

# CABINET AGENDA



**TUESDAY 13 FEBRUARY 2024 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 Tindall (Leader)  
Councillor Bromham  
Councillor Dhyani

Councillor England (Deputy Leader)  
Councillor Weston  
Councillor Wilkie

For further information, please contact Democratic Support or 01442 228209

## AGENDA

### 1. **MINUTES** (Pages 3 - 6)

To confirm the minutes of the previous meeting

### 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 7)**

#### **7. BUILDING SAFETY POLICY (Pages 8 - 38)**

#### **8. COMMITTEE TIMETABLE (Pages 39 - 44)**

#### **9. HRA BUSINESS PLAN REFRESH (Pages 45 - 95)**

#### **10. PARKING CHARGES (Pages 96 - 115)**

#### **11. DRAFT INTERIM ASSET MANAGEMENT STRATEGY (Pages 116 - 150)**

#### **12. BUDGET (Pages 151 - 286)**

#### **13. CHILTERN BEECHWOODS SPECIAL AREA OF CONSERVATION MITIGATION STRATEGY AND SUITABLE ALTERNATIVE NATURAL GREENSPACE UPDATE (Pages 287 - 308)**

#### **14. FINANCIAL MONITORING REPORT (Pages 309 - 325)**

## MINUTES

## CABINET

30 JANUARY 2024

**Councillors:** Tindall (Leader)  
Bromham  
England (Deputy  
Leader)  
Weston

<b>Officers:</b>	A Wilkie	Strategic Director People & Transformation
	C Hamilton	Chief Executive
	D Welsh	Chief Housing Officer
	N Howcutt	Chief Finance Officer
	D Barrett	Assistant Director Strategic Housing & Delivery
	J Abbey-Taylor	Head of Investment & Delivery
	S Walton	Interim Head of Strategy, Quality and Assurance
	Mark Brookes	Assistant Director Legal and Democratic Services
	M Rawdon	Assistant Director People
	L Fowell	Democratic Services

**Also attended:** Cllrs Williams

The meeting began at 7.30 pm

### **CA/1/24      MINUTES**

The minutes of the last meeting were approved

### **CA/2/24      APOLOGIES FOR ABSENCE**

Apologies were received from Cllr Wilkie and Cllr Dhyani

### **CA/3/24      DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **CA/4/24      PUBLIC PARTICIPATION**

There was no public participation.

### **CA/5/24      REFERRALS TO CABINET**

There were no referrals to Cabinet

### **CA/6/24      CABINET FORWARD PLAN**

The forward plan was noted

**CA/7/24      HOUSING STRATEGY**

**Decision**

That Cabinet approves the Housing Strategy 2024 – 2029, annexed to this report.

**Advice**

**Recommendation agreed**

Please refer to the video minutes to view this item in full.

**CA/8/24      MENOPAUSE POLICY**

**Decision**

That Cabinet approves the new Menopause Policy.

**Advice**

**Recommendation agreed**

Please refer to the video minutes to view this item in full.

**CA/9/24      TREASURY MANAGEMENT MID-YEAR REVIEW**

**Decision**

**RESOLVED TO RECOMMEND**

Cabinet **recommends to Council** acceptance of the 2023/24 Treasury Management performance report

**Advice**

**Recommendation agreed**

Please refer to the video minutes to view this item in full.

**CA/10/24      EASTWICK ROW CONTRACTOR APPROVAL**

**Decision**

**Principal Contractor Appointment.**

That Cabinet:

1. Approves entering into the JCT D&B contract with Bugler Developments Ltd for the delivery 34 units at Eastwick Row, Hemel Hempstead.
2. Delegates authority to the Assistant Director (Legal & Democratic Services) to execute and complete all legal agreements ancillary to the JCT Design & Build Contract 2016 and/or reasonably required to complete the Project, including (but not limited to):



a. all professional appointments;

b. collateral warranties; and

c. Agreements under

S.38, & S.278, of the Highways Act 1980;  
S.247, Part III of the Town and Country Planning Act 1990;  
S.104 of the Water Industry Act 1991, and  
S.50 of the New Roads and Street Works Act 1991.

**Advice**

**Recommendation agreed**

Please refer to the video minutes to view this item in full.

**CA/11/24     EXCLUSION OF THE PUBLIC**

**CA/12/24     REPAIRS & MAINTENANCE PROCUREMENT STRATEGY**

The Meeting ended at 7.45 pm

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



Document is Restricted

## CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
	19/03/24	Mayoral Service Arrangements		29/02/24	Mark Brookes – Assistant Director Legal & Democratic Services <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	
	19/03/24	Annual AI programme approval		29/02/24	Nigel Howcutt – Chief Finance Officer <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	
	19/03/24	Performance Improvement Project – Revised KPI Framework		29/02/24	Shaj Choudhury – Head of Transformation <a href="mailto:Shaj.Choudhury@dacorum.gov.uk">Shaj.Choudhury@dacorum.gov.uk</a>	
	19/03/24	Health in Dacorum		29/02/24	James Doe Strategic Director Place <a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a>	
	19/03/24	Quarterly Strategic Risk Register		29/02/24	Nigel Howcutt – Chief Finance Officer <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	
	23/04/24	Anti-Social Behaviour Policy		04/04/24	Natasha Beresford – Assistant Director Housing Operations and Safer Communities <a href="mailto:Natasha.beresford@dacorum.gov.uk">Natasha.beresford@dacorum.gov.uk</a>	
	23/04/24	Dacorum Affordable Rent: Meeting Housing Need and Delivering Viable Schemes		04/04/24	David Barratt – Assistant Director Strategic Housing and Delivery <a href="mailto:David.barratt@dacorum.gov.uk">David.barratt@dacorum.gov.uk</a>	
	23/04/24	Mutual Exchange Policy		04/04/24	Natasha Beresford – Assistant Director Housing Operations and Safer Communities <a href="mailto:Natasha.beresford@dacorum.gov.uk">Natasha.beresford@dacorum.gov.uk</a>	
	23/04/24	Local Connection Policy		04/04/24	Julie Abbey-Taylor Head of investment and Delivery <a href="mailto:Julie.abbeytaylor@dacorum.gov.uk">Julie.abbeytaylor@dacorum.gov.uk</a>	



<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Building Safety Policy
<b>Date:</b>	13 February 2024
<b>Report on behalf of:</b>	Councillor Simy Dhyani, Portfolio Holder for Housing & Property Services
<b>Part:</b>	1
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix 1 – Building Safety Policy Appendix 2 – Community Impact Assessment
<b>Background papers:</b>	N/A
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	DBC – Dacorum Borough Council HMOs – Houses in Multiple Occupation PAP – Principle Accountable Person APs – Accountable Persons BSA – Building Safety Act HRBs – Higher Risk Buildings

<p><b>Report Author / Responsible Officer</b></p> <p>Mark Pinnell, Assistant Director, Property (Interim)</p> <p>Helen McGregor, Asset Manager (Interim)</p> <p> </p> <p>Mark.pinnell@dacorum.gov.uk / 01442 228731 (ext. 2731)</p> <p>Helen.mcgregor@dacorum.gov.uk / 01442 228550 (ext. 2550)</p>
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<b>Corporate Priorities</b>	<ul style="list-style-type: none"> <li>• A clean, safe and enjoyable environment</li> <li>• Building strong and vibrant communities</li> <li>• Ensuring economic growth and prosperity</li> <li>• Providing good quality affordable homes, in particular for those most in need</li> </ul>
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	<ul style="list-style-type: none"> <li>• Ensuring efficient, effective and modern service delivery</li> <li>• Climate and ecological emergency</li> </ul>
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	To present the Building Safety Policy
<b>Recommendation (s) to the decision maker (s):</b>	<ol style="list-style-type: none"> <li>1. To approve the Building Safety Policy.</li> <li>2. That Cabinet recommends to Council that the Chief Executive be designated as the Accountable Person within the Council's constitution and scheme of delegation and the Monitoring Officer is given delegated authority to make the required amendments to the Council's Scheme of Delegation.</li> </ol>
<b>Period for post policy/project review:</b>	2 years or following a significant event or change of legislation.

## **1. Purpose**

To present the Building Safety Policy for approval.

## **2. Background**

2.1 The principal fire safety legislation applicable to England comprises:

- The Regulatory Reform (Fire Safety) Order 2005 (the 'Fire Safety Order').
- The Fire Safety (England) Regulations 2022.
- The Fire Safety Act 2021.

2.2 The Fire Safety Order came into force in 2006. It replaced all previous fire safety legislation.

2.3 The Fire Safety Order applies to virtually all premises, other than single residential dwellings (bungalows, houses, flats, etc.) – in particular, with very rare exceptions, it applies to all premises used as a workplace.

2.4 The Fire Safety Order also applies to the common parts (communal corridors and stairways) of blocks of flats and houses in multiple occupation (HMOs).

2.5 The Fire Safety Order applies to the building's structure, external walls (including windows, balconies, and other attachments), and any common parts. The common parts include plant rooms, communal rooms, and doors (including doors between the dwelling and the common parts).

2.6 In multi-dwelling premises, it is only the dwellings (i.e. individual flats) themselves that fall outside the general scope of the Fire Safety Order.

2.7 The Fire Safety (England) Regulations make additional requirements for fire safety measures in blocks of flats, particularly those blocks over 18 metres in height.

2.8 The Fire Safety Order was amended by the Building Safety Act 2022 to ensure residents have relevant fire safety information that they can understand, co-operation is improved between people with responsibilities under fire safety legislation and that there is a continual record throughout the building's lifespan of fire safety information.

2.9 The broad scope of the Fire Safety Order means that very few premises in which people are employed to work fall outside the scope of the Order.

## **3. Background to Section 156 of the Building Safety Act 2022**

3.1 The Building Safety Bill received Royal Assent in April 2022 and became the Building Safety Act 2022. The new legislation has the effect of amending the Fire Safety Order to:

- require that all Accountable Persons (APs) must record their completed fire risk assessment, and in full (where previously only specific information was required to be recorded).
- require that all APs must record the identity of any individual (their name), and/or if applicable, their organisation (name) engaged by them to undertake/review any or all of the fire risk assessment, and share this with residents of multi-residential unit premises where applicable;

- require that all APs must record their fire safety arrangements (demonstrate how fire safety is managed in your premises).
- require that all APs must record (and as necessary update) their contact information, including a UK-based address, and share this, along with the identified fire safety risks, preventative and protective measures, any competent persons nominated to assist with fire-fighting and detection measures, with other Responsible Persons and residents of multi-domestic unit premises where applicable.
- require that all APs must take reasonably practicable steps to ascertain the existence of other Responsible Persons who share, or have duties in respect of the same premises, and of APs (which are a new legal entity made under the Building Safety Act (BSA) in the case of higher-risk residential buildings) in relation to the premises – they must then identify themselves to said persons and cooperate with APs so that the duties imposed by the Building Safety Act 2022 can be completed.
- require APs of a Higher Risk Buildings (HRBs) containing two or more sets of domestic premises to provide residents with relevant fire safety information in a format that is easily understood by the residents.
- increase the level of fines for some offences.
- strengthen the status of statutory guidance issued under Article 50 of the Fire Safety Order.

3.2 There is also a legislative requirement that, where the APs appoints a person to make or review the fire risk assessment, they must be competent. This legislative requirement will be brought into force at a later date, and it is expected that relevant guidance will be provided ahead of the commencement date.

3.3 In the meantime, it is a recommendation that associated staff are competent, in terms of having sufficient training and experience or knowledge. It remains the case that the Responsible Person has a duty to make sure that a suitable and sufficient fire risk assessment is completed.

#### 4. Approach

**Appendix 1** – The Building Safety Policy articulates how the Council will meet the requirements of the Building Safety Act 2022 and also provides clarity of role and responsibilities.

#### 5. Financial Considerations

There are no financial implications directly arising from this report as all management of Housing related building safety matters is met from within existing budgets.

#### 6. Risk

Associated risks and mitigating actions are listed in **table 1**.

**Table 1**

	Risk	Impact	Mitigation
1	Failure to meet the requirements of the	Reputational Financial	Clear identification of the Principal Accountable Person (PAP) and

	Building Safety Act (BSA) 2022	Legal	<p>subsequent Accountable Persons (APs)</p> <p>Appropriate oversight and governance by the APs to ensure compliance with all elements of the BSA</p> <p>Assurance reporting from APs to PAP (frequency to be approved)</p> <p>Building and Resident Safety Management group meetings.</p> <p>Approved Building Safety Policy</p>
2	Failure to provide sufficient funding	Reputational Legal	<p>Regular financial planning to consider future requirements.</p> <p>Regular in year monitoring to review need against budget, taking appropriate actions as required.</p> <p>Regular review of training needs assessments to prioritise training need.</p>
3	Failure to promote strong partnerships to deliver BSA requirements	Reputational	<p>Resident engagement strategy and promote awareness.</p> <p>Building and Resident Safety Management group meetings attended by Herts Fire and Rescue Service</p>
4	Failure to consider the impact of the BSA on existing and revised policies and procedures	Reputational Legal Financial	<p>Senior Leadership Team Meetings</p> <p>Housing Leadership Team Meetings</p> <p>Corporate Health and Safety Board</p> <p>Building and Resident Safety Management group meetings.</p> <p>Overview and Scrutiny Committee Meetings</p>

## 7. Options and alternatives considered

This document is required for statutory and/or regulatory purposes.

## 8. Consultation

Several on-site Building Safety resident engagement events have been held over recent months and relevant feedback has been used to inform the Council's approach.

## 9. Legal Implications

There are no direct legal implications arising from this report, however, the failure to align with legislative requirements could result in legal implications against the Council.

## 10. Equalities, Community Impact and Human Rights

10.1. The Community Impact Assessment is annexed to this report, and it noted that the overall impact of adopting this policy will be positive.



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

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

There are no sustainability implications arising from this report.

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

There are no Council infrastructure implications arising from this report.

**13. Statutory Comments**

**Monitoring Officer:**

The Policy will help to ensure that the Council meets its legislative requirements, but regular reporting and monitoring should be carried out at a strategic level through the Council's Strategic Leadership Team to ensure appropriate oversight and ensure ongoing compliance.

**Deputy S151 Officer:**

No further comments to add to the report.

**14. Conclusions**

Building Safety is a priority for the Council. The Building Safety Policy articulates how the Council will meet the requirements of the Building Safety Act 2022, provides clarity on roles and responsibilities, and ensures that there are strong and transparent governance arrangements in place.



# Building Safety Policy

January 2023

<b>Policy Name</b>	Building Safety Policy
<b>Version</b>	1.0
<b>Date</b>	January 2024
<b>Lead Officer</b>	Darren Welsh
<b>Author</b>	Mark Pinnell
<b>Document Status</b>	Draft
<b>Approved By</b>	
<b>Date of Next Review</b>	

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## 1. Table of Definitions

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<b>DBC</b>	Dacorum Borough Council
<b>BSA</b>	Building Safety Act 2022
<b>FSA</b>	The Fire Safety (England) Act 2022
<b>RRFSO</b>	The Regulatory Reform (Fire Safety) Order 2005 – Amended by Fire Safety Act
<b>HRRB</b>	High Rise Residential Building – Over 18 Metres in height
<b>SHS</b>	Sheltered Housing Scheme
<b>DLUHC</b>	Department for Levelling Up, Housing & Communities
<b>BSR</b>	Building Safety Regulator
<b>FRA</b>	Fire Risk Assessment
<b>PIB</b>	Premises Information Box
<b>HFRS</b>	Herts Fire & Rescue Service

## 2. Statement of Commitment

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Dacorum Borough Council (DBC) are committed to providing a safe place to live for our residents and a safe place to work for our staff and contractors. To ensure this we will implement all aspects of The Building Safety Act and deliver a “Best Practice” approach to the management of our buildings and fire safety assets that are critical to managing the buildings.

## 3. Buildings in Scope

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The Building Safety Act (BSA) clearly defines the scope of buildings to which it applies, these are identified as being over 18 metres in height. **Appendix A** – List of buildings in scope.

Whilst the BSA is clear on instructing us to manage buildings over 18 Metres in height in a different way than other buildings, DBC are aware that the BSA is enabling legislation and at some point, in the future, DLUHC will lower the height (expected to be 11m) of buildings to be included within scope of the BSA.

To meet the current requirements of the act, we must register five High Rise Residential Buildings (HRRBs) and complete the building safety cases for them. We will also manage two further HRRB’s that fall just below the stated 18m and our Sheltered Housing Schemes in the same way as we will our HRRBs as we consider them to be High Risk buildings, at this time we do not need to register them or develop building safety cases.

## 4. Legislation and Guidance

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We have given regard to the following legislation and guidance in preparing this policy.

- The Building Safety Act 2022
- The Fire Safety (England) Act 2022
- The Regulatory Reform (Fire Safety) Order 2005 – Amended by Fire Safety Act
- LACoRS – Fire Safety Guidance (Local Authorities Coordinators of Regulatory Services)
- Fire Safety in Specialised Housing – National Fire Chiefs Council Guidance
- Fire Safety in Purpose Built Blocks of Flats – Local Government Association
- Housing Act 2004, which introduced the Housing Health & Safety Rating System (HHSRS)
- Dangerous Substances and Explosive Atmospheres Regulations (DSEAR) 2002
- Furniture and Furnishing (Fire Safety) Regulations 1988
- Gas Safety (Installation and Use) Regulations 1998
- Electrical Equipment (Safety) Regulations 1994
- Equality Act 2010
- Building Regulations – Approved Document B
- Health & Safety at Work Act 1974 – As amended
- Management of Health & Safety at Works Regulations 2006
- Workplace (Health Safety & Welfare) Regulations 1992

## 5. Supporting Documents and Policies

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- Dacorum Borough Council Health and Safety Policy
- Dacorum Borough Council Fire Safety Policy
- Dacorum Borough Council Tenancy Agreement

## 6. Golden Thread

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The Building Safety Act, creates a legal duty on duty holders and Accountable Persons to create, obtain, store and share documents and information about our buildings in a prescribed format, this includes the six main principles of:

- Kept Digitally
- Kept Securely
- A Building's Single Source of Truth
- Available to people who need the information to do a job
- Available when the person needs the information
- Presented in a way that people can use

A more detailed breakdown of information required for the Golden Thread is attached as **Appendix B**

## 7. Roles & Responsibilities

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The Building Safety Act identifies new duty holders, who will be known as “Accountable Persons”.

