Application to vary - to reduce licensable activities or numbers of animals	29.00	29.00	0.00	29.00	0.0%
Re-evaluation of star rating (Inspection may be required)	29.00	29.00	0.00	29.00	0.0%
Application to vary licence (administrative matters only)	29.00	29.00	0.00	29.00	0.0%
Qualified officer inspection (where required)	88.00	88.00			0.0%
Veterinary inspection of premises *	Recharged at cost				
Keeping of Exhibition/Performing Animals					
Application for a new licence for keeping exhibition/performing	405.00	281.00	124.00	405.00	0.0%
Application for to renew licence for keeping exhibition/performing animals	329.00	205.00	124.00	329.00	0.0%
Application to vary licence to keep or train animals for exhibition (Qualified officer inspection may be required)	189.00	132.00	57.00	189.00	0.0%
Application to vary a licence for keeping exhibition/performing animals to reduce licensable activities or number of animal	29.00	29.00	0.00	29.00	0.0%
Application to vary licence (administrative matters only)	29.00	29.00	0.00	29.00	0.0%
Qualified officer inspection (where required)	88.00	88.00			0.0%
Veterinary inspection of premises * (where required)	Recharged at cost				

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23						
	2021/22 Charge	2022/23 Proposed Charge			% change	
		Application	Licence	Total fee		
Zoos						
Application for new zoo licence (4yr) (plus cost of vet inspection)	1,876.00	1,540.00	336.00	1,876.00	0.0%	
Application to renew zoo licence (6yr) (plus cost of vet inspection)	1,276.00	940.00	336.00	1,276.00	0.0%	
Application to vary zoo licence (plus cost of vet inspection)	1,876.00	1,540.00	336.00	1,876.00	0.0%	
Application to transfer zoo licence (plus cost of vet inspection)	221.00	142.00	79.00	221.00	0.0%	
Veterinary inspection of premises *	Recharged at cost					
Betting, gambling and lottery licences						
Lottery registrations						
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%	
Notices						
Temporary use notice submission fee	372.00	372.00		372.00	0.0%	
Duplicate copy of temporary use notice following theft/loss/damage	16.00	16.00		16.00	0.0%	
Occasional use notice submission fee	No fee	No fee	No fee	No fee	0.0%	
Permits						
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%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23						
		2021/22 Charge	2022/23 Proposed Charge			% change
			Application	Licence	Total fee	
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%
Premises licences - applications						
Application for new premises licence (without provisional statement)	Adult gaming centre	1,165.00	1,165.00	-	1,165.00	0.0%
	Betting (track)	1,165.00	1,165.00	-	1,165.00	0.0%
	Betting (other)	1,165.00	1,165.00	-	1,165.00	0.0%
	Bingo	1,165.00	1,165.00	-	1,165.00	0.0%
	Family entertainment centre	1,165.00	1,165.00	-	1,165.00	0.0%
Application for new premises licence (with provisional statement)	Adult gaming centre	803.00	803.00	-	803.00	0.0%
	Betting (track)	803.00	803.00	-	803.00	0.0%
	Betting (other)	803.00	803.00	-	803.00	0.0%
	Bingo	803.00	803.00	-	803.00	0.0%
	Family entertainment centre	803.00	803.00	-	803.00	0.0%
Application for provisional statement	Adult gaming centre	1,165.00	1,165.00	-	1,165.00	0.0%
	Betting (track)	1,165.00	1,165.00	-	1,165.00	0.0%
	Betting (other)	1,165.00	1,165.00	-	1,165.00	0.0%
	Bingo	1,165.00	1,165.00	-	1,165.00	0.0%
	Family entertainment centre	1,165.00	1,165.00	-	1,165.00	0.0%
Application for variation of premises licence	Adult gaming centre	803.00	803.00	-	803.00	0.0%
	Betting (track)	803.00	803.00	-	803.00	0.0%
	Betting (other)	803.00	803.00	-	803.00	0.0%
	Bingo	803.00	803.00	-	803.00	0.0%
	Family entertainment centre	803.00	803.00	-	803.00	0.0%
Application for transfer of premises licence	Adult gaming centre	338.00	338.00	-	338.00	0.0%
	Betting (track)	338.00	338.00	-	338.00	0.0%
	Betting (other)	338.00	338.00	-	338.00	0.0%
	Bingo	338.00	338.00	-	338.00	0.0%
	Family entertainment centre	338.00	338.00	-	338.00	0.0%
Application for reinstatement of premises licence	Adult gaming centre	338.00	338.00	-	338.00	0.0%
	Betting (track)	338.00	338.00	-	338.00	0.0%
	Betting (other)	338.00	338.00	-	338.00	0.0%
	Bingo	338.00	338.00	-	338.00	0.0%
	Family entertainment centre	338.00	338.00	-	338.00	0.0%
Duplicate copy of licence following theft/loss/damage		16.00	16.00	-	16.00	0.0%
Change of name or address on premises licence		37.00	37.00	-	37.00	0.0%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23						
		2021/22 Charge	2022/23 Proposed Charge			% change
			Application	Licence	Total fee	
Premises licences – annual fees						
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	513.00	-	513.00	513.00	0.0%
	Betting (track)	513.00	-	513.00	513.00	0.0%
	Betting (other)	513.00	-	513.00	513.00	0.0%
	Bingo	513.00	-	513.00	513.00	0.0%
	Family entertainment centre	513.00	-	513.00	513.00	0.0%
Charity collections						
House-to-house collections						
Application for house to house collection licence		No fee	No fee	No fee	No fee	0.0%
Street collections						
Application for street collection licence		No fee	No fee	No fee	No fee	0.0%
Hypnotism						
Authorisation of hypnotism performance		No fee	No fee	No fee	No fee	0.0%
Scrap metal dealers						
Application for new scrap metal site licence (3yr)		311.00	249.00	62.00	311.00	0.0%
Application for new scrap metal collectors licence (3yr)		224.00	193.00	31.00	224.00	0.0%
Application to renew scrap metal site licence (3yr)		293.00	231.00	62.00	293.00	0.0%
Application to renew scrap metal collectors licence (3yr)		206.00	175.00	31.00	206.00	0.0%
Application to vary scrap metal licence - change of licensee details		17.00	16.00	1.00	17.00	0.0%
Application to vary scrap metal licence - change of licensed sites		87.00	86.00	1.00	87.00	0.0%
Application to vary scrap metal licence - change of site managers		52.00	51.00	1.00	52.00	0.0%
Application to vary scrap metal licence - site to collectors licence		32.00	31.00	1.00	32.00	0.0%
Application to vary scrap metal licence - collectors to site licence		154.00	112.00	42.00	154.00	0.0%
Sex establishments						
Application for new sex establishment licence		2,157.00	1,903.00	254.00	2,157.00	0.0%
Application for renewal of sex establishment licence		1,735.00	1,481.00	254.00	1,735.00	0.0%
Application for variation of sex establishment licence		942.00	828.00	114.00	942.00	0.0%
Application for transfer of sex establishment licence		423.00	423.00	0.00	423.00	0.0%
Skin piercing, tattooing, etc.						
Application for registration of skin piercing, etc., premises		242.00	242.00		242.00	0.0%
Application for registration of skin piercing, etc., operator		114.00	114.00		114.00	0.0%
Street trading						
Street trading consent (annual) (1 year)	New (1 vehicle/pitch)	675.00	413.00	262.00	675.00	0.0%
	Renewal (1 vehicle/pitch)	675.00	413.00	262.00	675.00	0.0%
	Additional fee per extra vehicle/pitch	75.00	34.00	41.00	75.00	0.0%
	Interim substitution of vehicle	25.00	25.00	-	25.00	0.0%
	Other consent variation	144.00	144.00	-	144.00	0.0%
Street trading consent (single event)	Commercial event	161.00	161.00	-	161.00	0.0%
	Community/charity event	30.00	30.00	-	30.00	0.0%
Street trading consent partial year (up to 6 months)		348.00	219.00	129.00	348.00	0.0%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23						
		2021/22 Charge	2022/23 Proposed Charge			% change
			Application	Licence	Total fee	
Taxis and private hire						
Driver licences						
Hackney Carriage Drivers Licence (3 years) [external e-form/checks]	New	281.00	-	281.00	281.00	0.0%
	Renewal	216.00	-	216.00	216.00	0.0%
	Theft/loss of badge	20.00	20.00	-	20.00	0.0%
Private Hire Drivers Licence (3 years) [external e-form/checks]	New	281.00	-	281.00	281.00	0.0%
	Renewal	228.00	-	228.00	228.00	0.0%
	Theft/loss of badge	20.00	20.00		20.00	0.0%
Dual HC/PH Drivers Licence (3 years) [external e-form/checks]	New	307.00	-	307	307.00	0.0%
	Renewal	254.00	-	254	254.00	0.0%
	Renewal & Upgrade	247.00	-	247	247.00	0.0%
	Interim Upgrade (+£1 / unexpired month)	72.00	-	72	72.00	0.0%
	Theft/loss of badge (per)	20.00	20.00		20.00	0.0%
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	Recharged at cost			0.0%
Driving licence verification check * [in-house]		Recharged at cost	Recharged at cost			0.0%
Driver knowledge tests						
Hackney carriage written local/legal test	Full test	76.00	76.00	-	76.00	0.0%
	Conditions only	42.00	42.00	-	42.00	0.0%
Private hire written local/legal test	Full test	76.00	76.00	-	76.00	0.0%
	Conditions only	42.00	42.00	-	42.00	0.0%
Dual HC/PH driver written local/legal test	Full test	76.00	76.00	-	76.00	0.0%
	Conditions only	42.00	42.00	-	42.00	0.0%
Versant English language assessment	Test fee *	Recharged at cost	Recharged at cost			0.0%
	Administration fee	15.00	15.00	-	15.00	0.0%
Operator licences						
Private hire operator licence (5 years)	New (0-3 vehicles)	443.00	-	443.00	443.00	0.0%
	New (4+ vehicles)	751.00	-	751.00	751.00	0.0%
	Renewal (1-3 vehicles)	443.00	-	443.00	443.00	0.0%
	Renewal (4+ vehicles)	751.00	-	751.00	751.00	0.0%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2022/23						
		2021/22 Charge	2022/23 Proposed Charge			% change
			Application	Licence	Total fee	
Vehicle licences						
Hackney carriage vehicle licence (excludes compliance test fee)	New (1 year)	370.00	-	370.00	370.00	0.0%
	Renewal (1 year)	275.00	-	275.00	275.00	0.0%
	Renewal & substitution (1 year)	275.00	-	275.00	275.00	0.0%
	Interim substitution (remaining duration)	132.00	-	132.00	132.00	0.0%
	Transfer of ownership	63.00	-	63.00	63.00	0.0%
	Theft/loss of rear plate	19.00	19.00	-	19.00	0.0%
	Theft/loss of front plate	19.00	19.00	-	19.00	0.0%
	Change of vehicle particulars	55.00	55.00	-	55.00	0.0%
Private hire vehicle licence (excludes compliance test fee)	New (1 year)	246.00	-	246.00	246.00	0.0%
	Renewal (1 year)	246.00	-	246.00	246.00	0.0%
	Renewal & substitution (1 yr.)	250.00	-	250.00	250.00	0.0%
	Interim substitution (remaining duration)	132.00	-	132.00	132.00	0.0%
	Transfer of ownership	63.00	-	63.00	63.00	0.0%
	Theft/loss of rear plate	19.00	19.00	-	19.00	0.0%
	Theft/loss of front plate	19.00	19.00	-	19.00	0.0%
	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	Recharged at cost			0.0%
Specialist vehicle MOT and compliance test * (stretch limos)		Recharged at cost	Recharged at cost			0.0%
Other fees						
Duplicate copy of licence following theft/loss/damage		16.00	16.00	-	16.00	0.0%
Replacement internal vehicle licence plate holder		2.50	2.50	-	2.50	0.0%
General service charges						
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)		17.00	17.00	-	17.00	0.0%
Copy of public register entry (where kept and made available by statute) (per entry)		16.00	16.00	-	16.00	0.0%
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)		48.00	48.00	-	48.00	0.0%

GENERAL FUND BUDGET DETAIL 2022/23					
	Original 2021/2022 £	Forecast 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
Strategic Planning & Environment					
Employees	10,510,410	0	11,199,630	689,220	+7%
Premises	1,016,330	0	1,049,810	33,480	+3%
Transport	1,276,450	0	1,427,870	151,420	+12%
Supplies & Services	2,470,290	0	2,855,620	385,330	+16%
Third-Parties	86,220	0	87,940	1,720	+2%
Capital Charges	1,703,600	0	1,703,600	0	+0%
Income	(3,673,970)	0	(3,973,210)	(299,240)	(8%)
Grants and Contributions	(2,031,410)	0	(1,801,660)	229,750	+11%
Recharges	1,879,629	0	2,000,242	120,613	+6%
Net Expenditure: Strategic Planning & Environment	13,237,549	0	14,549,842	1,312,293	+10%

APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2022/23				
	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	

Strategic Planning & Environment

Finance & Resources (Nigel Howcutt)

Open Spaces (Richard Rice)

Premises	19,850	20,250	400	+2%
Supplies & Services	550	560	10	+2%
Capital Charges	6,600	6,600	0	+0%
Income	(26,530)	(27,060)	(530)	(2%)
Grants and Contributions	(30,270)	(30,880)	(610)	(2%)
Recharges	1,060	1,160	100	+9%
Net Expenditure: Open Spaces	(28,740)	(29,370)	(630)	(2%)

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

Premises	76,710	78,550	1,840	+2%
Supplies & Services	1,590	1,620	30	+2%
Capital Charges	154,400	154,400	0	+0%
Recharges	266,550	279,038	12,488	+5%
Net Expenditure: Promotion and Marketing of the Area (Town Centres)	499,250	513,608	14,358	+3%

Net Expenditure: Finance & Resources

470,510 484,238 13,728 +3%

Neighbourhood Delivery (Richard Le-Brun)

Open Spaces (Craig Thorpe)

Employees	2,935,580	3,050,000	114,420	+4%
Premises	537,560	558,400	20,840	+4%
Transport	130,610	136,900	6,290	+5%
Supplies & Services	282,060	287,700	5,640	+2%
Capital Charges	432,100	432,100	0	+0%
Income	(21,090)	(21,520)	(430)	(2%)
Grants and Contributions	(478,010)	(486,240)	(8,230)	(2%)
Recharges	(1,953,326)	(2,004,124)	(50,798)	(3%)
Net Expenditure: Open Spaces	1,865,484	1,953,216	87,732	+5%

Animal and Public Health (Craig Thorpe)

Employees	68,460	70,580	2,120	+3%
Transport	9,890	10,380	490	+5%
Supplies & Services	37,590	38,340	750	+2%
Income	(147,830)	(150,790)	(2,960)	(2%)
Recharges	92,992	102,714	9,723	+10%
Net Expenditure: Animal and Public Health	61,102	71,224	10,123	+17%

APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2022/23

	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
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Environmental Services Management, Support Services and Overheads (Craig Thorpe)

Employees	351,330	365,720	14,390	+4%
Premises	234,650	240,710	6,060	+3%
Transport	13,620	14,290	670	+5%
Supplies & Services	131,610	219,250	87,640	+67%
Third-Parties	15,240	15,540	300	+2%
Capital Charges	111,400	111,400	0	+0%
Income	(16,810)	(17,150)	(340)	(2%)
Recharges	(841,041)	(949,760)	(108,720)	(13%)
Net Expenditure: Environmental Services Management, Support Services and Overheads	(1)	(0)	0	

Transport Services (Craig Thorpe)

Employees	428,620	447,420	18,800	+4%
Transport	521,630	621,210	99,580	+19%
Supplies & Services	15,740	16,050	310	+2%
Capital Charges	5,800	5,800	0	+0%
Grants and Contributions	(5,000)	(5,000)	0	+0%
Recharges	(969,230)	(1,088,040)	(118,810)	(12%)
Net Expenditure: Transport Services	(2,440)	(2,560)	(120)	(5%)

Street Cleansing (Non-Highway) (Craig Thorpe)

Recharges	1,578,869	1,610,036	31,167	+2%
Net Expenditure: Street Cleansing (Non-Highway)	1,578,869	1,610,036	31,167	+2%

Household Waste and Recycling (Craig Thorpe)

Employees	2,834,470	3,034,610	200,140	+7%
Transport	515,570	556,240	40,670	+8%
Supplies & Services	545,110	545,010	(100)	(0%)
Capital Charges	871,600	871,600	0	+0%
Income	(176,980)	(180,020)	(3,040)	(2%)
Grants and Contributions	(1,056,000)	(885,000)	171,000	+16%
Recharges	1,677,580	1,839,551	161,971	+10%
Net Expenditure: Household Waste and Recycling	5,211,350	5,781,991	570,641	+11%

Trade Waste (Craig Thorpe)

Employees	227,150	234,340	7,190	+3%
Transport	61,270	64,320	3,050	+5%
Supplies & Services	364,420	371,700	7,280	+2%
Capital Charges	3,600	3,600	0	+0%
Income	(982,250)	(926,400)	55,850	+6%
Recharges	256,025	298,244	42,218	+16%
Net Expenditure: Trade Waste	(69,785)	45,804	115,588	+166%

Pest Control (Emma Walker)

Employees	65,280	70,930	5,650	+9%
Transport	4,020	4,220	200	+5%
Supplies & Services	4,200	4,280	80	+2%
Income	(79,310)	(80,900)	(1,590)	(2%)
Recharges	118,437	128,363	9,926	+8%
Net Expenditure: Pest Control	112,627	126,893	14,266	+13%

APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2022/23

	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
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Pollution Reduction (Emma Walker)				
Employees	193,560	202,910	9,350	+5%
Transport	2,940	3,000	60	+2%
Supplies & Services	20,700	21,120	420	+2%
Capital Charges	11,800	11,800	0	+0%
Income	(27,110)	(27,650)	(540)	(2%)
Recharges	87,967	92,683	4,716	+5%
Net Expenditure: Pollution Reduction	289,857	303,863	14,006	+5%

Animal and Public Health (Emma Walker)				
Employees	18,410	30,880	12,470	+68%
Transport	1,540	1,610	70	+5%
Supplies & Services	21,490	21,920	430	+2%
Income	(8,060)	(8,220)	(160)	(2%)
Recharges	74,531	86,159	11,628	+16%
Net Expenditure: Animal and Public Health	107,911	132,349	24,438	+23%

Food Safety (Emma Walker)				
Employees	283,940	291,970	8,030	+3%
Transport	1,800	1,840	40	+2%
Supplies & Services	3,140	3,210	70	+2%
Income	(7,820)	(7,980)	(160)	(2%)
Recharges	110,921	117,681	6,759	+6%
Net Expenditure: Food Safety	391,981	406,721	14,739	+4%

