

# CABINET AGENDA



**TUESDAY 14 FEBRUARY 2023 AT 7.30 PM  
CONFERENCE ROOM 2 - THE FORUM**

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 4 - 8)

To confirm the minutes of the meeting held on 24 January 2023

### 2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

### 3. DECLARATIONS OF INTEREST

To receive any declarations of interest

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

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

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

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

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

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

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

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

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

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

There were no referrals to Cabinet

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

#### **7. Q3 FINANCIAL MONITORING REPORT (Pages 10 - 24)**

#### **8. UPDATE ON NEW PERFORMANCE MANAGEMENT FRAMEWORK AND PROPOSED REVISIONS TO KEY PERFORMANCE INDICATORS (Pages 25 - 41)**

#### **9. BUDGET REPORT (Pages 42 - 136)**

#### **10. MARKET FORCES PAY POLICY (Pages 137 - 158)**

#### **11. AIR QUALITY ACTION PLAN AND AIR QUALITY MANAGEMENT AREA REVIEW (Pages 159 - 175)**

#### **12. GRANT FUNDING HIGHTOWN HOUSING SCHEME (Pages 176 - 185)**

#### **13. Q3 STRATEGIC RISK REGISTER (Pages 186 - 234)**

#### **14. RELEASE OF COMMUNITY INFRASTRUCTURE LEVY CORE FUNDS (Pages 235 - 261)**

#### **15. EXCLUSION OF THE PUBLIC**

To consider passing a resolution in the following terms:

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

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

**16. LEADERSHIP TEAM (TIER 2) AND CORPORATE SUPPORT RESTRUCTURE**  
(Pages 262 - 275)

# Agenda Item 1

## MINUTES

## CABINET

24 JANUARY 2023

**Present:**

**Members:**

**Councillors:** Williams (Leader)  
Griffiths (Deputy  
Leader)  
Elliot  
Barrett

<b>Officers:</b>	Claire Hamilton	Chief Executive
	Mark Brookes	Assistant Director - Legal and Democratic Services (Monitoring Officer)
	Natasha Beresford	Assistant Director - Strategic Housing
	Nigel Howcutt	Chief Finance Officer (S151)
	Darren Welsh	Chief Housing Officer
	Jodie Bartlett	Domestic Abuse Project Officer
	C Silva Donayre	Strategic Director Corporate and Commercial

**Also Attendance:** Councillor Tindall

The meeting began at 7.30 pm

### **CA/1/21      MINUTES**

The minutes of the meeting held on 14 December were agreed by Members present and signed by the Chair

### **CA/2/21      APOLOGIES FOR ABSENCE**

There were apologies from Cllr Anderson and Cllr Banks

### **CA/3/21      DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **CA/4/21      PUBLIC PARTICIPATION**

There was no public participation

**CA/5/21      REFERRALS TO CABINET**

There were no referrals to Cabinet

**CA/6/21      CABINET FORWARD PLAN**

The forward plan was noted.

**CA/7/21      DOMESTIC ABUSE POLICY**

**Decision**

That Cabinet approves the Domestic Abuse Policy for Employees and the Domestic Abuse Policy for Residents, Tenants and Members as annexed to this report.

**Corporate Priorities**

A clean, safe and enjoyable environment  
Providing good quality affordable homes, in particular for those most in need  
Ensuring efficient, effective and modern service delivery

**Statutory Officer Comments:**

**Monitoring Officer:**

The policies provide a range of measures which will help the Council to assist victims of Domestic Abuse and they are therefore recommended for approval.

**S151 Officer:**

There are no additional short term funding requirements to support the implementation of these policies.

**Advice**

Cllr Griffiths introduced the report, shared thanks with Jodie and the officers for the report and was happy to take questions.

Cllr Tindall endorsed Cllr Griffiths comments on the hard work that has been put into this report; as the chair of the Domestic Abuse Forum he said that he would be pushing County to take note of the work that had taken place. He said the more that they could bring this into the light the more they can have an impact on this, as it was one of the most iniquitous crimes in our society.

There were no questions

**Recommendation agreed**

**CA/8/21      COMMITTEE TIMETABLE**

**Decision**

That Cabinet recommends Council approve the Committee Timetable for 2023/24 as set out in Appendix A to this report.

## **Corporate Priorities**

The various meetings of the Council, Cabinet and Committees support the achievement of all the Council's Corporate Objectives;

A clean, safe and enjoyable environment

Building strong and vibrant communities

Ensuring economic growth and prosperity

Providing good quality affordable homes, in particular for those most in need

## **Statutory Officer Comments:**

### **Monitoring Officer:**

This is a Monitoring Officer report.

### **S151 Officer:**

No further comments to add.

## **Advice**

Mark Brookes introduced the report and was happy to take questions.

Cllr Griffiths asked why we have a Full Council in January and February and suggests that they delete the January meeting, as it seemed to be a waste of resources, she understood why there was one in February for the budget agreement.

Cllr Williams asked if it was in the constitution to have a set number of Council Meetings.

Mark Brookes said it was not in the constitution it was more of an historical number and it was a decision for the members to make if they wished to remove one.

Cllr Griffiths said that her recommendation would be to remove the January Council.

Cllr Williams said that the February Council may be planned too early as it is on the 14<sup>th</sup>, this maybe before the County Council sets their budget.

Cllr Williams suggested that they have the Council in February at the end of February and switch it with the Cabinet meeting at the end of February 2024.

Mark Brookes said that they could take that away and re-do the dates.

The following changes were agreed.

Cabinet and Licensing moved from the 27th Feb to the 13th Feb

Council Moved from the 14th Feb to 28th Feb

Audit moved from 28th to the 14th to allow for Council

Group meetings moved to 27th Feb

**Recommendations agreed**

**CA/9/21      TREASURY MANAGEMENT**

**Decision**

That Cabinet recommends to Council acceptance of the report on Treasury Management performance for 2022/23.

**Corporate Priorities**

A clean, safe and enjoyable environment

Building strong and vibrant communities

Ensuring economic growth and prosperity

Providing good quality affordable homes, in particular for those most in need

Ensuring efficient, effective and modern service delivery

Climate and ecological emergency

**Statutory Officer Comments:**

**Monitoring Officer:**

No comments to add to the report.

**Deputy S151 Officer:**

This is a Deputy S151 Officer report. Comments are contained within the body of the report

**Advice**

Cllr Elliot introduced the report noting that it was straightforward as usual however; the economic update was a little out of date when it went at the end of September. He said that the main thing was that after this report there was a repayment of £10.5 million pounds of debt, they had a £600k discount on the capital among which saved them a net £200k in interest per year. He passed his thanks to the finance team for working very speedily and delivering on it. He was happy to take questions.

N Howcutt added that as of next year, the guidelines would slightly change with Treasury Management and they would be getting Treasury Management information quarterly as well as the quarterly financial reports as well as the mid-year and end of year requirements. They will see a bit more information, which would make it less foreign, a little more digestible than it had been historically.

**Recommendations agreed**

**CA/10/21      EXCLUSION OF THE PUBLIC**

Cllr Williams proposed a move into part 2

Seconded by Cllr Griffiths

**CA/11/21    TOTAL ASSET MANAGEMENT (TAM) CONTRACT - BENCHMARK  
AND RECOMMISSION UPDATE**

This item is part 2, please see restricted Minutes.

The Meeting ended at 7.53 pm

## CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
	21/03/23	Senior Officer Pay Policy		02/03/23	Matt Rawdon – Assistant Director – People <a href="mailto:Matt.rawdon@dacorum.gov.uk">Matt.rawdon@dacorum.gov.uk</a>	To Be Provided
	21/03/23	Employee Code of Conduct		02/03/23	Mark Brookes <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	To Be Provided
	21/03/23	Covid Recovery paper		02/03/23	Emma Walker , Head of Environmental Protection <a href="mailto:emma.walker@dacorum.gov.uk">emma.walker@dacorum.gov.uk</a>	To Be Provided
	21/03/23	Hemel Place Strategy		02/03/23	James Doe – Strategic Director Place <a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a>	To Be Provided
	21/03/23	Electric Vehicle Charging Point		02/03/23	Ben Hosier <a href="mailto:Ben.hosier@dacorum.gov.uk">Ben.hosier@dacorum.gov.uk</a>	To Be Provided
	21/03/23	Commercial Programme update & proposals		02/03/23	Catherine Silva Donayre – Strategic Director Corporate and Commercial <a href="mailto:Catherine.Silvadoayre@dacorum.gov.uk">Catherine.Silvadoayre@dacorum.gov.uk</a>	The report provides an update on work done to develop a series of Full Business Cases (FBCs), and includes proposals around re-purposing of garage sites for small business units, as well as developing proposals for potential shared services with neighbouring Herts Authorities.
	21/03/23	Allocation of Community Infrastructure Levy (CIL) Core Funds		02/03/23	<a href="mailto:Alex.robison@dacorum.gov.uk">Alex.robison@dacorum.gov.uk</a> Alex Robinson	To Be Provided
	25/04/23	Appointment of the Principal Contractor for the Paradise Depot project		06/04/23	James Doe – Strategic Director Place <a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a>	To Be Provided
	25/04/23	Appointment of the Principal Contractor for the Marchmont Fields project.		06/04/23	James Doe – Strategic Director Place <a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a>	To Be Provided
	<b>To Be Planned</b>	Levelling Up Fund 2 proposals – Hemel Hempstead Town Centre			James Doe – Strategic Director – Place <a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a>	to provide an update on the proposals submitted to Government and any necessary decisions to be taken



<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Quarter 3 Financial Monitoring Report 2022-23
<b>Date:</b>	14 <sup>th</sup> February 2023
<b>Report on behalf of:</b>	Councillor Graeme Elliot, Portfolio Holder for Corporate Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A – General Fund Summary Appendix B – General Fund Overview by Scrutiny Area Appendix C – HRA Summary Appendix D– Capital Programme
<b>Background papers:</b>	Budget Report February 2022 Cabinet Quarter 1 Financial Monitoring Report, September 2022 Cabinet. Quarter 2 Financial Monitoring Report, November 2022 Cabinet.
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	GF – General Fund HRA – Housing Revenue Account

<p><b>Report Author</b></p> <p>Joe Bowden, Trainee Accountant</p> <p><b>Responsible Officer</b></p> <p>Fiona Jump, Head of Financial Services</p> <p>✉ 📞</p> <p>Fiona.Jump@dacorum.gov.uk / 01442 228162 (ext. 2162)</p>
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<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p>
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	<p>Providing good quality affordable homes, in particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	To provide Cabinet with a summary of the Council's forecast outturn for 2022/23 as at 31 <sup>st</sup> December 2022.
<b>Recommendations to the decision makers:</b>	<ol style="list-style-type: none"> <li>1. To note the revenue financial outturn position for the General Fund and Housing Revenue account as forecast at Quarter 3.</li> <li>2. To recommend to Council the following revenue reserve movements: To draw down from General Fund revenue reserves as follows: <ul style="list-style-type: none"> <li>- £0.719m from the Pensions Reserve to cover the cost of the 2022/23 pay award.</li> <li>- £0.284m from the Inflationary Pressures service to cover fuel costs.</li> <li>- £0.657m from the Dacorum Development Reserve between 2023/24 -2025/26; (£0.303m in 2023/2024, £0.314m 2024/2025 and £0.04m in 25/26) to fund the Place Communities and Infrastructure restructure.</li> </ul> To transfer to General Fund revenue reserves as follows: <ul style="list-style-type: none"> <li>- £0.300m to be transferred to a newly created Leisure Reserve.</li> <li>-</li> </ul> </li> <li>3. To recommend to Council that the forecast Housing Revenue Account (HRA) deficit of £4.113m be supported by a draw down from HRA revenue reserves of £0.830m. The balance of the deficit will be met by a reduction in revenue contributions to the HRA capital programme.</li> <li>4. To note the Council's capital programme is forecast on budget, with additional slippage of £2.009m on General Fund schemes and slippage of £10.621m for the HRA.</li> </ol>
<b>Period for post policy/project review:</b>	The financial performance of the organisation is monitored by the Strategic Leadership Team monthly and reported to Cabinet and Scrutiny on a quarterly basis.

## 1. Background:

The report presents the forecast financial outturn position for the Council as at Quarter 3 2022/23. The report covers the following budgets with associated appendices:

- General Fund (GF) – Appendix A
- General Fund Overview by Scrutiny Area – Appendix B
- Housing Revenue Account (HRA) –Appendix C
- Capital Programme – Appendix D

## 2. Executive Summary

The General Fund revenue budget is forecasting an underlying pressure of £0.836m. This is an increased pressure of £0.725m from quarter 2. Included in this pressure is the £0.719m which is directly attributable to the December implementation of the enhanced 22/23 pay award and will, as planned at quarter 2, be funded by the use of reserves. This pay award pressure has been budgeted for in the 2023/24 proposed budget.

The HRA is forecasting a pressure of £4.113m, this is an increased pressure of £3.575m from quarter 2 reporting. The largest single pressure in the HRA service, which equates to over 75% of this cost pressure (circa £3.1m) is due to the increased repairs and maintenance works being undertaken and the increasing costs to deliver these services. These were reported to Cabinet in January as part of a report on the Total Asset Management Contract. These cost pressures have been budgeted for in the proposed 2023/24 draft budget.

Capital Budgets for General Fund and HRA are reporting to budget with additional slippage at Quarter 3 of £2.099m for General Fund and £10.621m for HRA.

## 3. General Fund Revenue

Appendix A provides an overview of the General Fund forecast position and the table below provides an overview by directorate as at Quarter 3. Forecast outturn for all General Fund budgets is at Appendix A.

Directorate	Current Budget	Forecast	Variance	
	£m	£m	£m	%
Chief Executives	0.913	0.969	0.056	+6.1%
Deputy Chief Executive Resident Services	12.180	13.816	1.636	+13.4%
Strategic Director Corporate and Commercial Services	1.797	1.882	0.085	+4.7%
Strategic Director People & Transformation	4.206	4.603	0.397	+9.4%
Strategic Director Place	1.396	1.415	0.019	+1.4%
<b>Operational Cost</b>	20.492	22.685	2.193	+10.7%
Corporate Items	(20.493)	(21.850)	(1.357)	+6.6%
<b>Contribution (to)/ from General Fund Working Balance</b>	<b>(0.001)</b>	<b>0.835</b>	<b>0.836</b>	

The table below provides an overview for each scrutiny area and Appendix B provides a breakdown of the General Fund forecast position by directorate for each scrutiny area.

Scrutiny Area	Current Budget	Forecast	Variance	
	£m	£m	£m	%

Finance & Resources	7.557	8.684	1.127	+14.9%
Strategic Planning and Environment	10.987	12.285	1.298	+11.8%
Housing & Community	1.949	1.717	(0.232)	-11.9%
<b>Operational Cost</b>	20.493	22.686	2.193	10.7%
Core Funding	(20.493)	(21.850)	(1.357)	6.6%
<b>Contribution (to)/ from General Fund Working Balance</b>	<b>0.000</b>	<b>0.836</b>	<b>0.836</b>	

### Key Budget Variances for the General Fund

The table below outlines the key financial variance by service area.

Directorate	Key Financial Variance £m	Description
Resident Services	0.689	Waste Services employee costs £775K and fuel costs £284K, vehicle hire £164k, £154K commercial waste income offset by higher recyclable income in the first half of 2022/23 (£600K).
Corporate and Commercial	(0.110)	Car Parking income shortfall £600K offset by reduction in car parking contract fees £255k, Garage repairs £300K and the removal of the additional National Insurance Contributions £280K.
Place	(0.300)	Commercial Property income improved performance.
Place	0.161	Staffing pressures, Planning income and utilities. Partly offset by rental income for the Forum
Corporate Items	(1.357)	Treasury investment income (£800k), interest payable (£94k), government grants (£136k) and HRA Recharge (£327k).
All services	0.719	Impact of 2022/23 pay award.

### Resident Services

The pressures in waste services employees and hire vehicles forecast totals £0.864m for 22/23. This is caused by staff resources, increased rounds and maintaining additional fleet. Work is underway to review the service demands following growth in the borough and how the routes can be managed to provide the service with less financial risk. The route optimisation project is due to be initiated in June 2023 and is projected to reduce waste service costs by circa £1m.

### Corporate and Commercial Services

Garages repairs and maintenance are now forecasting an underspend of £0.300m. The stock condition survey results are due in January 2023 and the outcome of this will allow the service to understand where to focus repair works moving forward. The major works have been delayed until the outcome of the stock condition survey and the next steps in the garage strategy are confirmed.

Car parking contract costs have reduced significantly since a change in contract which has meant processing costs have reduced and outturn is now projected to underspend by £0.255m.

Leisure income has exceeded budget expectations by £0.300m in 2022/23. It is recommended that this be used to create a leisure reserve. The contract is currently under review with the third party and there is a potential risk in regard to income over the next few years, this reserve will help to smooth the impact of the risk to budgets.

### Place

Pressures on planning income of £0.300m is forecast for 2022/23. This has been driven by the moratorium that has recently been lifted. Delays in planning are still being seen by the service whilst the industry adjusts to the new post moratorium arrangements, combined with the current economic climate impacting the building industry. The wider economic uncertainty is expected to have an impact on planning income into 23/24 as well.

As reported to SPEOSC, on the 1<sup>st</sup> February, a temporary restructure of the Place, Communities and Enterprise division has been proposed for the next 2 years to provide several key deliverables;

Head of Arts and Culture: Old Town Hall Theatre vision; development and implementation of an art and culture strategy; visitor economy; advice, guidance and delivery to support the various place strategies and investment plans.

Head of Communities: Voluntary sector commissioning and engagement, health inequalities work, leisure services, adventure playgrounds operations and review; youth engagement strategy; cost of living crisis.

Head of Place and Delivery: Hemel Place Strategy; Town Centre Vision; Tring and Berkhamsted Place Strategies; Neighbourhood Centre investment plans; economic development including Maylands Business Park Master planning and Inward Investment Framework.

This revised restructure will require an additional £0.658m of additional funding to be drawn down from the Dacorum Development Reserve over the next 3 year period; 23/24 - 0.303m, 24/25 - £315k and 25/26 - £40k.

### **Impact of Cost of Living**

Cost of living increases are creating additional costs for the Council in 2022-23. At Quarter 3, within Waste Services and Clean Safe and Green, there is a pressure of £0.284m against fuel that is considered attributable to rising prices. Following the Government's announcement on the energy cap, a pressure of £0.223m has been identified across the General Fund for energy costs, based on estimated usage over the winter period.

It is recommended that the pressure of £0.284m for fuel be funded from the Inflationary Pressures reserve. The 2023/24 budgets have had inflationary increases of 20% for fuel and utilities and the fuel and utility costs along with the government's policy response to these pressures will be closely monitored.

An announcement on the staff pay award was announced on 1<sup>st</sup> November, and remunerated to staff in the December 2022 payroll. This has brought a pressure on staffing budgets totalling £0.719m. It is recommended that this in year pressure be funded from the Pensions reserve. If approved, this approach would replace that recommended by Cabinet to Council in November 2022, to fund the same pressure from the Dacorum Development Reserve. The impact of the proposed pay award for 2022/23 is incorporated into the 2023 Medium Term Financial Strategy.

### **Corporate Items**

The impact of the continuing rise in the Bank of England interest rates has had a positive impact on interest received on our cash balances. For 2022/23 we are forecasting an additional £0.800m on budget.

Following a review of interest payments and debt held, the Council took the opportunity in December 2022 to repay a £10.527m PWLB loan for the general fund. This decision resulted in a discount on sums due for interest and principal. There was £0.094m benefit relating to interest in 2022/23 and the very favourable PWLB terms also reduced the principal debt by £0.606m.

Additional new burden grants have been received in respect of work the Council has undertaken in 2022/23 in regards to the administering of Covid grants and other energy schemes that total £0.136m.

## Revenues and Benefits

At the start of 2022/23, the collection percentages of council tax and business rates had increased significantly to close to pre-pandemic levels. However, this improvement has been lessening over the last quarter. At the end of Q3 collection levels are nearer to those of the past two years, which suggests that the outturn for 2022/23 will be of a similar level.

The projected council tax total amount collected for the current year will be about 5% higher in cash terms than 2021/22 and hence roughly in line with the budget as the service is collecting less in year income but at the same time collecting more outstanding arrears from past years.

However, given the probable reasons for the collection difficulties being the squeeze on household and business budgets it does not appear likely that there will be significant improvement during 2023/24. This will continue to be monitored as usual as part of the wider Council performance monitoring processes.

## Key Corporate Strategy Delivery

The following outlines the current financial position for the 3 key corporate projects supported by use of reserves.

### Hemel Garden Communities

The table below shows the forecast spend for 2022/23:

	£m
<b>Prior Years Spend</b>	1.216
<b>Funding</b>	
Unspent contributions and reserve funding carried forward from 2021/22	(1.017)
2022/23 additional DBC reserve funding allocation	(0.300)
Contribution from partners	(0.500)
<b>Total available funding</b>	<b>(1.817)</b>
<b>Forecast spend in 2022/23</b>	<b>1.264</b>
<b>Funding to carry forward to 2023/24</b>	<b>(0.554)</b>

The majority of the 22/23 expenditure is on staffing, £0.735m.

The project is funded to 2025/26 from both Dacorum reserves and contributions from third party partners. Additional expenditure is forecast for the year to develop the HGC Transport Plan, Transformation Plan and Framework Plan.

At present, the project is forecasting pressures in the latter years of the project: £0.03m (23/24), £0.24m (24/25) and £0.57m (25/26). Future government grants for the later years of the project are uncertain.

## Commercial Programme

The Commercial Programme is supported by £0.400m of reserve funding, approved during 2021/22.

The table below shows the forecast spend for 2022/23:

	£m
<b>Reserve funding brought forward from 2021/22</b>	<b>(0.384)</b>
<b>2022/23 Forecast Expenditure</b>	<b>0.247</b>
<b>Reserve funding to carry forward to 2023/24</b>	<b>(0.137)</b>

The majority of the forecast expenditure for 2022/23 relates to consultancy support for the development of the strategy and business cases associated with the Commercial Programme.

#### Hemel Place

Hemel Place is funded from £0.500m reserve funding approved during 2021/22.

The table below shows the forecast spend for 2022/23:

	£m
<b>Reserve funding brought from 2021/22</b>	<b>(0.314)</b>
<b>2022/23 Forecast Expenditure</b>	<b>0.311</b>
<b>Reserve funding to carry forward to 2023/24</b>	<b>(0.003)</b>

The majority of the forecast spend is on staffing and consultancy to deliver the strategy. The current forecast indicates that the reserve funding for this work will be fully spent in 2022/23.

#### 4. Housing Revenue Account (HRA)

A pressure of £4.113m is reported at Quarter 3. This is summarised as follows

Housing Revenue Account	Current Budget £m	Forecast Outturn £m	Variance £m
Income	(60.198)	(60.897)	(0.699)
Expenditure	60.198	65.010	4.812
<b>Net Deficit / Surplus</b>	<b>0.000</b>	<b>4.114</b>	<b>4.114</b>

Appendix C outlines the overall Housing Revenue Account forecast.

Budgeted Surplus/Deficit	£m
Council tax liability on void properties.	0.114
Increase in interest rates are expected to generate increased income on treasury investments.	(0.768)
Increased cost of responsive and empty home repair costs, Damp and Mould works	3.110
Utilities due to increased energy prices	0.500
General Fund Recharges regarding additional resources supporting HRA	0.327
Asset Management Strategy/Team	0.195
Pay Award Impact	0.280
Other Minor budget variances	0.386
<b>Budget Monitoring Quarter 3- HRA Variance</b>	<b>4.114</b>

It is recommended that the forecast deficit on the HRA be funded via a reduction of the revenue contribution to capital for 2022/23 and an additional drawdown of £0.830m from HRA revenue reserves to fund the projected pressures for 2022/23. The draft HRA 2023/24 budget has projected significant growth in repairs and maintenance, along with growth in supervision and management of the services in line with the pressures seen in 2022/23 and projected pressures detailed for 2023/24. These growth items include increases for costs due to inflation, with significant elements of these costs funded from increased income from rent.

#### 5. Housing Transformation Improvement Project (HTIP)

The HTIP approved budget is £1.593m; £0.470m of which is being funded through the reduction in the repairs and maintenance budget, £1.023 from reduction to the revenue contribution to capital

and £0.100m will be met from previously approved budget. The forecast cost of the project is currently £1.550m.

## 6. Capital Budget Monitoring

Appendix D shows the forecast capital outturn in detail by scheme. The table below summarises the forecast outturn for the capital programme by Directorate.

The current budget is the original budget approved by Cabinet in February 2022, plus approved amendments.

The 'rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2023/24 rather than 2022/23, or conversely, where expenditure planned initially for 2023/24 has been incurred in 2022/23.

	Current Budget £m	Rephasing £m	Revised Budget £m	Forecast Outturn £m	Variance	
					£m	%
Resident Services	4.012	(0.845)	3.167	3.161	-0.006	-0.20%
People and Transformation	0.594	(0.379)	0.215	0.215	0	0.0%
Corporate and Commercial	0.690	(0.430)	0.260	0.260	0	0.0%
Place	3.497	(0.446)	3.052	3.055	0.003	0.10%
<b>GF Total</b>	<b>8.793</b>	<b>(2.099)</b>	<b>6.694</b>	<b>6.691</b>	<b>(0.003)</b>	<b>-0.04%</b>
<b>HRA Total</b>	<b>51.237</b>	<b>(10.621)</b>	<b>40.616</b>	<b>40.616</b>	<b>0</b>	<b>0.0%</b>
<b>Grand Total</b>	<b>60.029</b>	<b>(12.720)</b>	<b>47.310</b>	<b>47.307</b>	<b>(0.003)</b>	<b>-0.01%</b>

General Fund capital budgets are reporting further slippage of £2.099m, relating to the following:

- Fleet Replacement Programme: £0.669m due to continued delays from reviewing requirements and options, and supply chain delays.
- Health and Safety software system: £0.040m reviewing options within the digital strategy.
- Play Areas and Open Spaces: £0.135m tendering for the next phase of installation is ongoing. Installations will be in 2023/24.
- Hemel Hempstead sports centre Astro Turf: £0.280 procurement and tendering is ongoing with installation expected in 2023/24
- Digital Projects totalling ££0.379m, following recent recruitment to Head of Service and ongoing work to review requirements and implementation.
- Rossgate Shopping Centre: £0.290m Phase one of the project is close to completion with phase 2 commencing in 2023/24.
- Bennettsgate Structural Works: £0.052m procurement for the project is still ongoing, meaning works will not take place in 2022/23
- Nickey Line Bridge: £0.030m discussions with Hertfordshire County Council are still ongoing, delaying the commencement of the project.

HRA capital budgets are reporting slippage of £10.621m. The housing development programme has been delayed due to the planning moratorium seeing a further £6.626m slippage. Slippage of £3.994m for Housing Property is a result of increased demand on revenue repairs and maintenance and procurement negotiations delaying planned projects.

## 7. Financial and value for money implications

Contained within the body of the report.

## 8. Legal Implications

The Council has a statutory duty to make arrangements for the proper administration of its financial affairs. This report forms part of these arrangements.

**9. Risk Implications**

Contained within the body of the report.

**10. Equalities, Community Impact and Human Rights:**

Community Impact Assessments are carried out by specific service where appropriate when developing their service plans that support the budget setting process

There are no Human Rights Implications arising from this report.

**11. Statutory Officer Comments**

**Monitoring Officer:**

This report forms part of the Council's governance arrangements and provides an overview of the current financial position for member's review and approval.

**Deputy s151 Officer:**

This is a Deputy s151 Officer report.

**12. Sustainability implications (including climate change, health and wellbeing, community safety)**

There are no direct implications arising from this report.

**13. Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

Implications for the Council's financial resources are contained within the body of the report.

**14. Conclusion**

The financial revenue outturn forecast for the General Fund is a deficit of £0.836m and for the HRA a deficit of £4.113m. The Council's capital programme is forecast on budget, with additional slippage of £2.099m on General Fund schemes and slippage of £10.621m for the HRA.



**Dacorum Borough Council**  
**Revenue Budget Monitoring Report for December 2022 (Cost of Services Analysis By Scrutiny Committee)**

	Month			Year-to-Date			Full Year			Movement		
	Budget £000	Actuals £000	Variance £000	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000	Previous Forecast £000	Previous Variance £000	Movement £000
<b>Cost of Services</b>												
Finance and Resources	565	1,042	477	6,761	20,288	13,527	7,557	<b>8,684</b>	1,127	7,984	427	700
Housing and Community	168	210	42	694	(5)	(699)	1,949	<b>1,717</b>	(232)	1,943	(6)	(226)
Strategic Planning and Environment	828	1,307	479	7,664	7,927	263	10,987	<b>12,285</b>	1,298	11,521	534	764
<b>Net Cost of Services</b>	<b>1,561</b>	<b>2,559</b>	<b>998</b>	<b>15,119</b>	<b>28,210</b>	<b>13,091</b>	<b>20,493</b>	<b>22,686</b>	<b>2,193</b>	<b>21,448</b>	<b>955</b>	<b>1,238</b>
<b>Other Items</b>												
Investment Property	(138)	(143)	(5)	(3,801)	(4,397)	(596)						0
Investment Income	(25)	(832)	(807)	(225)	(1,515)	(1,290)	(300)	<b>(1,100)</b>	(800)	(885)	(585)	(215)
Interest Payments and MRP	86	76	(10)	772	681	(91)	1,029	<b>935</b>	(94)	1,029	0	(94)
Parish Precept Payments	0	0	0	1,034	1,015	(19)	1,034	<b>1,034</b>	0	1,034	0	0
Government Grants	(136)	(428)	(292)	(1,228)	(5,166)	(3,938)	(1,638)	<b>(1,774)</b>	(136)	(1,638)	0	(136)
Taxation (Council Tax and Business Rates)	(1,279)	1,832	3,111	(11,510)	(12,568)	(1,058)	(15,347)	<b>(15,347)</b>	0	(15,347)	0	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,492)</b>	<b>505</b>	<b>1,997</b>	<b>(14,958)</b>	<b>(21,950)</b>	<b>(6,992)</b>	<b>(15,222)</b>	<b>(16,252)</b>	<b>(1,030)</b>	<b>(15,807)</b>	<b>(585)</b>	<b>(445)</b>
<b>Transfers between Reserves / Funds</b>												
Net Recharge to the HRA	(439)	(14)	425	(3,953)	(5)	3,948	(5,271)	<b>(5,598)</b>	(327)	(5,530)	(259)	(68)
Contribution To / (From) Earmarked Reserves	(20)	0	20	(180)	0	180		<b>0</b>		0		0
<b>Net Movement on General Fund Working Balance</b>	<b>(390)</b>	<b>3,050</b>	<b>3,440</b>	<b>(3,972)</b>	<b>6,255</b>	<b>10,227</b>	<b>0</b>	<b>836</b>	<b>836</b>	<b>111</b>	<b>111</b>	<b>725</b>

Finance & Resources	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Chief Executives	0.913	0.969	<b>0.056</b>	6.1%
Deputy Chief Executive Residents Services	0.527	1.045	<b>0.518</b>	98.3%
Strategic Director Corporate and Commercial Services	3.622	3.956	<b>0.334</b>	9.2%
Strategic Director People & Transformation	3.216	3.547	<b>0.331</b>	10.3%
Strategic Director Place	(0.721)	(0.833)	<b>(0.112)</b>	15.5%
<b>Total Operating Cost</b>	<b>7.557</b>	<b>8.684</b>	<b>1.127</b>	14.9%
<b>Core Funding</b>	<b>(20.493)</b>	<b>(21.850)</b>	<b>(1.357)</b>	6.6%
<b>Finance &amp; Resources per summary</b>	<b>7.557</b>	<b>8.684</b>	<b>1.127</b>	14.9%

Housing & Community	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Deputy Chief Executive Residents Services	0.965	1.029	<b>0.064</b>	6.6%
Strategic Director Corporate and Commercial Services	(1.825)	(2.073)	<b>(0.248)</b>	13.6%
Strategic Director People & Transformation	1.104	1.109	<b>0.005</b>	0.5%
Strategic Director Place	1.705	1.652	<b>(0.053)</b>	(3.1%)
<b>Total Operating Cost</b>	<b>1.949</b>	<b>1.717</b>	<b>(0.232)</b>	(11.9%)
<b>Housing &amp; Community per summary</b>	<b>1.949</b>	<b>1.717</b>	<b>(0.232)</b>	(11.9%)

Strategic Planning & Environment	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Deputy Chief Executive Residents Services	10.688	11.738	<b>1.050</b>	9.8%
Strategic Director People & Transformation	(0.114)	(0.054)	<b>0.060</b>	(52.6%)
Strategic Director Place	0.411	0.596	<b>0.185</b>	45.0%
<b>Total Operating Cost</b>	<b>10.985</b>	<b>12.280</b>	<b>1.295</b>	11.8%
<b>Strategic Planning &amp; Environment per summary</b>	<b>10.985</b>	<b>12.280</b>	<b>1.295</b>	11.8%

 <b>Housing Revenue Account</b> <b>2022/23 Outturn Revenue Budget Monitoring Report</b>				
	Budget	Forecast	Variance	
	£000	Outturn	£000	%
	£000	£000	£000	%
<b>Income:</b>				
Dwelling Rents	(57,300)	(57,248)	52	-0.1%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,517)	(1,500)	17	-1.1%
Leaseholder Charges	(592)	(592)	0	0.0%
Interest and Investment Income	(42)	(810)	(768)	1828.1%
Contribution towards Expenditure	(645)	(645)	0	0.0%
<b>Total Income</b>	<b>(60,198)</b>	<b>(60,897)</b>	<b>(699)</b>	<b>1.2%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	11,513	14,623	3,110	27.0%
Supervision & Management	17,265	18,853	1,588	9.2%
Rent, Rates, Taxes & Other Charges	66	180	114	172.7%
Interest Payable	11,302	11,302	0	0.0%
Provision for Bad Debts	750	750	0	0.0%
Depreciation	15,620	15,620	0	0.0%
HRA Democratic Recharges	398	398	0	0.0%
Revenue Contribution to Capital	3,284	3,284	0	0.0%
<b>Total Expenditure</b>	<b>60,198</b>	<b>65,010</b>	<b>4,812</b>	<b>8.0%</b>
Transfer to / (from) Housing Reserves	0	0	0	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>4,114</b>	<b>4,113</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2022	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	4,114	4,113	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2023</b>	<b>(2,892)</b>	<b>1,222</b>	<b>4,113</b>	

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2022**

Scheme	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)
<b>General Fund</b>										
<b>Finance and Resources</b>										
<b>Head of Digital</b>										
42 Automation Programme	85,000	0	0	0	0	85,000	0	5,000	(80,000)	0
43 Firewall Renewal	95,000	0	0	0	0	95,000	95,000	95,000	0	0
44 Civica Customer Experience Software (Flare replacement)	100,000	0	0	0	0	100,000	0	0	(100,000)	0
45 Rolling Programme - Hardware	75,000	0	0	0	0	75,000	45,216	75,000	0	0
46 Software Licences - Right of Use	40,000	0	0	0	0	40,000	6,583	40,000	0	0
47 Future vision of CRM	100,000	98,600	0	0	0	198,600	0	0	(198,600)	0
	<b>495,000</b>	<b>98,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>593,600</b>	<b>146,799</b>	<b>215,000</b>	<b>(378,600)</b>	<b>0</b>
<b>Head of Environmental Protection</b>										
51 Health and Safety software system	40,000	0	0	0	0	40,000	0	0	(40,000)	0
	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>(40,000)</b>	<b>0</b>
<b>Head of Property Services</b>										
55 Service Lease Domestic Properties	0	8,118	0	0	0	8,118	0	8,118	0	0
56 Old Town Hall - Cafe Roof and stonework renewal	0	60,000	0	0	0	60,000	0	15,000	(45,000)	0
57 Piccotts End Retaining Wall Rebuild	35,000	0	0	0	0	35,000	0	35,000	0	0
58 Tring Community Centre - new play area for Children's Nursery	0	11,144	0	0	0	11,144	0	11,144	0	0
59 Adeyfield Community Centre Structural Improvements	20,000	17,000	0	0	0	37,000	0	37,000	0	0
60 Boiler Replacement Programme	15,000	5,046	0	0	0	20,046	20,757	20,757	0	711
61 Tring Community Centre - Retaining Wall for New Play Area	0	20,000	0	0	0	20,000	0	20,000	0	0
62 Bennetts End Community Centre door upgrade work	15,000	0	0	0	0	15,000	14,990	14,990	0	(10)
63 External Refurb - Woodhall Farm Community Centre	40,000	0	0	0	0	40,000	0	40,000	0	0
64 Rossgate Shopping Centre - Structural Works	240,000	221,577	0	0	0	461,577	141,012	171,577	(290,000)	0
65 Commercial Properties - Renew Obsolete Door Entry Controls	25,000	0	0	0	0	25,000	0	25,000	0	0
66 100 High St (Old Town), Hemel - Window Replacement	0	14,000	0	0	0	14,000	0	0	(14,000)	0
67 Long Chaulden Roof	0	55,020	0	(55,020)	(55,020)	0	0	0	0	0
68 Bellgate - Walkway Renovation	0	19,550	0	0	0	19,550	7,450	19,550	0	0
69 Bennettsgate - Window Renewal	0	74,780	0	(74,780)	(74,780)	0	0	0	0	0
70 Queens Square Canopy Renewal	40,000	0	0	0	0	40,000	(1,464)	40,000	0	0
71 Refurbishment of Dacre House	0	0	0	0	0	0	(4,668)	0	0	0
72 Renew Surface Water Drains to Henry Wells Square	0	19,100	0	0	0	19,100	21,620	21,620	0	2,520
73 Void Commercial Property Refurbishment	70,000	0	0	0	0	70,000	6,538	70,000	0	0
74 Bennettsgate - Structural Concrete Improvements & Façade Renewal	0	79,762	0	0	0	79,762	0	28,050	(51,712)	0
75 Bellgate - Concrete Renewal & Refurbishment	0	25,000	0	0	0	25,000	10,700	25,000	0	0
76 Village Centre - Soffits & Facias	0	45,000	0	0	0	45,000	41,050	45,000	0	0
77 9 High Street Tring, Electrical Works	0	14,793	0	0	0	14,793	0	14,793	0	0
78 Broadwater Road Resurfacing	0	93,000	0	(93,000)	(93,000)	0	0	0	0	0
79 Creation of new Community Facility and Foodbank at The Hub (Dens)	625,000	0	0	(625,000)	(625,000)	0	0	0	0	0
80 Damp proofing improvements to commercial properties	30,000	0	0	0	0	30,000	0	30,000	0	0
81 Kings Langley Charter Court - Separate Meter Supply	20,000	0	0	0	0	20,000	0	20,000	0	0
82 48-52 High Street - Fire Alarm System Renewal	15,000	0	0	0	0	15,000	0	0	(15,000)	0
83 Bellgate Canopy Renewal - Highfield	200,000	0	0	(200,000)	(200,000)	0	0	0	0	0
84 Rossgate Terrace Walkway Waterproofing	30,000	0	0	0	0	30,000	0	30,000	0	0
85 Public Conveniences - Improvement Programme	40,000	0	0	0	0	40,000	24,498	40,000	0	0
86 Maylands Business centre upgrade fire alarm	20,000	0	0	0	0	20,000	0	20,000	0	0
	<b>1,480,000</b>	<b>782,890</b>	<b>0</b>	<b>(1,047,800)</b>	<b>(1,047,800)</b>	<b>1,215,090</b>	<b>282,482</b>	<b>802,599</b>	<b>(415,712)</b>	<b>3,221</b>
<b>Head of Commercial Development</b>										
90 Hemel Hempstead Sports Centre - Astroturf renewal	0	280,000	0	0	0	280,000	0	0	(280,000)	0
91 Berkhamsted Leisure Centre Redevelopment	14,150,000	(299,644)	0	(13,700,356)	(13,700,356)	150,000	233,697	0	(150,000)	0

92	Car Park Refurbishment	0	135,000	0	0	0	135,000	(2,861)	135,000	0	0
93	Multi Storey Car Park Berkhamsted	0	0	0	0	0	0	(2,020)	0	0	Appendix D
94	Water Gardens North Car Park Drainage Improvements	0	35,000	0	0	0	35,000	0	35,000	0	0
95	Multi Functional Devices	0	90,000	0	0	0	90,000	0	90,000	0	0
		<b>14,150,000</b>	<b>240,356</b>	<b>0</b>	<b>(13,700,356)</b>	<b>(13,700,356)</b>	<b>690,000</b>	<b>228,817</b>	<b>260,000</b>	<b>(430,000)</b>	<b>0</b>
	<b>Totals: Finance and Resources</b>	<b>16,165,000</b>	<b>1,121,846</b>	<b>0</b>	<b>(14,748,156)</b>	<b>(14,748,156)</b>	<b>2,538,690</b>	<b>658,098</b>	<b>1,277,599</b>	<b>(1,264,312)</b>	<b>3,221</b>
<b>Housing and Community</b>											
<b>AD Place, Community and Enterprise</b>											
103	Adventure Playgrounds Improvement Programme	500,000	0	0	(500,000)	(500,000)	0	0	0	0	0
104	Capital Grants - Community Groups	20,000	4,500	135,000	0	135,000	159,500	159,500	159,500	0	0
		<b>520,000</b>	<b>4,500</b>	<b>135,000</b>	<b>(500,000)</b>	<b>(365,000)</b>	<b>159,500</b>	<b>159,500</b>	<b>159,500</b>	<b>0</b>	<b>0</b>
<b>Head of Housing Property</b>											
108	Disabled Facilities Grants	741,000	272,834	0	0	0	1,013,834	392,899	1,013,834	0	0
		<b>741,000</b>	<b>272,834</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,013,834</b>	<b>392,899</b>	<b>1,013,834</b>	<b>0</b>	<b>0</b>
<b>Head of Development</b>											
112	Affordable Housing Development Fund	311,000	487,594	0	0	0	798,594	(257,042)	798,594	0	0
113	Temporary Accommodation - creation of new units	0	275,201	0	0	0	275,201	203,536	275,201	0	0
114	Aragon Close - Creation of Affordable Housing Move-on Units	0	824,288	0	0	0	824,288	695,082	824,288	0	0
		<b>311,000</b>	<b>1,587,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,898,083</b>	<b>641,577</b>	<b>1,898,083</b>	<b>0</b>	<b>0</b>
<b>Head of Commercial Development</b>											
118	Highbarns Land Stabilisation Project	0	0	0	0	0	0	2,600	0	0	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,600</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Head of Community Safety</b>											
121	Rolling Programme - CCTV Cameras	25,000	11,290	0	(11,290)	(11,290)	25,000	0	25,000	0	0
123	Alarm Receiving Centre	0	33,627	0	(33,627)	(33,627)	0	0	0	0	0
124	CCTV Equipment Refresh	110,000	(55,460)	0	(54,540)	(54,540)	0	(15,940)	0	0	0
125	Verge Hardening Programme	150,000	114,036	0	(164,036)	(164,036)	100,000	58,743	100,000	0	0
		<b>285,000</b>	<b>103,493</b>	<b>0</b>	<b>(263,493)</b>	<b>(263,493)</b>	<b>125,000</b>	<b>42,803</b>	<b>125,000</b>	<b>0</b>	<b>0</b>
	<b>Totals: Housing and Community</b>	<b>1,857,000</b>	<b>1,967,910</b>	<b>135,000</b>	<b>(763,493)</b>	<b>(628,493)</b>	<b>3,196,417</b>	<b>1,239,380</b>	<b>3,196,417</b>	<b>0</b>	<b>0</b>
<b>Strategic Planning and Environment</b>											
<b>AD Place, Community and Enterprise</b>											
133	Urban Park/Education Centre (Durrants Lakes)	0	134,015	0	(108,915)	(108,915)	25,100	0	25,100	0	0
134	The Bury - Conversion into Museum and Gallery	0	53,150	0	(53,150)	(53,150)	0	0	0	0	0
		<b>0</b>	<b>187,165</b>	<b>0</b>	<b>(162,065)</b>	<b>(162,065)</b>	<b>25,100</b>	<b>0</b>	<b>25,100</b>	<b>0</b>	<b>0</b>
<b>Head of Environmental Services</b>											
138	Waste Services IT upgrade	80,000	0	0	0	0	80,000	0	80,000	0	0
139	Wheeled Bins & Boxes for New Properties	100,000	0	0	0	0	100,000	105,882	100,000	0	0
140	Litter Bin Upgrade	40,000	0	0	0	0	40,000	30,535	40,000	0	0
141	Play Areas & Open Spaces - replace equipment	250,000	0	152,486	0	152,486	402,486	267,454	267,454	(135,032)	0
142	Resurfacing Works and Building Improvement to Depot	0	60,000	0	0	0	60,000	0	60,000	0	0
143	Chipperfield Common Car Park Resurfacing	0	200,000	0	0	0	200,000	0	200,000	0	0
144	Gadebridge Park Walled Garden Pathway Improvements	30,000	0	0	0	0	30,000	23,628	23,628	0	(6,372)
145	Improvements to Sport Pitches	35,000	0	0	0	0	35,000	29,868	35,000	0	0
146	Waste Transfer Site Upgrade Works	400,000	0	0	0	0	400,000	0	400,000	0	0
147	Fleet Replacement Programme	919,988	1,943,640	0	(1,378,100)	(1,378,100)	1,485,528	288,540	816,002	(669,526)	0
		<b>1,854,988</b>	<b>2,203,640</b>	<b>152,486</b>	<b>(1,378,100)</b>	<b>(1,225,614)</b>	<b>2,833,014</b>	<b>745,906</b>	<b>2,022,084</b>	<b>(804,558)</b>	<b>(6,372)</b>

<b>Head of Property Services</b>													
151	Boxmoor War Memorial Structural Improvements	40,000	(500)	0	0	0	<b>39,500</b>	28,375	<b>39,500</b>	0	Appendix D	0	
152	Gadebridge Park Roadway Improvements	110,000	0	0	0	0	<b>110,000</b>	109,978	<b>109,978</b>	0		(22)	
153	Allotment Improvement Programme	40,000	16,750	0	(56,750)	(56,750)	<b>0</b>	0	<b>0</b>	0		0	
154	Stone Works to Charter Tower	0	18,000	0	(18,000)	(18,000)	<b>0</b>	0	<b>0</b>	0		0	
155	Nickey Line Bridge Refurbishment	0	50,000	0	0	0	<b>50,000</b>	0	<b>20,000</b>	(30,000)		0	
		<b>190,000</b>	<b>84,250</b>	<b>0</b>	<b>(74,750)</b>	<b>(74,750)</b>	<b>199,500</b>	<b>138,352</b>	<b>169,478</b>	<b>(30,000)</b>		<b>(22)</b>	
<b>Head of Development Management</b>													
159	Tablets for Planning	0	0	0	0	0	<b>0</b>	625	<b>0</b>	0		0	
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>625</b>	<b>0</b>	<b>0</b>		<b>0</b>	
<b>Totals: Strategic Planning and Environment</b>		<b>2,044,988</b>	<b>2,475,055</b>	<b>152,486</b>	<b>(1,614,915)</b>	<b>(1,462,429)</b>	<b>3,057,614</b>	<b>884,883</b>	<b>2,216,661</b>	<b>(834,558)</b>		<b>(6,395)</b>	
<b>Totals - Fund: General Fund</b>		<b>20,066,988</b>	<b>5,564,811</b>	<b>287,486</b>	<b>(17,126,564)</b>	<b>(16,839,078)</b>	<b>8,792,721</b>	<b>2,782,361</b>	<b>6,690,677</b>	<b>(2,098,870)</b>		<b>(3,174)</b>	
<b>Housing Revenue Account</b>													
<b>Housing and Community</b>													
<b>Head of Housing Property</b>													
171	Planned Fixed Expenditure	7,942,600	1,358,640	0	0	0	<b>9,301,240</b>	4,638,203	<b>8,280,997</b>	(600,000)		(420,243)	
172	Pain/Gain Share (Planned Fixed Expenditure)	0	0	0	0	0	<b>0</b>	423,227	<b>0</b>	0		0	
173	M&E Contracted Works	1,200,000	0	0	0	0	<b>1,200,000</b>	1,336,949	<b>1,975,000</b>	0		775,000	
174	Communal Gas & Heating	2,500,000	213,275	0	0	0	<b>2,713,275</b>	1,068,761	<b>2,713,275</b>	0		0	
175	DBC Commissioned Capital Works	6,423,400	3,086,293	0	0	0	<b>9,509,693</b>	1,769,266	<b>5,760,500</b>	(3,394,436)		(354,757)	
176	Special Projects	0	513,021	0	0	0	<b>513,021</b>	0	<b>513,021</b>	0		0	
		<b>18,066,000</b>	<b>5,171,229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,237,229</b>	<b>9,236,406</b>	<b>19,242,793</b>	<b>(3,994,436)</b>		<b>0</b>	
<b>Head of Development</b>													
180	New Build - General Expenditure	184,000	(184,000)	0	0	0	<b>0</b>	4,239	<b>0</b>	0		0	
181	Martindale	0	0	0	0	0	<b>0</b>	(33,730)	<b>0</b>	0		0	
182	Bulbourne	1,317,354	901,594	0	(1,388,948)	(1,388,948)	<b>830,000</b>	8,306	<b>8,206</b>	(821,794)		0	
183	Coniston Road	283,000	306,730	0	(62,990)	(62,990)	<b>526,740</b>	302,620	<b>402,315</b>	(124,425)		0	
184	Eastwick Row	2,952,080	4,822,263	0	(1,691,283)	(1,691,283)	<b>6,083,060</b>	3,314,934	<b>4,243,052</b>	(1,840,008)		0	
185	St Margaret's Way	1,032,741	216,916	0	(1,116,097)	(1,116,097)	<b>133,560</b>	18,623	<b>870,256</b>	736,696		0	
186	Paradise Fields	10,739,486	1,949,209	0	(8,234,635)	(8,234,635)	<b>4,454,060</b>	2,202,933	<b>4,468,309</b>	14,249		0	
187	Randalls Ride	3,169,961	1,069,885	0	(2,285,026)	(2,285,026)	<b>1,954,820</b>	584,349	<b>1,213,647</b>	(741,173)		0	
188	Garage Sites - New Build Developments	2,763,580	2,239,042	0	(1,556,252)	(1,556,252)	<b>3,446,370</b>	1,474,017	<b>2,038,851</b>	(1,407,519)		0	
189	Wilstone	1,026,897	659,593	0	(215,190)	(215,190)	<b>1,471,300</b>	922,383	<b>1,444,654</b>	(26,646)		0	
190	Marchmont Fields	4,054,000	2,923,395	0	(3,224,165)	(3,224,165)	<b>3,753,230</b>	149,894	<b>3,584,683</b>	(168,547)		0	
191	Paradise Depot	1,031,000	1,578,483	0	2,400,117	2,400,117	<b>5,009,600</b>	72,659	<b>2,743,659</b>	(2,265,941)		0	
192	Cherry Bounce	(127,690)	367,643	0	(233,165)	(233,165)	<b>6,788</b>	16,973	<b>7,137</b>	349		0	
193	Stoneycroft and Great Sturgess	0	0	0	248,040	248,040	<b>248,040</b>	83,913	<b>238,683</b>	(9,357)		0	
194	Garage Sites B	0	0	0	81,790	81,790	<b>81,790</b>	39,064	<b>59,064</b>	(22,726)		0	
195	Great Sturgess Road	0	0	0	0	0	<b>0</b>	41,173	<b>50,553</b>	50,553		0	
		<b>28,426,409</b>	<b>16,850,753</b>	<b>0</b>	<b>(17,277,804)</b>	<b>(17,277,804)</b>	<b>27,999,358</b>	<b>9,202,348</b>	<b>21,373,069</b>	<b>(6,626,289)</b>		<b>0</b>	
<b>Totals: Housing and Community</b>		<b>46,492,409</b>	<b>22,021,982</b>	<b>0</b>	<b>(17,277,804)</b>	<b>(17,277,804)</b>	<b>51,236,587</b>	<b>18,438,754</b>	<b>40,615,862</b>	<b>(10,620,725)</b>		<b>0</b>	
<b>Totals - Fund: Housing Revenue Account</b>		<b>46,492,409</b>	<b>22,021,982</b>	<b>0</b>	<b>(17,277,804)</b>	<b>(17,277,804)</b>	<b>51,236,587</b>	<b>18,438,754</b>	<b>40,615,862</b>	<b>(10,620,725)</b>		<b>0</b>	
<b>Totals</b>		<b>66,559,397</b>	<b>27,586,793</b>	<b>287,486</b>	<b>(34,404,368)</b>	<b>(34,116,882)</b>	<b>60,029,308</b>	<b>21,221,115</b>	<b>47,306,539</b>	<b>(12,719,595)</b>		<b>(3,174)</b>	



# Cabinet

<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Update on new Performance Management Framework and Proposed Revisions to Key Performance Indicators (KPIs)
<b>Date:</b>	14 February 2023
<b>Report on behalf of:</b>	Cllr. Margaret Griffiths, Portfolio Holder for Housing, Cllr. Graeme Elliott, Portfolio Holder for Corporate Services, Cllr. Julie Banks, Portfolio Holder for Communities, Cllr. Alan Anderson, Portfolio Holder for Place, Cllr. Graham Barrett, Portfolio Holder for Neighbourhood Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix 1 – Summary of changes to Housing and Communities Overview and Scrutiny Committee (OSC) KPIs Appendix 2 – Summary of changes to Finance & Resources OSC KPIs Appendix 3 – Summary of changes to Strategic Planning & Environment OSC Appendix 4 – Proposed Full List of Future KPIs
<b>Background papers:</b>	None
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	OSC – Overview and Scrutiny Committee KPIs – Key Performance Indicators SLT – Strategic Leadership Team

**Report Author / Responsible Officer**

Hannah Peacock, (Acting) Head of Transformation / Aidan Wilkie, Strategic Director for People and Transformation



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<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p> <p>Providing good quality affordable homes, in particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	<ol style="list-style-type: none"> <li>1. To update Cabinet on the new Performance Management Framework, and to;</li> <li>2. Outline the proposed future suite of KPIs, which are proposed to replace the existing KPIs reported to each of the relevant Overview &amp; Scrutiny Committees</li> </ol>
<b>Recommendation (s) to the decision maker (s):</b>	<p>That Cabinet notes the new Performance Management Framework and approves the KPIs, as set out in Appendix 4, for Overview and Scrutiny Committee reporting.</p> <p>That Cabinet delegates authority to SLT to finalise the suite of KPIs for implementation in 23/24 following further consultation through the Overview and Scrutiny process.</p>
<b>Period for post policy/project review:</b>	KPIs will be reviewed on an annual basis as part of the Council's service planning process.

## 1 Introduction/Background:

The Council's new Transformation Service has undertaken a review of how Dacorum Borough Council measures, monitors and reports on its performance, with the aim of ensuring that the Council is an evidence-based/driven local authority with a clear and robust Performance Management Framework.

The current performance management approach has focused on providing a contemporaneous statement of where performance is with supporting narrative. The approach within the proposed new Performance Management Framework prioritises understanding why performance is where it is, and what work is being undertaken to return performance to the defined standard or target.

To support the implementation of the new performance management framework, the Transformation Service will be:

1. Introducing a central resource, which challenges and supports teams in relation to performance management
2. Supporting services to focus their efforts on areas of poor performance – in terms of reporting and required actions to improve performance
3. Increasing functionality of, (and access to), InPhase, our Performance Management System
4. Enabling greater scrutiny and accountability at all levels
5. Introducing comprehensive staff training.

The effective implementation of the Performance Management Framework will deliver enhanced:

**Reporting** – reports will be clearer with focused narrative for red indicators, around the 'why' and 'what next', trend analysis and the ability to drill down into areas of concern.

**Accountability** – named owners for each KPI, who are responsible for their performance, narrative and subsequent action, and held to account by our Strategic Leadership Team

**Scrutiny** – performance measures will have been through both directorate and SLT review, with additional performance insight provided by the performance function within the Transformation Service. There will be re-focussed Overview and Scrutiny Reports, with clear analysis and performance owners on hand to discuss. Further detail will be provided by the service in the narrative report, which will continue to accompany the Quarterly Dashboard.

This new performance management framework represents one of our key 'transformation foundations' along with the creation of a Project Management Office (PMO) function and the recently agreed Digital, People and Communications strategies.

### **Amendments to Key Performance Indicators**

Central to the new performance regime is a robust and focussed suite of key performance indicators. These will change over time as the Council's priorities and activities evolve. This assessment and development will form part of the annual service planning cycle.