The Roles & Responsibilities for key stakeholders across DBC are detailed below:

- **Principle Accountable Person (PAP) / Accountable Person (AP):** In relation to this policy and the implementation of the Building Safety Act, the AP is the Body-Corporate, Dacorum Borough Council. In a structure such as that of the Council, it is recommended that The Council Leader be known as the Principal Accountable Person (PAP) and subsequent delegated responsibilities be made to the Senior Leadership Team. **Appendix C** provides further detail.
- **Chief Executive:** Will need to ensure that adequate resources are made available to ensure we are able to comply with the requirements of legislation. For existing properties that fall within the BSA and for properties under construction and yet to be completed, the Chief Executive will delegate their responsibilities to the Strategic Director, Housing and Property Services.
- **Senior Leadership Team (SLT):** Will review and record a consolidated report that provides progress updates to ensure that DBC is meeting the requirements of the Building Safety Act, Fire Safety Act (England) 2021, this policy and the DBC Fire Safety Policy.
- **Housing Service Leads:** Will work closely with the Head of Safe Homes and others to design and implement suitable projects within their respective service responsibilities to ensure DBC is compliant with legislation.
- **Head of Safe Homes:** Is responsible for the overall implementation of this policy and the development and delivery of associated projects. They will monitor and track performance to ensure the council remains compliant with current legislative requirements, future legislation and best practice guidance. They will work closely with all departments across the Council to ensure buildings within the scope of the BSA remain safe. Along with the Safe Homes Team Manager and Compliance Officers they will ensure that all day to day operations are completed and provide regular comprehensive updates to SLT, and the Building and Resident Safety Group.
- **Safe Homes Team Manager:** Is responsible for managing all compliance activities, contract management and informing the Head of Safe Homes of any compliance related issues which may affect the safety of buildings in scope.
- **Compliance Officer:** Will support the Safe Homes Team Manager with relevant day to day activities. They will undertake and record completed fire door inspections, ensuring that they are uploaded to a central IT system (Currently Propellor), and that outcomes and issues of concern are immediately shared with the Safe Homes Team Manager and as required with the Head of Safe Homes.

## 8. Fire Risk Assessments

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Fire Risk Assessments (FRAs) will be conducted annually across all buildings in scope of the BSA. The Compliance Officer will liaise directly with the appointed contractor to ensure suitable access is available. The appointed contractor will ensure that any urgent issues identified are recorded and raised directly with the Safe Homes Team Manager who will then ensure mitigation or remedial actions are implemented. Any issues of concern will also be raised directly with the Head of Safe Homes and escalated as required.

## 9. Mandatory Reporting

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We acknowledge our responsibility under the BSA to give prescribed information that relates to building safety to the regulator by the prescribed time and in the way specified, and we will establish and operate an effective reporting system which complies with the prescribed requirements. At the time of writing this policy, the Building Safety Regulator had not published the final details and format of their requirements for Mandatory Reporting. Once this information is published it will be adopted into the next version of this policy.

## 10. Vulnerable Residents

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During resident engagement events DBC will ask residents to self-refer vulnerabilities relating to the ability to self-evacuate a higher risk building if required to do so. Where we are informed that a resident may have difficulty in safely evacuating their home, we will complete a Person-Centred Fire Risk Assessment (PCFRA). PCFRAs help to identify residents who are at higher risk from fire in their own home, due to their ability to respond and escape from a fire, for an example a resident with disabilities. The PCFRA focuses on three key areas;

- 1 An increased fire risk. Example might be of a resident with mobility issues who is a careless smoker.
- 2 Ability to react to a fire or fire alarm
- 3 Ability to respond and escape a fire

PCFRA's will be conducted across our Sheltered Housing Schemes and in general needs properties as we are advised or learn of residents who may be of increased risk from the items list above. Following the completion of a PCFRA, there may be a need to implement mitigation measures to ensure additional safety for identified vulnerable residents.

## 11. Fire Door Survey and Management

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Legislation requires us to undertake regular inspections of all Fire Doors within our housing stock, this includes the following categories of Fire Door:-

Flat Entrance Doors – Including Leasehold Flats

Riser Cupboard Doors

Storage Cupboard Doors (If they open onto common parts)

To fulfil our duties in this area the DBC Compliance Officers; who have completed the relevant competence training, will conduct quarterly inspections on all Fire Doors in common parts and an annual inspection of Flat Entrance Doors. As part of this process we will build an additional "No Access" policy for the inspection of Flat Entrance Doors, the act provides legal measures to compel residents to provide access.

The Compliance Officer will at the time of the initial survey of each door, install an RFID tag and define each door a unique reference number. Date relating to the door and inspection outcome will be stored on the

Propeller compliance system. If following the inspection of a door, it is found not to meet a “Notional” status, we will carry out repairs to the door, to bring it up to the required status and performance, if this is not possible, due to damage as an example, we will replace that door, with a new door set.

## 12. Premises Information Boxes

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It is a requirement that all of the buildings that are in scope of the act, have a Premises Information Box fitted, that can easily be located by the Fire & Rescue Service upon attendance. These boxes must contain:-

- Current Floor Plans for each floor, with key information clearly identified
- A list of vulnerable residents, with additional information about flats that may contain medical gases.
- Keys / Fob to all doors on all floors, other than Flat Entrance Doors

We will regularly review and update the information stored within the boxes.

## 13. Fire and Rescue Service Liaison

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The act mandates that we have a relationship with the Fire & Rescue Service (FRS) and that we co-operate with all requests for information. This may also include supporting site visits from various FRS staff to facilitate a clear understanding of the building layout and how FRS would manage any emergency.

There is now a requirement to notify FRS if a fire safety asset, including any Fire Fighting or Fire Fighters Lifts are or will be out of service for more than 24 hours. This is to ensure that FRS can make alternative arrangements in the provision of equipment or for SBC of HFR to carry out additional mitigation measures, until the equipment is back in service.

The FRS attend the DBC Building and Resident Safety Group meeting and we will develop a reporting mechanism with the FRS to advise of any asset issues, along with a clear timeline to bring that asset back into operational performance.

## 14. Fire Signage / Wayfinding Signage

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To support the implementation of this act Approved Document “B” of Building Regulations has been updated to clearly define what type of Fire and Waypoint Signage is required in buildings in scope of the act.

In addition to existing Fire Action Notices, we must install clear Wayfinding Signage, pointing residents in the direction of Fire Exits. We must also install floor number signage at low level in stairwells, to assist FRS in identifying which floor they are on, if the stairwell is engulfed in smoke.

## 15. Contractor Management

---

The act specifies that only “Competent Contractors” can work in or on buildings within the scope of the BSA.



The Safe Homes Team and DBC contract managers will ensure that all contractors and operatives are competent to carry out specified works on our buildings. We will develop and implement a “Permit to Work” scheme on all in-scope buildings, which will ensure that Method Statements for each piece of work have been reviewed and approved, prior to commencement of any works.

If works are required to pass through or compromise existing compartmentation, then an appropriate Fire Risk Assessment must be carried out and an inspection by a suitably qualified person, check that the compartmentation has been suitably completed.

No “Hot Works” will be allowed in any in scope buildings, without prior approval. A detailed Method Statement will be required, which must include how a small initial fire in the local area will be extinguished.

## 16. Resident Communication

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We must display, in a conspicuous part of the building a notice board containing all the information prescribed in the act. In addition, this includes information about dates of servicing of all compliance and fire safety assets. This is to provide assurance to residents that all the fire safety equipment and assets are working as they should.

The BSA also provides a requirement for DBC to communicate with all residents to ensure that they are aware of what to do in the event of a fire, aware of what Fire Safety Assets / Equipment is in place and the part that it plays in providing fire safety to residents, visitors, and the Fire & Rescue Service in the event of their attendance.

DBC will deliver its responsibilities in this area by ensuring: At the time of onboarding a new resident / family, we provide a site-specific document that highlights all this information, along with providing detailed information of how to report any concerns to DBC if a Fire Safety Asset is not working.

Once a year, DBC will write to all residents in blocks that are in scope of the BSA and provide the above information again. The aim of this is to regularly remind residents about Fire Safety information.

In addition to the physical notice board, we are also developing the use of QR codes for those residents with smart devices. The QR code will provide a broad range of information not just limited to Fire Safety.

## 17. Resident Engagement Strategy

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The BSA requires DBC to develop a resident engagement strategy specifically for all residents and any person who owns a residential unit in a building in scope of the BSA. The BSA places a legal obligation on the Accountable Person “Dacorum Borough Council” to ensure residents are involved in all “Building Safety Decisions”.

A building safety decision is a decision made by DBC about the management of the building in connection with the performance of our duties as the accountable person or under regulations contained in the BSA. To meet our requirements under this part of the act, DBC will:-

- Develop and implement a resident engagement strategy that promotes residents’ engagement and involvement in decision making about safety issues.
- Establish a complaints system that ensures residents’ safety concerns are heard and dealt with.

- Residents can also escalate complaints to the Building Safety Regulator.

Once developed we will provide a copy of our resident engagement strategy to all residents in the building that are over 16 years of age.

To support a focused complaints system, for complaints that relate to building safety, we will establish and operate a system for investigating relevant complaints regarding a building safety risk.

## 18. Resident Obligations

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The BSA not only introduces duties on DBC as the landlord / building owner, but for the first time introduces obligations on residents, to:

- Not act in a way that creates a significant risk of fire or structural failure.
- Not interfere with any relevant safety item.
- Comply with a request by the Accountable Person for information or access to reasonably perform their duties to assess and manage building safety risks.

Where a resident or owner of a residential unit contravenes their duty not to interfere with a relevant safety item, we will take action to include written notification that specifies how we believe they have interfered, tells them what they should do to remedy their contravention giving them a reasonable time to do so, tells them what they must not do in the future to avoid repeating the interference, and tells them what we may do further if they do not comply with the notice.

We may include a requirement for the relevant person to pay us the necessary cost to repair or replace the relevant safety item to rectify their interference. The cost we charge will not exceed the reasonable cost of repairing or replacing the relevant safety item.

Where we require access to some part of the building to assess or manage a building safety risk or to determine whether the duty on residents and owners of residential units in the building not to interfere with relevant safety items has been breached, we will request access in writing setting out the purpose for which we are requesting access, we will explain why it is necessary for us to enter the premises for that purpose, we will make a request to access at a reasonable time, and will give at least 48 hours' notice.

If we are denied access, the act provides us powers to make an application to the county court for an order to grant us access.

## 19. External Wall Assessment

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It is a requirement of the BSA that we undertake an intrusive External Wall Assessment, to establish the entire makeup of the external wall system. DBC appointed specialist external consultants to carry these out on our behalf.

Remedial actions arising have been completed and any additional outputs from these surveys, will be used to support our Building Safety Case for each of our HRRBs.

## 20. Building Safety Case

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Under the Building Safety Act, DBC will have to provide a Building Safety Case for each of our HRRBs every five years. The Safety Case will evidence how DBC have ensured that the building is safe and is required before the Regulator issues a licence.

Whilst this licence is needed to occupy the building, DBC can continue tenancies within a block, whilst the licence is pending. We will prepare a building safety case report containing our assessment of the building safety risks and a brief description of any steps we take to manage or mitigate those risks.

We will update that building safety case where we make further assessment of building safety risks and when we add further steps to our management of building safety risks.

We will notify the regulator as soon as is reasonably practicable after we prepare or revise a safety case report, and if the regulator asks us to, we will provide a copy of it to the regulator as soon as reasonably practicable.

At the time of compiling this policy the sector estimate that it will take the BSR around three years (from October 2023) for them to be at a point to evaluate safety cases.

## 21. New Build Development of Buildings over 18m

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The golden thread will hold the information that those responsible for the building require to identify, understand, manage, and mitigate building safety risks to prevent or reduce the severity of the consequences of fire spread or structural collapse throughout the lifecycle of the building.

The information stored in the golden thread will be reviewed and managed so that the information developed and retained, clearly identifies all elements of safety to achieve the purpose of providing clear evidence of materials and workmanship.

The golden thread covers both the information and documents, and the information management processes (or steps) used to support building safety. The government (DHULC) has defined the information as including all the information necessary to understand and manage risks to prevent or reduce the severity of the consequences of fire spread or structural collapse in a building.

The golden thread information should be stored as structured digital information. It is to be stored, managed, maintained, and retained in line with the golden thread principles. DBC will apply for a completion certificate before occupation of a newly constructed higher risk building or carry out works that cause a building to become a higher-risk building.

## 22. Emergency Evacuation Alarms

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It is a requirement of the BSA that in all new build residential properties over 18 metres, that a full emergency evacuation alert system is installed. This will allow HFRS in the event of an emergency to manage an evacuation of a property, in phases according to floors and or call a full evacuation.

DBC will ensure that all new build properties in scope of the BSA will have such an alert system installed during the build phase and will be handed over to the Safe Homes Team to ensure that regular servicing, maintenance, and testing is carried out.

At the point of developing this policy, it is not a requirement to retrospectively install an emergency evacuation alert system to existing buildings. We will continue to monitor any changes to legislation in this area and will update this policy should requirements change.

### **23. Review Frequency**

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The BSA is intended to be enabling legislation and as such is subject to update and change, following guidance or regulation changes from DHLUC or the Building Safety Regulator.

To support this and ensure that this policy is kept up to date with any changes in guidance or legislation, the Resident and Building Safety Group will review this policy on a six-monthly basis.

**Appendix 1 In Scope Buildings**

Name of Building	Address	Type
Kylna Court	1-79 Kylna Court, Wood Lane, HP2 7TG	HRRB
Pelham Court	1-38 Pelham Court, HP2 4UP	HRRB
Pelham Court	39-76 Pelham Court, HP2 4UP	HRRB
Fennycroft	43-89 Fennycroft Road, HP1 3PD	HRRB
Gade Tower	1-40 Gade Tower, HP3 8AE	HRRB

This list of blocks is correct as of November 2023. DBC will continue to review our housing stock in line with any amends to the BSA to establish if they are in scope of the act on a six monthly basis.

## Appendix B

## Principles of the Golden Thread

The below information is extracted from DHLUC publication “Golden Thread Definition”

### Full Definition

1. The golden thread will hold the information that those responsible for the building require to identify, understand, manage and mitigate building safety risks in order to prevent or reduce the severity of the consequences of fire spread or structural collapse throughout the lifecycle of the building. The information stored in the golden thread will be reviewed and managed so that the information retained at all times achieves this purpose.
2. The golden thread covers both the information and documents, and the information management processes (or steps) used to support building safety. The government has defined the information as including all the information necessary to understand and manage risks to prevent or reduce the severity of the consequences of fire spread or structural collapse in a building.
3. The golden thread information should be stored as structured digital information. It will be stored, managed, maintained and retained in line with the golden thread principles (see annex below). The Government will specify digital standards which will provide guidance on how the principles can be met.
4. The golden thread information management approach will apply through design, construction, occupation, refurbishment and ongoing management of buildings. It supports the wider changes in the regime to promote a culture of building safety.
5. Building safety should be taken to include the fire and structural safety of a building and the safety of all the people in or in the vicinity of a building (including emergency responders).

### Annex: Golden Thread Principles

1. **Accurate and Trusted:** the duty holder/Accountable Person/Building Safety Managers (BSM) and other relevant persons (e.g. contractors) must be able to use the golden thread to maintain and manage building safety. The Regulator should also be able to use this information as part of their work to assess the safety of the building and the operator’s safety case report, including supportive evidence, and to hold people to account. The golden thread will be a source of evidence to show how building safety risks are understood and how they are being managed on an ongoing basis. The golden thread must be accurate and trusted – it will not be used unless people trust that the information in the golden thread is accurate and up to date. The information produced will therefore have to be accurate, structured and verified, requiring a clear change control process that sets out how and when information is updated and who should update and check the information.
2. **Residents feeling secure in their homes:** residents will be provided information from the golden thread – so that they have accurate and trusted information about their home. This will also support residents in holding Accountable Persons and Building Safety Managers to account for building safety. A properly maintained golden thread should support accountable persons in providing residents the assurance that their building is being managed safely.
3. **Culture change:** the golden thread will support culture change within the industry as it will require increased competence and capability, different working practices, updated processes and a focus on information management and control. The golden thread should be considered an enabler for better and more collaborative working.
4. **Single point of truth:** the golden thread will bring all information together in a single place (potentially a Common Data Environment) meaning there is always a ‘single point of truth’. It will record changes (i.e.

- updates to information/plans), including the reason for change, evaluation of change, date of change, and the decision-making process. This will reduce the duplication of information (email updates and multiple documents) and help drive improved accountability, responsibility, and a new working culture.
5. **Secure:** the golden thread must be secure, with sufficient protocols in place to protect personal information and control access to maintain the security of the building or residents. It should also comply with current GDPR legislation where required.
  6. **Accountable:** the golden thread will record changes (i.e. updates to information), when these changes were made and by who. This will help drive improved accountability. The new regime is setting out clear duties for the duty holders and the Accountable Person for maintaining the golden thread information to meet the required standards. Therefore, there is accountability at every level – from the Client/Accountable Person to those designing, building, or maintaining a building. This will mean that changes can more easily be tracked, and this will support better building safety.
  7. **Understandable/ Simple to access (accessible)/Consistent:** the golden thread needs to support the user in their task of managing building safety. The information in the golden thread must be clear, understandable, and focused on the needs of the user. It should be presented in a way that can be understood and used by users. This also should consider that users have different needs. The information should be accessible so that people can easily find the right information at the right time. This means that the information needs to be stored in a structured way (i.e. like a library) so people can easily find, update and extract the right information. The Government will set out the digital standards which will apply to the golden thread. Storing information to digital standards would mean the information is stored in a structured way. To support this duty holders/Accountable person should where possible make sure the golden thread uses standard methods, processes, and consistent terminology so that those working with multiple buildings can more easily access, understand, and use the information consistently and effectively.
  8. **Longevity/ Durability of information:** the golden thread information needs to be formatted in a way that can be easily handed over and maintained over the entire lifetime of a building. In practical terms this is likely to mean that it needs to align with the rules around open-source data – so that information can be handed over in the future and still be accessed. Information should be able to be shared and accessed by contractors who use different software and if the building is sold the golden thread information must be accessible to the new owner. This does not mean everything about a building and its history needs to be kept, the golden thread must be reviewed to ensure that the information within it is still relevant and useful.
  9. **Relevant / Proportionate:** preserving the golden thread does not mean everything about a building and its history needs to be kept and updated from inception to disposal. The objective of the golden thread is building safety and therefore if information is no longer relevant to building safety it does not need to be kept. The golden thread, the changes to it and processes related to it must be reviewed periodically to ensure that the information comprising it remains relevant and useful.

## **Appendix C Principle Accountable Person / Accountable Person Duties.**

### **Accountable Person**

In a structure such as that of the Council, it is recommended that The Council Leader be known as the Principal Accountable Person (PAP) and subsequent delegated responsibilities be made to the Senior Leadership Team as Accountable Persons (AP).

The Accountable Person (AP) is a new role (distinguished from the Responsible Person under the Regulatory Reform (Fire Safety) Order 2005) for residential high-rise buildings (HRBs).