Health & Safety - External Support/Advice (Emma Walker)				
Employees	203,140	211,700	8,560	+4%
Transport	560	570	10	+2%
Supplies & Services	28,640	29,220	580	+2%
Recharges	(232,340)	(241,490)	(9,150)	(4%)
Net Expenditure: Health & Safety - External Support/Advice	0	0	0	

Street Cleansing (Enforcement) (Emma Walker)				
Employees	114,330	119,180	4,850	+4%
Transport	1,420	1,490	70	+5%
Supplies & Services	6,070	6,190	120	+2%
Income	(8,390)	(13,560)	(5,170)	(62%)
Recharges	176,787	181,055	4,269	+2%
Net Expenditure: Street Cleansing (Enforcement)	290,217	294,355	4,139	+1%

Emergency Planning (Emma Walker)				
Employees	10,060	10,460	400	+4%
Transport	100	100	0	+0%
Supplies & Services	5,500	5,610	110	+2%
Recharges	46,792	49,726	2,934	+6%
Net Expenditure: Emergency Planning	62,452	65,896	3,444	+6%

Net Expenditure: Neighbourhood Delivery	9,899,624	10,789,786	890,162	+9%
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APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2022/23

	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
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Planning, Development and Regeneration (James Doe)
Economic Development (General) (Sara Whelan)

Employees	99,370	105,850	6,480	+7%
Premises	133,050	137,000	3,950	+3%
Supplies & Services	124,200	126,670	2,470	+2%
Capital Charges	82,100	82,100	0	+0%
Income	(502,490)	(512,550)	(10,060)	(2%)
Grants and Contributions	(6,190)	(6,310)	(120)	(2%)
Recharges	122,398	130,997	8,599	+7%
Net Expenditure: Economic Development (General)	52,438	63,757	11,319	+22%

Market Undertakings (Sara Whelan)

Premises	6,920	7,160	240	+3%
Income	(8,680)	(8,860)	(180)	(2%)
Recharges	41,569	46,757	5,188	+12%
Net Expenditure: Market Undertakings	39,809	45,057	5,248	+13%

Support to Business and Enterprise (Sara Whelan)

Employees	0	52,000	52,000	
Premises	7,590	7,740	150	+2%
Supplies & Services	67,730	69,090	1,360	+2%
Capital Charges	1,900	1,900	0	+0%
Income	(32,730)	(166,380)	(133,650)	(408%)
Grants and Contributions	(14,290)	(14,550)	(260)	(2%)
Recharges	64,554	71,509	6,954	+11%
Net Expenditure: Support to Business and Enterprise	94,754	21,309	(73,446)	(78%)

Environmental Grants (Sara Whelan)

Supplies & Services	7,200	7,340	140	+2%
Net Expenditure: Environmental Grants	7,200	7,340	140	+2%

Planning Policy (General) (Alex Robinson)

Employees	795,350	906,030	110,680	+14%
Transport	6,660	6,790	130	+2%
Supplies & Services	466,080	532,260	66,180	+14%
Third-Parties	8,570	8,740	170	+2%
Capital Charges	17,100	17,100	0	+0%
Income	0	(30,000)	(30,000)	
Grants and Contributions	(198,900)	(202,880)	(3,980)	(2%)
Recharges	427,516	466,336	38,821	+9%
Employees	350,000	328,960	(21,040)	(6%)
Supplies & Services	190,000	398,000	208,000	+109%
Grants and Contributions	(240,000)	(168,000)	72,000	+30%
Recharges	300	350	50	+17%
Net Expenditure: Planning Policy (General)	1,822,676	2,263,686	441,011	+24%

Building Control (Philip Stanley)

Supplies & Services	28,000	28,560	560	+2%
Third-Parties	28,560	29,130	570	+2%
Recharges	81,958	89,870	7,912	+10%
Net Expenditure: Building Control	138,518	147,560	9,042	+7%

APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2022/23

	Original 2021/2022 £	Draft 2022/2023 £	Variance 2021/22 - 2022/23 £ %	
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Development Control (Philip Stanley)				
Employees	1,363,180	1,493,740	130,560	+10%
Transport	4,720	4,810	90	+2%
Supplies & Services	110,170	113,260	3,090	+3%
Capital Charges	5,200	5,200	0	+0%
Income	(1,396,890)	(1,563,170)	(166,280)	(12%)
Grants and Contributions	(2,750)	(2,800)	(50)	(2%)
Recharges	529,880	562,714	32,834	+6%
Net Expenditure: Development Control	613,510	613,754	244	+0%

Conservation and Listed Buildings Policy (Philip Stanley)				
Employees	87,880	89,010	1,130	+1%
Recharges	46,752	50,237	3,485	+7%
Net Expenditure: Conservation and Listed Buildings Policy	134,632	139,247	4,615	+3%

Local Land Charges (Philip Stanley)				
Employees	80,300	83,340	3,040	+4%
Transport	100	100	0	+0%
Supplies & Services	8,500	8,660	160	+2%
Third-Parties	33,850	34,530	680	+2%
Income	(231,000)	(231,000)	0	+0%
Recharges	72,128	78,479	6,351	+9%
Net Expenditure: Local Land Charges	(36,122)	(25,891)	10,231	+28%

Regeneration	2,867,416	3,275,819	408,403	+14%
Net Expenditure: Strategic Planning & Environment	13,237,549	14,549,842	1,312,293	+10%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Filming				
Administration Fee			£125 - £500	
Up to one hour filming time			246.00	
Between one and four hours filming time			564.00	
Half day (four to six hours) filming time			960.00	
Full day (seven hours or more) per day filming time			1,440.00	
Strike Day - Half full day charge			720.00	
Site visits			1st free then £50 per visit	
Loyalty discount 10 - 20% discount on full invoice based on visits within financial year				
Parking £25 per bay per day suspensions			£25 per day	
Fixed parking discount 10-20% for bookings over 1 week				
Hire of Council Assets			Bespoke Price	
Penalties for non agreement				
Dog Warden Service				
Stray Dogs - Statutory Fee		25.00	25.00	0.0%
Stray Dog - Statutory Fee - Owners' 1st Offence correctly microchipped and returned straight to owner - Statutory Fee only				
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 1	53.00	54.00	1.9%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 2	74.00	76.00	2.7%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 3	96.00	98.00	2.1%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 4	117.00	120.00	2.6%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 5	139.00	142.00	2.2%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 6	159.00	164.00	3.1%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 7	181.00	186.00	2.8%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 8	NEW	208.00	0.0%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 1	81.00	82.00	1.2%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 2	101.00	104.00	3.0%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 3	122.00	126.00	3.3%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 4	144.00	148.00	2.8%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 5	165.00	170.00	3.0%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 6	187.00	192.00	2.7%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 7	207.00	214.00	3.4%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 8	NEW	236.00	0.0%
Kennelling	Per Day	Included above		0.0%
Micro-Chipping		15.00	15.00	0.0%
Return of Stray Dog		43.00	43.00	0.0%
Enforcement				
Abandoned Vehicle Reclaimed Fees - Cars	Daily	20.00	20.00	0.0%
Abandoned Vehicle Reclaimed Fees - Motorbikes	Daily	10.00	20.00	100.0%
Abandoned Vehicle FPN (Full)		NEW	200.00	0.0%
Abandoned Vehicle FPN (Early Repayment)		NEW	120.00	0.0%
Removal of AV from Private Land (land owners' agreement) admin fee		57.00	60.00	5.3%
Littering FPN (Full)		80.00	80.00	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)		102.00	100.00	-2.0%
Nuisance Vehicles / Vehicle Trading (street) (Early Repayment)		81.00	81.00	0.0%
s34 EPA Fixed Penalty Notice (Full)		312.00	312.00	0.0%
s34 EPA Fixed Penalty Notice (Early payment if paid within 10 days)		208.00	208.00	0.0%
Littering From Vehicles Outside London Regulations 2018 (Full)		102.00	102.00	0.0%
Littering From Vehicles Outside London Regulations 2018 (Early Repayment)		77.00	77.00	0.0%
Community Protection Notice (Full) FPN		102.00	100.00	-2.0%
Community Protection Notice (Early Repayment)		77.00	77.00	0.0%
PSPO FPN (Full)		80.00	80.00	0.0%
Environmental Protection				
High Hedges		510.00	510.00	0.0%
High Hedges Preliminary Investigation Fee		255.00	255.00	0.0%
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		102.00	105.00	2.9%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Food Safety				
Initial inspection of premises requiring health certificates		122.00	125.00	2.5%
Health Certificates (x2 plus site visit) - Standard Service		82.00	85.00	3.7%
Health Certificates (x2 plus site visit) - Next Day Service		122.00	125.00	2.5%
Health Certificates (additional copies up to 4)		31.00	32.00	3.2%
General Endorsement Certificate		36.00	38.00	5.6%
Food Hygiene Requested Revisits (new charge)		179.00	185.00	3.4%
3 hours Safer Food Better Business Coaching (new charge) plus 50% fee per additional person from the same business		122.00	125.00	2.5%
Food hygiene advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	82.00	85.00	3.7%
Health & safety advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	82.00	85.00	3.7%
Pest Control				
Rats (up to 3 visits)		63.00	63.00	0.0%
Rats (up to 3 visits) Dacorum Card		32.00	32.00	0.0%
Mice (up to 3 visits)		63.00	63.00	0.0%
Fleas per visit (2 bedrooms and 2 living rooms only)		58.00	58.00	0.0%
Fleas - Additional Rooms		20.00	20.00	0.0%
Wasps/hornets (1 nest killed - not removed)		51.00	51.00	0.0%
Wasps/hornets - Additional Nest		18.00	18.00	0.0%
Ants (Inside only)		74.00	74.00	0.0%
Cockroaches up to 3 visits (2 bedrooms & 2 living rooms only)		92.00	92.00	0.0%
Squirrels up to 3 visits		129.00	129.00	0.0%
Squirrels - Additional Visit		27.00	27.00	0.0%
Cluster Fly (one treatment)		78.00	78.00	0.0%
Other Per hour (min 1 hr)		79.00	79.00	0.0%
Call Out Advice - No pest treated		43.00	43.00	0.0%
Glis glis - up to 4 visits		159.00	NA	0.0%
Glis glis - Additional visit		27.00	NA	0.0%
Glis glis - Cage deposit (refundable)		30.00	NA	0.0%
Cesspool Emptying				
DBC (inside) - All Charges Include £100 transport charge				
Up to 1000		231.00	236.00	2.2%
Up to 2000		351.00	358.00	2.0%
Up to 3000		528.00	539.00	2.1%
Up to 4000		649.00	662.00	2.0%
Up to 5000		823.00	839.00	1.9%
Up to 6000		946.00	965.00	2.0%
Up to 8000		1,242.00	1,267.00	2.0%
Up to 10000		1,539.00	1,570.00	2.0%
Up to 12000		1,836.00	1,873.00	2.0%
DBC (outside) - All Charges Include £130 transport charge				
Up to 1000		263.00	268.00	1.9%
Up to 2000		385.00	393.00	2.1%
Up to 3000		559.00	570.00	2.0%
Up to 4000		681.00	695.00	2.1%
Up to 5000		857.00	874.00	2.0%
Up to 6000		978.00	998.00	2.0%
Up to 8000		1,275.00	1,301.00	2.0%
Up to 10000		1,572.00	1,603.00	2.0%
Up to 12000		1,869.00	1,906.00	2.0%
Waste - Bulk Collections				
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 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Waste Services				
Collection of an additional green bin	Per Annum	55.00	60.00	9.1%
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				
Waste - Commercial				
Container Rental - 360 Litre	Per Annum	31.04	31.66	2.0%
Container Rental - 770 Litre	Per Annum	66.36	67.69	2.0%
Container Rental - 850 Paladin	Per Annum	73.44	74.91	2.0%
Container Rental - 940 Paladin	Per Annum	84.68	86.37	2.0%
Container Rental - 1100 Litre	Per Annum	99.16	101.14	2.0%
Container Rental - 1280 Litre	Per Annum	115.36	117.67	2.0%
Container Emptying - 360 Litre	Per Lift	6.57	6.70	2.0%
Container Emptying - 770 Litre	Per Lift	14.05	14.33	2.0%
Container Emptying - 850 Paladin	Per Lift	17.43	17.78	2.0%
Container Emptying - 940 Paladin	Per Lift	18.56	18.93	2.0%
Container Emptying - 1100 Litre	Per Lift	20.62	21.03	2.0%
Container Emptying - 1280 Litre	Per Lift	24.02	24.50	2.0%
Container Emptying - Schools Only - 770 Litre	Per Lift	5.54	5.65	2.0%
Container Emptying - Schools Only - 850 Paladin	Per Lift	6.48	6.61	2.0%
Container Emptying - Schools Only - 940 Paladin	Per Lift	7.24	7.38	1.9%
Container Emptying - Schools Only - 1100 Litre	Per Lift	8.48	8.65	2.0%
Container Emptying - Schools Only - 1280 Litre	Per Lift	9.88	10.08	2.0%
Commercial Waste Collections (additional empties)	per empty	15.00	15.30	2.0%
Sacks	per 50 sacks	107.00	109.00	1.9%
Sack Sales				
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%
Commercial Waste Recycling				
Recycling Sacks	per 50 sacks	52.50	53.60	2.1%
Container Emptying - 240 Litre	Per Lift	2.80	2.90	3.6%
Container Emptying - 770 Litre	Per Lift	6.90	7.00	1.4%
Container Emptying - 1100 Litre	Per Lift	10.00	10.20	2.0%
Hire costs are same as main commercial waste				
Weighbridge				
Weighing	Single weigh	11.00	11.00	0.0%
Weighing	Double weigh	15.00	15.00	0.0%
Street Sweeping				
Sweeping/Cleaning of non DBC land	Per Hour	45.00	46.00	2.2%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Building Control - Refer to Hertfordshire Building Control - HBC				
Regularisation Applications Applications may be submitted where work has been carried out since 11 November 1985 but not previously submitted to the Authority. The fees are equal to at least 125% of fees and are not subject to VAT.				
Planning Fees				
Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Outline Permission				
Site Area less than 2.5 Hectares - Categories 1, 2 and 3	per 0.1 hectare	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%
* Category 9 fees shown above in the case of operations for the mining and working of minerals - these applications are determined by Hertfordshire County Council				
Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Full Permission or Reserved Matters				
Up to 50 Dwelling Houses - Category 1	Per Dwelling House	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 ² - Category 2	Fixed Fee	234.00	234.00	0.0%
Where Floor space Created Between 40m ² and 75m ² - Category 2	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 75m ² and 3750m ² - Category 2	Per 75m ²	462.00	462.00	0.0%
Where Floor space Greater than 3750m ² Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	22,859.00	22,859.00	0.0%
Where Floor space Greater than 3750m ² Variable Fee (maximum of £250,000) - Category 2	Per 75m ² > 3750m ²	138.00	138.00	0.0%
Where Floor space Created less than 465m ² - Category 3	Fixed Fee	96.00	96.00	0.0%
Where Floor space Created Between 465m ² and 540m ² - Category 3	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 540m ² and 4215m ² Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 540m ² and 4215m ² Variable Fee - Category 3	Per 75m ² > 540m ²	462.00	462.00	0.0%
Where Floor space Created Over 4215m ² Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	22,859.00	22,859.00	0.0%
Where Floor space Created Over 4215m ² Variable Fee (maximum of £250,000) - Category 3	Per 75m ² > 4215m ²	138.00	138.00	0.0%
Where Floor space Created less than 465m ² - Categories 4 & 5	Fixed Fee	96.00	96.00	0.0%
Where Floor space Created greater than 465m ² - 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 & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
Schedule 2 - Other Planning Application				
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%
Land Charges (exclusive of VAT @ 20% where applicable)				
VAT will become payable on all income derived from the CON 29 R and O products as of 1 February 2016				
LLC1 and CON29R (Residential Properties)		99.00	99.00	0.0%
LLC1 and CON29R (Commercial Properties)		190.00	190.00	0.0%
LLC1 (Search of Land Charges Register only)		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%
Personal Search responses via email (LLC1 service)		-	15.00	0.0%
Pre-application charges (inclusive of VAT)				
Category A - Significant Major Development		4,200.00	PPA only	0.0%
Category B - Very large Major Development		2,800.00	3,000.00	7.1%
Category C - Major Developments		1,500.00	1,800.00	20.0%
Category D - Minor Developments		800.00	1,100.00	37.5%
Category E - Minor Developments		220.00	700.00	218.2%
Category E - Minor Developments (written advice only)		-	350.00	0.0%
Category F - Householder Applications		100.00	400.00	300.0%
Category F - Householder Applications (written advice only)		-	200.00	0.0%
Category F - Householder Applications (Listed Building advcie)		-	500.00	0.0%
COMMERCIAL				
Over 5,000 sq.m.			PPA only	0.0%
1,000 sq.m. - 4,999 sq.m.			3,000.00	0.0%
300 sq.m. - 999 sq.m.			2,200.00	0.0%
100 sq.m. - 299 sq.m.			650.00	0.0%
up to 99 sq.m.			400.00	0.0%
Plus additional meeting (inclusive of VAT)				
Category A - Significant Major Development		850.00	N/A	0.0%
Category B - Very large Major Development		600.00	N/A	0.0%
Category C - Major Developments		320.00	N/A	0.0%
Category D - Minor Developments		170.00	N/A	0.0%
Category E - Minor Developments		90.00	N/A	0.0%
Category F - Householder Applications		80.00	N/A	0.0%
Post application charges (new charges) (inclusive of VAT)				
Category A - Significant Major Development		430.00	N/A	0.0%
Category B - Very large Major Development		290.00	N/A	0.0%
Category C - Major Developments		140.00	N/A	0.0%
Category D - Minor Developments		120.00	N/A	0.0%
Category E - Minor Developments		80.00	N/A	0.0%
Category F - Householder Applications		40.00	N/A	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2022/23				
	Unit Measurement	2021/22 Charge	2022/23 Proposed Charge	% Change
SUPPLEMENTARY CHARGES (inclusive of VAT)				
Supplementary work / hr (or part thereof) (Senior Planning Officer / Conservation Officer)		New	150.00	0.0%
Supplementary work / hr (or part thereof) (Planning Officer)		New	100.00	0.0%
Planning Performance Agreement (exclusive of VAT @ 20% where applicable)				
PPA - minimum charge each PPA negotiated on complexity		5,000.00	N/A	0.0%
Bespoke fees costed per application				
Other				
Planning permission required check		New	60.00	0.0%
Validation advice				
Planning fee less than £300		New	30.00	0.0%
Planning fee greater than £350 less than £500		New	60.00	0.0%
Planning fee greater than £500 less than £2,000		New	90.00	0.0%
Planning fee greater than £2,000 less than £12,000		New	185.00	0.0%
Planning fee greater than £12,000		New	500.00	0.0%
Other Admin				
Site History and constraints check		New	120.00	0.0%
Statutory documents (Planning decision notice, appeal decision, Tree Preservation Order, etc.)		New	15.00	0.0%
Copies of Section 38 (Highways Act 1980), Section 278 (Highways Act 1980) and Section 106 (Town & Country Planning)		New	15.00	0.0%
Enforcement				
Request for enforcement notice withdrawal		New	250.00	0.0%
Check records and provide details of compliance check and case closure via email		New	250.00	0.0%
Fast Track Services				
Fast Track 'panic button'		New	250.00	0.0%
Householder planning application		New	250.00	0.0%
approval of details reserved by condition - householder		New	120.00	0.0%
approval of details reserved by condition - minor / major		New	360.00	0.0%
Non-material amendment - householder		New	120.00	0.0%
Non-material amendment - minor		New	300.00	0.0%
Non-material amendment - major		New	600.00	0.0%
Amendments				0.0%
Application to request amendment		New	60.00	0.0%
On acceptance of above application		New	Quote	0.0%
Listed Buildings				
Listed building home buyers report (property Value upto £300,000)		New	700.00	0.0%
Listed building home buyers report (property Value upto £400,000)		New	800.00	0.0%
Listed building home buyers report (property Value upto £500,000)		New	920.00	0.0%
Listed building home buyers report (property Value upto £750,000)		New	100.00	0.0%
Listed building home buyers report (property Value upto £1,000,000)		New	1,500.00	0.0%
Listed building home buyers report (property Value over £1,000,000)		New	2,170.00	0.0%
Strategic Planning Charges for Documents				
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		0.0%