The proposed list of KPIs attached to this report has been developed and tested through the service planning process in 2022. The KPIs have then been further refined through engagement with SLT and across our services.

The drivers for changing the current Key Performance Indicators include:

- Technical refinements to the indicators / how they are measured,
- Removing\* a small number of KPIs which are duplicates of other similar measures, or provide little value as a picture of a service's actual performance,

- Amalgamating repetitive KPIs into overarching headline KPIs, allowing an ‘at a glance’ view of how we are performing as a council,
- Adding new KPIs which reflect Dacorum Borough Council’s Transformation Programme, including the Customer Strategy, Digital Strategy and People Strategy,
- Re-organising the indicators along new organisational lines with new KPIs for new or developing areas of the organisation e.g. Commercial Development.

The ambition is to provide scrutiny with a succinct and meaningful suite of indicators. If performance is of concern or interest, Officers can then provide additional data to help inform a more detailed discussion.

\* “Removed KPIs” are currently retained as Service Performance Indicators (SPIs). This means we will still use them operationally and can bring them to members as and when appropriate.

### **3 Options and alternatives considered**

Alternatively, Dacorum Borough Council could continue to collate, monitor and report on its existing KPIs, which would provide continuity of records and performance data allowing for extended trend analysis of long-held existing KPIs.

However, as outlined above, some current KPIs are no longer a relevant, meaningful or accurate measurement of Council performance. Instead, the proposed KPIs provide a succinct and meaningful suite of indicators, which provide members with a clear picture of current Council performance across both existing services and new and developing services. Embedding these KPIs into the performance management cycle will allow the services to gather their data, and will allow for trend analysis and benchmarking to develop as more data is provided. For these reasons, the ‘do nothing’ option has been discounted.

### **4 Consultation**

The proposed list of KPIs attached to this report have been developed with our service leads, and then refined through engagement with SLT. The proposed changes have also been to the Joint Overview and Scrutiny Committee and Budget meeting on 1 February 2023. It is proposed, in this report, that delegated authority is provided to SLT to further work with Portfolio Holders to refine the final version of the KPIs based on feedback provided from the relevant Overview and Scrutiny Committees. Suitable targets or standards will also be developed, so that Members and Officers can gauge performance and the effectiveness and appropriateness of associated actions.

### **5 Financial and value for money implications:**

An effective Performance Management framework for the Council will help to ensure that all services are delivering value for money, and that our performance is monitored, reported and scrutinised through the appropriate mechanisms including internal scrutiny through our internal management structure and through member scrutiny at Overview and Scrutiny Committee.

There are proposed changes to a number of financial KPIs, these are technical refinements to the way we measure and report on our financial performance, and the changes proposed are outlined in Appendix 1.

### **6 Legal Implications**

There are no direct legal implications arising from this report.

### **7 Risk implications:**

Failure to have an effective performance management framework and clearly defined KPIs in place could impact the delivery of key Council services or objectives.

### **8 Equalities, Community Impact and Human Rights:**

There are no direct Equalities or Community Impacts arising from this report, but any impacts will be assessed by the services as part of their operational service delivery.

There are no human rights implications arising from this report.

**9 Sustainability implications (including climate change, health and wellbeing, community safety)**

There are revisions to a number of staff health and wellbeing measures, which are outlined in the below appendices. The Community Safety service has proposed a number of KPIs which are publicly available for the first time (previous measures have been internally collated, monitored and reported on).

**10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

As per above, there are revisions to a number of staff health and wellbeing measures. There are new KPIs relating to Commercial Development, as well as re-focusing house-building KPIs to focus on Affordable Housing.

**11 Statutory Comments**

**Monitoring Officer:**

An effective framework for managing performance is essential to ensure that the Council can measure and monitor performance across all its statutory and discretionary services.

**S151 officer:**

There is no direct budgetary impact as a result of this framework. An effective performance framework working in conjunction with financial performance reporting assists greatly in both service delivery review and good financial stewardship, resulting in good value for money.

**12 Conclusions:**

In conclusion, the above paper has outlined the revised performance management approach, and the work that has been done to review, refine, develop and create a new suite of KPIs which reflect the Council's new organisational structure and its corporate priorities. If approved by Cabinet, the KPIs will be implemented for 23/24 with support from the Performance Team within the Transformation Services, and will be reported in the quarterly Overview and Scrutiny performance schedule.

## Appendix 1:

### Amendments to Housing & Communities OSC KPIs

#### NEW

Measure Code	Measure Name
CS01	Number of incidents of Dacorum High Risk Domestic Abuse cases heard at the Multi-Agency Risk Assessment Conference (MARAC)
CS02	Number of community trigger requests meeting the threshold in which DBC are the primary service
CS03	Number of current open ASB cases
CS04	Number of ASB cases closed in the month
CS05	Safeguarding enquiries responded to within DBC
CS06	External Safeguarding requests responded to
CS07	Number of incidents of crime
HSPS01	Percentage of all repairs completed within target
HSPS02	Percentage of annual stock condition surveys undertaken (as % of total stock)
HSPS03	Average time to re-let an HRA property
HSPS04	Percentage of Fire Risk Assessments (FRA) in place
HSPS05	Percentage of outstanding High risk FRA actions (% of total remedial actions)
HSPS06	Percentage of valid Landlord Gas Safety Records in place (annual check)
HSPS07	Percentage of communal areas with a current Electrical Installation Condition Report (EICR)
HSPS08	Percentage of Water Hygiene inspections completed
HSPS09	Percentage of communal area Asbestos re-inspections completed
HSPS10	Percentage of lift inspections completed
TL01	Current rent arrears as a percentage of the monthly debit
HM03	Number of evictions due to arrears in period
HM04	Number of estate inspections completed
Measure Code	Measure Name
SH01	Number of homeless applications
SH52	Total number of placements in temporary accommodation
SH02	Average time spent in temporary accommodation (for those leaving TA in the period)
SH03	Number of households in Bed & Breakfast

SH04	Average time spent in Bed & Breakfast (for those leaving B&B in the period)
SH05	Cost of Bed & Breakfast in Period

#### AMENDED

Measure Code	Measure Name	Amendment
<b>Housing Property Services</b>		
PP13b	Percentage of responsive repairs completed right first time	Moving target amended to blanket 86% target

**Appendix 1: (ctd)**

**Amendments to Housing & Communities OSC KPIs**

**REMOVED**

<b>Measure Code</b>	<b>Measure Name</b>
<b>Housing Management</b>	
TL13a	Percentage of Community Alarm calls answered within 1 min
TL15	Satisfaction with the outcome of the Tenancy Enforcement investigation
TL55	% of tenants paying for their house or garage rent by direct debit
<b>Housing Property Services</b>	
PP01	Percentage of dwellings with a valid Gas Safety Certificate
PP04	Percentage of properties passing QA checks, repairs and voids
PP05	Percentage of properties passing QA checks (planned works)
PP12	Percentage of non-urgent repairs completed within target
PP13a	Percentage of responsive repairs completed within target
PP15	Percentage of tenants satisfied with the service planned and responsive works
SH03a	Average time to re-let general needs properties
SH03b	Average time to re-let adapted properties
SH03c	Average time to re-let sheltered properties
SH04a	% of general needs properties re-let in target
SH04b	% of adapted properties re-let in target
SH04c	% of sheltered properties re-let in target
<b>Strategic Housing</b>	
SH07a	Number of new housing advice cases received
SH20e	Total household on Housing Register broken down by 1,2,3 and 3+ bedrooms
SH33	Overall spend on engagement activity per property
SH35	HMO licence applications received
SH36	Number of illegal applications prevented
SH37	Number of rough sleeper cases relieved
SH38	Number of main duty applications
SH39	Total number of successful prevention
SH40	Total number of successful relief

## Appendix 2:

### Amendments to Finance & Resource OSC KPIs

#### NEW

Measure Code	Measure Name
FIN03	General fund budget variance against forecast
FIN04	HRA budget variance against forecast
FIN06	Capital variance against forecast
FIN07	Percentage of invoices paid within 30 days
LG03	Percentage of audit recommendations completed within agreed timescales
FOI01	Percentage of FOI requests satisfied within 20 days
RBF01	Average time taken to respond to a benefit-related contact from a resident
CD02	Percentage of commercial income achieved against forecast
CP03	Number of new commercial property lets
CP01a (N)	Number of vacant commercial properties
CP01a	Percentage of vacant units
CP05	Percentage of commercial property debtors in payment plans
CP06	Percentage of commercial property income received against forecast
HR06	Percentage of temporary workers as a % of total staff (FTE) *
HR07	Average time to employ staff following a vacancy *
WEB02	No. of registered MyDacorum users

#### AMENDED

Measure Code	Measure Name	Amendment
<b>Commercial Development</b>		
FIN12	Garages income YTD budget against YTD actual	Name to 'Percentage of garage income received against forecast'
FIN13	Car parking income YTD budget against YTD actual	Name to 'Percentage of parking income received against forecast'
<b>Revenues, Benefit and Fraud</b>		
RBF04	NNDR (Business Rates) in-year collection rate	Targeted against previous year's data vs. estimated forecast
RBF05	Council Tax collection rate	Targeted against previous year's data vs. estimated forecast
<b>Transformation</b>		
CS02a	Percentage of Stage 1 complaints resolved in 15 days for the Council	Percentage of Stage 1 Complaints resolved in 10 working days
CS02b	Percentage of Stage 2 complaints resolved in 20 days	Percentage of Stage 1 complaints resolved in 20 working days

**Appendix 2: (ctd)**

**Amendments to Finance & Resources OSC KPIs**

**REMOVED**

<b>Measure Code</b>	<b>Measure Name</b>
<b>Financial Services</b>	
FIN03	General Fund expenditure – outturn forecast against budget
FIN04	HRA expenditure outturn forecast against budget
FIN06	General Fund Capital Expenditure – outturn forecast against budget
<b>Revenues, Benefit and Fraud</b>	
RBF01 (N)	Total days taken to decide new benefit-related contact in period
<b>Transformation</b>	
CSU06	Percentage of customers satisfied with service received from the CSU
CSU11	Call handling: Abandoned call rate
CSU12	Face to face: average wait time
<b>Digital</b>	
ICT02	Availability of primary systems (office hours)
ICT06	Total number of incidents and service requests reported
WEB03	No. of website users

**Appendix 3:**

**Amendments to Strategic Planning and Communities OSC KPIs**

**NEW**

Measure Code	Measure Name
CPE01	Retail properties – vacancy rate
CPE02	Number of businesses supported by the PCE
DMP01	Percentage of all planning applications determined within target
PE04	Percentage of all Planning Enforcement priority site visits completed within target
TBC	Number of Affordable Housing started on site in period
TBC	Number of Affordable Housing completions in period
CSG05	Graffiti Removal – Percentage removed from Dacorum Structures within 7 days
PR01	Number of Public Space Protection Order enforcement penalty charge notices issued

**AMENDED**

Measure Code	Measure Name	Amendment
<b>Environmental Services</b>		
WR04	Average residential waste (KG) per household	KG per household of residual waste

**REMOVED**

Measure Code	Measure Name
<b>Development Management &amp; Planning</b>	
DMP02	Number of planning applications received
DMP03	Percentage of planning applications refusals appealed against
DMP04	Percentages of major applications determined within 13 weeks (YTD)
DMP05	Percentage of minor applications determined within 8 weeks
DMP06	Percentage of other applications determined within 8 weeks
DMP07	Percentage of planning applications refused
DMP08	Percentage of planning applications validated within 4 working days
DMP30	Appeals dismissed
DMP30 (D)	Total number of appeals in period
FIN16	Planning fees YTD actual against profiled budget
FIN17	Search fees YTD actual against profiled budget
LC04	Average time taken to process an official Local Land Charges search
PE01	Priority 1 site visits
PE02	Priority 2 site visits
PE03	Priority 3 site visits
<b>Housing Development</b>	
SPR05	Number of new homes completed
SPR20	Level of CIL receipts
<b>Environmental Services</b>	
CSG01	Percentage of dog fouling reports actioned within the set timescales of 7 days
CSG01a	Number of dog fouling reports actioned within the set timescales of 7 days
CSG02a	Number of fly tips collected within the set timescale of 7 days
CSG04a	Percentage of litter cleared in 7 days
WR01a	Justified Missed collections (excluding assisted collections)
WR03	Number of justified missed assisted collections
WR05	Dry recycling collected

**Appendix 3: (ctd)**

**Amendments to Strategic Planning and Communities OSC KPIs**

**REMOVED**

<b>Measure Code</b>	<b>Measure Name</b>
<b>Environmental Services (ctd.)</b>	
WR06	Total tonnage of garden waste collected
WR07	Tonnage of food waste
WR08	% change in commercial waste customers in the quarter.

## Proposed KPIs by directorate

### Corporate and Commercial Services

Commercial Development			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAEC OSC
CD01	Number visits to leisure facilities	Quarterly	✓			
CD02	Percentage of Commercial income achieved against forecast	Quarterly	✓		✓	
FIN12 (a)	Percentage of Garages income received against forecast	Monthly	✓		✓	
FIN13 (a)	Percentage of parking income received against forecast	Monthly	✓		✓	

Financial Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAEC OSC
FIN03	General Fund Budget Variance against forecast	Monthly	✓		✓	
FIN04	Housing Revenue Account Budget Variance against forecast	Monthly	✓		✓	
FIN06	Capital variance against forecast	Monthly	✓		✓	
FIN07	Percentage of Invoices paid within 30 days	Monthly	✓		✓	
FIN01	Percentage of creditor trade invoices paid within 30 days	Monthly	✓		✓	

Revenues & Benefits			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAEC OSC
RBF01	Average time taken to respond to a benefit-related contact from a resident.	Monthly	✓		✓	
RBF04	NNDR (Business Rates) in-year collection rate	Monthly	✓		✓	
RBF05	Council Tax collection rate	Monthly	✓		✓	
RBF06	Average time taken to respond to a council tax related contact from a resident	Monthly	✓		✓	

Legal & Democratic Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
LG03	Percentage of audit recommendations completed within agreed timescales	Quarterly	✓		✓	
DPA01	Percentage of Data Protection Act requests met in 31 days	Quarterly	✓		✓	
FOI01	Percentage of FOI requests satisfied in 20 days	Quarterly	✓		✓	

## People & Transformation

People			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
HR03	Total days lost through sickness absence (OSC)	Monthly	✓		✓	
HR05	Average days lost due to sickness absence per Full Time Equivalent (FTE) - profiled target	Monthly	✓		✓	
HR02a	Turnover of Staff	Quarterly	✓		✓	
HR06	Percentage of temporary workers as a % of total staff (FTE)*	TBC				
HR07	Average time to employ staff following vacancy*	TBC				

\*Under development – recording mechanism being developed

Transformation			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CS01a	Total stage 1 complaints received for the Council	Monthly	✓			
CS02a	Percentage stage 1 complaints resolved in 10 days for the Council *	Monthly	✓		✓	
CS01b	Total stage 2 complaints received for the Council	Monthly	✓			
CS02b	Percentage stage 2 complaints resolved in 20 days for the Council *	Monthly	✓		✓	
CSU10	Call Handling: Average wait time	Monthly	✓		✓	

Digital			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
ICT01	Percentage of incidents resolved in less than 2 days	Monthly	✓		✓	
WEB02	No. of registered My Dacorun users	Quarterly	✓			

## Place

Place, Communities & Enterprise			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CPE01	Retail properties – vacancy rate	Quarterly	✓			✓
CPE02	Number of businesses supported by the PCE Team	Monthly	✓			✓

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Development Management & Planning			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
DMP01	Percentage of all planning applications determined within target	Monthly	✓			✓
PE04	Percentage of all Planning Enforcement priority site visits completed within target	Quarterly	✓			✓

Development			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
New	Number of Affordable Housing started on sites in period	Quarterly	✓			✓
New	Number of Affordable Housing completions in period	Quarterly	✓			✓

Property Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CP03	Number of new commercial property lets	Quarterly	✓		✓	
CP01a (N)	Number of vacant commercial properties	Monthly	✓		✓	
CP01a	Percentage of vacant units	Monthly	✓		✓	
CP05	Percentage commercial property debtors on payment plans	Monthly	✓		✓	
CP06	Percentage of commercial property income received against forecast	Monthly	✓		✓	

## Resident Services – Housing

Strategic Housing			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
SH01	Number of homeless applications	Monthly	✓	✓		
SH52	Total number of placements in temporary accommodation	Monthly	✓	✓		
SH02	Average time spent in temporary accommodation (for those leaving TA in the period)	Monthly	✓	✓		
SH03	Number of households in Bed & Breakfast	Monthly	✓	✓		
SH04	Average time spent in Bed & Breakfast (for those leaving B&B in the period)	Monthly	✓	✓		
SH05	Cost of Bed & Breakfast in Period	Monthly	✓	✓		
SH34	Total number of Houses in Multiple Occupation (HMOs) with a licence	Monthly	✓	✓		

Housing Property Services	Reported to
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Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
PP10	Percentage of emergency repairs completed within 4 hours	Monthly	✓	✓		
HPS01	Percentage of all repairs completed within target	Monthly	✓	✓		
PP13b	Percentage of responsive repairs completed right first time	Monthly	✓	✓		
HPS02	Percentage of stock condition surveys undertaken (as % of total stock)	Monthly	✓	✓		
HPS03	Average time to re-let an HRA property	Monthly	✓	✓		
HPS04	Percentage of Fire Risk Assessments (FRA) in place	Monthly	✓	✓		
HPS05	Percentage of outstanding High risk FRA actions	Monthly	✓	✓		
HPS06	Percentage of valid Landlord Gas Safety Records (LGSR) in place (annual check)	Monthly	✓	✓		
HPS07	Percentage of communal areas with a current Electrical Installation Condition Report (EICR)	Monthly	✓	✓		
HPS08	Percentage of Water Hygiene inspections completed	Monthly	✓	✓		
HPS09	Percentage of annual Asbestos re-inspections completed	Monthly	✓	✓		
HPS10	Percentage of lift inspections completed	Monthly	✓	✓		

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Housing Management			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
TL01	Current rent arrears as a percentage of the monthly debit.	Monthly	✓	✓		
TL02	Rent collected as a percentage of rent owed (excluding current arrears brought forward)	Monthly	✓	✓		
HM03	Number of evictions due to arrears in period.	Monthly	✓	✓		
TST02	Percentage of Tenancy Sustainment cases where rent arrears were reduced	Monthly	✓	✓		
HM04	Number of estate inspections completed	Monthly	✓	✓		

## Resident Services – Neighbourhood Delivery

Environmental Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
WR02	Recycling rate	Quarterly	✓			✓
WR01	Reports of all missed bins per 100,000 collected	Monthly	✓			✓
WR03	Kg per household of residual waste collected	Quarterly	✓			✓
CSG02	Percentage of fly tips collected within the set timescale of 7 days	Quarterly	✓			✓
CSG05	Graffiti Removal - Percentage removed from Dacorum Structures within 7 days	Quarterly	✓			✓

Regulatory Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
ECP09	Percentage of high risk (A-D) food inspections/ interventions achieved within the Quarter	Quarterly	✓			✓
RS01	Number of Public Space Protection Order enforcement penalty charge notices served	Quarterly	✓			✓

Community Safety			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CS01	Number of incidents of Dacorum High Risk Domestic Abuse cases heard at the Multi-Agency Risk Assessment Conference (MARAC)	Quarterly	✓	✓		
CS02	Number of community Trigger requests meeting the threshold in which DBC are the primary service	Quarterly	✓	✓		
CS03	Number of current open ASB cases*	Monthly	✓	✓		
CS04	Number of ASB cases closed in the month*	Monthly	✓	✓		
CS05	Safeguarding enquiries responded to within DBC*	Monthly	✓	✓		
CS06	External Safeguarding requests responded to*	Monthly	✓	✓		
CS07	Number of incidents of crime	Quarterly	✓	✓		



<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Budget 2023/24
<b>Date:</b>	14 <sup>th</sup> February 2023
<b>Report on behalf of:</b>	Councillor Graeme Elliot, Portfolio Holder for Corporate Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	<p><b>Corporate view</b></p> <ul style="list-style-type: none"> <li>• Appendix A1 – General Fund Budget Summary 2023/24</li> <li>• Appendix A2 – General Fund MTFS update 2023/24 – 2026/27</li> <li>• Appendix B1 – Budget Change Analysis 2022/2023 – 2023/24</li> <li>• Appendix B2 – Budget Summary by Overview &amp; Scrutiny Committee</li> </ul> <p><b>Finance and Resources</b></p> <ul style="list-style-type: none"> <li>• Appendix C1 – Finance &amp; Resources Budgets Summary 2023/24</li> <li>• Appendix C2 – Finance &amp; Resources Budget Detail 2023/24</li> <li>• Appendix C3 – Finance &amp; Resources Fees and Charges 2023/24</li> </ul> <p><b>Housing and Community</b></p> <ul style="list-style-type: none"> <li>• Appendix D1 – Housing &amp; Community Budget Summary 2023/24</li> <li>• Appendix D2 – Housing &amp; Community GF Budget Detail 2023/24</li> <li>• Appendix D3a – Housing &amp; Community Fees and Charges 2023/24</li> <li>• Appendix D3b – Housing &amp; Community Fees and Charges (Licensing) 2023/24</li> </ul> <p><b>Strategic Planning and Environment</b></p> <ul style="list-style-type: none"> <li>• Appendix E1 – Strategic Planning &amp; Environment Budget Summary 2023/24</li> <li>• Appendix E2 – Strategic Planning &amp; Environment Budget Detail 2023/24</li> <li>• Appendix E3 – Strategic Planning &amp; Environment Fees and Charges 2023/24</li> </ul> <p><b>Housing Revenue Account</b></p> <ul style="list-style-type: none"> <li>• Appendix F – Housing Revenue Account Budget 2023/24</li> <li>• Appendix G – Housing Revenue Account Movements 2023/24 -2023/24</li> </ul> <p><b>Capital Programme</b></p> <ul style="list-style-type: none"> <li>• Appendix H – Capital Programme Summary of new and amended projects</li> <li>• Appendix I – Capital Programme 2023/24 - 2026/27, by OSC</li> </ul> <p><b>Reserves</b></p>

	<ul style="list-style-type: none"> <li>Appendix J – Statement of Earmarked Reserves</li> </ul> <p><b>Treasury Management</b></p> <ul style="list-style-type: none"> <li>Appendix K – Treasury Management Strategy Statement 2023/24</li> </ul> <p><b>Capital Strategy</b></p> <ul style="list-style-type: none"> <li>Appendix L – Capital Strategy 2023/24</li> </ul> <p><b>S151 Officer</b></p> <ul style="list-style-type: none"> <li>Appendix M – Statement by the Chief Finance Officer</li> </ul>
<b>Background papers:</b>	Joint Overview and Scrutiny Reports: 6 <sup>th</sup> December 2022, and 1 <sup>st</sup> February 2023.
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	GF – General Fund Revenue Account HRA – Housing Revenue Account DLUHC- Department of Levelling Up, Housing and Communities 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

<p><b>Report Author</b></p> <p><b>Fiona Jump, Head of Financial Services</b></p> <p> </p> <p>Fiona.jump@dacorum.gov.uk / 01442 228162 (ext. 2162)</p> <p><b>Responsible Officer</b></p> <p>Nigel Howcutt, Chief Finance Officer</p> <p> </p> <p>Nigel.howcutt@dacorum.gov.uk / 01442 228662 (ext. 2662)</p>
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<b>Corporate Priorities</b>	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery

	Climate and ecological emergency
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	<p>To present to Cabinet budget proposals for recommendation to Council in relation to:</p> <ol style="list-style-type: none"> <li>1. Revenue and Capital Expenditure for 2023/24 together with the potential use of reserves</li> <li>2. The setting of the Council Tax for 2023/24</li> <li>3. The Treasury Management Strategy 2023/24</li> <li>4. The Capital Strategy 2023/24</li> <li>5. The level of fees and charges for 2023/24</li> <li>6. Advice to Councillors on the robustness of the Budget proposals and adequacy of balances and reserves as required by the Local Government Act 2003.</li> </ol>
<b>Recommendation (s) to the decision maker (s):</b>	<p>It is recommended that Cabinet recommends Council to:</p> <p><b>General Fund Revenue Estimate</b></p> <ol style="list-style-type: none"> <li>1. Set a Dacorum Borough Council General Fund Council Tax requirement of £13.341m, and a provisional amount of £14.574m for the combined Borough Council and Parish Councils' requirement for 2023/24;</li> <li>2. Approve a Band D Council Tax increase of £6.27 (2.9%) for Dacorum Borough Council;</li> <li>3. Approve the base estimates for 2023/24, as shown in Appendix A1, and the indicative budget forecasts for 2023/24 – 2026/27, as shown in Appendix A2;</li> <li>4. Approve the forecast balances of Revenue Reserves as shown in Appendix J, and approve section 11 of this report as the updated Reserves Strategy;</li> <li>5. Approve increases in Fees and Charges for 2023/24 as set out in Appendices C3, D3, and E3;</li> <li>6. Approve and adopt the Treasury Management Strategy for 2023/24, attached at Appendix K;</li> </ol>

	<p>7. Approve and adopt the Capital Strategy for 2023/24, attached at Appendix L;</p> <p>8. Note that this budget paper, if approved by Council, will form part of the Medium Term Financial Strategy.</p> <p><b>Capital Programme</b></p> <p>9. Approve the Capital Programme for 2023/24 to 2027/28, as detailed in Appendix I;</p> <p>10. 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.</p> <p><b>Housing Revenue Account (HRA)</b></p> <p>11. Set dwelling rents according to the new DLUHC guidance, which provides for a rent increase of 7%. The average dwelling rent is proposed to be £118.62 in 2023/24 (based on 52 weeks);</p> <p>12. Approve the HRA budget for 2023/24 as shown in Appendix F.</p> <p><b>Employer Terms and Conditions</b></p> <p>13. Note that the hourly rate of all Council employees continues to exceed the rate proposed by the rates of the Living Wage Foundation, for 2023/24 (to be reviewed annually thereafter).</p> <p><b>Statement by Chief Finance Officer</b></p> <p>14. Approve the statement by the Chief Finance Officer regarding the robustness of the budget estimates and level of reserves as set out in Appendix M.</p>
<p><b>Period for post policy/project review:</b></p>	<p>Performance against the approved budget for 2023/24 will be reported to Members on a quarterly basis.</p>

The 2023/24 budget proposal and the updated Medium Term Financial position have been produced to ensure that the Council maintains a sustainable financial position over the planning period to 2026/27. 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

In accordance with the Medium Term Financial Strategy, a Budget Review Group comprising the Leader, Portfolio Holder for Corporate Services, Chief Executive, Strategic Director Corporate and Commercial and the Chief Finance Officer has met to review and monitor emerging budget proposals throughout the budget preparation period.

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 2022 and February 2023, during which Members undertook detailed scrutiny of the budget proposals.

## **2 The 2023/24 Local Government Finance Settlement**

On 12 December 2022 the Department for Levelling Up, Housing and Communities (DLUHC) issued the 'Local government finance policy statement 2023/24 to 2024/25'. The statement was intended to provide councils with 'greater certainty on key aspects of their funding' recognising that 'it is incredibly important for their budget setting process and their ability to plan for the future.

The policy statement confirmed the increased flexibility for Council Tax outlined in the Chancellor's Autumn Statement on 17 November 2022 which increased the referenda limit by one per cent to 2.99% or £5 (whichever is the greater).

The Local Government Finance settlement was announced on the 19th December 2022. The statement set out that there would also be changes to settlement grants. The expected negative RSG element of DBC funding has been removed for 2023/24, and the Services Grant will be reduced from 2022/23 allocations to allow for the previous increase in National Insurance Contributions to be reversed following the mini budget on 23rd September 2022.

As part of the Government's Local Authority assessment of financial need they have previously calculated how much Revenue Support Grant (RSG) authorities require, in the case of Dacorum we are assessed as having to make a contribution to the government called negative RSG. The settlement announced means the contribution is not required in 2023/24.

The Lower Tier Services Grant has also been repurposed to create a new one-off Minimum Funding Guarantee to ensure that all authorities achieve a 3% increase in their Core Spending Power before Council tax increases. This is intended to help authorities manage the current inflationary pressures.

It was also confirmed that there would be a new round of New Homes Bonus (NHB) payments in 2023/24 but that this is a one off allocation and will not attract legacy payments for future years, hence 2023/24 as expected is to be the final year of the current New Homes Bonus scheme.

For 2024/25, the policy statement confirmed that the core settlement will 'continue in a similar manner' with the continuation of major grants, business rates pooling and council tax referendum principles. However, there is no confirmation about the future of Negative RSG, Services Grant or the Minimum Funding Guarantee Grant. The 23/24 budget and current MTFS assumes these settlement decisions are one off funding agreements, whilst the government undertakes a review of future Local Authority funding.

The net impact of these one off funding streams will be allocated to reserves in line with proposals outlined in the MTFS and December and February Scrutiny reports.

### 3 Dacorum's Key Funding Streams- Settlement Funding Assessment

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)

**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.

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.

The Council ceased to receive RSG in 2018/19, and, based on the original 4-year deal, was expected to pay negative RSG of £1.500m in 2023/24.

In December 2022, Government announced that next year, for the fourth consecutive year, negative RSG will be suspended. This means that the Council will receive £1.500m more funding in 2023/24 than was forecast within the MTFS.

It is recommended that the Council continues the strategy of previous years and as outlined in the MTFS, contributes the £1.5m of negative RSG to reserves – in this case, the Inflationary Pressures Reserve (£750k) to support expected inflationary pressures in 2023/24 and beyond and the Savings Efficiency Reserve (£750k).

**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 2023/24 is £3.1m, in line with the MTFS expectations.

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.

Prior to Covid, Dacorum has seen Business Rates growth which has resulted in additional funding to the baseline budget. 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 Dacorum's Key Funding Streams- New Homes Bonus

The provisional NHB allocation for Dacorum in 2023/24 has been announced as £721k, comparable with 2022/23 allocations and an increase on the projected income in the Medium Term Financial Strategy of £270k. This increase is due to Government including an additional one off allocation for 2023/24, contrary to previous announcements.

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.

In line with previous years' strategies, it is proposed that all NHB funding in 2023/24 be transferred to the Dacorum Development reserve to fund future growth projects across the borough. NHB is expected to cease after 2023/24.

## 5 Dacorum's Key Funding Streams – Minimum Funding Guarantee and other grants

As part of the provisional settlement, the Lower Tier Services Grant has also been repurposed to create a new one-off Minimum Funding Guarantee to ensure that all Authorities achieve a 3% increase in their Core Spending Power before Council Tax increases. The Services grant received in 2022/23 continues in 2023/24 albeit it at a reduced level. This is intended to help Authorities manage the current inflationary pressures. The 23/24 budget and current MTFs assumes these grants are one off funding agreements, whilst the government undertakes a review of future Local Authority funding. A transfer of £906k associated with grants to the Dacorum Development Reserve is proposed to fund future growth project across the borough.

## 6 Dacorum's Key Funding Streams – Council Tax

Dacorum's Council Tax requirement for 2023/24 is calculated as £14.574m (provisional, inclusive of provisional parish precepts) and £13.341m (exclusive of parish precepts). The approved tax base for 2023/24 is 59,922.3 based on a collection rate of 99.4%.

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.

A surplus position of £429,119.98 on the Collection Fund is forecast for 31 March 2023. 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.

The proportion of this surplus that each of the Major Preceptors will receive from the Collection Fund when calculating the Council Tax for 2023/24 is as follows:

	£
Dacorum Borough Council	-50,451.32
Hertfordshire County Council	-330,479.06
Police and Crime Commissioner for Hertfordshire	-48,189.60
<b>Total Surplus</b>	<b>-429,119.98</b>

Cabinet approved the Collection Fund surplus in December 2022.

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 provisional settlement, Government confirmed the referendum threshold for district councils at the higher of £5 or 3%. The proposed increase of £6.27 (2.9%) for Dacorum in 2023/24 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 £80k.

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

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

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

A rolling programme of valuations is undertaken by the Council’s valuer, which ensures that the asset register is kept up-to-date, and that capital charges to Services are accurate. 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

The Council complies with the Prudential Code for controlling Local Government Capital Finance, and the Budget for 2023/24 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.

## 8 Budgetary Assumptions 2023/24

The inflationary assumptions used to compile the 2023/24 estimates are set out below.

<b>Inflation Factors</b>	
Average salary Inflation (annual pay settlement) for 2023/24	4%
Business Rates (Multiplier frozen and funded through S31 grant)	2.0%
Fuel	5.0%
Utility Cost increase assumptions:	
Gas	20.0%
Electricity	20.0%
<b>Other Assumptions</b>	
Return on investment	3.3%
Salary Vacancy Factor (excluding front-line Waste services)	5.0%

Growth in numbers of Band D equivalent properties	1.0%
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The salary vacancy factor for the 2022/2023 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 2023/24.

## 9 Revenue Income

In addition to the key funding streams explained in sections 3 - 6 of this report, the Council receives income from a number of sources.

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.

Investment Income –the Bank of England base rate 4.0% (as of February 2023), having been raised several times during 2022 after a prolonged period of very low interest rates. As a result the Council is seeing an increase in the returns it receives on the investment of its cash balances in 2022/23. Investment income assumptions for 2023/24 have been increased to reflect expected returns in 2023/24, which are assumed to average at around 3.3%.

Fees and Charges – Service managers have proposed changes to fees and charges for 2023/24 as detailed in Appendices **C3, D3 and E3**. The principle of cost recovery has formed the basis of this review. Fees and charges proposals for 2023/24 reflect expected increase in staffing and other costs, where the Council has the discretion to do so. This approach will support the continued delivery of valued Council services going forward.

## 10 Reserves Strategy

The Council's Reserves Strategy is reviewed annually, and was most recently approved by Members within Section 12 of the Budget and Council Tax Setting Report (February 2022).

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 M.
- **Earmarked reserves**, which are funds approved by Members to finance specific items of future expenditure. The Council's Financial Regulations dictate that Earmarked Reserves can be created only with Full Council approval, and subsequent transfers to and from those reserves require Full Council approval.

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 2023/24, which equates to just over 11% of the Net Cost of Services of £21.4m (as shown in Appendix A1).

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 £3.2m by the end of 2023/24, which equates to 5% of the £63.9m turnover (as shown in Appendix F).

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

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 £2.639m to earmarked reserves. The proposed movements of General Fund earmarked reserves for revenue use in 2023/24 are as follows:

<b>Earmarked Reserve</b>	<b>Net Movement to/(from) Reserves  £000</b>
Management of Change Reserve	(103)
Savings Efficiencies Reserve	904
On Street Car Parking Reserve	40
Local Development Framework Reserve	(80)
Dacorum Development Reserve	(447)
Vehicle Replacement Reserve	25
Invest to Save Reserve	(20)
Election Reserve	(120)
Training and Development Reserve	(58)
Housing Conditions Survey Reserve	15
Funding Equalisation Reserve	1,111
Pensions Reserve	600
Maylands Plus Reserve	23
Economic Recovery Reserve	(895)
Inflationary Pressures Reserve	750
<b>Total Net Movement</b>	<b>2,639</b>

Appendix J details the proposed movements on General Fund Earmarked Reserves. All reserves have been reviewed during the preparation of the Budget for 2023/24, and there will be a further review of the reserves position as part of the closure of accounts process for 2022/2023.

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. A small balance of £60k remains on this reserve for future use.

- **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.

The following transactions comprise the net draw down from this reserve of £103k in 2023/24:

- A further year of the fixed term Diversity and Inclusion Officer (£53k)
- A further year of a 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.

- **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 contribution to this reserve of £904k planned in 2023/24. This figure includes the following:

- a contribution to reserves arising from a one-off saving from the upfront payment of pension contributions (£174k).
- a contribution from reserves to support the restructure of the Revenues and Benefits Service, both delayed due to the impact of the pandemic (£110k).
- a contribution from reserves to support income generation within Planning (£110k).
- a one-off contribution following the suspension of negative RSG for 2023/24 (£750k).
- a contribution to reserves resulting from a reduction in interest payments following loan rescheduling in 2022/23 (£200k)

- **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 2023/24.

- **Local Development Framework Reserve**

This reserve was created to support the development and ongoing work associated with the Council's local plan. A draw down of £80k from this reserve to support the Local Plan is proposed.

- **Dacorum Development Reserve**

This reserve was created to support regeneration and economic development initiatives across the Borough. The net contribution of £447k proposed for 2023/24 comprises:

- A contribution of £906k from the additional funds provided by the Local government finance settlement;
- A contribution of £0.721m from New Homes Bonus funding;
- A drawdown of £300k to fund costs associated with the Hemel Garden Communities project to create new housing, jobs and infrastructure within the borough;

- A drawdown of £250k to support the restructure of the Place service.
- A drawdown of £125k to support the second year of the implementation of the Garages Strategy;
- A drawdown of £225k to support the development of a Sustainable Transport Scheme;
- A drawdown of £100k to meet regeneration surveyor costs and a strategic asset review.
- £80k to support a post within the Economic Development team and two posts to deliver Energy Performance Certificate requirements associated with the Council's commercial assets portfolio.
- A drawdown of £50k to deliver Armed Forces day and King's Coronation events.
- A drawdown of £50k to support the delivery of the Light Industrial Unit business, case, part of the Council's Commercial Strategy.

- **Climate Change and Sustainability Reserve**

This reserve was set up in 2020/21 to support initiatives associated with the Council's commitment to addressing climate change and sustainability issues across the borough.

- **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 2023/24 to support training across the Council.

- **Youth Provision Reserve**

To assist with repairs expenditure of youth facilities and projects providing youth provision.

- **Election Reserve**

This reserve was created to smooth the cost of Borough Elections over a four-year period. A draw down of £120k is proposed for 2023/24 to support the cost of elections.

- **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 £58k from the reserve is proposed to continue support of the costs of the first cohort 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.

- **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 contribution of £1.111m is proposed, funded by the forecast business rates surplus in 2023/24.

- **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. A total contribution of £600k to this reserve is proposed in 2023/24. This comprises the following:

- A one off contribution of £400k following the review of the pension scheme during 2022/23. A reduction in expected pension contributions due from the Council to the pension fund is expected. It is proposed this be transferred to the reserve, to support costs that may arise as part of future reviews.
- It is recommended that the Council continues make a further annual contribution of £200k to this reserve, to be reviewed at the next actuarial valuation in 2025/26.

- **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 2023/24 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 £895k is planned for 2023/24, in line with previous recommendations.

- **Inflationary Pressures Reserve**

This reserve was created at the end of 2021/22 to support inflationary pressures to the Council. A contribution of £750k is proposed to be made to this reserve in 2023/24, funded from amounts set aside to cover negative RSG that are no longer required.

- **Leisure Reserve**

A request to create a new Leisure reserve will be taken before Members in 2022/23. A contribution of £300k is expected in 2022/23 as income due to the Council under its leisure management arrangement is expected to exceed budget. The contract is currently under review with the third party and the purpose of this reserve is to smooth the impact of any potential risk to income.

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

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. Key Council projects continue to evolve, including the Commercial Strategy, Digital agenda, and People Strategy.

- **Capital Receipts Reserve**

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 £11.7m as at 1<sup>st</sup> April 2023, and £2.3m as at 31<sup>st</sup> March 2024. It is estimated that the GF capital balances will be £19.9m as at 1<sup>st</sup> April 2023, and nil as at 31<sup>st</sup> March 2024.

### **Budgetary risks**

Appendix J shows expected reserve balances to 31<sup>st</sup> March 2027. Reserve balances are increasing over this period as part of a prudent approach to manage potential risks present over the course of the MTFs.

As part of the Council's Commercial Strategy, revenue raising activities available to the Council have been considered and estimates incorporated into budget proposals, Full Business Cases to be reviewed by members in the spring. The early stage of planning for potential activities and current cost of living pressures represent a potential risk to increased income generation.

The cyclical revaluation of business rates for 2023 undertaken by the Valuation Office Agency (VOA) has seen a significant increase in business rates. Dacorum has seen a significant higher increase in business rates compared to the national average. Without a proportionate increase in the level of business rates that can be retained by the Council and an increased likelihood that increases will be challenged by local businesses, the Council may see a reduction in income from this source.

The financial benefits of further key corporate strategies have been reflected in the MTFs: Waste Transformation and Customer Services being two examples. Delivery of these strategies will be monitored and managed over the course of the MTFs.

The 23/24 budget has increased risk in delivery due to a combination of internal transformation and commercial activity and external macro economic pressures such as the current cost of living pressures being experienced. In response to these potential risks, an additional contribution to reserves has been made as part of the 23/24 budget proposals to support any short term investment to support delivery.

## **11 Capital Programme**

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).

The recommended Capital Programme detailed in Appendix I is a 5-year programme encompassing £338.7m of capital investment across the borough. The Capital Programme in 2023/24 is £113.7m of which £81.2m is the HRA and £32.4m is the General Fund.

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

### **General Fund**

- £8.9m investment in a 5-year programme of fleet replacement.
- £28.8m capital investment to the leisure and sports premises.
- £4.5m capital investment to deliver key projects as part of the Council's Commercial Strategy.

- £4.7m to deliver key community facilities and infrastructure, including the creation of a new community facility and foodbank.
- £3.7m Disabled Facility Grants. It should be noted that the Council has no discretion over the payment of Disabled Facility Grants, which are mandatory.
- £6.9m to deliver the Council's Place Strategy.

### Housing Revenue Account

- £120.6m for major capital repairs and replacements of components of the Housing Stock (such as bathrooms, roofs, windows, kitchens); and,
- £147.4m for the New Build programme.

### Financing the Capital Programme

It is recommended that the Capital Programme for 2023/24 be financed as per the table below.

<b>Proposed Financing Source Capital Programme 2023/24</b>	<b>HRA £m</b>	<b>GF £m</b>	<b>Total £m</b>
Capital Receipts and Reserves	36.6	19.9	<b>56.5</b>
Grants and External Funding	6.7	0.7	<b>7.4</b>
Revenue Contribution	2.5	0	<b>2.5</b>
Borrowing*	35.4	11.8	<b>47.2</b>
<b>Total Indicative Funding</b>	<b>81.2</b>	<b>32.4</b>	<b>113.6</b>

\*GF borrowing is expected to be 100% internal borrowing. HRA borrowing is expected to involve a combination of internal and external borrowing.

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 2023/24 and subsequent years have been made based on the Council's asset management intentions and the current economic climate. The level of receipts and anticipated to be utilised in 2023/24 is £39.7m.

The level of reserves expected to be utilised is £16.8m. The entire balance is from the Major Repairs Reserve, which is funded from the depreciation on the Council's housing stock.

- **Grants and External Funding**

£7.4m 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 2023/24 the budget assumes the HRA will be contributing £2.5m.

## 12 Housing Revenue Account 2023/24

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.

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 2023/24 equates to £3.2m. 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**

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.

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 2023/24**

The HRA budget for 2023/24 incorporates the following key financial assumptions, based on the draft 2022/23 HRA budget:

<b>Budget</b>	<b>Assumptions</b>
HRA Working Balance	Minimum 5% of turnover.
Major Repairs Reserve (MRR) Balance	Nil – to be fully utilised each year to fund capital works and new build
Rent	Rents for 2023/24 have been set Secretary of State direction, which make the DLUHC Rent Standard annual rent increase of CPI+1% subject to a 7% cap. The proposed increase in rents is 7%. New tenancies re-let at (social) formula rent.
Inflation	RPI 12.6% 2023/24. CPI 10.1% 2023/24. Repairs and Maintenance assumes an increase of 25% in 2023/24.
Voids and Bad Debts	Voids: 0.8% of gross income Bad Debts: 1.21%
Right to Buy	Assumption of 24 per year.

## **13 Staff Terms and Conditions**

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.

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.

The current 'out of London' living wage, which would apply to the Council, is £10.90 per hour. All Council staff are paid in excess of the living wage for 2023/24.

#### **14 Financial and value for money implications:**

Contained within the body of the report. A combination of the budget setting process, supported by the corporate governance arrangements and strong financial and procurement controls support a robust framework of processes that strive to achieve value for money in the delivery of Council services.

#### **15 Legal Implications**

The Council is required to set a balanced budget.

#### **16 Risk implications:**

Budget proposals has been through a scrutiny process, including consideration of associated risks.

#### **17 Equalities, Community Impact and Human Rights:**

Where appropriate, Community Impact Assessments for proposed budgets amendments have been undertaken by relevant service areas. There are no direct implications arising in respect of Human Rights.

#### **18 Sustainability implications (including climate change, health and wellbeing, community safety)**

The individual budget proposals will be delivered through the council's project management and delivery framework where appropriate. This process includes assessing the impact on sustainability.

#### **19 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

There are no direct infrastructure implications arising from the report. Council services will address any infrastructure arrangements associated with budget proposals as part of service planning and implementation.

#### **20 Statutory Comments**

#### **Monitoring Officer:**

In accordance with the Council's Constitution, it is the responsibility of the Cabinet to agree proposals for the Budget, and to present those proposals to the full Council for approval. Once full Council approve the Budget it is the responsibility of Cabinet to implement it.

#### **S151:**

This is a s151 Officer report.

#### **21 Conclusions**

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.

The statement from the Chief Finance Officer at Appendix M provides assurance regarding the robustness of the 2023/24 budget and the level of the Council's reserves.

## DRAFT GENERAL FUND BUDGET SUMMARY 2023/24

	Original 2022/23	Growth / (Savings)	Estimate 2023/24
	£000	£000	£000
<b>Service Expenditure &amp; Income</b>			
Employees	27,600	2,741	30,341
Premises	5,199	262	5,461
Transport	1,800	129	1,929
Supplies & Services	8,018	409	8,427
Third-Parties	987	(156)	831
Transfer Payments	47,146	0	47,146
Capital Charges & Bad Debts	4,917	5	4,922
Income	(17,665)	(2,186)	(19,851)
Grants and Contributions	(51,504)	(199)	(51,702)
Recharge to HRA	(5,084)	(1,031)	(6,115)
<b>Net Cost Of Services</b>	<b>21,415</b>	<b>(26)</b>	<b>21,389</b>
<b>Less:</b>			
Interest Receipts	(300)	(455)	(755)
Interest Payments & MRP	1,029	(288)	741
Reversal of Capital Charges	(4,802)	(0)	(4,802)
Revenue Contributions to Capital	0	0	0
Net movement to/(from) Earmarked Reserves	(1,390)	4,029	2,639
<b>Budget Requirement General Fund</b>	<b>15,952</b>	<b>3,260</b>	<b>19,212</b>
Parish Precepts	1,015	219	1,234
<b>Budget Requirement Including Parishes</b>	<b>16,967</b>	<b>3,479</b>	<b>20,445</b>
<b>Funded by:</b>			
Business Rates Retained	(2,904)	(163)	(3,067)
Revenue Support Grant	0	0	0
New Homes Bonus/Government Grants	(1,429)	(198)	(1,627)
Other Government Grants	(208)	142	(66)
Council Tax (Surplus)/Deficit	402	(402)	0
Business Rates (Surplus)/Deficit	1,023	(2,134)	(1,111)
<b>Net Expenditure before Council Tax</b>	<b>13,851</b>	<b>724</b>	<b>14,574</b>
<b>Demand on the Collection Fund</b>	<b>(13,851)</b>	<b>(724)</b>	<b>(14,574)</b>
<b>Net Change in General Fund Balance</b>	<b>0</b>	<b>(0)</b>	<b>0</b>
General Fund Balance B/Fwd	(2,502)		(2,502)
In year use	0		0
General Fund Balance C/Fwd	<b>(2,502)</b>		<b>(2,502)</b>

## APPENDIX A2 - GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY

	Approved 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27
	£000	£000	£000	£000	£000
<b>Service Expenditure &amp; Income</b>					
Employees	27,600	30,340	30,002	30,784	32,174
Premises	5,199	5,461	5,762	5,935	6,072
Transport	1,800	1,929	2,001	2,087	2,177
Supplies & Services	8,018	8,427	8,145	8,087	8,235
Third-Parties	987	831	836	841	857
Transfer Payments	47,146	47,146	47,146	47,146	47,146
Capital Charges & Bad Debts	4,916	4,922	4,925	4,927	4,930
Income	(69,167)	(71,553)	(73,170)	(74,115)	(74,492)
Recharge to HRA	(5,084)	(6,115)	(6,298)	(6,487)	(6,682)
Cumulative Savings	0	0	1	230	(246)
<b>Net Cost Of Services</b>	<b>21,415</b>	<b>21,388</b>	<b>19,349</b>	<b>19,435</b>	<b>20,170</b>
<b>Less:</b>					
Interest Receipts	(300)	(755)	(1,101)	(1,278)	(1,488)
Interest Payments & MRP	1,029	741	741	741	741
Reversal of Capital Charges	(4,802)	(4,802)	(4,802)	(4,802)	(4,802)
Net movement to/(from) Earmarked Reserves	(1,390)	2,639	84	489	543
<b>Budget Requirement General Fund</b>	<b>15,952</b>	<b>19,211</b>	<b>14,271</b>	<b>14,585</b>	<b>15,164</b>
Parish Precepts	1,015	1,234	1,282	1,333	1,385
<b>Budget Requirement Including Parishes</b>	<b>16,967</b>	<b>20,444</b>	<b>15,553</b>	<b>15,917</b>	<b>16,549</b>
<b>Funded by:</b>					
Business Rates Retained	(2,904)	(3,067)	(3,187)	(3,246)	(3,306)
Revenue Support Grant	0	0	2,403	3,247	3,247
New Homes Bonus	(1,294)	(1,627)	0	0	0
Other Government Grants	(343)	(66)	0	0	0
Council Tax (Surplus)/Deficit	402	0	0	0	0
Business Rates (Surplus)/Deficit	1,023	(1,111)	0	0	0
<b>Net Expenditure before Council Tax</b>	<b>13,851</b>	<b>14,574</b>	<b>14,769</b>	<b>15,918</b>	<b>16,489</b>
<b>Demand on the Collection Fund</b>	<b>(13,851)</b>	<b>(14,574)</b>	<b>(14,994)</b>	<b>(15,451)</b>	<b>(15,949)</b>
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	<b>(2,502)</b>	<b>(2,502)</b>	<b>(2,502)</b>	<b>(2,502)</b>	<b>(2,502)</b>
<b>Total Savings Requirement</b>		<b>1,799</b>	<b>1,541</b>	<b>114</b>	<b>160</b>
of which,					
<b>Savings identified, and already delivered</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Savings identified, but still to be delivered</b>		<b>(1,799)</b>	<b>(847)</b>	<b>(113)</b>	<b>(31)</b>
<b>Savings still to be identified</b>		<b>0</b>	<b>694</b>	<b>1</b>	<b>129</b>

<b>GENERAL FUND BUDGET CHANGE ANALYSIS 2023/24</b>		
<b>EMPLOYEE EXPENDITURE</b>		
<b>2022/23 Employee Budget</b>		<b>27,600</b>
<b><u>Inflation</u></b>		
Estimated pay award of 4%		1,272
Pay Award for 2022/23 above previous MTFS forecast		880
Increments		99
Inflation on indirect employee costs		9
<b>Sub total - Inflation</b>		<b>2,260</b>
<b><u>Growth items</u></b>		
Resource to Deliver Income from Pre-App Advice and Premium Service	AD Planning	21
Market Supplements	AD People	200
Digital Web Improvement Support Officer	HO Digital	50
Graduate and Apprentice Programme	AD People	150
Estates Technician Trainee	HO Property Services	30
Creation of Project Management Office Team	HO Transformation	177
Leadership Training	AD People	50
HRA Funded Posts	Deputy Chief Executive	153
Corporate Leadership Team growth	Chief Executive	74
Senior Leadership Team increments	Chief Executive	18
Increase in Primary Pension Contribution	HO Financial Services	206
Finance Officer	HO Financial Services	30
<b>Sub total - Growth items</b>		<b>1,159</b>
<b><u>Removal of 2022/23 one-off items (reserve / grant funded)</u></b>		
Apprentice scheme	AD People	(139)
Secondary Payment Contribution	HO Financial Services	(39)
Junior Web Developer Post	HO Digital	(45)
National Graduate Development Programme	AD People	(75)
Joint Strategic Plan Employee Costs	SD Place	(70)
Planning Enforcement 1 year FTC	AD Planning	(34)
Planning Officer 1 year FTC	AD Planning	(39)
Strategic Housing Fixed Term Grant Funded Posts	AD Strategic Housing	(75)
<b>Sub total - Removal of 2022/23 one-off items</b>		<b>(516)</b>
<b><u>2023/24 one-off items (reserve / grant funded)</u></b>		
Staffing for Borough Election	HO Legal & Democratic Services	120
Surveyor - Regeneration Projects	HO Property Services	60
Waste Services Transformation Delays	HO Environmental Services	100
Garage Strategy Year 2 Employee Costs	HO Commercial Development	125
Occupational Development Support 1 Year FTC	AD People	58
Joint Strategic Plan Employee Costs	SD Place	97
Housing Needs Lead Officer	AD Strategic Housing	52
Place Staffing Costs	SD Place	250
Environment Community Protection 2 x 1 year FTC	HO Regulatory Services	84
<b>Sub total - 2023/24 one-off items</b>		<b>946</b>
<b><u>Efficiency savings</u></b>		
Removal of National Insurance Increase for Social Care	HO Financial Services	(280)
Customer Strategy	SD People & Transformation	(200)
Employee Training	AD People	(40)
Waste Transformation	HO Environmental Services	(35)
Triennial Pension Review	HO Financial Services	(200)
Triennial Pension valuation reduction in secondary Contribution	HO Financial Services	(400)
Other minor items under £15k		(6)
<b>Sub total - Efficiency savings</b>		<b>(1,161)</b>
<b><u>Other</u></b>		
Internal movement of budget (no growth or efficiencies to services)		52
<b>Sub total - Other</b>		<b>52</b>
<b>Total change year on year</b>		<b>2,740</b>
<b>2023/24 Employee Budget</b>		<b>30,341</b>

GENERAL FUND BUDGET CHANGE ANALYSIS 2023/24 PREMISES EXPENDITURE	
<b>2022/23 Premises Budget</b>	<b>5,199</b>
<b><u>Inflation</u></b>	
General inflation	176
<b>Sub total - Inflation</b>	<b>176</b>
<b><u>Growth items</u></b>	
Business Rates on DBC properties following revaluation	HO Revenues and Benefits 66
<b>Sub total - Growth items</b>	<b>66</b>
<b><u>2023/24 one-off items (reserve / grant funded)</u></b>	
Borough Election	HO Legal and Democratic Services 20
<b>Sub total - 2023/24 one-off items</b>	<b>20</b>
<b>Total change year on year</b>	<b>262</b>
<b>2023/24 Premises Budget</b>	<b>5,461</b>
GENERAL FUND BUDGET CHANGE ANALYSIS 2023/24 TRANSPORT EXPENDITURE	
<b>2022/23 Transport Budget</b>	<b>1,800</b>
<b><u>Inflation</u></b>	
General inflation	165
<b>Sub total - Inflation</b>	<b>165</b>
<b><u>Efficiency savings</u></b>	
Waste Transformation	HO Environmental Services (99)
Employee Travel	(37)
<b>Sub total - Efficiency savings</b>	<b>(136)</b>
<b><u>2023/24 one-off items (reserve / grant funded)</u></b>	
Waste Services Transformation Delays	HO Environmental Services 100
<b>Sub total - 2023/24 one-off items</b>	<b>100</b>
<b>Total change year on year</b>	<b>129</b>
<b>2023/24 Transport Budget</b>	<b>1,929</b>