The AP will have a duty to take all reasonable steps to:

- Prevent a building safety risk happening, with building safety risk defined as 'spread of fire and/or structural failure'
- Reduce the seriousness of an incident if one happens

For all premises that fall within the scope of the Fire Safety Order, there will be an identifiable AP, which also includes a workplace.

If the premises is a workplace, and the premises (i.e. the workplace) is, to any extent, under the control of the employer, they will be an AP. In some cases, the AP may be the Building Owner (landlord) or depending on the lease agreement there may be joint responsibility between the employer and the landlord.

The employer is, the 'person' who employs the employees in the premises that are under the employer's control. The AP is often an organisation, and relevant to Dacorum; would be the Council.

If prosecuted, as an employer, for offences under the Fire Safety Order, it is not a defence to claim that the offence was the fault of one (or more) council officers. It is therefore important that relevant officers are properly instructed and trained in fire safety. Completion of mandatory fire safety training demonstrates the Council's commitment.

The sole duty holder role in respect of occupied HRBs is again the Council given the ultimate responsibility for repairing any of the common parts of any occupied HRB.

In the case of HRBs there are a set of statutory obligations that must be complied with, aimed at ensuring that the fire and structural risks associated with any HRB are appropriately controlled and managed.

### **Summarised duties of the Accountable Person**

When AP has assessed the Building Safety Risks they must prepare a Safety Case Report, and notify the Building Safety Regulator (BSR) that it has been completed. The Safety Case Report is completed as early as possible, and kept under review.

The BSR can direct AP to apply to it for a building assessment certificate at any time, and the Safety Case Report will be the mainstay of that application, along with any other prescribed information. The AP must respond to the BSR with their application within 28 days of being directed (and failure to do so is a criminal offence).

If the BSR is satisfied that the building safety risks are being managed properly, it grants a building assessment certificate, which must be displayed in a prominent place alongside details of the AP.

If the BSR is unsatisfied it issues a notice which must also be displayed in a prominent place alongside details of the AP. If the requirements in the notice are not promptly addressed, this would result in the refusal of a building assessment certificate. It could also result in the BSR applying to the First Tier Tribunal for a Special Measures Order under which the management of building safety risks is transferred from the AP to a Special Measures Manager, at the cost of the PAPs, until the BSR is satisfied that those risks are being addressed.



Principle Accountable Person (PAP) Summary	
1	<p>Ensure that the fire and structural risks are identified and assessed for each HRB building and these are effectively managed (spread of fire and/or structural failure) to:</p> <ul style="list-style-type: none"> <li>• ensure that they do not happen and</li> <li>• the severity of any incident that does happen is reduced</li> </ul>
2	Ensure relevant safety information for each HRB building is kept, updated and available, as required for life of building.
3	Ensure a reporting system is in operation to report certain fire and structural issues or incidents
4	<p>Ensure there is effective measures in place to engage with residents about each building's safety including:</p> <ul style="list-style-type: none"> <li>• operating a complaints system to investigate concerns about the building's safety risks or the performance of an accountable person</li> <li>• displaying required information and documentation clearly within the building</li> <li>• preparing and updating a residents' engagement strategy so that residents and owners can participate in making building safety decisions</li> </ul>
5	<p>Notify the Building Safety Regulator if:</p> <ul style="list-style-type: none"> <li>• there is a change to the single point of contact for the BSR</li> <li>• building's safety risks</li> <li>• there are any changes to registration information, including copies of any updated certificates, within 14 days of becoming aware of the change safety case report</li> </ul>
6	<p>Register the building with the Building Safety Regulator between April 2023 and October 2023. As part of the registration process:</p> <ul style="list-style-type: none"> <li>• submit structure and safety information about the building</li> <li>• notify the Building Safety Regulator of any changes to the information submitted at registration</li> <li>• register all new buildings before occupation.</li> </ul>
7	Ensure BSR is provided with further key building information (KBI) as required by the Higher-Risk Buildings (Key Building Information etc.) (England) Regulations 2023 within 28 days of applying for registration.
8	<p>Prepare a safety case report for the building. This should show that:</p> <ul style="list-style-type: none"> <li>• all building safety risks (fire and structural) have been assessed and that all reasonable steps to control them have been taken</li> </ul>
9	Give the safety case report to BSR on request – BSR will examine it during the building assessment
10	Apply for a building assessment certificate when directed by BSR

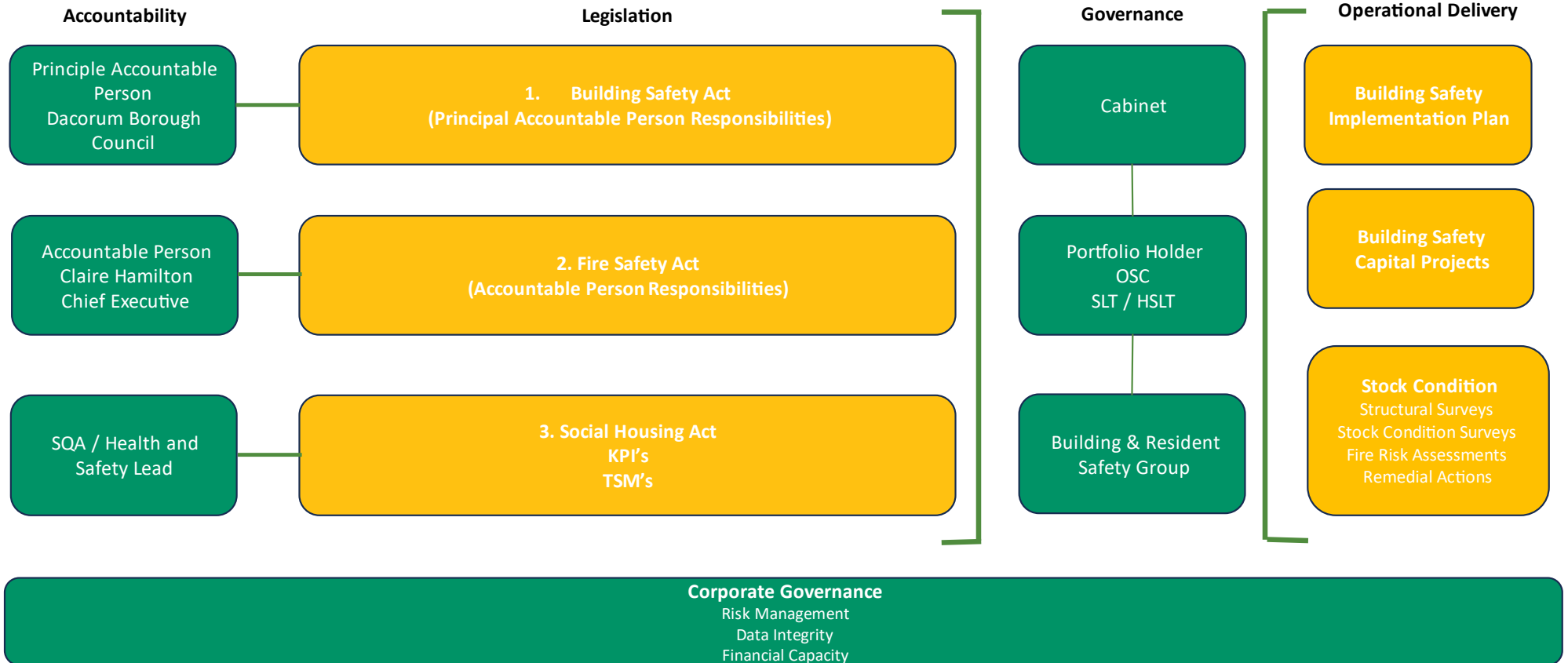
Accountable Person Summary		
1	Fire Risk Assessment	Has a suitable and sufficient FRA been completed for each building(s) in the housing stock?
2	Fire Risk Assessment	Can competency of the fire risk assessor(s) be demonstrated?
3	Fire Risk Assessment	Have the actions arising from the FRA's been addressed or are they in progress? (As far as is reasonably practicable)
4	Fire Risk Assessment	Has the progression of the FRA actions been documented?
5	Fire Risk Assessment	Was the review of the last FRA within the acceptable timeframe? (If no, detail why not)
6	Fire Plans & Evacuation Strategy	Is there a suitable fire plan and evacuation strategy in place for each building(s) and has this been shared with: <ul style="list-style-type: none"> <li>• Residents</li> <li>• The local fire and rescue service (by electronic means e.g., email)</li> </ul>
7	Fire Plans & Evacuation Strategy	Is a copy of the fire plan and evacuation strategy held on location in a suitable place (i.e., premises information/secure information box to prevent it being moved, tampered with and protected from damage).
8	Fire Plans & Evacuation Strategy	Have checks been completed to ensure that fire safety instructions are displayed in obvious parts of the building(s)?
9	Fire Plans & Evacuation Strategy	Is there a secure information box (Premises information box) in place and does it contain the following information: <ul style="list-style-type: none"> <li>• Name, address and telephone number of the PAP/AP</li> <li>• Name and contact information for the other persons who are permitted and able to access the building(s) on behalf of the PAP/AP</li> <li>• Copies of the floor and building(s) plans</li> </ul>

10	Fire Plans & Evacuation Strategy	<p>Is the secure information box (Premises information box);</p> <ul style="list-style-type: none"> <li>• Maintained in a readily accessible location in or on the building(s)?</li> <li>• Inspected at least annually, to ensure it remains secure, accessible and that the information therein is accurate and up to date?</li> </ul>
11	Fire Plans & Evacuation Strategy	<p>Has the local fire and rescue service been given the necessary details to gain access to the secure information box?</p>



## Building Safety Assurance

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# Dacorum BC Community Impact Assessment (CIA) Template

**Policy / service / decision**

**Building Safety Policy**

## Description of what is being impact assessed

*What are the aims of the service, proposal or 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*

Dacorum Borough Council (DBC) are committed to providing a safe place to live for our residents and a safe place to work for our staff and contractors. To ensure this we will implement all aspects of The Building Safety Act and deliver a “Best Practice” approach to the management of our buildings and fire safety assets that are critical to managing the buildings.

The Building Safety Policy clarifies how we will ensure compliance with current legislation and regulatory requirements whilst taking in to account vulnerable residents who live in or visit our buildings.

## 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.*

Targeted resident engagement events have focused on the buildings in scope of the Building Safety Policy and bespoke resident engagement strategies have been developed to reflect the requirements of the residents in each building. Communications can be presented in an alternative language and all homes were visited in person. This information will be stored on the Housing MRI IT system to influence future consultation and communications.

**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.*

Safe Homes Team  
 Strategy, Quality and Assurance Team  
 Asset Management Team  
 Corporate Health and Safety Team  
 Housing Services Leadership Team  
 Strategic Leadership Team  
 Local Councillors

Residents have also been engaged to explain the impact of the Building Safety Act and how they can communicate directly with the Council on all matters relating to Building Safety

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

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

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

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

<b>Age</b>	Some service users may not want communication electronically. Due consideration needs to be given to alternative or more traditional forms of communication where applicable. When requested telephone calls and written communication can be the primary form of communication	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Disability (physical, intellectual, mental)</b>	Any disability may affect how the tenant interprets or receives communications with the Council – this could impact on access to the property to undertake inspections, resident engagement or compliance visits. When aware of the disability or contact needs we will tailor our communication and service delivery accordingly. Therefore adaptations on service delivery will be in place when appropriate	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Disability (physical, intellectual, mental)</b>	Residents will need to be aware of their responsibilities and how to access a Person Centred Fire Risk Assessment. This in turn will result in an enhanced service to protect the safety of the resident. Self-referrals can also increase the reactivity of partnering organisations in the event of a fire	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Gender reassignment</b>	All residents will be treated equally when implementing this policy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Race and ethnicity</b>	Potential language barriers if English is not first language or understood. We will signpost Language Line if appropriate and provide communication in multiple languages where possible/required. Data we receive following resident engagement events will be used to alter communications where required	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Religion or belief</b>	There may be occasions when access is limited due to religious events or celebrations. Staff will be aware of religious events and flexible servicing appointments/engagement events. Data we receive following resident engagement events will be used to alter access attempts where required	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sex</b>	All residents will be treated equally when implementing this policy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sexual orientation</b>	No impact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Not protected characteristics but consider other factors, e.g. carers, care leavers, etc.</b>	People in employment/study may not be able to provide access during normal working hours (9-5 Mon-Fri) – Tenancy Agreement requires tenant to provide access during these times, given reasonable notice. We will try to be flexible when making appointments or arranging engagement events	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<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>	
Age – Due consideration needs to be given to alternative or more traditional forms of communication where applicable. When requested	01/04/2024	Safe Homes Manager	<input checked="" type="checkbox"/>	



telephone calls and written communication can be the primary form of communication			
Disability – When aware of the disability or contact needs we will tailor our communication and service delivery accordingly. Therefore adaptations on service delivery will be in place when appropriate	01/04/2024	Safe Homes Manager	<input checked="" type="checkbox"/>
Race/Ethnicity – We will signpost Language Line if appropriate and provide communication in multiple languages where possible/required. Data we receive following resident engagement events will be used to alter communications where required	01/04/2024	Safe Homes Manager	<input checked="" type="checkbox"/>
Religion or belief – Staff will be aware of religious events and flexible servicing appointments/engagement events. Data we receive following resident engagement events will be used to alter access attempts where required	01/04/2024	Safe Homes Manager	<input checked="" type="checkbox"/>
<b>If negative impacts / outcomes remain, please provide an explanation below.</b>			
N/A			
<b>Completed by (all involved in CIA)</b>	<b>Ricky Lang</b>		
<b>Date</b>	<b>25 January 2024</b>		

<b>Signed off by</b> ( <i>AD from different Directorate if being presented to SLT / Cabinet</i> )	<b>Matt Rawdon</b>
<b>Date</b>	<b>26 January 2024</b>
<b>Entered onto CIA database - date</b>	<b>TBA</b>
<b>To be reviewed by</b> (officer name)	<b>Ricky Lang</b>
<b>Review date</b>	<b>25 January 2026</b>



# Cabinet

<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Committee Timetable 2024/25
<b>Date:</b>	13 February 2024
<b>Report on behalf of:</b>	Councillor Ron Tindall, Portfolio Holder for Corporate & Commercial Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Draft Committee Timetable 2024/25
<b>Background papers:</b>	N/A
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	DMC – Development Management Committee F&R OSC – Finance & Resources Overview and Scrutiny Committee SPAEC OSC – Strategic Planning & Environment Overview and Scrutiny Committee H&C OSC – Housing & Community Overview and Scrutiny Committee SLT – Strategic Leadership Team

### Report Author / Responsible Officer

Mark Brookes, Assistant Director (Corporate and Contracted Services)



Mark.brookes@dacorum.gov.uk / 01442 228236 (ext. 2236)

<b>Corporate Priorities</b>	<p>The various meetings of the Council, Cabinet and Committees support the achievement of all the Council's Corporate Objectives;</p> <ul style="list-style-type: none"> <li>A clean, safe and enjoyable environment</li> <li>Building strong and vibrant communities</li> <li>Ensuring economic growth and prosperity</li> <li>Providing good quality affordable homes, in particular for those most in need</li> </ul>
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	Ensuring efficient, effective and modern service delivery Climate and ecological emergency
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	To seek approval of the committee meeting timetable for 2024/25.
<b>Recommendation (s) to the decision maker (s):</b>	That Cabinet recommends Council approves the Committee Timetable for 2024/25 as set out in Appendix A to this report.
<b>Period for post policy/project review:</b>	N/A

## **1 Introduction/Background:**

- 1.1 Each year, a calendar of committee meetings running from May to May is agreed and published, allowing forward planning for key statutory and decision-making functions. Once agreed, room bookings are secured and calendar invites circulated to elected Members and the Strategic Leadership Team to act as diary placeholders.
- 1.2 The timetable includes dates for the regular cycle of meetings for Council, the Cabinet, the Overview and Scrutiny Committees and the regulatory Committees such as Development Management, Standards and Licensing as well as non-statutory committees such as the Health and Wellbeing Committee and the Member Development Steering Group.
- 1.3 The timetable also sets out a number of Member Development training sessions.

## **2 Key Issues/proposals/main body of the report:**

- 2.1 Attached at Appendix A is a draft timetable showing the proposed dates for the meetings of the Full Council, the Cabinet, the Overview and Scrutiny Committees and the regulatory Committees for the municipal year 2024/25.
- 2.2 Appeals have not been scheduled on the timetable, due to the small number of Appeals that happen throughout the year. These are arranged by the Democratic Support Team, when required, subject to officer and member availability, giving greater flexibility as to the most suitable time for them to take place.
- 2.3 The three main Overview and Scrutiny Committees have seven scheduled meetings in the year plus the two Joint Budget meetings, which involves all three scrutiny committees. In addition, a number of "Call-in Contingency" dates have been set aside for call-ins arising from any of the Committees.
- 2.4 Monday evenings are mostly left free to enable those Members who are also Parish or Town Councillors to attend Town or Parish Council meetings, which are traditionally held on Mondays.
- 2.5 School holidays are shaded and meetings are kept to an absolute minimum during that time.

## **3 Options and alternatives considered**

- 3.1 Considerations made when compiling the timetable include:
  - The timetable starting point is organised around DMC and Full Council
  - The need to align O&S committees with the Quarterly Performance reporting schedule:
    - Qtr 4 2023/24 will be considered at the June 2024 OSC meetings
    - Qtr 1 2024/25 will be considered at the September 2024 OSC meetings
    - Qtr 2 2024/25 will be considered at the November 2024 OSC meetings
    - Qtr 3 2024/25 will be considered at the March 2025 OSC meetings
  - Budget setting process
  - Audit regime - Audit of Accounts
  - Date of Annual Council

- Each committee to repeat on the same day of the week for ease/consistency
  - Member availability
  - Dates of Elections
  - Dates of School Holidays
- 3.2 During the 2023/24 committee cycle, Cabinet took the decision to remove the January Council meeting as it was decided this was very close to the February meeting and given the Christmas/New Year period, it places pressure on Officer and Portfolio Holder to collate the information required for Portfolio Holder updates. This has been repeated for the 2024/25 cycle.
- 3.3 The February 2025 Council meeting, as an exception to the school holidays consideration, is programmed to take place during half term. Unfortunately, it is necessary to be in line with the council tax and business rates billing and for Council to fees and charges within the necessary deadlines.
- 3.4 In line with the usual frequency scheduling for Audit Committee, a meeting had been provisionally programmed to take place in June 2024. Following consultation about the calendar, the Section 151 Officer requested that the June meeting be removed due to accounts being submitted at the end of May meaning there is not enough time to deliver reports for a June meeting to a satisfactory standard. A further request was made for an additional meeting to be scheduled for December 2024

#### **4 Consultation**

- 4.1 The Leader of the Council and the Strategic Leadership Team have been consulted.
- 4.2 Feedback from the Section 151 Officer has been taken into account and incorporated (as set out in Item (3) above).
- 4.3 Member feedback has indicated it is not felt appropriate for DMC to be held in the same week as any other meeting (particularly meetings of the OSCs and Council) as DMC members are likely to attend both. Consideration has been given to this request and, in consultation with Planning Department, changes to the frequency and scheduling of DMC meetings have been made to accommodate this request. In order to satisfy this requirement, the October meeting of DMC has been scheduled to take place during half term, as is the August meeting, (as an exception to the school holiday consideration).