DRAFT HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2021/22 & 2022/23

£000	Note	2021/22			2022/23								
		Original 2021/22	Forecast Outturn Q3	Variance	CPI + 1% rent increase	Technical	Adjustments	Growth	R&M/TAM Contract	Housing Service Review	Feb 2022 OSC Changes	Growth / (Savings)	Estimate 2022/23
Income													
Dwelling Rents	1	(55,465)	(55,186)	279	(1,835)							(1,835)	(57,300)
Non-Dwelling Rents		(102)	(102)	0								0	(102)
Tenant Service Charges		(1,517)	(1,386)	131								0	(1,517)
Leaseholder Charges		(593)	(593)	0								0	(593)
Interest and Investment Income	2	(192)	(75)	117		150						150	(42)
Contributions to Expenditure		(645)	(520)	125								0	(645)
Total Income		(58,514)	(57,862)	652	(1,835)	150	0	0	0	0	0	(1,685)	(60,199)
Expenditure													
Repairs and Maintenance	3	11,608	11,769	161			375					375	11,983
Revenue Contribution to Capital	4	7,371	4,622	(2,749)		(2,839)	117					(2,723)	4,648
Supervision & Management	5	13,692	13,862	170		549	82	799	100	209		1,739	15,432
Corporate and Democratic Core	5	341	341	0			57					57	398
Rent, Rates, Taxes & Other Charges	6	36	175	139			30					30	66
Provision for Bad Debts	7	975	475	(500)		(143)	(82)					(225)	750
Interest Payable	2	11,586	11,385	(201)		(284)						(284)	11,302
Depreciation	8	12,905	15,233	2,328		2,715						2,715	15,620
Total Expenditure		58,514	57,862	(652)	0	(2)	578	799	100	209	0	1,685	60,199
HRA Deficit / (Surplus)		(0)	0	0	(1,835)	148	578	799	100	209	0	(0)	(0)
Housing Revenue Account Balance:													
Opening Balance at 1 April	9	(2,892)	(2,892)	0		(140)						(140)	(3,032)
Deficit / (Surplus) for the year		0		0									0
Closing Balance at 31 March		(2,892)	(2,892)	0	0	(140)	0	0	0	0	0	(140)	(3,032)
Earmarked Reserves:													
Opening Balance at 1 April		(3,725)	(6,976)	(3,252)		140						140	(2,795)
Contribution from / (to) Reserve	10	2,474	4,042	1,568								0	0
Closing Balance at 31 March		(1,251)	(2,935)	(1,684)	0	140	0	0	0	0	0	140	(2,795)

SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2021/22 - 2022/23

Note 1 - Dwelling Rents

Rents for 2022/23 have been set according to the new DLUHC Rent Standard which provides for an increase of CPI + 1%. CPI in 2021/22 was 0.5% giving a rental increase of 1.5%. The 12 month CPI rate as published by the ONS in October 2021 is 3.1%, giving a total rental increase of 4.1% for 2022/23. The average dwelling rent is proposed to be £111.23 in 2022/23.

Note 2 - Interest & Investment Income/Interest Payable

A budget increase of £150k is proposed due to ongoing low interest rates. Interest rates are expected to remain lower than pre-pandemic levels.

A budget reduction of £284k for income payable is proposed based on an updated interest schedule where interest charges are lower than budgeted.

Note 3 - Repairs and Maintenance

A budget increase of £375k in repairs and maintenance is proposed to continue the full stock condition survey of the council's stock. In 2021/22 £1m was set aside for a full stock condition survey. It has been decided to carry out a phased process with a quarter of the council's stock being surveyed in financial year 2021/22 and the balance being surveyed over the proceeding two financial years. The increase in budget allows the service to make full use of existing budgets on addressing the backlog of work which has built up as a result of the Covid-19 pandemic following limited access to properties.

Note 4 - Revenue Contribution to Capital

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

Note 5 - Supervision and Management and Corporate and Democratic Core

The draft budget includes the following assumptions:

A one-off technical accounting adjustment of £440k relating to secondary pensions contributions.

An increase to the draft budget for 2022/23 due to revised estimates for recharges from the General Fund.

Growth of £500k arising from the Housing Service Review to, meet service demands.

Note 6 - Rent, Rates, Taxes & Other Charges

A budget increase has been put forward to provide for a suitable budget for void costs.

Note 7 - Provision for Bad Debts

The provision for bad debts has been decreased by £225k in 2022/23. £82k of this reduction is proposed to fund two new Income Officer posts that will allow the officer patch sizes to be reduced, allowing more time and support for tenants whilst providing a real opportunity to reduce the level of arrears and have a positive impact upon the HRA. The remaining £143k of this reduction realigns the budget as the projected impact of Covid and Universal Credit on bad debt has not been realised to date, with an underspend realised in financial year 2020/21 as well.

Note 8 - 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. The increase of this budget is proposed to come from a decrease in the revenue contribution to capital.

Note 9 - Housing Revenue Account Balance

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 increase of £140k maintains the HRA Working Balance at £3m by the end of 2022/23, which equates to 5% of the £60.2m turnover (as shown in Appendix F).

Note 10 - Contribution from / to Earmarked Reserves

A contribution from earmarked reserves is proposed to contribute £140k from the Revenue Commitments reserve to the HRA working balance to ensure this is maintained at 5% of turnover.

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2022/23 - 2026/27

Summary	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Current Overall Programme	25,465	29,311	9,288	2,222	0	66,285
New Bids	2,795	2,595	70	0	2,895	8,355
Rephased and Amended Schemes	(5,405)	(4,482)	5,875	5,900	0	1,887
Revised Overall Programme	22,854	27,424	15,233	8,122	2,895	76,528
NEW BIDS	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
<u>FINANCE & RESOURCES</u>						
Commercial Assets and Property Development (Richard Rice)						
Boxmoor War Memorial Structural Improvements	40					40
Creation of new Community Facility and Foodbank at The Hub (Dens)	625	1,875				2,500
Void commercial properties refurbishment	70	70	70			210
Damp proofing improvements to commercial properties	30					30
Public Convenience improvement works	40					40
Bennetts End Community Centre door upgrade work	15					15
Door Entry Access System Upgrade Programme - Shopping Precincts	25	20				45
Kings Langley Charter Court - Separate Meter Supply	20					20
Gadebridge Park Roadway Improvements	40					40
48-52 High Street - Fire Alarm System Renewal	15					15
Maylands Business centre upgrade fire alarm	20					20
Queens Square Canopy Renewal - Spalling units 1-29	40					40
Bellgate Canopy Renewal - Highfield	200					200
External Refurb - Woodhall Farm Community Centre	40					40
Adeyfield Community Centre Structural Improvements	20					20

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2022/23 - 2026/27

NEW BIDS	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Commercial Assets and Property Development (Richard Rice)						
Rossgate Terrace Walkway Waterproofing	30					30
Rossgate Shopping Centre - Structural Works (Windows phase 2)	240					240
Piccotts End Retaining Wall Rebuild	35					35
Bennettsgate Window Renewal		210				210
Information, Communication and Technology (Ben Trueman)						
Automation Programme	85	85				170
Firewall Renewal	95					95
Civica Customer Experience Software (Flare replacement)	100	50				150
Rolling Programme - Hardware					75	75
Software Licences - Right of Use					40	40

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2022/23 - 2026/27

NEW BIDS	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
<u>STRATEGIC PLANNING & ENVIRONMENT</u>						
Environmental Services (Craig Thorpe)						
New Wheeled Bins					100	100
Fleet Replacement Programme	95	0	0	0	1,644	1,739
Play Area Investment Income	250	250				500
Waste Services IT upgrade	80					80
Gadebridge Park Walled Garden Pathway Improvements	30					30
Litter Bin Replacement Programme	40	35				75
Improvements to Sport Pitches	35					35
Waste Transfer Site Upgrade Works	400					400
Environmental & Community Protection (Emma Walker)						
Health and Safety software system	40					40
<u>HOUSING & COMMUNITY</u>						
Procurement and Contracted Services (Ben Hosier)						
Rolling Programme - CCTV Cameras					25	25
Property & Place (Jason Grace)						
Disabled Facilities Grants					741	741
People and Performance (Matthew Rawdon)						
Capital Grants - Community Groups					20	20
Verge Hardening Programme					250	250
TOTAL - NEW BIDS	2,795	2,595	70	0	2,895	8,355

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2022/23 - 2026/27

REPHASED AND AMENDED SCHEMES	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
<u>FINANCE & RESOURCES</u>						
Section 151 Officer (Nigel Howcutt)						
Various commercial ventures (commercially sensitive)- rephased	(4,750)	(6,250)	5,000	6,000		0
Commercial Assets and Property Development (Richard Rice)						
Old Town Hall - Café roof and stonework renewal- amended	60					60
Adeyfield Community Centre Structural Improvements	17					17
Bennettsgate - Window Renewal- amended	75					75
Commercial Assets - Shopping Centres- amended	(400)					(400)
Bennettsgate - Structural Concrete Improvements & Façade Renewal- amended.	80					80
Procurement and Contracted Services (Ben Hosier)						
Hemel Hempstead Sports Centre - Astroturf renewal	280					280
Berkhamsted Leisure Centre Redevelopment	78					(78)
Multi Functional Devices- rephased	90					90
Information, Communication and Technology (Ben Trueman)						
Future vision of CRM	99					99
<u>HOUSING & COMMUNITY</u>						
Communities (Sara Whelan)						
Verge Hardening Programme- amended	(95)	(100)	(100)	(100)		(395)
Capital Grants - Community Groups	5					5

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2022/23 - 2026/27

REPHASED AND AMENDED SCHEMES	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
<u>STRATEGIC PLANNING & ENVIRONMENT</u>						
Environmental Services (Craig Thorpe)						
Resurfacing Works and Building Improvement to Depot	60					
Chipperfield Common Car Park Resurfacing	200					
Fleet Replacement Programme- amended	1,341	273				1,613
Strategic Planning & Regeneration (Sara Whelan)						
The Bury - Residential Development- rephased	(2,517)	1,595	975			53
Urban Park/Education Centre (Durrants Lakes)- rephased	129					129
TOTAL - REPHASED AND AMENDED BIDS	(5,405)	(4,482)	5,875	5,900	0	1,627

DRAFT CAPITAL PROGRAMME BY OSC 2022/23 - 2026/27

APPENDIX I

Scheme		22/23	23/24	24/25	25/26	26/27
		£'000	£'000	£'000	£'000	£'000
	GENERAL FUND					
	FINANCE & RESOURCES					
	Section 151 Officer (Nigel Howcutt)					
1	Various commercial ventures (commercially sensitive)	14,072	18,900	11,000	6,000	-
	Commercial Assets and Property Development (Richard Rice)					
2	Service Lease Domestic Properties	-	30	-	30	-
3	Old Town Hall - Cafe Roof and stonework renewal	60	-	-	-	-
4	Bennettsgate Shopping Centre Render Improvement	-	15	-	-	-
5	Adeyfield Community Centre Structural Improvements	37	-	-	-	-
6	Gadebridge Park Roadway Improvements	110	-	-	-	-
7	Boiler Replacement Programme	15	22	-	-	-
8	Bennettsgate - Window Renewal	75	210	-	-	-
9	Allotment Improvement Programme	40	-	-	-	-
10	Void Refurbishment Properties for Temporary Accommodation	70	70	70	-	-
11	Bennettsgate - Structural Concrete Improvements & Façade Renewal	80	-	-	-	-
12	Rossgate Shopping Centre - Structural Works	240	-	-	-	-
13	Queens Square Canopy Renewal	40	-	-	-	-
14	Bellgate Canopy Renewal - Highfield	200	-	-	-	-
15	External Refurb - Woodhall Farm Community Centre	40	-	-	-	-
16	Rossgate Terrace Walkway Waterproofing	30	-	-	-	-
17	Piccotts End Retaining Wall Rebuild	35	-	-	-	-
18	Boxmoor War Memorial Structural Improvements	40	-	-	-	-
19	Creation of new Community Facility and Foodbank at The Hub (Dens)	625	1,875	-	-	-
20	Damp proofing improvements to commercial properties	30	-	-	-	-
21	Public Convenience improvement works	40	-	-	-	-
22	Bennetts End Community Centre door upgrade work	15	-	-	-	-
23	Door Entry Access System Upgrade Programme - Shopping Precincts	25	20	-	-	-
24	Kings Langley Charter Court - Separate Meter Supply	20	-	-	-	-
25	48-52 High Street - Fire Alarm System Renewal	15	-	-	-	-
26	Maylands Business centre upgrade fire alarm	20	-	-	-	-
		15,974	21,142	11,070	6,030	-

DRAFT CAPITAL PROGRAMME BY OSC 2022/23 - 2026/27

APPENDIX I

Scheme		22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
	FINANCE & RESOURCES					
	Procurement and Contracted Services (Ben Hosier)					
27	Multi-functional devices refresh	90	-	-	-	-
28	Hemel Hempstead Sports Centre Astro Turf	280				
		370	-	-	-	-
	Information, Communication and Technology (Ben Trueman)					
29	Rolling Programme - Hardware	75	525	75	75	75
30	Software Licences - Right of Use	40	40	40	40	40
31	Future vision of CRM	199	-	-	-	-
32	Renewal of Data Centre Hardware	-	-	350	-	-
33	Automation Programme	85	85	-	-	-
34	Firewall Renewal	95	-	-	-	-
35	Civica Customer Experience Software (Flare replacement)	100	50	-	-	-
		594	700	465	115	115
	TOTAL - FINANCE & RESOURCES	2,865	2,942	535	145	115

DRAFT CAPITAL PROGRAMME BY OSC 2022/23 - 2026/27

APPENDIX I

Scheme		22/23	23/24	24/25	25/26	26/27
		£'000	£'000	£'000	£'000	£'000
	STRATEGIC PLANNING & ENVIRONMENT					
	Environmental Services (Craig Thorpe)					
36	New Wheeled Bins	100	100	100	100	100
37	Resurfacing Works and Building Improvement to Depot	60				
38	Fleet Replacement Programme	2,533	981	632	841	1,644
39	Play Area Investment Income	250	250	-	-	-
40	Waste Services IT upgrade	80	-	-	-	-
41	Gadebridge Park Walled Garden Pathway Improvements	30	-	-	-	-
42	Litter Bin Replacement Programme	40	35	-	-	-
43	Improvements to Sport Pitches	35	-	-	-	-
44	Chipperfield Common Car Park Resurfacing	200				
45	Waste Transfer Site Upgrade Works	400	-	-	-	-
		3,728	1,366	732	941	1,744
	Environmental & Community Protection (Emma Walker)					
46	Health and Safety software system	40	-	-	-	-
		40	-	-	-	-
	Strategic Planning and Regeneration (Sara Whelan)					
47	Urban Park/Education Centre (Durrants Lakes)	129	-	-	-	-
48	The Bury - Conversion into Museum and Gallery	53	2,570	975	-	-
		182	2,570	975	-	-
	TOTAL - STRATEGIC PLANNING & ENVIRONMENT	3,950	3,936	1,707	941	1,744

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DRAFT CAPITAL PROGRAMME BY OSC 2022/23 - 2026/27

APPENDIX I

Scheme		22/23	23/24	24/25	25/26	26/27
		£'000	£'000	£'000	£'000	£'000
	HOUSING & COMMUNITY					
	Communities (Sara Whelan)					
49	Verge Hardening Programme	255	250	250	250	250
50	Adventure Playgrounds Improvement programme	500	500	500	-	-
51	Capital Grants - Community Groups	25	20	20	20	20
		780	770	770	270	270
	Procurement and Contracted Services (Ben Hosier)					
52	Rolling Programme - CCTV Cameras	25	25	25	25	25
53	CCTV equipment refresh	110	110	455	-	-
		135	135	480	25	25
	Strategic Housing (David Barrett)					
54	Affordable Housing Development Fund (fully funded from 141 Capital Receipts)	311	-	-	-	-
		311	-	-	-	-
	Property & Place (Jason Grace)					
55	Disabled Facilities Grants	741	741	741	741	741
		741	741	741	741	741
	TOTAL - HOUSING & COMMUNITY	1,967	1,646	1,991	1,036	1,036
	TOTAL - GENERAL FUND	22,854	27,424	15,233	8,122	2,895

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DRAFT CAPITAL PROGRAMME BY OSC 2022/23 - 2026/27