GENERAL FUND BUDGET CHANGE ANALYSIS 2023/24 SUPPLIES & SERVICES EXPENDITURE		
<b>2022/23 Supplies &amp; Services Budget</b>		<b>8,018</b>
<b><u>Inflation</u></b>		
Inflation		365
<b>Sub total - Inflation</b>		<b>365</b>
<b><u>Growth items</u></b>		
Digital Cloud Migration	HO Digital	50
Digital Warehouse Pilot	HO Digital	40
Transformation projects funding	HO Transformation	73
Customer Relationship Management Digital Licences	HO Digital	100
Other growth items under £15k		7
<b>Sub total - Growth items</b>		<b>271</b>
<b><u>Removal of 2022/23 one-off items (reserve / grant funded)</u></b>		
Joint Strategic Plan Costs	SD Place	(98)
Hemel Place Strategy	SD Place	(250)
Service Reviews	HO Transformation	(80)
Waste Transformation	HO Environmental Services	(85)
Local Plan Funding	SD Place	(140)
Residents Survey	HO Communications and Engagement	(40)
<b>Sub total - Removal of 2022/23 one-off items</b>		<b>(693)</b>
<b><u>2023/24 one-off items (reserve / grant funded)</u></b>		
Borough Election Premises Costs	HO Legal and Democratic Services	20
Itrent Upgrade	AD People	20
Beryl Bikes	AD Place, Communities and Enterprise	125
Maylands Shuttle	AD Place, Communities and Enterprise	100
Strategic Asset Review	HO Property Services	40
Armed Forces Day / Coronation events	HO Communications and Engagement	50
Light Industrial Units Project Pump Priming	HO Commercial Development	50
Joint Strategic Plan consultancy	SD Place	135
<b>Sub total - 2023/24 one-off items</b>		<b>540</b>
<b><u>Efficiency savings</u></b>		
Review of Digital Contracts and Automation	HO Digital	(15)
Customer Service Unit Supplies and Services Underspends	HO Transformation	(10)
<b>Sub total - Efficiency savings</b>		<b>(25)</b>
<b><u>Other</u></b>		
Internal movement of budget (no growth or efficiencies to services)		(49)
<b>Sub total - Other</b>		<b>(49)</b>
<b>Total change year on year</b>		<b>409</b>
<b>2023/24 Supplies &amp; Services Budget</b>		<b>8,427</b>
GENERAL FUND BUDGET CHANGE ANALYSIS 2023/24 THIRD-PARTY PAYMENTS		
<b>2022/23 Third Party Payments Budget</b>		<b>987</b>
<b><u>Inflation</u></b>		
Contractual inflation		17
<b>Sub total - Inflation</b>		<b>17</b>
<b><u>Removal of 2022/23 one-off items (reserve / grant funded)</u></b>		
Energy Performance Certificate Programme	HO Property Services	(160)
<b>Sub total - Removal of 2022/23 one-off items</b>		<b>(160)</b>
<b><u>Efficiency savings</u></b>		
Apprenticeships and Goodshape Contract Costs	AD People	(12)
<b>Sub total - Efficiency savings</b>		<b>(12)</b>
<b>Total change year on year</b>		<b>(155)</b>
<b>2023/24 Third Party Payments Budget</b>		<b>832</b>

GENERAL FUND BUDGET CHANGE ANALYSIS 2023/24 TRANSFER PAYMENTS		
2022/23 Transfer Payments Budget		47,146
Total change year on year		0
2023/24 Transfer Payments Budget		47,146
GENERAL FUND BUDGET CHANGE ANALYSIS 2023/24 INCOME		
2022/23 Income Budget		(17,665)
<b>Inflation</b>		
General inflation		(170)
<b>Sub total - Inflation</b>		(170)
<b>Growth items</b>		
Planning Performance Agreement Income	AD Planning	200
Car parking Income - change in demand	HO Commercial Development	350
<b>Sub total - Growth items</b>		550
<b>Increased income</b>		
Commercial Waste Income - recovery over 4 years of Covid-19 impact	HO Environmental Services	(25)
Commercial Rents Income - recovery over 4 years of Covid-19 impact	HO Property Services	(302)
Garage Rents Income - recovery over 4 years of Covid-19 impact	HO Commercial Development	(125)
Leisure Income - recovery from Covid-19 impact	HO Commercial Development	(335)
Planning Income - increase in fees, Local Plan sites and Non-statutory Services	AD Planning	(137)
Forum Rental Income	HO Property Services	(200)
Pre-App Advice and Premium Services	AD Planning	(30)
Commercial Rent Income	HO Property Services	(112)
Garage Rental Income	HO Commercial Development	(120)
Other Fees and charges Increase	HO Financial Services	(30)
Green Waste Charging	HO Environmental Services	(650)
CCTV Commercial Service	HO Community Safety	(85)
Commercial Programme	HO Commercial Development	(385)
Enforcement income - One Off	HO Regulatory Services	(30)
<b>Sub total - Increased income</b>		(2,566)
<b>Total change year on year</b>		(2,186)
2022/23 Income Budget		(19,851)
GENERAL FUND BUDGET CHANGE ANALYSIS 2023/24 GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS		
2022/23 Grants, Reimbursements and Contributions Budget		(51,504)
<b>Inflation</b>		
General inflation		(111)
<b>Sub total - Inflation</b>		(111)
<b>Growth items</b>		
Benefits Admin Grant	HO Revenues and Benefits	40
<b>Sub total - Growth items</b>		40
<b>Increased income</b>		
Joint Strategic Plan Grant Funding	SD Place	(72)
Homeless Prevention Grant Funding	AD Strategic Housing	(55)
<b>Sub total - Increased income</b>		(72)
<b>Total change year on year</b>		(198)
2023/24 Grants, Reimbursements and Contributions Budget		(51,702)

GENERAL FUND BUDGET CHANGE ANALYSIS 2023/24 RECHARGE TO THE HRA	
<b>2022/23 Recharge to the HRA</b>	<b>(5,084)</b>
<b>Other</b>	
HRA posts moved to GF as part of restructure still to be funded by HRA	(360)
Funding of Corporate Leadership Team	(74)
Removal of HRA Supervision of Garages - Managed within General fund	(60)
Annual Uplift in HRA recharge in line with salaries inflation	(356)
Review of General Fund Staffing Support	(181)
<b>Sub total - Other</b>	<b>(1,031)</b>
<b>Total change year on year</b>	<b>(1,031)</b>
<b>2023/24 Recharge to the HRA</b>	<b>(6,115)</b>

<b>OVERVIEW AND SCRUTINY COMMITTEE DRAFT GENERAL FUND BUDGETS 2023/24</b>				
	<b>Finance &amp; Resources 2023/24 (£'000s)</b>	<b>Housing &amp; Community 2023/24 (£'000s)</b>	<b>Planning &amp; Environment 2023/24 (£'000s)</b>	<b>Total  (£'000s)</b>
Employees	12,773	5,033	12,534	<b>30,341</b>
Premises	3,231	1,114	1,115	<b>5,461</b>
Transport	352	6	1,571	<b>1,929</b>
Supplies & Services	4,565	1,169	2,693	<b>8,427</b>
Third-Parties	742	0	90	<b>831</b>
Transfer Payments	47,144	2	0	<b>47,146</b>
Capital Charges	1,812	955	2,155	<b>4,922</b>
Income	(9,839)	(5,295)	(4,717)	<b>(19,851)</b>
Grants and Contributions	(48,796)	(1,019)	(1,887)	<b>(51,702)</b>
Recharges	(8,063)	163	1,785	<b>(6,115)</b>
<b>Net Expenditure by Committee</b>	<b>3,922</b>	<b>2,128</b>	<b>15,338</b>	<b>21,389</b>

GENERAL FUND BUDGET DETAIL 2023/24					
	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £ %	
<b>Finance &amp; Resources</b>					
Employees	11,710,829	13,127,860	<b>12,773,320</b>	1,062,491	+9%
Premises	3,072,381	3,215,039	<b>3,231,430</b>	159,049	+5%
Transport	357,460	334,212	<b>352,347</b>	(5,113)	(1%)
Supplies & Services	4,004,330	4,802,500	<b>4,565,161</b>	560,831	+14%
Third-Parties	898,860	750,271	<b>741,630</b>	(157,230)	(17%)
Capital Charges	2,130,600	2,130,600	<b>1,812,150</b>	(318,450)	(15%)
Transfer Payments	47,144,000	47,144,000	<b>47,144,000</b>	0	+0%
Income	(8,702,030)	(8,604,743)	<b>(9,838,910)</b>	(1,136,880)	(13%)
Grants and Contributions	(48,830,340)	(48,921,168)	<b>(48,796,320)</b>	34,020	+0%
Recharges	(7,009,448)	(7,694,496)	<b>(8,062,833)</b>	(1,053,385)	(15%)
<b>Net Expenditure: Finance &amp; Resources</b>	<b>4,776,642</b>	<b>6,284,075</b>	<b>3,921,975</b>	<b>(854,667)</b>	<b>(18%)</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**Finance & Resources**

**AD Neighbourhood Delivery**

**Cemeteries (Head of Environmental Services)**

Employees	288,930	293,953	316,730	27,800
Premises	115,820	136,905	115,910	90
Transport	16,510	4,975	18,724	2,214
Supplies & Services	50,430	56,043	52,960	2,530
Capital Charges	77,400	77,400	70,000	(7,400)
Income	(448,560)	(375,708)	(491,640)	(43,080)
Grants and Contributions	(195,020)	(75,000)	(198,920)	(3,900)
Recharges	128,655	128,655	129,874	1,219
<b>Net Expenditure: Cemeteries</b>	<b>34,165</b>	<b>247,222</b>	<b>13,638</b>	<b>(20,527)</b>

**Corporate Health & Safety (Head of Environmental Protection)**

Employees	151,080	156,020	158,530	7,450
Transport	360	0	150	(210)
Supplies & Services	55,080	141,050	57,830	2,750
Grants and Contributions	0	(88,800)	0	0
Recharges	(206,520)	(206,520)	(215,369)	(8,849)
<b>Net Expenditure: Corporate Health &amp; Safety</b>	<b>(0)</b>	<b>1,750</b>	<b>1,141</b>	<b>1,141</b>

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

Employees	182,480	293,718	290,820	108,340
Transport	230	0	100	(130)
Supplies & Services	1,360	3,013	1,430	70
Recharges	(184,070)	(292,070)	(290,921)	(106,851)
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>4,661</b>	<b>1,429</b>	<b>1,429</b>

<b>Net Expenditure: AD Neighbourhood Delivery</b>	<b>34,165</b>	<b>253,633</b>	<b>16,208</b>	<b>(17,957)</b>
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**Chief Executive**

**Facilitating Change (Chief Executive)**

Employees	0	22,428	0	0
Supplies & Services	102,000	82,000	102,100	100
Recharges	(102,000)	(102,000)	(102,100)	(100)
<b>Net Expenditure: Facilitating Change</b>	<b>0</b>	<b>2,429</b>	<b>0</b>	<b>(0)</b>

**Management Team and Other Support Overheads (Chief Executive)**

Employees	500,320	851,860	883,520	383,200
Transport	650	650	300	(350)
Supplies & Services	12,200	12,200	12,820	620
Recharges	(513,170)	(810,720)	(889,960)	(376,790)
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>53,990</b>	<b>6,680</b>	<b>6,680</b>

<b>Net Expenditure: Chief Executive</b>	<b>0</b>	<b>56,419</b>	<b>6,680</b>	<b>6,680</b>
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**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**AD Legal and Democratic Services**

**Democratic Representation and Management (Head of Legal and Democratic Services)**

Employees	263,970	178,908	<b>238,170</b>	<b>(25,800)</b>
Transport	13,410	6,864	<b>14,028</b>	618
Supplies & Services	522,500	524,861	<b>552,920</b>	30,420
Income	<b>(1,250)</b>	0	<b>(1,280)</b>	<b>(30)</b>
Grants and Contributions	0	<b>(1,000)</b>	0	0
Recharges	1,052,812	1,052,812	<b>879,834</b>	<b>(172,978)</b>
<b>Net Expenditure: Democratic Representation and Management</b>	<b>1,851,442</b>	<b>1,762,446</b>	<b>1,683,672</b>	<b>(167,770)</b>

**Corporate Management (Head of Legal and Democratic Services)**

Recharges	479,223	479,223	<b>392,425</b>	<b>(86,798)</b>
<b>Net Expenditure: Corporate Management</b>	<b>479,223</b>	<b>479,223</b>	<b>392,425</b>	<b>(86,798)</b>

**Registration of Electors (Head of Legal and Democratic Services)**

Employees	183,890	180,709	<b>197,900</b>	14,010
Transport	150	267	<b>50</b>	<b>(100)</b>
Supplies & Services	87,360	79,332	<b>91,730</b>	4,370
Income	<b>(1,720)</b>	<b>(3,580)</b>	<b>(1,750)</b>	<b>(30)</b>
Recharges	98,250	98,250	<b>97,223</b>	<b>(1,027)</b>
<b>Net Expenditure: Registration of Electors</b>	<b>367,930</b>	<b>354,978</b>	<b>385,153</b>	<b>17,223</b>

**Conducting Elections (Head of Legal and Democratic Services)**

Employees	0	3,115	<b>120,000</b>	120,000
Premises	0	1,197	<b>20,000</b>	20,000
Supplies & Services	0	3,694	<b>20,000</b>	20,000
Recharges	0	0	<b>6,790</b>	6,790
<b>Net Expenditure: Conducting Elections</b>	<b>0</b>	<b>8,006</b>	<b>166,790</b>	<b>166,790</b>

**Local Welfare Assistance Schemes (Head of Legal and Democratic Services)**

Supplies & Services	2,670	0	<b>2,800</b>	130
Recharges	0	115	<b>0</b>	0
<b>Net Expenditure: Local Welfare Assistance Schemes</b>	<b>2,670</b>	<b>115</b>	<b>2,800</b>	<b>130</b>

**Legal Services (Head of Legal and Democratic Services)**

Employees	515,190	642,250	<b>556,070</b>	40,880
Transport	1,470	60	<b>500</b>	<b>(970)</b>
Supplies & Services	35,370	46,344	<b>37,140</b>	1,770
Third-Parties	10,400	6,891	<b>10,610</b>	210
Capital Charges	9,100	9,100	<b>0</b>	<b>(9,100)</b>
Income	<b>(26,770)</b>	<b>(26,770)</b>	<b>(27,310)</b>	<b>(540)</b>
Grants and Contributions	<b>(100,450)</b>	<b>(100,450)</b>	<b>(100,770)</b>	<b>(320)</b>
Recharges	<b>(444,310)</b>	<b>(444,310)</b>	<b>(472,109)</b>	<b>(27,799)</b>
<b>Net Expenditure: Legal Services</b>	<b>(0)</b>	<b>133,114</b>	<b>4,131</b>	<b>4,131</b>



**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
<b>Housing benefits: rent rebates to HRA tenants - mandatory payments (Head of Revenues, Benefit and Fraud)</b>				
Capital Charges	20,000	20,000	21,000	1,000
Transfer Payments	23,704,000	23,704,000	23,704,000	0
Grants and Contributions	(23,559,990)	(23,559,990)	(23,559,990)	0
Other Income	(160,000)	(160,000)	(160,000)	0
<b>Net Expenditure: Housing benefits: rent rebates to HRA tenants - mandatory payments</b>	<b>4,010</b>	<b>4,010</b>	<b>5,010</b>	<b>1,000</b>

<b>Housing Benefits (Administration) (Head of Revenues, Benefit and Fraud)</b>				
Employees	748,530	775,516	818,440	69,910
Transport	2,480	0	700	(1,780)
Supplies & Services	10,390	2,146	10,930	540
Grants and Contributions	(436,860)	(458,227)	(397,700)	39,160
Recharges	1,077,705	1,077,705	1,105,604	27,899
<b>Net Expenditure: Housing Benefits (Administration)</b>	<b>1,402,245</b>	<b>1,397,140</b>	<b>1,537,974</b>	<b>135,729</b>

<b>Corporate Management (Head of Financial Services (Deputy S151))</b>				
Employees	280,000	0	0	(280,000)
<b>Net Expenditure: Corporate Management</b>	<b>280,000</b>	<b>0</b>	<b>0</b>	<b>(280,000)</b>

<b>Corporate Management - Financial Fees and Services (Head of Financial Services (Deputy S151))</b>				
Supplies & Services	123,420	110,390	137,001	13,581
<b>Net Expenditure: Corporate Management - Financial Fees and Services</b>	<b>123,420</b>	<b>110,390</b>	<b>137,001</b>	<b>13,581</b>

<b>Past Service Costs (Head of Financial Services (Deputy S151))</b>				
Employees	1,562,000	1,562,000	922,950	(639,050)
<b>Net Expenditure: Past Service Costs</b>	<b>1,562,000</b>	<b>1,562,000</b>	<b>922,950</b>	<b>(639,050)</b>

<b>Local Tax Collection (Head of Revenues, Benefit and Fraud)</b>				
Employees	502,040	542,873	551,370	49,330
Transport	580	236	300	(280)
Supplies & Services	109,360	57,833	114,830	5,470
Grants and Contributions	(468,000)	(468,000)	(468,000)	0
Recharges	779,658	779,658	843,496	63,838
<b>Net Expenditure: Local Tax Collection</b>	<b>923,638</b>	<b>912,600</b>	<b>1,041,996</b>	<b>118,358</b>

<b>Parish Grants (Head of Financial Services (Deputy S151))</b>				
Supplies & Services	243,086	243,086	255,250	12,164
<b>Net Expenditure: Parish Grants</b>	<b>243,086</b>	<b>243,086</b>	<b>255,250</b>	<b>12,164</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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<b>Financial Services (Head of Financial Services (Deputy S151))</b>				
Employees	1,151,950	1,157,016	1,270,090	118,140
Transport	1,600	404	750	(850)
Supplies & Services	55,960	99,759	58,770	2,810
Third-Parties	44,270	6,569	45,160	890
Capital Charges	83,300	83,300	73,000	(10,300)
Grants and Contributions	(46,170)	(34,654)	(47,090)	(920)
Recharges	(1,290,912)	(1,290,912)	(1,361,210)	(70,299)
<b>Net Expenditure: Financial Services</b>	<b>(2)</b>	<b>21,483</b>	<b>39,470</b>	<b>39,472</b>

<b>Support Services - Insurance (Head of Financial Services (Deputy S151))</b>				
Employees	73,579	73,579	75,050	1,471
Premises	963,671	963,671	982,950	19,279
Transport	296,650	296,650	302,580	5,930
Supplies & Services	388,824	388,824	408,270	19,446
Income	(387,600)	(387,600)	(395,350)	(7,750)
Recharges	(1,335,124)	(1,335,124)	(1,373,500)	(38,376)
<b>Net Expenditure: Support Services - Insurance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Internal Audit (Chief Finance Officer (S151))</b>				
Third-Parties	90,080	80,000	91,880	1,800
Recharges	(90,080)	(90,080)	(91,880)	(1,800)
<b>Net Expenditure: Internal Audit</b>	<b>0</b>	<b>(10,080)</b>	<b>0</b>	<b>(0)</b>

<b>Local Tax Collection and Benefits Support Team (Head of Revenues, Benefit and Fraud)</b>				
Employees	365,660	392,784	395,600	29,940
Transport	6,060	4,500	4,700	(1,360)
Supplies & Services	165,340	148,520	173,610	8,270
Capital Charges	0	0	10,000	10,000
Grants and Contributions	0	(11,058)	0	0
Recharges	(537,060)	(537,060)	(580,889)	(43,829)
<b>Net Expenditure: Local Tax Collection and Benefits Support Team</b>	<b>0</b>	<b>(2,314)</b>	<b>3,021</b>	<b>3,021</b>

<b>Management Team and Other Support Overheads (Chief Finance Officer (S151))</b>				
Employees	273,130	192,271	191,310	(81,820)
Transport	580	0	250	(330)
Supplies & Services	6,270	9,628	80,060	73,790
Recharges	(279,980)	(192,950)	(268,830)	11,150
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>0</b>	<b>8,950</b>	<b>2,790</b>	<b>2,790</b>

<b>Net Expenditure: Chief Financial Officer (S151)</b>	<b>4,149,548</b>	<b>3,858,417</b>	<b>3,558,362</b>	<b>(591,186)</b>
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**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**SD Place**

**Allotments (Head of Property Services)**

Premises	13,620	13,620	13,890	270
Supplies & Services	310	310	330	20
Income	(16,560)	(16,560)	(16,890)	(330)
Recharges	390	390	410	20
<b>Net Expenditure: Allotments</b>	<b>(2,240)</b>	<b>(2,240)</b>	<b>(2,260)</b>	<b>(20)</b>

**Community Centres & Public Halls (Head of Property Services)**

Employees	143,840	175,807	156,760	12,920
Premises	238,090	307,641	248,630	10,540
Supplies & Services	8,170	8,170	8,590	420
Third-Parties	15,670	15,670	15,980	310
Capital Charges	122,900	122,900	125,000	2,100
Income	(176,470)	(131,470)	(181,200)	(4,730)
Recharges	211,070	211,070	228,296	17,227
<b>Net Expenditure: Community Centres &amp; Public Halls</b>	<b>563,270</b>	<b>709,787</b>	<b>602,056</b>	<b>38,787</b>

**Outdoor Sports & Recreation Facilities (Sports Pavilions) (Head of Property Services)**

Premises	73,170	99,553	76,340	3,170
Capital Charges	21,400	21,400	30,000	8,600
Income	(39,770)	(39,770)	(40,570)	(800)
Recharges	2,990	2,990	3,050	60
<b>Net Expenditure: Outdoor Sports &amp; Recreation Facilities (Sports Pavilions)</b>	<b>57,790</b>	<b>84,173</b>	<b>68,820</b>	<b>11,030</b>

**Cemeteries (Head of Property Services)**

Premises	9,850	9,850	10,050	200
Capital Charges	4,000	4,000	5,000	1,000
Income	(19,530)	(19,530)	(19,920)	(390)
<b>Net Expenditure: Cemeteries</b>	<b>(5,680)</b>	<b>(5,680)</b>	<b>(4,870)</b>	<b>810</b>

**Public Conveniences (Head of Property Services)**

Premises	36,670	62,154	38,600	1,930
Capital Charges	38,600	38,600	20,000	(18,600)
Income	(150)	(150)	(150)	0
Recharges	104,091	104,091	107,322	3,231
<b>Net Expenditure: Public Conveniences</b>	<b>179,211</b>	<b>204,695</b>	<b>165,772</b>	<b>(13,439)</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**Property Management and Office Accommodation (Head of Property Services)**

Employees	622,320	828,586	<b>760,380</b>	138,060
Premises	326,430	376,271	<b>397,510</b>	71,080
Transport	10,200	10,200	<b>5,700</b>	(4,500)
Supplies & Services	81,710	81,710	<b>125,820</b>	44,110
Third-Parties	652,120	547,120	<b>501,960</b>	(150,160)
Capital Charges	471,100	471,100	<b>291,400</b>	(179,700)
Income	(184,800)	(493,503)	<b>(388,500)</b>	(203,700)
Recharges	(1,979,080)	(1,979,080)	<b>(1,633,407)</b>	345,673
<b>Net Expenditure: Property Management and Office Accommodation</b>	<b>1</b>	<b>(157,595)</b>	<b>60,863</b>	<b>60,863</b>

**Investment Property (Head of Property Services)**

Premises	723,120	723,120	<b>766,760</b>	43,640
Supplies & Services	8,910	8,910	<b>9,350</b>	440
Income	(4,585,010)	(4,885,010)	<b>(5,089,710)</b>	(504,700)
Recharges	627,416	627,416	<b>634,420</b>	7,004
<b>Net Expenditure: Investment Property</b>	<b>(3,225,564)</b>	<b>(3,525,564)</b>	<b>(3,679,180)</b>	<b>(453,616)</b>

**Management Team and Other Support Overheads (SD Place)**

Employees	182,490	438,587	<b>608,340</b>	425,850
Transport	1,200	1,200	<b>500</b>	(700)
Supplies & Services	5,460	5,460	<b>5,730</b>	270
Recharges	(189,150)	(368,590)	<b>(416,470)</b>	(227,320)
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>0</b>	<b>76,657</b>	<b>198,100</b>	<b>198,100</b>

**Net Expenditure: SD Place** **(2,433,213)**   **(2,615,768)**   **(2,590,699)**   **(157,487)**

**SD Corporate & Commercial**

**Sports Development and Community Recreation (Head of Commercial Development)**

Premises	43,420	23,603	<b>44,290</b>	870
Supplies & Services	0	94,679	<b>0</b>	0
Capital Charges	797,000	797,000	<b>560,000</b>	(237,000)
Income	(100,000)	(100,000)	<b>(435,500)</b>	(335,500)
Recharges	187,587	187,587	<b>131,715</b>	(55,872)
<b>Net Expenditure: Sports Development and Community Recreation</b>	<b>928,007</b>	<b>1,002,869</b>	<b>300,505</b>	<b>(627,502)</b>

**Car Parking (Head of Commercial Development)**

Employees	99,630	90,256	<b>105,940</b>	6,310
Premises	528,520	497,455	<b>516,500</b>	(12,020)
Transport	1,180	161	<b>500</b>	(680)
Supplies & Services	774,720	553,904	<b>813,470</b>	38,750
Third-Parties	26,050	22,625	<b>26,570</b>	520
Capital Charges	87,800	87,800	<b>180,000</b>	92,200
Income	(2,713,280)	(2,121,536)	<b>(2,363,570)</b>	349,710
Grants and Contributions	0	(12,000)	<b>0</b>	0
Recharges	387,130	387,130	<b>389,895</b>	2,765
<b>Net Expenditure: Car Parking</b>	<b>(808,250)</b>	<b>(494,205)</b>	<b>(330,695)</b>	<b>477,555</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
<b>Procurement Services (Head of Commercial Development)</b>				
Employees	215,860	239,946	<b>230,640</b>	14,780
Transport	360	0	<b>199</b>	<b>(161)</b>
Supplies & Services	2,740	15,070	<b>2,870</b>	130
Recharges	<b>(218,960)</b>	<b>(218,960)</b>	<b>(231,989)</b>	<b>(13,029)</b>
<b>Net Expenditure: Procurement Services</b>	<b>(0)</b>	<b>36,056</b>	<b>1,720</b>	<b>1,720</b>

<b>Facilitating Change (Head of Commercial Development)</b>				
Supplies & Services	0	400,000	<b>50,000</b>	50,000
<b>Net Expenditure: Facilitating Change</b>	<b>0</b>	<b>400,000</b>	<b>50,000</b>	<b>50,000</b>

<b>Management Team and Other Support Overheads (SD Corporate &amp; Commercial)</b>				
Employees	364,240	405,973	<b>346,850</b>	<b>(17,390)</b>
Transport	0	31	<b>0</b>	0
Supplies & Services	2,900	514	<b>3,050</b>	150
Income	0	0	<b>(385,000)</b>	<b>(385,000)</b>
Grants and Contributions	0	<b>(66,690)</b>	<b>0</b>	0
Recharges	<b>(367,140)</b>	<b>(339,620)</b>	<b>37,711</b>	404,851
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>209</b>	<b>2,611</b>	<b>2,611</b>

<b>Net Expenditure: SD Corporate and Commercial</b>	<b>119,756</b>	<b>944,929</b>	<b>24,141</b>	<b>(95,615)</b>
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**SD People and Transformation**

<b>Democratic Representation and Management (Head of Communication and Engagement)</b>				
Employees	0	9,312	<b>0</b>	0
Supplies & Services	0	85,000	<b>50,000</b>	50,000
Grants and Contributions	0	<b>(12,760)</b>	<b>0</b>	0
<b>Net Expenditure: Democratic Representation and Management</b>	<b>0</b>	<b>81,552</b>	<b>50,000</b>	<b>50,000</b>

<b>Support Services Balances (Head of Transformation)</b>				
Employees	0	89,503	<b>0</b>	0
Supplies & Services	0	150,000	<b>0</b>	0
<b>Net Expenditure: Support Services Balances</b>	<b>0</b>	<b>239,503</b>	<b>0</b>	<b>0</b>

<b>Business Improvement (Head of Transformation)</b>				
Employees	159,080	202,810	<b>250,970</b>	91,890
Transport	200	5,200	<b>100</b>	<b>(100)</b>
Supplies & Services	135,090	80,100	<b>104,100</b>	<b>(30,990)</b>
Recharges	<b>(294,370)</b>	<b>(273,767)</b>	<b>(353,250)</b>	<b>(58,880)</b>
<b>Net Expenditure: Business Improvement</b>	<b>0</b>	<b>14,343</b>	<b>1,920</b>	<b>1,920</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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<b>Management Team and Other Support Overheads (Head of Transformation)</b>				
Employees	106,000	88,649	<b>116,190</b>	10,190
Supplies & Services	7,790	59,471	<b>8,180</b>	390
Grants and Contributions	0	<b>(5,690)</b>	0	0
Recharges	<b>(113,790)</b>	<b>(113,790)</b>	<b>(123,500)</b>	<b>(9,710)</b>
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>28,640</b>	<b>870</b>	<b>870</b>

<b>Information and Communication Technology (Head of Digital)</b>				
Employees	1,001,660	988,525	<b>1,071,220</b>	69,560
Transport	1,380	1,380	<b>980</b>	<b>(400)</b>
Supplies & Services	688,110	743,100	<b>855,280</b>	167,170
Capital Charges	345,900	345,900	<b>380,000</b>	34,100
Recharges	<b>(2,037,050)</b>	<b>(2,092,040)</b>	<b>(2,300,311)</b>	<b>(263,262)</b>
<b>Net Expenditure: Information and Communication Technology</b>	<b>1</b>	<b>(13,134)</b>	<b>7,169</b>	<b>7,169</b>

<b>Management Team and Other Support Overheads (SD People and Transformation)</b>				
Employees	278,280	351,139	<b>183,160</b>	<b>(95,120)</b>
Recharges	<b>(278,280)</b>	<b>(275,990)</b>	<b>(180,260)</b>	98,020
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(0)</b>	<b>75,149</b>	<b>2,900</b>	<b>2,900</b>

**Net Expenditure: SD People and Transformation** 0      426,053      62,859      62,859

**SD People and Transformation**

<b>Management Team and Other Support Overheads (Deputy Chief Executive)</b>				
Employees	295,530	620,012	<b>497,350</b>	201,820
Transport	410	100	<b>200</b>	<b>(210)</b>
Supplies & Services	3,440	811	<b>3,620</b>	180
Recharges	<b>(299,380)</b>	<b>(452,630)</b>	<b>(497,451)</b>	<b>(198,071)</b>
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>0</b>	<b>168,293</b>	<b>3,719</b>	<b>3,719</b>

**Net Expenditure: Deputy Chief Executive** 0      168,293      3,719      3,719

**AD Place, Community and Enterprise**

<b>Local Tax Collection (AD Place, Community and Enterprise)</b>				
Supplies & Services	0	4,039	0	0
<b>Net Expenditure: Local Tax Collection</b>	<b>0</b>	<b>4,039</b>	<b>0</b>	<b>0</b>

**Net Expenditure: AD Place, Community & Enterprise** 0      4,039      0      0

**Net Expenditure: Finance & Resources** 4,776,642      6,284,075      3,921,975      (854,667)

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2023/24				
	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
<b>Revenues</b>				
Summons Costs		70.00	70.00	0.0%
Liability Orders		30.00	30.00	0.0%
<b>Berkhamsted Civic Centre</b>				
Weddings - Full Day	Day	680.00	700.50	3.0%
Extended from 11.30pm to midnight	Half Hour	70.50	72.50	2.8%
Community Use - Day	Hour	23.50	24.00	2.1%
Community Use - Monday to Thursday Evening (after 6pm)	Hour	27.50	28.50	3.6%
Community Use - Friday Evenings & Weekends	Hour	32.50	33.50	3.1%
Commercial Use - Day	Hour	29.50	30.50	3.4%
Commercial Use - Monday to Thursday Evening (after 6pm)	Hour	36.50	37.50	2.7%
Commercial Use - Friday Evenings & Weekends	Hour	45.00	46.50	3.3%
Sale of Goods - Commercial - Evenings (after 6pm)	Evening	283.00	291.50	3.0%
Sale of Goods - Commercial	Day	294.00	303.00	3.1%
<b>Victoria Hall</b>				
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm)	Day	510.00	525.50	3.0%
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm) Charity	Day	286.00	294.50	3.0%
Refundable Deposit (If required)	Per Hire	200.00	206.00	3.0%
All Events Extra Time 11:30pm - 12.00am.	Half Hour	66.50	69.00	3.8%
Assembly Room - Community Use - Day	Hour	23.50	24.00	2.1%
Assembly Room - Community Use - Evening/Weekends	Hour	26.50	27.50	3.8%
Assembly Room - Commercial Use - Day	Hour	27.50	28.50	3.6%
Assembly Room - Commercial Use - week night Monday to Thursday	Hour	34.50	35.50	2.9%
Assembly Rooms - Commercial Use - Evening/Weekends	Hour	41.00	42.00	2.4%
Everyone Active Bowls and Table Tennis	Session 2.5 hours	36.50	37.50	2.7%
Private Bowls and Table Tennis	Session 2.5 hours	36.50	37.50	2.7%
Kitchen Use - Washing Up	Day	34.50	35.50	2.9%
Kitchen Use - Full Catering	Day	66.50	68.50	3.0%
Victoria Room - Commercial Use - Weekdays to 6pm	Hour	24.50	25.00	2.0%
Victoria Room - Commercial Use - Weekdays after 6pm and Weekends	Hour	28.50	29.50	3.5%
Victoria Room - Community Use - Weekdays to 6pm	Hour	20.50	21.00	2.4%
Victoria Room - Community Use - Weekdays after 6pm and Weekends	Hour	22.50	23.00	2.2%
Albert Room - Community Use - Weekdays to 6pm	Hour	15.50	16.00	3.2%
Albert Room - Community Use - Weekdays after 6pm and Weekends	Hour	17.50	18.00	2.9%
Edward Room - Weekdays	Hour	12.00	12.50	4.2%
Edward Room Office	Hour	9.00	9.50	5.6%
Tring Park School Assembly Room	Hour	20.50	21.00	2.4%
Tring Park School Victoria Room	Hour	17.50	18.00	2.9%
Tring Park School Albert Room	Hour	11.00	11.50	4.5%
Tring U3A Table Tennis	Session 2.5 hours	36.50	37.50	2.7%
<b>Football Season</b>				
Adult - Including Pavilion	13 Games	908.00	930.00	2.4%
Adult - Excluding Pavilion	13 Games	650.00	670.00	3.1%
Junior (aged 11 to 18) - Including Pavilion	13 Games	469.00	482.00	2.8%
Junior (aged 11 to 18) - Excluding Pavilion	13 Games	326.00	336.00	3.1%
Mini (aged 7 to 10) - Including Pavilion	13 Games	288.00	299.00	3.8%
Mini (aged 7 to 10) - Excluding Pavilion	13 Games	199.00	206.00	3.5%
<b>Sports Pitch Hire - Football, Baseball &amp; Rugby</b>				
Adult - Including Pavilion	Match	76.50	78.00	2.0%
Adult - Excluding Pavilion	Match	55.00	56.50	2.7%
Junior (aged 11 to 18) - Including Pavilion	Match	48.00	49.00	2.1%
Junior (aged 11 to 18) - Excluding Pavilion	Match	36.00	37.00	2.8%
Mini (aged 7 to 10) - Including Pavilion	Match	30.50	31.50	3.3%
Mini (aged 7 to 10) - Excluding Pavilion	Match	21.50	22.00	2.3%
<b>Sports Pitch Hire - Cricket</b>				
Adult - Including Pavilion	Match	76.50	78.00	2.0%
Adult - Excluding Pavilion	Match	70.50	72.00	2.1%
Adult - Weekday Evening Match Excluding Pavilion	Match	46.00	47.00	2.2%
Adult - Training (No Marking Required)	Match	36.00	37.00	2.8%

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2023/24

	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
<b>Miscellaneous</b>				
Hot Air Balloon Launches	Per Launch	55.00	60.00	9.1%
Allotments	Pole	6.00	6.00	0.0%
<b>Commercial Property and Assets</b>				
Land Disposal Enquiry Charge		357.00	370.00	3.6%
<b>Woodwells Caravan Park</b>				
In Borough Resident	Per Annum	437.00	448.00	2.5%
Out of Borough Resident	Per Annum	521.00	538.00	3.3%
<b>Cemeteries</b>				
<b>Exclusive Right of Burial</b>				
Lawn Grave 9ft x 4ft (75 Years)		1,460.00	1,610.00	10.3%
Child & Babies Section (child from 0 to 12 years)		no charge	no charge	0.0%
Muslim Wooden Lined Grave / Muslim Burial ERB		N/A	N/A	0.0%
<b>Pre Purchased</b>				
Lawn Grave (75 Years)		2,525.00	2,780.00	10.1%
<b>Cremated Remains Exclusive Right of Burial</b>				
Cremated Remains Flat Tablet Memorial (75 Years)		545.00	600.00	10.1%
Cremated Remains Desk Memorial (75 Years)		545.00	600.00	10.1%
Cremated Remains 2'6" upright Memorial (75 Years)		785.00	865.00	10.2%
Cremated Remains Family Garden (75 Years)		N/A	N/A	0.0%
<b>Pre Purchased</b>				
Cremated Remains Flat Tablet Memorial (75 Years)		850.00	935.00	10.0%
Cremated Remains Desk Memorial (75 Years)		850.00	935.00	10.0%
Cremated Remains 2'6" upright Memorial (75 Years)		1,095.00	1,205.00	10.0%
Cremated Remains Family Garden (75 Years)		N/A	N/A	0.0%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				
<b>Interment Fees</b>				
Lawn Grave (Burial) - Adult		675.00	745.00	10.4%
Additional Excavation fees - Adult		220.00	245.00	11.4%
Lawn Grave (Burial) - Child		no charge	no charge	0.0%
Woodland Burial including Tree		830.00	915.00	10.2%
Child Grave Child & Baby Section		no charge	no charge	0.0%
Cremated Remains Adult		230.00	255.00	10.9%
Cremated Remains - Double Interment - Adult		460.00	510.00	10.9%
Scattering of Remains - Adult or Child		65.00	75.00	15.4%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				
<b>Cemeteries</b>				
<b>Additional Fees</b>				
ERB (Deed) Transfer (to another)		75.00	85.00	13.3%
Use of Chapel at Tring		95.00	105.00	10.5%
Repurchase expired lease on Right of Burial (75 years)		945.00	1,040.00	10.1%
Repurchase expired lease on Right of Burial (75 years) Cremation Plot		35.00	40.00	14.3%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		320.00	355.00	10.9%
Additional Fee for Saturday interment (Until 12.00)		320.00	355.00	10.9%
<b>Memorial Fees</b>				
<b>Memorial Administration Fees</b>				
Headstone (additional or replacement)		215.00	240.00	11.6%
Child's Headstone		no charge	no charge	0.0%
Tablet or Plaque (additional or replacement)		85.00	95.00	11.8%
Desktop (additional or replacement)		85.00	95.00	11.8%
Vase (additional or replacement)		50.00	55.00	10.0%
Headstone (each inscription after the first, inc. memorial test fees)		145.00	160.00	10.3%
Desktops, Tablets and Plaques (each inscription after the first)		55.00	65.00	18.2%
Vase (each inscription after the first)		35.00	40.00	14.3%
Jubilee Bench and installation (inc. 10 year lease)		1,650.00	1,815.00	10.0%
Memorial Seat Extend Lease (additional 5 years)		130.00	145.00	11.5%
Granite Seat Plaque Renewal (5 years)		180.00	200.00	11.1%
Shrub with Inscribed Marker (10 years)		265.00	295.00	11.3%
Shrub renewal (5 years)		140.00	155.00	10.7%
Rose with Inscribed Marker (10 years)		265.00	295.00	11.3%
Rose renewal (5 years)		165.00	185.00	12.1%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2023/24

	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
<b>Charges to Watford Residents Using Poppyfields Cemetery</b>				
<b>Exclusive Right of Burial</b>				
Lawn Grave 9ft x 4ft (75 Years)		1,515.00	1,670.00	10.2%
Child & Babies Section (child from 0 to 12 years)		no charge	no charge	0.0%
<b>Pre Purchased</b>				
Lawn Grave (75 Years)		2,525.00	2,780.00	10.1%
<b>Cremated Remains Exclusive Right of Burial</b>				
Cremated Remains Flat Tablet Memorial (50 Years)		545.00	600.00	10.1%
Cremated Remains Desk Memorial (50 Years)		545.00	600.00	10.1%
Cremated Remains 2'6" upright Memorial (50 Years)		785.00	865.00	10.2%
<b>Interment Fees</b>				
Lawn Grave (Burial) - Adult		790.00	870.00	10.1%
Additional Excavation fees - Adult		220.00	245.00	11.4%
Lawn Grave (Burial) - Child		no charge	no charge	0.0%
Child Grave Child & Baby Section		no charge	no charge	0.0%
Cremated Remains Adult		265.00	295.00	11.3%
Cremated Remains - Double Interment - Adult		530.00	585.00	10.4%
Scattering of Remains - Adult or Child		65.00	75.00	15.4%
<b>Additional Fees</b>				
ERB (Deed) Transfer (to another)		75.00	85.00	13.3%
Use of Chapel at Tring		150.00	165.00	10.0%
Repurchase expired lease on Right of Burial (50 years)		465.00	515.00	10.8%
Repurchase expired lease on Right of Burial (50 years) Cremation Plot		165.00	185.00	12.1%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		320.00	355.00	10.9%
Additional Fee for Saturday interment (Until 12.00)		320.00	355.00	10.9%
<b>Parking Services</b>				
<b>Off Street Parking - (including VAT @ 20% where applicable)</b>				
Wood Lane End (Previously Duxons Turn)	Up to 2 Hours	0.50	0.50	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 3 Hours	0.80	0.80	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 4 Hours	1.20	1.20	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 10 Hours	2.00	2.00	0.0%
Wood Lane End (Previously Duxons Turn)	Annual season ticket (limited to 30)	250.00	250.00	0.0%
The Gables	Up to 1 Hour	0.60	0.60	0.0%
The Gables	Up to 2 Hours	0.80	0.80	0.0%
The Gables	Up to 3 Hours	1.00	1.00	0.0%
The Gables	Up to 4 Hours	1.20	1.20	0.0%
The Gables	Up to 10 Hours	1.70	1.70	0.0%
High Street	Up to 1 Hour	0.50	0.50	0.0%
High Street	Up to 2 Hours	0.80	0.80	0.0%
High Street	Up to 3 Hours	1.00	1.00	0.0%
High Street	Up to 4 Hours	1.20	1.20	0.0%
High Street	Up to 10 Hours	1.70	1.70	0.0%
High Street	Annual resident permit	80.00	80.00	0.0%
Queensway	Up to 1 Hour	0.60	0.60	0.0%
Queensway	Up to 2 Hours	1.10	1.10	0.0%
Queensway	Up to 3 Hours	1.40	1.40	0.0%
Queensway	Up to 4 Hours	1.80	1.80	0.0%
Queensway	Up to 10 Hours	2.70	2.70	0.0%
Alexandra Road	Up to 1 Hour	0.60	0.60	0.0%
Alexandra Road	Up to 2 Hours	1.10	1.10	0.0%
Alexandra Road	Up to 3 Hours	1.40	1.40	0.0%
Alexandra Road	Up to 4 Hours	1.80	1.80	0.0%
Alexandra Road	Up to 10 Hours	2.70	2.70	0.0%
Water Gardens (North) upper deck	Up to 1 Hour	1.00	1.00	0.0%
Water Gardens (North) upper deck	Up to 2 Hours	1.60	1.60	0.0%
Water Gardens (North) upper deck	Up to 3 Hours	2.20	2.20	0.0%
Water Gardens (North) upper deck	Up to 4 Hours	2.70	2.70	0.0%
Water Gardens (North) upper deck	Up to 10 Hours	4.00	4.00	0.0%
Water Gardens (North) lower deck	Up to 1 Hour	1.00	1.00	0.0%
Water Gardens (North) lower deck	Up to 2 Hours	1.60	1.60	0.0%
Water Gardens (North) lower deck	Up to 3 Hours	2.20	2.20	0.0%
Water Gardens (North) lower deck	Up to 4 Hours	2.70	2.70	0.0%
Water Gardens (North) lower deck	Up to 10 Hours	4.00	4.00	0.0%
Water Gardens (South)	Up to 30 minutes	0.60	0.60	0.0%
Water Gardens (South)	Up to 1 Hour	1.20	1.20	0.0%
Water Gardens (South)	Up to 2 Hours	1.80	1.80	0.0%
Moor End Road	Up to 4 Hours	2.70	2.70	0.0%
Moor End Road	Up to 10 Hours	4.00	4.00	0.0%

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2023/24

	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
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%
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	-	-	0.0%
Bay suspension or dispensation	Per day	25.00	25.00	0.0%
<b>On Street Parking</b>				
Waterhouse Street (certain lengths between Bank Court and bus station)	Up to 30 minutes	1.00	1.00	0.0%
Shared use St John's Road cul-de-sac	Up to 1 Hour	0.50	0.50	0.0%
Shared use St John's Road cul-de-sac	Up to 2 Hours	1.00	1.00	0.0%
Shared use St John's Road cul-de-sac	Up to 3 Hours	2.00	2.00	0.0%
Shared use St John's Road cul-de-sac	Up to 4 Hours	4.00	4.00	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 4 Hours	4.00	4.00	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 4 Hours	4.00	4.00	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 4 Hours	4.00	4.00	0.0%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2023/24				
	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
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%
<b>Customer Accounts</b>				
Service Charge Enquiry Fees: Sale-on Charges for provision of leaseholder information packs	Per application	206.00	258.00	25.2%
<b>Address Management</b>				
Charge for registering new developments / properties (plots)				
1 Plot		130.00	145.00	11.5%
2 - 5 Plots		215.00	240.00	11.6%
6 - 25 Plots		450.00	495.00	10.0%
26 - 75 Plots		500.00	550.00	10.0%
76+ Plots		£1000+£10	£1100.00+ £10.00	10.0%
Renaming a house or building (after initial submission)		120.00	135.00	12.5%
Amending a house number		120.00	135.00	12.5%
Division / Conversion of existing or renumbering (new postal numbers)				
1 Plot		130.00	145.00	11.5%
2 - 5 Plots		215.00	240.00	11.6%
6 - 25 Plots		450.00	495.00	10.0%
26 - 75 Plots		500.00	550.00	10.0%
Naming of a building		120.00	135.00	12.5%
Renaming / Changing of an existing street name (where requested by residents and / or Town/Parish Council)		£450 + £25	£495+ £25	10.0%

GENERAL FUND BUDGET DETAIL 2023/24					
	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £ %	
<b>Housing &amp; Community</b>					
Employees	4,689,621	4,901,435	<b>5,032,981</b>	343,360	+7%
Premises	1,076,150	1,078,974	<b>1,114,450</b>	38,300	+4%
Transport	14,450	12,350	<b>5,704</b>	(8,746)	(61%)
Supplies & Services	1,157,780	1,579,364	<b>1,168,790</b>	11,010	+1%
Capital Charges	1,083,200	1,083,200	<b>955,000</b>	(128,200)	(12%)
Transfer Payments	2,000	2,600	<b>2,000</b>	0	+0%
Income	(4,989,560)	(5,137,593)	<b>(5,295,180)</b>	(305,620)	(6%)
Grants and Contributions	(870,940)	(1,473,154)	<b>(1,018,740)</b>	(147,800)	(17%)
Recharges	(74,919)	98,241	<b>163,456</b>	238,375	+318%
<b>Net Expenditure: Housing &amp; Community</b>	<b>2,087,782</b>	<b>2,145,417</b>	<b>2,128,461</b>	<b>40,679</b>	<b>+2%</b>

**APPENDIX D2 HOUSING AND COMMUNITIES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**Housing & Community**

**AD Housing Operations**

**Housing Standards (Head of Housing Property)**

Employees	56,420	45,489	<b>62,160</b>	5,740
Income	<b>(36,520)</b>	<b>(36,520)</b>	<b>(37,260)</b>	<b>(740)</b>
Recharges	7,916	7,916	<b>8,060</b>	144
<b>Net Expenditure: Housing Standards</b>	<b>27,816</b>	<b>16,885</b>	<b>32,960</b>	<b>5,144</b>

**Supporting People (Head of Housing Property)**

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

**Net Expenditure: AD Housing Operations**

**35,316      24,385      40,460      5,144**

**AD Neighbourhood Delivery**

**Community Safety (CCTV) (Head of Community Safety)**

Employees	426,070	397,739	<b>456,190</b>	30,120
Premises	100,420	128,030	<b>102,430</b>	2,010
Transport	230	150	<b>100</b>	<b>(130)</b>
Supplies & Services	11,490	38,884	<b>12,070</b>	580
Capital Charges	85,300	85,300	<b>100,000</b>	14,700
Grants and Contributions	<b>(21,210)</b>	<b>(13,546)</b>	<b>(106,630)</b>	<b>(85,420)</b>
Recharges	<b>(596,119)</b>	<b>(596,119)</b>	<b>(599,527)</b>	<b>(3,408)</b>
<b>Net Expenditure: Community Safety (CCTV)</b>	<b>6,181</b>	<b>40,437</b>	<b>(35,367)</b>	<b>(41,548)</b>

**Community Development (Residents Services & Neighbourhood Action) (Head of Community Safety)**

Employees	274,600	353,845	<b>291,280</b>	16,680
Premises	1,430	0	<b>1,460</b>	30
Transport	1,760	200	<b>900</b>	<b>(860)</b>
Supplies & Services	19,360	19,450	<b>25,340</b>	5,980
Recharges	73,207	73,207	<b>118,687</b>	45,480
<b>Net Expenditure: Community Development (Residents Services &amp; Neighbourhood Action)</b>	<b>370,357</b>	<b>446,702</b>	<b>437,667</b>	<b>67,310</b>

**Net Expenditure: AD Neighbourhood Delivery**

**376,538      487,139      402,300      25,762**

**APPENDIX D2 HOUSING AND COMMUNITIES GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**AD Strategic Housing**

**Homelessness (AD Strategic Housing)**

Employees	1,077,170	1,151,137	1,128,620	51,450
Premises	131,510	414,998	146,640	15,130
Transport	1,040	1,260	580	(460)
Supplies & Services	65,500	291,810	72,070	6,570
Capital Charges	115,000	115,000	330,000	215,000
Income	(1,180,270)	(1,300,125)	(1,203,870)	(23,600)
Grants and Contributions	(783,480)	(1,312,864)	(845,690)	(62,210)
Recharges	277,810	295,640	317,451	39,641
<b>Net Expenditure: Homelessness</b>	<b>(295,720)</b>	<b>(343,143)</b>	<b>(54,199)</b>	<b>241,521</b>

**Housing Advice (AD Strategic Housing)**

Employees	156,250	102,958	152,180	(4,070)
Supplies & Services	36,640	40,430	38,480	1,840
Recharges	196,295	214,135	232,980	36,685
<b>Net Expenditure: Housing Advice</b>	<b>389,185</b>	<b>357,523</b>	<b>423,640</b>	<b>34,455</b>

**Housing Strategy (AD Strategic Housing)**

Employees	526,240	535,017	525,300	(940)
Premises	4,680	4,680	4,770	90
Transport	2,830	2,970	1,574	(1,256)
Supplies & Services	18,440	19,990	19,370	930
Transfer Payments	2,000	2,600	2,000	0
Income	(41,930)	(65,581)	(42,770)	(840)
Recharges	158,828	203,408	195,109	36,281
<b>Net Expenditure: Housing Strategy</b>	<b>671,088</b>	<b>703,084</b>	<b>705,353</b>	<b>34,265</b>

**Net Expenditure: AD Strategic Housing**

<b>764,552</b>	<b>717,463</b>	<b>1,074,794</b>	<b>310,242</b>
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HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24				
	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
<b>Garages</b>				
Garage Rent (VAT not charged to tenants but is charged to non tenants)	Per Week	13.15	13.65	3.8%
Premium garages	Per Week	14.05	14.55	3.6%
Garage Rent - Concessionary	Per Week	6.45	6.95	7.8%
<b>Private Sector Housing</b>				
Housing Notices (fixed charge per person)		320.00	326.00	1.9%
Licence for a standard 5 bedroom HMO (initiated with LA intervention) 5 year licence		886.00	904.00	2.0%
Additional Bedrooms	Per Bedroom	17.00	17.00	0.0%
HMO licence fee Part 1: Initial licence fee application		737.99	780.00	5.7%
HMO licence fee Part 2: Ongoing management of 5 year licence		418.10	474.00	13.4%
Enforcement fee: Due to failure to apply to Local authority		528.38	633.00	19.8%
Standard inspection for immigration		213.00	217.00	1.9%
<b>Licensing</b>				
<b>Mobile Home Licences (Per Annum)</b>				
Annual Fee		£47.40 + £7.90 per unit	£53.00 + £7.90 per unit	11.8%
<b>New Site Application</b>				
New Site Licence Application Fee		£467.00 + £7.90 per unit	£514.00 + £7.92 per unit	10.1%
<b>Other fees</b>				
Deposit/Change of Site Rules		£81	£90	11.1%
Transfer/amendment of a Site Licence		£190 (+ £94 if a site visit is required)	£209 (+ £94 if a site visit is required)	10.0%
<b>Enforcement:</b> Hourly rate of officers involved, plus any other costs such as legal fees.				
<b>Old Town Hall Arts Centre</b>				
<b>Meetings / Rehearsals / Workshops / Classes (no technical support) minimum 2hr booking</b>				
Theatre (capacity 120) - Mon - Fri (10:30 - 18:00)	Per Hour	29.00	32.00	10.3%
Theatre (capacity 120) - Mon - Fri (18:00 - 23:00)	Per Hour	34.40	38.00	10.5%
Theatre (capacity 120) - Sat - Sun (10:30 - 23:00)	Per Hour	34.40	38.00	10.5%
Theatre (capacity 120) - Mon - Sun (10.30 - 23.00) <b>(Casual Staff are required for the event)</b>	Additional Per Hour	10.50	12.00	14.3%
Theatre (capacity 120) - Mon - Fri (10:30 - 17:30) - Registered Charity rate	Per Hour	22.50	25.00	11.1%
Theatre (capacity 120) - Mon - Fri (18:00 - 22:30) - Registered Charity rate	Per Hour	24.50	27.00	10.2%
Theatre (capacity 120) - Sat - Sun - Registered Charity rate	Per Hour	24.50	27.00	10.2%
Theatre (capacity 120) - Mon - Sun (10.30 - 23.00) - <b>Registered Charity rate (Casual Staff are required for the event)</b>	Additional Per Hour	10.50	12.00	14.3%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30)	Per Hour	15.25	17.00	11.5%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30)	Per Hour	24.50	27.00	10.2%
Cellar (capacity 60-90) - Sat - Sun (10:30 - 22:30)	Per Hour	24.50	27.00	10.2%
Cellar (capacity 60-90) - Mon - Sun (10.30 - 22.30) <b>(Casual Staff are required for the event)</b>	Additional Per Hour	10.50	12.00	14.3%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30) - Registered Charity rate	Per Hour	14.00	16.00	14.3%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30) - Registered Charity rate	Per Hour	22.50	25.00	11.1%
Cellar (capacity 60-90) - Sat-Sun - Registered Charity rate	Per Hour	22.50	25.00	11.1%
Cellar (capacity 60-90) - Mon - Sun (10.30 - 22.30) - Registered Charity rate - <b>(Casual Staff are required for the event)</b>	Additional Per Hour	10.50	12.00	14.3%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30)	Per Hour	24.50	27.00	10.2%
Gallery (capacity 55) - Mon - Sun (10.30 - 22.30) <b>(Casual Staff are required for the event)</b>	Per Hour	10.50	12.00	14.3%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30) - Registered Charity rate	Per Hour	22.50	25.00	11.1%
Gallery (capacity 55) - Mon - Sun (10.30 - 22.30) Registered Charity rate - <b>(Casual Staff are required for the event)</b>	Additional Per Hour	10.50	12.00	14.3%
<b>Private Parties (including FOH / Bar staff)</b>				
If the hirer requires daytime rehearsal / set up - this is charged at the hourly rate				
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00)		280.00	308.00	10.0%
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00) - Registered Charity rate		230.00	253.00	10.0%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00)		280.00	308.00	10.0%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00) - Registered Charity rate		230.00	253.00	10.0%
<b>There is an additional charge of £60 for technical support if deemed necessary</b>				
<b>Performances &amp; Rehearsals (inc. FOH / Technical / Bar / Box Office Support)</b>				
Theatre (capacity 120) - Mon - Sun (10.00 - 23:00)		675.00	743.00	10.1%
Theatre (capacity 120) - Mon - Sun (10.00 - 23:00) Registered Charity rate		520.00	572.00	10.0%
Cellar (capacity 30 - 60) - Mon - Sun (10:00 - 23:00)		470.00	517.00	10.0%
Cellar (capacity 30 - 60) - Mon - Sun (10:00 - 23:00) Registered Charity rate		310.00	341.00	10.0%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24</b>				
	<b>Unit Measurement</b>	<b>2022/23 Charge</b>	<b>2023/24 Proposed Charge</b>	<b>% Change</b>
<b>Adventure Playgrounds</b>				
Community/Voluntary Group	Per Hour	33.66	37.63	11.8%
Private Group	Per Hour	58.14	65.00	11.8%
Children's Party	Per Hour	58.14	65.00	11.8%
Training Organisation (Play) if no staff needed	Per Hour	33.66	34.35	2.0%
Training Organisation (Care)	Per Hour	54.06	55.15	2.0%
Schools	Per Hour	33.66	34.35	2.0%
Schools	Half Day	65.28	66.60	2.0%
Schools	Full Day	130.56	133.20	2.0%
Sports pitch (Chaulden AP)	Per Hour	38.76	39.55	2.0%
Sports pitch ( Grovehill & Woodhall Farm AP)	Per Hour	56.10	57.25	2.0%
Sports pitch (Adeyfield AP)	Per Hour	38.76	39.55	2.0%
Laser Tag (party hire in addition to venue)		66.30	67.65	2.0%
Go carts (party hire in addition to venue)	Per Hour	54.06	N/A	0.0%
Laser Tag 30 min session	Per session per individual	5.61	N/A	0.0%
Soft Play	Per Hour	-	30.00	
Zorb Ball (up to 16 people)	Per hour	-	50.00	
Archery Tag	Per hour	-	50.00	
Quad Bikes 30 minute session	Per Person, Per session	-	15.00	
<b>Sports Pitch Hire</b>				
<b>Netball Courts at Cupid Green (November – March from 8am – 6pm April – October from 7am – 9pm)</b>				
Hire of Netball courts by a coach or a club	Per Hour	10.20	12.00	17.6%
Hire of Netball Courts by an individual	Per Hour			0.0%
<b>Tennis Courts at Cupid Green (November – March from 8am – 6pm April – October from 7am – 9pm)</b>				
Hire of Tennis Courts by coach or club	Per Hour	5.10	6.00	17.6%
Hire of Tennis Courts by an individual	Per Hour			0.0%
<b>Hire of Open Space for Bootcamp (November – March from 8am – 6pm April – October from 7am – 9pm)</b>				
Charges for trainers /companies offering outdoor exercise for more than one person	Per Hour option	5.10	6.00	17.6%
	Per Month option	20.40	23.00	12.7%
	Per Year option	204.00	225.00	10.3%
Personal Trainers offering outdoor exercise for an individual - no charge.		-	-	0.0%
<b>CCTV</b>				
Civil claims - search of footage	Per Request	-	21.50	
Civil claims - supply of evidence	Per Request	-	40.00	

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24</b>						
		<b>2022/23 Charge</b>	<b>2023/24 Proposed Charge</b>			<b>% change</b>
			<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	
<b>Alcohol, entertainment and late night refreshment licences</b>						
<b>Club premises certificates – applications</b>						
Application for new club premises certificate	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
Application for full variation of club premises certificate	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
Application for minor variation of club premises certificate		89.00	89.00	-	89.00	0.0%
Request for duplicate copy of certificate following loss/theft/damage		10.50	10.50	-	10.50	0.0%
Change of name or address on club premises certificate		10.50	10.50	-	10.50	0.0%
Change of club rules		10.50	10.50	-	10.50	0.0%
<b>Club premises certificates – annual fees</b>						
Annual fee (payable on anniversary of grant of certificate)	Band A	70.00	-	70.00	70.00	0.0%
	Band B	180.00	-	180.00	180.00	0.0%
	Band C	295.00	-	295.00	295.00	0.0%
	Band D	320.00	-	320.00	320.00	0.0%
	Band E	350.00	-	350.00	350.00	0.0%
	Site under construction/development	295.00	-	295.00	295.00	0.0%
<b>Personal licences</b>						
Application for new personal licence		37.00	37.00	-	37.00	0.0%
Duplicate copy of licence following theft/loss/damage		10.50	10.50	-	10.50	0.0%
Change of name or address		10.50	10.50	-	10.50	0.0%
<b>Premises licences – applications</b>						
Application for new premises licence	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band D with multiplier	900.00	900.00	-	900.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Band E with multiplier	1,905.00	1,905.00	-	1,905.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	0.0%
Application for full variation of premises licence	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band D with multiplier	900.00	900.00	-	900.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Band E with multiplier	1,905.00	1,905.00	-	1,905.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	0.0%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24</b>						
		<b>2022/23 Charge</b>	<b>2023/24 Proposed Charge</b>			
			<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	<b>% change</b>
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	-	16,000.00	33.3%
	Capacity: 40,000–49,999	16,000.00	16,000.00	-	24,000.00	50.0%
	Capacity: 50,000–59,999	20,000.00	20,000.00	-	32,000.00	60.0%
	Capacity: 60,000–69,999	24,000.00	24,000.00	-	40,000.00	66.7%
	Capacity: 70,000–79,999	28,000.00	28,000.00	-	48,000.00	71.4%
	Capacity: 80,000–89,999	32,000.00	32,000.00	-	56,000.00	75.0%
Capacity: 90,000+	64,000.00	64,000.00	-	64,000.00	0.0%	
Application for transfer of premises licence		23.00	23.00	-	23.00	0.0%
Application for variation of premises licence to specify premises supervisor		23.00	23.00	-	23.00	0.0%
Application for minor variation of premises licence		89.00	89.00	-	89.00	0.0%
Application to substitute mandatory condition for community premises (if not made simultaneously with another application)		23.00	23.00	-	23.00	0.0%
Application for interim authority notice		23.00	23.00	-	23.00	0.0%
Request for duplicate copy of premises licence following loss/theft/damage		10.50	10.50	-	10.50	0.0%
Change of name or address on premises licence		10.50	10.50	-	10.50	0.0%
<b>Premises licences – annual fees</b>						
Annual fee (payable on anniversary of grant of licence)	Band A	70.00	-	70.00	70.00	0.0%
	Band B	180.00	-	180.00	180.00	0.0%
	Band C	295.00	-	295.00	295.00	0.0%
	Band D	320.00	-	320.00	320.00	0.0%
	Band D with multiplier	640.00	-	640.00	640.00	0.0%
	Band E	350.00	-	350.00	350.00	0.0%
	Band E with multiplier	1,050.00	-	1,050.00	1,050.00	0.0%
	Site under construction/development	295.00	-	295.00	295.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	0.0%
Additional annual fee for high-capacity premises (payable in addition to the standard annual fee)	Capacity: 5,000–9,999	500.00	-	500.00	500.00	0.0%
	Capacity: 10,000–14,999	1,000.00	-	1,000.00	1,000.00	0.0%
	Capacity: 15,000–19,999	2,000.00	-	2,000.00	2,000.00	0.0%
	Capacity: 20,000–29,999	4,000.00	-	4,000.00	4,000.00	0.0%
	Capacity: 30,000–39,999	8,000.00	-	8,000.00	8,000.00	0.0%
	Capacity: 40,000–49,999	12,000.00	-	12,000.00	12,000.00	0.0%
	Capacity: 50,000–59,999	16,000.00	-	16,000.00	16,000.00	0.0%
	Capacity: 60,000–69,999	20,000.00	-	20,000.00	20,000.00	0.0%
	Capacity: 70,000–79,999	24,000.00	-	24,000.00	24,000.00	0.0%
	Capacity: 80,000–89,999	28,000.00	-	28,000.00	28,000.00	0.0%
Capacity: 90,000+	32,000.00	-	32,000.00	32,000.00	0.0%	
<b>Temporary event notices</b>						
Temporary event notice (standard) - submission fee		21.00	21.00	-	21.00	0.0%
Temporary event notice (late) - submission fee		21.00	21.00	-	21.00	0.0%
Duplicate copy of notice following theft/loss/damage		10.50	10.50	-	10.50	0.0%
<b>Miscellaneous</b>						
Application for provisional statement		315.00	315.00	-	315.00	0.0%
Notification of legal/financial interest in premises		21.00	21.00	-	21.00	0.0%
<b>Animal licences</b>						
*Where licences for multiple animal activities are issued under The Animal Welfare (Licensing of Activities Involving Animals)(England) Regulations 2018, the fees will be equivalent to the higher cost activity.						