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

Approval of the Meeting Timetable enables Members and Officers to manage forward decision making planning.

#### **6 Legal Implications**

The Council is required to agree and set out a schedule of formal committee meetings for the year.

#### **7 Risk implications:**

The failure to agree and adopt a schedule of committee meetings for the year could impact the Council's ability to make decisions and for its elected Members to carry out robust scrutiny.

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

- 8.1 There are no Community Impacts arising as a result of this report.
- 8.2 There are no Human Rights Implications arising from this report.

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

There are no items for consideration here.

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

Formal committee meetings require Audio/Visual support from ICT. Once agreed, the timetable is diarised with the ICT department to arrange necessary cover.

**11 Statutory Comments**

**Monitoring Officer:**

This is a Monitoring Officer report.

**Deputy S151 Officer:**

No further comments to add to the report.

Dacorum Borough Council – Meeting Timetable 2024-2025

	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	
MON			1											MON
TUES			2 F&R OSC			1						1		TUES
WEDS	1		3 H&C OSC			2 Member Development			1 BANK HOLIDAY			2 Member Development		WEDS
THUR	2		4 Member Development	1		3 DMC			2			3	1	THUR
FRI	3		5	2		4	1		3			4	2	FRI
SAT	4	1	6	3		5	2		4	1	1	5	3	SAT
SUN	5	2	7	4	1	6	3	1	5	2	2	6	4	SUN
MON	6 BANK HOLIDAY	3 JNC	8	5	2 JNC	7	4	2	6	3	3 JNC	7	5	MON
TUES	7	4 F&R OSC	9	6	3 F&R OSC	8 F&R OSC	5 F&R OSC	3	7	4	4 F&R OSC	8	6	TUES
WEDS	8	5 H&C OSC	10 SPAE OSC	7	4 SPAE OSC	9 SPAE OSC	6 SPAE OSC	4 Joint Budget	8 SPAE OSC	5 Joint Budget OSC	5 SPAE OSC	9	7	WEDS
THUR	9	6 Member Development	11 DMC	8 DMC	5 DMC	10	7	5 Standards	9 DMC	6 Call-In Contingency	6 Standards	10 DMC	8	THUR
FRI	10	7	12	9	6	11	8	6	10	7	7	11	9	FRI
SAT	11	8	13	10	7	12	9	7	11	8	8	12	10	SAT
SUN	12	9	14	11	8	13	10	8	12	9	9	13	11	SUN
MON	13	10	15	12	9	14	11	9	13	10	10	14	12	MON
TUES	14 Group Meetings	11 SPAE OSC	16 Group Meetings	13	10 Cabinet Licensing	15	12 Group Meetings	10 Cabinet Licensing	14 F&R OSC	11 Cabinet	11 Member Development	15	13 Group Meetings	TUES
WEDS	15 Annual Council	12	17 Council	14	11 H&C OSC	16 H&C OSC	13 Council	11 MDSG Audit	15 H&C OSC	12 Audit	12 H&C OSC	16	14 Annual Council	WEDS
THUR	16	13 Call-in Contingency	18 Call-In Contingency	15	12 Standards	17 Call-In Contingency	14	12 DMC	16 Member Development	13 Member Development	13 Health	17	15	THUR
FRI	17	14	19	16	13	18	15	13	17	14	14	18 BANK HOLIDAY	16	FRI
SAT	18	15	20	17	14	19	16	14	18	15	15	19	17	SAT
SUN	19	16	21	18	15	20	17	15	19	16	16	20	18	SUN
MON	20	17	22	19	16	21	18	16	20	17	17	21 BANK HOLIDAY	19	MON
TUES	21 Cabinet	18 Cabinet	23 Cabinet	20	17 Member Development	22 Cabinet Licensing	19 Cabinet Licensing	17 Member Development	21	18 Group Meetings	18 Cabinet	22 Group Meetings	20 Cabinet	TUES
WEDS	22	19 Health	24 Audit	21	18 Audit	23 MDSG	20 H&C OSC	18	22	19 Council	19 Audit	23 Council	21	WEDS
THUR	23	20 DMC	25	22	19 Health	24	21 Health	19	23 Call-In Contingency	20	20 DMC	24 Call-In Contingency	22	THUR
FRI	24	21	26	23	20	25	22	20	24	21	21	25	23	FRI
SAT	25	22	27	24	21	26	23	21	25	22	22	26	24	SAT
SUN	26	23	28	25	22	27	24	22	26	23	23	27	25	SUN
MON	27 BANK HOLIDAY	24	29	26 BANK HOLIDAY	23	28	25 JNC	23	27	24	24	28	26	MON
TUES	28 Licensing	25 Licensing	30 Licensing	27	24 Group Meetings	29	26 Member Development	24	28 Cabinet Licensing	25 Licensing	25 Licensing	29 Cabinet Licensing	27 Licensing	TUES
WEDS	29	26 MDSG	31	28	25 Council	30	27 Audit	25 BANK HOLIDAY	29	26	26 MDSG	30	28	WEDS
THUR	30 DMC	27 Standards		29	26	31 DMC	28 Call-In Contingency	26 BANK HOLIDAY	30 DMC	27 DMC	27 Call-In Contingency		29 DMC	THUR
FRI	31	28		30	27		29	27	31	28	28		30	FRI
SAT		29		31	28		30	28		29	29		31	SAT
SUN		30			29			29		30	30			SUN
MON					30			30			31			MON
TUES								31						TUES

H & C OSC = Housing & Community Overview & Scrutiny Committee  
 SPAE OSC = Strategic Planning & Environment Overview & Scrutiny Committee  
 F & R OSC = Finance & Resources Overview & Scrutiny Committee

JNC = Joint Negotiating Committee  
 MDSG = Member Development Steering Group

Bank Holidays and School Holiday dates are shaded





## Cabinet

<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Dacorum Borough Council Housing Revenue Account 2024/25 Update
<b>Date:</b>	13 <sup>th</sup> February 2024
<b>Report on behalf of:</b>	Councillor Simy Dhyani, Portfolio Holder for Housing and Property Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A HRA Business Plan 2024 Update Appendix B Acquisitions & Disposals Policy Appendix C Rent Policy Appendix D Community Impact Assessment
<b>Background papers:</b>	None
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	HRA - Housing Revenue Account

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<b>Corporate Priorities</b>	<p>The business plan supports all of the activities within the HRA leading to:</p> <ul style="list-style-type: none"><li>• A clean, safe and enjoyable environment</li><li>• Building strong and vibrant communities</li><li>• Ensuring economic growth and prosperity</li><li>• Providing good quality affordable homes, in particular for those most in need</li><li>• Ensuring efficient, effective and modern service delivery</li><li>• Climate and ecological emergency</li></ul>
<b>Wards affected</b>	ALL
<b>Consultation</b>	<p>The updated Business Plan has been consulted upon with:</p> <ul style="list-style-type: none"><li>• Housing Senior Leadership Team</li><li>• The Council's Strategic Leadership Team</li><li>• Housing Finance Associates Ltd (consultants supporting on financial modelling).</li><li>• Portfolio Holder for Housing &amp; Property Services</li><li>• Tenants &amp; Leaseholders Forum</li></ul>
<b>Purpose of the report:</b>	<ol style="list-style-type: none"><li>1. To present the proposed update of the HRA Business Plan. The Plan provides the financial context of the Council's HRA service over a 30-year period with a focus on the medium term (first five years).</li><li>2. To present the proposed Acquisitions and Disposals policy associated with the Business Plan for approval.</li><li>3. To present the proposed Rent Policy for approval.</li><li>4. To present proposed actions to allow the objectives of the Business Plan to be delivered.</li></ol>

<p><b>Recommendation (s) to the decision maker (s):</b></p>	<ol style="list-style-type: none"> <li>1. To recommend to Full Council the adoption of the HRA Business Plan at Appendix A.</li> <li>2. To recommend to Full Council to approve the Acquisitions and Disposals policy at Appendix B.</li> <li>3. To recommend to Full Council to approve the Rent Policy at Appendix C.</li> </ol>
<p><b>Period for post policy/project review:</b></p>	<p>The Business Plan is refreshed on an annual basis.</p>

## **1 Introduction**

- 1.1 This report presents an update to the Council's HRA Business Plan (Appendix A), setting out the financial implications of plans for new and existing Council homes contained in the Council's Housing Strategy 2024-29.
- 1.2 The Business Plan covers a 30-year period, with a focus on the medium-term, (the first five years), where there is greater certainty on costs, demands, resources and pressures.
- 1.3 The Business Plan demonstrates that the HRA can deliver its key priorities whilst remaining financially sustainable. It identifies the risks associated with maintaining this position and where these can be mitigated.
- 1.4 The HRA Business Plan sets a broad context for financial planning and investment decisions to support delivery of the Council's strategies for housing. The plan takes account of the known financial information and issues, as well as assumptions made about variable elements impacting on the plan (e.g. inflation and interest rates). The financial model used helps to support the analysis of the impact of changes to the information used and the assumptions made.

## **2 Overview**

- 2.1 This HRA Business Plan sets out the Council's strategic plan for managing and maintaining its social housing stock.
- 2.2 It details the short to medium term plans and priorities for the housing and asset management services and provides a long term forecast on stock investment and financial planning.
- 2.3 It provides an economically sustainable strategy and demonstrates how statutory health and safety requirements will be met, how the decency of homes will be improved, how new homes will be provided, and it starts the journey towards carbon neutrality.
- 2.4 It is a good framework from which to make decisions, which are aligned with Council corporate priorities.
- 2.5 It sets out how the housing service is delivered, including what it will cost and how the resources will be used.
- 2.6 It defines priorities for investment and summarises the key risks with actions to mitigate these risks.
- 2.7 The plan supports improvement of the energy efficiency of the Council's properties, tackling fuel poverty and inequality in the stock so that tenants benefit from warmer homes at the lowest cost where possible.
- 2.9 The plan will support the delivery of the Asset Management Strategy, meeting the requirements to keep the stock decent and affordable, considering future changes to the Government's Decent Home Standard.

- 2.10 The plan will also promote the delivery of new social homes through new build or acquisition to ensure the Council continues to provide as many affordable homes as is possible.

### **3 Acquisitions and Disposals Policy**

- 3.1 The development of the Business Plan is an essential tool for delivering excellent Housing Services. All policy options have been considered in developing the plan.
- 3.2 As part of this work, an updated Acquisitions and Disposals policy for the Council's housing stock has been developed. This is attached at Appendix B to this report. Under the Council's Constitution, disposals of the assets valued over £500k and held by the Housing Revenue Account must be approved by Cabinet. A request to increase this limit to £750k for Portfolio Holder sign off will be taken before Full Council for approval.
- 3.3 The HRA Business Plan at Appendix A applies the principles set out in the Acquisitions and Disposals Policy.

### **4 Updated Rent Policy**

- 4.1 An updated Rent Policy is presented at Appendix C.
- 4.2 This policy sets out the Council's position on rent levels and other charges for properties managed under the Housing Revenue Account.
- 4.3 The HRA Business Plan at Appendix A assumes the approach to rent levels and other charges stated in the Rent Policy are approved and applied.

### **5 Options and alternatives considered**

The Council is required to produce a business plan for the HRA. As part of the development of the plan, different scenarios have been explored and associated financial modelling has been undertaken. These are summarised at section 16.3 in Appendix A.

### **6 Consultation**

Housing tenants and leaseholders are directly involved in decisions regarding service provision, both through the work of the Tenant and Leaseholder Committee and through regular and ongoing engagement with residents. The proposed Business Plan was presented to Tenant and Leaseholder Committee on 24<sup>th</sup> January.

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

- 7.1 The plan covers a 30-year period with a focus on the medium term, where there is greater certainty on costs, demands, resources and pressures, to enable the prioritisation of housing investment.
- 7.2 The plan remains affordable and viable throughout the life of the 30-year plan, and the Council is able to deliver on the priorities of the HRA, including those linked to the Corporate Plan.

- 7.3 A robust financial model underpins the Business Plan. It is a tool for testing existing priorities, the impact of changes in Government policies and changes in key business sensitivities to ensure plans remain affordable. Delivery of new build Council housing is achieved using grant funding, HRA cash resources and Right-to-Buy receipts (known as 1-4-1 monies). This ensures the HRA remains able to meet its debt repayment commitments.

## **8 Legal Implications**

- 8.1 Section 167 of the Localism Act 2011 gave effect to Schedule 15 of that Act and, since the coming into force of Schedule 15, English local authorities have been required to be self-financing in relation to their housing stock, financing their housing stock from their own rents.

- 8.2 It is not a legal requirement to produce a HRA Business Plan; however, it is good practice and it helps to ensure that HRA-related statutory duties and financial requirements are met; that residents are fully engaged in the key investment and strategic decisions that impact on them; and it provides a good framework for long-term strategic planning and decision-making.

## **9 Risk implications:**

All aspects of risk have been fully considered and the risk impact analysis and mitigation measures are set out in detail within the plan.

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

- 10.1 A Community Impact Assessment has been carried out and is set out in Appendix D. The assessment does not identify any adverse impacts on any protected group.

- 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 Carbon reduction measures will be implemented across the Council's existing housing stock and included within the design and construction of new properties.

- 11.2 A plan to get HRA stock to an EPC 'C' rating is in place. In addition to this retrofitting work, new-build projects are assessed individually to include the potential costs and benefits of strong carbon-friendly design. All new developments are expected to achieve an EPC A, as the aim is to have properties that are zero-carbon.

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

There are no Council infrastructure implications directly arising from this report.

## **13 Statutory Comments**

**Monitoring Officer:**

The HRA business plan will help the Council to plan and profile expenditure to ensure that it can continue to meet its statutory and regulatory requirements and is therefore recommended for approval.

**Deputy S151 Officer:**

This is a Deputy s151 Officer report.

**14. Proposed actions to deliver the Business Plan objectives**

The following actions are proposed for implementation in financial year 2024/25 in order for the Council to deliver the objectives of the Business Plan:

- Apply maximum rent increase allowed by government, currently assuming 7.7%.
- Transition supported housing charges to full cost recovery, (over 5 years to limit impact on residents), commencing 2024/25.
- Apply rent flexibility, (higher rents on relets), linked to improved energy efficiency.
- Dispose of high cost / high value / management issue voids - Target to be set for 24/25 to achieve a balanced budget and contribute to reserves. Target one disposal per month in line with the attached draft Policy on Acquisitions & Disposals.
- Demand management measures, (reducing/removing non-essential expenditure on environmental and neighbourhood works), may also be required to achieve a balanced budget.
- Proceed with improvement work to the Council's housing stock to achieve EPC 'C' by 2035.
- Longer-term considerations to seek a cost-neutral position on new development schemes.

**15. Conclusions and Next Steps**

- 15.1 The Business Plan sets out how the HRA will utilise the resources available to it to deliver the plans and objectives set out in the Housing Strategy 2024-29.
- 15.2 The plan demonstrates that its objectives will be met in a way that is financially sustainable.

## Housing Revenue Account Business Plan 2024 Update

### 1. Introduction

1.1 The Council recognises the part housing plays in making Dacorum a great place to live. Good quality and affordable housing is a vital part of the Council's long-term vision for the borough. The Council's Corporate Plan identifies this priority with a commitment to "providing good quality affordable homes, particularly to those most in need". The Housing Revenue Account (HRA) Business Plan details the financial implications associated with plans for new and existing Council homes, as set out in the Council's Housing Strategy 2024-29.

1.2 The HRA Business Plan sets out the long term financial position of the HRA for a period of 30 years. The key focus is on the medium-term (the first five years) where there is greater certainty on costs, demands, resources and pressures. The HRA Business Plan does not include the activity financed by the Council's General Fund, such as homelessness and nightly paid accommodation.

1.3 This plan demonstrates:

- The sustainability of our existing homes supporting the Council's overall vision and priorities.
- How viable our current investment plans are in the long-term.
- The finances available for investment in new homes and investment in our existing stock and services.

1.4 The HRA Business Plan sets a broad context for financial planning and investment decisions to support delivery of the Council's strategies for housing. The plan takes account of the known financial information and issues, as well as assumptions made about variable elements impacting on the plan (e.g. inflation and interest rates). The financial model used helps to support the analysis of the impact of changes to the information used and the assumptions made.

### 2. Background

2.1 The Council's Housing and Property Service provides services to approximately 12,000 properties across the Borough. Of these, c1, 900 are supported housing and services are provided to around c1, 800 leasehold flats. The majority of the properties are general needs homes (c8, 300) and there are plans to develop new homes by the Council and in partnership with others.

2.2 The 12,000 properties provide a significant resource to meet local housing needs, although these needs are increasing due to the cost of living crisis, increasing private sector rents and increasing household formation. The services delivered also have a positive impact on the local economy. The provision of affordable housing, helps people into work, improves health outcomes and creates employment opportunities through our contracts with external partners.

2.3 The HRA is a ring-fenced account showing the income and expenditure incurred on the Council's housing stock. The cost of borrowing and an allowance for depreciation (i.e. capital charges) are also included.

2.4 The Council has continued to deliver a strong new homes development programme at social rent across the borough for local people, as well as temporary accommodation and a homeless hostel. To date, we have completed 366 new homes and have a further 183 currently under construction and then a further 88 in the pipeline, with plans in place to build more. A Strategic Asset Review is being carried out of all Council land and assets to consider new development opportunities.



2.5 The HRA Business Plan has been reviewed and updated to include the latest priorities and financial position of the Housing and Property Services directorate. This includes aligning the HRA Business Plan to the following areas:

- The Housing Strategy 2024 – 2029 and how the strategy’s delivery plan will be supported by the HRA Business Plan.
- The Asset Management strategy; the HRA Business plan will ensure investment supports the effective management of the assets.
- The Council’s corporate priorities as set out in the current Corporate Plan, including how the housing service can contribute to the net carbon zero targets.

2.6 The annual investment of over £30 million into existing homes and the new build programme, ensures we are able to provide good quality affordable homes, in particular for those most in need.

2.7 This updated business plan starts at the beginning of the financial year 2023/24 and extends over the next 30 years. It incorporates the latest budgetary forecasts, and contingency provision has been made for increased investment to meet challenges facing registered providers of social housing.