APPENDIX I

Scheme		22/23	23/24	24/25	25/26	26/27
		£'000	£'000	£'000	£'000	£'000
	HOUSING REVENUE ACCOUNT					
	Property & Place (Jason Grace)					
56	Planned Fixed Expenditure	9,020	13,320	13,320	13,320	13,320
57	M&E Contracted Works	1,300	-	-	-	-
58	Communal Gas & Heating	2,500	-	-	-	-
59	DBC Commissioned Capital Works	8,459	4,780	5,204	4,203	1,986
60	Special Projects - Sheltered Schemes	750	-	-	-	-
		22,029	18,100	18,524	17,523	15,306
	Strategic Housing (David Barrett)					
61	New Build - General Expenditure	45,891	47,519	36,587	28,035	16,375
		45,891	47,519	36,587	28,035	16,375
	TOTAL - HOUSING REVENUE ACCOUNT	67,920	65,619	55,111	45,558	31,681
	TOTAL CAPITAL PROGRAMME	90,774	93,043	70,344	53,680	34,576

DRAFT CAPITAL PROGRAMME BY OSC 2022/23 - 2026/27

APPENDIX I

	22/23	23/24	24/25	25/26	26/27
	£'000	£'000	£'000	£'000	£'000
CAPITAL FINANCING					
GENERAL FUND					
Capital Receipts and Reserves	21,802	8,568	-	-	-
141 Capital Receipts	311	-	-	-	-
Grants and Contributions	741	741	741	741	741
Revenue Contributions to Capital	-	-	-	-	-
Borrowing	-	18,115	14,492	7,381	2,154
TOTAL - GENERAL FUND	22,854	27,424	15,233	8,122	2,895
GENERAL FUND YEAR END CAPITAL BALANCE	-	-	-	-	-
HOUSING REVENUE ACCOUNT					
Capital Receipts and Reserves	37,165	15,603	12,696	13,733	11,916
141 Capital Receipts	11,647	8,582	4,438	4,786	5,154
Grants and Contributions	4,261	5,141	2,572	-	-
Revenue Contributions to Capital	4,649	4,667	5,915	5,445	5,174
Borrowing	10,199	31,626	29,490	21,594	9,437
TOTAL - HOUSING REVENUE ACCOUNT	67,920	65,619	55,111	45,558	31,681
TOTAL - CAPITAL FINANCING	90,774	93,043	70,344	53,680	34,576

General Fund Reserves Summary	Balance as at 31/03/2021 £'000	Net Reserve Movement 2021/22 £'000	Balance as at 31/03/2022 £'000	Net Reserve Movement 2022/23 £'000	Balance as at 31/03/2023 £'000	Net Reserve Movement 2023/24 £'000	Balance as at 31/03/2024 £'000	Net Reserve Movement 2024/25 £'000	Balance as at 31/03/2025 £'000	Net Reserve Movement 2025/26 £'000	Balance as at 31/03/2026 £'000
Civic Buildings Major Repairs Reserve	60		60		60		60		60		60
Capital Development Reserve	300		300	(300)	0		0		0		0
Earmarked Grants Reserve	44		44		44		44		44		44
Management of Change Reserve	756	(647)	109	768	877	147	1,024	250	1,274	250	1,524
Technology Reserve	756	(34)	722	(45)	677		677		677		677
Savings Efficiencies Reserve	1,207	(624)	583	(175)	408	(46)	362		362		362
On Street Car Parking Reserve	135		135	40	175	40	215	40	255	40	295
Local Development Framework Reserve	515	(155)	360	(150)	210	(80)	130	(130)	0		0
Dacorum Development Reserve	848	130	978	717	1,695	(326)	1,369		1,369		1,369
Climate Change and Sustainability Reserve	266	(100)	166		166		166		166		166
Litigation Reserve	317		317		317		317		317		317
Vehicle Replacement Reserve	0		0	350	350	350	700	350	1,050	350	1,400
Invest to Save Reserve	82	(20)	62	(20)	42	(20)	22		22		22
Youth Provision Reserve	44		44		44		44		44		44
Election Reserve	40	40	80	40	120	(120)	0	40	40	40	80
Uninsured Loss Reserve	360		360		360		360		360		360
Training & Development Reserve	375	(275)	100	(75)	25		25		25		25
Housing Conditions Survey Reserve	61	15	76	15	91	15	106	15	121	15	136
Dacorum Rent Aid - Guarantee Scheme	15		15	(15)	0		0		0		0
Rent Guarantee Scheme Reserve	15		15	(15)	0		0		0		0
Funding Equalisation Reserve	14,642	(11,795)	2,847	(1,023)	1,824	(607)	1,217		1,217		1,217
Pensions Reserves	2,373	200	2,573	200	2,773	(2,300)	473	200	673	200	873
Maylands Plus Reserve	46	23	69	23	92	23	115	23	138	23	161
Covid 19 Hardship Fund	581	(581)	0		0		0		0		0
Economic Recovery Reserve	5,142	(2,522)	2,620	(1,725)	895	(895)	0	388	388		388
Total Earmarked Reserves	28,980	(16,345)	12,635	(1,390)	11,245	(3,819)	7,426	1,176	8,602	918	9,520
Working Balance	2,502	0	2,502		2,502		2,502		2,502		2,502
Total General Fund Reserves	31,482	(16,345)	15,137	(1,390)	13,747	(3,819)	9,928	1,176	11,104	918	12,022



Dacorum Borough Council

Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual
Investment Strategy

2022/23

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 and activities, including, as a minimum, a mid-year review and an annual year end report.

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 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 service provision
- 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 is primarily a progress report and will update members on the capital position and amend prudential indicators and policies as necessary.

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 2022/23

The strategy for 2022/23 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, DLUHC MRP Guidance, the CIPFA Treasury Management Code and DLUHC Investment Guidance.

1.6 Training

The CIPFA Code requires the responsible officer ensures Councillors with responsibility for treasury management receive adequate training. The training needs of treasury management officers are regularly 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 provider.

2. The Capital Prudential Indicators 2022/23 – 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	2020/21 Actual £m	2021/22 Q3 Forecast £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
General Fund	9.373	10.259	22.854	27.424	15.233	8.122
HRA	17.027	21.617	67.920	65.619	55.111	45.558
Total	26.400	31.876	90.774	93.043	70.344	53.680
Financed by:						
Capital grants & S106	1.554	3.602	5.002	5.882	3.313	0.741
Capital receipts & reserves	20.184	23.302	70.925	32.753	17.134	18.519
Revenue contribution to Capital	4.662	4.972	4.649	4.667	5.915	5.445
Borrowing- General Fund	0.000	0.000	0.000	18.115	14.492	7.381
Borrowing- HRA	0.000	0.000	10.199	31.626	29.490	21.594
Net financing need for the year	26.400	31.876	90.774	93.043	70.344	53.680

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

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 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:

	2020/21 Actuals £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Capital Financing Requirement						
CFR – non housing	12.945	18.60	19.26	37.03	50.84	57.24
CFR – housing	335.928	332.45	341.28	370.59	396.75	413.90
Total CFR	348.873	351.051	360.537	407.627	447.584	471.143
Movement in CFR		2.178	9.486	47.090	39.957	23.559
Movement in CFR represented by:						
Net financing need for the year the Capital Programme		0.000	10.199	49.741	43.982	28.974
Net financing need for the year-Loans for Capital Purposes		5.990	(0.010)	(0.010)	(0.010)	(0.010)
Accounting changes in lease treatments		0.000	1.000	0.000	0.000	0.000
Minimum Revenue Provision & HRA Debt Repayment		(3.812)	(1.702)	(2.642)	(4.015)	(5.405)
Movement in CFR		2.178	9.486	47.090	39.957	23.559

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). DLUHC 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 a charge for depreciation must be made. Repayments included in finance leases are applied as MRP.

MRP Overpayments/Voluntary Revenue Provisions - DLUHC 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	2020/21 Actual £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Fund balances / reserves	32.717	34.531	30.618	26.548	27.949	28.984
Capital receipts	46.180	43.694	6.143	0.000	0.000	0.000
Provisions	8.319	5	5	5	5	5
Other	0	0	0	0	0	0
Total core funds	87.216	83.225	41.761	31.548	32.949	33.984
Working capital		5	5	5	5	5
(Under)/over borrowing		(1.183)	(11.375)	(29.477)	(29.112)	(28.474)
Expected investments		87.042	35.386	7.071	8.837	10.510

2.5 Affordability prudential indicators

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.

	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
General Fund	1.11%	0.84%	0.98%	1.04%	1.02%	1.01%
HRA	20.78%	19.68%	18.77%	19.06%	19.21%	20.78%

2.7 HRA ratios

	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
HRA debt £m	335.93	332.45	331.08	360.39	386.55	403.70
HRA revenues £m	54.916	57.862	60.199	62.771	67.037	68.809
Ratio of debt to revenues %	612%	575%	550%	574%	577%	587%
Number of HRA dwellings	10,140	10,106	10,086	10,220	10,441	10,442
Debt per dwelling £	33,129	32,896	32,825	35,264	37,022	38,661

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 Council's 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 2021 and for the position as at 31 December 2021 are shown below for both borrowing and investments.

	TREASURY PORTFOLIO			
	Actual 31.3.21 £0	Actual 31.3.21 %	Current 31.12.21 £0	Current 31.12.21 %
Treasury investments				
Banks	52,467	47%	67,248	42%
Building societies - rated	39,000	35%	51,000	32%
Local authorities	0	0%	0	0%
DMADF (HM Treasury)	0	0%	19,000	12%
money market funds	21,000	19%	21,000	13%
Total managed in house	112,467	100%	158,248	100%
Total managed externally	0	0%	0	0%
Total treasury investments	112,467	100%	158,248	100%
Treasury external borrowing				
PWLB	353,502	100%	353,502	100%
Total external borrowing	353,502	100%	362,383	100%
Net treasury investments / (borrowing)	(241,035)	0	(204,135)	0

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 2022/23 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.

	2020/21 Actual £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
External Debt						
Debt at 1 April	358.441	353.502	349.680	347.974	376.962	417.284
Expected change in Debt	(4.939)	(3.822)	(1.705)	28.988	40.321	24.198
Other long-term liabilities	0.188	0.188	1.188	1.188	1.188	1.188
Actual gross debt at 31 March	353.690	349.868	349.162	378.150	418.472	442.669
The Capital Financing Requirement	348.873	351.051	360.537	407.627	447.584	471.143
(Under) /over borrowing	4.817	(1.183)	(11.375)	(29.477)	(29.112)	(28.474)

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	2021/22	2022/23	2023/24	2024/25	2025/26
	Estimate £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
Debt	353.502	349.680	376.962	417.284	441.481
Other long term liabilities	0.188	1.188	1.188	1.188	1.188
Total	353.690	350.868	378.150	418.472	442.669

- b) **The authorised limit for external debt.** This represents a limit beyond which external debt is prohibited and 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 long 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 2025/26:

Authorised limit	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Debt	400	400	400	420	450
Other long term liabilities	10	10	10	10	10
Total	410	410	410	430	460

The table below shows projections of CFR and borrowing:

Capital Financing Requirement including leases						
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m	£m
HRA CFR	335.928	332.448	341.276	370.593	396.748	413.900
GF CFR	12.945	18.603	19.261	37.034	50.836	57.243
Total CFR	348.873	351.051	360.537	407.627	447.584	471.143
External Borrowing	353.502	349.680	347.974	376.962	417.284	441.481
Other long term liabilities	0.188	0.188	1.188	1.188	1.188	1.188
Total Debt	353.690	349.868	349.162	378.150	418.472	442.669
Authorised Limit*		410	410	410	430	460
Operational Boundary		353.690	350.868	378.150	418.472	442.669

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 2022/23		
	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%	5.0%
5 years to 10 years	2.0%	12.0%
10 years and above	5.0%	90.0%
Maturity structure of variable interest rate borrowing 2022/23		
	Lower	Upper
Under 12 months	0.00%	1.00%
12 months to 2 years	0.00%	2.00%
2 years to 5 years	0.00%	2.00%
5 years to 10 years	0.00%	0.00%
10 years and above	0.00%	0.00%

3.4 Borrowing strategy

The Chief Finance Officer 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 borrowing. 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 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 Council's Treasury Advisors provided the following view for interest rates in 20th December 2021. The Bank Rate is the Bank of England base rate of interest.

Link Group Interest Rate View 20.12.21														
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25
BANK RATE	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
3 month ave earnings	0.20	0.30	0.50	0.50	0.60	0.70	0.80	0.90	0.90	1.00	1.00	1.00	1.00	1.00
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.00	1.10	1.10	1.10	1.10	1.10
12 month ave earnings	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.10	1.20	1.20	1.20	1.20	1.20
5 yr PWLB	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00
10 yr PWLB	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30
25 yr PWLB	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50
50 yr PWLB	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30

Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021.

As shown in the forecast table above, the forecast for Bank Rate now includes increases in quarter 2 of 2022 to 0.50%, quarter 1 of 2023 to 0.75%, quarter 1 of 2024 to 1.00% and in quarter 1 of 2025 to 1.25%. However, due to the ongoing high level of uncertainty prevailing on several different economic fronts such as Covid and inflation, it is likely that these forecasts will need revising within a relatively short timeframe.

3.7 Investment and borrowing rates

- Investment returns are expected to improve in 2022/23. However, while markets are pricing in a series of Bank Rate hikes, actual economic circumstances may see the MPC fall short of these elevated expectations. The overall balance of risks to economic growth in the UK is now to the downside, including risks from Covid and its variants - both domestically and their potential effects worldwide.

Borrowing interest rates fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England and still remain at historically low levels.

- In November, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates which had been increased by 100 bps in October 2019. The standard and certainty margins were reduced by 100 bps but 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.

3.8 Debt rescheduling

Debt rescheduling involves the Council paying off its debt prior to the agreed maturity date. 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, so premature redemption of 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 prudent, this will be reported to Cabinet at the earliest meeting following 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. Other borrowing sources available to the Council to finance its capital programme 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 DLUHC and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

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

DLUHC'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 DLUHC 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 50% of the total investment portfolio.
- Lending limits, (amounts and maturity), for each counterparty will be set through applying the matrix table described 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 (DLUHC) allowed a statutory temporary override to delay implementation of IFRS 9 for five years ending March 2023 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 4.7). 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 equivalent) 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).

If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.

Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Investment returns expectations: Links forecast in paragraph 3.3 includes a forecast increase in bank rate in the first quarter of 2022/23.

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

2022/23	0.50%
2023/24	0.75%
2024/25	0.100%
2025/26	1.25
Later years	2.00%

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:

Upper limit for principal sums invested for longer than 365 days			
£m	2022/23	2023/24	2024/25
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 counterparty limits were increased in 2021/22, no changes have been made for 2022/23. The Council is asked to approve the limits in the table below:

Table 1: Counter Party Limits .
Average Forecast DBC Investment balance 2022/23: £122m

Counterparty Limits		
Colour Band (duration)	Limit £m	Current limit as a % of total average investment balance*
Green (3 months)	9	7.38%
Red (6 months)	11	9.02%
Orange (1 year)	12.5	10.25%
Purple (2 years)	12.5	10.25%
Blue (1 year, incl. NatWest own Bank)	14.5	11.89%

*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.

4.7 Investment performance / risk benchmarking

These benchmarks are simple guides to minimise risk; so 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 SONIA (Sterling Overnight Index Average) rate .

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

4.8 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.

4.9 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.

4.10 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 below 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 50% 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
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

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 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 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).

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.

The Council will establish through its Prudential and Treasury Indicators the amount of debt maturing in any year/period.

Any debt rescheduling will be considered when the difference between the refinancing rate and the redemption rate is most advantageous and the situation will be continually monitored in order to take advantage of any perceived anomalies in the yield curve. The reasons for any rescheduling to take place will include:

- the generation of cash savings at minimum risk;
- to reduce the average interest rate;
- to amend the maturity profile and /or the balance of volatility of the debt portfolio.

Rescheduling will be reported to Cabinet at the meeting immediately following its action.

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. In addition, the responsible officer will draw up a capital strategy report which will give a longer term view.

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 40% 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 Council's own data.

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

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

Monitoring Officer

The Monitoring officer is the Assistant Director 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 Assistant Director Finance and Resources. 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 Group Manager (Financial Services), 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 through 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 £1,000,000, a policy excess of £100,000 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 Protector Insurance. 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

Country	Counterparty	Approved Duration	DBC Current Limit (M)
U.K	Al Rayan Bank Plc	6 months	11
U.K	Bank of Scotland PLC (RFB)	6 months	11
U.K	Barclays Bank PLC (NRFB)	6 months	11
U.K	Barclays Bank UK PLC (RFB)	6 months	11
U.K	Close Brothers Ltd	6 months	11
U.K	Goldman Sachs International Bank	6 months	11
U.K	Handelsbanken Plc	12 months	12.5
U.K	HSBC Bank PLC (NRFB)	12 months	12.5
U.K	HSBC UK Bank Plc (RFB)	12 months	12.5
U.K	Lloyds Bank Corporate Markets Plc (NRFB)	6 months	11
U.K	Lloyds Bank Plc (RFB)	6 months	11
U.K	NatWest Markets Plc (NRFB)	6 months	11
U.K	Santander Financial Services plc (NRFB)	6 months	11
U.K	Santander UK plc	6 months	11
U.K	SMBC Bank International Plc	6 months	11
U.K	Standard Chartered Bank	6 months	11
U.K	Coventry BS	6 months	11
U.K	Leeds BS	100 days	9
U.K	Nationwide BS	6 months	11
U.K	Skipton Building Society	6 months	11
U.K	Yorkshire BS	100 days	9
U.K	National Westminster Bank PLC (RFB)	12 months	14
U.K	The Royal Bank of Scotland Plc (RFB)	12 months	14

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.
- *ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing*

- *ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources*
- *ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities*
- *provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees*
- *ensuring that members are adequately informed and understand the risk exposures taken on by an authority*
- *ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above*
- *creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following (TM Code p54): -*

Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;

Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;

Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;

Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;

Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.



Dacorum Borough Council

Capital Strategy

2022/23

1 Introduction

1.1 Requirements of a Capital Strategy

The Prudential Code requires 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 informs and supports the Council's Medium Term Financial Strategy. The strategy will be updated following the finalisation of the Council's Commercial Strategy, and the review of the commercial assets service which is underway at the time of publication of this document (February 2022).

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 and refurbishment budgets are set as part of the Council's budget setting process.

The Council aims to act as a catalyst for growth by maximising the use of its own assets and stimulating growth. This approach can 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. 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 Corporate Growth and Infrastructure Board. This decision will then be referred to the Senior Leadership Team for review and confirmation and ultimately Members in line with Financial Regulations. 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 30 year Business Plan 2021 and 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 Council's housing stock is currently undergoing a stock condition survey including a report from the energy savings trust, these will inform a refresh of the Housing asset Management Strategy in 2022/23.