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24</b>					
	<b>2022/23 Charge</b>	<b>2023/24 Proposed Charge</b>			<b>% change</b>
		<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	
<b>Animal boarding establishments</b>					
Application for new animal boarding establishment licence (up to 3yrs)	639.00	470.00	233.00	703.00	10.0%
Application to renew animal boarding establishment licence (3yrs)	416.00	226.00	233.00	459.00	10.3%
Application for a new animal boarding establishment Franchise	639.00	373.00	233.00	606.00	-5.2%
Application to renew a franchise	416.00	129.00	233.00	362.00	-13.0%
Application to vary animal boarding establishment licence (Qualified officer inspection may be required)	214.00	144.00	91.00	235.00	9.8%
Application to vary a franchise to add premises (Qualified officer inspection will be required for each additional premises)	164.00	180.00	n/a	180.00	9.8%
Application to vary to reduce numbers or types of animals or activities.	29.00	32.00	-	32.00	10.3%
Re-evaluation of star rating (Qualified officer inspection may be required)	29.00	32.00	-	32.00	10.3%
Qualified officer inspection (where required)	88.00	97.00			10.2%
Veterinary inspection of premises * (where required)	Recharged at cost				
<b>Dangerous wild animals</b>					
Application for licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	187.00	165.00	41.00	206.00	10.2%
Application to renew licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	187.00	165.00	41.00	206.00	10.2%
Application to vary licence conditions (new species/increased numbers of animals)	102.00	72.00	41.00	113.00	10.8%
Application to vary licence conditions (administrative matters only)	29.00	32.00	0.00	32.00	10.3%
Veterinary inspection of premises *	Recharged at cost				
<b>Dog breeding establishments</b>					
Application for new dog breeding licence (plus cost of vet inspection) (up to 3 yrs)	641.00	473.00	232.00	705.00	10.0%
Application to renew dog breeding licence (plus cost of vet inspection) (up to 3 yrs)	418.00	228.00	232.00	460.00	10.0%
Application to vary an animal breeding establishment (inspection may be required)	101.00	48.00	63.00	111.00	9.9%
Re-evaluation of star rating (inspection may be required)	29.00	32.00	0.00	32.00	10.3%
Application to vary licence (administrative matters only)	29.00	32.00	0.00	32.00	10.3%
Qualified officer inspection (where required)	88.00	97.00			10.2%
Veterinary inspection of premises *	Recharged at cost				
<b>Pet shops</b>					
Application for new pet shop licence (up to 3yrs)	639.00	470.00	233.00	703.00	10.0%
Application to renew pet shop licence(up to 3yrs)	416.00	224.00	233.00	457.00	9.9%
Application to vary a pet shop licence (Qualified officer inspection may be required)	189.00	145.00	63.00	208.00	10.1%
Application to vary a pet shop licence - reduce animals	29.00	32.00	0.00	32.00	10.3%
Re-evaluation of star rating (Qualified officer inspection may be required)	29.00	32.00	0.00	32.00	10.3%
Application to vary licence (administrative matters only)	29.00	32.00	0.00	32.00	10.3%
Qualified officer inspection (where required)	88.00	97.00			10.2%
Veterinary inspection of premises * (where required)	Recharged at cost				

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24</b>						
	2022/23 Charge	2023/24 Proposed Charge			% change	
		Application	Licence	Total fee		
<b>Riding establishments</b>						
Application for new riding establishment licence	515.00	430.00	136.00	566.00	9.9%	
Application to renew riding establishment licence (plus cost of vet inspection)	329.00	226.00	136.00	362.00	10.0%	
Application to vary a riding establishment licence (Inspection may be required)	101.00	48.00	63.00	111.00	9.9%	
Application to vary - to reduce licensable activities or numbers of animals	29.00	32.00	0.00	32.00	10.3%	
Re-evaluation of star rating (Inspection may be required)	29.00	32.00	0.00	32.00	10.3%	
Application to vary licence (administrative matters only)	29.00	32.00	0.00	32.00	10.3%	
Qualified officer inspection (where required)	88.00	97.00			10.2%	
Veterinary inspection of premises *	Recharged at cost					
<b>Keeping of Exhibition/Performing Animals</b>						
Application for a new licence for keeping exhibition/performing	405.00	309.00	136.00	445.00	9.9%	
Application for to renew licence for keeping exhibition/performing animals	329.00	226.00	136.00	362.00	10.0%	
Application to vary licence to keep or train animals for exhibition (Qualified officer inspection may be required)	189.00	145.00	63.00	208.00	10.1%	
Application to vary a licence for keeping exhibition/performing animals to reduce licensable activities or number of animal	29.00	32.00	0.00	32.00	10.3%	
Application to vary licence (administrative matters only)	29.00	32.00	0.00	32.00	10.3%	
Qualified officer inspection (where required)	88.00	97.00			10.2%	
Veterinary inspection of premises * (where required)	Recharged at cost					
<b>Zoos</b>						
Application for new zoo licence (4yr) (plus cost of vet inspection)	1,876.00	1,694.00	370.00	2,064.00	10.0%	
Application to renew zoo licence (6yr) (plus cost of vet inspection)	1,276.00	1,034.00	370.00	1,404.00	10.0%	
Application to vary zoo licence (plus cost of vet inspection)	1,876.00	1,694.00	370.00	2,064.00	10.0%	
Application to transfer zoo licence (plus cost of vet inspection)	221.00	156.00	87.00	243.00	10.0%	
Veterinary inspection of premises *	Recharged at cost					
<b>Animal licences- change of details on any animal licence</b>	0.00	£25.00 admin fee				
<b>Betting, gambling and lottery licences</b>						
<b>Lottery registrations</b>						
Registration of society for small society lotteries	40.00	40.00	0.00	40.00	0.0%	
Annual fee (payable on anniversary of registration)	20.00	0.00	20.00	20.00	0.0%	
<b>Notices</b>						
Temporary use notice submission fee	372.00	409.00	0.00	409.00	9.9%	
Duplicate copy of temporary use notice following theft/loss/damage	16.00	18.00	0.00	18.00	12.5%	
Occasional use notice submission fee	No fee	No fee	No fee	No fee	0.0%	
<b>Permits</b>						
Notification of 1-2 gaming machine in alcohol-licensed premises	50.00	50.00	-	50.00	0.0%	
Licensed premises gaming machine permit	Application for new permit	150.00	150.00	-	150.00	0.0%
	Application for variation of permit	100.00	100.00	-	100.00	0.0%
	Application for transfer of permit	25.00	25.00	-	25.00	0.0%
	Change of name or address	25.00	25.00	-	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
	Annual fee	50.00	50.00	-	50.00	0.0%

## HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24

		2022/23 Charge	2023/24 Proposed Charge			% change
			Application	Licence	Total fee	
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%
Prize gaming permit	Application for new permit	300.00	300.00	-	300.00	0.0%
	Application for renewal of permit	300.00	300.00	-	300.00	0.0%
	Change of name or address	25.00	25.00	-	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
Family entertainment centre gaming machine permit	Application for new permit	300.00	300.00	-	300.00	0.0%
	Application for renewal of permit	300.00	300.00	-	300.00	0.0%
	Change of name or address	25.00	25.00	-	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
<b>Premises licences - applications</b>						
Application for new premises licence (without provisional statement)	Adult gaming centre	1,165.00	1,282.00	-	1,282.00	10.0%
	Betting (track)	1,165.00	1,282.00	-	1,282.00	10.0%
	Betting (other)	1,165.00	1,282.00	-	1,282.00	10.0%
	Bingo	1,165.00	1,282.00	-	1,282.00	10.0%
	Family entertainment centre	1,165.00	1,282.00	-	1,282.00	10.0%
Application for new premises licence (with provisional statement)	Adult gaming centre	803.00	883.00	-	883.00	10.0%
	Betting (track)	803.00	883.00	-	883.00	10.0%
	Betting (other)	803.00	883.00	-	883.00	10.0%
	Bingo	803.00	883.00	-	883.00	10.0%
	Family entertainment centre	803.00	883.00	-	883.00	10.0%
Application for provisional statement	Adult gaming centre	1,165.00	1,282.00	-	1,282.00	10.0%
	Betting (track)	1,165.00	1,282.00	-	1,282.00	10.0%
	Betting (other)	1,165.00	1,282.00	-	1,282.00	10.0%
	Bingo	1,165.00	1,282.00	-	1,282.00	10.0%
	Family entertainment centre	1,165.00	1,282.00	-	1,282.00	10.0%
	Adult gaming centre	803.00	883.00	-	883.00	10.0%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24</b>						
		<b>2022/23 Charge</b>	<b>2023/24 Proposed Charge</b>			
			<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	<b>% change</b>
Application for variation of premises licence	Betting (track)	803.00	883.00	-	883.00	10.0%
	Betting (other)	803.00	883.00	-	883.00	10.0%
	Bingo	803.00	883.00	-	883.00	10.0%
	Family entertainment centre	803.00	883.00	-	883.00	10.0%
Application for transfer of premises licence	Adult gaming centre	338.00	372.00	-	372.00	10.1%
	Betting (track)	338.00	372.00	-	372.00	10.1%
	Betting (other)	338.00	372.00	-	372.00	10.1%
	Bingo	338.00	372.00	-	372.00	10.1%
	Family entertainment centre	338.00	372.00	-	372.00	10.1%
Application for reinstatement of premises licence	Adult gaming centre	338.00	372.00	-	372.00	10.1%
	Betting (track)	338.00	372.00	-	372.00	10.1%
	Betting (other)	338.00	372.00	-	372.00	10.1%
	Bingo	338.00	372.00	-	372.00	10.1%
	Family entertainment centre	338.00	372.00	-	372.00	10.1%
Duplicate copy of licence following theft/loss/damage		16.00	18.00	-	18.00	12.5%
Change of name or address on premises licence		37.00	41.00	-	41.00	10.8%
<b>Premises licences – annual fees</b>						
Annual fee (payable 30 days after the licence takes effect, and then annually on the anniversary of the grant of the licence)	Adult gaming centre	513.00	-	564.00	564.00	9.9%
	Betting (track)	513.00	-	564.00	564.00	9.9%
	Betting (other)	513.00	-	564.00	564.00	9.9%
	Bingo	513.00	-	564.00	564.00	9.9%
	Family entertainment centre	513.00	-	564.00	564.00	9.9%
<b>Charity collections</b>						
<b>House-to-house collections</b>						
Application for house to house collection licence		No fee	No fee	No fee	No fee	0.0%
<b>Street collections</b>						
Application for street collection licence		No fee	No fee	No fee	No fee	0.0%
<b>Hypnotism</b>						
Authorisation of hypnotism performance		No fee	No fee	No fee	No fee	0.0%
<b>Scrap metal dealers</b>						
Application for new scrap metal site licence (3yr)		311.00	274.00	68.00	342.00	10.0%
Application for new scrap metal collectors licence (3yr)		224.00	212.00	34.00	246.00	9.8%
Application to renew scrap metal site licence (3yr)		293.00	254.00	68.00	322.00	9.9%
Application to renew scrap metal collectors licence (3yr)		206.00	193.00	34.00	227.00	10.2%
Application to vary scrap metal licence - change of licensee details		17.00	18.00	1.00	19.00	11.8%
Application to vary scrap metal licence - change of licensed sites		87.00	95.00	1.00	96.00	10.3%
Application to vary scrap metal licence - change of site managers		52.00	56.00	1.00	57.00	9.6%
Application to vary scrap metal licence - site to collectors licence		32.00	34.00	1.00	35.00	9.4%
Application to vary scrap metal licence - collectors to site licence		154.00	123.00	46.00	169.00	9.7%
<b>Sex establishments</b>						
Application for new sex establishment licence		2,157.00	2,093.00	279.00	2,372.00	10.0%
Application for renewal of sex establishment licence		1,735.00	1,629.00	279.00	1,908.00	10.0%
Application for variation of sex establishment licence		942.00	911.00	125.00	1,036.00	10.0%
Application for transfer of sex establishment licence		423.00	465.00	0.00	465.00	9.9%
<b>Skin piercing, tattooing, etc.</b>						
Application for registration of skin piercing, etc., premises		242.00	266.00	0.00	266.00	9.9%
Application for registration of skin piercing, etc., operator		114.00	125.00	0.00	125.00	9.6%
<b>Street trading</b>						

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24						
		2022/23 Charge	2023/24 Proposed Charge			% change
			Application	Licence	Total fee	
Street trading consent (annual) (1 year)	New (1 vehicle/pitch)	675.00	454.00	288.00	742.00	9.9%
	Renewal (1 vehicle/pitch)	675.00	454.00	288.00	675.00	0.0%
	Additional fee per extra vehicle/pitch	75.00	37.00	45.00	82.00	9.3%
	Interim substitution of vehicle	25.00	28.00	0.00	28.00	12.0%
	Other consent variation	144.00	158.00	0.00	158.00	9.7%
Street trading consent (single event)	Commercial event	161.00	177.00	0.00	177.00	9.9%
	Community/charity event	30.00	33.00	0.00	33.00	10.0%
Street trading consent partial year (up to 6 months)		348.00	241.00	142.00	383.00	10.1%
<b>Taxis and private hire</b>						
<b>Driver licences</b>						
Hackney Carriage Drivers Licence (3 years) [external e-form/checks]	New	281.00	0.00	309.00	309.00	10.0%
	Renewal	216.00	0.00	238.00	238.00	10.2%
	Theft/loss of badge	20.00	22.00	0.00	22.00	10.0%
Private Hire Drivers Licence (3 years) [external e-form/checks]	New	281.00	0.00	309.00	309.00	10.0%
	Renewal	228.00	0.00	251.00	251.00	10.1%
	Theft/loss of badge	20.00	22.00	0.00	22.00	10.0%
Dual HC/PH Drivers Licence (3 years) [external e-form/checks]	New	307.00	0.00	338	338.00	10.1%
	Renewal	254.00	0.00	279	279.00	9.8%
	Renewal & Upgrade	247.00	0.00	272	272.00	10.1%
	Interim Upgrade (+£1 / unexpired month)	72.00	0.00	79	79.00	9.7%
	Theft/loss of badge (per)	20.00	22.00	0.00	22.00	10.0%
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%
<b>Driver knowledge tests</b>						
Hackney carriage written local/legal test	Full test	76.00	84.00	-	84.00	10.5%
	Conditions only	42.00	46.00	-	46.00	9.5%
Private hire written local/legal test	Full test	76.00	84.00	-	84.00	10.5%
	Conditions only	42.00	46.00	-	46.00	9.5%
Dual HC/PH driver written local/legal test	Full test	76.00	84.00	-	84.00	10.5%
	Conditions only	42.00	46.00	-	46.00	9.5%
Versant English language assessment	Test fee *	Recharged at cost	Recharged at cost			0.0%
	Administration fee	15.00	15.00	-	15.00	0.0%
<b>Operator licences</b>						
Private hire operator licence (5 years)	New (0-3 vehicles)	443.00	-	487.00	487.00	9.9%
	New (4+ vehicles)	751.00	-	826.00	826.00	10.0%
	Renewal (1-3 vehicles)	443.00	-	487.00	487.00	9.9%
	Renewal (4+ vehicles)	751.00	-	826.00	826.00	10.0%
<b>Vehicle licences</b>						
Hackney carriage vehicle licence (excludes compliance test fee)	New (1 year)	370.00	-	407.00	407.00	10.0%
	Renewal (1 year)	275.00	-	303.00	303.00	10.2%
	Renewal & substitution (1 year)	275.00	-	303.00	303.00	10.2%
	Interim substitution (remaining duration)	132.00	-	145.00	145.00	9.8%
	Transfer of ownership	63.00	-	69.00	69.00	9.5%
	Theft/loss of rear plate	19.00	21.00	-	21.00	10.5%
	Theft/loss of front plate	19.00	21.00	-	21.00	10.5%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2023/24</b>						
		<b>2022/23 Charge</b>	<b>2023/24 Proposed Charge</b>			<b>% change</b>
			<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	
	Change of vehicle particulars	55.00	61.00	-	61.00	10.9%
Private hire vehicle licence (excludes compliance test fee)	New (1 year)	246.00	-	271.00	271.00	10.2%
	Renewal (1 year)	246.00	-	271.00	271.00	10.2%
	Renewal & substitution (1 yr.)	250.00	-	275.00	275.00	10.0%
	Interim substitution (remaining duration)	132.00	-	145.00	145.00	9.8%
	Transfer of ownership	63.00	-	69.00	69.00	9.5%
	Theft/loss of rear plate	19.00	21.00	-	21.00	10.5%
	Theft/loss of front plate	19.00	21.00	-	21.00	10.5%
	Change of vehicle particulars	55.00	61.00	-	61.00	10.9%
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%
<b>Other fees</b>						
	Duplicate copy of licence following theft/loss/damage	16.00	18.00	-	18.00	12.5%
	Replacement internal vehicle licence plate holder	2.50	3.00	-	3.00	20.0%
<b>General service charges</b>						
	Photocopies (per A4 side, at officers discretion, subject to legal restrictions)	0.20	0.20	-	0.20	0.0%
	Copy of interview recording following PACE interview (per tape/disc)	17.00	19.00	-	19.00	11.8%
	Copy of public register entry (where kept and made available by statute) (per entry)	16.00	18.00	-	18.00	12.5%
	Request for duplicate copy of licence following loss/theft/damage (where not otherwise listed)	15.00	17.00	-	17.00	13.3%
	Licensing pre-application advice (per whole or part hour)	48.00	53.00	-	53.00	10.4%

GENERAL FUND BUDGET DETAIL 2023/24					
	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £ %	
<b>Strategic Planning &amp; Environment</b>					
Employees	11,199,630	12,615,645	<b>12,534,430</b>	1,334,800	+12%
Premises	1,049,810	1,143,349	<b>1,115,180</b>	65,370	+6%
Transport	1,427,870	1,844,442	<b>1,570,720</b>	142,850	+10%
Supplies & Services	2,855,620	2,781,795	<b>2,692,860</b>	(162,760)	(6%)
Third-Parties	87,940	86,780	<b>89,690</b>	1,750	+2%
Capital Charges	1,703,600	1,703,600	<b>2,155,000</b>	451,400	+26%
Income	(3,973,210)	(3,503,588)	<b>(4,717,086)</b>	(743,876)	(19%)
Grants and Contributions	(1,801,660)	(2,662,322)	<b>(1,887,190)</b>	(85,530)	(5%)
Recharges	2,000,242	1,998,182	<b>1,784,840</b>	(215,402)	(11%)
<b>Net Expenditure: Strategic Planning &amp; Environment</b>	<b>14,549,842</b>	<b>16,007,884</b>	<b>15,338,444</b>	<b>788,602</b>	<b>+5%</b>

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**Strategic Planning & Environment**

**AD Neighbourhood Delivery**

**Open Spaces (Head of Environmental Services)**

Employees	3,050,000	3,182,077	<b>3,410,570</b>	360,570
Premises	558,400	583,979	<b>572,080</b>	13,680
Transport	136,900	160,907	<b>158,638</b>	21,738
Supplies & Services	287,700	420,487	<b>302,120</b>	14,420
Capital Charges	432,100	432,100	<b>650,000</b>	217,900
Income	(21,520)	(35,059)	<b>(22,860)</b>	(1,340)
Grants and Contributions	(486,240)	(736,416)	<b>(494,640)</b>	(8,400)
Recharges	(2,004,124)	(2,004,124)	<b>(2,069,090)</b>	(64,966)
<b>Net Expenditure: Open Spaces</b>	<b>1,953,216</b>	<b>2,003,950</b>	<b>2,506,818</b>	<b>553,602</b>

**Pest Control (Head of Environmental Protection)**

Employees	70,930	82,887	<b>83,580</b>	12,650
Transport	4,220	3,996	<b>5,064</b>	844
Supplies & Services	4,280	4,875	<b>4,490</b>	210
Capital Charges	0	0	<b>10,000</b>	10,000
Income	(80,900)	(80,900)	<b>(88,990)</b>	(8,090)
Recharges	128,363	128,363	<b>116,968</b>	(11,395)
<b>Net Expenditure: Pest Control</b>	<b>126,893</b>	<b>139,221</b>	<b>131,112</b>	<b>4,219</b>

**Pollution Reduction (Head of Environmental Protection)**

Employees	202,910	219,240	<b>217,910</b>	15,000
Transport	3,000	900	<b>1,000</b>	(2,000)
Supplies & Services	21,120	12,850	<b>22,190</b>	1,070
Capital Charges	11,800	11,800	<b>10,000</b>	(1,800)
Income	(27,650)	(20,890)	<b>(30,420)</b>	(2,770)
Grants and Contributions	0	(1,500)	<b>0</b>	0
Recharges	92,683	92,683	<b>95,376</b>	2,694
<b>Net Expenditure: Pollution Reduction</b>	<b>303,863</b>	<b>315,082</b>	<b>316,056</b>	<b>12,194</b>

**Animal and Public Health (Head of Environmental Protection)**

Employees	30,880	15,306	<b>34,720</b>	3,840
Transport	1,610	350	<b>1,806</b>	196
Supplies & Services	21,920	19,000	<b>23,010</b>	1,090
Capital Charges	0	0	<b>10,000</b>	10,000
Income	(8,220)	(2,220)	<b>(9,030)</b>	(810)
Recharges	86,159	86,159	<b>73,698</b>	(12,461)
<b>Net Expenditure: Animal and Public Health</b>	<b>132,349</b>	<b>118,595</b>	<b>134,204</b>	<b>1,855</b>

**Animal and Public Health (Head of Environmental Services)**

Employees	70,580	82,470	<b>77,600</b>	7,020
Transport	10,380	10,589	<b>12,456</b>	2,076
Supplies & Services	38,340	32,553	<b>40,260</b>	1,920
Capital Charges	0	0	<b>10,000</b>	10,000
Income	(150,790)	(120,000)	<b>(165,870)</b>	(15,080)
Recharges	102,714	102,714	<b>99,231</b>	(3,483)
<b>Net Expenditure: Animal and Public Health</b>	<b>71,224</b>	<b>108,327</b>	<b>73,677</b>	<b>2,453</b>

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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<b>Food Safety (Head of Environmental Protection)</b>				
Employees	291,970	279,647	<b>306,000</b>	14,030
Transport	1,840	1,000	<b>750</b>	<b>(1,090)</b>
Supplies & Services	3,210	3,340	<b>3,380</b>	170
Income	<b>(7,980)</b>	<b>(5,000)</b>	<b>(8,140)</b>	<b>(160)</b>
Recharges	117,681	117,681	<b>103,735</b>	<b>(13,946)</b>
<b>Net Expenditure: Food Safety</b>	<b>406,721</b>	<b>396,667</b>	<b>405,725</b>	<b>(996)</b>

<b>Health &amp; Safety - External Support/Advice (Head of Environmental Protection)</b>				
Employees	211,700	394,209	<b>224,280</b>	12,580
Transport	570	100	<b>300</b>	<b>(270)</b>
Supplies & Services	29,220	36,410	<b>30,690</b>	1,470
Grants and Contributions	0	<b>(171,722)</b>	<b>0</b>	0
Recharges	<b>(241,490)</b>	<b>(241,490)</b>	<b>(253,660)</b>	<b>(12,170)</b>
<b>Net Expenditure: Health &amp; Safety - External Support/Advice</b>	<b>0</b>	<b>17,507</b>	<b>1,610</b>	<b>1,610</b>

<b>Environmental Services Management, Support Services and Overheads (Head of Environmental Services)</b>				
Employees	365,720	388,578	<b>398,880</b>	33,160
Premises	240,710	236,628	<b>280,110</b>	39,400
Transport	14,290	11,771	<b>16,878</b>	2,588
Supplies & Services	219,250	256,551	<b>145,210</b>	<b>(74,040)</b>
Third-Parties	15,540	14,380	<b>15,850</b>	310
Capital Charges	111,400	111,400	<b>100,000</b>	<b>(11,400)</b>
Income	<b>(17,150)</b>	<b>(15,668)</b>	<b>(17,490)</b>	<b>(340)</b>
Grants and Contributions	0	<b>(2,166)</b>	<b>0</b>	0
Recharges	<b>(949,760)</b>	<b>(949,760)</b>	<b>(910,618)</b>	39,142
<b>Net Expenditure: Environmental Services Management, Support Services and Overheads</b>	<b>(0)</b>	<b>51,712</b>	<b>28,820</b>	<b>28,820</b>

<b>Transport Services (Head of Environmental Services)</b>				
Employees	447,420	531,583	<b>482,410</b>	34,990
Transport	621,210	772,907	<b>649,612</b>	28,402
Supplies & Services	16,050	25,481	<b>16,850</b>	800
Capital Charges	5,800	5,800	<b>20,000</b>	14,200
Grants and Contributions	<b>(5,000)</b>	<b>(5,016)</b>	<b>(5,000)</b>	0
Recharges	<b>(1,088,040)</b>	<b>(1,088,040)</b>	<b>(1,160,239)</b>	<b>(72,199)</b>
<b>Net Expenditure: Transport Services</b>	<b>(2,560)</b>	<b>242,714</b>	<b>3,633</b>	<b>6,193</b>

<b>Street Cleansing (Non-Highway) (Head of Environmental Services)</b>				
Recharges	1,610,036	1,610,036	<b>1,685,271</b>	75,235
<b>Net Expenditure: Street Cleansing (Non-Highway)</b>	<b>1,610,036</b>	<b>1,610,036</b>	<b>1,685,271</b>	<b>75,235</b>

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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<b>Street Cleansing (Enforcement) (Head of Environmental Protection)</b>				
Employees	119,180	230,043	<b>213,010</b>	93,830
Transport	1,490	8,100	<b>4,692</b>	3,202
Supplies & Services	6,190	11,480	<b>6,490</b>	300
Income	(13,560)	(35,870)	<b>(45,186)</b>	(31,626)
Grants and Contributions	0	(84,916)	<b>0</b>	0
Recharges	181,055	181,055	<b>153,919</b>	(27,136)
<b>Net Expenditure: Street Cleansing (Enforcement)</b>	<b>294,355</b>	<b>309,893</b>	<b>332,925</b>	<b>38,570</b>

<b>Household Waste and Recycling (Head of Environmental Services)</b>				
Employees	3,034,610	3,884,184	<b>3,401,900</b>	367,290
Transport	556,240	801,826	<b>639,408</b>	83,168
Supplies & Services	545,010	116,777	<b>572,260</b>	27,250
Capital Charges	871,600	871,600	<b>915,000</b>	43,400
Income	(180,020)	(317,259)	<b>(841,190)</b>	(661,170)
Grants and Contributions	(885,000)	(965,150)	<b>(885,000)</b>	0
Recharges	1,839,551	1,839,551	<b>1,871,717</b>	32,166
<b>Net Expenditure: Household Waste and Recycling</b>	<b>5,781,991</b>	<b>6,231,529</b>	<b>5,674,095</b>	<b>(107,896)</b>

<b>Trade Waste (Head of Environmental Services)</b>				
Employees	234,340	283,241	<b>265,300</b>	30,960
Transport	64,320	60,707	<b>74,292</b>	9,972
Supplies & Services	371,700	358,466	<b>390,300</b>	18,600
Capital Charges	3,600	3,600	<b>10,000</b>	6,400
Income	(926,400)	(770,142)	<b>(969,420)</b>	(43,020)
Recharges	298,244	298,244	<b>333,729</b>	35,485
<b>Net Expenditure: Trade Waste</b>	<b>45,804</b>	<b>234,115</b>	<b>104,201</b>	<b>58,397</b>

<b>Emergency Planning (Head of Environmental Protection)</b>				
Employees	10,460	11,684	<b>11,210</b>	750
Transport	100	0	<b>50</b>	(50)
Supplies & Services	5,610	165	<b>5,890</b>	280
Recharges	49,726	49,726	<b>40,108</b>	(9,618)
<b>Net Expenditure: Emergency Planning</b>	<b>65,896</b>	<b>61,575</b>	<b>57,258</b>	<b>(8,638)</b>

<b>Net Expenditure: AD Neighbourhood Delivery</b>	<b>10,789,786</b>	<b>11,840,924</b>	<b>11,455,405</b>	<b>665,619</b>
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**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**AD Planning**

**Building Control (Head of Development Management)**

Supplies & Services	28,560	28,560	29,990	1,430
Third-Parties	29,130	29,130	29,710	580
Recharges	89,870	89,870	51,447	(38,423)
<b>Net Expenditure: Building Control</b>	<b>147,560</b>	<b>147,560</b>	<b>111,147</b>	<b>(36,413)</b>

**Development Control (Head of Development Management)**

Employees	1,493,740	1,580,711	1,546,090	52,350
Transport	4,810	4,810	2,500	(2,310)
Supplies & Services	113,260	123,060	118,920	5,660
Capital Charges	5,200	5,200	40,000	34,800
Income	(1,563,170)	(1,263,170)	(1,500,450)	62,720
Grants and Contributions	(2,800)	(191,685)	(2,850)	(50)
Recharges	562,714	562,714	516,669	(46,045)
<b>Net Expenditure: Development Control</b>	<b>613,754</b>	<b>821,639</b>	<b>720,879</b>	<b>107,125</b>

**Environmental Grants (AD Planning)**

Supplies & Services	7,340	7,515	7,710	370
<b>Net Expenditure: Environmental Grants</b>	<b>7,340</b>	<b>7,515</b>	<b>7,710</b>	<b>370</b>

**Conservation and Listed Buildings Policy (Head of Development Management)**

Employees	89,010	36,804	95,650	6,640
Recharges	50,237	50,237	39,287	(10,950)
<b>Net Expenditure: Conservation and Listed Buildings Policy</b>	<b>139,247</b>	<b>87,041</b>	<b>134,937</b>	<b>(4,310)</b>

**Planning Policy (General) (AD Planning)**

Employees	906,030	722,736	839,920	(66,110)
Transport	6,790	5,430	1,834	(4,956)
Supplies & Services	532,260	622,023	613,040	80,780
Third-Parties	8,740	6,670	6,800	(1,940)
Capital Charges	17,100	17,100	20,000	2,900
Income	(30,000)	0	(60,000)	(30,000)
Grants and Contributions	(202,880)	(295,260)	(206,940)	(4,060)
Recharges	466,336	371,423	365,224	(101,112)
<b>Net Expenditure: Planning Policy (General)</b>	<b>1,704,376</b>	<b>1,450,122</b>	<b>1,579,878</b>	<b>(124,498)</b>

**Local Land Charges (Head of Development Management)**

Employees	83,340	91,257	92,260	8,920
Transport	100	100	50	(50)
Supplies & Services	8,660	8,660	9,090	430
Third-Parties	34,530	34,530	35,220	690
Income	(231,000)	(171,000)	(231,000)	0
Recharges	78,479	78,479	46,385	(32,094)
<b>Net Expenditure: Local Land Charges</b>	<b>(25,891)</b>	<b>42,026</b>	<b>(47,995)</b>	<b>(22,104)</b>

**Net Expenditure: AD Planning**

2,586,386      2,555,904      2,506,556      **(79,830)**

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**SD Place**

**Open Spaces (Head of Property Services)**

Premises	20,250	20,250	18,610	(1,640)
Supplies & Services	560	560	590	30
Capital Charges	6,600	6,600	30,000	23,400
Income	(27,060)	(27,060)	(28,160)	(1,100)
Grants and Contributions	(30,880)	(20,880)	(31,500)	(620)
Recharges	1,160	1,160	1,190	30
<b>Net Expenditure: Open Spaces</b>	<b>(29,370)</b>	<b>(19,370)</b>	<b>(9,270)</b>	<b>20,100</b>

**Promotion and Marketing of the Area (Town Centres) (Head of Property Services)**

Premises	78,550	90,987	79,490	940
Supplies & Services	1,620	1,620	1,700	80
Capital Charges	154,400	154,400	220,000	65,600
Recharges	279,038	279,038	290,557	11,519
<b>Net Expenditure: Promotion and Marketing of the Area (Town Centres)</b>	<b>513,608</b>	<b>526,044</b>	<b>591,747</b>	<b>78,139</b>

**Planning Policy (General) (SD Place)**

Employees	328,960	328,960	434,840	105,880
Supplies & Services	398,000	431,000	140,360	(257,640)
Grants and Contributions	(168,000)	(168,000)	(240,000)	(72,000)
Recharges	350	350	350	0
<b>Net Expenditure: Planning Policy (General)</b>	<b>559,310</b>	<b>592,310</b>	<b>335,550</b>	<b>(223,760)</b>

**Net Expenditure: SD Place**

**1,043,548      1,098,984      918,027      (125,521)**

**SD People and Transformation**

**Support to Business and Enterprise (Head of Communication and Engagement)**

Employees	52,000	55,515	52,000	0
Transport	0	400	0	0
Supplies & Services	0	3,500	0	0
Income	(165,730)	(112,940)	(166,380)	(650)
<b>Net Expenditure: Support to Business and Enterprise</b>	<b>(113,730)</b>	<b>(53,525)</b>	<b>(114,380)</b>	<b>(650)</b>

**Net Expenditure: SD People and Transformation**

**(113,730)      (53,525)      (114,380)      (650)**

**SD Corporate and Commercial**

**Emergency Planning - Highbarns Chalk Mines (Head of Commercial Development)**

Supplies & Services	0	33,845	0	0
<b>Net Expenditure: Emergency Planning - Highbarns Chalk Mines</b>	<b>0</b>	<b>33,845</b>	<b>0</b>	<b>0</b>

**Net Expenditure: SD Corporate and Commercial**

**0      33,845      0      0**

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2023/24**

	Original 2022/2023 £	Forecast 2022/2023 £	Draft 2023/2024 £	Variance 2022/23 - 2023/24 £
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**AD Place, Community & Enterprise**

**Economic Development (General) (AD Place, Community and Enterprise)**

Employees	105,850	140,606	<b>129,210</b>	23,360
Premises	137,000	192,095	<b>148,860</b>	11,860
Transport	0	550	<b>0</b>	0
Supplies & Services	126,670	132,810	<b>133,010</b>	6,340
Capital Charges	82,100	82,100	<b>100,000</b>	17,900
Income	(512,550)	(512,550)	<b>(522,800)</b>	(10,250)
Grants and Contributions	(6,310)	(6,310)	<b>(6,440)</b>	(130)
Recharges	130,997	142,187	<b>172,120</b>	41,123
<b>Net Expenditure: Economic Development (General)</b>	<b>63,757</b>	<b>171,487</b>	<b>153,960</b>	<b>90,203</b>

**Market Undertakings (AD Place, Community and Enterprise)**

Premises	7,160	7,160	<b>8,140</b>	980
Income	(8,860)	(8,860)	<b>(9,040)</b>	(180)
Recharges	46,757	46,757	<b>39,488</b>	(7,269)
<b>Net Expenditure: Market Undertakings</b>	<b>45,057</b>	<b>45,057</b>	<b>38,588</b>	<b>(6,469)</b>

**Support to Business and Enterprise (AD Place, Community and Enterprise)**

Employees	0	73,908	<b>217,090</b>	217,090
Premises	7,740	12,250	<b>7,890</b>	150
Transport	0	0	<b>1,390</b>	1,390
Supplies & Services	69,090	90,207	<b>75,310</b>	6,220
Third-Parties	0	2,070	<b>2,110</b>	2,110
Capital Charges	1,900	1,900	<b>10,000</b>	8,100
Income	(650)	(5,000)	<b>(660)</b>	(10)
Grants and Contributions	(14,550)	(13,300)	<b>(14,820)</b>	(270)
Recharges	71,509	153,172	<b>81,978</b>	10,469
<b>Net Expenditure: Support to Business and Enterprise</b>	<b>135,039</b>	<b>315,207</b>	<b>380,288</b>	<b>245,249</b>

**Net Expenditure: AD Place, Community & Enterprise** 243,853      531,751      572,836      328,984

**Net Expenditure: Strategic Planning & Environment** 14,549,842      16,007,884      15,338,444      788,602

## STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2023/24

	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
<b>Filming</b>				
Administration Fee		£125 - £500	£140- £550	10.0%
Up to one hour filming time		205.00	246.00	20.0%
Between one and four hours filming time		470.00	564.00	20.0%
Half day (four to six hours) filming time		800.00	960.00	20.0%
Full day (seven hours or more) per day filming time		1,200.00	1,440.00	20.0%
Strike Day - Half full day charge		720.00	795.00	10.4%
Site visits		1st free then £50 per visit	1st free then £55 per visit	10.0%
Loyalty discount 10 - 20% discount on full invoice based on visits within financial year				
Parking £25 per bay per day suspensions		£25 per day	30.00	0.0%
Fixed parking discount 10-20% for bookings over 1 week				
Hire of Council Assets		Bespoke Price	Bespoke Price	
Penalties for non agreement				
<b>Dog Warden Service</b>				
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	54.00	60.00	11.1%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 2	76.00	84.00	10.5%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 3	98.00	108.00	10.2%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 4	120.00	132.00	10.0%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 5	142.00	157.00	10.6%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 6	164.00	181.00	10.4%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 7	186.00	205.00	10.2%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 8	208.00	229.00	10.1%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 1	82.00	91.00	11.0%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 2	104.00	115.00	10.6%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 3	126.00	139.00	10.3%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 4	148.00	163.00	10.1%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 5	170.00	187.00	10.0%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 6	192.00	212.00	10.4%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 7	214.00	236.00	10.3%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 8	236.00	260.00	10.2%
Kennelling	Per Day			
Micro-Chipping		15.00	17.00	13.3%
Return of Stray Dog		43.00	48.00	11.6%
<b>Enforcement</b>				
Abandoned Vehicle Reclaimed Fees - Cars	Daily	20.00	22.00	10.0%
Abandoned Vehicle Reclaimed Fees - Motorbikes	Daily	20.00	22.00	10.0%
Abandoned Vehicle FPN (Full)		200.00	200.00	0.0%
Abandoned Vehicle FPN (Early Repayment)		120.00	132.00	10.0%
Removal of AV from Private Land (land owners' agreement) admin fee		60.00	66.00	10.0%
Littering FPN (Full)		80.00	88.00	10.0%
s46/s47 EPA Offences (Full)		110.00	100.00	-9.1%
s46/s47 EPA Offences (Early Repayment)		83.00	92.00	10.8%
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	330.00	10.0%
Nuisance Vehicles / Vehicle Trading (street) (Full)		100.00	100.00	0.0%
Nuisance Vehicles / Vehicle Trading (street) (Early Repayment)		81.00	90.00	11.1%
s34 EPA Fixed Penalty Notice (Full)		312.00	344.00	10.3%
s34 EPA Fixed Penalty Notice (Early payment if paid within 10 days)		208.00	229.00	10.1%
Littering From Vehicles Outside London Regulations 2018 (Full)		102.00	113.00	10.8%
Littering From Vehicles Outside London Regulations 2018 (Early Repayment)		77.00	85.00	10.4%
Community Protection Notice (Full) FPN		100.00	100.00	0.0%
Community Protection Notice (Early Repayment)		77.00	85.00	10.4%
PSPO FPN (Full)		80.00	88.00	10.0%
<b>Environmental Protection</b>				
High Hedges		510.00	565.00	10.8%
High Hedges Preliminary Investigation Fee		255.00	285.00	11.8%
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%

STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2023/24				
	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
Analysis costs (check monitoring)		Bespoke price	Bespoke price	0.0%
Analysis costs (adult monitoring)		Bespoke price	Bespoke price	0.0%
Environmental Searches		105.00	120.00	14.3%
<b>Food Safety</b>				
Initial inspection of premises requiring health certificates		125.00	138.00	10.4%
Health Certificates (x2 plus site visit) - Standard Service		85.00	94.00	10.6%
Health Certificates (x2 plus site visit) - Next Day Service		125.00	138.00	10.4%
Health Certificates (additional copies up to 4)		32.00	36.00	12.5%
General Endorsement Certificate		38.00	42.00	10.5%
Food Hygiene Requested Revisits (new charge)		185.00	204.00	10.3%
3 hours Safer Food Better Business Coaching (new charge) plus 50% fee per additional person from the same business		125.00	138.00	10.4%
Food hygiene advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	85.00	94.00	10.6%
Health & safety advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	85.00	94.00	10.6%
<b>Pest Control</b>				
Rats (up to 3 visits)		63.00	70.00	11.1%
Rats (up to 3 visits) Dacorum Card		32.00	36.00	12.5%
Mice (up to 3 visits)		63.00	70.00	11.1%
Fleas per visit (2 bedrooms and 2 living rooms only)		58.00	64.00	10.3%
Fleas - Additional Rooms		20.00	22.00	10.0%
Wasps/hornets (1 nest killed - not removed)		51.00	57.00	11.8%
Wasps/hornets - Additional Nest		18.00	20.00	11.1%
Ants (Inside only)		74.00	82.00	10.8%
Cockroaches up to 3 visits (2 bedrooms & 2 living rooms only)		92.00	102.00	10.9%
Squirrels up to 3 visits		129.00	142.00	10.1%
Squirrels - Additional Visit		27.00	30.00	11.1%
Cluster Fly (one treatment)		78.00	86.00	10.3%
Other Per hour (min 1 hr)		79.00	87.00	10.1%
Call Out Advice - No pest treated		43.00	48.00	11.6%
<b>Cesspool Emptying</b>				
<b>DBC (inside) - All Charges Include £100 transport charge</b>				
Up to 1000		236.00	260.00	10.2%
Up to 2000		358.00	395.00	10.3%
Up to 3000		539.00	595.00	10.4%
Up to 4000		662.00	730.00	10.3%
Up to 5000		839.00	925.00	10.3%
Up to 6000		965.00	1,065.00	10.4%
Up to 8000		1,267.00	1,395.00	10.1%
Up to 10000		1,570.00	1,730.00	10.2%
Up to 12000		1,873.00	2,065.00	10.3%
<b>DBC (outside) - All Charges Include £130 transport charge</b>				
Up to 1000		268.00	295.00	10.1%
Up to 2000		393.00	435.00	10.7%
Up to 3000		570.00	630.00	10.5%
Up to 4000		695.00	765.00	10.1%
Up to 5000		874.00	965.00	10.4%
Up to 6000		998.00	1,100.00	10.2%
Up to 8000		1,301.00	1,435.00	10.3%
Up to 10000		1,603.00	1,765.00	10.1%
Up to 12000		1,906.00	2,100.00	10.2%
<b>Waste - Bulk Collections</b>				
Bulk Collections	Up to 3 Items	45.00	50.00	11.1%
Bulk Collections	Up to 6 Items	70.00	77.00	10.0%
Bulk Collections - Concessions	Up to 3 Items	36.00	40.00	11.1%
Bulk Collections - Concessions	Up to 6 Items	49.00	54.00	10.2%
<b>Waste Services</b>				
Collection of green bin	Per Annum		45.00	0.0%
Collection of green bin - Concession	Per Annum		35.00	0.0%
Collection of an additional green bin	Per Annum	60.00	45.00	-25.0%
Delivery of additional green bin	Per bin	25.00	28.00	12.0%

STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2023/24				
	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
Collection of a missed bin * 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	Per bin	42.00	47.00	11.9%
<b>Waste - Commercial</b> ( to be confirmed post Commercial Waste review)				
Container Rental - 360 Litre	Per Annum	31.66	32.40	2.3%
Container Rental - 770 Litre	Per Annum	67.69	69.12	2.1%
Container Rental - 850 Paladin	Per Annum	74.91	76.44	2.0%
Container Rental - 940 Paladin	Per Annum	86.37	88.16	2.1%
Container Rental - 1100 Litre	Per Annum	101.14	103.16	2.0%
Container Rental - 1280 Litre	Per Annum	117.67	120.04	2.0%
Container Emptying - 360 Litre	Per Lift	6.70	7.72	15.2%
Container Emptying - 770 Litre	Per Lift	14.33	16.50	15.1%
Container Emptying - 850 Paladin	Per Lift	17.78	20.58	15.7%
Container Emptying - 940 Paladin	Per Lift	18.93	21.83	15.3%
Container Emptying - 1100 Litre	Per Lift	21.03	24.16	14.9%
Container Emptying - 1280 Litre	Per Lift	24.50	28.13	14.8%
Container Emptying - Schools Only - 770 Litre	Per Lift	5.65	5.76	1.9%
Container Emptying - Schools Only - 850 Paladin	Per Lift	6.61	6.74	2.0%
Container Emptying - Schools Only - 940 Paladin	Per Lift	7.38	7.54	2.2%
Container Emptying - Schools Only - 1100 Litre	Per Lift	8.65	8.83	2.1%
Container Emptying - Schools Only - 1280 Litre	Per Lift	10.08	10.28	2.0%
Commercial Waste Collections (additional empties)	Per empty	15.30	17.00	11.1%
Sacks	per 50 sacks	109.00	120.00	10.1%
<b>Sack Sales</b>				
Bio Sacks	Per 25 Sacks	7.00	8.00	14.3%
Bio Sacks (Dacorum Card 25% discount)	Per 25 Sacks	5.00	6.00	20.0%
Kaddy Bio Sacks	Per roll of 52	2.00	3.00	50.0%
Domestic Black Sacks	Per 10 Sacks	1.50	2.00	33.3%
Domestic Black Sacks (Dacorum Card)	Per 10 Sacks	1.00	2.00	100.0%
<b>Commercial Waste Recycling</b>				
Recycling Sacks	per 50 sacks	53.60	59.00	10.1%
Container Emptying - 240 Litre	Per Lift	2.90	4.00	37.9%
Container Emptying - 770 Litre	Per Lift	7.00	8.00	14.3%
Container Emptying - 1100 Litre	Per Lift	10.20	12.00	17.6%
Hire costs are same as main commercial waste				
<b>Weighbridge</b>				
Weighing	Single weigh	11.00	13.00	18.2%
Weighing	Double weigh	15.00	17.00	13.3%
<b>Street Sweeping</b>				
Sweeping/Cleaning of non DBC land	Per Hour	46.00	51.00	10.9%
<b>Building Control - Refer to Hertfordshire Building Control - HBC</b>				
<b>Regularisation Applications</b> Applications may be submitted where work has been carried out since 11 November 1985 but not previously submitted to the Authority. The fees are equal to at least 125% of fees and are not subject to VAT.				
<b>Planning Fees</b>				
<b>Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Outline Permission</b>				
Site Area less than 2.5 Hectares - Categories 1, 2 and 3	per 0.1 hectare	462.00	462.00	0.0%
Site Area > 2.5 Hectares Fixed Fee (plus variable fee below) - Categories 1, 2 & 3	fixed fee	11,432.00	11,432.00	0.0%
Site Area > 2.5 Hectares Variable Fee - Categories 1, 2 & 3 (max of £125,000)	per 0.1 hectares above 2.5	138.00	138.00	0.0%
Site Area less than 15 Hectares - Categories 9* and 11	per 0.1 hectare	234.00	234.00	0.0%
Site Area > 15 Hectares Fixed Fee (plus variable fee below) - Categories 9* & 11	fixed fee	34,934.00	34,934.00	0.0%
Site Area > 15 Hectares Variable Fee - Categories 9* & 11 (max of £65,000)	per 0.1 hectares above 15	138.00	138.00	0.0%
Other: Category 9 (maximum £250,000)	per 0.1 hectare	234.00	234.00	0.0%
* 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				

## STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2023/24

	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
<b>Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Full Permission or Reserved Matters</b>				
Up to 50 Dwelling Houses - Category 1	Per Dwelling House	462.00	462.00	0.0%
Greater than 50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	22,859.00	22,859.00	0.0%
Greater than 50 Dwelling Houses Variable Fee - Category 2 (maximum of £250,000) - Category 2	Per Dwelling House > 50	138.00	138.00	0.0%
Where no Floor space created - Category 2	Fixed Fee	234.00	234.00	0.0%
Where Floor space Created less than 40m <sup>2</sup> - Category 2	Fixed Fee	234.00	234.00	0.0%
Where Floor space Created Between 40m <sup>2</sup> and 75m <sup>2</sup> - Category 2	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 75m <sup>2</sup> and 3750m <sup>2</sup> - Category 2	Per 75m <sup>2</sup>	462.00	462.00	0.0%
Where Floor space Greater than 3750m <sup>2</sup> Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	22,859.00	22,859.00	0.0%
Where Floor space Greater than 3750m <sup>2</sup> Variable Fee (maximum of £250,000) - Category 2	Per 75m <sup>2</sup> > 3750m <sup>2</sup>	138.00	138.00	0.0%
Where Floor space Created less than 465m <sup>2</sup> - Category 3	Fixed Fee	96.00	96.00	0.0%
Where Floor space Created Between 465m <sup>2</sup> and 540m <sup>2</sup> - Category 3	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 540m <sup>2</sup> and 4215m <sup>2</sup> Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 540m <sup>2</sup> and 4215m <sup>2</sup> Variable Fee - Category 3	Per 75m <sup>2</sup> > 540m <sup>2</sup>	462.00	462.00	0.0%
Where Floor space Created Over 4215m <sup>2</sup> Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	22,859.00	22,859.00	0.0%
Where Floor space Created Over 4215m <sup>2</sup> Variable Fee (maximum of £250,000) - Category 3	Per 75m <sup>2</sup> > 4215m <sup>2</sup>	138.00	138.00	0.0%
Where Floor space Created less than 465m <sup>2</sup> - Categories 4 & 5	Fixed Fee	96.00	96.00	0.0%
Where Floor space Created greater than 465m <sup>2</sup> - Categories 4 & 5	Fixed Fee	2,580.00	2,580.00	0.0%
Enlargement, Improvement or Other Alteration for one Dwelling House - Category 6	Fixed Fee	206.00	206.00	0.0%
Enlargement, Improvement or Other Alteration for more than one Dwelling House - Category 6	Fixed Fee	407.00	407.00	0.0%
Site Area less than 5 Hectares - Category 5	Per 0.1 hectare	462.00	462.00	0.0%
Site Area > 5 Hectares Fixed Fee (plus variable fee below) - Category 5	Fixed Fee	22,859.00	22,859.00	0.0%
Site Area > 5 Hectares Variable Fee - Category 6 (max of £250,000)	Per 0.1 hectares above 5	138.00	138.00	0.0%
Site Area less than 7.5 Hectares - Category 8	Per 0.1 hectare	462.00	462.00	0.0%
Site Area > 7.5 Hectares Fixed Fee (plus variable fee below) - Category 8	Fixed Fee	34,934.00	34,934.00	0.0%
Site Area > 7.5 Hectares Variable Fee - Category 8 (max of £250,000)	Per 0.1 hectares above 7.5	138.00	138.00	0.0%
Operations within curtilage - Category 7a	Fixed Fee	206.00	206.00	0.0%
Car Park, Service Roads & Means of Access - Category 7b	Fixed Fee	234.00	234.00	0.0%
Change from Single Dwelling House to use as less than 50 Dwelling Houses - Category 10a	Per additional Dwelling House	462.00	462.00	0.0%
Change from Single Dwelling House to use as >50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	22,859.00	22,859.00	0.0%
Change from Single Dwelling House to use as >50 Dwelling Houses Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	138.00	138.00	0.0%
Change of use to <50 dwelling houses (Other Cases) - Category 10b	Per additional Dwelling House	462.00	462.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	22,859.00	22,859.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	138.00	138.00	0.0%
Change of Use not included in Categories 9 or 10	Fixed Fee	462.00	462.00	0.0%
Applications for permission in principle	Per 0.1 hectare	402.00	402.00	0.0%
<b>Schedule 2 - Other Planning Application</b>				
Advert On Business Premises, Forecourt or curtilage		132.00	132.00	0.0%
Advert To Direct Public or Draw Attention to Business Premises not Visible		132.00	132.00	0.0%
Advert All Other Cases		462.00	462.00	0.0%
Approval/variation /discharge of condition		234.00	234.00	0.0%
Request for confirmation that conditions complied with		116.00	116.00	0.0%
Request for confirmation that conditions complied with (householder)		34.00	34.00	0.0%
Application for non material amendment- householder		34.00	34.00	0.0%
application for non material amendment-other		234.00	234.00	0.0%
Lawful development certificate - existing use		234.00	234.00	0.0%
Prior approval - Larger Home Extensions		96.00	96.00	0.0%
Prior approval - agriculture		96.00	96.00	0.0%
Prior approval - telecoms		462.00	462.00	0.0%
Prior approval - schools		96.00	96.00	0.0%
Prior approval - from agriculture to schools		96.00	96.00	0.0%
Prior approval - from agriculture to commercial use		96.00	96.00	0.0%
Prior approval - from office to residential		96.00	96.00	0.0%
Prior approval - from agriculture to residential (no associated building operations)		96.00	96.00	0.0%
Prior approval - from agriculture to residential (associated building operations)		206.00	206.00	0.0%
Prior approval - from retail to residential (no associated building operations)		96.00	96.00	0.0%
Prior approval - from retail to residential (associated building operations)		206.00	206.00	0.0%
Prior approval - temporary state funded school		96.00	96.00	0.0%

STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2023/24				
	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
Prior approval - temporary use for film making		96.00	96.00	0.0%
Prior approval - solar PV equipment up to 1mgw		96.00	96.00	0.0%
Prior approval - collection facility within curtilage of a shop		96.00	96.00	0.0%
<b>Land Charges (exclusive of VAT @ 20% where applicable)</b>				
VAT will become payable on all income derived from the CON 29 R and O products as of 1 February 2016				
LLC1 and CON29R (Residential Properties)		99.00	99.00	0.0%
LLC1 and CON29R (Commercial Properties)		190.00	190.00	0.0%
LLC1 (Search of Land Charges Register only)		15.00	15.00	0.0%
CON29R Only (Residential Properties)		84.00	84.00	0.0%
CON29O Enquiries (Except Q22 - Commons Search)		175.00	175.00	0.0%
CON29O Enquiries		12.00	12.00	0.0%
CON29O Q22 - Commons Search		20.00	20.00	0.0%
Extra parcels of land		20.00	20.00	0.0%
Personal Search responses via email (LLC1 service)		15.00	15.00	0.0%
<b>Pre-application charges (inclusive of VAT)</b>				
Category A - Significant Major Development		PPA only	PPA only	0.0%
Category B - Very large Major Development		3,000.00	3,000.00	0.0%
Category C - Major Developments		1,800.00	1,800.00	0.0%
Category D - Minor Developments		1,100.00	1,100.00	0.0%
Category E - Minor Developments		700.00	700.00	0.0%
Category E - Minor Developments (written advice only)		350.00	350.00	0.0%
Category F - Householder Applications		400.00	400.00	0.0%
Category F - Householder Applications (written advice only)		200.00	200.00	0.0%
Category F - Householder Applications (Listed Building advice)		500.00	500.00	0.0%
<b>COMMERCIAL</b>				
Over 5,000 sq.m.		PPA only	PPA only	0.0%
1,000 sq.m. - 4,999 sq.m.		3,000.00	3,000.00	0.0%
300 sq.m. - 999 sq.m.		2,200.00	2,200.00	0.0%
100 sq.m. - 299 sq.m.		650.00	650.00	0.0%
up to 99 sq.m.		400.00	400.00	0.0%
<b>Plus additional meeting (inclusive of VAT)</b>				
Category A - Significant Major Development		N/A	N/A	0.0%
Category B - Very large Major Development		N/A	N/A	0.0%
Category C - Major Developments		N/A	N/A	0.0%
Category D - Minor Developments		N/A	N/A	0.0%
Category E - Minor Developments		N/A	N/A	0.0%
Category F - Householder Applications		N/A	N/A	0.0%
<b>Post application charges (new charges) (inclusive of VAT)</b>				
Category A - Significant Major Development		N/A	N/A	0.0%
Category B - Very large Major Development		N/A	N/A	0.0%
Category C - Major Developments		N/A	N/A	0.0%
Category D - Minor Developments		N/A	N/A	0.0%
Category E - Minor Developments		N/A	N/A	0.0%
Category F - Householder Applications		N/A	N/A	0.0%
<b>SUPPLEMENTARY CHARGES (inclusive of VAT)</b>				
Supplementary work / hr (or part thereof) (Senior Planning Officer / Conservation Officer)		150.00	150.00	0.0%
Supplementary work / hr (or part thereof) (Planning Officer)		100.00	100.00	0.0%
<b>Planning Performance Agreement (exclusive of VAT @ 20% where applicable)</b>				
PPA - minimum charge each PPA negotiated on complexity		N/A		0.0%
Bespoke fees costed per application				
<b>Other</b>				
Paid General Query		60.00	60.00	0.0%
<b>Validation advice</b>				
Planning fee less than £300		30.00	30.00	0.0%
Planning fee greater than £350 less than £500		60.00	60.00	0.0%
Planning fee greater than £500 less than £2,000		90.00	90.00	0.0%
Planning fee greater than £2,000 less than £12,000		185.00	185.00	0.0%
Planning fee greater than £12,000		500.00	500.00	0.0%
<b>Other Admin</b>				
Site History and constraints check		120.00	120.00	0.0%
Statutory documents (Planning decision notice, appeal decision, Tree Preservation Order, etc.)		15.00	15.00	0.0%

## STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2023/24

	Unit Measurement	2022/23 Charge	2023/24 Proposed Charge	% Change
Copies of Section 38 (Highways Act 1980), Section 278 (Highways Act 1980) and Section 106 (Town & Country Planning)		15.00	-	-100.0%
<b>Enforcement</b>		250.00	250.00	0.0%
Request for enforcement notice withdrawal		250.00	250.00	0.0%
Check records and provide details of compliance check and case closure via email		250.00	250.00	0.0%
<b>Fast Track Services</b>				0.0%
Fast Track 'panic button'		250.00	250.00	0.0%
Householder planning application		250.00	250.00	0.0%
approval of details reserved by condition - householder		120.00	120.00	0.0%
approval of details reserved by condition - minor / major		360.00	360.00	0.0%
Non-material amendment - householder		120.00	120.00	0.0%
Non-material amendment - minor		300.00	300.00	0.0%
Non-material amendment - major		600.00	600.00	0.0%
Amendments				0.0%
Application to request amendment		60.00	60.00	0.0%
On acceptance of above application		Quote	Quote	0.0%
<b>Listed Buildings</b>				0.0%
Listed building home buyers report (property Value upto £300,000)		700.00	700.00	0.0%
Listed building home buyers report (property Value upto £400,000)		800.00	800.00	0.0%
Listed building home buyers report (property Value upto £500,000)		920.00	920.00	0.0%
Listed building home buyers report (property Value upto £750,000)		100.00	100.00	0.0%
Listed building home buyers report (property Value upto £1,000,000)		1,500.00	1,500.00	0.0%
Listed building home buyers report (property Value over £1,000,000)		2,170.00	2,170.00	0.0%
<b>Strategic Planning Charges for Documents</b>				
All Strategic Planning Documents are available on the website. Printed versions can be posted upon individual request made to strategic.planning@dacorum.gov.uk.				
<i>Prices will be provided based on printing and postage costs at the time of the request.</i>				
Site Promoter Meetings (reg 18)		-	800 p/h	
Site Promoter Meetings (reg 19)		-	800 p/h	
GIS Data (commercialisation)		-	tbc	
Late Site Assessment Service		-	tbc	
CIL Management fees		-	tbc	
CIL query			100.00	
Straightforward S106/UU query			150.00	
More complicated and time consuming queries			Determined on a case by case basis	
Provision of digital copies of S106/UU agreements older than 10 years			50.00	
Provision of paper copies will incur a charge which will be determined based on the size of the agreement			Charge will be determined based on the size of the agreement	
Habitats Reg Assessment (HRA) related Unilateral Undertaking (UU)			400.00	
Planning Obligations Monitoring Admin fee. Where agreements are complex and/or largescale (as determined by DBC) or require specialist monitoring, a bespoke charging schedule will be applied.		£225.00 plus £75 per additional trigger point	£300.00 plus £100 per additional trigger point.	



**SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2022/23 - 2023/24****Note 1 - Dwelling Rents**

Rents for 2023/24 have been set at 7% the maximum cap set by government for 2023/24. The average dwelling rent is proposed to be £118.62 in 2023/24.

**Note 2 - Interest & Investment Income/Interest Payable**

Due to increasing interest rates an additional £168K income is expected to be received for HRA treasury investments for 2023/24

A budget reduction of £35k for income payable is proposed based on an updated interest schedule where interest charges are lower than budgeted.

**Note 3 - Repairs and Maintenance**

Due to increasing costs seen through inflation a 25% increase has been applied to the repairs and maintenance budgets for 2023/24. £168K of the repairs and maintenance budget has been moved to fund employees to manage the asbestos works in house.

**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 and changes :

£155k for Creation of in house Asbestos Team funded through reduced Repairs and Maintenance budget

An increase to the draft budget for 2023/24 due to revised estimates for recharges from the General Fund following full council Restructure in 2022/23.

Introduction of Housing Strategy Investment team approved during 2022/23 £443K

Senior Management Team approved during 2022/23 £232K

Growth of £236K for Tenancy Sustainment and Tenancy Management Posts.

£550k to fund the continued work on HTIP in 2023/24

Introduction of Damp and Mould Team £250k

**Note 6 - Rent, Rates, Taxes & Other Charges**

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

**Note 6 - 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. Due to the increase in income to maintain this balance a contribution to the HRA working balance of £165K is required

**Note 7 - Contribution from / to Reserves**

A contribution is proposed to contribute £165k to the HRA working balance to ensure this is maintained at 5% of turnover.

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2023/24 - 2027/28

<b>Summary</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>	<b>2027/28 £000</b>	<b>Total £000</b>
Current Overall Programme	27,424	15,233	8,122	2,895	0	<b>53,674</b>
New Bids	2,012	580	50	511	3,316	<b>6,470</b>
Rephased and Amended Schemes	3,034	9,966	(2,352)	174	(219)	<b>10,603</b>
<b>Revised Overall Programme</b>	<b>32,470</b>	<b>25,779</b>	<b>5,820</b>	<b>3,581</b>	<b>3,097</b>	<b>70,747</b>
<b>NEW BIDS</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>	<b>2027/28 £000</b>	<b>Total £000</b>
<b><u>FINANCE &amp; RESOURCES</u></b>						
<b>Head of Property Services</b>						
Stone Works Charter Tower	15					<b>15</b>
Commercial Properties Projects	554	50	50	50	50	<b>754</b>
Damp proofing improvements to commercial properties	30					<b>30</b>
<b>Head of Commerical Development</b>						
Berkhamsted Leisure Centre Upgrade Works	15					<b>15</b>
Hemel Hempstead Sports Astro Turf	300					<b>300</b>
Hemel Hempstead Sports Centre - Plant Room Upgrade	147					<b>147</b>
Hemel Hempstead Sports Centre - Basketball Hoop Replacement	26					<b>26</b>
<b>Head of Digital</b>						
Renewal of data Centre Hardware		40				<b>40</b>
Digital Strategy (CRM Solution)	590	490				<b>1,080</b>
Rolling Programme - Hardware	150				75	<b>225</b>
Software Licences - Right of Use					40	<b>40</b>

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2023/24 - 2027/28

NEW BIDS	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<b><u>STRATEGIC PLANNING &amp; ENVIRONMENT</u></b>						
<b>Head of Environmental Services</b>						
New Wheeled Bins					100	100
Fleet Replacement Programme				461	2,265	2,727
Litter Bin Replacement Programme	50					50
Water Gardens Fencing	25					25
Splash Park	70					70
<b>Head of Regulatory Services</b>						
Air Quality Monitoring	40					40
<b><u>HOUSING &amp; COMMUNITY</u></b>						
<b>Head of Community Safety</b>						
Rolling Programme - CCTV Cameras					25	25
Capital Grants - Community Groups					20	20
Verge Hardening Programme						0
<b>Head of Housing Property</b>						
Disabled Facilities Grants					741	741
<b>TOTAL - NEW BIDS</b>	<b>2,012</b>	<b>580</b>	<b>50</b>	<b>511</b>	<b>3,316</b>	<b>6,470</b>

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2023/24 - 2027/28

REPHASED AND AMENDED SCHEMES	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<b><u>FINANCE &amp; RESOURCES</u></b>						
<b>Chief Finance Officer (S151)</b>						
Various commercial ventures (commercially sensitive)- rephased	(1,048)	8,672	(2,408)	12		5,228
<b>Head of Property Services</b>						
Long Chaulden Roof	55					55
Old Town Hall - Cafe Roof and stonework renewal	45					45
Rossgate Shopping Centre - Structural Works	290					290
100 High St (Old Town), Hemel - Window Replacement	14					14
Bennettsgate - Structural Concrete Improvements & Façade Renewal	52					52
48-52 High Street - Fire Alarm System Renewal	15					15
Bennettsgate - Window Renewal- amended	75					75
Broadwater Road Resurfacing - amended	93					93
Nickey Line Bridge Refurbishment	30					30
Creation of new Community Facility and Foodbank at The Hub (Dens)	625					625
Bellgate Canopy Renewal - Highfield - amended	200					200
Allotment Improvement Programme - amended	57					57
Stone Works to Charter Tower - amended	18					18
<b>Head of Commerical Development</b>						
Hemel Hempstead Sports Astro Turf	280					280
<b>Head of Digital</b>						
Automation Programme	80					80
Digital Strategy (CRM Solution)	199					199
Civica Customer Experience Software (Flare replacement)	100					100

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2023/24 - 2027/28

REPHASED AND AMENDED SCHEMES	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<b><u>HOUSING &amp; COMMUNITY</u></b>						
<b>Head of Community Safety</b>						
Verge Hardening Programme- amended	164					164
Rolling Programme - CCTV Cameras	11					11
Alarm Receiving Centre	34					34
CCTV Equipment Refresh	55					55
<b><u>STRATEGIC PLANNING &amp; ENVIRONMENT</u></b>						
<b>Head of Environmental Services</b>						
Play Areas & Open Spaces - replace equipment	135					135
Fleet Replacement Programme- amended	755	1,294	56	162	(219)	2,048
<b>Head of Regulatory Services</b>						
Air Quality Monitoring	40					40
<b>AD Place, Community and Enterprise</b>						
The Bury - Residential Development- rephased	53					53
Adventure Playground Improvement Programme	500					500
Urban Park/Education Centre (Durrants Lakes)- rephased	109					109
<b>TOTAL - REPHASED AND AMENDED BIDS</b>	<b>3,034</b>	<b>9,966</b>	<b>(2,352)</b>	<b>174</b>	<b>(219)</b>	<b>10,603</b>

## DRAFT CAPITAL PROGRAMME BY OSC 2023/24 - 2027/28

Scheme		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
	<b>GENERAL FUND</b>					
	<b>FINANCE &amp; RESOURCES</b>					
	<b>Chief Finance Officer (S151)</b>					
1	Various commercial ventures (commercially sensitive)	17,852	19,672	3,592	12	-
	<b>Head of Property Services</b>					
2	Service Lease Domestic Properties	30	-	30	-	-
3	Commercial Properties Projects	554	50	50	50	50
4	Bennettsgate Shopping Centre Render Improvement	15	-	-	-	-
5	Boiler Replacement Programme	22	-	-	-	-
6	Bennettsgate - Window Renewal	285	-	-	-	-
7	Allotment Improvement Programme	57	-	-	-	-
8	Void Refurbishment Properties for Temporary Accommodation	70	70	-	-	-
9	Bellgate Canopy Renewal - Highfield	200	-	-	-	-
10	Creation of new Community Facility and Foodbank at The Hub (Dens)	2,500	-	-	-	-
11	Damp proofing improvements to commercial properties	30	-	-	-	-
12	Door Entry Access System Upgrade Programme - Shopping Precincts	20	-	-	-	-
13	Long Chaulden Roof	55	-	-	-	-
14	Broadwater Road Resurfacing	93	-	-	-	-
15	Stone Works to Charter Tower	33	-	-	-	-
16	Rossgate Shopping Centre - Structural Works	290	-	-	-	-
	Bennettsgate - Structural Concrete Improvements & Façade Renewal	52	-	-	-	-
	48-52 High Street - Fire Alarm System Renewal	15	-	-	-	-
	Nickey Line Bridge Refurbishment	30	-	-	-	-
20	100 High St (Old Town), Hemel - Window Replacement	14	-	-	-	-
21	Old Town Hall - Cafe Roof and stonework renewal	45	-	-	-	-
		<b>22,262</b>	<b>19,792</b>	<b>3,672</b>	<b>62</b>	<b>50</b>

## DRAFT CAPITAL PROGRAMME BY OSC 2023/24 - 2027/28

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Scheme		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
<b>FINANCE &amp; RESOURCES</b>						
<b>Head of Digital</b>						
16	Rolling Programme - Hardware	675	75	75	75	75
17	Software Licences - Right of Use	40	40	40	40	40
18	Future vision of CRM	789	490	-	-	-
19	Renewal of Data Centre Hardware	-	390	-	-	-
20	Automation Programme	165	-	-	-	-
21	Civica Customer Experience Software (Flare replacement)	150	-	-	-	-
		<b>1,819</b>	<b>995</b>	<b>115</b>	<b>115</b>	<b>115</b>
<b>Head of Commercial Development</b>						
Page 115	Hemel Hempstead Sports Centre - Astroturf renewal	580	-	-	-	-
	Berkhamsted Leisure Centre upgrade works	15	-	-	-	-
	Hemel Hempstead Sports Centre - Plant room upgrade	147	-	-	-	-
	Hemel Hempstead Sports Centre - Basketball Hoop replacement	26	-	-	-	-
		<b>768</b>	-	-	-	-
<b>TOTAL - FINANCE &amp; RESOURCES</b>		<b>6,996</b>	<b>1,115</b>	<b>195</b>	<b>165</b>	<b>165</b>

## DRAFT CAPITAL PROGRAMME BY OSC 2023/24 - 2027/28

Scheme		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
<b>STRATEGIC PLANNING &amp; ENVIRONMENT</b>						
<b>Head of Environmental Services</b>						
22	New Wheeled Bins	100	100	100	100	100
23	Fleet Replacement Programme	1,735	1,926	897	2,268	2,046
24	Play Area Investment Income	385	-	-	-	-
25	Water Gardens Fencing	25	-	-	-	-
26	Litter Bin Replacement Programme	85	-	-	-	-
27	Splash Park	70	-	-	-	-
		<b>2,400</b>	<b>2,026</b>	<b>997</b>	<b>2,368</b>	<b>2,146</b>
<b>Head of Regulatory Services</b>						
28	Air Quality Monitoring	40	-	-	-	-
29	Health and Safety software system	40	-	-	-	-
		<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>AD Place, Community and Enterprise</b>						
30	Urban Park/Education Centre (Durrants Lakes)	109	-	-	-	-
31	The Bury - Conversion into Museum and Gallery	2,623	975	-	-	-
		<b>2,732</b>	<b>975</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL - STRATEGIC PLANNING &amp; ENVIRONMENT</b>		<b>5,213</b>	<b>3,001</b>	<b>997</b>	<b>2,368</b>	<b>2,146</b>

**DRAFT CAPITAL PROGRAMME BY OSC 2023/24 - 2027/28**

**APPENDIX I**

<b>Scheme</b>		<b>23/24</b>	<b>24/25</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>HOUSING &amp; COMMUNITY</b>					
	<b>Head of Community Safety</b>					
32	Verge Hardening Programme	414	250	250	250	-
35	Rolling Programme - CCTV Cameras	36	25	25	25	25
	Alarm Receiving Centre	34	-	-	-	-
36	CCTV equipment refresh	165	455	-	-	-
		<b>648</b>	<b>730</b>	<b>275</b>	<b>275</b>	<b>25</b>
	<b>AD Place, Community and Enterprise</b>					
33	Adventure Playgrounds Improvement programme	1,000	500	-	-	-
34	Capital Grants - Community Groups	20	20	20	20	20
		<b>1,020</b>	<b>520</b>	<b>20</b>	<b>20</b>	<b>20</b>
	<b>Head of Housing Property</b>					
37	Disabled Facilities Grants	741	741	741	741	741
	<b>TOTAL - HOUSING &amp; COMMUNITY</b>	<b>2,409</b>	<b>1,991</b>	<b>1,036</b>	<b>1,036</b>	<b>786</b>
	<b>TOTAL - GENERAL FUND</b>	<b>32,470</b>	<b>25,779</b>	<b>5,820</b>	<b>3,581</b>	<b>3,097</b>

**DRAFT CAPITAL PROGRAMME BY OSC 2023/24 - 2027/28**

**APPENDIX I**

<b>Scheme</b>		<b>23/24</b>	<b>24/25</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>HOUSING REVENUE ACCOUNT</b>					
	<b>Head of Housing Property</b>					
38	Planned Fixed Expenditure	17,250	17,150	17,664	18,194	18,248
39	DBC Commissioned Capital Works	9,369	6,700	5,574	2,712	2,721
	Right To Buy Buy Backs	1,000	1,000	1,000	1,000	1,000
		<b>27,619</b>	<b>24,850</b>	<b>24,238</b>	<b>21,906</b>	<b>21,969</b>
	<b>Head of Development</b>					
40	New Build - General Expenditure	53,629	37,161	14,630	21,000	21,000
		<b>53,629</b>	<b>37,161</b>	<b>14,630</b>	<b>21,000</b>	<b>21,000</b>
	<b>TOTAL - HOUSING REVENUE ACCOUNT</b>	<b>81,248</b>	<b>62,011</b>	<b>38,868</b>	<b>42,906</b>	<b>42,969</b>
	<b>TOTAL CAPITAL PROGRAMME</b>	<b>113,719</b>	<b>87,790</b>	<b>44,687</b>	<b>46,487</b>	<b>46,066</b>

## DRAFT CAPITAL PROGRAMME BY OSC 2023/24 - 2027/28

		23/24	24/25	25/26	26/27	27/28
		£'000	£'000	£'000	£'000	£'000
	<b>CAPITAL FINANCING</b>					
	<b>GENERAL FUND</b>					
	Capital Receipts and Reserves	19,881	-	2,345	2,840	2,356
	141 Capital Receipts	-	-	-	-	-
	Grants and Contributions	741	741	741	741	741
	Revenue Contributions to Capital	-	-	-	-	-
	Borrowing	11,848	25,038	2,734	-	-
	<b>TOTAL - GENERAL FUND</b>	<b>32,470</b>	<b>25,779</b>	<b>5,820</b>	<b>3,581</b>	<b>3,097</b>
	<b>GENERAL FUND YEAR END CAPITAL BALANCE</b>	-	-	-	-	-
	<b>HOUSING REVENUE ACCOUNT</b>					
Page 119	Capital Receipts and Reserves	23,022	16,640	17,059	17,357	17,661
	141 Capital Receipts	13,619	6,839	4,900	5,274	5,667
	Grants and Contributions	6,664	1,915	40	-	-
	Revenue Contributions to Capital	2,538	2,498	-	-	-
	Borrowing	35,406	34,118	16,869	20,276	19,641
	<b>TOTAL - HOUSING REVENUE ACCOUNT</b>	<b>81,248</b>	<b>62,011</b>	<b>38,868</b>	<b>42,906</b>	<b>42,969</b>
	<b>TOTAL - CAPITAL FINANCING</b>	<b>113,719</b>	<b>87,790</b>	<b>44,687</b>	<b>46,487</b>	<b>46,066</b>

General Fund Reserves Summary	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	Net Reserve Movement 2026/27 £'000	Balance as at 31/03/2027 £'000
Civic Buildings Major Repairs Reserve	60		60		60		60		60		60
Capital Development Reserve	300	(300)	0		0		0		0		0
Earmarked Grants Reserve	44		44		44		44		44		44
Management of Change Reserve	257	477	734	(103)	631		631		631		631
Technology Reserve	752	(65)	687		687		687		687		687
Savings Efficiencies Reserve	907	(504)	403	904	1,307	633	1,940	765	2,705	875	3,580
On Street Car Parking Reserve	108	40	148	40	188	40	228	40	268	40	308
Local Development Framework Reserve	477	(267)	210	(80)	130	(130)	0		0		0
Dacorum Development Reserve	2,707	212	2,919	447	3,366	(329)	3,037	(54)	2,983		2,983
Climate Change and Sustainability Reserve	212	(46)	166		166		166		166		166
Litigation Reserve	317		317		317		317		317		317
Vehicle Replacement Reserve	0	350	350	25	375	25	400	25	425	25	450
Invest to Save Reserve	62	(20)	42	(20)	22		22		22		22
Youth Provision Reserve	44		44		44		44		44		44
Election Reserve	80	40	120	(120)	0	40	40	40	80	40	120
Uninsured Loss Reserve	360		360		360		360		360		360
Training & Development Reserve	133	(75)	58	(58)	0		0		0		0
Housing Conditions Survey Reserve	76	15	91	15	106	15	121	15	136	15	151
Dacorum Rent Aid - Guarantee Scheme	15	(15)	0		0		0		0		0
Rent Guarantee Scheme Reserve	15	(15)	0		0		0		0		0
Funding Equalisation Reserve	10,048	(8,082)	1,966	1,111	3,077		3,077		3,077		3,077
Pensions Reserves	2,573	(519)	2,054	600	2,654	200	2,854	200	3,054	200	3,254
Maylands Plus Reserve	46	23	69	23	92	23	115	23	138	23	161
Covid 19 Hardship Fund	133		133		133		133		133		133
Economic Recovery Reserve	2,807	(1,725)	1,082	(895)	187		187		187		187
Inflationary Pressures Reserve	565	(284)	281	750	1,031		1,031		1,031		1,031
Leisure Reserve	0	300	300		300		300		300		300
<b>Total Earmarked Reserves</b>	<b>23,098</b>	<b>(10,460)</b>	<b>12,638</b>	<b>2,639</b>	<b>15,277</b>	<b>517</b>	<b>15,794</b>	<b>1,054</b>	<b>16,848</b>	<b>1,218</b>	<b>18,066</b>
<b>Working Balance</b>	<b>2,502</b>		<b>2,502</b>								
<b>Total General Fund Reserves</b>	<b>25,600</b>	<b>(10,460)</b>	<b>15,140</b>	<b>2,639</b>	<b>17,779</b>	<b>517</b>	<b>18,296</b>	<b>1,054</b>	<b>19,350</b>	<b>1,218</b>	<b>20,568</b>



## Audit Committee

<b>Report for:</b>	Audit Committee
<b>Title of report:</b>	Draft Treasury Management Strategy 2023/34
<b>Date:</b>	8 <sup>th</sup> February 2023
<b>Report on behalf of:</b>	Cllr Graeme Elliot, Portfolio Holder Finance & Resources
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A Draft Treasury Management Strategy 2023/24
<b>Background papers:</b>	None.
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	None.

### Report Author/ Responsible Officer

Fiona Jump , Head of Financial Services



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<b>Corporate Priorities</b>	Ensuring efficient, effective and modern service delivery
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	<ol style="list-style-type: none"><li>1. To present the proposed Treasury Management Strategy for 2023/24.</li><li>2. To highlight additional reporting and operational requirements for treasury management arrangements from 1 April 2023 onwards.</li></ol>

<b>Recommendation (s) to the decision maker (s):</b>	1. That Committee provide comments and feedback on the strategy for Cabinet to consider when it approves the strategy at its February meeting.
<b>Period for post policy/project review:</b>	Performance against the Council's treasury management strategy will be reported to Cabinet on a quarterly basis as a minimum during 2023/24.

## 1 Background:

The draft Treasury Management Strategy for the Council is attached at appendix A.

### *Scope and statutory framework*

CIPFA offers the following definition of treasury management activities as they apply to public sector organisations and their use of capital financing, borrowings and all investments:

- The management of an organisation's
  - investment and cash flows
  - banking
  - money market and capital market transactions
- The effective control of the risks associated with those activities
- The pursuit of optimum performance consistent with those risks

The Council's Treasury Management arrangements from 1 April 2023 onwards are required to be compliant with CIPFA's Treasury Management Code (2021). This Code identifies the prime policy objectives of local authority investment activities as the security and liquidity of its funds. Return on investments should be considered but not at the expense of security and liquidity. This requires the Council to have a sound approach to the risk management of its treasury management activities.

The Council is currently required to receive and approve, various reports each year, which incorporate a variety of policies, estimates and actuals.

**Treasury Management Strategy Statement (Appendix A)** - 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 (Quarter 2)** – 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 (Quarter 4)** – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

**Financial monitoring report (new from 1 April 2023)** – an update on treasury management performance and all forward-looking prudential indicators will be formally reported on at least two further occasions during the financial year, via the Council's quarterly Financial Monitoring reporting process.

The annual strategy is supported by Treasury Management Principles and Practices (TMPPs). These set out the manner in which the Council will seek to achieve those policies and objectives in the strategy and how it will manage and control treasury management activities.

Council treasury investments are either 'specified' or 'non – specified'. All specified investments are sterling investments of not more than one year in maturity and meeting the minimum 'high' rating criteria. All other investments are 'non- specified investments'.

As part of the proposed strategy, it is recommended that limits on investment products of over 12 months are increased to the maximum of the lower of 50% of the investment portfolio or £40m (currently the maximum of the lower of 50% of the investment portfolio or £40m). The purpose of this is to help maximise the return on the Council's investments whilst maintaining current high requirements around creditworthiness in our current investment portfolio.

## **2 Treasury Management Strategy 2023/24– new requirements**

The CIPFA 2021 TM Code places the following new requirements on the Council, with effect from 1 April 2023:

- Reporting- In addition to the 3 existing annual reports, reports will be required on performance of TM and prudential indicators to ensure treasury management performance is reported on a quarterly basis as a minimum.
- Prudential indicators-A new liability benchmark indicator needs to be included within the Council's suite of prudential indicators. Prudential indicators set the annual limits on borrowing, and provide a basis for assessing the affordability of financing costs, external debt and capital expenditure. They are included as part of the Council's TM strategy.
- Treasury Management Practices- a statement on Environmental, Social and Governance matters is to be included within an authority's Treasury Management Practices.
- Skills- knowledge and skills register for staff and Members involved in the treasury management function is to be proportionate to the size and complexity of the Council's treasury management function.

## **3 Financial and value for money implications:**

Where relevant, financial and value for money implications associated with the strategy are set out within Appendix A.

## **4 Legal Implications**

Where relevant, legal implications are set out within Appendix A.

## **5 Risk implications:**

Contained within Appendix A.

## **6 Equalities, Community Impact and Human Rights**

A Community Impact Assessment is not required for this report. There are no Human Rights Implications arising from this report.

## **7 Sustainability implications (including climate change, health and wellbeing, community safety)**

There are no direct sustainability implications arising from this report.

## **8 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

There are no direct Council infrastructure implications arising from this report

## **9 Conclusions**

The draft Treasury Management Strategy 2023/24 at Appendix A sets out the Council's proposed approach to its treasury management activities for the new financial year. Comments are invited on the strategy.



# **Dacorum Borough Council**

## **Capital Strategy**

**2023/24**

## **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 as part of the delivery 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 2023).

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 then Members in line with Financial Regulations. Assets under consideration for disposal are investment sites and selected garages.

The Council's social Housing stock is considered separately under the Housing 30 year Business Plan. The Social Housing landscape has significantly changed during the life of the existing Asset Management Strategy (AMS) 2016-2020, and therefore a refresh of the existing strategy would not be appropriate. A new whole organisation AMS will be produced based on the following foundations, a long term strategic approach, understand the housing stock and how it performs, align capacity and resources to priorities, efficient and effective repairs and programme delivery and the focus on what customers want. The AMS will progress through the approval process during 2023.

## **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: <https://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.

Bids are 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 2022/23-2026/27 Capital Programme is summarised in the table below. The total Capital Programme for the next 4 years from 1 April 2023 is £292.683m. For 2022/23, the Capital Programme is £47.977m of which £40.616m is to be spent on the Housing Revenue Account (HRA) and £7.36m 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.

<b>Capital expenditure</b>	<b>2021/22 Actual £m</b>	<b>2022/23 Forecast £m</b>	<b>2023/24 Estimate £m</b>	<b>2024/25 Estimate £m</b>	<b>2025/26 Estimate £m</b>	<b>2026/27 Estimate £m</b>
General Fund	8.248	7.361	32.470	25.779	5.820	3.581
HRA	17.400	40.616	81.248	62.011	38.868	42.906
<b>Total</b>	<b>25.648</b>	<b>47.977</b>	<b>113.719</b>	<b>87.790</b>	<b>44.687</b>	<b>46.487</b>
<b>Financed by:</b>						
Capital grants & S106	3.476	4.202	7.405	2.656	0.781	0.741
Capital receipts & reserves	17.087	40.491	56.522	23.479	24.304	25.470
Revenue contribution to Capital	5.085	3.284	2.538	2.498	0.000	0.000
Borrowing- General Fund	0.000	0.000	11.848	25.038	2.734	0.000
Borrowing- HRA	0.000	0.000	35.406	34.118	16.869	20.276
<b>Net financing need for the year</b>	<b>25.648</b>	<b>47.977</b>	<b>113.719</b>	<b>87.790</b>	<b>44.687</b>	<b>46.487</b>

## 2.6 Long term view of capital expenditure plans

The Council publishes its capital programme covering a 5- year period, in line with its Medium Term Financial Strategy (MTFS) 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 review and enhance the leisure facilities in the borough reviewing the current fabric and service provision of the existing Hemel and Berkhamsted Leisure Centres. During 2023 the council is committed to assessing the options open to the Council to enable, build 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 £147.42m over the next 5 year period commencing 1 April 2023.

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 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:

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
General Fund	1.037	1.029	0.741	0.741	0.741

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 2023/24 this is budgeted to be £11.267m.

## 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 £349.868m at the end of 2021/22 and forecasts £415.980m at the end of 2026/27.

	2021/22 Actual £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
<b>External Debt</b>						
Debt at 1 April	353.502	349.680	337.446	355.214	385.672	400.497
Expected change in Debt	(3.822)	(12.233)	17.768	30.458	14.826	14.295
Other long-term liabilities	0.188	0.188	0.188	1.188	1.188	1.188
<b>Actual gross debt at 31 March</b>	<b>349.868</b>	<b>337.634</b>	<b>355.402</b>	<b>386.860</b>	<b>401.685</b>	<b>415.980</b>
The Capital Financing Requirement	345.051	349.299	393.901	450.144	464.235	477.749
(Under)/over borrowing	<b>4.817</b>	<b>(11.665)</b>	<b>(38.499)</b>	<b>(63.284)</b>	<b>(62.550)</b>	<b>(61.769)</b>

### 3.3 Limits on overall borrowing

The Treasury Management Strategy sets out the following borrowing limits:

Authorised limit	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Debt	400.0	400	420	420
Other long term liabilities	10.0	10.0	10.0	10.0
Total	<b>410.0</b>	<b>410.0</b>	<b>430.0</b>	<b>430.0</b>

### 3.4 Treasury Management Key Risks and Risk appetite

The Council's Treasury Management Strategy 2023/24 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 evolving Commercial Strategy.

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. The first Commercial project to receive capital investment approval is the development of 6 light industrial units that will be developed over the next 3 years.

## 4.2 Investment Properties

At the 31<sup>st</sup> March 2022, the Statement of Accounts showed the Council held £66.454m of Investment Properties. This was 4.69% of the Council's Long-Term Assets. Investment Properties include shops, industrial units, storage units, offices, filling stations and nurseries. Investment Properties in 2022/23 are forecast to generate gross income of £5.6m. The net income from Investment Properties is £4.7m, which helps contribute to a lower net expenditure before Council Tax. For 2022/23 the net expenditure before Council Tax is £13.851m.

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.

## 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 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.

Since 2021, there is a specific Commercial Board in place which plays a crucial role in providing senior officer governance for Dacorum's commercial activity and 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. **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 2023/24 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.

**Cost of Living Crisis**

5. At present the country is experiencing the highest inflation levels for over 30 years, driven by the significant increase in the cost of energy and as of January 2023 inflation is at 10.1%. 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.
6. The 23/24 budget has projected for the impact of direct inflation on service delivery such as salaries and utilities. If inflation continues to be high, above projected levels and hence has a detrimental impact on income collection it would affect the budget in 23/24. 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.

**Post Covid response**

7. Within the MTFS set out in November 2020 and updated annually since the council created 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.
8. The 2023/24 financial year is the final year of draw downs from this reserve and in 2023/24 there is a final draw down of £895k 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;

- Investment Property
  - Garage rentals
  - Commercial Waste
9. Whilst prudent loss assumptions have been made based on the information currently available, each of these income streams is still budgeted to make a significant income contribution to the Council's budget next year. As such they should still be considered at risk in case the severity and/or duration of the post pandemic is more significant than expected. This is particularly important in relation to commercial investment property where the period of covid government policy only ended in October 2022.
  10. The Economic Recovery Reserve contains a further £0.2m to mitigate future years' risks that could be drawn down in 2023/24 if the financial impact is more significant than expected. The capacity of the MTFS and the Economic Recovery Reserve to deal with Post Covid outcomes will be kept under constant review over the coming months, and in the event that an increased draw down is required in 23/24, the S151 Officer will reassess the adequacy of future years' provision and report back to Members.

## Key Expenditure Pressures

### Salaries

11. The budget proposals for 2023/24 have incorporated staffing costs budgeted on a post by post basis and inflated by 4% for 2023/24. 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 4% applied is above historic levels of salary inflation, with the exception of the 2022/23 6% average awarded by NJC. The 4% assumption is in line with the sector and regional partner expectations, but will be reviewed as ongoing pay negotiations take place.

### Waste Service

12. The largest single service and operational GF budget is the waste service and in 2023/24 the service will be undergoing a waste transformation including the implementation of green waste charging and route optimisation. These projects combined are expected to have a £1.6m net beneficial impact on council spend in 2023/24.
13. During the 2022/23 financial year there has been a drop in income received from recyclable products sold and an increase in the cost of waste disposal, both these impacts have been modelled as part of the 2023/24 budget and will be under close scrutiny in 23/24.

### Key income streams

14. In addition to the income streams referred to in paragraphs 5-6, 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 23/24 budget proposals have reduced the income budget by £650k, circa 20% to allow for the current drop in demand the changing parking behaviours of residents is uncertain and this income stream will need to be kept under close review throughout the year.

16. **Treasury Investment Income** The budgeted level of investment income for 2023/24 has increased significantly due to a combination of increased cash balances and increases to interest rates. If cash balances were required to be utilised to support budget delivery or interest rates were to reduce below current treasury advisers projections this return on investment would be at risk.

### Capital Programme

17. Based on the profile of projects in the proposed GF Capital Programme, the Council has no further need to externally borrow before 2024/25. 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.

### Reserves

18. The 2023/24 budget includes the delivery of the waste transformation project, customer services transformation and the initial proceeds from the commercial agenda. These projects in totality have a net beneficial impact on the councils spending of £2.2m in 2023/24. In addition the macroeconomic challenges and budget pressures discussed in earlier paragraphs lead to a very challenging budget delivery for 2023/24.

19. The reserves statement (Appendix J) shows a projected net contribution to reserves of £2.6m. The significant contributions to reserves have been made to support the ongoing key corporate strategies specifically;

Inflation reserve, £1m -	Provide financial support for unforeseen inflationary pressures in 2023/24
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Savings Efficiency, £1.3 -	An increase of circa £1m to support transformation and efficiency projects.
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20. It is recommended that the Council's current guidelines on the maintenance of Working Balances are retained, i.e. between 5% and 15% of Net Cost of Services on the General Fund, and at not less than 5% of turnover on the HRA. The General Fund Working Balance is forecast to be at the upper end of this parameter in 2023/24, to reflect the risks associated with balancing a budget in an uncertain economic climate.

### HRA

21. The Council's highest value contract, valued at around £25m per year, is with Osborne Property Services for the Total Asset Management of the Council's housing stock. The contract includes the management of responsive repairs, planned repairs and void management. Supplier performance under this contract will continue to be monitored closely to mitigate the financial and operational risks of failure. This current contract is expected to be extended to end in 2025, to allow for a review and re-procurement of these services.

22. The ongoing delivery of the Osborne contract during Covid and post 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.

23. As a result of construction delays in prior years the HRA capital programme in 2023/24 is significant and will require a huge amount of planning and preparation to ensure these budget targets can be achieved.



# Cabinet

<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Market Forces Supplements Policy and Procedure
<b>Date:</b>	14 <sup>th</sup> February 2023
<b>Report on behalf of:</b>	Councillor Graeme Elliot, Portfolio Holder for Corporate Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix 1 – Market Forces Supplements Policy and Procedure Appendix 2 – Community Impact Assessment
<b>Background papers:</b>	None
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	Detailed within Appendix 1 – Market Forces Supplements Policy and Procedure

<p><b>Report Author / Responsible Officer(s)</b></p> <p>Matt Rawdon, Assistant Director (People)  <a href="mailto:Matthew.rawdon@dacorum.gov.uk">Matthew.rawdon@dacorum.gov.uk</a> / 01442 228513 (ext. 2513)</p> <p>Priti Gohil, Human Resources Team Leader  <a href="mailto:Priti.gohil@dacorum.gov.uk">Priti.gohil@dacorum.gov.uk</a> / 01442 228384 (ext. 2384)</p>
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<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p> <p>Providing good quality affordable homes, in particular for those most in need</p>
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	<p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	For Cabinet Members to consider and approve the Market Forces Supplements Policy and Procedure
<b>Recommendation (s) to the decision maker (s):</b>	That Cabinet approves the Market Forces Supplements Policy and Procedure.
<b>Period for post policy/project review:</b>	The Market Forces Supplements Policy and Procedure is to be reviewed every 3 years from the date of approval.

## **1 Introduction**

Over Autumn 2022, a project was undertaken which explored the Council's recruitment difficulties and areas of high agency spend. In the discovery phase of the project, data was analysed on failed recruitment attempts, areas of high agency spend, reasons for staff leaving and what others were offering in relation to salary packages. From this phase, one of the key findings was that there were clear recruitment and/or retention issues across parts of the Council. The roles identified were consistent with those in other local authorities and centred on professional services such as Planning, Legal, Environmental Health and Surveyors.

## **2 Key Issues / Proposals**

The project identified various actions that are currently either being undertaken or are included in the people strategy delivery plan. However, the project also identified the need for the Council to revise its existing market forces policy, as it needed a stronger focus on governance and the application of market forces payments. The amendments are particularly important, as there was strong evidence to suggest that some roles across the Council would benefit from market forces payments to overcome some of their recruitment and retention issues. As it stands currently, there are no market forces payments applied to staff.

The proposed revisions in this policy have been benchmarked against good practice across the local authority sector. The main proposed changes to the policy include the requirement for a robust business case, which encompasses the following 4 steps:

Step 1 – Why is the Market Forces Payment required? Set out recruitment and retention issues such as failed recruitment, high turnover, high agency spend etc.

Step 2 – What is the correct market forces payment needed? What is the market paying, how does the Council compare?

Step 3 – Actions already taken: such as restructures, trainees/graduates, job amendment.

Step 4 – Approval route: detailing the route for approval, Assistant Director (People) and the Strategic Leadership Team.

There is a detailed toolkit included in the policy which will assist the completion of this new business case approach. The other key amendments include: how to change / reduce / terminate the market forces payment and the required review period for each payment.

The revised policy will provide the Council with a more robust procedure in effectively applying market forces payments in a fair and consistent way. The policy is set out in Appendix 1 of this report.

## **3 Options and alternatives considered**

The option not to make any amendments to the existing policy was dismissed given that market forces payments are now most likely to be required in some areas of the Council and a revised policy is required to apply market forces payments in a fair and consistent way.

## **4 Consultation**

In creating this policy, the following stakeholders have been consulted: Strategic Leadership Team, Finance and Resources Overview and Scrutiny Committee, HR team, Unison, Unite, Head of Financial Services and Assistant Director (Planning).

## **5 Financial and value for money implications:**

This will depend on the application of the policy. However, £200k has been proposed within the 23/24 draft budget to cover possible future costs. It is anticipated that agency staff costs should reduce if we are able to directly appoint more permanent staff members.

## **6 Legal Implications**

The Market Forces Policy has been revised to ensure consistency of application to mitigate against any future equal pay claims.

## **7 Risk implications:**

The revised policy has been designed to reduce the risks of market forces payments being applied inconsistently. The policy now has a robust justification stage via a business case and additional stages of approval.

## **8 Equalities, Community Impact and Human Rights:**

A Community Impact Assessment has been carried out and is contained in Appendix 2. There are no negative impacts have been identified from the market forces policy. It aims to provide a recruitment and retention tool to enable the Council to increase direct recruitment of candidates and also retain experienced/skilled staff in roles that are identified in the industry as being hard to fill. This new policy will provide a robust procedure in effectively applying market forces payments.

Human Rights – There are no Human Rights Implications arising from this report.

## **9 Sustainability implications (including climate change, health and wellbeing, community safety)**

There are no sustainability implications identified.

## **10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

There is a broader role for the Human Resources team to undertake within this revised policy, namely the first approval stage of the business case and ensuring the application of the policy is adhered to.

## **11. Statutory Comments**

### **Monitoring Officer:**

The policy should help to ensure that the Council can recruit and retain staff in key areas and therefore help to ensure that the Council meets of all its statutory requirements.

### **S151:**

The policy aims to increase staff retention and hence reduce the need to recruit or employ interim resources, which should see a reduction in Council staffing spend and recruitment costs. The project has a baseline budget of £200k proposed as part of the 2023/24 draft budget, that will be monitored and reported on.

## **12 Conclusion**

It has been identified that market forces payments in some areas may assist with recruitment and retention issues. It is considered prudent to have a revised Market Forces Policy that will provide a robust procedure to effectively apply market forces payments.



**Dacorum Borough Council**  
**Market Forces Supplements Policy and Procedure**  
**(Appendix 1)**

## **1 Purpose & Objectives for Market Forces Supplements**

1.1 The Council is committed to the principles of equal pay for work of equal value and utilises job evaluation to measure the relative value of all jobs. The job size, and therefore the salary range, of all posts is determined by the outcome of job evaluation.

1.2 It is essential that Dacorum Borough Council is able to attract and retain staff with the skills, knowledge and experience to meet its corporate objectives and priorities. There are occasions when the base pay rate as determined by job evaluation results in an inability to successfully recruit to or retain staff in particular posts or specific occupational areas, due to fluctuations in the labour market supply. These recruitment and retention problems can affect ability to deliver services.

1.3 In such cases it may be appropriate to pay a market forces supplement in addition to the basic pay to ensure that such a post is filled and staff are retained. Such a supplement is lawful where there is evidence to justify that market factors are the “material reason” for the post attracting a higher rate of pay than other posts evaluated as being of same value.

1.4 This document sets out the Council’s approach to market forces supplements, when such supplements may be provided, the process by which material factors will be identified and approved, and the conditions applied to them in order to:

- enable the Council to maintain service delivery standards by supporting the ability to recruit and retain suitably qualified and experienced staff;
- promote a standard and transparent process for the administration of Market Forces Supplements based on a robust business case and detailed analyses to ensure equity and fairness in application;
- ensure a timely, responsive and cost effective approach to employee engagement;
- recognise that the supply and demand for employees in particular occupations is subject to change over time.

1.5 In cases where there is no head of service for the service team, it would be appropriate for the associated tasks within this policy to be undertaken by the relevant Assistant Director.

## **2 Scope**

2.1 This policy applies to all Council posts on Band 1 to Band 23 within the Council’s NJC pay and grading structure.

## **3 Principles for Payment of Market Forces Supplements**

3.1 Market Forces Supplements are paid to attract (recruitment) or retain (retention) employees where there is a clear and justified business case on the basis of a significant and relevant ‘material factor’, supported by strong objective evidence.

3.2 Market pay levels are recognised through the payment of a separate Market Forces Supplement rather than appointment to either a higher grade or higher spinal column points within the allocated grade.

3.3 Where justified, the market forces supplement should be paid to all employees within the same role. The managers pay should be a consideration when awarding a market forces supplement to avoid their direct line staff being paid more than their managers.

3.4 The Market Forces Supplement is paid as an additional fixed sum allowance (pro-rata for part time employees) and itemised separately as such on the employee's payslip. The supplement is subject to normal deductions for national insurance, pensions and taxation purposes.

3.5 The business case also determines the period for which the Market Forces Supplements will be in place. The business case for justification must be reviewed and updated at least every 2 years after the establishment of the last review. A review may be brought forward, where there is a significant or unexpected change in the market. As the value of the supplement is fixed until reviewed and is not subject to increases with cost of living.

3.6 If a review deems the market pay rate has reduced in response to changing labour market conditions, or the need for the supplement has discontinued due to changes in the internal evidence and justification. Any change to or removal of market forces supplement arrangements will be implemented with no less than 3 months' notice to individuals affected before supplements are reduced or withdrawn. There is no entitlement to protection of market forces supplements.

3.7 Where there is a change to the jobs base pay rate (e.g. if a job is re-graded to a higher grade), any market forces supplement will normally be reduced by an equivalent amount to the increase, or removed as appropriate to maintain payment at the market rate justified in the business case. For employees who receive pay protection, any market forces supplement added to the substantive grade will be abated by the element of protected salary.

3.8 In all cases where a market forces supplement is agreed, sufficient workforce management actions should be planned and agreed to address the originating material factor in the future. This will be step 3 in the process, see below.

3.9 Appointment to a post subject to a market forces supplement will be in line with normal pay practice with the Market Forces Supplement being applied in addition.

## **4 Responsibilities**

### ***4.1 Creating the Business Case for a Market Forces Supplement***

The relevant Head of Service is responsible for outlining the business case, outlining the relevant material factors and pay comparison and its submission, on the Market Forces Supplement Request Form, to the Assistant Director – People. Human Resources will be able to provide further advice on compiling the business case and how to research pay comparison

information. Details and guidance on compiling this information is provided in the appendices.

#### **4.2 Assessing the Business case**

The Assistant Director – People will assess the business case to ensure that the primary material factors cited are the main and only potential cause of the difficulties. At this point further clarification, information may be required. Alternative options to a market forces supplement may also be proposed or recommended dependent on the assessment of the case.

#### **4.3 Approving the Business Case**

Where the assessment of the business case finds there is sufficient evidence to justify a market forces supplement, the Assistant Director – People and Head of Service will seek formal approval from the Strategic Leadership Team (SLT).

#### **4.4 Reviewing the Business Case**

The relevant Head of Service will be responsible for undertaking a review of the business case for Market Forces Supplements in their service area, every two years or earlier if sufficient evidence arises to suggest that it should be earlier.

#### **4.5 Trade Union Involvement in Establishing Market Forces Supplements**

Recognised Trade Unions will be informed of, and engaged in discussion about, the need and level of such a market supplement. This will include sight of relevant supporting evidence.

### **5. Documenting Market Forces Supplements**

5.1 Recruitment advertisements for a post where a market forces supplement has been agreed will clearly state the basic grade salary (as determined by job evaluation) with the market forces supplement value shown separately, unless agreed otherwise for the purposes of supporting recruitment. Where alternative arrangements are agreed (i.e. pay values including the market forces supplement value), all communication must clearly state the values provided are “inclusive of market pay supplement of £xxxx”.

5.2 The offer letter and contract of employment will both clearly state that: In addition to basic pay of £xxxxx per annum (SCP YY, pro rata), the post is currently in receipt of a Market Forces Supplement of £xxx per annum pro rata to reflect a range of particular market circumstances associated with the post at this time. The market allowance will be paid monthly and is subject to deductions for pension, income tax and national insurance. This allowance is subject to review under the terms of Dacorum Borough Council’s Market Forces Supplement Policy.

### **6. Review of Market Forces Supplement**

6.1 A review of the material factors business case and market forces supplement value should be undertaken by the relevant Head of Service and submitted to the Assistant Director – People at least every two years, or sooner as set out during establishment of the market

forces supplement rate, or if there is evidence to indicate that a review is required. The relevant Head of Service should assess:

- the impact to date on recruitment and retention statistics;
- whether the rationale still exist to continue to operate the supplement;
- if the amount is still justified in light of any changes in the market;
- the impact of removing or reducing a supplement; and
- progress against workforce management actions.

## **7. Changing the Rate of a Market Forces Supplement**

7.1 Where a market forces supplement is to be decreased, the relevant Head of Service is responsible for providing a full business case to outline rationale for the reduced rate and submitting this to the Assistant Director – People as with a normal review of the supplement.

7.2 Where a market forces supplement is reduced employees will receive three months' notice of any reduction in the market forces supplement payable.

7.3 Where a market forces supplement is to be increased, the relevant Head of Service is responsible for providing a full business case to outline rationale for the increased rate and submitting this to the Assistant Director – People as with a normal review of the supplement.

7.4 Where a market forces supplement is increased this will take place with effect from the agreed implementation date for all employees in the post.

## **8 Removing a Market Forces Supplement**

8.1 Where a market forces supplement is to be removed employees will receive three months' notice of the removal of the market forces supplement. The relevant Head of Service is responsible for notifying the Assistant Director – People of the withdrawal, together with the rationale before any withdrawal has been made.

## **9 Monitoring and Reviewing of the Market Forces Policy**

9.1 The Assistant Director – People will ensure the monitoring of the operation and effectiveness of this policy.

9.2 If at any time there is an increased level of business demand for market forces supplements, this may reflect more extensive difficulties with the Council's pay and reward practice (e.g. market value of pay scales). At such time the Council may consider a suspension of the agreement of new market forces supplement arrangements, to undertake a wider review of pay and reward practice.

9.3 The Trades Unions will be informed of, and engaged in discussion about any proposed changes to the policy.

## **Toolkit: Creating a Market Forces Supplement Business Case**

The business case for market forces supplements consists of three elements:

### **STEP 1: Establishing a Genuine Occupational and Material Reason for a Market Forces Supplement**

1.1 The business case should be based on a 'genuine and material reason' for the Council to pay a supplement that increases total pay for the job above that which is determined by job evaluation. It should be related to the job market in which the post or specialism operates, but not to individual circumstances or differences (e.g. performance).

1.2 The reason(s) must be relevant and significant in that without making changes, the Council's ability to provide or deliver services would otherwise be adversely and severely affected. Indications of the existence of a material factor may include:

- Evidence of inability to recruit employees to posts at the evaluated pay level;
- Evidence of inability to recruit employees with sufficient skills or experience;
- Evidence of difficulties retaining employees in particular professions, or roles, with indication to show that decisions to leave are based on pay.
- Evidence that the role has been advertised to a diverse audience.