### **3. Financial Context of the HRA Business Plan**

3.1 The HRA Business Plan reflects the plans the Council has to maintain a supply of good quality housing and to increase the local provision of affordable housing. Since the introduction of self-financing in 2012, a HRA Business Plan has been developed to enable long term planning. The plan is supported by a financial model that uses budgetary information and projections to outline the expenditure required. The model is supported by an external consultant and the model is based on insight gained from other stock holding Local Authorities.

3.2 The main sources of income and expenditure include the following:

- **Income** - There are 3 main areas of income for the HRA, including: rents, service charges (from tenants and leaseholders) and grants (e.g. new developments).
- **Expenditure** - There are 4 main areas of financial expenditure: maintenance, service costs (e.g. grounds maintenance), staffing and the repayment of loans and associated loan interest.

3.3 The HRA Business Plan considers the impact of changes on the plans and the ability of the Council to respond (e.g. inflation). Whilst there is significant change in the operating environment, it is proposed that the HRA Business Plan will be formally reviewed annually.

3.4 The plan is based on a financial model that enables scenarios of investment to be projected and varied based on the decisions that could be taken. For example, this helps the decisions to be made based on an appropriate balance between investment in existing homes and the new build programme, as well as variations on the operating environment (e.g. interest rates).

3.5 The financial model is reviewed regularly to take account of any changes in the assumptions used in the financial model, together with any fluctuations in costs that may be experienced. One example is the impact that external legislative changes can have on the availability of revenue, such as the level of rents that can be charged. Elements such as these can be modelled and help provide an assessment of the impact of the decisions made by the Council.

3.6 The current Business Plan is set out in more detail for the first five years of the plan and there are key areas of activity outlined in this plan that will help to clarify the longer term position (e.g. an

updated stock condition survey and the outcome of the Housing Transformation Improvement Programme- HTIP). As these areas of activity are completed, the plan will be updated to reflect this. The additional information will help to strengthen the Council's position and provide clarity on when decisions need to be made.

3.7 The Business Plan is reviewed annually in line with the Council's budget setting process, along with changes seen across the social housing sector. Recently there have been significant cost pressures in repairs and maintenance contracts due to increases in material and labour costs, along with additional building safety requirements. Reviewing the business plan annually during a period of change will help ensure the Council plans ahead for the future based on updated information. Quarterly checks on the plan's financial assumptions will be made because of the significant impact of any variations to these (e.g. maintenance cost inflation).

3.8 A review has been undertaken of charges relating to supporting people. The Business Plan reflects a move to full cost recovery for supported people charges over a 5 year period, sustaining valuable services to our tenants.

#### **4. The Current Priorities**

4.1 Within the current Corporate Plan and the work on the updated Housing Strategy, the priorities for the service are defined. The focus within the HRA Business Plan is on the financial consequences of the actions to be delivered.

4.2 There are a number of forthcoming developments within the housing service due to the changing environment in which the service operates. Decisions around responding to these challenges as well as continuing to improve the quality of homes provided and providing investment in new homes will need to be taken throughout the lifetime of this plan.

4.3 Given these forthcoming developments have been detailed within the Housing Strategy (2024 – 29), this financial plan has been linked to the commitments within the Strategy, under the following headings:

- To become an excellent social landlord, delivering services that meet the needs of our residents.
- Demonstrate dedication to tackling the climate emergency in Dacorum. Reducing energy consumption of our existing housing stock, and take steps to ensure that all new homes meet excellent thermal efficiency standards.
- Champion the provision of safe, warm and dry homes across the borough.
- Champion a culture of collaboration, both internally and with external stakeholders to deliver services and positive outcomes
- Seek to meet the diverse housing needs of everyone living in Dacorum

4.4 Similar to other Registered Providers of social housing, there are a number of challenges facing the service and some of these have financial consequences. The most significant of these are based around the costs associated with the service, in particular the inflationary pressures on the cost of the service and improving the portfolio of homes managed (e.g. inflationary pressure on staff costs, energy costs, maintenance costs, development costs and building safety measures).

**5. To become an excellent social landlord, delivering services that meet the needs of our residents.**

5.1 The budget has been set with current and emerging legislation in mind. The housing and property services must be future proofed to meet the demands from the Social Housing Regulatory Act which will introduce inspections from the Social Housing Regulator.

5.2 This framework and our own desire to improve services underpins our approach to delivering a housing service which will deliver the best service for our residents, and also how we will demonstrate our compliance with the Consumer Standards and Tenant Satisfaction Measures.

5.3 This means that finance has been made available for completing the housing transformation project and implementing the recommendations.

5.4 The Council is committed to the engagement of residents in delivering and improving the service. There are a number of areas where the Council is looking to improve the service, including:

- **Service Improvements** – The Housing Transformation and Improvement Programme (HTIP) will continue into 2024/2025 with the focus on transforming the service based around the needs and views of residents. Work is underway and completion of all the fundamental changes are anticipated in 2024/2025, with the new structure and support in place to deliver this activity on a continuing basis.
- **Estate Standards** – To improve the look and feel of estates' communal areas, the services to communal areas are being reviewed to deliver a standard that reflects both the needs of the area and feedback from residents. Work with teams across the Council includes: cleaning, grounds maintenance, fly tipping and pest control.
- **Neighbourhood Management Model** – the work of HTIP will identify the optimum operative model for service delivery. A neighbourhood management approach is required, which may result in the establishment increasing in this area. Work will be undertaken to see if equivalent savings can be made elsewhere, but there is likely an increased cost associated with improving performance.
- **Social Housing (Regulation) Act and the change in regulation** - Whilst the detail of the recommendations of the Social Housing White paper are understood and the Council is currently delivering many of these within the current service offering, there could be additional costs associated with demonstrating compliance or improvements against the Tenant Satisfaction Measures.
- **Productivity improvements** – To help utilise the existing resources and improve the value for money of the service, there are areas where productivity can be improved and a 2% reduction in costs or increase in income is assumed within the HRA Business Plan. The key areas that will be considered will include voids and occupancy rates where the performance can be improved.
- **Cost of living** – The increases in the cost of living have affected a number of households and the Council has taken the lead in helping to signpost and provide support. The impact of the changes in food and energy costs will be felt for some time and the Council will continue to review its approach to help tenants. The focus for the Council is to support residents with their tenancies and work with households where issues arise with the payment of rent. We aim to ensure that households are claiming all benefits to which they are entitled, managing their budget effectively and thereby avoiding a build-up of unmanageable debt.

- **Arrears and Bad Debt** – With the challenging economic climate and in particular where inflation is higher than wage increases, there is the potential for there to be an increase in the level of arrears. The level of provision for bad debt has been carefully assessed and reflected in the financial assumptions underlying the HRA Business Plan.
- **Service Charges** – The charges levied for services to tenants and leaseholders will need to cover the costs of the service and the cost of managing these. This will help ensure that the charges raised reflect the costs incurred and that the evidence is available to support this. For leaseholders this is particularly important and information on the planned investment on estates and blocks will need to be available to help leaseholders plan for the expected expenditure. The Council may also need to consider the existing range of payment options available for leaseholders to support payments, particularly if there are increases in maintenance costs.
- **Rent levels** – The rent increase for 2024/25 is currently modelled at 7.7%, in line with expectations set out on the Government’s Rent Standard. This is factored into the HRA Business Plan, both in the short-term and the assumptions about rent increase levels against projected inflation rates.

**6. Demonstrate dedication to tackling the climate emergency in Dacorum. Reducing energy consumption of our existing housing stock, and take steps to ensure that all new homes meet excellent thermal efficiency standards.**

6.1 Improving current homes and responding to the need to retrofit the properties will be a significant financial challenge for both the Council and for residents.

6.2 As part of achieving this objective, the Business Plan incorporates investment aimed to ensure required HRA properties meet the Energy Performance Certificate standard of at least C by 2035. This represents additional capital investment in the Council’s housing stock of £22.4m in the period to 2035.

6.3 A number of the decisions around the retrofitting of the properties will be driven by the performance of the assets, the cost of retrofitting and the current practicalities of doing so (including the availability of the technology and the companies to complete the work).

6.4 This area of activity and the funding required will become clearer as the information on stock condition becomes available. A key factor for the HRA Business Plan will be the availability of external funding from Central Government to support the retrofitting of the stock.

6.5 Our focus must be a firm commitment to deliver net zero carbon across all Council services by 2050 at the latest, with an aspiration for Housing and Property Services to achieve this earlier if budgets allow.

**7. Champion the provision of safe, warm and dry homes across the borough.**

7.1 A key focus for the Council is to focus on improving the homes that we manage and ensure that the feedback from residents shapes the homes we provide and meets their identified needs.

- **Safe Homes** – Following the tragedy of the Grenfell Tower fire, there has rightly been an increased focus on building safety. The Council has made effective progress and is able to demonstrate the approach to its management of assets. The HRA Business Plan reflects the expected future spend on maintaining this focus and to have the capacity to respond to changes in managing building safety.

- **Damp and mould cases** – The tragic case of Awaab Ishak has focused attention on the responsibility of Registered Providers to ensure that the homes they provide are well maintained and of a decent standard. The case has demonstrated the serious effects that having damp and mould in homes can have on people’s health, and the Council has responded positively to reviewing the current approach and identifying where improvements can be made. The increased awareness of properties with damp and mould is likely to increase activity on resolving highlighted cases and the associated costs.
- **Asset Management** – To help review the performance of the Council’s HRA assets, new stock condition surveys are being carried out. The new data will feed into the asset management strategy to create a plan of works required. We will consider the information in consultation with a range of stakeholders, including tenant led focus groups, intelligence gathered by our contractors, stock condition surveys and feedback from the Tenant Satisfaction Measures.
- **Change to the Decent Homes Standard (DHS)** – There is an expectation that there will be changes to the existing DHS to respond to increased focus on building safety. A new DHS would impact on the approach to investing in existing homes and is likely to impact the amount of funding required within the planned maintenance programme.
- **Investment** – The outputs of the stock condition surveys will also allow the Council to use an asset performance model to identify properties that should be retained in the long-term, as well as identifying properties which will be too expensive or unsustainable to manage and should be considered for disposal, refurbishment or redevelopment. Regenerating existing sites may provide the opportunity for additional homes and/or a mixture of tenures on the redeveloped sites. The Council will consider the models of delivery that support a sustainable financial position within the HRA and enable the required investment to be achieved.
- **New Repairs and Maintenance arrangements** - In 2014 the Council entered into a number of contracts for a 10-year period, for external service providers to deliver the repairs, cyclical maintenance and compliance works and planned improvement work to the Council’s properties. The options for future delivery models are being explored, to ensure that the next set of arrangements offers value for money to tenants and leaseholders. There will be costs associated with the commissioning of the new long-term repairs and maintenance contracts, as well as maintaining the existing arrangements until the new contracts can begin. There are also cost pressures within the existing contract due to the inflationary pressures being seen across the housing maintenance sector, compounded by increased demand.

## **8. Champion a culture of collaboration, both internally and with external stakeholders to deliver services and positive outcomes**

8.1 Where partnering or joint venture opportunities offer greater value for money, then they will be considered appropriately.

8.2 A new Registered Partner Development Forum has been established, where opportunities will be explored to work with others to increase the numbers of social housing properties within Decorum to assist meet the local housing need.

8.3 Internally, HTIP has assessed the most effective use of staff resources via the recommended Target Operating Model.

## **9. Seek to meet the diverse housing needs of everyone living in Dacorum**

9.1 The Council is committed to building new homes and this remains a priority because of the consistent demand for housing and the need for it to be affordable. Where possible, we will seek to work with partners and consider different models of delivery to ensure the Council provides support to increasing the number of new affordable homes in the Borough.

9.2 The lack of affordable housing is a key driver for approaches to the Council for assistance and homelessness. The Council plays a key role in helping others to provide housing, as well as providing new homes itself. A key issue for residents is the need for affordable housing that enables people to sustain their tenancies in the long-term.

9.3 We will continue to explore a range of different delivery options in order to maximise the number of new council homes we are able to provide. Options include building on the Council's housing land, acquiring homes for sale, purchasing "off plan" from private sector developers, acquiring properties from private developers, and acquiring land for the purpose of building new Council Homes

9.4 There is short term capacity within the HRA Business Plan and the Council will consider the options available to increase capacity within the medium to long-term. These options include joint ventures with other organisations that will help secure investment in the area and to make best use of the Council's assets.

## **10. Governance and Delivery**

10.1 The HRA business plan is a live document, which articulates the medium and long-term strategies for the management, maintenance, improvement and delivery of new homes. The Housing and Finance teams review the financial position of the service on a regular basis, as well as the HRA Business Plan's financial model. This is to ensure it reflects changes to the new build programme, the impact of external factors and any changes approved by the Council's Cabinet.

10.2 The HRA Business plan is presented to elected members on the Council's Housing and Communities Overview and Scrutiny Committee, before being presented to Full Council.

10.3 Residents (and in particular the Tenant and Leaseholder Committee (TLC)) are involved in significant elements of the plan's content and the direction of travel. The TLC also receive feedback on the progress with elements of the plan that have a resident focus.

10.4 Each year we use the Council's annual report to residents to publish the top line figures from the HRA business plan. This will help to keep our tenants informed about the delivery and offer information around value for money.

10.5 Any fundamental changes to the HRA Business Plan, either to the costs or the activity included will see stakeholders engaged in these discussions

## **11. Risk Management**

11.1 Since 2012 the HRA has operated on a 'self-financing' basis with local authorities funding council housing from the income generated from rents and other charges. Although 'self-financing' has provided the Council with more flexibility, it has also brought additional risk. Risks are collated and monitored via a risk register and are primarily concerned with threats to income and

expenditure that would compromise the viability of the HRA Business Plan. These risks are reviewed and regularly updated.

11.2 Along with other Registered Providers of social housing, there are a number of risks which will impact upon the HRA Business Plan, of which the main risks include:

***a) Cost of Living Increases***

The potential impact of the increase in the cost of living could be significant on the number of households in arrears and levels of rent arrears could increase. As a result of this, it is likely that additional resources will be required in order to deal with debt recovery and additional support to help our tenants. A number of mitigations are in place to help support tenants such as debt advice and a joined up approach from the different organisations working locally.

As well as providing support, the Council will be using the data on payments and arrears to help support early intervention with households. As well as helping to reduce arrears, these mitigations will also help tenants to sustain their tenancies.

***b) Impacts of National Housing Policies***

The impact of a number of national policy changes, particularly the new Social Housing (Regulation) Act, are likely to impact on the service and may require additional resourcing.

***c) Fire Risk on Council Tower Blocks and Other High Risk Buildings***

The Grenfell Tower fire and subsequent Review of Building Regulation and Fire Safety bring a number of operational and financial risks. The costs of these will require some degree of re-prioritisation of the 30-year Business Plan. There are likely to be other impacts as result, such as impacts on the repairs budget due to additional work to communal areas; the market capacity/capability to respond to the scale of need nationally and possible inflation of costs; more intensive management of tower blocks and other high risk buildings may be required at a higher cost and further resilience within teams to respond to the volume of enquiries.

***d) Interest Rate Risk***

The HRA's loan portfolio is made up of fixed rate loans. Any new borrowing required to support the HRA's capital programme is likely to attract interest payments. Interest on this borrowing will be determined by current interest rates. Part of the role of treasury management is to manage the HRA's exposure to interest rate fluctuation and the risk this brings.

***e) Inflation Rate Risk***

The HRA Business Plan makes an assumption about the inflation rate across the life of the plan. In the short-term the inflation rate reflects the recent changes experienced and mirrors the Bank of England projections.

If the assumed inflation rate were to change, this will have an impact upon the forecast income and costs into the HRA over the 30 years; however, the impact could be positive or negative depending on whether the actual inflation rate is higher or lower than the assumed inflation rate.

***f) Repairs and Maintenance***

Repairs and Maintenance risks which could impact on demand include: increased voids, stock deterioration rates, increasing expectations, changes in regulations post Grenfell, and changes to the maintenance provider.

#### ***g) Responding to Climate Change***

Proposed building regulations, changes to the provision of gas in homes as well as higher thermal efficiency standards which are unsupported by additional external grant funding, would place additional burden on HRA resources available for elemental investment in homes (including new homes).

An increase in the frequency of severe weather events may require unplanned urgent investment in homes and disrupt the supply of homes.

#### ***h) Delivering a higher quality housing service***

HTIP is reviewing the current service model. There is a need to ensure the service is future proofed in terms of staffing, systems and processes. It is possible that further investment will be required to ensure service delivery is at the required level.

#### ***i) Reputational Risk around the cost increases planned***

There is a possibility of reduced satisfaction and challenge of the Council with costs increasing ahead of inflation. This is more acute in the Sheltered Schemes as the Council seeks to reverse the historical subsidy of the services provided in them. This will be felt less by the 54% of Sheltered tenants in receipt of housing benefit. The other factor that will be communicated with residents, is that there will be increased services delivered alongside the increases in rent and charges

### **12. Treasury Management Strategy**

12.1 The treasury management strategy determines how the HRA Business Plan will be financed and considers the income and costs involved, as well as any changes in the expected or likely costs (e.g. inflation).

12.2 The level of borrowing for capital programmes covers the new build programmes and investment in the existing stock. The level of debt follows the level of investment made.

12.3 The total amount currently borrowed primarily reflects the amount of debt incurred with the HRA account was set up in 2012 ('scheduled debt'). The Council incurs the loans through the Public Works Loan Board (PWLB).

12.4 A key issue for the HRA's treasury management strategy is to ensure there are sufficient funds available to fund the day-to-day activities and repay the debt incurred, along with any conditions or dates associated with the debt.

12.5 Since 2022 interest rates have increased significantly from prior years. Current projections are that the rates will stabilise prior to potentially reducing during 2024. A reduction in interest rates would impact favourably should the Council need to take on additional borrowing, but would likely reduce the return on any cash balances invested. During 2022/23 and 2023/24 a combination of relatively high cash balances and high interest rate has made interest on investment a significant source of additional income for the HRA. Current rates of return are not expected to continue into the future and this additional income is view as providing temporary additional benefit for the HRA.



12.6 Based on the current projected income and expenditure, the HRA will remain balanced and fully funded. The priority is to ensure that the treasury management strategy reflects the priorities within the HRA Business Plan and that appropriate decisions are taken to support this. The level of financing will continue to be reviewed to support these aims and how the approach to treasury management can support these aims.

### 13. Stock Investment Requirement and Financing

13.1 The table below shows the projected capital spend requirement for the Council's housing stock to both improve and maintain it over the next 10 years.

13.2 All homes within the Council's new build programme that have been completed, started on site or have been approved are included in the plan. This business plan only has approved schemes built into it, and no aspirational ones.