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 the project details including;

- 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, safe and enjoyable environment
- Building strong vibrant communities
- Ensuring economic growth and prosperity
- Providing good quality affordable homes, in particular to those most in need
- Climate and ecological emergency
- 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 Senior Leadership Team 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 2021/22-2025/26 Capital Programme is summarised in the table below. The total Capital Programme for the next 4 years from 1 April 2022 is £307.841m. For 2021/22, the Capital Programme is £31.876m of which £21.617m is to be spent on the Housing Revenue Account (HRA) and £10.259m is to be spent on General Fund Capital Schemes. Further details of the Capital Programme can be found in Appendix I of the Budget Report.

Capital expenditure	2020/21 Actual £m	2021/22 Q3 Forecast £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
General Fund	9.373	10.259	22.854	27.424	15.233	8.122
HRA	17.027	21.617	67.920	65.619	55.111	45.558
Total	26.400	31.876	90.774	93.043	70.344	53.680
Financed by:						
Capital grants & S106	1.554	3.602	5.002	5.882	3.313	0.741
Capital receipts & reserves	20.184	23.302	70.925	32.753	17.134	18.519
Revenue contribution to Capital	4.662	4.972	4.649	4.667	5.915	5.445
Borrowing- General Fund	0.000	0.000	0.000	18.115	14.492	7.381
Borrowing- HRA	0.000	0.000	10.199	31.626	29.490	21.594
Net financing need for the year	26.400	31.876	90.774	93.043	70.344	53.680

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) and the HRA Business Plan covers 30 years.

The focus for the Council's General Fund over the medium term is the development of facilities for the local community, including its flagship project to develop Berkhamsted Leisure Centre, and the delivery of additional housing in the borough to provide the much needed homes for residents. During 2022 the council is committed to assessing the options open to the Council to enable , build or or purchase to maximise both the opportunities to develop homes and commercial opportunities.

In the medium to longer term, the Council is committed to providing new homes in the Borough and has a HRA programme of new build housing totalling £174.4m over the next 5 year period commencing 1 April 2022.

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 forecast charge to the General Fund for both MRP and interest on borrowing is:

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
General Fund	1.037	1.029	1.083	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 2022/23 this is budgeted to be £11.302m.

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 Senior Leadership 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. 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 has total external debt of £353.690m at the end of 2020/21 and forecasts £418.472m at the end of 2024/25.

	2020/21 Actual £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
External Debt						
Debt at 1 April	358.441	353.502	349.680	347.974	376.962	417.284
Expected change in Debt	(4.939)	(3.822)	(1.705)	28.988	40.321	24.198
Other long-term liabilities	0.188	0.188	1.188	1.188	1.188	1.188
Actual gross debt at 31 March	353.690	349.868	349.162	378.150	418.472	442.669
The Capital Financing Requirement	348.873	351.051	360.537	407.627	447.584	471.143
(Under) /over borrowing	4.817	(1.183)	(11.375)	(29.477)	(29.112)	(28.474)

3.3 Limits on overall borrowing

The Treasury Management Strategy sets out the following borrowing limits:

Authorised limit	2021/22	2022/23	2023/24
	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 2022/23 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 as detailed in the 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 Group 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 Group.

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. The Council's approach to commercial activity will be further developed in its Commercial Strategy 2022.

The purpose of the Council's Commercial Strategy is to seek, where possible to increase the Council's financial operating envelope, developing a programme of activities which expands its means. This will assist the Council in delivering its ambitious vision for Dacorum and deal with the further financial pressures which will inevitably arise in future years. There is a clear link between the Council's Commercial Strategy and this Capital Strategy. Capital investment decisions will be driven by the Council's Commercial Strategy.

4.2 Investment Properties

At the 31st March 2021, the Statement of Accounts showed the Council held £64.982m of Investment Properties. This was 4.81% of the Council's Long-Term Assets. Investment Properties include shops, industrial units, storage units, offices, filling stations and nurseries. Investment Properties in 2021/22 are forecast to generate gross income of £4.8m. The net income from Investment Properties is £4m, which helps contribute to a lower net expenditure before Council Tax. For 2021/22 the net expenditure before Council Tax is £13.405m.

The Commercial Assets and Property Development team manage the Council's Investment Properties in accordance with the Council's Asset Management Strategy. Quarterly reports are sent to members using the Council's performance system (InPhase) 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. A large project for the Commercial asset service in 2022/23 will be the commissioning of Energy Performance Certificates for the whole portfolio so the service has a better understanding of the Carbon footprint of the portfolio and the overall energy efficiency, this will help shape future strategies.

4.3 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.

As of 2021 there is a specific Commercial Board in place which will play a crucial role in providing senior officer governance for Dacorum's commercial activity. It will need to play a key role in helping to develop a more commercial focus and behaviours across the authority and, as a result, its remit will cover a range of activity which will influence commercial outcomes.

The Commercial Board has set up a clear governance process as outlined below, that will assist with the development and realization of the commercial strategy in the Council.

- i. **Commercial Informal Cabinet**, to be convened for all cabinet members on an informal, and as required, basis to discuss the draft Strategy and programme, and individual business cases as required.
- ii. **Finance & Resources Scrutiny**, to consider the draft Commercial Strategy and Programme, and individual business cases as required.
- iii. **Cabinet**, to approve the Commercial Strategy, Programme and business cases, with appropriate delegations to the Chief Executive and / or Strategic Director (Corporate and Commercial) for delivery of the programme once business cases are approved.
- iv. **Full Council**, to approve the resources required for commercial business cases.

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 Chief Finance Officer, 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 Chief Finance Officer in respect of the above.
3. For 2022/23 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 set out in November 2020 and revised in September 2021, Council approved the creation of an Economic Recovery Reserve to mitigate the forecast financial impact on the local economy and finances of Covid, and enable the continued provision of services throughout 2021 - 2024. More detail relating to this strategy is included within the MTFs report to Cabinet in September 2021.
6. The forecast draw down from this reserve in 2022/23 is £1.7m and is primarily driven by loss of income resulting from falling demand for Council services. This draw down provides cover for the following key income streams up to the amount shown.

Investment Property - £700k (c15% of total budget)
Garage rentals - £400k (c8% of total budget)
Commercial Waste - £100k (c10% of total budget)
Leisure Income - £500k
7. Whilst prudent loss assumptions have been made based on the information currently available, each of these income streams is still budgeted to make an 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 impacts of the pandemic pushes the losses over the amounts shown above. At present the ongoing impact of Covid on resident behaviours is uncertain and hence the impact on these services and income streams is at risk.
8. The Economic Recovery Reserve contains a further £0.9m to mitigate future years' risks that could be drawn down in 2022/23 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 in 21/22 or 22/23, the S151 Officer will reassess the adequacy of future years' provision and report back to Members.

Cost of Living Crisis

9. At present the country is experiencing the highest inflation levels for over 30 years, driven by the significant increase in the cost of energy. As of January 2022 inflation is at 5.4% and the latest Bank of England projections show projected increases up to a peak of 7.1% in April 2022. The impact of this on household spending and behaviours is uncertain but there is a risk that this could impact several council services and income streams such as;
 - Council Tax collection rates
 - Housing Rent Collection
 - Commercial Rent collection, if household spending reduces
 - Demand for services such as parking, and leisure if household budgets are stretched.
10. The 22/23 budget has projected for the impact of direct inflation on service delivery such as salaries and utilities, if inflation continues to rise above expected levels and has a detrimental impact on income collection it would affect the budget in 22/23. There are KPI's in place to monitor and report on the performance of these risk areas on a monthly period and if financial performance slips it will be reported as part of the Corporate Revenue and Performance monitoring processes.

Key Expenditure Pressures

Salaries

11. The budget proposals for 2022/23 have incorporated staffing costs budgeted on a post by post basis and inflated by 2.5% for 2022/23. Dacorum pay scales are set by the National Joint Council (NJC) terms and conditions, the estimated level of annual inflation applied to salaries is subjective, the 2.5% applied is above historic levels of salary inflation awarded by NJC and is above the sector and regional partner expectations. At present UK Inflation levels are at the highest in 30 years at 5.4% in December, and projected to rise as high as 7.1% in April 2022, driven by the rising global price of energy, this could put pressure on salary inflation awarded and the situation will be monitored closely.
12. The forecasting of pressures linked to salary inflation in 2022/23 is made more difficult as the pay award for 2021/22 is still yet to be agreed. Although the current full and final pay award offer of 1.75% is within budgeted expectations this does add an element of additional uncertainty.

Waste Service

13. The largest single service and operational GF budget is the waste service and the impact of Covid on service delivery and waste disposal has fluctuated throughout 20/21 and 21/22. The ongoing impact of changing behaviours, increases in disposal costs, brought about by Covid combined with the shortage of HGV drivers provides uncertainty on both the expenditure and income achieved by this service. The 2022/23 proposed budget has applied significant growth to the budgets with additional investment funds to deliver a waste transformation project, to maximise efficiencies in the service.

Key income streams

14. 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.

15. **Car Parking Income** has been hit severely and immediately by Covid-related lockdowns. While the 22/23 budget proposals assume demand over the course of 22/23 will remain at the level seen in years prior to Covid, extended periods of lock down would put pressure on this income stream. The changing parking behaviours of residents is uncertain and this income stream will need to be kept under close review throughout the year.
16. **Temporary Accommodation budgeted Income** has been under pressure in 21/22 with demand for this accommodation fluctuating alongside the economy throughout the year. The service are in the middle of reshaping this property portfolio so that supply of accommodation matches the expected demand profile. 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.
17. **Investment Income** The budgeted level of investment income for 2022/23 has been reduced significantly. The impact of historically low interest rates have impacted investment income in 21/22. Whilst the economy remains uncertain, with low interest rates set for the foreseeable the returns on investment is unlikely to return in the short term.

Capital Programme

18. Based on the profile of projects in the proposed GF Capital Programme, the Council has no further need to externally borrow before 2023/24. 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.
19. The outcome of the governments consultation on Prudential borrowing rules, could impact the costs incurred by the council of borrowing to deliver future commercial activity and the consultation response and future government policy will be monitored closely.
20. The financing of the General Fund Capital Programme assumes application of capital receipts of around £38m 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 Growth and Infrastructure Board and the commercial Board should ensure a concerted approach across Council services that will mitigate this risk.

Reserves

21. The reserves statement (Appendix J) shows a projected net contribution from reserves of £1.39m. The use of Earmarked Reserves is applied for non-recurring and planned expenditure or income shortfalls, therefore, usage is considered robust.
22. 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 2022/23, to reflect the risks associated with balancing a budget in an uncertain economic climate.

HRA

23. 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.
24. The ongoing delivery of the Osborne contract during Covid times has been very challenging. The pressures in the construction sector of rising prices, limited skilled resources and high pent up demand are impacting on the performance of contract delivery and this will require close working between the council and Osbornes to improve this performance.
25. As a result of construction delays in 21/22 the HRA capital programme has been delayed with slippage of circa 50% of the capital programme transferred into 22/23. This will require a huge amount of planning and preparation to ensure these budget targets can be achieved.

Brexit

26. 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. In response, the Council has created a risk on the Strategic Risk Register which ensures continued monitoring of the position.



Report for:	Cabinet
Date of meeting:	15th February 2022
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 3 2021/22
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Chief Finance Officer Fiona Jump, Group Manager Financial Services
Purpose of report:	To provide details of the projected outturn for 2021/22 as at Quarter 3 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme •
Recommendations	It is recommended that Cabinet considers the budget monitoring position for each of the above accounts and: <ol style="list-style-type: none"> 1. Recommends to Council approval of the revised capital programme to move £5.78m slippage identified at Quarter 3 into financial year 2022/23 as detailed in Appendix C. 2. Approves a capital virement of £0.08m to vire budget from the Dacorum Athletics track works budget to the Town Centre Access Improvements project budget.
Corporate objectives:	Ensuring efficient, effective and modern service delivery.
Implications:	<u>Financial</u> This report outlines the financial position for the Council for 2021/22 and so summarises the financial implications of service decisions expected to be made for the financial year. <u>Value for Money</u>

	Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.
Risk Implications	This report outlines the financial position for the Council for 2021/22 and in so doing quantifies the financial risk associated with service decisions expected to be made for the financial year.
Community Impact Assessment	The content of this report does not require a Community Impact Assessment to be undertaken.
Health And Safety Implications	There are no Health and Safety implications arising from this report.
Statutory Officer Comments:	<p>Section 151 Officer:</p> <p>This is a S.151 Officer report.</p> <p>Monitoring Officer:</p> <p>No comments to add to the report.</p>
Consultees	The position reported within this report has been reviewed and discussed with relevant Council Officers.
Glossary of acronyms and any other abbreviations used in this report:	<p>GF – General Fund</p> <p>HRA – Housing Revenue Account</p> <p>AFM – Alternative Financial Model</p> <p>DLUHC – Department for Levelling Up, Housing and Communities</p>

1. Executive Summary

- 1.1** General Fund revenue outturn – General Fund revenue budgets are forecasting a deficit of £0.13m. The position includes a drawdown of funding from the Economic Recovery Reserve (ERR) of £0.55m to cover Covid- related pressures. This approach was recommended to Council for approval by Cabinet in November 2021. The Economic Recovery Reserve was specifically set up to fund pressures associated with Covid.
- 1.2** Housing Revenue Account outturn – The HRA is currently forecasting a deficit of £0.86m. At the end of the financial year, this can be funded from revenue reserves or from a reduced Revenue Contribution to Capital. This will be a decision for Members to take at the end of the financial year.
- 1.3** General Fund Capital – General Fund capital budgets are reporting further slippage of £0.68m with an overspend of £0.31m at Quarter 3.
- 1.4** HRA Capital – there is further forecast slippage of £5.10m in the HRA capital programme. This slippage is predominantly in new build schemes where challenges are being experienced, including those arising from dealing with third parties. Further information is provided in this report.

Introduction

- 1.5** The purpose of this report is to present the Council's forecast outturn for 2021/22 as at the 31st December 2021. The report covers the following budgets with associated appendices:
- General Fund - Appendix A. A pressure against budget of £0.13m is forecast.
 - Housing Revenue Account (HRA) - Appendix B. A deficit of £0.86m is forecast.
 - Capital Programme - Appendix C. General Fund budgets are reporting slippage of £0.68m with an overspend of £0.31m at quarter 3. The HRA is forecasting slippage of £5.10m to future financial years.

General Fund Revenue Account

- 1.6** The General Fund revenue account records the income and expenditure associated with all Council functions, except the management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA).
- 1.7** Appendix A provides an overview of the General Fund forecast outturn position.

The table below outlines the service areas with a significant financial pressures, before any mitigation from the application of reserve funding:

Table 1 Scrutiny Committee	Key Financial Pressure £'000	Description
Finance & Resources	400	Car Parking income.
Housing and Community	300	Temporary Accommodation income and voids repair costs.
Strategic Planning and Environment	500	Waste Services cost and income pressures

1.8 The table below provides an overview by Scrutiny area of the current forecast outturn for controllable budgets within the General Fund.

Table 2	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	7,517	7,502	(15)	(0.2%)
Strategic Planning and Environment	1,800	2,061	261	14.5%
Housing & Community	10,790	10,811	21	0.2%
Total Operating Cost	20,107	20,374	267	1.3%
Core Funding	(20,107)	(20,247)	(140)	0.7%
Contribution (to)/ from General Fund Working Balance	0	127	127	

1.9 The following sections provide an analysis of the projected outturn and major budget variances shown by Scrutiny area.

2. Finance and Resources and Core Funding

Table 3 - Finance & Resources	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Corporate and Contracted Services	3,035	3,058	23	0.8%
Performance, People and Innovation	3,213	3,250	37	1.2%
Chief Executive and Strategic Management Team	576	576	0	0.0%
Finance & Resources	45	(57)	(102)	(226.7%)
Neighbourhood Delivery	176	186	10	5.7%

Planning, Development and Regeneration	472	489	17	3.6%
Total	7,517	7,502	(15)	(0.2%)

	Current Budget	Forecast Outturn	Variance	
	£000	£000	£000	%
Core Funding	(20,107)	(20,247)	(140)	(0.3%)

2.1 Corporate and Contracted Services £20k pressure against budget

The forecast pressure includes a draw down from the ERR to support pressures against car parking income. This income stream has been affected by restrictions imposed by the Covid-19 pandemic, particularly in the first quarter of the year where income was 23% down on budget. Subsequent quarters have improved, but the income stream is still being impacted by the change in behaviour of both shoppers and commuters.

2.2 Finance & Resources £100k surplus against budget

This includes:

- £600k surplus in Investment Property income. Income invoiced is up on budget. The level of void properties is higher than pre-Covid levels, and may increase as the year goes, but collection rates have held up well and are only slightly below pre-Covid levels. This is due to the proactive approach of the Commercial Assets and Accounts Receivable teams in working with tenants to agree terms of payment such as payment plans.

This surplus is being offset by a number of overspends, including:

- £90k pressure in the income budget for the Bunkers Farm new crematorium site due to delays experienced.
- £140k pressure in Insurance costs.
- £80k pressures across the Revenues and Benefits service and Financial Services on staffing budgets, the budget for cash processing services and other more minor expenditure lines.

2.3 Core Funding - £140k surplus against budget

- £520k of additional government grant income has been received, including £0.25m of support relating to the administration of Covid-19.
- Pressure of £250k in Investment Income. A pressure on the budget is anticipated, as interest rates remain very low following the Bank of England base-rate reduction in March 2020.

- Pressure of £130k in additional costs incurred from the costs of repairs to void Temporary Accommodation properties. The higher than budgeted cost reflects the current high usage of properties for Temporary Accommodation. A revised schedule and scope of works is being undertaken given the current demand levels.

2.4 Strategic Planning and Environment

Table 4 - Strategic Planning & Environment	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Neighbourhood Delivery	9,954	9,938	(16)	(0.2%)
Planning, Development and Regeneration	818	819	1	0.1%
Finance & Resources	18	54	36	200.0%
Total	10,790	10,811	21	0.2%

2.5 Neighbourhood Delivery - £10k surplus against budget

The position includes ERR funding to support Covid-related pressures against waste services employees' costs and vehicle hire costs. These additional costs have arisen due to ongoing access issues from residents continuing to work from home and staffing challenges.

Also supported by the ERR is a pressure relating to income from the Alternative Financial Model (AFM). No income is expected from the AFM due to high levels of residual waste. This is partially offset by additional income from recycling credits which is expected to over-achieve against budget due to increased tonnage.

- 2.6 Planning, Development and Regeneration Services are broadly on budget. There are minor overspends within some Finance and Resources service areas.