1.3 A material reason cannot simply rely on information about pay in the market elsewhere. The business case must justify a clear rationale for the difference and be able to evidence this. Inability to demonstrate a material factor to substantiate any difference in pay outside of normal pay practice, has the potential to result in an equal pay claim and would have major financial consequences for the Council along with their reputation and employees trust in the fairness of the pay system.

1.4 Rationale for a material need may include:

- Evidence of recently unfilled vacancies following attempts to recruit to it at the salary level determined by job evaluation (normally at least two unsuccessful recruitment attempts in the preceding six months);
- Data to indicate turnover of skilled staff is higher than normal, and that the reasons for leaving provided and destinations of leavers indicate pay is the major factor in the decision to leave;
- Staff being approached, for similar jobs with higher pay elsewhere.

Note: Where existing arrangements have been agreed previously, the business case should provide evidence that removal of the market forces supplement would re-establish the circumstances that led to the original material need, or present new factors for consideration, alongside any need to increase the value.

1.5 One of the key challenges to the market forces pay business case will be for the Head of Service to certify that the salary level is the main cause resulting in the material factor. Prior to a business case being approved, the Head of Service will need to demonstrate that an assessment has been undertaken to ensure that other underlying circumstances that go beyond pay are not causing or contributing to the material factor and that implementing non-

pay recruitment and retention initiatives will not be sufficient to secure the key skills in the short-term.

1.6 The main areas for review are normally recruitment and selection processes; the analysis of retention statistics and leaving reasons; review of the success of previous retention strategies; and the consideration of wider organisational and structural changes. The Head of Service will need to establish that there are no identified problems internally and that the main reason for staff leaving is for more pay (other than as part of the normal career/personal development process).

## **STEP 2: The Target Market in Which the Council will Compete for Talent and the Market Forces supplement Level Required**

2.1 Once the need for market forces supplements have been justified, the business case must also present objective evidence of the pay rates (and total reward packages) offered for similar posts by competing employers, and provide an assessment of the main features of the labour market.

2.2 Obtaining relevant market pay data for the post requires a robust identification of the appropriate comparator market. For some jobs it is more appropriate to concentrate on localised pay information whereas for other jobs regional or even national data will be more appropriate. Likewise, it may be necessary to only look at public sector comparators, or a mixture of public, private and/or not for profit organisations. The business case must justify such rationale.

2.3 There are various potential sources of market data to identify the salary paid for similar posts in other organisations and inform the business case, these include:

- Salary values in job advertisements from comparator organisations;
- Relevant salary surveys on the job type (e.g. local government employers; specialist organisations), please contact HR about what is presently available;
- Direct requests to other sources (e.g. Regional Employer or local authorities);
- Details of the job applicants existing pay; details of leavers pay in next job.

2.4 Managers are responsible for ensuring this research is undertaken, but may involve Human Resources who have access to some relevant and appropriate pay market data tools. The key is to obtain a range of data that is reflective of the full scope of the relevant comparator market, not just the top or bottom end and inclusive of the wider employment package, benefits offered etc.; advertisements and job descriptions for comparator posts should be included.

2.5 There is no optimum level of comparator data, generally the more data the better in terms of establishing the normal market range. An absolute minimum of 5 comparators is required to establish the range of the 'going rate' for the job, across a range of comparator organisations (e.g. surrounding district Council's). Where pay is compared to the private sector – assessment of the total package should be obtained if possible.

2.6 The value of the proposed market forces supplement will be determined through an assessment of the market pay range for comparable roles against the pay range of the job as evaluated, and whether market forces account for all or a proportion of the difference in pay ranges taking into account the wider employment benefits,. This will then be applied using the difference between the median of maximum salary rates for comparator roles, and the maximum salary of the evaluated grade.

### **STEP 3: Actions to Help Reduce or Remove Future Need for Market Factor Supplements**

3.1 Market forces supplements provide, and should only be considered as, a temporary measure to address the Council's staffing problems at a point in time. Acceptance of the material factors business case is subject to the service identifying other measures to manage the future skills demand and availability of resources. The business case should set out a realistic plan to implement these in order to reduce and eventually remove the need for market forces supplements.

3.2 The analysis undertaken in evidencing the need for the business case can often be used to inform such measures. For example:

- Improved job design, structure and better staff management;
- Developing the non-financial benefits package to match/exceed comparators;
- Process re-engineering to reduce unnecessary tasks within the role, to improve the content of the job and flexibility for individuals.
- Establishing workforce arrangements (e.g. trainee/apprentice schemes; or succession planning activity;) to ensure future provision of skills.

### **STEP 4: Approval of the Business Case**

4.1 The finalised business case should be submitted to the Assistant Director – People. The Assistant Director – People has responsibility for scrutiny of the case and for assessing the reliability of the justification and evidence presented. The Assistant Director – People and Head of Service will make a final recommendation to SLT on the sufficiency of the business case to justify a market forces supplement. The Head of Financial Services will be required to submit financial information on the business case form in relation to the proposals affordability and appropriate budget to use.

## Market Forces Business Case Form

### Market Forces Supplement Request

#### Role / Job Information

<b>Job Title</b>			
<b>Directorate</b>			
<b>Service</b>			
<b>Evaluated Grade</b>	Band		
<b>Grade Minimum (£)</b>	£	<b>Grade Maximum (£)</b>	£
<b>Service Establishment FTE</b>		<b><u>Current Headcount</u></b>	
		<b>Vacant Posts</b>	

#### STEP 1: Market Forces Business Case

Please set-out why a market forces supplement is necessary for this role, providing any evidence for the existence of the material factor to back this up:

<b>Material Reasons:</b> e.g. <ul style="list-style-type: none"> <li>• leaver reasons and other employee feedback</li> <li>• unsuccessful recruitment</li> <li>• quality of candidates for selection</li> <li>• where people have moved to.</li> <li>• Impact of removal of current market forces</li> </ul>			
<b>Number of recruitment campaigns undertaken in the last two years for this job.</b>		<b>Length of time over which vacancies for the post have been advertised</b>	
<b>Number of employees appointed in the last two years</b>		<b>Number of offers refused at the evaluated grade rate</b>	

<b>Number of employees leaving the job during the last two years</b>		<b>Number of leavers in the year as percentage of total in the job</b>	
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## STEP 2: Determining the Market

Please outline the comparator market you have used and the justification for why this is relevant for this post.

<b>Market Rationale:</b>	
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<b>Geographic</b> (select one)	Local (Dacorum) Local (Hertfordshire) Regional National (UK)	Please detail reason for choice in market rationale section.
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<b>Sector</b> (select one or more)	Public Private Third Sector Other Sector: <state>	Please detail reason for choice in market rationale section.
---------------------------------------	--	--

<b>Industry</b> (state one or more)	<detail as appropriate>	Please detail reason for choice in market rationale section.
--	-------------------------	--

<b><u>Alternative Roles</u></b> (other jobs used as a comparator)		Please detail reason for choice in market rationale section.
--	--	--

<b>Median Average of Basic Pay of comparator jobs</b>		<b>Median Average of Maximum Pay of all comparator jobs</b>	
---	--	---	--

<b>Difference between Median Maximum pay and Median Average of Pay</b>		<b>Proposed Market Forces Supplement to be Paid</b>	
--	--	---	--

<b>Proposed Duration of the Supplement and Reason for that duration</b>	
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<b>Additional market evidence provided to support business case:</b>	
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### STEP 3: Identifying Measures to Reduce/Remove Material Reason

Please explain the actions you will take to keep the need for a market forces supplement under review and to reduce or remove the future need for it in the medium or long-term.

<b>Review Process and/or Actions Planned</b>		
<b>Identify any other options considered but not progressed to address retention or recruitment for this post and why these were not appropriate.</b>		
<b>Additional Information:</b>		

### STEP 4: Authorisation Process

<b>Prepared By:</b>		<b>Date</b>	
<b>Head of Service:</b>		<b>Date</b>	
<b>Head of Financial Services</b>	<i>Comments</i>	<b>Date</b>	
<b>AD – People Approval:</b>	<i>Comments</i>	<b>Date</b>	
<b>SLT Approval:</b>		<b>Date</b>	

# Dacorum BC Community Impact Assessment (CIA) Template – Appendix 2

**Policy / service / decision**

**Market Forces Supplements Policy and Procedure**

**Description of what is being impact assessed**

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

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

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

Over Autumn 2022, a project was undertaken which explored recruitment difficulties and areas of high agency spend. In the discovery phase of the project, data was analysed on: failed recruitment attempts, areas of high agency spend, reasons for staff leaving, what others were offering in relation to salary packages. From this phase, one of the key findings was that it identified some recruitment/retention issues across parts of the Council.

In light of these findings the project identified the need for the Council to revise the existing market forces policy, as it needed a stronger focus on governance and the application of market forces payments. The eligible criteria for roles receiving market forces payment is all inclusive and are not EDI specific.

**Evidence**

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

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

In determining whether this policy was required various forms of data was analysed, such as: failed recruitment attempts, areas of high agency spend, reasons for staff leaving, what others were offering in relation to salary packages.

The new policy will increase the governance and consistency of apply market forces payments to ensure it is based on a genuine material and occupational reason which will ensure protected groups are not negatively impacted.

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

In creating this policy the following stakeholders have been consulted: Strategic Leadership Team, HR team, EDI, Unison, Unite, Head of Financial Services and Assistant Director (Planning).

There is no foreseeable impact on protected characteristics and it is therefore an all-inclusive policy.

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

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

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

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

<p><b>Age</b></p>	<p>Candidate assessment will continue to be based solely on the person’s skills, knowledge and experience.</p> <p>The policy may encourage applicants from a more diverse age range and provide them with an opportunity to earn a salary that is competitive in the market.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Disability (physical, intellectual, mental)</b></p> <p><i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i></p>	<p>All reasonable adjustments will continue to be adhered to in order to attract a diverse poll of candidates. Candidate assessment will continue to be based solely on the person’s skills, knowledge and experience.</p> <p>If necessary, the job description will be revised to ensure that the requirements for the job are truly essential, ensuring that the job description does not include requirements that may prevent someone with a disability or medical condition from applying, where they are not relevant to the role.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Gender reassignment</b></p>	<p>Candidate assessment will continue to be based solely on the person’s skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Race and ethnicity</b>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	□	⊗	□
<b>Religion or belief</b>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	□	⊗	□
<b>Sex</b>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	□	□	□
<b>Sexual orientation</b>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	□	⊗	□
<b>Not protected characteristics but consider other factors, e.g. carers,</b>	<p>A market forces supplement to current roles may improve retention of staff by providing a more competitive salary in line with market rates. Staff in these roles may feel more valued and feel supported with the Cost of Living Crisis and other changes in the economy at present.</p>	□	□	⊗

<p><b>veterans, homeless, low income, loneliness, rurality etc.</b></p>	<p>Candidate attraction may be more receptive to a market forces supplement and attract candidates from a more diverse background to apply.</p> <p>Hiring managers will have the responsibility to firstly recruit for the role and if necessary, offer training and development opportunities to their team so that interested parties are qualified to apply for this job. This should be open to all.</p> <p>Where it can be demonstrated that there is a genuine material and occupational reason for adding market forces payments, the manager will need to produce a detailed business case in line with the policy. The Market forces supplement will be paid to all employees within the same role in order to remove any pay inequalities.</p> <p>Hiring Managers will be accountable to provide a timeframe as part of their business case plan between having to apply the market forces supplement (STEP 1) and when they will be implementing STEP 3 modifications for future opportunities.</p>			
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**Negative impacts / outcomes action plan**

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

<b>Action taken/to be taken</b> <i>(copy &amp; paste the negative impact / outcome then detail action)</i>	<b>Date</b>	<b>Person responsible</b>	<b>Action complete</b>
	Select date		<input type="checkbox"/>

	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
<b>If negative impacts / outcomes remain, please provide an explanation below.</b>			
No negative impacts have been identified from the market forces policy. It is aimed to provide a recruitment and retention tool to enable the Council to increase direct recruitment of candidates and also retain experienced/skilled staff in roles that are identified in the industry as being hard to fill.			
<b>Completed by (all involved in CIA)</b>	<b>Cybele Fernandes ( Diversity and Community Inclusion Lead Officer)</b> <b>Priti Gohil (HR &amp; OD Team Leader)</b>		

<b>Date</b>	<b>16/01/2023</b>
<b>Signed off by</b>	<b>Matt Rawdon (Assistant Director – People)</b>
<b>Date</b>	<b>20<sup>th</sup> January 2023.</b>
<b>Entered onto CIA database - date</b>	<b>TBA</b>
<b>To be reviewed by (officer name)</b>	<b>Aidan Wilkie (Strategic Director – People and Transformation)</b>
<b>Review date</b>	<b>20<sup>th</sup> January 2023</b>



# Cabinet

<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Air Quality Action Plan and Air Quality Management Area Review
<b>Date:</b>	14 <sup>th</sup> Feb 2023
<b>Report on behalf of:</b>	Councillor Julie Banks, Portfolio Holder Communities.
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	<ol style="list-style-type: none"> <li>1. Annual Mean Monitoring Results for Air Quality Monitoring Area 3</li> <li>2. Draft Revocation Order for Air Quality Monitoring Area 3</li> <li>3. Community Impact Assessment</li> </ol>
<b>Background papers:</b>	<p>2021 Air Quality Annual Status Report</p> <p>Air Quality Action Plan 2019 -2024 (updated post pandemic)</p> <p>Hertfordshire Local Authorities Report on Particulate Matter (PM<sup>2.5</sup>) in Ambient Air 2020</p>
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	<p>LAQM Local Air Quality Management</p> <p>AQMA Air Quality Management Area</p> <p>AQMP Air Quality Management Plan</p> <p>AQASR Air Quality Annual Status Report</p> <p>NOx Nitrogen Oxides</p> <p>PM2.5 particulates of max size 2.5 microns</p> <p>HCC Herts County Council</p> <p>CEE Climate and Ecological Emergency strategy</p> <p>DEFRA Department of Environment, Food and Rural Affairs</p> <p>EVs Electric Vehicles</p> <p>ORCS On Street Residential Charging Scheme</p>

**Report Author / Responsible Officer**

Emma Walker, Head of Regulatory Services



Emma.walker@dacorum.gov.uk / 01442 228861

<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Ensuring economic growth and prosperity</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	To provide an update on progress made by the team and partners against the Air Quality Action Plan and provide background to the proposed revocation of an Air Quality Management Area.
<b>Recommendation (s) to the decision maker (s):</b>	<ol style="list-style-type: none"> <li>1. That the content of the Air Quality Action Plan 2019-24 be noted.</li> <li>2. Agreement be given to begin the revocation process for the Northchurch Air Quality Management Area.</li> <li>3. Agreement be given to widening air quality monitoring to include PM 2.5 using portable units.</li> </ol>
<b>Period for post policy/project review:</b>	Annual

## 1 Introduction/Background:

Air pollution is associated with a number of adverse health impacts and disproportionately affects the most vulnerable in society: children, the elderly and those with existing heart and lung conditions. Since 1997 Local Authorities in England have been required to undertake regular assessments and reviews of their local air quality. This involves comparing local air quality against nationally set objectives for a range of pollutants to protect health and the environment.

As part of this work, Local Authorities identify areas of concern where these objective limits are unlikely to be met and there is a relevant exposure such as housing, schools, hospitals etc. Where objectives are unlikely to be met Local Authorities must declare an Air Quality Management Area (AQMA) and put in place a plan to improve local air quality. This process is known as Local Air Quality Management (LAQM).

In 2012 three Air Quality Management Areas were declared in the Dacorum area. These are:

- AQMA 1: Lawn Lane, Hemel Hempstead
- AQMA 2: London Road, Apsley
- AQMA 3: High Street, Northchurch

These were declared due to an exceedance of the annual mean objective for nitrogen oxides (NO<sup>x</sup>) primarily due to contributions from road transportation sources.

## 2 Key Issues:

Levels at AQMA 1 and AQMA 2 have remained consistently above the objective level. In contrast, levels at AQMA 3 in Northchurch have been showing compliance for the last five years, that is pre lockdown, during and post lockdowns. With the onset of the Covid pandemic in 2020 and the government instruction to stay home/local or only travel when essential and the subsequent reductions in local and regional traffic activity translated into substantial improvements in NO<sup>x</sup> levels at AQMA locations 1 and 2 in Lawn Lane, Hemel Hempstead and London Road, Apsley.

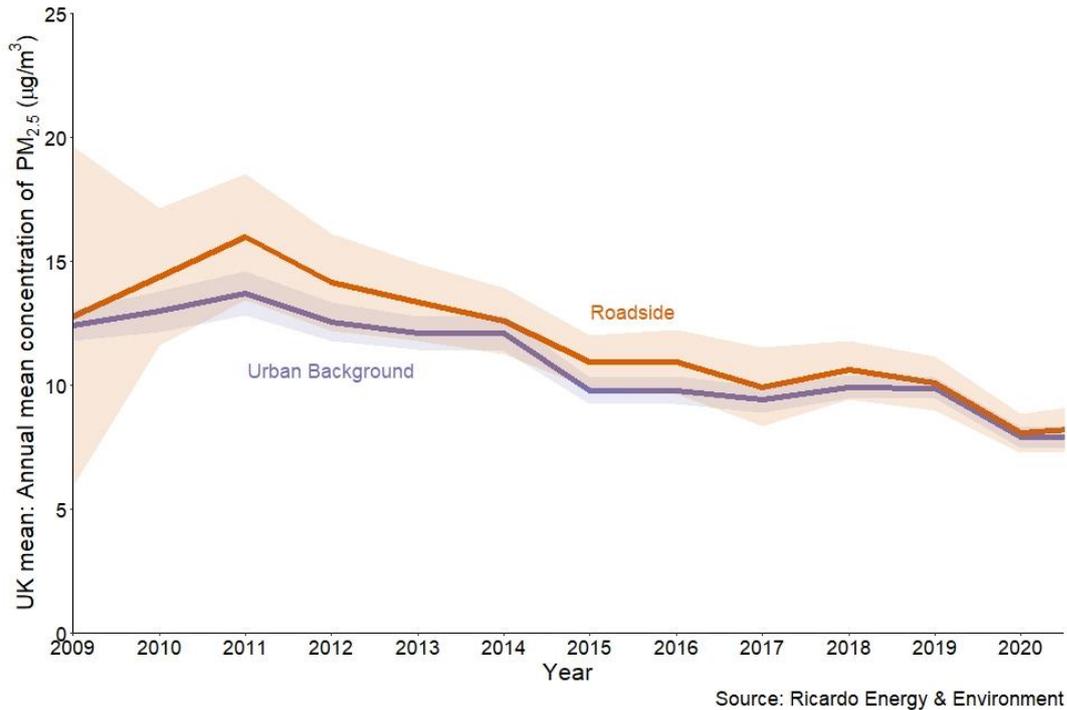
However, these results are being treated as exceptional and directly linked to the unprecedented impact of the pandemic restrictions. Whilst levels at AQMA 3 have remained compliant, with road traffic having returned to the new normal, levels at the other two locations have reverted to their pre-pandemic levels.

At present, the Council monitors air quality via passive diffusion tubes. 68 tubes are currently used at locations across the Borough and are changed monthly. We also have a real time analyser located in AQMA 3 at Northchurch. We measure for both NO<sup>x</sup> and PM 2.5 (fine particulate matter) at this location. PM2.5 levels are below the objective level at this location.

### **Particulate Matter (PM2.5)**

Roadside PM2.5 pollution nationally has decreased overall despite a period of relative stability between 2015 and 2019. In general, annual average concentrations of PM2.5 at the roadside have decreased from 12.8 µg/m<sup>3</sup> in 2009 to 8.3 µg/m<sup>3</sup> in 2021, rising by 0.26 µg/m<sup>3</sup> since the lowest point in 2020. This is shown in figure 1 below:

Figure 1: Annual concentrations of PM<sub>2.5</sub> in the UK, 2009 to 2021



We are currently in discussion with Hertfordshire County Council (HCC) regarding the expansion of monitoring for PM 2.5 across Dacorum. HCC has its own network of analysers that are monitoring across Hertfordshire as a whole and also utilise our data from the Real Time Analyser at Northchurch. We are considering the purchase, and use of, further mobile units that we can deploy to locate in any areas where objective levels may not be met across the Borough so as to inform future actions. There is, at present, no statutory obligation for Local Authorities to monitor concentrations of PM<sup>2.5</sup> however there is an expectation that Local Authorities will work to reduce emissions/concentrations of PM<sup>2.5</sup>.

**Annual Status Report 2021. Summary:**

A priority for the Council during the last 2 years has been responding to the impact of COVID-19. Officers within the Environmental and Community Protection team were redeployed to prioritise functions linked to local test and trace and ensuring compliance with various iterations of COVID regulation connected to the operation of business and their COVID secure obligations. Therefore, opportunities to progress actions to improve air quality were limited to addressing the previous commentary provided by DEFRA in respect of the Council’s draft Air Quality Action Plan (AQAP), specifically updating source apportionment work and undertaking a feasibility assessment and prioritisation of AQAP measures.

We are now refocused on work around Air Quality post-Covid and with the re-initiation of the Air Quality Steering Group in June 2022.

A Climate Emergency and Sustainability Programme Lead Officer was appointed in July 2020. The role of this officer is to develop and support the delivery of the Climate and Ecological Emergency strategy (CEE) and action plan in order to achieve these targets. The four key focuses for this CEE work are sustainable transport, energy use in buildings, sustainable communities and biodiversity. The officer has been actively involved in the Air Quality Steering Group since June 2022.

Some of the early work of the draft Air Quality Action Plan (AQAP) has been transferred to the CEE Action Plan and work has begun on the development of an Electric Vehicle Strategy for the borough. We intend to develop this EV strategy further when the Government releases its Transport Decarbonisation Plan and Hertfordshire County Council releases its own Electric Vehicle Strategy. Both of these documents impact the work that we can do locally. We have made progress in the following areas:

- An internal Sustainable Transport Plan- Climate Emergency group has been established, with an Electric Vehicle sub-group.
- An Electric Vehicle Charging Infrastructure study has been carried out with a sustainability consultant. The key highlights from this work to are:
  - Within Dacorum it is anticipated we will have at least 30,000 EVs by 2030
  - At least one third of households in the district are unable to charge at home
  - Between 600-700 on-street EV charge points will be required to meet demand
- An ongoing Electric Vehicle Residents Survey has been launched on our website which has already had nearly 2000 responses.
- Dacorum Council has committed to apply to the government's On-Street Residential Charge Point Scheme (ORCS) this financial year
  - Potential sites for EV charge points have been identified
  - Feasibility studies for these sites are in the process of being carried out
  - We have partnered with a supplier to deliver these additional charge points
  - Both the residents survey and consultancy report were designed to be used as evidence for this ORCS application.

One of our internal high level targets is to decarbonise the Council's fleet by 2030. This will entail creating sufficient charging infrastructure as well as procuring the vehicles. We will also be working on a variety of behavioural change initiatives within the borough to encourage more sustainable transport.

Aside from transport, additional studies are also taking place into the current tree stock and future tree planting strategies are being developed.

#### **Air Quality Action Plan 2019-24. Progress:**

With partners, we have made the following progress on the Air Quality Action Plan Objectives:

- **Objective - Influence emission reduction from new developments**

Planning conditions have been reviewed and implemented regarding travel plans, electric vehicle charging points and cleaner energy sources (low NOx boilers and alternative heat sources such as heat pumps).

- **Objective - Potential to relocate bus stops and on-street parking in the Northchurch AQMA**

This is in progress via Hertfordshire County Council as the Highways Authority as part of the wider infrastructure strategy. Numerous improvements have been actioned in this location over recent years including changes to traffic light timing /management and an assessment of vehicle pinch points which have contributed to the sustained reduction in NOx in this area,

- **Objective - Clean Air Zone (CAZ) feasibility study**

A Clean Air Zone feasibility study was conducted in 2019 with the results finding this not to be feasible. Given the borough wide improvements in Air Quality, it is unlikely that this will be revisited.

- **Objective - Private hire and taxi vehicle emissions policy**

Working with HCC via the Hertfordshire Climate Change and Sustainability Partnership this has now been put in place and will not only apply to Dacorum taxis but is being rolled out across the County.

- **Objective - Emission based parking charges**

This objective was discussed with the HCC Air Strategy Lead Officer it was found that, beyond offering free parking to vehicles using EV charging points, this is a very difficult proposal to manage with an expensive start-up cost so this was not pursued further.

The following Objectives remain outstanding and will remain part of the Air Quality Action Plan Objectives until these have been explored with partners:

- Workplace parking levy
- Advanced quality bus partnership

Promoting sustainable travel and discouraging the use of single car journeys.

### **Northchurch Air Quality Management Area:**

With the above background in mind, it is proposed to revoke AQMA 3 at Northchurch in consultation with DEFRA.

Before deciding to revoke an AQMA, DEFRA advise the following:

*Pollutant concentrations may vary significantly from one year to the next, due to the influence of meteorological conditions, and it is important that authorities avoid switching between declaring, revoking and declaring again, due to these variations. Before revoking an AQMA, on the basis of measured pollutant concentrations, the authority therefore needs to be reasonably certain that any future exceedances (that might occur in more adverse meteorological conditions) are unlikely. For this reason, it is expected that authorities will need to consider measurements carried out over several years or more, national trends in emissions, as well as local factors that may affect the AQMA, including measures introduced as part of the Action Plan, together with information from national monitoring on high and low pollution years.*

We are confident that future exceedances of objective levels at AQMA 3 at Northchurch are unlikely. We have considered the current planning proposal for the Marshcroft Development and have required modelling be completed by the applicants to ensure this development will not have a negative impact on air quality at this location, which could require the need for us to need to again declare an AQMA at this location.

### **3 Options and alternatives considered**

There are two options for the Northchurch AQMA at present, these are:

- Revocation of the AQMA at Northchurch or,
- Continuation of monitoring at this location.

### **4 Consultation**

Consultation was carried out as part of establishing the AQMAs.

### **5 Financial and value for money implications:**

Budget provision for replacement monitoring equipment is included within the capital programme.

### **6 Legal Implications**

Legal requirements are referred to in the text of this report.

**7 Risk implications:**

As previously advised, officers are confident that future exceedances of the objective level at this location are unlikely, however, there is no guarantee that this will remain so due to the many variables that can impact on air quality that are outside of our control.

**8 Equalities, Community Impact and Human Rights:**

A Community Impact Assessment has been carried out and no negative impacts have been highlighted.

Human Rights – There are no human rights implications arising from this report.

**9 Sustainability implications (including climate change, health and wellbeing, community safety)**

Poor air quality has a significant damaging impact on health. The LAQM approach seeks to reduce this.

**10 Statutory Comments**

**Monitoring Officer:**

The evidence submitted in the report makes it clear that the Northchurch AQMA is consistently below the objective levels and it is therefore appropriate that the AQMA be revoked.

**S151:**

The actions outlined in this report can be undertaken utilising existing approved budgets.

**11 Conclusions:**

This report notes progress in implementing the AQMP 2019-24 and recommends revocation of the AQMA Northchurch because monitoring shows consistent achievement of the target level for NOx.

Appendix 1. Annual Mean NOx Monitoring Results for AQMA 3 at Northchurch

Year

Location	2016	2017	2018	2019	2020	2021
DC31	42.4	42.3	33.0	32.7	32.0	30.1
DC32	43.6	40.4	34.2	32.9	33.2	31.2
DC33	40.5	42.6	33.6	33.9	32.6	31.2
DC35	33.3	34.2	36.2	38.6	26.7	27.1
DC36	34.6	33.1	35.5	37.6	27.1	26.9
DC37	35.2	35.2	37.8	37.2	27.4	27.9
DC38	26.1	23.9	25.4	23.8	19.0	18.1
DC39	25.4	23.4	25.9	24.3	19.2	18.9
DC40	24.8	23.9	24.8	24.9	18.9	18.7

NB the objective level for NOx is 40 µg/m<sup>3</sup>

The data for 2022 is currently not complete (December's diffusion tubes are yet to be processed) and has not been adjusted in line with Defra reporting requirements so we are unable to provide this at present, however the reduction trend is continuing across the board.



**DACORUM BOROUGH COUNCIL**

**ORDER 2022**

**ENVIRONMENT ACT 1995 Part IV SECTION 83(2)(b)**

**Dacorum Borough Council, in exercise of the powers conferred on it by Section 83 (2)(b) of the Environment Act 1995 HEREBY makes the following order:-**

1. This order shall revoke the area known as '**Air Quality Management Area 3. High Street, Northchurch.**' for Nitrogen Dioxide (NO<sub>2</sub>) in the area shown in the attached map.
2. The Order shall come into force on 1<sup>st</sup> November 2022

The Common Seal of Dacorum Borough Council

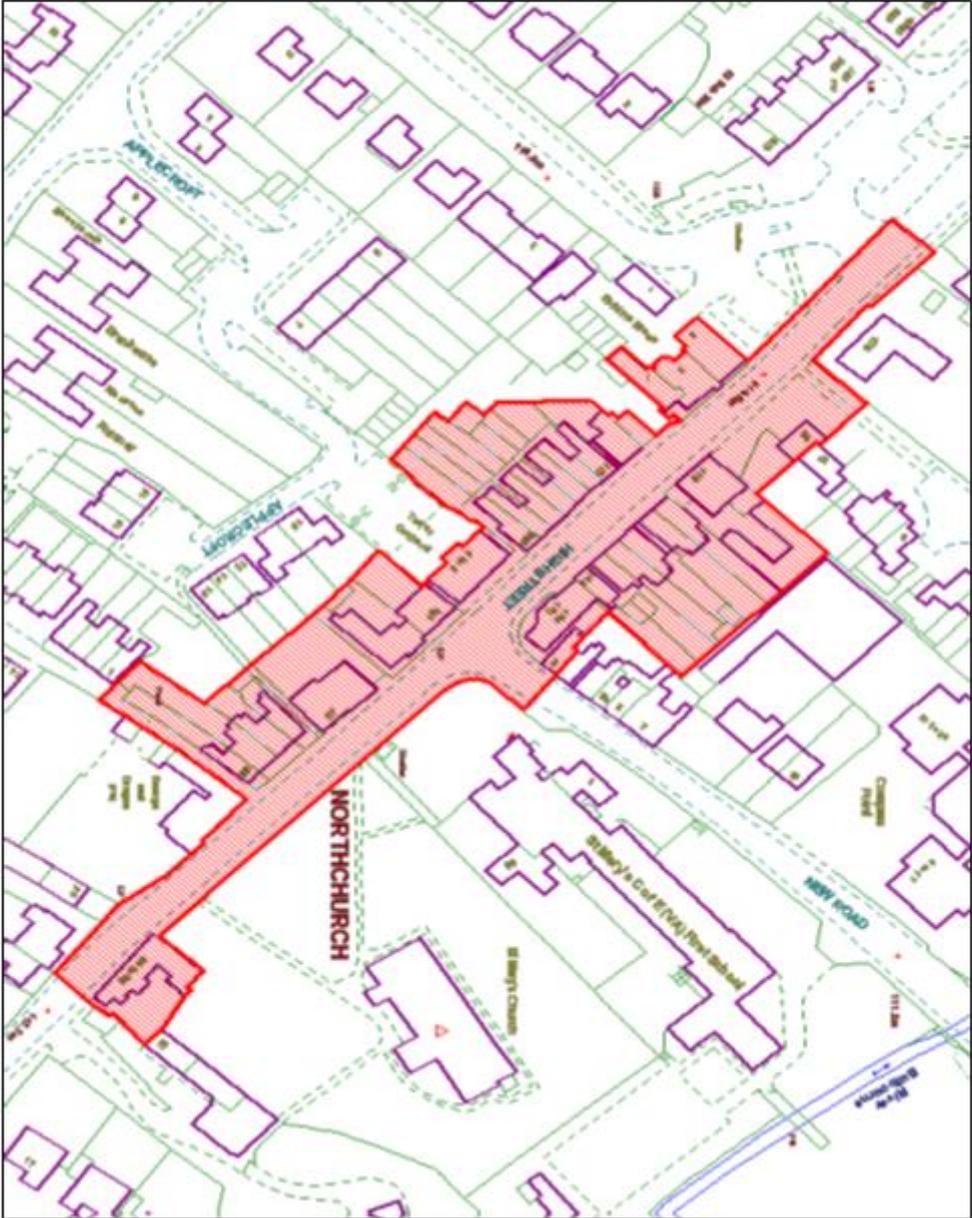
Was hereunto affixed

In the presence of:

Signed.....

Name.....

On this the .....2022



Legend

AQMA Boundary

Contains Ordnance Survey Data Crown Copyright and Database Right [2020]

Location: High Street, Northchurch

AQMA Order No. 3 – High Street, Northchurch incorporating local monitoring locations

Declared June 2012, amended Oct 2013

Figure No. 1

# Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Environmental and Community Protection (Pollution) – Air Quality Management

## Description of what is being impact assessed

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

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

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

The revocation of the Air Quality Management Area in Northchurch following over 5 years of falling Nitrous Oxide levels to well below the declarable levels, the removal and relocation of the Real Time Analyser to a more problematic area.

The widening of Air Quality monitoring to include particulate matter monitoring following concerns raised by members and the Councils requirement to reduce PM2.5 levels as much as possible. This will be achieved by the purchase and deployment of Zephyr PM2.5 monitoring units in addition to sensors being obtained from HCC/Defra to be located near traffic pinch points and schools.

The potential requirement to revise the Air Quality Action Plan considering substantial structural and corporate changes in regards to Air Quality management at a Borough and County level.

## Evidence

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

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

Annual data for Nitrous Dioxide concentrations at roadside monitoring locations throughout the borough and assessment of their impact on residential premises as per statutory obligations.

The Annual Status Report for Air Quality 2022 (submitted to Defra)

World Health Organisation Air Quality Health Limits and Guidance

Defra guidance on AQMA Revocation (justification and application)

Concerns raised by Councillors in regards to Particulate matter monitoring.

Consultation with the Air Quality Steering Group

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

Julie Banks – Portfolio Holder

Air Quality Steering Group Members

Emma Walker - Head of Regulatory Services

Richard Le Brun - AD Neighbourhood Delivery

Trevor Pugh – Interim Assistant Director, Neighbourhood Delivery.

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

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

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

Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Protected group	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			
<b>Age</b>	Schools to be included as part of monitoring locations (despite not being non-residential and therefore not a statutory obligation) due to potential severity of health impacts on developing children.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Disability (physical, intellectual, mental)</b>  <i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i>	Locations monitored to be reduced in lower risk areas where data consistently well below recommended health levels and expanded in higher risk locations to ensure resource is appropriately managed.  Wider reaching benefits in assessing impact on high risk receptors (the elderly, those suffering with COPD, Asthma, chronic heart and lung conditions)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<p><b>Gender reassignment</b></p>	<p>As above</p> <p>Focus of monitoring aimed at increasing our awareness of impacts on all residential properties in high traffic areas (usually lower income/social accommodation).</p> <p>Particulate Matter monitoring to be widened based on concerns from members/the public despite not currently being a statutory requirement</p>			
<p><b>Race and ethnicity</b></p>	<p>As above</p> <p>Focus of monitoring aimed at increasing our awareness of impacts on all residential properties in high traffic areas (usually lower income/social accommodation).</p> <p>Particulate Matter monitoring to be widened based on concerns from members/the public despite not currently being a statutory requirement</p>			
<p><b>Religion or belief</b></p>	<p>As above</p> <p>Focus of monitoring aimed at increasing our awareness of impacts on all residential properties in high traffic areas (usually lower income/social accommodation).</p> <p>Particulate Matter monitoring to be widened based on concerns from members/the public despite not currently being a statutory requirement</p>			
<p><b>Sex</b></p>	<p>As above</p>			

	<p>Focus of monitoring aimed at increasing our awareness of impacts on all residential properties in high traffic areas (usually lower income/social accommodation).</p> <p>Particulate Matter monitoring to be widened based on concerns from members/the public despite not currently being a statutory requirement</p>			
<p><b>Sexual orientation</b></p>	<p>As above</p> <p>Focus of monitoring aimed at increasing our awareness of impacts on all residential properties in high traffic areas (usually lower income/social accommodation).</p> <p>Particulate Matter monitoring to be widened based on concerns from members/the public despite not currently being a statutory requirement</p>	<p>□</p>	<p>□</p>	<p>☒</p>
<p><b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b></p>	<p>Focus of monitoring aimed at increasing our awareness of impacts on all residential properties in high traffic areas (usually lower income/social accommodation).</p> <p>Particulate Matter monitoring to be widened based on concerns from members/the public despite not currently being a statutory requirement.</p> <p>The AQMA in Northchurch being in place has a potential blight on property value on the area. Its removal due to the consistently falling levels of roadside pollutants over a number of years should reverse this.</p>	<p>□</p>	<p>□</p>	<p>☒</p>

<b>Negative impacts / outcomes action plan</b>			
Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.			
<b>Action taken/to be taken</b> <i>(copy &amp; paste the negative impact / outcome then detail action)</i>	<b>Date</b>	<b>Person responsible</b>	<b>Action complete</b>
Potential for pollution levels at Northchurch to increase again.  Diffusion tubes to remain in-situ at the Real Time Analyser location and a Zephyr PM 2.5 particulate monitor to be installed near the location to actively monitor the area post-revocation.	01/06/2023 (and ongoing)	Lead Environmental Health Officer (Pollution)	<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
<b>If negative impacts / outcomes remain, please provide an explanation below.</b>			
The above is a potential consideration for the future as opposed to a negative impact, citing the pro-active methodology in monitoring the area due to be revoked.			

<b>Completed by (all involved in CIA)</b>	<b>C Corkerry</b>
<b>Date</b>	<b>10/01/2023</b>
<b>Signed off by</b>	<b>Emma Walker</b>
<b>Date</b>	<b>10/1/2023</b>
<b>Entered onto CIA database - date</b>	
<b>To be reviewed by (officer name)</b>	
<b>Review date</b>	



<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Grant Funding Hightown Housing Scheme – 66 Books, Wood End Lane
<b>Date:</b>	14 <sup>th</sup> February 2023
<b>Report on behalf of:</b>	Councillor Margaret Griffiths, Portfolio Holder for Housing
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	N/A
<b>Background papers:</b>	Cabinet report January 2018 (CA/18/18)
<b>Glossary</b>	N/A

### Report Author / Responsible Officer

David Barrett - Assistant Director of Strategic Housing & Delivery



David.Barrett@dacorum.gov.uk / 07940 146094

<b>Corporate Priorities</b>	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need
<b>Wards affected</b>	Adeyfield East Ward
<b>Purpose of the report:</b>	To seek approval for the payment of one for one grant funding to Hightown to enable the delivery of 33 affordable housing units at the site known as 66 books.
<b>Recommendation (s) to the decision maker (s):</b>	To award an additional one for one receipt grant funding payment of £1,035,146 to Hightown for the development known as 66 Books, Wood Lane End for affordable housing development in the borough. This will result in a total grant funding level of £3,300,000 for this scheme.
<b>Period for post policy/project review:</b>	2 years

## **1 Introduction/Background:**

In January 2018, Cabinet reached a decision to award £2,264,854 funding via 141 Right to Buy receipts to Hightown for their project called 66 Books. To date £883,819 of funding has been paid to Hightown Housing Association for a 30% contribution towards the acquisition of the land.

The remaining funds were not drawn down by Hightown as the requirement to spend the funding within a 3-year period resulted in the funds being redirected to the Council's own programme of building new homes. The Council was only ever providing grant towards the funding of 33 rented homes that were not going to be part of the s106 requirement. It was always Hightown's intention that the remaining units would be funded by Homes England.

Hightown knew that the Council could not fund completed social housing from one for one receipts, (and considered bare land owned by a housing association to be 'social housing'). They agreed to enter into more than one grant agreement: one for funding towards the land and one for the build, as they knew that they would not be able to buy the land, achieve planning permission and build out the scheme within the 3 year timeframe for spending one for one receipts (as it was at the time).

When Hightown finally achieved planning permission and came back to the Council for further grant, the Council's one for one receipts had significantly reduced and the grant funding previously agreed was no longer available.

Upon the announcement from Homes England of further affordable homes grant, in September 2020, for the period 2021-2026, Hightown approached Homes England to establish if they would be able to secure any further funding for the affordable units on the scheme. There is a rule around the use of blending one for one grant with other affordable grants and this is not permitted. Hightown were unable to achieve further grant funding via this route for the construction of the affordable units.

Until now, the 33 homes that had low levels of grant, (just the 'acquisition grant'), that Hightown could not get top up funding from Home England. The 33 units are due to complete in July 2023.

The cost increase is due to rising inflation costs causing an uplift on the cost of construction and the requirement to maximise the grant to assist in achieving the right level of affordability for tenants.

## **2 Key Issues/proposals**

Homes England have asked the Council to consider further funding to enable completion of the 66 Books site, preventing any risk to delivery of the remaining affordable housing units and impacting negatively on provision of accommodation to Dacorum residents.

After engagement with Hightown, it is proposed that funding should be provided on the basis that the homes are delivered at a rent that is affordable to Dacorum residents and therefore funding this project will enable the rents to be capped at 65% of open market value. The total funding required to achieve this is £3,300,000. This includes the amount paid to date (£883,819) and is therefore £1,035,146 above the original January 2018 Cabinet approval.

## **3 Options and alternatives considered**

- The first option considered was for Hightown to pay back the grant, which has been reviewed with the Council's legal team and, as the agreement was explicit and only for the purchase of the site, which has been completed, this would not be possible, as the terms of the agreement have been fully discharged.
- The second option to approach Homes England was not viable as they will not allow blending funding streams.

#### **4 Consultation**

Chief Housing Officer  
Head of Financial Services & Deputy 151  
Assistant Director of Housing Operations & Safe Communities  
Assistant Director of Legal and Democratic Services  
Strategic Leadership Team

#### **5 Financial and value for money implications:**

One for one receipts, paid to Housing Associations by way of a grant, provides the means to increase the provision of affordable homes within the Borough at no cost to the Council and assists in avoiding the costs of homelessness by increasing affordable housing supply.

The Council has this resource available within the budget as the existing housing revenue account will be re-profiled and Homes England will be approached to obtain further funding for the Council's own new build programme.

#### **6 Legal Implications**

A grant agreement will be established between the parties.

#### **7 Risk implications:**

Provision of additional funding will increase the need to finance Dacorum schemes from non 141 sources.

Failure to provide further funding risks impact of non-delivery of affordable housing units in the Borough.

#### **8 Equalities, Community Impact and Human Rights:**

Funding this project will bring positive benefits to the community in terms of increased housing supply and affordable housing.

The Council will receive 100% nomination rights on first lettings and 75% on all subsequent lettings.

There are no human rights issues arising from this report.

#### **9 Sustainability implications (including climate change, health and wellbeing, community safety)**

This project will deliver new modern affordable homes build to the latest sustainability standards.

#### **10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

There are no direct implications arising from the report

#### **11 Statutory Comments**

##### **Monitoring Officer:**

The terms of the funding will need to be set out in a funding agreement between the parties to document all the agreed terms and to ensure that the funding is utilised to provide housing at the affordable rent levels agreed.

**S151:**

The provision of the additional funding will take the total grant funding for this scheme to £3.3m, circa £100k per affordable new home. This funding will guarantee the 33 affordable homes are developed and maintained at a rent level of 65% of the open market value.

This additional grant payment for 66 Books will mean the current projected 141 housing receipts will be fully utilised by 2025, hence the need for the HRA to look to non 141 receipts as a source of financing for its capital programme from 2025. This could, as a last resort, include borrowing.

**12 Conclusions:**

Hightown is building 33 affordable new homes. An increase to the total grant funding payment from £2,264,854 to £3,300,000 (noting paid to date £883,819.00), will enable the new homes to be capped at 65% of open market value achieving the right level of affordability for tenants.

# Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Grant Funding Hightown Housing Scheme – 66 Books, Wood Lane End

## Description of what is being impact assessed

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

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

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

The aim of this report is to propose a payment of one for one grant funding to Hightown to enable the delivery of 33 affordable housing units at the site known as 66 books, Woodland End, Hemel Hempstead.

The outcome if the payment is approved, Hightown will complete the homes which will be delivered at a rate that is affordable to Dacorum residents and therefore funding this project will enable the rents to be capped at 65% of open market value.

To date £883,819.00 funding has been paid to Hightown Housing Association for a 30% contribution towards the acquisition of the land.

The remaining funds were not drawn down by Hightown as the requirement to spend the funding within a 3-year period resulted in the funds being redirected. Until now the 33 homes had low levels of grant (just the 'acquisition grant') and Hightown could not get top up funding from Homes England. The 33 units are due to complete in July 2023.

The cost increase is due to rising inflation costs causing an uplift on the cost of construction. By making the payment and maximising the grant Dacorum will assist in achieving the right level of affordability. Homes England have asked the Council to consider further funding to enable completion of the 66 Books site, preventing any risk to delivery of the remaining affordable housing units

The approval of this scheme will positively impact all home seekers and homeless applicants by increasing the stock of affordable housing units in the Borough.

## Evidence

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

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

Within the borough of Dacorum and the wider county of Hertfordshire, there is a shortage of social and affordable housing. Demand for the social and affordable housing in Dacorum continues to be high. There are nearly 1,500 applicants on the housing register for social housing in Dacorum. The greatest demand is currently for one and three-bedroom housing. This scheme will deliver 9 one bedroom, and 24 two bedroom units.

The number of people threatened with becoming homeless has continued to increase for several reasons. Most recently, we have seen the impact of the rising cost of living, which is resulting in households struggling to cover costs. Making affordable housing even more important to people in Dacorum.

This scheme would increase the affordable housing stock with Dacorum. Positively impacting both home seekers and support to reduce pressure on temporary accommodation.

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

This Housing scheme is linked to both the Housing strategy and Prevention of Homelessness and Rough Sleeping Strategy, which outline the importance of, and commitment to the delivery of affordable housing in the Borough. Each strategy was developed with full stakeholder and resident engagement at the heart. This report delivers against the commitments of these strategies.

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

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

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

Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Protected group	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			
Age	<p>Dacorum’s population grew by 7.1% between 2011-2021. The age distribution is similar to the average in England, but Dacorum has a slightly larger proportion of young people than the national average. 61.9% of the population are working age (16-64), with 83% of the overall population of Dacorum in employment. This has fallen over time as the population ages, which is a trend projected to continue in the future.</p> <p>Household size is predicted to continue to fall (from 2.36 in 2006 to 2.15 in 2031), particularly as a consequence of an increase in one-person households. This scheme will deliver 1 and 2 bedroom units which have been identified as being a priority need for those on the housing register, and accessing affordable housing through the homeless process.</p>	□	□	☒

<p><b>Disability (physical, intellectual, mental)</b></p> <p><i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i></p>	<p>The units proposed are made up of 9x 1 bed self-contained units, and 24 bed units. There are no designated accessible units, however Hightown support and promote diversity through their Equality &amp; Diversity <a href="#">policy</a> and the delivery of <a href="#">aids and adaptations</a> to its residents.</p>	□	⊗	□
<p><b>Gender reassignment</b></p>	<p>There are no identified positive or negative impacts on this characteristic, Hightown's <a href="#">equality and diversity policy</a> ensures compliance with the Public Sector equality duty.</p>	□	⊗	□
<p><b>Race and ethnicity</b></p>	<p>There are no identified positive or negative impacts on this characteristic, Hightown's <a href="#">equality and diversity policy</a> ensures compliance with the Public Sector equality duty.</p> <p>In addition to this the allocations policies of both <a href="#">Dacorum</a> and <a href="#">Hightown</a> ensure equality and diversity.</p>	□	⊗	□
<p><b>Religion or belief</b></p>	<p>There are no identified positive or negative impacts on this characteristic, Hightown's <a href="#">equality and diversity policy</a> ensures compliance with the Public Sector equality duty.</p> <p>In addition to this the allocations policies of both <a href="#">Dacorum</a> and <a href="#">Hightown</a> ensure equality and diversity.</p>	□	⊗	□
<p><b>Sex</b></p>	<p>There are no identified positive or negative impacts on this characteristic, Hightown's <a href="#">equality and diversity policy</a> ensures compliance with the Public Sector equality duty.</p> <p>In addition to this the allocations policies of both <a href="#">Dacorum</a> and <a href="#">Hightown</a> ensure equality and diversity.</p>	□	⊗	□

<p><b>Sexual orientation</b></p>	<p>There are no identified positive or negative impacts on this characteristic, Hightown’s <a href="#">equality and diversity policy</a> ensures compliance with the Public Sector equality duty.</p> <p>In addition to this the allocations policies of both <a href="#">Dacorum</a> and <a href="#">Hightown</a> ensure equality and diversity.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b></p>	<p>The units proposed will be let at an affordable rent with will positively impact on those in Dacorum who are on the housing register or homeless. The additional units will provide an increase in the overall affordable housing which should positively impact on temporary accommodation and those waiting for a home on the housing register.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Negative impacts / outcomes action plan</b></p> <p>Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.</p>				
<p><b>Action taken/to be taken</b></p> <p><i>(copy &amp; paste the negative impact / outcome then detail action)</i></p>	<p><b>Date</b></p>	<p><b>Person responsible</b></p>	<p><b>Action complete</b></p>	
<p>There are no designated accessible units, however Hightown support and promote diversity through their Equality &amp; Diversity <a href="#">policy</a> and the delivery of <a href="#">aids and adaptations</a> to its residents.</p>	<p>31/01/2023</p>	<p>David Barrett</p>	<input checked="" type="checkbox"/>	
			<input type="checkbox"/>	

If negative impacts / outcomes remain, please provide an explanation below.

<b>Completed by (all involved in CIA)</b>	Ada Terry/David Barrett
<b>Date</b>	31/01/2023
<b>Signed off by</b> ( <i>AD from different Directorate if being presented to CMT / Cabinet</i> )	<b>M Brookes</b>
<b>Date</b>	31/01/23
<b>Entered onto CIA database - date</b>	
<b>To be reviewed by</b> (officer name)	
<b>Review date</b>	



## Cabinet

<b>Report for:</b>	Cabinet
<b>Title of report:</b>	2023 Strategic Risk Refresh and Quarter 3 Strategic Risk Report
<b>Date:</b>	14 <sup>th</sup> February 2023
<b>Report on behalf of:</b>	Cllr Graeme Elliot, Portfolio Holder Finance & Resources
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A Strategic Risk Register Q3 2022/23 Appendix B Risk Management Strategy Appendix C Risk Management Guide
<b>Background papers:</b>	None.
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	SRR –Strategic Risk Register

### Report Author

Linda Dargue, Insurance and Risk Lead Officer



Linda.dargue@dacorum.gov.uk / 01442 228320 (ext. 2320)

### Responsible Officer

Nigel Howcutt , Chief Finance Officer



Nigel.howcutt@dacorum.gov.uk / 01442 228662 (ext. 2662)

<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p> <p>Providing good quality affordable homes, in particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	<ol style="list-style-type: none"> <li>1. To provide the quarter 3 update on the Strategic Risk Register for 2022/23.</li> <li>2. To seek approval for the revised Strategic Risks for the Council. Reporting against these revised risks will commence from quarter 4 202/23.</li> </ol>
<b>Recommendation (s) to the decision maker (s):</b>	<ol style="list-style-type: none"> <li>1. That the quarter 3 update on the Strategic Risk Register for 2022/23 be noted.</li> <li>2. That Cabinet approves the revised Strategic Risks for the Council.</li> </ol>
<b>Period for post policy/project review:</b>	An update on the Council's strategic risks is reported to Cabinet on a quarterly basis.

## 1 Background:

The purpose of this report is to present the Strategic Risk Register (SRR) as at quarter 3, 2022/23. This is the most up to date version of the SRR for 2022-23, as at 31<sup>st</sup> December 2022. The revised SRR showing the position at the end of Q3 2022/23 is attached at Appendix A.

A review of the significant risks affecting delivery of the Council's six key corporate priorities has been discussed with Members, the Strategic Leadership Team (SLT), the Corporate Leadership Team (CLT) and the Council's internal auditors. The outcome of this review is a revised set of strategic risks for the Council, together with a revised risk management strategy and guide, attached at Appendix B and Appendix C.

The refreshed strategic risks are listed below. Once approved, reporting against these risks will commence from quarter 4 2022/23.

- The Council is subject to a successful cyber- attack and/or data breach.
- Failure to deliver Place Shaping and regeneration ambitions.
- Weakening of the Council's financial resilience.
- We do not plan in, or deliver action early enough, to ensure achievement of the Climate and Ecological Emergency (CEE) statement.
- Failure to ensure compliance with statutory and legislative requirements.
- Failure to work with strategic partners to deliver corporate priorities.
- We are unable to deliver effective services to residents due to an inability to retain and recruit sufficient competent and skilled resources.
- Inability to manage and deliver safe and good quality affordable homes.

## 2 Changes to the current Strategic Risk Register since the last update

### SRR Q3 update (as at 31 December 2022)

Risk scores against the following strategic risks have changed since the SRR Q2 2022/23 was presented to Cabinet in December 2022. The risk score as at Q3 2022/23 is presented below in **bold**; the risk score as at Q2 2022/23 in *italics*:

- The Council is unable to ensure that sufficient quality and affordable homes can be delivered - **9** (*12*)

## 3 Proposed Revised Strategic Risks

The Council's Corporate Plan was introduced in 2019/20. At that time, a review of the Corporate Plan delivery, Strategic Risks and Risk Management processes were undertaken.

Since 2020, there have been, and remain, significant changes to the social, political and environmental landscape. This means the risk management approach and strategic risks require reviewing.

There have been significant changes in the wider landscape that directly impact on Dacorum and these will often result in different risk impacts, the changes include:

- Conclusion of Brexit policies
- Global pandemic
- Onset of the climate change emergency and changes in political expectation and policies
- Development of a Commercial response to the financial pressures
- The development of a strategic Place Shaping agenda.

It is good practice to undertake periodic reviews of an organisation's risk management approach. A combination of the uncertain economic outlook and the significant changes in the organisation's governance, structure and strategies during 2022 led to this being undertaken. The increased transformational work and enhanced commercial focus also requires adapting the approach to risk management, risk appetite and risk monitoring to support these decision-making processes.

As part of this process, a revised Risk Management Strategy and supporting Guide has been produced to support the changing agenda. See Appendix B and Appendix C for reference.

Review of the key six corporate priorities and the significant risks affecting delivery have been discussed with Members, SLT, CLT and internal audit. Several themes emerged from this discussion:

- Recruitment and Retention impacting on delivery of strategic aims.
- Digital & ICT strategy key to support delivery and protect the Council in regards to cyber security.
- Partnership delivery/Partnership working is key to delivery of key priorities to allow the Council to enable, deliver or support ongoing delivery.
- Pressures of the wider economic downturn e.g. cost of living, cost pressures in construction.
- Government policy change such as regulatory changes in housing, waste, finance, climate change.
- Conflicting priorities - balance between financial sustainability and investment strategies – Place shaping/Climate Change/House building.

These themes formed the basis of the creation of the proposed Strategic Risks.

**Table 1: Revised Strategic Risks**

Ref	Proposed Strategic Risk	Responsible Officer	Linked to Corporate Priority
1	<b>The Council is subject to a successful cyber-attack and/ or data breach.</b>	Strategic Director, People and Transformation	6. Ensuring efficient, effective and modern service delivery.
2	<b>Failure to Deliver Place Shaping and Regeneration ambitions.</b>	Strategic Director, Place	1. Clean Safe and Enjoyable environment. 3. Ensuring economic growth and prosperity. 2. Building Strong and Vibrant communities.
3	<b>Weakening of the Council's Financial Resilience.</b>	Chief Finance Officer/ Strategic Director Corporate and Commercial	6. Ensuring efficient, effective and modern service delivery.
4	<b>We do not plan in or deliver action early enough to ensure achievement of the Climate and ecological emergency (CEE) statement.</b>	Strategic Director Resident Services/ Strategic Director People and Transformation	1. A clean safe and enjoyable environment 5. Climate and Ecological Emergency.
5	<b>Failure to ensure compliance with statutory and</b>	Chief Executive	1. A clean safe and enjoyable environment.

	<b>legislative requirements.</b>		6. Ensuring efficient, effective and modern service delivery.
6	<b>Failure to work with Strategic Partners to deliver Corporate priorities</b>	Chief Executive	2. Building Strong and vibrant communities 3. Ensuring economic growth and prosperity 4. Providing good quality affordable homes, in particular for those most in need, 6. Ensuring efficient, effective and modern service delivery
7	<b>We are unable to deliver effective services to residents due to an inability to retain and recruit sufficient competent and skilled resources.</b>	Strategic Director People and Transformation	6. Ensuring efficient, effective and modern service delivery.
8	<b>Inability to manage and deliver safe and good quality affordable homes</b>	Strategic Director Resident Services	4. Providing good quality affordable home, in particular for those most in need.