13.3 The expenditure assumptions within the table includes the impact of inflation on the expected programme costs.

**Table 1- HRA Stock Investment and Financing**

Year	1	2	3	4	5	6	7	8	9	10	Total
Description	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32	2032.33	
<b>Capital Expenditure</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Capital Maintenance	29,167	20,301	27,510	26,639	29,211	29,732	30,439	31,287	32,157	33,052	289,496
Decarbonisation	0	1,050	1,865	1,921	1,979	2,038	2,099	2,162	2,227	2,294	17,637
New Build	28,688	36,890	15,572	2,328	1,000	1,000	1,000	1,000	1,000	1,000	89,477
<b>Total expenditure</b>	<b>57,855</b>	<b>58,241</b>	<b>44,947</b>	<b>30,888</b>	<b>32,190</b>	<b>32,770</b>	<b>33,539</b>	<b>34,449</b>	<b>35,385</b>	<b>36,346</b>	<b>396,610</b>
<b>Financing</b>											
Capital Receipts, Reserves and Grants	(11,770)	(10,605)	(2,951)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(25,325)
Major Repairs Reserve	(17,715)	(14,244)	(11,887)	(12,541)	(11,564)	(12,132)	(9,278)	(9,680)	(6,595)	(6,525)	(112,161)
141 Receipts	(4,827)	(7,139)	(3,114)	(1,974)	(2,054)	(2,138)	(2,226)	(2,319)	(2,417)	(2,519)	(30,727)
Borrowing	(23,543)	(26,253)	(26,995)	(16,373)	(18,572)	(18,501)	(22,035)	(22,450)	(26,373)	(27,302)	(228,397)
<b>Total financing</b>	<b>(57,855)</b>	<b>(58,241)</b>	<b>(44,947)</b>	<b>(30,888)</b>	<b>(32,190)</b>	<b>(32,770)</b>	<b>(33,539)</b>	<b>(34,449)</b>	<b>(35,385)</b>	<b>(36,346)</b>	<b>(396,610)</b>
<b>Net (over)/ under financing</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>

13.4 The HRA finances its capital programme through different sources. These include capital receipts, capital reserves, grants and borrowing. In recent years the Council has successfully secured Grant Funding from Homes England to support delivery of its new build schemes.

13.5 The HRA can borrow to finance its capital programme and not for any other reason. Borrowing assumed in the business plan reflects loan maturity of 40 years, with one fortieth of outstanding borrowing being set aside each year in reserves to repay loans on maturity. This means loans can be paid off in full after 40 years if that was the best option at that time. These changes have freed up more capacity within the new plan which will help support the aims within the HRA. This has the added benefit of allowing additional flexibility within the plan to smooth out any peaks and troughs in the profiled spend and can be amended as appropriate.

### 14. Financial Assumptions

14.1 The 30-year business plan has been based on the approved budget for 2023/24.

14.2 In order to plan the expenditure on the planned activity, assumptions have been made to provide the basis for the projections. These are set out in Table 2 below.

14.3 There are a number of risks that impact on the housing service and these are reported on and reviewed on a regular basis.

- Cost Inflation – and the impact on maintenance costs and development costs.
- Interest Rates – and the impact on savings and borrowings.
- Staff salaries – and the agreements made for the Council’s employees (expected to be c.5%).
- Service costs – including any significant changes in costs, such as gas and electricity costs.
- Right to Buy sales – and any variations in the expected activity that impacts on the income to the HRA.

**Table 2- Financial Assumptions in the HRA Business Plan**

Item	Assumption
Current Debt (23.24)	£364m
Peak Debt	£862.79m in 2052.53
Minimum HRA Balance	Maintains 5% target
Major Repairs Reserve Balance	Utilised each year to fund debt and capital
Debt at End of Model (2052.53)	£862.79m in 2052.53
Total Debt Repayments 2024/25 to 2035/36 inclusive	£114m scheduled debt
Rent Increases	Capped 7.7% increase for 2024/25 CPI + 1% for 2025/26 CPI (2%) for the remaining years throughout plan. New tenancies re-let at (social) formula rent.
Formula Rent	Increase of 7.7% in 24/25 and CPI + 1% in 24.25 and 2% beyond
Inflation- RPI	2024/25 6%, 2025/26 3.5% 3.0% for the remainder years throughout plan
Relet Rate	4% throughout model
Voids and Bad Debts	Voids: 0.95% of gross income Bad Debts: 0.79%
Interest Rates for new borrowing	4.7% in 24/25, redcuoing to 3.7% 26/27 onwards
RPI - Repairs and Maintenance	No inflation included on repairs & Maintenance in 24/25
Growth Bids	£497k included of growth bids
Housing Transformation Programme	£250k in 24/25
TAM Procurement	£250k included in 24/25
HTIP Saving Target	£200k from 25/26
Efficiency Savings	Savings target of 2%pa of Supervision and Management for five years starting in 2025/26 (£376k a year)
Contribution to Bad Debt Provision	£500k per annum
Rent Flexibility	Rent Flexibility applied to an additional 210 units a year from 25/26
Supported Housing Charge	Additional charge included based on 5 year straight line
New Build Programme	Current schemes are included
Total New Build Programme	£84.7m up to 2026/27
Planned Capital - Major Work Calc	As per budget with £5m rephased from 24.25 to 25.26 due to commissioning of TAM contract
EPCC	EPCC included to 2035 - £22.4m
Right to Buy RTB Sales	Assumes 6 RTB sales a Quarter - 24 a year
Other Disposals	Includes provision for 12 non-RTB Sales in 24/25 and a further 12 in 25/26

## 15. Financial Analysis

15.1 The financial analysis within the HRA Business Plan is focussed on the areas which are subject to external factors and can have a significant impact on the financial impact on the agreed levels of activity.

15.2 When decisions are made which have a financial impact it is prudent to analyse the impact of this on the business plan, in particular if there changes to the balances and expenditure in specific years. This will help to demonstrate the impact of this and enables a focus on the long-term planning for the service.

15.3 Sensitivity analysis is of particular importance where there are changes in costs and in particular for the following areas:

- Maintenance Costs.

- Inflation and cost of living increases.
- Rent levels.
- Service Charge costs.
- Level and cost of new developments.
- Interest rates and the cost of borrowing.
- Staff costs

15.4 Detailed analysis through the HRA Business Plan's financial model has been used to understand the impact of changes to the above elements, and be used to demonstrate that this has been tested in the delivery of the presented plan.

15.5 Forecast HRA income and expenditure allows the HRA to meet: the cost of day to day management and repairs for our housing stock; manage interest charges; the depreciation charge that funds capital works through the major repairs reserve; and top up the funding for capital works through revenue contributions. A minimum balance has been set within this financial model to ensure the HRA working balance does not go below an agreed figure. This table shows the forecast net income/ expenditure on the HRA over the first 10 years of the business plan. It indicates that the HRA can remain balanced over the period projected.

**Table 3 – HRA Revenue Income and Expenditure**

Year	1	2	3	4	5	6	7	8	9	10	Total
Description	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32	2032.33	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Income</b>											
Rental Income	(61,569)	(68,022)	(70,084)	(72,697)	(74,514)	(76,354)	(78,005)	(81,191)	(81,377)	(83,099)	<b>(746,913)</b>
Service charge income	(2,246)	(2,358)	(2,417)	(2,466)	(2,515)	(2,565)	(2,617)	(2,669)	(2,722)	(2,777)	<b>(25,352)</b>
Other Income	(1,088)	(1,142)	(1,171)	(1,194)	(1,218)	(1,243)	(1,267)	(1,293)	(1,319)	(1,345)	<b>(12,281)</b>
<b>Total income</b>	<b>(64,903)</b>	<b>(71,522)</b>	<b>(73,673)</b>	<b>(76,357)</b>	<b>(78,248)</b>	<b>(80,162)</b>	<b>(81,889)</b>	<b>(85,153)</b>	<b>(85,418)</b>	<b>(87,221)</b>	<b>(784,545)</b>
<b>Expenditure</b>											
Management	19,918	20,917	22,408	21,913	21,906	21,877	21,839	22,276	22,721	23,176	<b>218,951</b>
Bad debt provision	492	500	513	530	542	554	566	590	591	604	<b>5,482</b>
Responsive & Cyclical Repairs	19,684	19,077	20,446	20,994	21,570	22,191	23,016	23,796	24,456	25,133	<b>220,363</b>
Other revenue expenditure	178	187	192	196	199	203	208	212	216	220	<b>2,011</b>
<b>Total expenditure</b>	<b>40,272</b>	<b>40,681</b>	<b>43,558</b>	<b>43,633</b>	<b>44,217</b>	<b>44,826</b>	<b>45,629</b>	<b>46,874</b>	<b>47,984</b>	<b>49,133</b>	<b>446,806</b>
<b>Capital financing costs</b>											
Interest paid	11,267	11,670	12,198	12,722	13,229	13,727	14,277	14,854	15,487	16,102	<b>135,534</b>
Interest received	(2,042)	(213)	(226)	(258)	(227)	(214)	(276)	(327)	(384)	(430)	<b>(4,597)</b>
Depreciation	15,620	17,579	16,329	18,178	16,674	18,471	16,943	18,769	17,216	19,072	<b>174,850</b>
<b>Capital financing costs</b>	<b>24,845</b>	<b>29,036</b>	<b>28,301</b>	<b>30,643</b>	<b>29,675</b>	<b>31,985</b>	<b>30,943</b>	<b>33,296</b>	<b>32,319</b>	<b>34,743</b>	<b>305,786</b>
<b>Appropriations</b>											
Revenue contribution to/(from) reserves	(214)	1,806	1,814	2,081	4,356	3,352	5,317	4,984	5,115	3,345	<b>31,953</b>
<b>Appropriations</b>	<b>-214</b>	<b>1,806</b>	<b>1,814</b>	<b>2,081</b>	<b>4,356</b>	<b>3,352</b>	<b>5,317</b>	<b>4,984</b>	<b>5,115</b>	<b>3,345</b>	<b>31,953</b>
<b>Net (income)/ expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

15.6 The HRA will maintain a minimum working balance reserve of 5% of turnover throughout the course of the business plan. This assumption is reflected in the reserve movements in Table 4 above.

**Table 4 – HRA Working Balance**

Year	1	2	3	4	5	6	7	8	9	10
	2023.2	2024.2	2025.2	2026.2	2027.2	2028.2	2029.3	2030.3	2031.3	2032.3
Description	4	5	6	7	8	9	0	1	2	3
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Closing working balance £000	3,058	4,863	6,327	7,508	10,555	12,133	15,214	17,411	19,178	18,515
Closing working balance as a % of turnover	5%	7%	9%	10%	13%	15%	19%	20%	22%	21%

15.7 Table 4 summarises the closing HRA working balance at the end of each year of the business plan. Post- year 10 of the business plan, the working balance reduces as funding is set aside to support the repayment of borrowing. This does not compromise the principle of a minimum working balance of 5% of turnover, which is maintained throughout the life of the business plan.

## 16. Conclusions.

16.1 This is an exciting time for DBC to made meaningful improvements to the lives of the residents living in our homes. There are some challenges ahead, but also an opportunity to futureproof our assets and deliver excellent resident focused services.

16.2 We cannot make all the improvements and investments we would like as the financial plan does not allow it because:

- The demand for services significantly exceeds our income and this is not sustainable
- Our income is based on rents, capped at levels set by the government
- We must produce a balanced budget by law. If we over-spend, we can fund this from reserves but this is not sustainable. HRA revenue reserve balances have reduced in recent years through use to finance the HRA capital programme and to meet revenue pressures.
- We need to build up our reserves to provide resilience for the future. Useable capital and revenue HRA reserves including the working balance totalled £7.6m at the end of 2022/23.
- We need an approach to housing provision with financial sustainability a well as customer need at its core, which will be reviewed year on year and adjusted as finances allow.
- The focus will be on protecting services and targeting them to make the most effective use of resources
- Other measures to restrict or defer works may also be necessary in the short term to deliver a balanced budget

16.3 We can however prioritise what we focus on in terms of income maximisation and cost reduction. There are a number of variables we have stress tested against the base financial plan.

These include:

Income Maximisation	Cost Reduction
Apply maximum rent increase allowed by government, currently assuming 7.7%	Less development or make it self-funding and potentially moving to a 'Dacorum Affordable' rent model
Transition supported housing charges to full cost recovery over 5, 7 or 9 years to limit impact on residents. The current plan assumes cost recovery over 5 years.	Push back the improvement work to the stock to achieve EPC 'C' to 2050 and not 2035. The current plan assumes investment to achieve EPC 'C' standard across HRA stock by 2035.
Apply rent flexibility (higher rents on relets of general needs stock) linked to improved environmental performance across the stock. The current plan assumes this flexibility is applied to 210 units a year from 2025/26.	Demand management measures (reducing/removing non-essential expenditure on environmental and neighbourhood works) may also be required to achieve a balanced budget.
Dispose of high cost voids - Target to be set for 24/25 to achieve a balanced budget and contribute to reserves to ensure future financial resilience. The current plan assumes 12 disposals per annum in 2024/25 and 2025/26.	The HTIP will in the medium term lead to efficiencies in service delivery via a new structure and enhanced digital capabilities.

There is a need to apply as many of these as we can to achieve a sustainable position for the HRA business plan. Careful consideration has been given to the impact of the decisions on the residents.



# Acquisitions (Right to Buy: Buy Back) and Disposals Policy

## 1 Accessibility of Document

Our aim is to make our services easy to use and accessible for everyone.

We will take steps to make any reasonable adjustments needed for you to contact us, access our policies, or any requests to provide responses in other formats.

Depending on the individual's needs, these might include:

Using larger print, or a specific colour contrast

- Giving more time than usual to provide information or comments on a complaint
- Using the telephone rather than written communication
- Communicating with a person through their representative or advocate
- Arranging a single point of contact
- Having an 'easy read' version of the document

If you would like to contact us about reasonable adjustments or alternative formats, please email [edi@dacorum.gov.uk](mailto:edi@dacorum.gov.uk) or call us on **01442 228000**

If you prefer to write to us, send your letter to:

**Equality, Diversity and Inclusion Team**  
**Dacorum Borough Council**  
**The Forum, Marlowes, Hemel Hempstead**  
**Hertfordshire**  
**HP1 1DN**

You can find information on Advocacy support here:

<https://www.dacorum.gov.uk/home/do-it-online/contact-us/advocacy-support>

## **2 What is the goal of the policy?**

This policy sets out Dacorum Borough Council's (DBC's) approach to buying back properties previously sold under Right to Buy.

The policy also outlines considerations in respect of the disposal of housing properties within the Housing Revenue Account (HRA) – the rationale for doing so, the options appraisal considerations and the approvals process.

## **3 Who and what does the policy impact?**

This Policy allows the Council to make best use of its assets to help create a sustainable HRA.

## **4 How does the policy comply with the law and other requirements?**

The legislation listed below will be complied with when implementing this policy:

- [Land Compensation Act 1973](#)
- [Housing Act 1985](#)
- [Planning & Compensation Act 1991](#)
- [Home Loss Payments \(Prescribed Amounts\) \(England\) Regulations 2008](#)
- [Human Rights Act 1998](#)
- [Data Protection Act 1998](#)
- [General Data Protection Regulations \(GDPR\) 2018](#)
- [Equality Act 2010](#)
- [Local Government Act 2000](#)
- [General Disposal Consent \(England\) 2003](#)



## 5 Supporting Policies or Procedures

1. Procedures / Guidance / Impact Assessments	2. Dependent policies / strategies
<p>This policy links to and should be read in conjunction with the following policies and strategies:</p>	<ul style="list-style-type: none"> <li>• Leasehold Management Policy</li> <li>• Acquisitions Strategy</li> <li>• <a href="#">Asset Management Strategy</a></li> <li>• Development Strategy</li> <li>• <a href="#">Housing Strategy</a></li> <li>• <a href="#">Private Sector Housing Strategy</a></li> </ul>
<p>The following appendices form part of this policy:</p>	<ul style="list-style-type: none"> <li>• Appendix 1: Repayment of Discounts: Sliding Scale</li> <li>• Appendix 2: Disposals Policy information</li> <li>• Appendix 3: Review and Change Control</li> </ul>

## 6 EDI Statement

The Council is committed to promoting equality of opportunity. The Council has procedures in place to ensure that all individuals are treated fairly and without unlawful discrimination.

## 7 Policy Statement

This policy supports the council's corporate priorities which are set out in our Corporate Plan 2020 – 2025: 'Delivering for Dacorum'.

- Ensuring economic growth and prosperity
- Providing good quality affordable homes, in particular, for those most in need
- Delivering an efficient modern council

In addition, this policy supports the aims of the Council's [Housing Strategy](#), which will be refreshed in 2024.

### 7.1 Right to Buy: Buy Back

If the owner bought the property under Right to Buy within the last ten years and wishes to sell it, they must first offer the property back to DBC (see [Right of First Refusal](#)).

The owner must submit an offer notice to DBC including the information outlined below (see [Submitting an Offer Notice](#)).

DBC's decision to reject or accept the offer will depend on the buy back criteria outlined below. Financial considerations will apply (see [Buy Back Criteria](#) and [Financial Considerations](#)).

DBC and the property owner must follow the given timeframes when accepting/rejecting an offer and selling the property/completing the purchase (see [Accepting/Rejecting an Offer](#) and [Completion of Purchase](#)).

If the property is offered for sale within five years of Right to Buy completion, the owner must pay back a percentage of the discount applied (see [Re-Payment of Discounts](#)).

Owners can appeal by following the Appeals Procedure (see [Appeals Procedure](#)).

#### 7.1.1 Disposals

The Council is subject to certain constraints when it comes to selling its property. Some of these are legislative, others arise out of a general expectation that the Council must be seen to act fairly when disposing of land and property.

The Council will therefore seek to:

- Sell any property within the HRA that helps the Council achieve its agreed goals to balance the demand for social housing with the associated costs in managing and maintaining it.
- Follow the Council's approved 'Method of Disposal' that ensures that the process is fair and transparent and that the Council receives the best consideration that, in the given circumstances, can be reasonably obtained, except where it has identified a legitimate and lawful exceptional circumstance.

- Achieve the best outcome with regard to the provision of affordable housing whilst balancing the required investment in existing stock.

## **7.2 Right to Buy: Buy Back Policy Detail**

### **7.2.1 Right of First Refusal**

If the owner of a freehold or leasehold property sold under the Right to Buy wishes to sell their property within ten years of purchase they are bounded by the 'Right of First Refusal' and must offer the property back to their former landlord.

### **7.2.2 Submitting an Offer Notice**

The Housing (Right of first refusal) (England) Regulations 2005 set out the procedures that owners wishing to sell their property must follow.