3. Housing and Community

Table 5 - Housing & Community	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Corporate and Contracted Services	564	519	(45)	(8.0%)
Performance, People and Innovation	1,448	1,433	(15)	(1.0%)
Communities	1,442	1,452	10	0.7%
Housing	(1,654)	(1,343)	311	(18.8%)
Total Operating Cost	1,800	2,061	261	14.5%

3.1 Housing - £310k overspend against budget

A pressure of £230k has arisen against the budget for Temporary Accommodation (TA) income.

£110k arises from void properties in the Council's hostels and in properties used for TA. In communal hostels, it is not possible to achieve maximum capacity on all units, as it would be unsafe to do so under current circumstances. In properties being used for TA, there are a high number of void properties due to complexity of the work required to ensure the properties are fit for purpose.

A pressure of £110k relates to a project to convert new units into TA. This has taken longer than anticipated due to the extensive work that is required in converting the properties into suitable accommodation, including obtaining planning permission.

The balance relates to other premises relates costs in the TA service, due to demand on the service.

4. Housing Revenue Account (HRA)

4.1 The HRA is a ring-fenced account relating to the Council's Landlord functions. A guiding principle of the HRA is that revenue raised from rents and service charges must be sufficient to fund expenditure incurred. The forecast outturn position for the HRA is shown at Appendix B.

4.2 The projected HRA balance at the end of 2021/22 is a deficit of £860k. A balanced outturn position for the HRA can be achieved by either increasing (in the case of an overall surplus) or decreasing (in the case of an overall deficit) the final revenue contribution to capital for the HRA, or by a contribution from or to HRA revenue reserves. This will be a decision for Members to take once the final outturn position for 2021/22 is confirmed.

4.3 Dwelling Rents - £280k under achievement in income

The void rate is running slightly higher than the budgeted 0.8%, at 1.12%. This is particularly attributable to voids at sheltered schemes as a direct result of the pandemic.

4.4 Tenants Charges - £130k under achievement in income

In line with the Dwelling Rent variance, this variance has predominantly arisen due to the increased void level at sheltered schemes.

4.5 Contribution towards Expenditure - £130k under achievement in income

The income budget for minor capital receipts and rechargeable works is not expected to be fully achieved, due to lower activity as a result of the Covid pandemic.

4.6 Repairs and Maintenance - £160k over budget

This variance has arisen due to two factors: firstly, there is an underspend in the £1m budget set aside for a full stock condition survey. It has been decided to carry out a phased process, with a quarter of the council's stock being surveyed this financial year. The unspent portion of this budget will need to be carried forward into future financial years. Secondly, there is increased expenditure from addressing the backlog of work which had built up as a result of the Covid pandemic following limited access to properties. There is a renewed focus on electrical works to ensure compliance and a focus on completing outstanding work while access is permitted.

4.7 Supervision and Management - £170k over budget

This variance is comprised of a number of items including the following:

- £360k underspend on vacancies to be filled later in the financial year and underspend on general budgets where activity is lower due to Covid
- £140k share of the Transformation programme costs, funded from a reduced revenue contribution to capital (as agreed by Cabinet in June 2021)
- £100k of expenditure required to ensure asbestos compliance
- £140k in additional insurance costs in line with the pressure expected in General Fund budgets as a result of increased insurance premiums.

4.8 Rent, Rates and Taxes - £140k over budget

This pressure has arisen due to Council Tax liability from the change in empty homes discount from 3 months to 1 month. This pressure was seen in 2020/21 and is expected to continue into 2021/22. The budget will be corrected for 2022/23.

4.9 Technical and Accounting Adjustments

In addition to the service-related variances above, the following technical adjustments have arisen. These surpluses and deficits better reflect the position in the HRA that was seen last financial year and is expected again for this financial year. They can be balanced by a reduction in the revenue contribution to capital.

5.0 Interest and Investment Income - £120k under achievement in income

This pressure is expected due to interest rates remaining very low following the Bank of England base-rate reduction in March 2020.

5.1 Interest Payable - £200k surplus

A revised forecast outturn is reported based on an updated interest schedule and interest charges are lower than budgeted.

5.2 Provision for Bad Debts - £500k surplus

Although it is expected that tenants will need the support of the service during a challenging year, the budget allocation is not expected to be required in full. Arrears are down 10% year on year and collection rates are up, therefore the bad provision is estimated to be lower than budgeted. The projected impact of Covid and Universal Credit on bad debt has not been realised to date, with an underspend realised in the last financial year as well.

5.3 Depreciation - £2,300k increase to the forecast

The forecast reflects a more likely outturn position. On completion of the production of the 2020/21 financial statements, the impact of the revaluations of dwellings that was undertaken has been factored into this year's projections. This increase is in line with the 2020/21 audited financial outturn.

6. Capital Programme

6.1 Appendix C shows the projected capital outturn in detail by scheme.

The table below summarises the overall capital outturn position by Scrutiny committee area.

The current budget is the original budget approved by Cabinet in February 2021, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred but will now be in 2022/23 rather than 2021/22 ('slippage'), or conversely, where expenditure planned initially for 2022/23 has been incurred in 2021/22 ('accelerated spend').

The 'Variance' column refers to projects which are expected to come in under or over budget and projects which are no longer required.

	Current Budget £000	Re-phasing £000	Revised Budget £000	Forecast Outturn £000	Variance	
					£000	%
Finance & Resources	4,017	(318)	3,699	3,867	168	4.2%
Strategic Planning and Environment	2,965	(355)	2,610	2,739	129	4.3%
Housing & Community	3,644	(5)	3,639	3,653	14	0.4%
GF Total	10,625	(678)	9,948	10,259	311	2.9%
HRA Total	26,714	(5,099)	21,616	21,617	2	0.0%
Grand Total	37,340	(5,776)	31,563	31,876	312	0.8%

6.2 General Fund Major Variances

General Fund capital budgets are reporting slippage of £680k with an overspend of £310k. The slippage of £680k includes the following items:

- Line 85: Slippage of £200k on Chipperfield Common Car Park Resurfacing due to delays in securing a suitable contractor for the works.
- Line 86: Slippage of £100k on the Fleet Replacement programme. This slippage is predominantly due to the delays in the supply of orders. The service is experiencing delays of approximately 9-12 months between order and supply. These delays are due to a shortage of raw materials which is impacting production.
- Line 104: Slippage of £280k relating to the renewal of Astroturf at Hemel Sports Centre. The project has experienced delays in securing planning permission and from additional drainage requirements.
- Line 123: Slippage of £100k relating to the Customer Relationship Management (CRM) system. Progress on this scheme awaits the completion of work currently being undertaken to develop the Council's customer strategy.

The overspend of £310k includes the following items:

- Line 82: Additional expenditure of £130k the purchase of wheeled waste bins and boxes for new properties. Waste Services are replacing large volumes of bins that are reaching their end of life.
- Line 103: An underspend of £120k on the resurfacing of Dacorum Athletics track
- Line 113: Additional expenditure of £80k on Town Centre Access Improvements project. The aim of this project is to improve traffic flow and access into the Water Gardens car parks in Hemel Hempstead. The additional spend relates to additional electrical and repair works being required.

6.3 Capital Budget Virement

Movement of budget between capital schemes (virement) is requested between the following schemes:

- Lines 82 and 113: £80k to be vired from budget from the Dacorum Athletics track works (line 82) to the Town Centre Access Improvements project (line 113).

7. Housing Revenue Account Major Variances

There is estimated slippage of £5.10m in the HRA capital programme. This includes the following items:

- Line 178: Slippage of £1.08m on Planned Fixed Expenditure relating to the Asset Management contract.
- Line 178: Slippage of £0.01m relating to maintenance and electrical contracted works.
- Line 182: Slippage of £0.88m relating to DBC commissioned capital works.

There is further slippage on some of the Council's New Build Development schemes. More significant items of slippage include:

- Line 189: Slippage of £0.80m on Bulborne. The scheme is awaiting confirmation that the land can be purchased.
- Line 191: Slippage of £1.58m on Eastwick Row. The scheme has been delayed due to challenges in finding an agreeable pre-commencement planning condition around a drainage solution with Herts County flood authority. This has led to a delay in units being delivered. There are also delays arising from contractor trading conditions.
- Line 193: Slippage of £0.34m on Paradise Fields. Timing differences in purchasing the land have occurred due to delays in the planning process.
- Line 197: Slippage of £0.25m on Wilstone following updated forecasts provided by the contractor.
- Line 198: Slippage of £0.14m on Marchmont Fields due to delays in the project being submitted for planning permission.

8. Conclusions and recommendations

- 8.1 As at Quarter 3 2021/22, there is a forecast pressure of c. £0.13m against General Fund budgets and a forecast deficit of £0.86m against Housing Revenue Account budgets.
- 8.2 As at Quarter 3 2021/22, General Fund capital budgets are reporting slippage of £0.68m with an overspend of £0.31m. Against Housing Revenue Account capital schemes, budget rephasing of £5.10m is forecast.
- 8.3 Members are asked to:
- note the forecast outturn position as at Quarter 3
 - recommend to Council the approval of the revised capital programme to move slippage identified at Quarter 3 into financial year 2022/23;
 - approve the capital budget virement detailed in the report.



Dacorum Borough Council
Revenue Budget Monitoring Report for December 2021 (Cost of Services Analysis By Scrutiny Committee)

	<i>Full Year</i>		
	Budget £000	Forecast Outturn £000	Variance £000
Cost of Services			
Finance and Resources	7,517	7,502	(15)
Housing and Community	1,800	2,061	261
Strategic Planning and Environment	10,790	10,811	21
Net Cost of Services	20,107	20,374	267
Other Items			
Investment Income	(425)	(175)	250
Interest Payments and MRP	1,037	1,037	0
Parish Precept Payments	1,000	1,000	0
Government Grants	(1,968)	(2,488)	(520)
Revenue Contribution to Capital	350	350	0
Taxation (Council Tax and Business Rates)	(15,494)	(15,494)	0
Surplus / Deficit on Provision of Services	(15,500)	(15,770)	(270)
Transfers between Reserves / Funds			
Net Recharge to the HRA	(4,607)	(4,477)	130
Net Movement on General Fund Working Balance	0	127	127

 Housing Revenue Account 2021/22 Outturn Revenue Budget Monitoring Report for December 2021				
	Budget £000	Forecast Outturn £000	Variance	
			£000	%
Income:				
Dwelling Rents	(55,465)	(55,186)	279	-0.5%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,517)	(1,386)	131	-8.6%
Leaseholder Charges	(593)	(593)	0	0.0%
Interest and Investment Income	(192)	(75)	117	-60.9%
Contribution towards Expenditure	(645)	(520)	125	-19.4%
Total Income	(58,514)	(57,862)	652	-1.1%
Expenditure:				
Repairs & Maintenance	11,608	11,769	161	1.4%
Supervision & Management	13,692	13,862	170	1.2%
Rent, Rates, Taxes & Other Charges	36	175	139	386.1%
Interest Payable	11,586	11,385	(201)	-1.7%
Provision for Bad Debts	975	475	(500)	-51.3%
Depreciation	12,905	15,233	2,328	18.0%
HRA Democratic Recharges	341	341	0	0.0%
Revenue Contribution to Capital	7,371	5,484	(1,887)	-25.6%
Total Expenditure	58,514	58,724	210	0.4%
Transfer to / (from) Housing Reserves	0	0	0	0.0%
HRA Deficit / (Surplus)	0.00	862	862	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2021	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	862	862	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2022	(2,892)	(2,030)	862	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2021

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
General Fund												
Finance and Resources												
Commercial Assets and Property Development												
46	Strategic Acquisitions	Richard Rice	0	0	0	0	0	0	0	0	0	
47	Service Lease Domestic Properties	Richard Rice	30,000	0	0	0	30,000	8,542	30,000	0	0	
48	Old Town Hall - Cafe Roof and stonework renewal	Richard Rice	0	60,000	0	(60,000)	0	0	0	0	0	
49	Demolition of Civic Centre	Richard Rice	0	0	0	0	0	31,395	0	0	0	
50	Berkhamsted Civic Centre Staircase Renewal	Richard Rice	0	0	0	0	0	1,100	0	0	0	
51	Berkhamsted Civic Centre Lift Renewal	Richard Rice	20,000	0	0	0	20,000	10,865	20,000	0	0	
52	Renew Mains Water Supply to Berkhamsted Civic Centre	Richard Rice	25,000	0	0	0	25,000	10,251	25,000	0	0	
53	Tring Community Centre - new play area for Children's Nursery	Richard Rice	0	11,144	0	0	11,144	0	11,144	0	0	
54	Adeyfield Community Centre Structural Improvements	Richard Rice	17,000	0	0	0	17,000	0	0	(17,000)	0	
55	Boiler Replacement Programme	Richard Rice	140,000	(71,245)	0	0	68,755	0	68,755	0	0	
56	Tring Community Centre - Retaining Wall for New Play Area	Richard Rice	20,000	0	0	0	20,000	0	20,000	0	0	
57	Rossgate Shopping Centre - Structural Works	Richard Rice	0	300,901	0	0	300,901	0	300,901	0	0	
58	Bennettsgate Shopping Centre - External Render	Richard Rice	0	0	0	0	0	0	0	0	0	
59	100 High St (Old Town), Hemel - Window Replacement	Richard Rice	0	14,000	0	0	14,000	0	14,000	0	0	
60	Long Chaulden Roof	Richard Rice	0	55,020	0	0	55,020	0	55,020	0	0	
61	Bellgate - Walkway Renovation	Richard Rice	0	27,000	0	0	27,000	0	27,000	0	0	
62	Bennettsgate - Window Renewal	Richard Rice	0	74,780	0	(74,780)	0	0	0	0	0	
63	Commercial Assets - Shopping Centres	Richard Rice	0	4,897	0	0	4,897	47,440	47,440	0	42,543	
64	Queens Square Canopy Renewal	Richard Rice	0	0	0	0	0	(1,464)	0	0	0	
65	Improvement Works to Market Stores	Richard Rice	0	20,000	0	0	20,000	22,477	22,477	0	2,477	
66	Refurbishment of Dacre House	Richard Rice	450,000	0	0	0	450,000	210,414	450,000	0	0	
67	Renew Surface Water Drains to Henry Wells Square	Richard Rice	40,000	0	0	0	40,000	0	40,000	0	0	
68	Void Commercial Property Refurbishment	Richard Rice	70,000	0	0	0	70,000	86,258	86,258	0	16,258	
69	Bennettsgate - Structural Concrete Improvements & Façade Renewal	Richard Rice	90,000	0	0	(79,500)	10,500	10,238	10,500	0	0	
70	Bellgate - Concrete Renewal & Refurbishment	Richard Rice	25,000	0	0	0	25,000	0	25,000	0	0	
71	Village Centre - Soffits & Facias	Richard Rice	45,000	0	0	0	45,000	0	45,000	0	0	
72	9 High Street Tring, Electrical Works	Richard Rice	21,000	0	0	0	21,000	6,207	21,000	0	0	
73	Broadwater Road Resurfacing	Richard Rice	93,000	0	0	0	93,000	0	93,000	0	0	
74	Gadebridge Park Roadway Improvements	Richard Rice	0	0	0	0	0	0	0	0	0	
75	Allotment Improvement Programme	Richard Rice	40,000	9,590	0	0	49,590	0	49,590	0	0	
76	Stone Works to Charter Tower	Richard Rice	18,000	0	0	0	18,000	1,590	18,000	0	0	
77	Nickey Line Bridge Refurbishment	Richard Rice	50,000	0	0	0	50,000	0	50,000	0	0	
78	Bunkers Farm	Richard Rice	0	0	0	0	0	(2,612)	0	0	0	
			1,194,000	506,087	0	(214,280)	(214,280)	1,485,807	442,701	1,530,085	(17,000)	61,278
Procurement and Contracted Services												
103	Dacorum Athletics Track - Resurface Track	Ben Hosier	0	117,029	0	0	117,029	0	0	0	(117,029)	
104	Hemel Hempstead Sports Centre - Astroturf renewal	Ben Hosier	0	280,000	0	0	280,000	0	0	(280,000)	0	
105	Leisure Works - Replace Pool Cover Structure (Hemel)	Ben Hosier	0	0	0	0	0	(720)	0	0	0	
106	Berkhamsted Leisure Centre Redevelopment	Ben Hosier	0	500,000	0	0	500,000	327,575	577,575	77,575	0	
107	Leisure Centre - Fire Door Improvements	Ben Hosier	0	0	95,000	0	95,000	103,664	103,664	0	8,664	
108	Hemel Hempstead Leisure Centre - Pool Dosing Equipment	Ben Hosier	0	0	50,000	0	50,000	49,220	49,220	0	(780)	
109	Car Park Refurbishment	Ben Hosier	60,000	623,193	0	0	683,193	6,837	683,193	0	0	
110	Multi Storey Car Park Berkhamsted	Ben Hosier	0	0	0	0	0	(329)	(329)	0	(329)	
111	Water Gardens North Car Park Drainage Improvements	Ben Hosier	35,000	0	0	0	35,000	0	35,000	0	0	
112	Multi Functional Devices	Ben Hosier	90,000	0	0	(90,000)	0	0	0	0	0	
113	Town Centre Access Improvements	Ben Hosier	0	391,864	135,314	0	527,178	1,005,682	607,080	(0)	79,902	
			185,000	1,912,086	280,314	(90,000)	190,314	2,287,400	1,491,930	2,055,403	(202,425)	(29,572)