#### 4 **Financial and value for money implications:**

Where relevant, financial and value for money implications associated with current strategic risks are set out within the SRR at Appendix A.

#### 5 **Legal Implications**

Where relevant, legal implications associated with strategic risks are set out within the SRR at Appendix A.

#### 6 **Risk implications:**

These are set out within the SRR at Appendix A.

#### 7 **Equalities, Community Impact and Human Rights**

A Community Impact Assessment is not required for this report. There are no Human Rights Implications arising from this report.

#### 8 **Sustainability implications (including climate change, health and wellbeing, community safety)**

There are no direct sustainability implications arising from this report.

#### 9 **Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

There are no direct Council infrastructure implications arising from this report

## **10 Statutory Comments**

### **Monitoring Officer:**

An effective risk management strategy is an essential part of the Council's governance framework which will allow the Council to monitor and review its key strategic risks.

### **Deputy S151 Officer:**

Comments are contained within the body of the report.

## **11 Conclusions**

The SRR identifies key strategic risks for the Council and assigns a risk score to each of these risks based on consequences and likelihood of occurrence. The SRR at Q3 2023-23 shows a reduction from 12 to 9 in the Affordable Homes risk score.

A revised set of strategic risks is proposed for the Council, to be reported against from quarter 4 2022/23.

Risk Register Summary Table

Risk Name	Risk Owner	31 Dec 2022			
		RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Cyber Attack	Aidan Wilkie	3	3	9	We have a new Head of Digital in place who is progressing a programme of work to provide assurance around our position. This forms part of our recently agreed digital strategy
Failure to secure sufficient investment in essential infrastructure required	James Doe	3	4	12	No change in risk rating from Q2. However policy on release of CIL core funds in part has been prepared for Council's consideration and approval in Q4.
Funding and income is not sufficient to deliver the Council's Corporate Objectives	Catherine SilvaDonayre	4	3	12	A draft balanced budget for 2023-24 was presented in December 2022, which will be finalised and approved in Q4 2022-23. In-year budget pressures for 2022-23 remain and are being addressed.
Social media risk	Aidan Wilkie	2	2	4	This risk remains relatively low due to the Council policies in place, the awareness of staff and the potential impact on the organisation. Purdah advice will re-enforce this.
The Council is unable to recruit and retain the staff required	Aidan Wilkie	3	2	6	This remains a key risk but we are now in process of delivering key mitigating actions which formed part of the recently agreed people strategy. These include key cultural improvement work, responses to the cost of living crisis and introduction of a market supplements policy. It is also worth noting a number of recent recruitment successes in key roles across the Council
The Council will be unable to ensure that sufficient quality & affordable homes can be delivered	James Doe	3	3	9	Planning Moratorium lifted by the end of 2022 enabling DBC's HRA new build developments able to proceed, so an improvement on the risk rating for Q3. Issues around cost price inflation remain.
Uncertainty around Brexit negotiations could result additional demand for council services.	Catherine SilvaDonayre	2	2	4	This strategic risk is no longer relevant – the Brexit negotiations are completed and the impacts understood. The Strategic Risks are currently being reviewed and this risk will be removed as part of this process.

Risk Name	Detail	31 Dec 2022
		Status
Cyber Attack	Risk Owner	Aidan Wilkie
	Portfolio	Community & Regulatory Services
	Risk Description	Risk of cyber attack or ransomware.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Strategic Risk Register</li> <li>▪ Ensuring efficient, effective and modern service delivery</li> </ul>
	Inherent Score	12 ▲
	Mitigated Score	9 ●
	Risk Appetite	9
	Comments	We have a new Head of Digital in place who is progressing a programme of work to provide assurance around our position. This forms part of our recently agreed digital strategy
	Controls & Assurances	<p>The Council monitors and protects against threats with particular attention to the following, in line with the Government's Cyber Essentials direction:</p> <ul style="list-style-type: none"> <li>• Boundary firewalls and internet gateways</li> <li>• Secure configuration</li> <li>• Access control</li> <li>• Malware protection</li> <li>• Patch management</li> </ul> <p>The Council also ensures that system and operational data is backed up securely and regularly, and the process of restoring from those back-ups is tested regularly.</p>
	Evidence Risk is being managed	Adherence to National Cyber Security Centre (NCSC) Cyber Essentials (formally audited 2017); Public Sector Network (PSN) Compliance (including annual vulnerabilities assessment by approved cyber security consultancy)

		31 Dec 2022
Detail		Status
	Consequences / Impacts	<p>At least 263 million cyber-attacks were carried out on UK local authorities in the first half of 2019 alone. Nearly half of all local authorities had experienced an attempted cyber-attack on their IT systems since 2017 and 37% of them had experienced cyber-attacks in the first half of 2019.</p> <p>The Council's ICT team is aware that its network is the subject of attempted cyber-attacks on a daily basis from a range of sources, likely to include organised crime and state operators.</p> <p>The potential consequences of a successful cyber-attack are extremely damaging to any organisation. In the public sector, cyber-attacks on NHS trusts have led to cancelled operations, including the WannaCry attack in 2017 that affected 45 NHS organisations. In 2016 Lincolnshire County Council were hit with a £1M demand following a ransomware infection and in 2020 Hackney Council was profoundly affected by a similar ransomware attack.</p> <p>Within Dacorum, a successful and extensive cyber-attack has the potential to impair the delivery of all services to its residents as well as the potential publication of sensitive and personal data. Any successful Cyber Attack could significantly impact the Council's reputation, as residents may lose confidence in the management of electronic records.</p>
Failure to secure sufficient investment in essential infrastructure required Page 194	Risk Owner	James Doe
	Portfolio	Planning & Infrastructure
	Risk Description	That the Borough does not secure sufficient investment in essential infrastructure that is required for continued and improved economic performance and housing delivery that is sustainable and fit for the future
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Strategic Risk Register</li> <li>▪ Ensuring economic growth and prosperity</li> <li>▪ Providing good quality affordable homes</li> </ul>
	Inherent Score	16 ▲
	Mitigated Score	12 ▲
	Risk Appetite	
	Comments	No change in risk rating from Q2. However policy on release of CIL core funds in part has been prepared for Council's consideration and approval in Q4.

Controls & Assurances	<p>Infrastructure is provided through the development process (s106 and Community Infrastructure Levy) and elements of funding which comes from central government (increasingly through the LEP, bidding and HCC). The responsibility for some infrastructure elements is through privatised arrangements (utilities) or arms-length government agencies such as Network Rail. The ability of the Council to control these processes is limited.</p> <p>The Council is able to promote the quantum, nature and timing of growth making it more likely that the infrastructure will be delivered. It is also able to promote partnerships and use its asset base and influence to stimulate desired development. Current controls include:</p> <ul style="list-style-type: none"> <li>• Ensuring that the Local Plan (and its component elements such as site allocations, supporting policies and so on on) is up to date and sets out very clearly the requirements of proposed development. This promotes sustainable development by design, access and movement, materials.</li> <li>• Working with other South West Herts councils and HCC to make a case at national level for strategically important infrastructure</li> <li>• Bidding into government funding pots such as the Housing Infrastructure Fund where possible.</li> <li>• Use of masterplanning which supports what is required to be delivered to produce sustainability on larger sites and formalising as a Special Planning Document where appropriate to give it more 'teeth'.</li> <li>• The approved Council's Community Infrastructure Levy Policy and schedule (CIL) provides for the levels of contributions that must be made by developers and the purpose for which they will be spent. This also includes an element of CIL which can be spent by local communities and act to link growth directly with infrastructure provision that local people want.</li> <li>• Operating an 'open for business' approach to how the Council deals with potential development with a presumption of making acceptable development easier to deliver by proactive advice through the planning process. Allied to this is ensuring that the development management service is capable of achieving decision making within required time limits.</li> <li>• Stimulating required growth through the Council's own regeneration activity, including the Enterprise Zone making inward investment being more likely.</li> <li>• Increasing inward investment through initiatives such as Dacorum Look no Further, Ambassadors, direct provision of business advice and a supportive approach to new development.</li> <li>• Good market intelligence through regular liaison with local employers, landowners, developers, institutional investors and land agents regarding demand and expected assistance.</li> <li>• Partnership with the LEP as the main route for additional funding for infrastructure through influencing the Strategic Growth Plan (in which Hemel Hempstead and the M1 corridor is a priority) and bidding for resources for infrastructure (such as the £5M achieved for West Herts College)</li> <li>• Working to create key partnerships to bring forward development capable of funding major infrastructure such as Hemel Garden Communities with the Crown Estate, St Albans and City Council, HCC, the LEP and the Enterprise Zone.</li> </ul> <p>Risk rating remains unchanged at August 2022.</p>
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Evidence Risk is being managed	<p>These controls are exercised and reported within the following:</p> <ul style="list-style-type: none"> <li>• Regular reporting to the Growth and Infrastructure Group, SLT, Cabinet and Overview and Scrutiny Committee</li> <li>• Fortnightly reporting on key projects to SLT</li> <li>• Reporting to Performance Board before each Cabinet Meeting</li> <li>• A clear programme for the Local Development Framework and CIL Quarterly reporting to Overview and Scrutiny</li> <li>• Regular reporting to Cabinet</li> <li>• Adherence to the agreed performance and project management processes</li> </ul> <p>The process for setting out development delivered is through the Authority Monitoring Report. The agreed process for CIL will see an annual report setting out income due, income achieved and expenditure made on agreed infrastructure. Regular reports are made as set out above.</p>
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		31 Dec 2022
Detail		Status
	Consequences / Impacts	<p>The provision of infrastructure such as schools, health, transport and other facilities is crucial to sustainability of the local community and economy. Its funding, however, is increasingly complex and difficult as central government moves away from direct provision and expects the development process and local partnerships to deliver it. The risk is, therefore, that new development at a scale not experienced in Dacorum since the New Town development will not be matched with the infrastructure that a healthy and thriving community depends upon.</p> <p>Failure to provide this infrastructure will have a number of damaging consequences:</p> <ul style="list-style-type: none"> <li>• a reduction in the quality of life and opportunities for people in the Borough</li> <li>• a serious constraint to economic growth with the impact on the prosperity of local people</li> <li>• reduced financial contribution to service provision through Business Rates growth</li> <li>• increased community opposition to new developments, particularly housing, on the grounds that existing infrastructure will not cope</li> <li>• damage to the image of the area, worsening of community pride and social cohesion and reputational damage to the Council.</li> </ul> <p>The provision of infrastructure such as schools, health, transport and other facilities is crucial to sustainability of the local community and economy. Its funding, however, is increasingly complex and difficult as central government moves away from direct provision and expects the development process and local partnerships to deliver it.</p>
Funding and income is not sufficient to deliver the Council's Corporate Objectives	Risk Owner	Catherine SilvaDonayre
	Portfolio	Finance & Resources
	Risk Description	Funding and income is not sufficient to deliver the Council's Corporate Objectives
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>■ Strategic Risk Register</li> <li>■ Ensuring efficient, effective and modern service delivery</li> </ul>
	Inherent Score	16 ▲
	Mitigated Score	12 ▲
	Risk Appetite	
	Comments	A draft balanced budget for 2023-24 was presented in December 2022, which will be finalised and approved in Q4 2022-23. In-year budget pressures for 2022-23 remain and are being addressed.

## Controls &amp; Assurances

The Council's Medium Term Financial Strategy (MTFS) and the HRA Business Plan are controls that mitigate the likelihood of this risk crystallizing through the effective modelling of the future financial environment. Sound financial planning maximizes the opportunity for the Council to identify funding risks in advance, and therefore grants more time for it to plan to provide its services differently in order to continue delivering its corporate priorities.

The Council's sound financial planning processes, detailed below, have resulted in a residual probability score of '3', Likely; given current macro-economic factors that contribute to financial pressures, despite the sound financial control framework in place. The consequence score is '4', given the significant potential impact to services and residents if the Council were not able to achieve its Corporate objectives.

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

The 2022 MTFS outlines the continuation of the ongoing two-pronged approach to combine the Council's need to 1) continue driving the efficiencies required to ensure underlying sustainability; and, 2) to protect frontline services in the face of the time-bound Covid pressures.

The updated 2022 MTFS can be viewed on the October 2022 Cabinet Agenda, at [www.dacorum.gov.uk](http://www.dacorum.gov.uk).

In addition to the MTFS, forecasts are kept under constant review and any updated forecasts that threaten the viability of the approved MTFS will be reported back to Members together with updated recommendations.

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

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

		31 Dec 2022
Detail		Status
Evidence Risk is being managed	<p>Internal Audit</p> <p>In recent years, the Council has received independent, third-party audit reviews of the financial processes that contribute to the management of this risk:</p> <p>The 'Budgetary Control' process is audited by the Council's Internal Auditors annually and in 2020, and 2021 has received the highest level of assurance.</p> <p>The 'Core Financial Systems and Budgetary Control' which have also achieved the highest level of assurance with no recommendations or action points.</p> <p>External Audit</p> <p>The 'Value for Money' opinion issued in Grant Thornton's 'Audit Findings' report in September 2020, was based on evaluation of the MTFS; the budget-setting process; the reserves policy and use; and, the Council's forecasting of the Covid threat and plans to deal with it. Grant Thornton's conclusion was:</p> <p>'Based on the work we performed to address the significant risks, we are satisfied that the Council had proper arrangements for securing economy, efficiency and effectiveness in its use of resources.'</p> <p>Internal validation</p> <p>The fact that the Council was in a position to approve an MTFS which is capable of funding forecast Covid pressures from reserves, is practical validation of its approach to managing the MTFS and reserves over recent years. Although the planned use of reserves will inevitably reduce the amount available for future investment in the borough, it has meant that the Council is able to protect the delivery of its frontline services into the medium-term.</p>	
Consequences / Impacts	<p>The Council is currently facing two fronts of significant financial uncertainty that both hamper planning and risk deliverability of the objectives within the Corporate Plan into the medium-term: 1) the ongoing uncertainty around future Government funding of local authorities, and 2) the financial implications of Covid.</p> <p>Government Funding</p> <p>The Council is currently operating on a one-year Finance Settlement from Government, the third in succession, following the conclusion of the 4-year deal in April 2019. One-year Settlements, and the planning challenges that accompany them, are expected to continue until Government implements its new funding allocation model following the completion of its Fair Funding Review As yet there is no certainty over the level of funding that Dacorum or any other authority can expect in the future, post-review.</p> <p>However, there is a strong belief across the sector that the new model will divert funding away from lower tier authorities in favour of those authorities with responsibility for the provision of social care. The Council must ensure that it's in a position to adapt to significant funding reductions at potentially short notice when the new model is announced.</p> <p>Covid Implications</p> <p>The Council faces significant expenditure and income pressures as a result of Covid. The pattern of expenditure pressures have thus far tended to be more-directly lock-down related and, therefore, are not expected to continue in the medium term. Income pressures on the other hand, have a short-term element, e.g. dramatic loss of car parking income during lock-down, but also potentially an even more significant long-term effect through a recessionary impact on the Council's primary income generating services, e.g. commercial property.</p> <p>The magnitude of the potential ongoing Covid-related losses, combined with uncertainty around the duration of the pandemic and the unknown timing and severity of the economic recovery period creates a significant financial threat to the Council's in-year and medium term budget. In addition it adds further complexity and risk to the already challenging medium-term planning environment arising from one-year Government funding settlements.</p>	

Risk Name	Detail	Status
Social media risk	Risk Owner	Aidan Wilkie
	Portfolio	Corporate & Contracted Services
	Risk Description	Confidentiality and reputational issues
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Strategic Risk Register</li> <li>▪ Ensuring efficient, effective and modern service delivery</li> </ul>
	Inherent Score	9 ▲
	Mitigated Score	4 ★
	Risk Appetite	
	Comments	This risk remains relatively low due to the Council policies in place, the awareness of staff and the potential impact on the organisation. Purdah advice will re-enforce this.
	Controls & Assurances	<p>The Council monitors and protects its social media presence through a Social Media Management Platform (Orlo). Orlo provides management options for automatic moderation of abusive messages and other risk mitigation tools.</p> <p>All staff are required to read and sign up to a range of policies including:</p> <ul style="list-style-type: none"> <li>• Corporate Information Security Management Policy</li> <li>• Corporate Information Technology Security Policy</li> <li>• Data Protection Act Policy</li> <li>• Freedom of Information Policy</li> <li>• PSN/Government Connect (GSx) Acceptable Usage Policy</li> <li>• Information Security Incident Procedure</li> </ul>
	Evidence Risk is being managed	<p>An audit of DBC's internal controls in strategy and governance, training and awareness, processes and technology, found that there is a sound system of internal control designed to achieve the system objectives.</p> <p>The communications team carry out training for new staff members and refresher training when needed.</p> <p>Social Media remains a key role in sending information and engaging with our residents/customers. This remains controlled and well manage as we experience very few instances where this causes issues for the Council.</p>

## Detail

## Status

## Consequences / Impacts

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

This was larger than that of LinkedIn (21.8 million) and Twitter (20.9 million)" (Ofcom report 2016).

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

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

The Council is unable to recruit and retain the staff required

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## Risk Owner

Aidan Wilkie

## Portfolio

Community & Regulatory Services

## Risk Description

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

## Reference to Strategic Objectives / Priorities

- Strategic Risk Register
- Ensuring efficient, effective and modern service delivery

## Inherent Score

9 ▲

## Mitigated Score

6 ●

## Risk Appetite

6

## Comments

This remains a key risk but we are now in process of delivering key mitigating actions which formed part of the recently agreed people strategy. These include key cultural improvement work, responses to the cost of living crisis and introduction of a market supplements policy.  
It is also worth noting a number of recent recruitment successes in key roles across the Council

Controls & Assurances	<p>A programme of work has been developed to enhance our ability to recruit and retain staff:</p> <ul style="list-style-type: none"> <li>• Flexible working arrangements are in place to ensure staff achieve a good work/life balance, whilst maintaining excellent customer service.</li> <li>• A planned approach to utilising the Council's apprenticeship levy to support some staff professional training.</li> <li>• Three graduates appointed from the National Graduate Development Programme (hosted by the Local Government Association).</li> <li>• Succession planning approach embedded into appraisals and service plans with supported by the career development plans.</li> <li>• Implementation of more robust management information within the HR to assist with understanding training needs.</li> <li>• Streaming of recruitment campaigns and modernisation of recruitment web pages.</li> <li>• Participating in recruitment fayres to attract school/college leavers to the Council</li> <li>• Re-Introducing work experience placements to students and working with partners to offer work experience placements to people who have been out of work.</li> <li>• Appointed 8 kick start employees as part of the Government's scheme to help people back to work.</li> <li>• As with many other organisations the Council is suffering from a lack of HGV driver availability. Current HGV drivers, in particular Waste Service drivers, are being approached by external organisations with significant increased pay offers. The Council has sought to mitigate this by training more staff to be HGV drivers and offering a retention bonus with appropriate clauses of an annual £5k per driver.</li> </ul> <p>Staff turnover remains healthy but there are pockets of hard to fill posts, where agency spend is higher than previous. The Council is currently finding it challenging to recruit and retain staff with the appropriate skills to deliver all of its services, particularly within professional areas such as Legal, Finance, Surveyors, Environmental Health and Planning etc.</p> <p>This challenge has grown significantly over recent years – as the economy has emerged from the worst of the recession, the private sector employment market has become relatively more buoyant due to the continued constraints on public sector funding. General competition with the private sector for skilled employees is exacerbated for Dacorum by its close proximity to the higher salaries of the London market.</p> <p>This has resulted in the appointment of some agency staff across the Council in order to maintain service delivery. A reliance on agency staff brings a number of specific risks:</p> <ul style="list-style-type: none"> <li>• Statutory – staff shortages can put delivery of the Council's statutory services at risk, e.g. Environmental Health, Housing repairs and Fire safety, and Building Control;</li> <li>• Resilience – any need for agency staff leaves the Council vulnerable to potential higher turnover and loss of knowledge which can affect continuity of service provision;</li> <li>• Financial – the cost of agency staff is higher than for permanent staff, which can pressurise budgets in several areas across the Council.</li> <li>• Staff Morale - could be affected in areas which are carrying vacancies, due to increased workload pressure and as a result of lack of team rapport.</li> </ul> <p>A recent study looked at the high agency spend areas and work is underway to reduce this spend, such as agency approval process, having the right agency framework in place that is effective whilst offering good value for money and re-introducing market forces payments for specific roles.</p> <p>This challenge affects all public sector organisations within the region, and a solution is high on the agenda for county-wide working groups of which DBC is a member.</p>
Evidence Risk is being managed	<p>Turnover remains reasonably low and it is infrequent that posts are re-advertised.</p> <p>Graduates have been appointed and we are working for LGA to appoint the next batch of three. HR will be working with services with recruitment challenges to ensure the graduates to support these areas in the first instance.</p>

## Detail

## Status

## Consequences / Impacts

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

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

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

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

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

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The Council will be unable to ensure that sufficient quality & affordable homes can be delivered

## Risk Owner

James Doe

## Portfolio

Housing

## Risk Description

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

## Reference to Strategic Objectives / Priorities

- Providing good quality affordable homes
- Strategic Risk Register

## Inherent Score

12 ▲

## Mitigated Score

9 ●

## Risk Appetite

## Comments

Planning Moratorium lifted by the end of 2022 enabling DBC's HRA new build developments able to proceed, so an improvement on the risk rating for Q3. Issues around cost price inflation remain.

	Detail	31 Dec 2022
		Status
	Controls & Assurances	<p>The Local Plan is currently under development and the next consultation point with the public and stakeholders is scheduled for mid-2023, following the Regulation 18 consultation over the winter of 2020/21.</p> <p>The new Plan will incorporate a very high level of housing growth and the plan needs to ensure that the sites are identified and are likely to be delivered in the timescales identified. There will be a strong affordable housing policy, building on the current one, which will require at least 35% affordable homes on every scheme above 10 units. The council is strengthening its expertise in Planning on robustly testing developers viability submissions. This will include no longer accepting developer arguments that the cost of land prevents or reduces the amount of affordable they can deliver – they should take account of the council's policy when agreeing the price.</p> <p>Ensuring good masterplanning of the larger sites emerging from the Local Plan will mean that they are more likely to be built out as planned and will be more attractive for potential buyers.</p> <p>The Private Housing Service in Housing, which includes Private Renting, has been reshaped and is geared up to the licensing of up to 900 Houses in Multiple Occupation and addressing issue of disrepair and harassment in the sector. It will work with and support landlords who are prepared to grant longer tenancies which will allow families more security and stability.</p> <p>There is already a new build council home programme of 370 new homes by 2022 that is just starting. The government has announced that the cap on the HRA borrowing will be ended in April 2019 and the programme will be further expanded. A full assessment of the capacity of the HRA to move to an output of around 100-200 new homes per year will be made in the very near future and will gear up for that level of delivery. This will help, though not solve, the shortage of affordable homes for rent. Housing Associations will be encouraged to include social rented homes at lower rent levels than affordable to be built as grant is now available from Homes England for this aim.</p> <p>The introduction of the Homeless Reduction Act has allowed the Council to be geared up to dealing with an increased number of homeless households with the initial aim of preventing the homelessness from happening. One important route will be working with those private landlords that have a desire to help those in housing need, and there are many, to be able to continue renting without losing income.</p> <p>The Planning Moratorium of 2022 (as a result of ecological impacts on the Chiltern Beechwoods Special Areas of Conservation) for the HRA new build programme presents some new risks over timing and cost of the delivery of sites which are yet to receive all full planning consents.</p> <p>Annual cost price inflation for materials and labour is running in the region of 20% and as of June 2022 looks set to continue. It is possible that a prolonged moratorium may put at risk recently-awarded Homes England funding. Together, these factors could add significant financial pressure to the cost of the programme under the HRA Business Plan.</p> <p>The Council's planning service is working on a mitigation strategy with appointed consultants and partner organisations. The first draft of this has been received as of early June 2022. If acceptable it could lead to the lifting of the moratorium later in 2022, but this is not certain at the current time. As such the risk rating has been raised from 9 to 12 at this stage.</p> <p>At August 2022 very good progress has been made with Natural England, the National Trust and adjacent Local Authorities on agreeing a mitigation strategy for the Beechwoods and a SAMM tariff, with plans for SANG development on two parks owned by DBC. This work should be completed by early September and provided the outcome is positive, it should lead to a partial lifting of the moratorium for the Hemel Hempstead area. For now, the risk rating is unchanged.</p>

Evidence Risk is being managed	<p>The process for setting out development delivered is through the Authority Monitoring Report. The agreed process for CIL will see an annual report setting out income due, achieved and expenditure made on agreed infrastructure. Regular reports are made as set out above in controls.</p> <p>Regular reports will also made to the Housing and Community Overview and Scrutiny Committee on new build council homes, homeliness performance, and Private Renting sector performance.</p>
Consequences / Impacts	<p>Housing costs in Dacorum are already extremely high and among the highest in the country outside of London. The impact of this is that local people (and potential new residents) face considerable difficulties accessing decent and affordable homes. This has potential risks in increased homelessness, difficulties in attracting new business and inward investment and breakdown of family support networks if people have to move away or have to stay longer in parental homes than is desirable.</p> <p>The causes for this are complex and varied, and some are outside of the Council's control, but include:</p> <ul style="list-style-type: none"> <li>• The high cost of owner occupation due to location, local income levels, market shortage and increasing demand from people moving out from London.</li> </ul> <p>This can mean owner occupation is well beyond the reach of a large number of local people.</p> <ul style="list-style-type: none"> <li>• The Private Rented Sector is not focused on providing homes of quality to those on low incomes with short 6 months tenancies and often in poor condition.</li> <li>• The planning system does not have the levers to require new homes to be built and with respect of providing affordable homes the rented product – usually affordable rent at 80% of market rent - they are too expensive for those on low incomes.</li> <li>• There are still cuts being made to the benefits systems and Universal Credit has seen a dramatic increase in the levels of rent arrears in those areas that have already had the full roll out. This will cause further difficulty for low income households to afford rent and would lead to still further homelessness.</li> <li>• the impact of the First Homes Policy from Government putting further pressure on the Council's ability to provide genuinely affordable homes to people most in need through the planning process.</li> </ul> <p>The key risks this raises for the Council are:</p> <ul style="list-style-type: none"> <li>• The supply of homes is unable to match demand</li> <li>• An increase in the levels of homelessness resulting from landlords in private renting seeking to maximise their rents</li> <li>• The impact of Universal Credit roll out leading to increased arrears, debt and homelessness</li> <li>• A general risk that the construction industry may not have the capacity to meet the level of demand for development</li> <li>• The HRA will not be able to access sufficient funds to fulfil the Council's programme of social rented housing</li> </ul>

Uncertainty around Brexit negotiations could result additional demand for council services.

Risk Owner	Catherine SilvaDonayre
Portfolio	Corporate & Contracted Services
Risk Description	Uncertainty around Brexit negotiations could result in the Council facing additional demand for its services in the short to medium-term
Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Strategic Risk Register</li> <li>▪ Ensuring efficient, effective and modern service delivery</li> </ul>
Inherent Score	16 ▲
Mitigated Score	4 ★

Risk Appetite

Comments

This strategic risk is no longer relevant – the Brexit negotiations are completed and the impacts understood. The Strategic Risks are currently being reviewed and this risk will be removed as part of this process.

Controls &amp; Assurances

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

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

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

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

SLT also review and update the Corporate Brexit risk register.

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

Evidence Risk is being managed

The subject of Brexit is reviewed by SLT if there are any specific issues or impacts for discussion. Members will be kept advised as more information becomes available.

Consequences / Impacts

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

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

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

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





## DACORUM BOROUGH COUNCIL

# RISK MANAGEMENT POLICY

## 2023-2024

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<b>Associated Documents</b>	DBC Guide to Managing Risk		

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## 1. Introduction

Risk management supports our ambition to be an outstanding Council serving an outstanding borough. It is at the heart of good management and corporate governance. Risk management is essential to the Council's ability to deliver public services and to act as a custodian of public money.

We are legally required to have risk management arrangements in place. This new Risk Management Strategy details those arrangements. It explains how Dacorum Borough Council manages risk in a way that not only supports our decision-making process, but also helps us meet our objectives, and increases our ability to respond to new pressures and opportunities.

When done well, risk management can improve strategic, operational, and financial management. This strategy explains how that happens, emphasising that the management of risk is an ongoing process, one that is regularly refreshed and extensively embedded across the authority. Risk management is a key part of how Dacorum Borough Council, will continue to improve how we help the residents and businesses the Council exists to serve.

- a) The purpose of this document is to set out Dacorum Borough Council's Risk Management Strategy.
- b) The Strategy provides details of the Council's approach to, and methodology for, the management of risk and provides guidance to all employees and Members on their roles and responsibilities in respect of risk management.
- c) The management of risk is not a new concept; it is simply one element of the overall management of the Council. Over recent years a number of high profile business collapses/disasters, coupled with public unease over the management arrangements of large organisations, have caused the regulatory spotlight to fall on governance arrangements.
- d) Things have now progressed further in that, for local authorities, there is a legal requirement to demonstrate good governance and the CIPFA/SOLACE "Delivering good governance in local government Framework" has been reflected in our approach. One element of this is to show that risk is appropriately managed. The Civil Contingencies Act places a statutory duty on certain public organisations to be resilient in respect of the risks they may face.
- e) Risk management is not about totally eliminating risk – this is simply not possible. Rather it is concerned with encouraging innovation, but in an environment where due consideration has been given to all aspects of risk: both opportunities and threats. In this way good risk management assists in the decision making process, encourages a more informed approach to risk taking, and helps to ensure that the Council is able to achieve its objectives by addressing the barriers that may stand in the way.

The effective management of risk contributes to the following:

- Improved performance and achievement of the Council’s priorities and objectives
- A more informed decision making process
- Improved prioritisation of resources
- Encouraging a risk aware culture, to increase everyone’s confidence in taking risks and making the most of new opportunities.

## 1.1 What is Risk Management?

Risk can be positive or negative. It is simply uncertainty of outcome. As such, risk is unavoidable. Risk management looks to respond to this unavoidable uncertainty, based on a robust assessment of the risk, its potential impact, and its likelihood of happening.

Risk management sees risks identified, evaluated, responded to and monitored at regular intervals. It helps the Council, *inter alia*, manage resources wisely; evaluate potential actions; protect residents from harm; and protect the Council’s reputation.

The resources available for managing risk are finite. That means that risk management must look to achieve an optimum response by managing risk to tolerable levels. Regardless of whether risks are transferred, controlled, or managed, tolerable levels of risk will change over time, depending upon the Council’s risk appetite.

### Risk Management Definition

1.1 *“Risk management is the process of identifying risks, evaluating their probability and potential consequences and determining the most cost effective methods of controlling and/or responding to them. It is not an end in itself. Rather, risk management is a means of maximising opportunities and minimising the costs and disruption to an organisation caused by undesired events”<sup>1</sup>*

## 1.2 The Council’s Risk Management Principles & Approach

Risk management in Dacorum:

- is part of a suite of good governance, supported by Corporate and Service planning, performance, and programme delivery;
- supports a culture of appropriate risk-taking across all the Council’s work, informed by our organisational risk appetite;
- has risk managed at the right organisational level and focuses on material, rather than all possible risks;
- identifies and documents risk across the Council, allowing DBC to understand and manage key risks across the Council;
- ensures each risk is assessed with existing controls identified and further actions proposed to reduce risk if necessary and where possible to achieve acceptable risk levels;
- sees that low-level risks, or those that have been managed down to a low level, become part of our day-to-day activity; and

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<sup>1</sup> ‘Risk Management – A Key to Success,’ published by ALARM – Association of Local Authority Risk Managers, February 2001)

- Is complemented by robust, relevant business continuity plans to ensure a focus on delivering core business.

1.2b The Council's risk management programme will provide the framework to:

- Use effective risk management practices as a tool to achieve the Council's objectives, and to secure improvements
- Increase awareness and understanding throughout the Council of the nature and extent of the risks that it faces and the risks that it can take
- Identify and assess on an ongoing basis the risks to which it is exposed and the opportunities that it can secure
- Implement the most appropriate economic measures to avoid, minimise and effectively manage those risks and to take advantage of those opportunities
- Provide regular reports on the progress of risk mitigation.

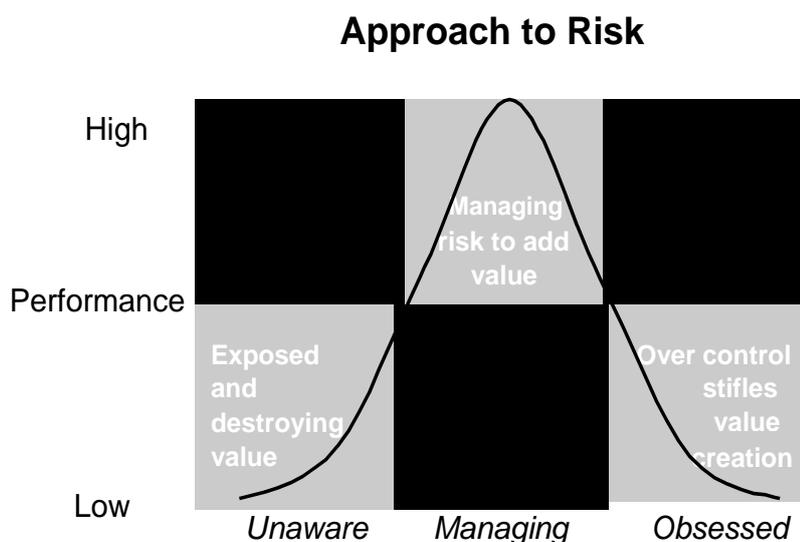
1.2c This enables the Council to manage effectively strategic decision making, service planning and delivery to safeguard the well-being of all interested parties and increase the likelihood of achieving its objectives.

1.2d The aim is to manage risk rather than to eliminate it. Too little attention to the control of risk will lead to unnecessary losses and poor performance. An over zealous approach to risk control can stifle creativity and service delivery and may mean that opportunities for improvement are missed. Successful risk management means getting the balance right, thereby making the best use of available resources. This is illustrated in the chart below:

Figure 1: An effective approach to risk management

1.2e The management of risk should not be viewed in isolation; it forms an integral part of the Council's business. The risk management process forms part of the service planning framework. In addition risk management techniques must be used when considering new service delivery methods or policy options. Much risk management already takes place intuitively, but it is important to be able to demonstrate a documented approach. This helps officers and Members feel empowered to take certain risks within an agreed framework of acceptable decision-making.

1.3



**Risk appetite & Risk Targets**

1.3a The Council recognises the importance of establishing the degree to which the Council is willing to accept and/or tolerate risk. This is reflected in the scoring mechanism used in the Council's methodology for risk assessment. Details of this can be found in the DBC Guide to Managing Risk. Those risks with a residual risk score of 12 and above are regarded as being high risk to the Council, in that if they were to occur the consequences may have a significant impact. In view of this consideration must be given as to whether additional steps are needed to further improve the management of the risk.

1.3b Risk targets will be set for each strategic risk based on the nature of the risk and the risk appetite of the council.

**2. Roles and responsibilities**

2a The successful management of risk is a collective responsibility for all Members and employees. Risk management is not the responsibility of a single team. It is a collective endeavour and can only be truly effective when the organisation as a

whole considers risk management to be part of their business. Risk management should permeate the organisation. This means there are roles for everyone within the authority to address risk effectively.

## **2.1 All Members**

Responsibilities:

- To be aware of the risk management implications of their actions, decisions and public statements and support an effective risk management culture.

## **2.2 Cabinet**

Responsibilities:

- To approve the risk management strategy and policy.
- Approve and have oversight of the Strategic Risks
- To consider formally risk management implications when making decisions
- To agree the Council's response to its highest risks. In other words, to set the Council's appetite for risk – this means doing what is practicable to reduce the risk, whilst not using a disproportionate amount of resource
- To approve an annual statement on the effectiveness of the Council's internal risk management arrangements as part of the Annual Governance Statement
- Portfolio Holder for Corporate Services is the Cabinet lead on risk management issues.

## **2.3 Portfolio Holders**

Responsibilities:

- To ensure that quarterly Operational Performance/Risk reports reflect the management of risk for their individual portfolios
- To consider formally risk management implications when making decisions.

The Chief Finance Officer will liaise on a regular basis with the Portfolio Holder Corporate Services on risk management.

## **2.4 Audit Committee**

Responsibilities:

- To provide an independent review of the Council's management of risk
- Monitor the development and operation of risk management and governance in the Council
- Oversee the Council's risk management policy and strategy
- To receive periodic updates on threats and opportunities which impact on the council's objectives and outcomes.

- To request to review specific areas of risk management activity or initiatives

## **2.5 Overview & Scrutiny Committees**

Responsibilities:

To receive quarterly reports as to progress on Performance and Operational Risk Register relevant to their specific areas.

## **2.6 Strategic Leadership Team**

Responsibilities:

- To propose an effective framework for the management of risks throughout the Council
- To have responsibility for oversight of Strategic Risks and to ensure other risks are appropriately managed
- Ensure risk implications are considered in decisions
- To advise elected members of the risk management implications of their decisions.

The CFO is responsible for the following:

- To be the strategic champion of risk management
- To undertake an annual review of the Risk Management Strategy
- Liaison with the Portfolio Holder Corporate Services on the Council's Risk Management Strategy and performance.

## **2.8 Corporate Leadership Team (CLT)**

Responsibilities:

- To ensure that the Council's risk management framework is applied in their service areas
- To ensure that key contracts and partnerships have arrangements in place to effectively identify and manage risks – see section 3.4.
- Review and challenge the risks involved in decision making and ensure appropriate resources are allocated to the process of risk management

## **2.9 Programme/Project Managers**

Responsibilities:

- Manage risk in their area of responsibility
- Identify, assess and document significant risks and opportunities
- Identify risk ownership
- Escalate risks where appropriate

## **2.10 Risk Owners**

Responsibilities:

- Address specific risks and be accountable for their management;

- Responsible for ensuring that risks are recorded, reviewed, and updated
- Ensure Business Continuity Plans are updated where necessary.

## **2.11 All Employees**

Responsibilities:

- To have an understanding of the risks that are integral to their areas of work
- Identify, record and seek to mitigate risks relating to service delivery in their area
- To participate in risk management training as appropriate.

## **2.12 Internal Audit**

Responsibilities:

- To provide an assurance function that primarily provides an independent and objective opinion to the organisation on the control environment comprising risk management, control and governance
- To objectively examine, evaluate and report on the adequacy of the control environment as a contribution to the proper, economical, efficient and effective use of resources.

## **3. Areas of Risk**

- 3.a The Council faces risks from both internal and external sources. Understanding these helps to assess the potential influence the Council may have over the risks.
- 3.b The Council has split risk into the following categories along with responsibility for the implementation of the Council's Risk Management Strategy:
- Strategic Risks – SLT
  - Operational Risks – CLT
  - Project/Programme/Partnership Risks – Lead DBC Officer
- 3.c These areas are not mutually exclusive; they are influenced by a variety of factors. It is important not to get too constrained by the categorisation; a risk may escalate from operational to strategic. The most important thing is the identification and assessment of the risk and consideration is given to its effective management , thereby reducing the likelihood of it occurring and/or its impact.

### **3.1 Strategic Risks**

3.1a Strategic risks are those things that could prevent the Council from successfully achieving its medium to long- term corporate objectives for the organisation and the community.

### **3.2 Operational Risks**

3.2a Operational risks are those things that may prevent an individual service delivering its service effectively to the community. Operational risks are identified as part of the service planning process. In addition, risk management must be used where improvements to services are planned and in options appraisals. Where operational risks are common to a number of services, they will be reported to SLT for consideration in the review of the Strategic Risk Register.

### **3.3 Project Risks**

3.3a Project risk management must be undertaken in accordance with the following:

- Dacorum Borough Council's Risk Management Strategy (This document)
- Dacorum Guide to Managing Risk

3.3b Project risks are defined as those events, which, if they happen, could prevent the successful completion of the project, lead to delays, increase costs or diminish the overall effectiveness of the project.

3.3c A project is defined as:

- A task of limited duration with a defined required outcome, which is not a repeated process
- A task that uses a level of resource such as:
  - Staff have to be seconded to it
  - Capital finance is necessary
  - It is not covered by the annual service revenue budget
  - A task that requires Member approval or periodic reporting to Members

3.3d A project lead would be expected to report project risks to the relevant project oversight board.

### **3.4 Partnership Risks**

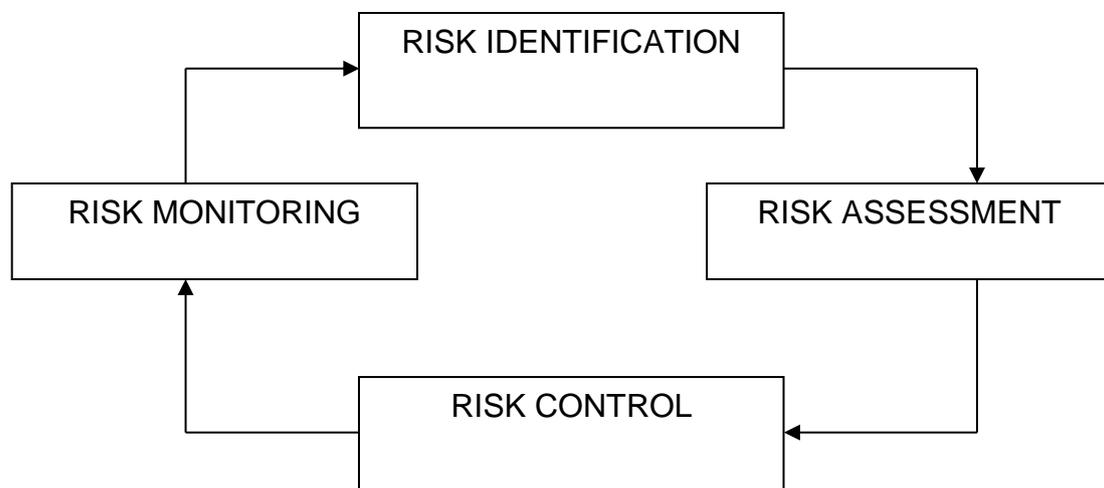
3.4a The definition of a partnership is a joint working arrangement between otherwise independent bodies that:

- Agree to co-operate to achieve a common goal
- Create new organisational structures or processes to achieve this goal separate from their own organisations
- Plan and implement a jointly agreed programme often with joint staff or resources
- Share relevant information

- Pool risks and rewards.
- 3.4b Service contracts that are described colloquially as “partnerships” are not partnerships for this purpose, but are regarded as operational risks.
- 3.4c Partnership risks are those events that could prevent the partnership achieving its objectives.
- 3.4d Risks that the Council is exposed to by virtue of being in the partnership can be dealt with as strategic, operational or project risks as appropriate.

#### 4. The Council’s Risk Management Framework

Risk management is a cyclical process made up of four stages:



4a A brief summary of the four stages is provided here – however full guidance on how to carry out a risk assessment can be found in Dacorum’s Guide to Managing Risk, which can be found in Appendix 1.

**4.1 Risk Identification:** The means by which threats or opportunities are identified. This can be achieved through workshops, discussions in team meetings or by individuals working alone;

- Look at your key aims and objectives – think about what could prevent you from successfully achieving them.
- In addition consider whether your objectives present any opportunities
- List all the risks/opportunities you identify and, using the examples in this section to guide you, identify which category each risk falls into, It is useful to give each risk a unique number – e.g. F1 = First financial risk identified
- It is important to get the wording of the risk right – remember risk registers may be looked at by people who were not involved in the

risk assessment exercise. The wording needs to be clear and concise. It may be useful to use the following tip:

- 4.2 Risk Assessment:** Estimating the potential effect that the threat or opportunity may have on the achievement of objectives. This enables resources to be effectively targeted to achieve the maximum value/benefit.
- 4.3 Mitigation and Control:** Developing and putting in place actions and control measures to treat or manage risk or to maximise opportunities.

***Mitigate***

Not all risks can be managed away. Some risk is unavoidable. Like all organisations DBC accepts that there are risks arising from factors – such as, for example, severe weather; global pandemics; or climate change – which will always remain outside of our direct control. Where it cannot manage a risk to a tolerable level, the Council would (and does) make contingency plans.

For those risks where the Council can exert control, our approach focuses on mitigating risks in various ways. These internal controls can be considered as one, or more, of five categories of addressing risk;

- **Tolerate** – Recognise the risk is tolerable without further action.
- **Treat** – Constrain risk with acceptable levels by means of various treatments
- **Transfer** – Transferring responsibility to others e.g. Insurance
- **Terminate** – Stop doing an activity, this options is usually very limited
- **Take Opportunity** - Existing alongside the tolerating, treating, and transferring of risk, is there a means by which advantage can be gained to exploit impact or positive opportunities.

- 4.4 Monitoring and Reporting:** The risk management process does not finish when the risk control measures have been identified. There must be monitoring and review of:

- The implementation of the agreed control action
- The effectiveness of the action in controlling the risk
- How the risk has changed over time and whether the controls currently in place continue to be adequate.

- 4.4a** To help with the integration of risk management across the Council a range of co-ordinated reporting and monitoring arrangements have been put in place in the following areas:

- Council
- Cabinet
- Audit Committee
- Other Scrutiny Committees
- SLT

#### 4.5 Reporting timescales and expected content:

- **Cabinet**

- Quarterly:

- Review of Risk Management Strategy, the framework and the key outcomes for the year
    - Quarterly review of the Strategic Risks performance including feedback from the Audit Committee.
    - Exception report on risk management progress will be delivered via the InPhase performance management system

- **Audit Committee**

- Quarterly covering:

- Significant risks from the Strategic Risk Register
    - Regular deep dives into specific Strategic Risk performance, controls and mitigation
    - Progress report on all risk management action plans via the Rocket performance management system

- **Portfolio Holders**

- Quarterly covering:

- Updates on operational risks as part of the performance board, produced via the In Phase system.

- **SLT**

- Quarterly:

- Significant risks from Strategic risk register reported
    - Progress on risk management activity via InPhase performance management system

- **Corporate Projects Delivery Board – project risks**

- Monthly

- Monthly reporting via In Phase by the accountable officer
    - Reports reviewed at monthly Programme Review Boards

- **Committee Report Summaries**

In addition to the current reports on financial and legal implications, all summaries contain a section on risk implications.

- **Annual Governance Statement**

Risk management is an important element that needs to be recognised and included in the Annual Governance Statement.



## DACORUM BOROUGH COUNCIL

# GUIDE TO MANAGING RISK

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## **1. Guidance**

### **Introduction**

This guide is intended to help you carry out a risk assessment for your service or for your projects. Further information concerning the Council’s approach to Risk Management can be found in the Risk Management Strategy on DBC Intranet, Document centre.

Risk Management is defined as:

‘The process of identifying risks, evaluating their probability, impact and potential consequences and determining the most cost effective methods of controlling and /or responding to them. It is not an end in itself. Rather, risk management is a means of

maximising opportunities and minimising the costs and disruption to an organisation caused by undesired events.'

Traditionally 'risk' is viewed as a negative thing. However, opportunities for improving services and efficiency can flow from a carefully considered approach to risk taking.

Risk Management is not about eliminating risk – this is simply not possible. Rather it is concerned with encouraging innovation but in an environment where due consideration has been given to all aspects of risks: both opportunities and threats. In this way, good risk management assists the decision making process, encouraging a more informed approach to risk taking and strengthens considerably the chances of objectives being achieved.

Operational or service based risk assessments are usually developed as part of the annual Service and Financial Planning process. The information from these assessments is held within a risk register. The risk register needs to be reviewed frequently and amendments made as appropriate.

### **Risk Assessment exercise**

A risk assessment can be broken down into four stages:

1. Identify the risks that may prevent the achievement of your objectives
2. Assess the risk in terms of impact and likelihood
3. Complete a Risk Assessment template
4. Manage the risk as appropriate

#### **1.1 Identifying risk**

- Look at your key aims and objectives – think about what could prevent you from successfully achieving them.
- In addition consider whether your objectives present any opportunities
- List all the risks/opportunities you identify and, using the examples in this section to guide you, identify which category each risk falls into, It is useful to give each risk a unique number – e.g. F1 = First financial risk identified
- It is important to get the wording of the risk right – remember risk registers may be looked at by people who were not involved in the risk assessment exercise. The wording needs to be clear and concise. It may be useful to use the following tip:

**Tip: Complete a sentence describing the risk –**

Loss/failure of .....	leads to .....	resulting in ...	= risk
Lack of .....	leads to .....	resulting in...	= risk
Partnership with .....	leads to .....	resulting in...	= opportunity
Development of .....	leads to .....	resulting in....	=opportunity

If you require assistance with this, please contact Linda Dargue, Lead Officer Insurance & Risk

## 1.2 Assessing risk

Next, you will need to assess the identified risks in terms of impact and likelihood

- Consider the consequences of the risk occurring and list them
- Using the attached impact and likelihood charts (3.1 and 3.2) to guide you, calculate the risk score (3.3). This is done as if there are no controls in place – giving an inherent risk score – the level of risk that exists before any action is taken to manage it.

**Tip: Try to achieve a broad consensus**

It does not matter whether a significant risk is scored 12 or 16 – the action you may need to take will be the same.

- Identify the person responsible for managing the risk
- List the control procedures that currently exist. Controls are those things that can reduce the likelihood of the risk occurring and they can sometimes reduce the impact as well.
- Control measures can include policies, procedures, please see examples given at Annex A. **Please remember that you must be very clear what the measure is and how it acts as a control.**
- Recalculate the impact and likelihood, taking into account the effect of the control measures. This figure represents the residual risk – the risk score.

## 1.3 Managing risk

Once the risks have been identified and assessed consideration needs to be given as to the best way to manage them.

<b>Level of Risk / (Inherent Risk Score)</b>	<b>How the risk should be managed</b>
High Risk (12-16)	High impact / High likelihood: risk requires urgent attention - consider whether it is possible to take preventative action, or introduce new controls to reduce the risk.  If this is not possible then a contingency plan should be considered, to mitigate the effects of the risk if it should occur.
Medium Risk (6-10)	Consider whether any further risk mitigations can be put in place to further reduce the risk score. Any such mitigation must be cost effective.

	Reassess at regular intervals to ensure conditions remain same. Consider whether a contingency plan is required.
Low Risk (1-4)	Review periodically. Only put mitigations in place if it is cost effective to do so.

Concentrate on the highest scoring risks first and ask the following questions:

- Can we reduce the likelihood?
- Can we reduce the impact?
- Can we change the consequences?

The answers to these questions enable you to identify options for additional controls/procedures. Again, you must be very clear what the measure is and how it acts as a control.

Where an additional control is identified, the risk score should be recalculated as if the additional control is already in place – does the risk score reduce with this additional control in place? Additional controls should be scored on an individual basis, as this will show whether they are cost effective.

Consideration should be given to the cost/resource implications of any additional controls. Any benefit must be considered in the light of potential cost – there is no point spending £10 to save £1.

**Note:** Where it is not possible to reduce the risk rating by additional controls or by transferring the risk, then the reason for this must be recorded in the Risk Register under “Options for additional controls/replacement control procedures”. The entry should include the name of the responsible person together with the date the decision was made and the reason.

For example:

- For low rated risks where the risk score is 4 and below then the entry would read – ‘No further controls required – review periodically.’
- For medium and high rated risks with a score of 6 and above then the entry could read – ‘Not possible to implement additional cost effective controls –review periodically.’ In addition, you should consider whether a contingency plan is required to mitigate the effects of the risk should it occur.

Changes to risk scores must be recorded on InPhase and reported through the quarterly performance management reports. When updating risks on InPhase details of any relevant reports or documents should be added to the Assurance Column. Similarly, the Risk Owner comments box should be updated to explain any changes in risk score.

**Tip: Include a risk review slot into your regular meetings**

Use it to assess the progress of any risk improvement Plans and to consider any new risks.

There are 4 ways of dealing with risk:

- Tolerating the risk
- Treating the risk
- Transferring the risk
- Terminating the activity from which the risk arises.
- **Tolerating the risk** – live with it – take an informed decision to retain the risk and monitor the situation. Record this decision in the risk register. Remember to include the reason, the responsible officer and the date of the decision.

The Council will tolerate risks that it considers acceptable, for example:

- Where the overall benefits afforded by taking the risk outweigh the potential threat
- Where the risk is effectively mitigated by an internal control, even if the risk rating is high
- Where it is not possible to cost effectively mitigate the risk

These risks should be monitored and contingency plans put in place as per the chart on page 5.

- **Terminating the risk** – stop doing the activity or find another way of doing it and introduce alternative systems/practices
- **Treating the risk** – take action, put procedures in place to reduce the chance, the frequency or the impact of an event occurring
- **Transfer** – by insurance, indemnity clauses in contracts, outsourcing – please note it may not be possible to transfer all the risk – some residual risk may remain.

Complete the relevant column on the risk register confirming whether you are tolerating, terminating, treating or transferring the risk.

## 2. Risk Categories

The risks facing the Council can come from both inside and outside the organisation. Very often risks do not appear in isolation but rather as the result of a combination of internal and external factors.

The following chart gives examples of key risks that may face the Council – these have been classified into 4 risk categories. The classification will enable the identification of accumulations of similar risks.

Risk Category	Externally driven	Internally Driven
<b>Financial Risks</b>	Accounting standards	Internal Control
	Interest rates	Fraud
	Funds & Credit	Historical liabilities
		Investments

		Liquidity and Cash flow
<b>Infrastructure Risks</b>	Communications	Recruitment
	Transport Links	People Skills
	Supply chain	Health & Safety
	Terrorism	Premises
	Natural Disasters	ICT systems
	Pandemic	
	Economic Environment	Shared Services
<b>Commercial Risks</b>	Technology Developments	Intellectual Property
	Competition	Contracts
	Customer Demand	Partnership working
	Regulatory requirements	
<b>Reputational Risks</b>	Public Perception	Internal regulations
	Government intervention	Organisational culture
	Customer Service Relationship	Composition of Council
		Delivery of the Council's priorities

### 3. Scoring the Risk

#### 3.1 Impact Score

The following descriptions and definitions of impact are indicative and not exhaustive. They are a guide to assist you in assessing the impact of the risk should it occur.

Description	Factor	Score
<ul style="list-style-type: none"> <li>Brief disruption of service area – up to 1 day</li> <li>No or insignificant environmental damage</li> <li>Financial loss &lt; £5,000</li> <li>Minor injury (first aid treatment) to an individual or several people</li> <li>Complaint from member of public</li> <li>Litigation/claims/fines up to £5,000</li> <li>No reputational damage – little or no local press interest</li> </ul>	Minor	1
<ul style="list-style-type: none"> <li>Service disruption 2-3 days</li> <li>Adverse effect on services in one or more areas for a period of several weeks</li> <li>Financial loss &lt; £25,000</li> </ul>	Significant	2

<ul style="list-style-type: none"> <li>• Adverse local publicity</li> <li>• Significant injury to an individual or several people – medical treatment required</li> <li>• Litigation/claims/fines up to £25,000</li> </ul>		
<ul style="list-style-type: none"> <li>• Service disruption 3-5 days</li> <li>• Complete loss of service area for 3-5 days</li> <li>• Financial loss up to £50,000</li> <li>• Adverse publicity in professional/municipal press</li> <li>• Adverse local publicity of a persistent nature</li> <li>• Major injury to an individual or several people</li> <li>• Litigation/claims/fines up to £50,000</li> </ul>	Serious	3
<ul style="list-style-type: none"> <li>• Service disruption 5+ days</li> <li>• Major loss of service, including several important areas, and/or for a protracted period</li> <li>• Financial loss &gt;£50,000</li> <li>• Adverse and persistent national media coverage</li> <li>• Adverse central government response, involving (threat of) removal of delegated powers</li> <li>• Officers and/or Members forced to resign</li> <li>• Loss of life</li> <li>• Litigation/claims/fines &gt;£50,000</li> </ul>	Major	4

### 3.2 Likelihood Score

The following descriptions and definitions of likelihood of the risk occurring are intended as a guide to assist you in arriving at your risk score.