The owner wishing to sell the property must submit an Offer Notice to the Council, which should:

- State the wish to sell the property and give its full postal address;
- State that there is a covenant requiring the property to be offered to the Council first; and,
- Specify whether the property is a house, a flat or maisonette;

The Offer Notice must also include the following information:

- The number of bedrooms
- Details of the heating system
- Specify any improvements or structural changes which have been made since purchase
- Specify contact details: email and telephone number

The Council will send an acknowledgement of receipt within ten working days. This acknowledgement will specify the date on which the Offer Notice was received and give more details regarding the Right of First Refusal. In accordance with the [Buy Back Criteria](#), DBC will decide whether to:

- Accept the offer and purchase the property
- Accept or Reject the offer.

### **7.2.3 Buy Back Criteria**

When considering purchasing any former Council-owned property offered for sale, the following criteria are taken into account:

- Availability of the council's annual capital budget of £1 million for property purchases.
- Ground-level access to the property.
- Whether the property is part of a communal block owned by Dacorum Borough Council.
- The risk of homelessness if the property is purchased.
- Whether purchasing the property would free up land or provide easier access to a site suitable for developing affordable housing or existing housing stock.
- Demand for the type of property offered, based on current housing needs.
- The cost of any necessary refurbishment work required to bring the property up to the [Council's Standard for Letting Empty Homes](#).
- A financial viability assessment will be undertaken to assess whether the purchase is affordable to the Council and offers value for money.

DBC will only consider properties that meet the above criteria if the council has available funds to purchase a property.

Properties will be considered on a case-by-case basis and any decision to buy back a property will be subject to approval by the Strategic Director of Housing & Property Services or an Assistant Director, in line with the Council's scheme of delegation and subject to the values that will be determined from time to time.

### **7.2.4 Financial Considerations**

The financial resources available for this policy depend on the ability of the HRA Business Plan to fund any acquisitions.

The cost of any works required to bring the sold property up to the Council's Standard for Letting Empty Homes will be deducted from the proceeds of the sale.

### **7.2.5 Accepting/Rejecting an Offer**

The Council will notify the owner in writing to confirm acceptance of the offer within eight weeks of receipt of the Offer Notice. The nominated valuer will value the property. The value must be agreed by both parties. If no agreement can be reached, the District Valuer will determine the value.

If DBC has not served Acceptance/Rejection notice within eight weeks of receipt of the Offer Notice, the owner may proceed with selling the property as they see fit.

If the owner has not sold the property after 12 months and then wishes to do so, they must serve a new Offer Notice to the Council. This only applies if still within ten years of the property being purchased under Right to Buy.

### **7.2.6 Completion of Purchase**

If the Council make an offer to purchase the property, they must enter into a binding contract with the owner:

- No later than 12 weeks after the date on which the Acceptance Notice is served on the owner or
- No later than four weeks after receipt of written confirmation from the owner that they are ready to complete. (Whichever is later)

### **7.2.7 Re-Payment of Discounts**

If the property is offered for sale within five years of Right to Buy completion (in accordance with the Housing Act 1985), the Council may demand the pay back of a percentage of the discount applied on a sliding scale (see Appendix 1). This applies whether the property is sold to the council or another party.

If the owner cannot afford to repay part or all of the discount, then the Council can exercise discretion and not demand this payment. This will be subject to certain criteria and documentary evidence. Certain transfers are exempt from the requirement to repay the discount, e.g. transfers between certain family members or a spouse.

### **7.2.8 Appeals Procedure**

Appeals must be received within 28 days of the decision letter. Appeals in respect of how the policy and procedure have been applied, and against decisions, will be considered by the Assistant Director of Strategic Housing and Delivery, whose decision is final.

## **7.3 Disposals Policy Detail**

### **7.3.1 Criteria for Assessment**

The following list provides the criteria against which each property is assessed:

- The property/block is in need of major structural works to ensure the long-term stability of the structure. Examples of these works include underpinning, extensive replacement of decayed or infested structural timbers, roof deflection or instability, etc.
- The property is in need of major works to remedy penetrating or rising damp especially if part of the property is below ground i.e. a basement.
- The property is in need of major work to remove any [Housing Health and Safety Rating System \(HHSRS\)](#) hazards or asbestos-containing materials that require a high level of ongoing management in conjunction with extensive works to comply with Decent Homes provision e.g. installation of a central heating system, rewiring, new kitchen and bathroom, new windows.

- Properties with an SAP rating below 35 or those below 55 where the construction, location and design make it difficult to thermally upgrade or improve the properties in order to improve the energy efficiency and thermal performance e.g. properties which do not have mains gas supply or which are of solid wall or system built construction, or are Listed Buildings
- Properties that due to their age, design and/or location command a higher than average market value, and due to their age and condition will incur higher than average costs to maintain over the 30-year Business Plan.
- Properties which due to their original design, location and designation are no longer fit for purpose and have associated level of difficulty re-letting. These criteria may affect more than one property, for example those contained in a Cat 2 sheltered schemes, so would therefore be considered on a scheme-by-scheme basis rather than individually.
- Properties, which if they were to be demolished, provide access to an identified development site in the case that lack of access would otherwise prevent that site from being viable for development.
- Block of flats where 100% of the flats are owned by leaseholders, thereby allowing the freehold to be disposed of to reduce future liability for the Council.
- Flats within blocks where sale of the flat would make the block 100% leasehold and allow the sale of the freehold.

### **7.3.2 Options Appraisal**

Those properties identified as fulfilling any of the criteria outlined above will be subject to a full financial assessment. The financial assessment will be considered when determining a reserve price for those properties disposed of. The assessment includes the elements detailed below and will be used to support any recommendation for disposal:

- The market valuation based upon both internal and external valuations of the property when disposed of on the open market using the services of online estate agents. Costs associated with the fees for advertising or managing the disposal will need to be considered in the assessment, along with any decant costs/homelessness payments.
- Total costs of disposal to be considered in the assessment including any fees and loss of rent in the cases where the property is being disposed of due to a higher than average market value.
- To provide a transparent process, including a fair assessment of ongoing costs if the property were to be retained. In the event that the Council were to be faced with a disposal at less than market value, great care would need to be exercised to ensure that appropriate legislation, both UK and European where appropriate is complied with and Property Services will liaise closely and at an early date with Legal Department in such cases. In particular the provisions of Local Government Act 2000 or the 2003 General Disposal Consent (England) 2003 shall be followed.

The timing of any marketing of disposals will be considered against the background of the Housing self-financing budgetary requirements together with the current state of the market.

### **7.3.3 Approval to Dispose of a Property**

The recommendation will initially be considered by the Assistant Director of Property in consultation with other relevant Assistant Directors/Heads of Service.

In the event of the recommendations being supported by the Strategic Director of Housing & Property Services, a report will be prepared for the Portfolio Holder for Housing to seek Council authority to dispose of a property.

As set out in 7.3.1, any proposal to dispose of property at a price below open market value may require the consent of the Secretary of State under the provisions of the Local Government Act 1972, although such disposals will usually be exempt if they fall within 'General Consents' rules applying to any land disposal to a Housing Association.

## **7.4 Roles and Responsibilities**

### **The Portfolio Holder for Housing and Property Services:**

- To sign off any disposal from £15k up to £750k on the advice of the Chief Finance Officer and recommendation of the Strategic Director of Housing and Property Services

### **The Strategic Director of Housing & Property Services:**

- To support the recommendation of an Assistant Director to dispose of a property.

### **The Assistant Director of Property Services:**

- Has responsibility for the Process and the development of the Asset Management Strategy and Business Plan, which will incorporate details of the required level of disposals to support the plan.
- Monitoring the timescale and effectiveness of the policy and make recommendations where required to fulfil the objects of the Business Plan.
- Make recommendations for disposals.

### **The Head of Service (Housing Operations):**

- Provides advice on the housing management implications of any decision to acquire or dispose of a property. Has responsibility for ensuring the Housing management system is amended to reflect the sale.

### **Asset Manager:**

- Is responsible for conducting the financial assessment in conjunction with the Head of Financial Services and responsible for ensuring that the processes are followed in accordance with the policy and supporting procedures.

### **Legal Team:**

- Is responsible for the drafting of the legal documentation associated with the sale of the property and for undertaking the conveyancing.

**Estates Surveyors:**

- Are responsible for providing the open market valuation of the properties and providing details to the Asset Manager.

## **8 Compliance**

Any disposals or acquisitions will be included in the HRA Business Plan narrative annually.

## **9 Review**

The current version of this policy will be held on the Council's intranet (SharePoint).

Policies and strategies are continually monitored, and reviewed either at specified intervals or in response to changes to legislation.



## 10 Appendices

### 10.1 Appendix 1

#### Repayment of Discounts: Sliding Scale

Property sold within one year	100% discount must be repaid
Property sold during second year	80% of discount must be repaid
Property sold during third year	60% of discount must be repaid
Property sold during fourth year	40% of discount must be repaid
Property sold during fifth year	20% of discount must be repaid
Property sold after five years or more	No repayment of discount required

The amount of discount to be repaid if the owner sells within five years of purchase will be a percentage of the value of your home when you sell it, disregarding the value of any improvements. For example, if the property was valued at £100,000 at the time of purchase and the tenant received a discount of £20,000 that means their discount was 20%.

As illustrated by the table above, if the property was valued at £120,000 at the point at which the owner wished to sell and this was within 2 years of purchase they would be required to pay back 80% of the percentage discount they received i.e £19,200 (80% of £24,000 which is 20% of £120,000).

### 10.2 Appendix 2

#### Disposals Policy Information

Document Owner	Service	Approval Body
Mark Pinnell	Property Services	Cabinet
Author	Directorate	Date of Publication:
Mark Pinnell	Housing & Property Services	January 2024
Team	Version no.	Date of Review:
	1.0	January 2026
Non-executive partners: (any team, external body contributing to policy/strategy)		
Simon Walton, Interim Head of Service – SQA Matt Angus, Senior Manager – Strategic Housing, Investment & Regeneration		

### 10.3 Appendix 3:

#### List of Version Control

Revision Date	Previous Revision Date	Previous Revision Level	Summary of Changes	Approved By (e.g. named officer, SLT, Cabinet)	Next Review Date
DD/MM/YY	DD/MM/YY	0.0	What has changed? E.g. new personnel or positions mentioned, or substantive policy changes.	List all that apply	MM/YY
Add rows as necessary					

This Policy has amalgamated the standalone disposals policy with acquisitions. It is therefore a new policy and will be amended above as it evolves over time.



# HRA Rent & Other Charges Policy

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Hertfordshire  
HP1 1DN**

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## **2 What is the goal of the policy?**

This policy is designed to set out the Council's approach to rent setting across its rented homes, within the Housing Revenue Account (HRA).

## **3 Who and what does the policy impact?**

The Housing Revenue Account is the statutory account for Income and expenditure relating to the management and maintenance of local authorities housing stock. As law dictates, this account is separate from the General Fund (which is used for other fiscal purposes). This policy impacts on Council tenants of Dacorum Borough Council.

## **4 How does the policy comply with the law and other requirements?**

The Council sets rent levels in line with central government policy and the Rent Standard. This policy covers the charges for tenants living in a Housing Revenue Account (HRA) property.

- Housing Act 1985 Section 24.
- Landlord and Tenant Act 1985.
- Local Government and Housing Act 1989.
- Housing and Regeneration Act 2008 (a) Section 197.
- Guidance on rents for social housing - Department for Communities and Local Government, May 2014.
- Rent Standard Guidance - Homes and Communities Agency, April 2015.
- Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016.
- Welfare Reform and Work Act 2016.
- Direction on the Rent Standard 2019.
- Rent Standard 2020 - Regulator of Social Housing, 1 April 2020.
- Rent Standard 2023 – Regulator of Social Housing , 1 April 2023 and associated Rent Policy Statement

## **5 Supporting Policies or Procedures**

N/A

## **6 EDI Statement**

The Council is committed to promoting equality of opportunity. The Council has procedures in place to ensure that all individuals are treated fairly and without unlawful discrimination.

## 7 Policy Statement

The Council sets rent levels in line with central government policy and the Rent Standard. This policy covers the charges for tenants living in a Housing Revenue Account (HRA) property.

We offer a range of accessible ways for tenants to pay their rent and charges. We also offer several ways for tenants to check their current rent balance and we will send a printed statement on request. Information about paying rent, paying online and setting up a direct debit is available on the Council's website.

This policy is designed to set out the Council's approach to rent setting across its rented homes, within the Housing Revenue Account (HRA). The Council will ensure that it meets the requirements set out in the revised Rent Standard which came into effect on 1 April 2023. The Council must ensure that we understand and follow the requirements of the Rent Standard while ensuring affordability for our tenants and maximising income.

Failure to set rents correctly would put the Council at risk of non-compliance with rent and data quality requirements as set out by the Regulator of Social Housing ('RSH'), and impact on our ability recover rents and to maximise income, putting the services we provide to our residents at risk. We could also be at risk of breach of contract for non-compliance with the requirements of existing tenancy agreements.

This policy is overseen and implemented by the Housing Income Manager.

This policy will be reviewed every three years or earlier if there is a change in government policy or the Rent Standard.

### **Aim of the policy**

The aim of this policy is to outline:

- How rent levels are set for the HRA's properties, including formula rents, affordable rents and the use of rent flexibility.
- How service charges and other charges are set.
- How an under recovery of service charges will be addressed.
- How heating charges from communal heating systems will be set.
- Guidelines for issuing refunds when tenants have not received the level of service covered by the service charge.

This policy contributes to the council's priority of "providing good quality affordable homes, in particular for those most in need", which is set out in the Corporate Plan.

## Definitions

The following definitions are used in the policy:

- **Social housing** is low cost rental accommodation as defined in section 69 of the Housing and Regeneration Act 2008. Social housing is let at a Social Rent (also often known as formula rent or target rent), which is based on a calculation derived from a 'formula' set by government and is substantially lower than an equivalent market rent (exclusive of service charges) or at an Affordable Rent, which is set at up to 80% of the equivalent local market rent and is inclusive of service charges. Properties are not permitted to be converted to another rent type, even on re-let without the appropriate permission and a focus on supporting the development of new homes.
- **Formula Rent (Social Rent)** is calculated from a government formula by using 30% of the property's relative value (based back to 1999), 70% of the relative local income levels (based back to 1999) and applying a weighting based on the number of bedrooms so that smaller properties will have lower rents. Information on how to apply the calculations is detailed on the Government's website: [www.gov.uk/government/publications/rent-standard](http://www.gov.uk/government/publications/rent-standard)
- **Affordable Rent** can only be charged where a property has been provided under an agreed housing supply delivery agreement between the Council and the Secretary of State. No Affordable Rent can be set higher than the Local Housing Allowance (LHA) which is the maximum amount of housing benefit available for a property of that size (in terms of bedroom numbers).
- **Rent Flexibility Level** allows Registered Providers (RPs) to have some discretion over the Social Rent set for individual properties, which takes into account local factors. This allows RPs to set rents at up to 5% above formula rent for general needs properties and 10% for supported housing if there is a clear rationale for doing so.

## Policy Statement(s)

The Council will follow Government policy when setting rents, service charges and other charges for the HRA properties.

All existing homes are set at a Social Rent and checks are in place to ensure that no overcharging occurs.

The Council may apply rent flexibility to general needs tenancies and Supported Housing tenancies at 105% and 110% respectively.

The Council may apply affordable rents in new developments to support the funding of these schemes or in existing properties (with the appropriate agreement of the RSH). Where this is the case, Affordable Rents will not exceed the lower of 80% of gross market rent (including service charges) or Local Housing Allowance.

The Council will not implement any discretionary means-tested rent setting.



Where applicable, we will charge tenants the actual cost of the services charged through a service charge. Service charges are charged in addition to the rent to meet the costs of additional services that are provided and which are met via a separate service charge.

The cost of heating recharged to residents through the service charge at those sites with a communal heating system will either be based on actual use per property (determined by a metered system) or on an-equally-shared rate.

The Council will recharge tenants for any repairs, clearances and other costs where the cause of this is due to a tenant doing something or not doing something that causes the Council to incur expenditure. This includes (but is not limited to): rechargeable repairs, void clearances, fly tipping and the removal of items from communal areas. This is in line with the Council's tenancy agreement.

### **Rent increases and setting rent levels**

The Council will follow government guidelines and policy when it comes to setting rents for our properties.

#### Rent increases on general needs properties and supported housing::

Rent increases are limited to the Consumer Price Index (CPI as at September of the previous year + 1%). This limit is subject to a cap, when applicable. This cap is not applicable to supported housing. The rent standard policy dictates that when calculating rent increases, it should take into consideration local market rates. The formula is in place until 2025 when it will be reviewed accordingly.

#### Rent setting for properties becoming vacant (with an EPC rating of C & above as of 01/04/2024).

For new build developments the rent will be set to formula rent levels in line with the Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016, with rent flexibility applied as follows:

- 105% of target rent for general needs properties. This reflects the investment required by the Council to deliver these new homes. In addition, new homes meet the updated building standards for energy efficiency and are expected to reduce the relative costs for tenants compared to the Council's older housing stock.
- 110% of target rent for supported housing properties. This reflects the investment required by the Council to deliver these new homes and the additional features that are provided to support the needs of tenants.

Valuations will be obtained for all new homes using a method recognised by the Royal Institute of Chartered Surveyors (RICS).

The Council also reserves the right to incorporate affordable rent tenancies within new development schemes to maximise scheme viability and promote sustainable communities. Further details are set out below.

### **Exceptions to this policy**

The legal exceptions to the above approach include the following tenancy changes:

- Successions or assignments.
- Mutual Exchanges.

### **Affordable Rent Properties**

Affordable Rent properties are accommodation which Homes England or the Secretary of State have agreed can be let at an Affordable Rent (including service charges).

Affordable Rents are higher than Social Rents. The council will enter into agreements with Homes England to build new homes at Affordable Rent to help fund investment in new council housing where it is appropriate to do so. At present, Dacorum Borough Council do not provide any affordable rented properties.

### **Conversion of Social Rent properties to Affordable Rent**

A Social Rent property may be converted to Affordable Rent where it is agreed by Homes England or the Secretary of State.

Where appropriate to support the development of new homes, the Council will seek to enter into agreements with Homes England or the Secretary of State to convert existing general needs properties from Social Rent to Affordable Rent as they become vacant to help fund the construction of new council homes.

### **Property Valuations**

Valuations for initial rent setting will be made in accordance with a method recognised by the Royal Institution of Chartered Surveyors in “Royal Institution of Chartered Surveyors Valuation – Professional Standards” (known as the Red Book).

When tenancies come up for re-issue or re-let, the Council will seek adequate comparable properties to re-set rents using a desktop review of recent transactions.

If comparable rents are not readily available the Council will commission a full valuation.

### **Rent Charging**

Each property has an annual rent charge based on 52 (or 53) weeks of the year.

Currently the Council charges the annual rent charge based on 52 weeks over 48 weeks and 53 weeks (leap year) over 49 weeks, where there are a maximum of 4 weeks where a charge is not levied and these are referred to as “rent free” weeks.