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2021

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
Finance and Resources (continued)											
Information, Communication and Technology											
120 Rolling Programme - Hardware	Ben Trueman	75,000	0	0	0	0	75,000	98,214	140,642	0	65,642
121 Software Licences - Right of Use	Ben Trueman	40,000	29,850	0	0	0	69,850	26,000	69,850	0	0
122 Website Development	Ben Trueman	0	0	0	0	0	0	82	0	0	0
123 Future vision of CRM	Ben Trueman	(25,000)	123,600	0	0	0	98,600	0	0	(98,600)	0
		90,000	153,450	0	0	0	243,450	124,296	210,492	(98,600)	65,642
Finance & Governance Management											
91 Civic Zone Regeneration Upgrade (DevCo)	Robin Barton	0	0	0	0	0	0	(1,514)	71,000	0	71,000
		0	0	0	0	0	0	(1,514)	71,000	0	71,000
Legal and Corporate Services											
128 Audio-visual Improvement Works at The Forum	Mark Brookes	0	0	0	0	0	0	42,512	0	0	0
		0	0	0	0	0	0	42,512	0	0	0
Totals: Finance and Resources		1,469,000	2,571,623	280,314	(304,280)	(23,966)	4,016,657	2,099,925	3,866,980	(318,025)	168,348
Housing and Community											
Communities											
136 Verge Hardening Programme	Layna Warden	350,000	(24,898)	0	(105,102)	(105,102)	220,000	102,346	220,000	0	0
137 Adventure Playgrounds Improvement Programme	Layna Warden	0	0	0	0	0	0	6,224	13,939	0	13,939
138 Capital Grants - Community Groups	Layna Warden	20,000	3,500	0	0	0	23,500	10,000	19,000	(4,500)	0
		370,000	(21,398)	0	(105,102)	(105,102)	243,500	118,570	252,939	(4,500)	13,939
Procurement and Contracted Services											
114 Rolling Programme - CCTV Cameras	Ben Hosier	25,000	1,456	0	0	0	26,456	0	26,456	0	0
115 Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	33,627	0	0
116 CCTV Equipment Refresh	Ben Hosier	110,000	(41,713)	0	0	0	68,287	53,555	68,287	0	0
		135,000	(6,630)	0	0	0	128,370	53,555	128,370	0	0
Property and Place											
152 Garages Renewal Programme	Jason Grace	0	0	0	0	0	0	0	0	0	0
153 Disabled Facilities Grants	Jason Grace	741,000	202,842	0	0	0	943,842	519,076	943,842	0	0
		741,000	202,842	0	0	0	943,842	519,076	943,842	0	0
Strategic Housing											
157 Affordable Housing Development Fund	David Barrett	829,000	275,614	0	0	0	1,104,614	254,321	1,104,614	0	0
158 Westerdale (Garage Development)	David Barrett	0	0	0	0	0	0	(401)	0	0	0
159 Temporary Accommodation - creation of new units	David Barrett	300,000	23,386	0	0	0	323,386	19,399	323,386	0	0
160 Aragon Close - Creation of Affordable Housing Move-on Units	David Barrett	0	0	900,000	0	900,000	900,000	32,375	900,000	0	0
		1,129,000	299,000	900,000	0	900,000	2,328,000	305,695	2,328,000	0	0
Totals: Housing and Community		2,375,000	473,814	900,000	(105,102)	794,898	3,643,712	996,896	3,653,151	(4,500)	13,939

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2021

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
Strategic Planning and Environment											
Development Management and Planning											
142 Planning Software Replacement	Philip Stanley	0	0	0	0	0	0	8,020	8,020	0	8,020
143 3D Modelling Software for Planning	Philip Stanley	0	60,000	0	0	0	60,000	50,600	50,600	0	(9,400)
144 Tablets for Planning	Philip Stanley	0	20,000	0	0	0	20,000	653	20,000	0	0
		0	80,000	0	0	0	80,000	59,273	78,620	0	(1,380)
Environmental Services											
82 Wheeled Bins & Boxes for New Properties	Craig Thorpe	100,000	0	0	0	0	100,000	174,187	230,000	0	130,000
83 Waste & Recycling Service Improvements	Craig Thorpe	25,000	0	0	0	0	25,000	23,297	25,000	0	0
84 Resurfacing Works and Building Improvement to Depot	Craig Thorpe	0	60,000	0	0	0	60,000	0	0	(60,000)	0
85 Chipperfield Common Car Park Resurfacing	Craig Thorpe	200,000	0	0	0	0	200,000	0	0	(200,000)	0
86 Fleet Replacement Programme	Craig Thorpe	3,111,905	901,345	0	(1,513,250)	(1,513,250)	2,500,000	1,968,543	2,400,000	(100,000)	0
87 Fleet Services Renew Plant & Equipment	Craig Thorpe	0	0	0	0	0	0	(6,397)	0	0	0
		3,436,905	961,345	0	(1,513,250)	(1,513,250)	2,885,000	2,159,630	2,655,000	(360,000)	130,000
Strategic Planning and Regeneration											
164 Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	0	134,015	0	(134,015)	(134,015)	0	0	5,000	5,000	0
165 Maylands Business Centre	Chris Taylor	0	0	0	0	0	0	(9,645)	0	0	0
166 The Bury - Conversion into Museum and Gallery	Chris Taylor	0	53,150	0	(53,150)	(53,150)	0	29,614	0	0	0
		0	187,165	0	(187,165)	(187,165)	0	19,969	5,000	5,000	0
Totals: Strategic Planning and Environment		3,436,905	1,228,510	0	(1,700,415)	(1,700,415)	2,965,000	2,238,871	2,738,620	(355,000)	128,620
Totals - Fund: General Fund		7,280,905	4,273,947	1,180,314	(2,109,797)	(929,483)	10,625,369	5,335,692	10,258,751	(677,525)	310,907

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2021

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
Housing Revenue Account												
Housing and Community												
Property & Place												
178	Planned Fixed Expenditure	Jason Grace	4,635,000	2,242,000	0	0	0	6,877,000	3,565,211	5,799,600	(1,077,400)	0
179	Pain/Gain Share (Planned Fixed Expenditure)	Jason Grace	0	0	0	0	0	0	126,308	0	0	0
180	M&E Contracted Works	Jason Grace	(220,000)	1,320,000	0	0	0	1,100,000	604,105	1,000,000	(100,000)	0
181	Communal Gas & Heating	Jason Grace	(1,000,000)	3,500,000	0	0	0	2,500,000	1,368,949	2,500,000	0	0
182	DBC Commissioned Capital Works	Jason Grace	5,746,000	758,132	0	(1,153,000)	(1,153,000)	5,351,132	1,879,410	4,468,450	(882,682)	0
183	Special Projects	Jason Grace	(47,147)	847,147	0	(750,000)	(750,000)	50,000	(1,105)	50,000	0	0
			9,113,853	8,667,279	0	(1,903,000)	(1,903,000)	15,878,132	7,542,878	13,818,050	(2,060,082)	0
Strategic Housing												
187	New Build - General Expenditure	David Barrett	0	0	0	157,000	157,000	157,000	0	0	27,000	(184,000)
188	Martindale	David Barrett	0	0	0	0	0	0	3,663	0	0	0
189	Bulbourne	David Barrett	823,155	117,165	0	(89,320)	(89,320)	851,000	33,278	48,300	(802,700)	0
190	Coniston Road	David Barrett	925,145	978,087	0	(368,230)	(368,230)	1,535,002	981,371	1,485,002	(50,000)	0
191	Eastwick Row	David Barrett	5,267,730	714,189	0	(3,256,920)	(3,256,920)	2,724,999	876,560	1,146,599	(1,578,400)	0
192	St Margaret's Way	David Barrett	554,645	(18,886)	0	(233,260)	(233,260)	302,499	299,387	317,999	15,500	0
193	Paradise Fields	David Barrett	3,276,000	(846,436)	0	(1,869,565)	(1,869,565)	559,999	73,047	217,004	(342,995)	0
194	Gaddesden Row	David Barrett	(70,985)	69,482	0	0	0	(1,503)	14,705	0	0	1,503
195	Randalls Ride	David Barrett	1,611,820	8,019	0	(1,297,840)	(1,297,840)	321,999	389,876	321,999	0	0
196	Garage Sites - New Build Developments	David Barrett	4,363,935	768,185	0	(2,236,965)	(2,236,965)	2,895,155	2,758,120	2,975,120	79,965	0
197	Wilstone	David Barrett	1,251,000	75,403	0	(501,400)	(501,400)	825,003	570,137	576,143	(248,860)	0
198	Marchmont Fields	David Barrett	3,042,000	53,470	0	(2,835,470)	(2,835,470)	260,000	63,735	123,770	(136,230)	0
199	Paradise Depot	David Barrett	1,660,000	128,548	0	(1,608,550)	(1,608,550)	179,998	64,351	180,548	550	0
200	Cherry Bounce	David Barrett	245,000	265,190	0	(285,190)	(285,190)	225,000	121,514	222,500	(2,500)	0
201	Stoneycroft and Great Sturgess	David Barrett	0	0	0	0	0	0	157,592	184,000	0	184,000
			22,949,445	2,312,416	0	(14,425,710)	(14,425,710)	10,836,151	6,407,335	7,798,984	(3,038,670)	1,503
Totals: Housing and Community			32,063,298	10,979,695	0	(16,328,710)	(16,328,710)	26,714,283	13,950,212	21,617,034	(5,098,752)	1,503
Totals - Fund: Housing Revenue Account			32,063,298	10,979,695	0	(16,328,710)	(16,328,710)	26,714,283	13,950,212	21,617,034	(5,098,752)	1,503
Totals			39,344,203	15,253,642	1,180,314	(18,438,507)	(17,258,193)	37,339,652	19,285,904	31,875,785	(5,776,277)	312,410

Agenda Item 14



AGENDA ITEM:

Report for:	Cabinet
Date of meeting:	15th February 2022
PART:	I
If Part II, reason:	

Title of report:	Code of Conduct for Councillors
Contact:	Mark Brookes (Assistant Director – Corporate and Contracted Services) Directline: 01442 228236, internal extension: 2236 Mark.brookes@dacorum.gov.uk
Purpose of report:	To consider adoption of a new Code of Conduct for Councillors
Recommendation	That Cabinet recommends Council approves the annexed Code of Conduct for Councillors
Corporate objectives:	The promotion and maintenance of high standards of conduct by Members of the Council will assist the Council to achieve all of its corporate priorities.
Implications: 'Value For Money Implications'	There are financial and efficiency costs to the Council in having to deal with complaints made under the Code of Conduct. There are, therefore, value for money benefits to the Council in striving to ensure that complaints against Members are minimised as far as possible and any complaints that are received are dealt with as cost effectively as possible.
Risk Implications	The risk to the Council in not having in place a robust local standards regime could damage its reputation for good governance and undermine public confidence in the Council as a whole.
Monitoring Officer S.151 Officer	Monitoring Officer comments

	<p>This is a report prepared by the Assistant Director, Corporate and Contracted Services in his capacity as Monitoring Officer.</p> <p>S151 Officer comments</p> <p>No Further comments to add to this report.</p>
Consultees:	Standards Committee – March & December 2021
Background papers:	Committee on Standards in Public Life (CfSPL) 'Local Government Ethical Standards' January 2019

NEW CODE OF CONDUCT FOR COUNCILLORS

1. Executive Summary

- 1.1 The Government's Advisory Committee to the Prime Minister, the Committee on Standards in Public Life (CfSPL) published a report in January 2019 entitled 'Local Government Ethical Standards'. This report contained a number of recommendations made by the CfSPL and identified points of best practice to improve ethical standards in local government.
- 1.2 The majority of proposed changes required primary legislation, which would be subject to parliamentary timetabling, but also to secondary legislation and revisions to the Local Government Transparency Code. The primary legislation has not been forthcoming to date, due to other priorities faced by government.
- 1.3 One key recommendation of the CfSPL report was that the Local Government Association (LGA) should create an updated model code of conduct, in consultation with representative bodies of councillors and officers of all tiers of local government.
- 1.4 After extensive consultation with key stakeholder groups, the LGA's board agreed a Model Code of Councillor Conduct (the LGA Model Code) with a recommendation for adoption for all local authorities.
- 1.5 The LGA Model Code has been considered by the Council's Standards Committee who have recommend adoption in part, but have recommended that the Council retains its existing rules in respect of declarations of interest. Therefore, a hybrid version of the LGA Model Code and the Council's existing code has been created for consideration and adoption.
- 1.6 The Monitoring Officer recommends Cabinet positively considers recommending that Council adopt the new Code of Conduct for Councillors.

2. The LGA Model Code

- 2.1 The LGA Model Code is recommended by the LGA but there is no legal requirement to adopt it in its full form, although the Council does have a legal requirement to have a code of conduct in place (S27(2) of the Localism Act 2011). If the Council adopts a new code, it will replace the current Code of Conduct for Members.
- 2.2 The LGA Model Code attempts to introduce a level of consistency and national standard of conduct across local authorities nationally and at all tiers including county, district/borough and parish/town levels.

2.3 Key points of note with regard to the LGA Model Code:

- much of the substance contained in the LGA Model Code is also covered in the Council's current Code of Conduct.
- a main difference between the Codes is the language used. The LGA Model Code is written in the first person and encourages much more ownership by individual councillors
- while the Council's current Code of Conduct refers to the need for councillors to be treated with respect, the LGA Model Code contains a more detailed section.
- section 8 of the LGA Model Code provides a requirement for Members to cooperate with investigations carried out under the Code. This is not provided for in the current code.
- section 10 contains new provisions regarding the acceptance of Gifts and Hospitality, which are not in the current Code of Conduct. The requirement to register gifts and hospitality of value has increased from £25 to £50 but the underlying principles set out in 10.1 are that members should not accept gifts or hospitality irrespective of value which could give rise to real or substantive personal gain or which are given in order to influence decisions by the Council. This is a principle which has been applied consistently in this Council so there will be no change in practice.
- Appendix B of the LGA Model Code sets out the requirements on registering interests and uses different language – it moves away from personal and prejudicial interests, which are used in our current code to Registerable and Non-Registerable interests.

2.4 The LGA Model Code has been considered by the Council's Standards Committee who have recommend adoption in part, but have recommended that the Council retains its existing rules in respect of declaration of interests, which are familiar to members. The code recommended for adoption is therefore a hybrid of the LGA Model Code and the Council's existing code and is attached to this report for consideration, newly entitled Code of Conduct for Councillors. Paragraphs 1 -10 and Appendix A are from the LGA Model Code, and Appendix B, which deals with the registration and declaration of interests, is from the Council's existing code.

2.5 Standards Committee did recommend one amendment at paragraph 8.1 from the LGA Model Code section to ensure that councillors comply with the mandatory training as specified in the Member Development Programme. The Committee did also

request that a provision be added to allow the Monitoring Officer to grant dispensations for any councillor not to attend a course in case of exceptional circumstances and this has been included in the new paragraph 8.1.

- 2.6 Extensive guidance has also now been produced by the LGA to support each section of the code, which should support the consistent application of the code. The guidance also provides many practical examples, which will assist members in understanding the key requirements.
- 2.7 If Members agree to adopt the new Code of Conduct for Councillors, officers will arrange appropriate Member training and briefings, and the Code will be publicised on the Council's website. It will also be referred to in the Declaration of Interest forms Members are required to sign. It is likely that the Local Government Association will also provide training for councils who have adopted the code, which the Council will seek to utilise.
- 2.8 Subject to the Council adopting the code, it will be recommended to all Town and Parish councils that they also adopt the code although this will be decision for each of them individually.

3. Conclusions

- 3.1 The new Code of Conduct for Councillors covers all of the key areas and requirements from the Council's current code and the key principles of conduct which are familiar to members will be retained.
- 3.2 The LGA's aim is to have a code which is applied consistently across the country at all levels of local government and, whilst a hybrid version of the LGA Model Code is recommended for adoption, the LGA has committed to annually review the code to ensure that it remains up to date and also to provide training opportunities for members, which will be beneficial to Members.
- 3.3 The new code is therefore recommended for adoption and will become the Code of Conduct for Councillors once approved by Council.



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DACORUM BOROUGH COUNCIL

CODE OF CONDUCT FOR COUNCILLORS

Introductory statement

The role of councillor across all tiers of local government is a vital part of our country's system of democracy. It is important that as councillors we can be held accountable and all adopt the behaviors and responsibilities associated with the role. Our conduct as an individual councillor affects the reputation of all councillors. We want the role of councillor to be one that people aspire to. We also want individuals from a range of backgrounds and circumstances to be putting themselves forward to become councillors.

As councillors, we represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent our local area, taking decisions fairly, openly, and transparently. We have both an individual and collective responsibility to meet these expectations by maintaining high standards and demonstrating good conduct, and by challenging behaviour which falls below expectations.

Importantly, we should be able to undertake our role as a councillor without being intimidated, abused, bullied, or threatened by anyone, including the general public.

This Code has been designed to protect our democratic role, encourage good conduct and safeguard the public's trust in local government.

Definitions

For the purposes of this Code of Conduct, a “councillor” means a member or co-opted member of a local authority or a directly elected mayor. A “co-opted member” is defined in the Localism Act 2011 Section 27(4) as “a person who is not a member of the authority but who

- a) is a member of any committee or sub-committee of the authority, or;
- b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority;

and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee”.

For the purposes of this Code of Conduct, “local authority” includes county councils, district councils, London borough councils, parish councils, town councils, fire and rescue authorities, police authorities, joint authorities, economic prosperity boards, combined authorities and National Park authorities.

Purpose of the Code of Conduct

The purpose of this Code of Conduct is to assist you, as a councillor, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow councillors, local authority officers and the reputation of local government. It sets out general principles of conduct expected of all councillors and your specific obligations in relation to standards of conduct. The Council encourages the use of support, training and mediation prior to action being taken using the Code. The fundamental aim of the Code is to create and maintain public confidence in the role of councillor and local government.

General principles of councillor conduct

Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, councillors and local authority officers; should uphold the [Seven Principles of Public Life](#), as set out in Appendix A also known as the Nolan Principles.

Building on these principles, the following general principles have been developed specifically for the role of councillor.

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of councillor.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with my local authority’s requirements and in the public interest.

Application of the Code of Conduct

This Code of Conduct applies to you as soon as you sign your declaration of acceptance of the office of councillor or attend your first meeting as a co-opted member and continues to apply to you until you cease to be a councillor.

This Code of Conduct applies to you when you are acting in your capacity as a councillor which may include when:

- you misuse your position as a councillor
- Your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a councillor;

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements and comments.

You are also expected to uphold high standards of conduct and show leadership at all times when acting as a councillor.

Your Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from your Monitoring Officer on any matters that may relate to the Code of Conduct. Town and parish councillors are encouraged to seek advice from their Clerk, who may refer matters to the Monitoring Officer.

Standards of councillor conduct

This section sets out your obligations, which are the minimum standards of conduct required of you as a councillor. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

Guidance is included to help explain the reasons for the obligations and how they should be followed.

General Conduct

1. Respect

As a councillor:

1.1 I treat other councillors and members of the public with respect.

1.2 I treat local authority employees, employees and representatives of partner organisations and those volunteering for the local authority with respect and respect the role they play.

Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a councillor, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to

personal attack.

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in councillors.

In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the local authority, the relevant social media provider or the police. This also applies to fellow councillors, where action could then be taken under the Code of Conduct for Councillors, and local authority employees, where concerns should be raised in line with the local authority's protocol for member/officer relation.

2. Bullying, harassment and discrimination

As a councillor:

2.1 I do not bully any person.

2.2 I do not harass any person.

2.3 I promote equalities and do not discriminate unlawfully against any person.

The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Councillors have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

3. Impartiality of officers of the council

As a councillor:

3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority.