Description	Indicators	Factor	Score
Less than 10% chance of occurrence	Has happened rarely/never before	Very unlikely	1
10 – 40% chance of occurrence	Only likely to happen every 3 or more years	Unlikely	2
40-75% chance of occurrence	Likely to happen at some point within the next 1–2 years. Circumstances occasionally encountered – few times a year	Likely	3
More than 75% chance of occurrence	Regular occurrence Circumstances frequently encountered – daily, weekly, monthly	Very likely	4

### 3.3 Scoring the risk

The charts at 3.1 and 3.2 are designed to help you score the risks in terms of likelihood and impact. This is carried out in two stages:

- Multiply the likelihood and impact scores together, as if there were **no** controls in place. This will give you an inherent risk score.
- With the list of controls that are currently in place, re-score the risk, taking into account the effect of these controls. **Try not to become too bogged down in detail – you should try to reach a consensus on the final risk score.**

These final scores will give you a risk profile of those risks that need more immediate attention.

Risk Score	Overall Rating
12 - 16	HIGH
6 - 10	MEDIUM
1 - 4	LOW

Level of Risk / (Inherent Risk Score)	How the risk should be managed
High Risk (12-16)	<p><b>Requires active management</b> High impact / High likelihood: risk requires active management to manage down and maintain exposure at an acceptable level</p> <p><b>Contingency Plans</b> A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from profile</p>
Medium Risk (6-10)	<p><b>Good Housekeeping</b> May require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Reassess frequently to ensure conditions remain same</p> <p><b>Contingency Plans</b> A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from profile</p>
Low Risk (1-4)	<p><b>Review Periodically</b> Only put mitigations in place if it's cost effective to do so</p>

#### 4. Opportunity Risk Management

Opportunity risk is defined as ‘The risk of missing chances to improve on achievement of objectives or delivery of services. Opportunity risk is the chance of something happening that will have a **positive** impact on objectives – the upside of risk. This means that risk also includes the potential for better than expected outcomes. An opportunity is likely to involve doing something new or working in a different way. Opportunity risk management is therefore the process of identifying and considering how to take full advantage of unplanned/unexpected options or benefits.

The same principles that are used to identify risks (negatives) are used to identify opportunities. Charts are provided on page 13 and 14 to assist in the scoring in terms of likelihood and impact.

##### Look for opportunities when:

- Setting strategic aims
- Setting business objectives
- Early stages of project planning and key stages thereafter
- Service planning

##### Ask:

- Can we do it - is it legal (ultra vires)?
- Should we do it – can we deliver?

The assessment should clearly indicate the possible benefits of seizing the opportunity and what is required to achieve it – this could be plans or resources or a combination of the two. These requirements should form the basis of an action plan that will be used to monitor and review progress.

##### Remember:

- Concentrate on those opportunities that offer the best outcome for the effort needed to deliver – the most cost effective option.
- 
- Is there anything else that can be done to improve the likelihood of success, maximise the impact or expand on the consequences to increase the benefits?

It would be helpful if a note was placed on the risk register template just to identify an opportunity risk.

#### 4.1 Scoring the opportunity – Criteria for Impact score

Factor	Score	Effect on service	Financial Risks	Infrastructure	Marketplace	Reputational	Effect on objectives/scheduled deadlines
Exceptional	4	<p>Extensive or wide ranging improvement to services generally , or across a broad range ( eg quality , level speed, cost) &amp; /or delivery of corporate priorities</p> <p>National partnership initiative/arrangement</p>	Producing more than £50,000 savings or increase in revenue generation	<p>Extensive improvement to service delivery with benefits to the community</p> <p>Extensive benefits to staff in the workplace</p>	DBC supports new development which results in investment into the area by an extensive amount over a period of years	<p>Extensive positive national press&amp; /or TV coverage</p> <p>National award from a professional body or recognition by national government</p>	Successfully completed more than 3 months ahead of schedule
Substantial	3	<p>Noticeable improvement to service (s) or large improvement to a critical service area, ( eg quality, level , speed ,cost) &amp; /or delivery of corporate priority</p> <p>Regional partnership initiative /arrangement</p>	Producing up to £50,000 savings or increase in revenue generation	<p>Significant improvement to service delivery with benefits to the community</p> <p>Significant benefits to staff in the workplace</p>	<p>DBC supports plan to attract more businesses to the area resulting in increased occupation rates and additional commercial revenue generation</p> <p>Major improvement to local environment</p>	<p>Recognition of a successful initiative by an external organisation or central government body</p> <p>Sustained positive recognition in national press &amp;/or low coverage on national TV</p>	Successfully completed up to 3 months ahead of schedule

#### 4.2 Opportunities – Likelihood scoring

Likelihood Score	1	2	3	4
Descriptor	Very unlikely	Unlikely	Likely	Very likely
<b>Frequency</b>	<p>Has happened rarely/never before</p> <p>Less than 10% chance of occurrence</p>	<p>Only likely to happen every 3 or more years</p> <p>Opportunity for which the likelihood is low on the basis of management resources currently being applied</p> <p>10% - 40% chance of occurrence</p>	<p>Possible opportunity which has yet to be fully investigated by management</p> <p>Opportunities that may be achievable but which require careful management</p>	<p>Clear opportunity that can be relied on with reasonable certainty.</p>

## 5. Performance monitoring of Risk Registers

Progress on risk/ opportunity management action plans will be reported through the quarterly performance management process using the InPhase system.

Scrutiny of the Strategic Risk Register will be undertaken by Audit Committee

Cabinet will receive a quarterly report on the Strategic Risk Register

In addition, Operational Risk Registers will be reported to the relevant Overview and Scrutiny committee on a quarterly basis alongside the Performance Management reports

An annual review of the Strategic Risk Register with the focus on risk identification for the future, to involve Cabinet, Leader of the Opposition and the Chief Officer Group

## 6. Risk Review

The management of risk is an ongoing process; as such current risk registers should be reviewed on a quarterly basis and updated as required. Where amendments are made, the date of the amendment should be recorded on the risk register, providing a clear audit trail.

When reviewing risk registers, you may find it helpful to consider the following:

- Have the target dates on the Risk Improvement Action Plans been met? If not, why not?
- Have any of the previously identified risks changed?
- Are the controls still effective?
- Are there any new risks that should be recorded?

These reviews could take place within Departmental Team Meetings, and be noted within the minutes.

## 7. Risk Registers

All risk registers, together with associated documents will now be stored on InPhase.

**EXAMPLES OF CONTROL MEASURES**

**Typical measures to reduce the likelihood of risk occurring**

- Audit & compliance programmes
- Contract Terms
- Process controls and inspections
- Project Management
- Preventative Maintenance
- Effective Internal Control
- Supervision
- Quality Assurance & Controls

**Typical measures to reduce impact**

- Contingency/continuity plans
- Contract Terms
- Design Features, including engineering & structural barriers
- Fraud Control
- Good public relations
- Money Laundering controls
- Structured training and other development programmes



# Cabinet

<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Release of Community Infrastructure Levy Core Funds
<b>Date:</b>	14 <sup>th</sup> February 2023
<b>Report on behalf of:</b>	Councillor Alan Anderson, Portfolio Holder for Place
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	<p>Appendix 1: Breakdown of CIL funds collected to date</p> <p>Appendix 2: Parish and Neighbourhood CIL Amounts Held</p> <p>Appendix 3: Revised Terms of reference for the Infrastructure Advisory Group</p> <p>Appendix 3a: Proposed Governance Map</p> <p>Appendix 4 – Assessment Criteria</p> <p>Appendix 5 – Community Impact Assessment</p> <p>Appendix 6 – Completed Assessments Presented to the Infrastructure Advisory Group</p>
<b>Background papers:</b>	<ol style="list-style-type: none"> <li>1. Report to Cabinet – Governance Arrangement for the Community Infrastructure Levy (28 November 2016) - <a href="https://democracy.dacorum.gov.uk/documents/g529/Public%20reports%20pack%2029th-Nov-2016%2019.30%20Cabinet.pdf?T=10">https://democracy.dacorum.gov.uk/documents/g529/Public%20reports%20pack%2029th-Nov-2016%2019.30%20Cabinet.pdf?T=10</a></li> <li>2. Infrastructure Delivery Plan (2023) <a href="https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/evidence-base/infrastructure-and-delivery">https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/evidence-base/infrastructure-and-delivery</a></li> <li>3. Draft Infrastructure Delivery Plan (Regulation 18 consultation) - <a href="https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/new-single-local-plan/technical-work-for-the-early-partial-review">https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/new-single-local-plan/technical-work-for-the-early-partial-review</a></li> <li>4. Report to Strategic Planning Overview and Scrutiny Committee (dated 1 February 2023) - <a href="#">Agenda for Strategic Planning &amp; Environment Overview &amp; Scrutiny on Wednesday, 1st February, 2023, 7.30 pm (dacorum.gov.uk)</a></li> </ol>
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	<p>IBP: Infrastructure Business Plan</p> <p>CIA: Community Impact Assessment</p> <p>CIL: Community Infrastructure Levy</p> <p>IAG: Infrastructure Advisory Group</p> <p>IDP: Infrastructure Delivery Plan</p> <p>IFS: Infrastructure Funding Statement</p>

**Report Author / Responsible Officer**

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<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p> <p>Providing good quality affordable homes, in particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
<b>Wards affected</b>	<p>All</p>
<b>Purpose of the report:</b>	<ol style="list-style-type: none"> <li>1. To consider releasing a proportion of Core Community Infrastructure Levy (CIL) currently held by the Council and to make changes to current governance arrangements.</li> <li>2. To consider the recommendations made by the Infrastructure Advisory Group on the first round of projects for core CIL allocation and award funding.</li> </ol>
<b>Recommendation (s) to the decision maker (s):</b>	<p>That Cabinet recommends that Council:</p> <ol style="list-style-type: none"> <li>1. Approves the release of 20% (£3,027,519) of CIL core funds collected to the end of financial year 2021/22 and allocate this towards the delivery of priority infrastructure projects in advance of the Local Plan;</li> <li>2. Approves the proposed revised framework for assessing projects, including the amended Terms of Reference of the Infrastructure Advisory Group detailed in the report.</li> <li>3. Considers the recommendations of the Infrastructure Advisory Group on the first round of projects set out in section 5 of the report and determines which, if any, projects should receive Core CIL funding.</li> </ol>
<b>Period for post policy/project review:</b>	<p>Annual</p>

## 1 Introduction/Background:

- 1.1. The Community Infrastructure Levy (CIL) is a mechanism for collecting financial contributions from new developments to help fund the provision of infrastructure required to support housing and commercial growth in the Borough. It is a tariff style system applied to the area of the development as a cost per square metre and may vary by both use and location.
- 1.2. The Borough Council is the Charging Authority for CIL. It is responsible for setting the proposed CIL rate, collecting the charges and spending the CIL income. The Council adopted its CIL Charging Schedule on the 25th February 2015 and started charging its CIL on all new developments receiving planning permission from the 1st July 2015.
- 1.3. The Borough Council is required to allocate CIL funding to the local community – neighbourhood CIL (15%) and may also allocate funds for the purposes of administration (5%). The bulk of CIL funding (80%) sits in a further pot from where it may be allocated towards its infrastructure projects and priorities. The following table sets out the total funds collected and spent up until the end of the 2021/22 financial year. A more detailed breakdown is provided at [Appendix 1](#).

Percentage	Allocation	Total CIL collection (up to 31 March 2022)	CIL spent/allocated (up to 31 March 2022)	CIL Balances (as of 31 March 2022)
5%	Administration of CIL	£942,494	£942,494	£0
15% (or 25% where there is a neighbourhood plan in place)	Neighbourhood CIL -allocated to town/parish and other neighbourhood areas	£2,805,802	£1,761,190 *	£1,044,612
80%	Core fund - held and spent directly by Dacorum Borough Council on new infrastructure items.	£15,137,594	£0	£15,137,594

*\* Note this amount has not all been spent on projects to date, but has been transferred to the town/parish councils and other neighbourhood areas.*

- 1.4. The Council currently transfers CIL bi-annually to the Town and Parish Councils and relevant areas under the CIL regulations. Town and Parish Councils are not constrained in the use of such sums to the provision of new infrastructure and may use funding broadly to support the needs arising from growth (the payments are not suited to long term revenue use as they are one-offs).
- 1.5. In the case of unparished areas, the Council retains this portion of CIL but works with Ward councillors to support the use of these funds. A breakdown of the total amount of CIL funding currently held by Parish Councils and other wards is set out in Appendix 2.
- 1.6. The remaining, or Core, CIL funds should be allocated by the Council towards the infrastructure requirements arising from the growth planned in the Council's Local Plan. At

a strategic level, these needs are identified in the IDP which sets out the infrastructure plans and funding arrangements of infrastructure providers. This plan is a “live” document and is subject to regular discussion and review. It is published on the website (<http://www.dacorum.gov.uk/home/planning-development/planning-strategicplanning/evidence-base/infrastructure-and-delivery>).

## 2 Release of CIL core funds

- 2.1 The Council to date has deferred releasing Core CIL until the new Local Plan is adopted, accompanied by a new IDP that identifies the infrastructure needs to support the growth coming forward. This would provide the Council with a complete picture of new infrastructure requirements alongside the new Local Plan.
- 2.2 In July 2021, Cabinet voted to defer the publication of the Regulation 19 of the new Local Plan citing, amongst other things, the need to commission further evidence to support the Local Plan, to seek clarification from Government on the potential extent of planning reforms first announced in August 2020 and to continue with the detailed recreational, air and water quality surveys of the Chilterns Beechwoods Special Area of Conservation. Government has also recently published a series of proposed changes to national planning policy which are unlikely to expedite plan production in Dacorum. As a result of the above, the Council does not expect its new Local Plan to be adopted until 2025.
- 2.3 As a consequence of the delay, the delivery of much needed new infrastructure in the Borough could be delayed. The Council therefore considers it appropriate to release a portion of its Core CIL funds to allow infrastructure to be delivered in the short term.
- 2.4 The Council has considered the following options for its approach to CIL core funds:

	Pros	Cons
<b>Option 1:</b> Retain 100% of CIL core funds obtained to date until the Local Plan and new IDP is finalised/adopted.	CIL is a limited pot of funding available for the delivery of strategic infrastructure. By waiting until the Local Plan and new IDP is finalised/adopted the Council can ensure that CIL is used to its maximum potential to fund the most appropriate and highest priority projects.	Development continues to come forward and infrastructure continues to be needed to mitigate its impact. In the face of the delays to the local plan, retaining the CIL core funds collected from development that has already come forward could prevent infrastructure that is required immediately being delivered.
<b>Option 2:</b> Release all CIL funds collected to the end of financial year 2021/22 to be used for currently known infrastructure priorities.	This option allows the Council to make a significant and immediate contribution to meeting infrastructure needs across the Borough. It will also reduce risk of “salami slicing” the available funds.	Risk of less CIL available to support the delivery of key infrastructure priorities that will be finalised through the emerging Local Plan process.
<b>Option 3:</b> Allocate/spend 20% (£3,027,519) of funds	This option allows the Council to retain the majority of the CIL money until the Local Plan and IDP is finalised, whilst enabling the spend of some of the core funds to deliver current infrastructure requirements.	This amount of CIL core funds released (£3,027,519) risks some ‘salami slicing’ of the available funds without being able to invest sufficient funds to deliver projects that may have a much greater strategic need.
<b>Option 4:</b> Allocate/spend 35% (£5,298,158) of funds	This option allows the Council to retain some of the CIL money until key infrastructure projects are finalised through the IDP process whilst enabling	The relatively small amount of CIL core funds released (£5,298,158) risks some ‘salami slicing’ the funds without being able to invest

	<p>the spend of some of the core funds to deliver current infrastructure requirements. By releasing in excess of £5million it allows for investment in larger scale projects and/or a larger number of projects, which are likely to have a more significant impact than Option 3.</p>	<p>sufficient funds to deliver projects with significant impact although this risk is less than Option 3. It would leave a smaller amount of Core CIL for use towards other priorities as the Local Plan is finalised.</p>
--	--	--

- 2.5 As CIL is a very limited pot of funding with a remit to deliver strategic infrastructure that is not linked to a particular development, careful consideration needs to be given to allocating CIL monies, particularly to strategic infrastructure projects that do not have alternative sources of funding and/or to projects that have secured match funding or borrowing to deliver.
- 2.6 It is considered that Option 3 balances the need to deliver projects in the short term whilst reducing the risk of ‘salami slicing’ a large proportion of the core CIL funds as this would minimise the overall impact on this key strategic infrastructure funding. All options would include a retained contingency of 10% which could be used to support either shortfalls or smaller projects.

### 3 Governance Arrangements

#### Existing Governance Arrangements:

- 3.1 Under the existing governance arrangements, as agreed by Cabinet in November 2016, prioritisation of bids for CIL spending are made by an Infrastructure Advisory Group (IAG). The IAG was set up to provide leadership on the delivery of infrastructure and coordinate the funding of new infrastructure items by working in partnership with other organisations and providing a coordinated approach to infrastructure planning between tiers of government and Dacorum.
- 3.2 As part of its role, the IAG was to make recommendations to Council on how the CIL core funds were allocated and to determine which submissions for CIL funding (following an open bidding process) should be prioritised. The intention was for CIL monies to be focussed on the delivery of those infrastructure projects which aligned with the Infrastructure Delivery Plan (IDP) and a proposed Infrastructure Business Plan (IBP) making the best use of CIL funds.
- 3.3 The recommendations of the IAG would be made via an Infrastructure Business Plan (IBP), which set out the Council’s priorities for allocating CIL money on a short, medium and long term basis. This document was intended to focus on the delivery of infrastructure and making the best use of CIL funds and should align with the IDP.
- 3.4 The IAG would operate within an agreed framework for considering submissions for CIL funding to ensure that funding would be encouraged for those items of infrastructure that fit within a select group of local themes. Submissions for funding were initially to be assessed by officers for suitability allowing any bids falling outside of the chosen CIL themes/budgets/timescales to be removed. The IAG and applicants would be advised of the reasons why bids fail to progress beyond this stage. The submissions which pass this stage will be referred to the IAG for more detailed consideration.

#### Proposed Governance arrangements

- 3.5 It is vital that in considering the release of significant sums of money, the Council puts in place a robust system for identifying and assessing potential projects and ensures appropriate governance arrangements are in place for the operation of the new system.

These arrangements need to ensure that the identification and assessment of projects is based on need and the assessment is objective. This will ensure that monies are not diverted to low priority schemes that provide little benefit to the wider community or do not meet identified growth pressures.

3.6 The following overarching principles guide the new arrangements:

- a. The release of Core CIL is to be used for 'strategic priorities', that is priorities that are identified in Dacorum's Infrastructure Delivery Plan (IDP) and support mitigating the impact of wider overall growth and benefit a significantly large population (over approx. 1000 people).
- b. The Dacorum IDP will be the key document for identifying infrastructure priorities and, in order to be considered for CIL core funding, the project will need to have been included in the IDP as a strategic priority.
- c. Only strategic projects requiring CIL funding over £50,000 will be considered for CIL Core Funds. This threshold will not apply to the contingency fund.
- d. Projects will be expected to have exhausted all other sources of funding prior to the allocation of CIL Core Funds. However projects that are match funded/partially funded by other sources of funding will be eligible to be considered for CIL core funding.

3.7 Officers also consider that the decision-making process needs to be reformed to ensure both transparency and accountability but to ensure the approach is more proportional to the sums being released. Officers consider that the existing process for releasing Core CIL and the Terms of Reference for the IAG need to be updated to reflect this. The new Terms of Reference are set out in Appendix 3. The main changes suggested are:

- a. To focus the remit of the IAG to advising on CIL and funding of infrastructure.
- b. To reinforce the IAG as a consultative/advisory body supporting the review and assessment against agreed criteria.
- c. For the IAG to assess proposals and make recommendations to Cabinet, via the Portfolio Holder for Place.
- d. To remove reference to the Infrastructure Business Plan (IBP) with a more comprehensive Infrastructure Delivery Plan (IDP) serving as the core document which identifies infrastructure requirements for Dacorum and how they will be funded.
- e. To remove the need for all spending decisions to go to Full Council. All spending will require Cabinet approval.
- f. To change how CIL monies are ring fenced away from themes and to locations.

3.8 To accompany the changes to the Terms of Reference, a number of changes have been made to the Governance process map (Appendix 3a) to improve the speed and effectiveness of the decision-making process.

3.9 In addition to the above changes, it is proposed to provide updated assessment criteria against which projects for CIL core funding will be considered. An assessment will be completed by Dacorum Officers and will be presented to the IAG for consideration. This will ensure each scheme is objectively assessed against the assessment criteria. The IAG will then make a recommendation to the Portfolio Holder for Place before the recommendation is presented to Cabinet for final decision to release monies.

## 4 Priorities for the spend of CIL

4.1 Under the existing arrangements, the mechanism for targeting CIL funding to infrastructure is in areas in which we know significant growth is expected (geographic themes) or for types

of infrastructure which we know are necessary for growth to occur and where improvements would be visible and/or expected by the local community (subject themes).

- 4.2 This concluded that the bulk of CIL funding should be targeted to two themes, one geographic and one subject theme. A further theme for other projects would be available, so as not to exclude others from the submission process, with a cap introduced on individual bids. A limited proportion of CIL was set aside as a contingency for use on projects arising outside of the CIL submission process, for example infrastructure works to accelerate or intervene in the delivery of housing sites. The percentage of CIL allocated to each theme is expected to be a broad indication of the funds to be used and not a precise figure.
- 4.3 Since this time, further work has been done to assess the emerging infrastructure requirements linked to planned growth. The Council expects future infrastructure needs across the Borough to be apportioned in the following way (after taking into account the retained contingency):

<b>Settlement</b>	<b>Total portion of total infrastructure requirement</b>	<b>Total amount of Core CIL to be released</b>
Hemel Hempstead	77%	2,098,070.67
Berkhamsted	5.5%	149,862.19
Tring	6.5%	177,109.86
Bovingdon	0.7%	19,073.37
Kings Langley	0.5%	13,623.84
Rest of the Borough / Rural Area	9.8%	267,027.00

**Table 1: Settlement Approach**

- 4.4 Looking at individual infrastructure themes the needs are as follows:

<b>Infrastructure Theme</b>	<b>Total portion of total infrastructure requirement</b>	<b>Total amount of Core CIL to be released</b>
Highways and Transportation	72%	1,961,832.31
Education	21%	572,201.09
Community facilities	2%	54,495.34
Health and Wellbeing	1%	27,247.67
Green Infrastructure	3.5%	95,366.85
Emergency Services	0.3%	8,174.30
Utilities	0.2%	5,449.53
Flood protection	0.03%	817.43

**Table 2: Thematic Approach**

- 4.5 As part of wider changes to the use and timing of Core CIL, the Council considers that the framework for allocating CIL Core funds should be updated. It is important that the release of Core CIL is set within a framework which broadly aligns with that emerging in the IDP to ensure funding is directed towards the locations and projects that provide strategic benefits.
- 4.6 The Council considered a number of options for this framework. This included releasing funding into ring-fenced 'settlement and/or thematic' pots. It was considered that a combined approach could lead to only small amounts of money being available for infrastructure projects within certain areas. The Council also considered ring fencing spending either by settlement or theme.

4.7 The Council considers that this round of CIL Core funding should be broadly directed based on the approach set out in Table 1. This is intended to be a guide only and not to be applied rigidly. This approach strikes a balance between ensuring monies are being targeted towards the areas likely to experience greater infrastructure pressures in future years arising from growth but providing some flexibility depending on the specifics of the project.

## 5 Proposed projects for allocation of CIL core funds (as recommended by the IAG)

5.1 The IAG was convened on 3 February 2023 to consider the first round of potential projects. A total of seven projects were assessed by officers in accordance with the Assessment Criteria in Appendix 4. This assessment, together with officer recommendations, was presented to the IAG for their consideration. The recommendation of the IAG is set out table 3 with the detailed assessments for each project attached at Appendix 6.

Project	Summary of Project	Total Funding Sought	Summary of IAG Assessment and recommendation
Hemel Hempstead Town Bike Hire Scheme	The installation and operation of an e bike hire initiative across Hemel Hempstead for a period of four years	£1,371,264	IAG recommends <b>approval</b> of £700,000 towards the project with the remainder being provided by other sources.
Playground upgrades	The refurbishment and upgrade of eight play areas across the Borough.	£660,000	IAG recommends <b>approval</b> and a total of £610,000 for the project.
Playground upgrades (unscheduled)	The refurbishment and upgrade a further five play areas across the Borough.	£800,000	IAG recommends <b>approval</b> and a total of £750,000 for the project.
Breakspeare School	Development of a purpose built specialist education facility.	£2,666,194	IAG supports the principle of making a contribution to the cost of the project but a decision on the precise amount is to be <b>deferred</b> until further information is obtained. The project is to return to future IAG meeting in June 2023.
Long Marston Village Hall	Extension and refurbishment of exiting village hall.	£250,000	IAG recommends <b>deferral</b> to allow for a more detailed bid to be submitted, particularly on the precise funding needed.
Jarman Park A414 Crossing	New crossing of the A414 at Jarman Park	£800,000	IAG recommended <b>deferral</b> pending further information from Hertfordshire County Council.

Tring Community Centre	Replacement community hall	£3,000,000	IAG recommend <b>deferral</b> until further information is available on construction costs, further exploration of other funding is undertaken and a comprehensive place strategy for the town is in place.
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**Table 3: Project Assessment**

5.2 Cabinet should consider the information contained in Table 3 when recommending which projects, if any, should be allocated (all or partial) funding in the first round. Decisions should have regard to the overarching principles governing the release of Core CIL and the process set out in this report, including the ring-fenced approach outlined in section 4 of this report.

## 6. Consultation

6.1 The following sections have been consulted on the work undertaken to date:

- Strategic Planning and Environment Overview and Scrutiny Committee - The Committee expressed its broad support for the recommendations in the report. However, some Members were concerned that the proposed governance changes, specifically the removal of Full Council as the final authorising body, removes an important opportunity to scrutinise spending. Some Members were also concerned that there was insufficient representation from opposition Members on the Infrastructure Advisory Group to scrutinise the assessment and recommendation of projects.
- Informal Cabinet
- Strategic Leadership Team
- Development Management
- Strategic Planning
- Economic Development
- Hemel Garden Communities
- Community Partnerships
- Housing Development, and
- Housing Strategy and Policy.

## 7. Financial and value for money implications

7.1 All the financial implications of the report have been set out above. There are no direct financial implications for the Council as Core CIL sits outside of the Council revenue or capital budgets and represents monies collected by developers.

7.2 Indirect financial implication for the Council will be the additional resources needed to oversee the management of funding bids, managing the IAG and managing projects once they are approved.

## 8. Legal Implications

8.1 Legal requirements governing CIL are set out in the Community Infrastructure Levy Regulations 2010 (As amended). The Council adheres to these regulations in all matters relating to CIL. It is important that the release of CIL Core Funding is in line with legislative requirements.

- 8.2 In addition, the Council needs to ensure it has a robust and clear approach to allocating CIL Core funds and considers the proposed mechanisms will provide the necessary oversight and accountability in releasing funding.

## **9. Risk implications**

- 9.1 Given the scale of growth taking place in Dacorum, and that expected to take place through the new Local Plan, it is important the Council is investing in infrastructure delivery across the Borough. The decision to release a portion of CIL Core funding will ensure that residents gain additional benefits from development taking place across the Borough.
- 9.2 Without these measures there is the risk that investment in infrastructure is delayed.

## **10. Equalities, Community Impact and Human Rights:**

- 10.1 Community Impact Assessment – Appendix 5
- 10.2 Human Rights – There are no Human Rights implications arising from this report.

## **11. Sustainability implications (including climate change, health and wellbeing, community safety)**

- 11.1 The decision to release a portion of CIL Core funding is expected to have a positive impact in these areas by leading to investment in infrastructure across the Borough.
- 11.2 A number of the projects already funded through neighbourhood CIL and S106 contributions support sustainability improvements including climate change, health and wellbeing and community safety improvements as well as providing affordable housing for local communities.

## **12. Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

None arising from this report

## **13. Statutory Comments**

### **Monitoring Officer:**

Effective governance procedures are essential to ensure that CIL funds can be allocated to appropriate infrastructure in a timely and efficient manner and that spend is properly monitored. The previous governance framework was agreed by Council in January 2017 on recommendation of Cabinet and therefore a Council decision is required to amend the framework and approve the current projects set out in section 5.

If the new framework is agreed, future spending decisions will be able to be made by Cabinet without referral to Council.

### **S151:**

The proposal to allocate core CIL to support local infrastructure requirements is in line with the core principle of CIL. The decision to allocate a small percentage of CIL collected up to the end of 21/22 reflects the length of delay in the development of the current local plan, and the IAG governance will assess each project bid against the core Infrastructure development requirements with a strong reflection on the proportion of investment in each geographical settlement area, to reflect infrastructure requirements and wider population need.

#### **14. Conclusions**

Dacorum is likely to see continued growth and investment over the coming years and to ensure this is accommodated appropriately the necessary supporting infrastructure needs to be provided. Releasing a portion of Core CIL funding allows the Council to bring forward a number of strategically important infrastructure projects in advance of the Local Plan being finalised.

## Appendix 1: Breakdown of CIL funds collected to date

Since CIL was introduced in Dacorum in 2015 the following contributions have been collected to date

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Admin	3,256	24,933	51,627	105,625	147,238	236,042	373,771	942,494
Neighbourhood CIL	9,768	72,088	150,444	312,099	436,765	710,566	1,114,072	2,805,802
<b>Core Funds</b>	<b>52,095</b>	<b>401,652</b>	<b>830,471</b>	<b>1,694,783</b>	<b>2,396,768</b>	<b>3,774,232</b>	<b>5,987,592</b>	<b>15,137,594</b>
Total	65,119	498,673	1,032,452	2,112,508	2,980,772	4,720,840	7,475,436	18,885,892

### 1.2 CIL Spent/Allocated to date

		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Admin		3,256	24,933	51,627	105,625	147,238	236,042	373,771	942,494
Neighbourhood CIL	Allocated	4,231	52,369	99,558	119,979	194,625	425,149	865,279	1,761,190
	Inc. TCP transfer								
	Spend					10,000	10,450	39,156	59,606
Core Funds		0	0	0	0	0	0	0	0
Total		7,487	77,302	15,1185	225,604	351,869	671,641	1,278,206	2,763,291

## Appendix 2: Parish and Neighbourhood CIL Amounts Held

Zone	Neighbourhood CIL Collected	Neighbourhood CIL Allocated	Neighbourhood CIL Spent
Aldbury & Wiggington	0.00	0.00	
Berkhamsted Town Council	171,947.35	171,947.35	10,250.00
Bovingdon Parish Council	106,182.54	106,182.55	
Chipperfield Parish Council	67,658.07	67,658.07	
Flamstead Parish Council	29,067.99	29,067.99	
Flaunden Parish Council	7,491.79	7,491.79	2,770.00
Great Gaddesden Parish Council	27,197.96	27,197.97	
Kings Langley Parish Council	88,997.66	88,997.66	
Little Gaddesden Parish Council	17,632.31	17,632.31	
Markyate Parish Council	8,188.84	8,188.84	
Nash Mills Parish Council	31,712.10	31,712.10	4,227.82
Nettleden with Potten End Parish Council	1,328.56	1,328.56	
Northchurch Parish Council	338,759.28	338,759.28	
Tring Rural Parish Council	41,933.45	41,933.45	
Tring Town Council	785,029.86	785,029.08	36,386.50
Wigginton Parish Council	2,687.75		
Woodhall Farm	15,588.53		
Adeyfield East	88,498.02		
Adeyfield West	27,981.95		
Apsley and Corner Hall	248,545.94		25,000.00
Bennetts End	9,644.21		
Boxmoor	81,878.11	35,000.00	
Chaulden and Warners End	54,706.53		9,650.00
Gadebridge	13,316.64		13,406.00
Grovehill	8,413.56		2,866.00
Hemel Hempstead Town	355,153.07		44,248.00
Highfield	9,098.26		
Leverstock Green	32,715.23		
Berkhamsted Castle	0.00		
Berkhamsted East	0.00		
Berkhamsted West	0.00		
BovingdonFlaundenChipperfield	135,547.08		40,200.00
Tring East	0.00		
Ting West and Rural	0.00		
Watling	0.00		
Aldbury Parish Council	0.00		
Kings Langley	0.00		
Nash Mills	0.00		
Northchurch	0.00		
Ashridge	0.00		
Tring Central	0.00		

## **INFRASTRUCTURE ADVISORY GROUP**

### **Terms of Reference**

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#### **Purpose**

The Infrastructure Advisory Group will:

Advise Dacorum Borough Council on the use and prioritisation of the Council's CIL Core Funds held by Dacorum Borough Council to ensure that they are used to deliver key strategic infrastructure for the local community as determined by the Infrastructure Delivery Plan

Support Dacorum Borough Council to use CIL to leverage additional funding to support the delivery of key strategic infrastructure.

Ensure that the CIL core funds are used to deliver value for money.

#### **Governance**

1. The Group shall be known as the Infrastructure Advisory Group.
2. The Lead Councillor shall be the Portfolio Holder for Place.
3. The Chair shall be the Assistant Director for Planning.
4. The Lead Officer should be the Strategic Planning and Regeneration Officer (Infrastructure).
5. The relationship of the Group to the wider decision-making and operational governance structure is shown in the governance diagram.

#### **Membership**

The Group will comprise of the following persons or their substitute:

DBC Portfolio Holder for Place (lead Councillor)

DBC Chair of the Strategic Planning and Environment Overview and Scrutiny Committee

DBC Portfolio Holder for Communities

DBC Strategic Director, Place

DBC Assistant Director, Planning (Chair)

DBC Solicitor to the Council

DBC Chief Finance Officer

DBC Assistant Director, Neighbourhood Delivery

DBC Team Leader, Infrastructure and Developer Contributions

DBC Strategic Planning and Regeneration Officer (Infrastructure) (Lead Officer)

HCC Head of the Growth and Infrastructure Unit

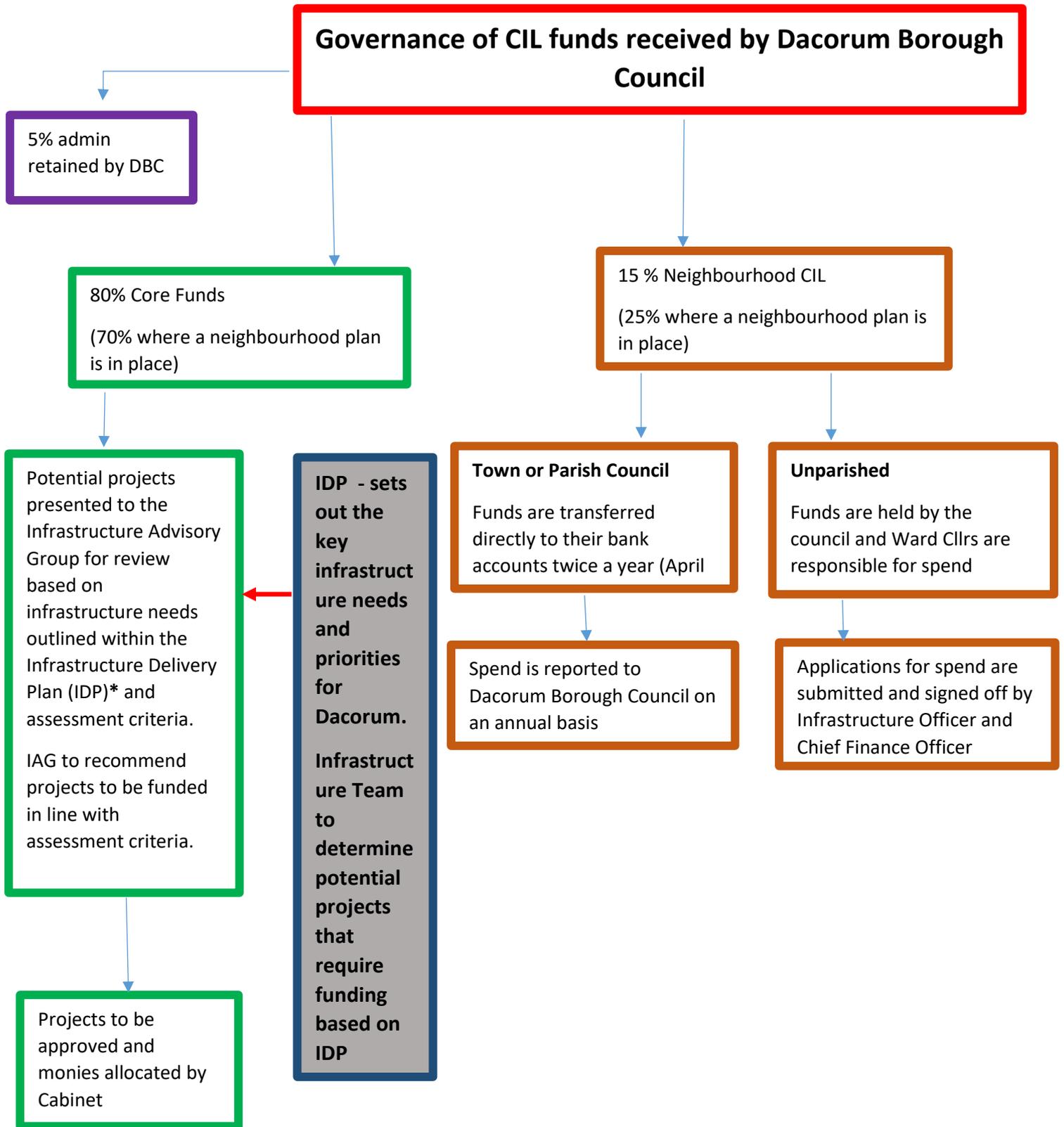
HCC Officer (Growth and Infrastructure)

Representatives of the Herts LEP

The Group may invite other officers or organisations to attend meetings where they have a specialist knowledge that may assist in the delivery of the work programme.

**Role of the Group and Activities**

1. To review projects to be considered for CIL Core Funding against the Assessment Criteria.
2. To prioritise and agree projects to receive CIL funding.
3. To leverage additional funding to support the delivery of key infrastructure in Dacorum.
4. Support the preparation of external funding bids to support the delivery of key infrastructure in Dacorum
5. To meet twice a year (or more frequent as required) to review infrastructure items that require funding and could be considered for CIL Core Funds.
6. To review the need to release additional funding.
7. To work in partnership with key organisations to facilitate cross boundary working to deliver infrastructure.
8. To work in partnership to enable multi-tier government coordination to deliver infrastructure for Dacorum.



All spend is reported within the Infrastructure Funding Statement (IFS) and published annually

An annual review of the CIL spend will be undertaken in line with the publication of the IFS

Assessment criteria 2023		
Assessment criteria	Scoring	Total Points Available
<p>1</p> <p>Does the proroma explain how the project meets the CIL Regulations. 59.— (1) A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.</p> <p>(2) CIL applied by the Mayor to funding infrastructure must be applied to funding the provision, improvement, replacement, operation or maintenance of roads or other transport facilities, including, in particular, funding for the purposes of, or in connection with, scheduled works within the meaning of Schedule 1 to the Crossrail Act 200855.</p> <p>(3) A charging authority may apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure outside its area where to do so would support the development of its area.</p> <p>(4) For the purposes of this regulation, any reference to applying CIL includes a reference to causing it to be applied, and includes passing CIL to another person for that person to apply to funding the provision, improvement, replacement, operation or maintenance of infrastructure</p>	Yes or No	Pass or Fail
<p>2</p> <p>Is it possible for the project to be delivered without the use of CIL funding? For example, using Neighbourhood CIL.</p>	Yes or No	Pass or Fail
<p>3</p> <p>Is this a strategic project?</p> <p>Strategic for the purposes of this criteria is an infrastructure project that is not linked to mitigating the impact of a single or small (less than 5) development/s and will benefit a significant population (more than 1000 people)</p>	Yes or No	Pass or Fail

4	What infrastructure category does the project fall into:	<p><b>Critical Infrastructure (20 points):</b> This defines strategic infrastructure which must happen to enable growth. These projects will be identified in adopted and emerging local plan policies for the area and/or masterplan as a planning requirement and may be required to directly service the development, for example transport and utilities infrastructure.</p> <p><b>Essential Infrastructure (15 points):</b> This defines strategic infrastructure that is essential and considered necessary in order to mitigate the impact arising from the operation of the development. Such infrastructure works will often be phased to be delivered alongside development as key thresholds are met. This may include projects which have been identified by the Council as a corporate priority.</p> <p><b>Desirable Infrastructure (10 points):</b> This defines infrastructure which is required to support wider strategic or site specific objectives which are established in planning policy, under statutory duties or other priorities but would not necessarily prevent development from occurring. This also defined topping up funding for projects that have already obtained funding from other government agencies.</p> <p><b>Low Priority Infrastructure (5 points):</b> This defines infrastructure which is not recognised or identified as a result of our normal infrastructure planning work and the Infrastructure Delivery Plan.</p>	20
5	Will the project have a street, neighbourhood, settlement or borough wide impact?	<p>Street - 2</p> <p>Neighbourhood - 4</p> <p>Settlement - 10</p> <p>Borough Wide - 15</p>	15
6	Information provided on how project will benefit any areas of deprivation.	Up to 5 points available if the project can illustrate how areas of deprivation will be positively impacted.	5
7	Have details been provided for the funding requested including any quotes, a breakdown of costs and details of any funding being used for the project additional to that requested, if applicable.	<p>5 points: Detailed breakdown supplied including (if appropriate) detailed recent costings and confidence that external factors that may affect cost have been considered. Market engagement in terms of supply and costs with potential suppliers to ensure that the project can be delivered.</p> <p>2 points: Modest detail provided.</p> <p>0 points: No information given.</p>	5
8	Does any part of the project have any other secured sources of funding (i.e. is it match funded). Details of additional funding should be provided.	<p>5 points: Evidence of successful award of external funding or capital</p> <p>3 points: Commitment for additional funding from voluntary sector, sponsors, external agency or pending application</p> <p>1 points: Modest financial deficit and bridging strategy</p>	5
9	Are there alternative sources of funding that could be used for the delivery of the project (eg: CIL Neighbourhood Funds). Details should be provided.	<p>10 points: No alternative sources of funding available</p> <p>5 points: Alternative sources of funding available but not accessible due to timescales, lack of resources to apply etc</p> <p><b>CIL monies will not be allocated if alternative funding readily available/available but not sought (refer back to question 2)</b></p>	10
10	Have details been provided as to how future management, maintenance and revenue costs will be funded/resourced to ensure that quality is maintained.	<p>10 points: A comprehensive, fully costed, plan supplied.</p> <p>5 points: Some detail provided.</p> <p>0 points: No information given.</p> <p><b>*Note that CIL monies will not be allocated if it is clear that there is an ongoing management/maintenance requirement that has not been considered and any CIL funds invested has a high risk of not having a long term strategic impact.</b></p>	10

11	What are the timescales for delivering the project? Detail is required on how it is realistic and deliverable. Project plan should be supplied.	Up to 10 points allocated if the project can commence within one year of the application for funds, the project plan is robust and clear mitigation information is provided.	10
12	Is the project able to commence within the next 6 months? If not, adequate details regarding barriers to commencing delivery should be supplied.	Up to 5 points may be awarded for those projects which do not require additional approvals or to which there are limited obstacles to delivery.	5
13	Are there any barriers and/or risks to delivering the project?	Up to 20 points allocated if the project has low risk of delivery and supplies robust and clear detail regarding risk, monitoring and mitigation thereof.	20
14	Detail should be provided regarding the economic, social and environmental benefits, including health and wellbeing that the project will bring.	Projects serving significant numbers of residents in economic, social, environmental ways will be awarded up to 20 additional points	20
15	Detail provided on how the project will enable any further development, projects, or outcomes to come forward in the future.	Projects unlocking significant downstream impacts will be awarded up to 5 additional points	5
16	Appropriate demonstration of how this project will demonstrate value for money.	Up to 20 points for delivering value for money	20

# Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Release of a proportion of Community Infrastructure Levy Core Funds

## Description of what is being impact assessed

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

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

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

The Community Infrastructure Levy (CIL) is a mechanism for collecting financial contributions from new developments to help fund the provision of infrastructure required to support housing and commercial growth in the Borough. It is a tariff style system applied to the area of the development as a cost per square metre and may vary by both use and location. The Borough Council is required to allocate CIL funding to the local community (15%). They may also allocate funds for the purposes of administration (5%) under where the release of these funds can be justified. The bulk of CIL funding (80%) sits in a further pot from where it may be allocated towards its infrastructure projects and priorities. At a strategic level, these priorities are identified in the IDP which sets out the infrastructure plans and funding arrangements of infrastructure providers. This plan is a “live” document and is subject to regular discussion and review. It is published on the website (<http://www.dacorum.gov.uk/home/planning-development/planning-strategicplanning/evidence-base/infrastructure-and-delivery>).

The Council to date has deferred releasing Core CIL until the new Local Plan is adopted, accompanied by a new IDP that identifies the infrastructure needs to support the growth coming forward. It is at this point that the Council would have full visibility on the infrastructure needs for the Local Plan and would be able to approach the allocation of funds accordingly. However there have been a number of delays to the Local Plan timetable with current estimates suggesting that the Local Plan won't be adopted until 2025 and recent announcements from Government on planning reform may delay this further. As a consequence of the delay infrastructure investment in the Borough could be delayed. The Council is therefore recommending the release of 20% of its Core CIL funds (£3,027,519) to allow infrastructure that is an immediate priority to be delivered in the short term.

Projects to be considered for this release of funding will be put forward based on current infrastructure priorities identified in the Infrastructure Delivery Plan (IDP) and will be assessed against a set of Assessment Criteria (Appended to the main report). The assessment criteria covers a range of criteria that will assess the impact of each project on the community.

<b>Evidence</b>
<p><b>What data/information have you used to assess how this policy/service/decision might impact on protected groups?</b>  <i>(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.</i></p>
<p>CIL Core Documents and evidence used for set up and examination of CIL <a href="https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/developer-contributions/community-infrastructure-levy-(cil)/cil-examination-library">https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/developer-contributions/community-infrastructure-levy-(cil)/cil-examination-library</a></p> <p>Dacorum Borough Council's Infrastructure Delivery Plan and numerous stakeholder consultations used to inform its preparation</p>
<p><b>Who have you consulted with to assess possible impact on protected groups?</b> <i>If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.</i></p>
<p>Senior Leadership Team (SLT)  Hertfordshire County Council (HCC)  Local Enterprise Partnership (LEP)  Various stakeholders and infrastructure providers have been consulted as part of the preparation of the Infrastructure Delivery Plan (IDP)</p>

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

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

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

Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Protected group	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			
<b>Age</b>	A range of strategic projects will be considered for funding through CIL Core funds, projects are expected to have a positive or neutral impact on all ages. The project assessment criteria assesses impact on social, environmental and economic impact including health and wellbeing.	□	⊗	⊗
<b>Disability (physical, intellectual, mental)</b>  <i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i>	The project assessment criteria assesses impact on social, environmental and economic impact including health and wellbeing. All projects being considered for CIL Core funds will be assessed Further as CIL core funds will fund infrastructure that will support communities, it is expected that projects will have a positive impact on disability groups.	□	□	⊗
<b>Gender reassignment</b>	No material impact on this protected group	□	⊗	□

<b>Race and ethnicity</b>	No material impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Religion or belief</b>	No material impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sex</b>	No material impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sexual orientation</b>	No material impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b>	The project assessment criteria assesses impact on social, environmental and economic impact including health and wellbeing as well as its impact on deprived communities. All projects being considered for CIL Core funds will be assessed. Further as CIL core funds will fund infrastructure that will support communities, it is expected that projects will have a strategic positive impact on all groups of the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Negative impacts / outcomes action plan**

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

<b>Action taken/to be taken</b> <i>(copy &amp; paste the negative impact / outcome then detail action)</i>	<b>Date</b>	<b>Person responsible</b>	<b>Action complete</b>
n/a	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>

**If negative impacts / outcomes remain, please provide an explanation below.**

n/a

**Completed by (all involved in CIA)**

**Shalini Jayasinghe**

**Date**

**25/01/2023**

**Signed off by** *(AD from different Directorate if being presented to CMT / Cabinet)*

**Alex Robinson - Assistant Director for Planning**

**Date**

**25 January 2023**

**Entered onto CIA database - date**

**To be reviewed by** (officer name)

**Review date**

CIL Release 2023 - Scoring Sheet																		
Name of grant application/ organisation:		DBC Clean, Safe & Green			DBC Clean, Safe & Green			DBC		HCC		HCC		Tring Town Council		Victory Hall Long Marston Trustees		
Title of project:		Playground upgrades			Playground upgrades (unscheduled)			Hemel Hempstead Bike Hire Scheme		Breakspire School		Jarman Park Crossing		Nora Grace Hall Project		Victory Hall Social Hub For All		
Amount requested:		£660,000			£800,000			£1,371,264		£2,646,194		£800,000		£3,000,000		£250,000		
Project Location:		Various			Various			Hemel Hempstead		Regional		Hemel Hempstead		Tring		Long Marston, Tring		
Assessment criteria	Scoring	Total Points Available	Points allocated by IAG	IAG Comments	Points allocated by IAG	IAG Comments	Points allocated by IAG	IAG Comments	Points allocated by IAG	IAG Comments	Points allocated by IAG	IAG Comments	Points allocated by IAG	IAG Comments	Points allocated by IAG	IAG Comments	Points allocated by IAG	IAG Comments
1	Does the proforma explain how the project meets the CIL Regulations. S5 – (1) A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. (2) CIL applied by the Mayor to funding infrastructure must be applied to funding the provision, improvement, replacement, operation or maintenance of roads or other transport facilities, including, in particular, funding for the purposes of, or in connection with, scheduled works within the meaning of Schedule 1 to the Crossrail Act 2008S5. (3) A charging authority may apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure outside its area where to do so would support the development of its area. (4) For the purposes of this regulation, any reference to applying CIL includes a reference to causing it to be applied, and includes passing CIL to another person for that person to apply to funding the provision, improvement, replacement, operation or maintenance of infrastructure.	Pass or Fail	Pass		Pass		Pass		Pass		Pass		Pass		Pass			
2	Is it possible for the project to be delivered without the use of CIL funding? For example, using Neighbourhood CIL.	Pass or Fail	Pass		Pass		Pass		Pass		Fail	Due to lack of information.	Pass		Q2 refers to grants being available but not yet applied for. However, it is unclear when or if this would be attainable.	Pass	Q8 refers to grants intended to be applied for. However, it is unclear when or if this would be attainable.	
3	Is this a strategic project?  Strategic for the purposes of this criteria is an infrastructure project that is not linked to mitigating the impact of a single or small (less than 5) development/s and will benefit a significant population (more than 1000 people)	Pass or Fail	Pass		Pass		Pass		Pass		Pass		Pass		Fail		Population of Long Marston is 736 (2021 census).	
4	What infrastructure category does the project fall into:	20	15				15		15		20		15		10		10	
5	Will the project have a street, neighbourhood, settlement or borough wide impact?	15	15	This is a borough wide programme of improvements.	15	This is a borough wide programme of improvements.	15		10		15		10		10		4	
6	Information provided on how project will benefit any areas of deprivation.	5	4		4		4	No detail on cost of use to residents, particularly those low income.	5		5		0		0	There is no reference to specific areas of multiple deprivation.	0	
7	Have details been provided for the funding requested including any quotes, a breakdown of costs and details of any funding being used for the project additional to that requested, if applicable.	5	2		2	£100k resource cost has been attributed to both submissions. To be confirmed dependent on level of funding.	2	No details of soft market testing or guaranteed/detailed quotes. Based on old data from other Las	2	High level budget provided but not full details	2		0		5		2	
8	Does any part of the project have any other secured sources of funding (i.e. it is match funded). Details of additional funding should be provided.	5	5		0	Confirmed funding, however a small proportion compared to the total cost.	5		1		0		5		5		5	

9	Are their alternative sources of funding that could be used for the delivery of the project (eg. CL Neighbourhood Funds). Details should be provided.	10 points: No alternative sources of funding available 5 points: Alternative sources of funding available but not accessible due to timescales, lack of resources to apply etc <b>CL monies will not be allocated if alternative funding readily available/available but not sought (refer back to question 2)</b>	10	5				The areas do not hold any significant amount of NCL.	5	5	Some funding secured. Details of funding secured and details of costs required	0		5					
10	Have details been provided as to how future management, maintenance and revenue costs will be funded/resourced to ensure that quality is maintained.	10 points: A comprehensive, fully costed, plan supplied. 5 points: Some detail provided. 0 points: No information given. <b>*Note that CL monies will not be allocated if it is clear that there is an ongoing management/maintenance requirement that has not been considered and any CL funds invested has a high risk of not having a long term strategic impact</b>	10	10					10	5		5		5					
11	What are the timescales for delivering the project? Detail is required on how it is realistic and deliverable. Project plan should be supplied.	Up to 10 points allocated if the project can commence within one year of the application for funds, the project plan is robust and clear mitigation information is provided.	10	10					10	5	Corporate and political buy in not yet secured.	0		5					
12	Is the project able to commence within the next 6 months? If not, adequate details regarding barriers to commencing delivery should be supplied.	Up to 5 points may be awarded for those projects which do not require additional approvals or to which there are limited obstacles to delivery.	5	5					5	0	High profile new scheme which has not yet secured corporate and political buy in. Political and senior management support is essential for such a high profile scheme.	2	Critical approvals required	1	Lack of information	3	Lack of detail around the approval process and timescales for high value contract do not appear to be realistic.	5	
13	Are there any barriers and/or risks to delivering the project?	Up to 20 points allocated if the project has low risk of delivery and supplies robust and clear detail regarding risk, monitoring and mitigation thereof.	20	15				Projects currently unscheduled and therefore addition work needs to take place to initiate scheme. Medium risk. Lacking detail on some risks and mitigation.	10	5	High profile new scheme which has not yet secured corporate and political buy in. Political and senior management support is essential for such a high profile scheme. However, feasibility studies and a lot of background research has already been undertaken which will enable to project to commence subject to the political buy in being secured.	10	Limited details provided on risks and/or mitigation	1	No detail or information provided that these have considered.	5	Critical approvals required and lack of funding that will pose a high risk to the project. Lack of detail supplied.	8	
14	Detail should be provided regarding the economic, social and environmental benefits, including health and wellbeing that the project will bring.	Projects serving significant numbers of residents in economic, social, environmental ways will be awarded up to 20 additional points	20	17	Could have explored economic benefits more, ie skills, learning opportunities, businesses running cafes etc		Could have explored economic benefits more, ie skills, learning opportunities, businesses running cafes etc	17	20	20		20	5	20					
15	Detail provided on how the project will enable any further development, projects, or outcomes to come forward in the future.	Projects unlocking significant downstream impacts will be awarded up to 5 additional points	5	3					3	3		3	Use existing site is not explained.	2		1	No detail given.	1	Lack of information.
16	Appropriate demonstration of how this project will demonstrate value for money.	Up to 20 points for delivering value for money	20	15				High cost, high risk project with potential for good value for money if the uptake is high or poor value for money if the uptake is low. 5 year initial project with no asset thereafter if scheme is not successful.	15	10	Some detail provided. However no detail provided on how income may be generated to support the delivery and functioning of the school including community being able to use the facilities.	15	Lack of detail provided with no reference to value for money.	1		4	Lack of detail, no information on how this project is delivering value for money in the process of delivery	5	Lack of detail supplied.
<b>Scoring Assessment</b>																			
<b>Total number of points:</b>			121					111		89		108		40		78		60	
<b>Additional comments, if any:</b>				Approved			Approved		Conditional approval of £700,000 subject to approvals and match funding for the remaining monies.		No guarantee that Dacorum residents will get the additional spaces provided. This project seems to have nearly all the funding required (and through borrowing) with a small shortfall.		Deferred	Deferred to await more detail.		Recommended for deferral to allow time to apply for grants and to provide more certainty on funding plan.		Not a strategic project in its current form. Needs further work on strategic benefits.	
<b>Outcome of application</b>			Please select from list...	Granted			Granted		Partially granted		Deferred		Deferred		Deferred		Deferred		
<b>Recommended amount to be awarded:</b>				£610,000			£750,000		£700,000										
<b>Infrastructure Advisory Group recommendations to Portfolio Holder/Cabinet</b>				IAG supports this proposal in full.			IAG supports this proposal in full.		Partial funding agreed of £700,000 conditional on match funding. A number of contractual risks to be worked through.		IAG support a contribution in principle. Further information needed before a contribution amount can be agreed. Return to future IAG meeting in June 2023.		IAG recommended deferral pending further information from Hertfordshire County Council.		IAG recommend deferral until further information, particularly around costs, other funding sources and further information on the wider strategy for Tring Urban.		IAG recommends deferral to allow for a more detailed bid to be submitted, particularly on the precise funding needed.		

# Agenda Item 16

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

Document is Restricted