Officers work for the local authority as a whole and must be politically neutral (unless they are

political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

4. Confidentiality and access to information

As a councillor:

4.1 I do not disclose information:

- a. given to me in confidence by anyone
- b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless
 - i. I have received the consent of a person authorised to give it;
 - ii. I am required by law to do so;
 - iii. the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or
 - iv. the disclosure is:
 1. reasonable and in the public interest; and
 2. made in good faith and in compliance with the reasonable requirements of the local authority; and
 3. I have consulted the Monitoring Officer prior to its release.

4.2 I do not improperly use knowledge gained solely as a result of my role as a councillor for the advancement of myself, my friends, my family members, my employer or my business interests.

4.3 I do not prevent anyone from getting information that they are entitled to by law.

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the local authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

5. Disrepute

As a councillor:

5.1 I do not bring my role or local authority into disrepute.

As a councillor, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other councillors and/or your local authority and may lower the public's confidence in you or your local authority's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring your local authority into disrepute.

You are able to hold the local authority and fellow councillors to account and are able to constructively challenge and express concern about decisions and processes undertaken by the council whilst continuing to adhere to other aspects of this Code of Conduct.

6. Use of position

As a councillor:

6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the local authority provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

7. Use of local authority resources and facilities

As a councillor:

7.1 I do not misuse council resources.

7.2 I will, when using the resources of the local authority or authorising their use by others:

- a. act in accordance with the local authority's requirements; and**
- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the local authority or of the office to which I have been elected or appointed.**

You may be provided with resources and facilities by the local authority to assist you in carrying out your duties as a councillor.

Examples include:

- office support
- stationery
- equipment such as phones, and computers
- transport
- access and use of local authority buildings and rooms.

These are given to you to help you carry out your role as a councillor more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the local authority's own policies regarding their use

8. Training and Complying with the Code of Conduct:

As a councillor:

8.1 I undertake all mandatory training as specified in the Member Development Programme unless a specific dispensation for the training has been granted by the Monitoring Officer

8.2 I cooperate with any Code of Conduct investigation and/or determination.

8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.

8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.

It is important for you as a councillor to be up to date with various areas of law, guidance and best practice relevant to your role as a councillor. There is a Mandatory Development Programme, which is agreed by Cabinet and kept under review by the Member Development Steering Group that sets out the mandatory courses that all councillors must attend. Additionally a number of non-mandatory, but recommended courses are also run throughout the year which councillors are encouraged to attend.

It is extremely important for you as a councillor to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the local authority or its governance. If you do not understand or are concerned about the local authority's processes in handling a complaint you should raise this with your Monitoring Officer.

Protecting your reputation and the reputation of the local authority

9. Interests

As a councillor:

9.1 I register and disclose my interests.

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of members of the authority.

You need to register your interests so that the public, local authority employees and fellow councillors know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other councillors when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1**, is a criminal offence under the Localism Act 2011.

Appendix B sets out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from your Monitoring Officer.

10. Gifts and hospitality

As a councillor:

10.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the local authority or from persons who may apply to the local authority for any permission, licence or other significant advantage.

10.2 I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.

10.3 I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.

In order to protect your position and the reputation of the local authority, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a councillor. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a councillor, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a councillor. If you are unsure, do contact your Monitoring Officer for guidance.

Appendices

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix B Registering interests

Members' Interests

11. Disclosable Pecuniary Interests

You have a disclosable pecuniary interest in any business of the authority if it is of a description set out in Table 1 and is either-

- (a) an interest of yours, or
- (b) an interest of-
 - (i) your spouse or civil partner,
 - (ii) a person with whom you are living with as husband and wife, or (iii) a person with whom you are living with as if you were civil partners, and you are aware that that other person has the interest.

12. Other Personal Interests

- (1) You have a personal interest in any business of the authority where either:
 - (a) it relates to or is likely to affect:
 - (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the authority;
 - (ii) any body:
 - (aa) exercising functions of a public nature;
 - (bb) directed to charitable purposes; or
 - (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)of which you are a member or in a position of general control or management;
 - (iii) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £50;
 - (iv) any person or body who employs or has appointed you; or
- (b) a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the

majority of other council tax payers, ratepayers or inhabitants of the ward affected by the decision.

- (2) In sub-paragraph (1)(b), a relevant person is a member of your family or any person with whom you have a close association.

13. Disclosure of Personal Interests

- (1) Where you have a **personal interest** under paragraph 12 in any business of the authority and you attend a meeting of the authority at which the business is to be considered, you must disclose to that meeting the existence and nature of that interest before the commencement of that consideration, or when the interest becomes apparent.
- (2) Where you have a personal interest in any business which relates to or is likely to affect a body described in paragraph 12(1)(a)(i) – i.e. a body to which you have been appointed as the authority’s nominee – or 12(1)(a)(ii)(aa) – i.e. a body exercising functions of a public nature of which you are a member or in a position of general control or management - you need only disclose to the meeting the existence and nature of that interest if and when you address the meeting on that business.
- (3) Where you have a personal interest in any business of the authority of the type mentioned in paragraph 12(1)(a)(iii) – i.e. where you have received a gift or hospitality from a person worth at least £50 – you need not disclose the nature and existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.
- (4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.
- (5) Where you have a personal interest but, by virtue of paragraph 19, sensitive information relating to it is not registered in the authority’s Register of Members’ Interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.
- (6) Subject to paragraph 16(c), where you have a personal interest in any business of the authority and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.
- (7) In this paragraph, “executive decision” is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000.

14. Prejudicial Interests Generally

- (1) Subject to sub-paragraph (2), where you have a **personal interest** under paragraph 12 in any business of the authority you also have a prejudicial

interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

- (2) You do not have a prejudicial interest in any business of the authority where that business -
- (a) does not affect your financial position or the financial position of a person or body described in paragraph 12;
 - (b) does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 12; or
 - (c) relates to the functions of the authority in respect of -
 - (i) housing, where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease;
 - (ii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;
 - (iv) an allowance, payment or indemnity given to members;
 - (v) any ceremonial honour given to members; and
 - (vi) setting council tax or a precept under the Local Government Finance Act 1992.

15. Prejudicial interests arising in relation to overview and scrutiny committees

You also have a prejudicial interest in any business before an overview and scrutiny committee of the authority (or of a subcommittee of such a committee) where -

- (a) that business relates to a decision made (whether implemented or not) or action taken by the authority's executive or another of the authority's committees, sub-committees, joint committees or joint sub-committees; and
- (b) at the time the decision was made or action was taken, you were a member of the executive, committee, sub-committee, joint committee or joint subcommittee mentioned in paragraph (a) and you were present when that decision was made or action was taken.

16. Effect of prejudicial interests on participation

Where you have a prejudicial interest in any business of the authority under paragraph 12 which is to be considered at a meeting (including a meeting of an overview and scrutiny committee) at which you are present--

(a) you must, unless paragraph 13(5) applies (sensitive information) disclose the existence and nature of the interest in accordance with paragraph 13(1)

and, unless the meeting is a Council meeting, you must move to the public seating area until that business has been concluded;

(b) you must not, unless you have obtained dispensation from the monitoring officer, participate in any discussion or voting on the matter, except that you may still make representations, answer questions or give evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose;

(c) you must not exercise executive functions in relation to that business; and

(d) you must not seek improperly to influence a decision about that business.

17. Effect of Disclosable Pecuniary Interests on Participation

(1) If present at a meeting and you are aware that you have a **disclosable pecuniary interest** under paragraph 11 in any matter to be considered, or being considered at the meeting, you must not, unless you have obtained dispensation from the monitoring officer-

(a) participate, or participate further, in any discussion of the matter at the meeting, or

(b) participate in any vote, or further vote, taken on the matter at the meeting,

and, you must move to the public seating area until that business has been concluded,

(c) you must not exercise executive functions in relation to that business; and

(d) you must not seek improperly to influence a decision about that business

(2) If a function of the authority may be discharged by a member acting alone and you have a disclosable pecuniary interest in any matter to be dealt with or being dealt with in the course of discharging that function you may not take any steps or any further steps in relation to the matter (except for the purpose of enabling the matter to be dealt with otherwise than by yourself)

Part 3

Registration of Members' Interests

18. Registration of members' interests

(1) Subject to paragraph 19, you must, within 28 days of -

- (a) this Code being adopted by the authority; or
- (b) your election or appointment to office (where that is later),

register in the authority's Register of Members' Interests (maintained by the monitoring officer under Section 29(1)) of the Act details of any-

- (i) **disclosable pecuniary interests** as referred to in paragraph 11 that you may have, or your spouse, civil partner or person with whom you live as if they were your spouse or civil partner may have in so far as you are aware of their interests at that time
- (ii) other **personal interests** that you may have where they fall within a category mentioned in paragraph 12(1)(a)

by providing written notification to the authority's monitoring officer.

- (2) Subject to paragraph 19, you must, within 28 days of becoming aware of any new disclosable pecuniary interest or other personal interest or change to any existing disclosable pecuniary interest or other personal interest registered under paragraph (1), register details of that new interest or change by providing written notification to the authority's monitoring officer.

19. Sensitive information

- (1) Where you and the authority's monitoring officer both consider that the information relating to any of your interests (whether or not a disclosable pecuniary interest) is sensitive information then copies of the register that are made available for inspection, and any published version should not include details of the interest but may state that you have an interest details of which are withheld under Section 32(2) of the Act and/or this paragraph.
- (2) You must, within 28 days of becoming aware of any change of circumstances which means that details excluded under paragraph (1) are no longer sensitive information, notify the authority's monitoring officer asking that the details be included in the authority's Register of Members' Interests.
- (3) In this Code, "sensitive information" means information which if disclosed or made available for inspection by the public could lead you, or a person connected with you, to being subject to violence or intimidation.

Table 1

Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<i>Interest</i>	<i>Prescribed description</i>
Employment, office, trade, profession or vocation carried on for profit or gain.	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992).
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge) (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where (a)—that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and (b) either – (b) (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose –

“the Act” means the Localism Act 2011;

“body in which the relevant person has a beneficial interest” means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest;

“director” includes a member of the committee of management of an industrial and provident society;

“land” excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income;

“M” means a member of a relevant authority;

“member” includes a co-opted member;

“relevant authority” means the authority of which M is a member;

“relevant period” means the period of 12 months ending with the day on which M gives a notification to the monitoring officer of their disclosable pecuniary interests, either– following their election or co-option for the purposes of section 30(1) of the Act, or

following a disclosure of a disclosable pecuniary interest which has not already been registered, or is not in the process of being registered, for the purposes of section 31(7) of the Act;

“relevant person” means M, or

M’s spouse or civil partner, or
a person with whom M is living as husband and wife, or as if they were civil partners;

“securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.



Report for:	Cabinet
Date of meeting:	15 February 2022
PART:	1
If Part II, reason:	

Title of report:	COMMITTEE TIMETABLE 2022/23
Contact:	Councillor Williams, Portfolio Holder for Corporate and Contracted Services Author/Responsible Officer: Mark Brookes, Assistant Director (Corporate and Contracted Services) Layla Fowell, Acting Corporate and Democratic Support Lead Officer
Purpose of report:	To seek approval of the Meeting Timetable for 2022/23
Recommendations:	That Cabinet recommends that Council approves the Meeting Timetable for 2022/23 as set out in Appendix A to this report.
Corporate objectives:	The various meetings of the Council, Cabinet and Committees support the achievement of the Council's Corporate Objectives.
Implications: 'Value For Money Implications:'	Approval of the Meeting Timetable enables Members and Officers to manage forward decision making planning.
Risk Implications	Not applicable.
Community Impact Assessment	Not applicable.
Health And Safety Implications	Not applicable.

Monitoring Officer/ S.151 Officer Comments	<p>Deputy Monitoring Officer:</p> <p>Further to Schedule 12 of the Local Government Act 1972, the Council is required to determine the date and time of any meetings of its Committees, Sub-Committees and Panels.</p> <p>Deputy S.151 Officer:</p> <p>No further comments</p>
Consultees:	The Leader of the Council and the Strategic Leadership Team.
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	<p>DMC – Development Management Committee</p> <p>F&R OSC – Finance & Resources Overview and Scrutiny Committee</p> <p>SPAE OSC – Strategic Planning & Environment Overview and Scrutiny Committee</p> <p>H&C OSC – Housing & Community Overview and Scrutiny Committee</p>

BACKGROUND

1. Attached, at Appendix A, is a draft timetable showing the proposed dates for the meetings of the Full Council, the Cabinet, the Overview and Scrutiny Committees and the regulatory Committees for the municipal year 2022/23.
2. The timetable includes dates for the regular cycle of meetings for Council, the Cabinet, the Overview and Scrutiny Committees and the regulatory Committees such as Development Management, Standards and Licensing.
3. Appeals have not been scheduled on the timetable. These used to be scheduled on a Monday but, due to the small number of Appeals that happen throughout the year, these are arranged by Corporate and Democratic Support when required subject to officer and member availability.
4. The three main Overview and Scrutiny Committees have seven scheduled meetings in the year plus the two Joint Budget meetings which involves all three Scrutiny Committees. In addition, a number of "Call-in Contingency" dates have been set aside for call-ins arising from any of the Committees.
5. Monday evenings are mostly left free to enable those Members who are also Parish or Town Councillors to attend Town or Parish Council meetings which are traditionally held on Mondays.
6. School holidays are shaded and meetings are kept to a minimum during that time.
7. Considerations made when compiling the timetable include:
 - the timetable starting point is organised around DMC and Full Council
 - needing to align O&S committees with the Quarterly Performance reporting schedule
 - The budget setting process
 - Audit regime - Audit of Accounts
 - date of Annual Council
 - same day of the week for ease/consistency
 - Member availability
 - dates of Elections
 - dates of School Holidays

Dacorum Borough Council – Meeting Timetable 2022/2023

	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	
MON				1									1 BANK HOLIDAY	MON
TUES				2			1 F&R OSC						2	TUES
WEDS		1 MDSG		3			2 H&C OSC			1 Joint Budget OSC	1		3	WEDS
THUR		2 BANK HOLIDAY		4	1 Development Management		3	1		2	2 Call in contingency		4 ELECTION	THUR
FRI		3 BANK HOLIDAY	1	5	2		4	2		3	3		5	FRI
SAT		4	2	6	3	1	5	3		4	4		6	SAT
SUN	1	5	3	7	4	2	6	4	1	5	5		7	SUN
MON	2	6 JNC	4	8	5 JNC	3	7	5	2	6	6 JNC	3	8	MON
TUES	3	7 F&R OSC	5 F&R OSC	9	6 F&R OSC	4 F&R OSC	8 SPAE OSC	6 Joint Budget OSC	3	7	7 F&R OSC	4	9 Group meetings	TUES
WEDS	4	8 Health in Dacorum	6 SPAE OSC	10	7 H&C OSC	5 H&C OSC	9 Audit	7	4 F&R OSC	8 Audit	8 Health in Dacorum	5	10 ANNUAL COUNCIL	WEDS
THUR	5	9	7 Hemel Place Board	11 Development Management	8 Call in contingency	6	10 Call in contingency	8 Development Management	5 Development Management	9 Member Development	9 Hemel Place Board	6	11	THUR
FRI	6	10	8	12	9	7	11	9	6	10	10	7	12	FRI
SAT	7	11	9	13	10	8	12	10	7	11	11	8	13	SAT
SUN	8	12	10	14	11	9	13	11	8	12	12	9	14	SUN
MON	9	13	11	15	12	10	14	12	9	13	13	10	15	MON
TUES	10 Group meetings	14 SPAE OSC	12 Performance Board Cabinet	16	13 Group meetings	11 Member Development	15 Performance Board Cabinet	13 Licensing Performance Board Cabinet	10 SPAE OSC	14 Performance Board Cabinet	14 SPAE OSC	11	16	TUES
WEDS	11 Annual Council	15 H&C OSC	13 H&C OSC	17	14 Full Council	12 SPAE OSC	16 Member Development	14 Health in Dacorum	11 H&C OSC	15	15 H&C OSC	12	17	WEDS
THUR	12	16 Call in contingency	14 Development Management	18	15 Standards Audit	13 Call in contingency	17 Development Management	15 Standards	12 Hemel Place Board	16	16 Development Management	13 Development Management	18	THUR
FRI	13	17	15	19	16	14	18	16	13	17	17	14	19	FRI
SAT	14	18	16	20	17	15	19	17	14	18	18	15	20	SAT
SUN	15	19	17	21	18	16	20	18	15	19	19	16	21	SUN
MON	16	20	18	22	19	17	21	19	16	20	20	17	22	MON
TUES	17	21 Member Development	19 Group meetings	23	20 MDSG	18 Performance Board Cabinet	22 Group meetings	20	17 Group meetings	21 Group meetings	21 Performance Board Cabinet	18 Group meetings	23 Performance Board Cabinet	TUES
WEDS	18	22 Audit	20 Full Council	24	21 SPAE OSC	19	23 Full Council	21	18 Full Council	22 Full Council	22 Audit	19 Full Council	24	WEDS
THUR	19 Hemel Place Board	23 Development Management	21 Member Development	25	22 Hemel Place Board	20 Development Management	24 Hemel Place Board	22	19 Member Development	23 Development Management	23 Standards	20	25 Development Management	THUR
FRI	20	24	22	26	23	21	25	23	20	24	24	21	26	FRI
SAT	21	25	23	27	24	22	26	24	21	25	25	22	27	SAT
SUN	22	26	24	28	25	23	27	25	22	26	26	23	28	SUN
MON	23	27	25	29	26	24	28 JNC	26	23	27	27	24	29 BANK HOLIDAY	MON
TUES	24 Licensing Performance Board Cabinet	28 Licensing Performance Board Cabinet	26 Licensing	30	27 Licensing Performance Board Cabinet	25 Licensing	29 Licensing	27	24 Licensing Performance Board Cabinet	28 Licensing	28 Licensing	25 Licensing Performance Board Cabinet	30 Licensing	TUES
WEDS	25	29	27 Audit	31	28 Health in Dacorum	26	30 MDSG	28	25		29 MDSG	26	31	WEDS
THUR	26 Development Management	30 Standards	28		29 Development Management	27		29	26 Development Management		30 Member Development	27		THUR
FRI	27		29		30	28		30	27		31	28		FRI
SAT	28		30			29		31	28			29		SAT
SUN	29		31			30			29			30		SUN
MON	30					31			30					MON
TUES	31								31 Call in contingency					TUES

H & C OSC = Housing & Community Overview & Scrutiny Committee
 SPAE OSC = Strategic Planning & Environment Overview & Scrutiny Committee
 F & R OSC = Finance & Resources Overview & Scrutiny Committee

JNC = Joint Negotiating Committee
 MDSG = Member Development Steering Group

School holiday dates are shaded