Tenants paying by Direct Debit are required to make 12 equal monthly payments (each equivalent to four weeks' rent) so do not have a separate "rent free" period.

The Council may review the use of this approach and will take into account feedback from tenants and the agencies who support tenants with financial and debt issues.

### **Service charges**

Service charges reflect additional services which are provided on an estate, in a block or to an individual property.

Service charges are limited to covering the cost of services provided to an estate, block or property, and ensure the charge reflects the service provided to tenants and any administration costs that are incurred in delivering this.

We aim to ensure our approach is transparent and an overview of service charges will be displayed in the offer letters at the start of the tenancy and in the annual rent and service charge review letter that is sent to all tenants.

We will set charges by taking into account the full cost of the service provided. Details of how each charge is allocated will be available on the Council's website and a copy can be requested by post.

Service charges to tenants will be fixed and not reconciled at the end of the financial year, therefore no adjustments will be made the following year where estimates are used (e.g. electricity charges).

Service charges will be reviewed annually. Where there is expected to be a significant increase to tenants the Council may stagger the increase over more than one year.

Where the service charge income from an estate, block or property is not covering the costs incurred, the Council may increase the service charge by applying the CPI + 1% formula to help recover the income. Any under recovery on service charges impacts on the amount of rental income available to cover services and the investment in the housing stock.

Where new or revised services are introduced, and an additional charge may need to be made, the Council will consult with tenants. If a change to the service level is implemented, tenants will be informed in writing, with at least one months' notice prior to any changes to an existing charge or implementation of a charge for a new service.

### **Communal Heating Systems**

Where there is a communal heating system that services individual dwellings, tenants will be recharged the cost of energy used. There are two main methods that the Council will use to achieve this:

- Billing for the actual cost incurred for the heating used in the property by the tenant. This will be evidenced through the metering system used.

- Billing for a proportion of the heating cost incurred in the block. Please note the heating of communal areas is included in the service charge (as a Utility) and is eligible for Housing Benefit and Universal Credit.

### **Recharges**

The Council will take action to minimise any unnecessary costs being incurred by ensuring that tenants meet the full cost of any works required as a result of action, neglect or an accident involving a tenant, their household or a visitor.

The cost of this work will be charged to the tenant at cost plus an administration fee.

Examples of works that we will recharge to a tenant include (but are not limited to):

- Damage to fixtures and fittings.
- Clearance of items from communal spaces.
- Toilet or sink blockages caused by inappropriate waste.
- Clearing a home at the end of a tenancy.
- Breaking into a property to carry out essential safety checks or repairs.

### **Refunds**

Our aim is to fully deliver the services our residents pay us to provide. We acknowledge, however, that we may sometimes fail to deliver a service in line with the service charge. We will always aim to resolve any problems initially and this may include providing an enhanced service where appropriate.

Where this is not possible - and in exceptional cases only - a credit for an amount not spent will be given on tenants' rent accounts. Any refunds would be credited to the tenant's rent account at the start of the following financial year.

## **8 Consultation and Review**

The Council's Housing & Communities Overview & Scrutiny Committee (HCOSC) and Tenant and Leaseholder Committee (TLC) have been consulted on this policy and their comments have been taken into account when producing it.

The current version of this policy will be held on the Council's intranet (SharePoint) alongside supporting information, such as procedure guidance or impact assessments. Policies and strategies are continually monitored, and reviewed at appropriate intervals.

Policies and other key documents intended to be viewed publicly are published on the Council's website. If a policy has been updated or reviewed, these changes will be shown in the website copy. Internal policies are stored on the Council's intranet (SharePoint) alongside supporting information. All policies may be viewed on request.

## 9 Appendix

### 9.1 Appendix 1 Policy Information

Document Owner <b>Dacorum Borough Council</b>	Service <b>Housing Operations</b>	Approval Body <b>HCOSC</b>
Author <b>Raj Patel</b>	Directorate <b>Housing &amp; Property Services</b>	Date of Publication: <b>January 2024</b>
Team <b>Housing Income</b>	Version no. <b>1.0</b>	Date of Review: <b>June 2026</b>
Non-executive partners: (any team, external body contributing to the policy/strategy)  <b>N/A</b>		

### 9.2 Appendix 2 List of Version Control

1. Revision Date	2. Previous Revision Date	3. Previous Revision Level	4. Summary of Changes	5. Approved By (e.g. named officer, SLT, Cabinet)	6. Next Review Date
02/01/24	01/07/22	0.0	Adoption of corporate policy template	D Welsh, Strategic Director	06/26

# Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

HRA Business Plan 2024/25

## 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 HRA Business Plan sets out our funding arrangements to deliver the corporate priorities and the aspirations of our housing strategy. The main focus is on the upcoming year in detail, whilst also recognising the longer-term needs for the service as detailed within the Business Plan. The impact is far-reaching, because we are a landlord to over 10,000 tenanted households and own the freehold of around 1,800 leasehold flats. We house a broad range of residents including younger people, older people, larger families and people with long term health conditions. Many of whom are more likely than the population as a whole to have difficulty accessing suitable housing that meets their needs.

## 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.*

We have looked at historical trends on spend, reflected on upcoming procurement and potential risk of cost escalation, and prioritised where the income should be spent. This has benefited from the work of HTIP (Housing Transformation Implementation Programme).

Budgets have been set aside to encourage ongoing resident engagement and investment in our Tenancy Sustainment Team (to support our most vulnerable tenants at greatest risk of losing their home). Our new build properties are designed to be 'lifetime

homes' and include fully-wheelchair-accessible homes to meet the needs of disabled residents, supported by the Strategic Housing Market Assessment (SHMA).

**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.*

Internal staff and residents via TLC (set for 25/2/24).

The HRA Business Plan is an enabling tool to allow us to deliver all the services within the corporate plan and our housing strategies. These other documents also include their own specific Community Impact Assessments.

The formal approval process for the HRA Business Plan has been through housing senior leadership, the portfolio holder, overview and scrutiny and full Cabinet will seek to inform later versions of this document.

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

Our Public Sector Equality Duty (PSED) 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>	<p>Older, vulnerable residents may find it more difficult to access a suitable home. Increasing age is also linked directly to increased incidence of disabilities.</p> <p>Younger people may be more likely to be on lower incomes than older ones, and therefore less able to afford a suitable home.</p> <p>The HRA Business Plan supports a variety of strategies that seek to acknowledge and address these needs.</p>	□	□	☒
<b>Disability (physical, intellectual, mental)</b>  <i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i>	<p>Residents with a disability require accommodation that meets their needs. This Business Plan helps us to acknowledge and address the current shortage of suitable homes for those unable to have their needs met on the open market, and to have existing homes adapted.</p>	□	□	☒
<b>Gender reassignment</b>	<p>The HRA Business Plan supports all housing strategies, which have been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We seek to ensure that the needs of those who have undergone or are undergoing gender reassignment are met and that they are suitably housed. We have not yet recorded any instances whereby an individual has requested a different type of property as a direct result of gender reassignment.</p>	□	☒	□
<b>Race and ethnicity</b>	<p>The HRA Business Plan supports all housing strategies, which have been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We seek to ensure that the needs of all racial and ethnic groups are met and that they are suitably housed. Our choice based lettings approach allows applicants to bid on homes that are close to their desired location, for example near family members or places of worship.</p>	□	☒	□




<b>Religion or belief</b>	<p>The HRA Business Plan supports all housing strategies, which have been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We seek to ensure that the needs of all beliefs (and none) are met and that they are suitably housed. Our choice based lettings approach allows applicants to bid on homes that are close to their desired location, for example near family members or places of worship.</p>	□	⊗	□
<b>Sex</b>	<p>The HRA Business Plan which supports all housing strategies, which have been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. Females are more likely than males to be victims of domestic abuse, so we take an approach that minimises any risk of perpetrators having access to victims in line with the Council's Domestic Abuse Policy.</p>	□	⊗	□
<b>Sexual orientation</b>	<p>The HRA Business Plan supports all housing strategies, which have been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We have not yet recorded any instances whereby an individual has requested a different type of property as a direct result of their sexual orientation. In cases where a resident is threatened with abuse or violence as a result of their sexual orientation we will take all appropriate action.</p>	□	⊗	□
<b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b>	<p>Households on low incomes are more likely to apply for social housing than the general population. Carers, veterans, those being released from prison etc. may have additional needs or requirements for housing. Properties for private rent or sale in Dacorum's rural areas are extremely expensive, so out of reach for many brought up in these locations. The HRA Business Plan supports the housing strategy which seeks to address the need for social housing in our villages.</p>	□	□	⊗

### 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>
No negative impacts, although as with most social housing providers, we have had to prioritise what to focus on given the income constraint detailed within the report.			<input checked="" type="checkbox"/>
			<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.**

<b>Completed by (all involved in CIA)</b>	<b>Simon Walton, Sue Prowse</b>
<b>Date</b>	<b>17/01/2024</b>
<b>Signed off by</b> ( <i>AD from different Directorate if being presented to CMT / Cabinet</i> )	 <b>AD place, Communities and Enterprise</b>
<b>Date</b>	<b>18 January 2024</b>
<b>Entered onto CIA database - date</b>	
<b>To be reviewed by</b> (officer name)	
<b>Review date</b>	



<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Parking Service Tariff & Business Case Proposals
<b>Date:</b>	13 February 2024
<b>Report on behalf of:</b>	Cllr Ron Tindall, Leader of the Council and Portfolio Holder for Corporate & Commercial Services
<b>Part:</b>	Part I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	<p>Appendix 1 – Current Off Street Parking Tariffs</p> <ul style="list-style-type: none"> <li>– New Off Street Parking Tariffs</li> <li>– Current On Street Parking Tariffs</li> <li>– New On Street Parking Tariffs</li> <li>– Current Limited Waiting Bays (LWBs)</li> <li>– New Limited Waiting Bays</li> </ul> <p>Appendix 2 – Maps of Limited Wait Bays</p> <p>Appendix 3 - Community Impact Assessment Parking Tariff Increases &amp; Parking Charging Policy</p>
<b>Background papers:</b>	<ul style="list-style-type: none"> <li>- 12 December 2023 Cabinet - Parking Service Tariff &amp; Business Case Proposals</li> <li>- 12 Sep 2023 Cabinet - Parking Tariff &amp; Business Case Proposals</li> <li>- 7 February 2024 Finance &amp; Resources OSC - Parking Service Tariff &amp; Business Case proposals</li> </ul>
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	<p>IBC - Initial Business Case</p> <p>FBC – Full Business Case</p> <p>MTFS – Medium Term Financial Strategy</p> <p>EVCP – Electric Vehicle Charge Point</p> <p>TRO – Traffic Regulation Order</p>
<b>Report Author / Responsible Officer</b>	
<p>Catherine Silva Donayre, Strategic Director of Corporate &amp; Commercial Services                  Ben Hosier, Head of Commercial Development</p> <p> </p> <p><a href="mailto:Catherine.silvadonayre@dacorum.gov.uk">Catherine.silvadonayre@dacorum.gov.uk</a> / 01442 228215 (ext. 2332)</p> <p><a href="mailto:Ben.Hosier@dacorum.gov.uk">Ben.Hosier@dacorum.gov.uk</a> / 01442 228215 (ext. 2215)</p>	

<b>Corporate Priorities</b>	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Ensuring efficient, effective and modern service delivery Climate and ecological emergency
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	<ol style="list-style-type: none"> <li>1. To update Cabinet on the outcome of a review of the 'Parking Tariff' proposals that has been recently undertaken by the Administration</li> <li>2. To seek agreement from Cabinet on the proposed parking tariff increases and changes to charging polices as set out in the report.</li> <li>3. To obtain agreement from Cabinet to progress with the statutory consultation.</li> <li>4. To request that Cabinet agrees to delegate authority to the Council Leader and Portfolio Holder for Corporate &amp; Commercial Services to implement the parking tariff increases and charging policy following the statutory consultation.</li> </ol>
<b>Recommendation (s) to the decision maker (s):</b>	<ol style="list-style-type: none"> <li>1. That Cabinet agrees to the proposed parking tariff increases and changes to charging policy as set out in Appendix 1 of this report, these include: <ul style="list-style-type: none"> <li>• Off-Street Parking tariff changes for 2024,</li> <li>• Consolidating on-street (car parks) short stay sessions to introduce a new minimum stay of 2 hours,</li> <li>• Keep Limited Wait Bays (LWBs) on the peripheries of the high streets in Berkhamsted and Kings Langley as being free to use,</li> <li>• Keep all LWBs free in Apsley and Hemel Hempstead Old Town,</li> <li>• Introduce charges for LWBs in the centre of Tring and Kings Langley,</li> <li>• All chargeable LWBs (on-street parking) in the centre of Berkhamsted, Kings Langley, Tring plus Waterhouse Street and Marlowes to have maximum 1 hour stay with 2 tariffs: 30 mins for £0.80 or 1 hour for £1.50,</li> <li>• Hemel Hempstead On-street parking to reduce from the proposed 4 hours to 2 hours in: <ul style="list-style-type: none"> <li>• Alexandra Road;</li> <li>• Cemetery Hill;</li> <li>• St John's Road;</li> </ul> </li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Cotterells</li> <li>• London Road</li> <li>• Introduction of an 'Up to 10 hours' parking option in off-street parking,</li> <li>• Parking charges to apply from 8am – 6pm Monday to Sunday for both on-street and off-street parking,</li> <li>• All evening charging to be removed,</li> <li>• Kings Langley off-street car parks to remain free but stay limited to a maximum of 4 hours between 8am – 6pm (no time restriction after 6pm),</li> <li>• Canal Fields, Berkhamsted, to remain free but stay limited to a maximum of 4 hours between 8am – 6pm (no time restriction after 6pm),</li> <li>• The introduction of a change in the TRO to enable customers to extend a parking session by using the Pay By Phone app or the pay machines, but only where this allowed under the parking restrictions (e.g. it will not be possible to extend a parking session past the maximum stay),</li> <li>• Opening up part of the upper level of the Water Gardens North car park for public use Mon – Fri,</li> </ul> <p>2. That Cabinet agrees to progress with the statutory consultation on the parking tariffs and charging policies.</p> <p>3. That Cabinet agrees to delegate authority to the Leader of the Council and the Portfolio Holder for Corporate &amp; Commercial Services to make any final decision on the implementation of the parking tariff increases and changes to charging policy following the statutory consultation.</p>
<p><b>Period for post policy/project review:</b></p>	<p>The proposals in this report will be reported and scrutinised through the quarterly performance updates, which are provided to Finance and Resources Scrutiny Committee.</p>

## 1. Background

- 1.1 Cabinet will recall that a Parking Full Business Case (FBC) was developed during the latter part of 2022 and the first few months of 2023, which included two distinct areas of focus: the review of parking tariffs and charging policies and the introduction of 'smart' technology. The introduction of 'smart' technology has now commenced as part of the recommissioning process for the parking enforcement contract and will be reported on separately.
- 1.2 During 2023/24 there have been several reports that have been presented to both Cabinet and Scrutiny Committee where the proposed changes to 'Parking Tariffs' have been amended to meet the changing requirements of the administration.
- 1.3 This culminated in a report being presented to Cabinet in December 2023 which clearly set out a full breakdown of the proposed changes to 'Parking Tariffs', and a decision was made to progress to statutory consultation.

## 2. Further Changes to Parking Tariffs & Charging Policies

- 2.1 Following the publication of the Cabinet paper in December 2023, the Administration has received representations from opposition Members and has also been contacted by residents and local businesses who expressed concern at the proposed changes. Consequently, the Administration has reviewed the proposals and has proposed a final updated set of changes to present back to Cabinet.
- 2.2 A summary of the updated proposals is set out below.
  - Keep Limited Wait Bays (LWBs) on the peripheries of the high streets in Berkhamsted and Kings Langley as being free to use (as per attached maps see Appendix 2)
  - Keep all LWBs free in Apsley and Hemel Hempstead Old Town
  - Introduce charges for LWBs in the centre of Tring and Kings Langley
  - All chargeable LWBs (on-street parking) in the centre of Berkhamsted, Kings Langley, Tring plus Waterhouse Street and Marlowes to have maximum 1 hour stay with two tariffs: 30 mins for £0.80 or 1 hour for £1.50.
  - Hemel Hempstead On-street parking to reduce from the proposed 4 hours to 2 hours in
    - Alexandra Road;
    - Cemetery Hill;
    - St John's Road;
    - Cotterells
    - London Road
  - Addition of an 'Up to 10 hours' parking option in off-street parking
  - Parking charges to apply from 8am – 6pm Monday to Sunday for both on-street and off-street parking
  - All evening charging to be removed.
  - Kings Langley off-street car parks to remain free but stay limited to a maximum of 4 hours between 8am – 6pm (no time restriction after 6pm)

- Canal Fields, Berkhamsted, to remain free but stay limited to a maximum of 4 hours between 8am – 6pm (no time restriction after 6pm)
- The introduction of a change in the TRO to enable customers to extend a parking session by using the Pay By Phone app or the pay machines, but only where this allowed under the parking restrictions (e.g. you cannot extend a parking session past the maximum stay).
- The best methodology for collecting usage data and enforcing the maximum stay times will be confirmed.

2.3 These proposals have been developed through extensive consultation by the Administration with the key aims of:

- Starting to introduce consistency across the borough.
- Recognising the value of Council assets and maximising income, whilst also recognising the desire to:
  - Support Town/Village centre shops,
  - Support the night-time economy across the borough,
  - Provide freedom and flexibilities to shoppers.

2.4 The final proposals have been modelled to identify the financial impact on the Council's MTFS which is shown below:

Table 1 – Projected Budgetary Position

Description	2025/26 (first full year)
Tariff Increase across all car parks (Circa 28%), Including 2-hour minimum stay.	£500k
On-street parking – increased hourly rate and chargeable waiting bays	£85k
Extended Car Park Hours and Long Stay Tariffs	£75k
<b>Sub-Total</b>	<b>£660k</b>
Impact of the updated proposals	(£200k)
<b>Total</b>	<b>£460k</b>

The proposed changes to parking tariffs that were outlined in the Cabinet Report (December 2023) were projected to achieve circa £660k income per annum from 2025/26 onwards, (as additional income for the parking service).

Table 1 sets out the impact that the updated proposals will have on the 2025/26 budget.

2.4 Project Structure Key Milestones

2.4.1 Table 2 below highlights the key stages required to implement changes to tariffs and charging policies:

Table 2 – Indicative timeframe for tariff and policy review



Process	Timeline
Present report to Finance & Resources OSC.	7 February 2024
Present report to Cabinet to agree to commence formal consultation	13 February 2024
Cabinet Decision call-in period ends	21 February 2024
Commence re-drafting of Notice of Proposal, Schedule of Requirements and Traffic Regulation Orders and obtain HCC approval	21 February to 20 March 2024
Council officers to validate consultation documents	21 March 2024 to 27 March 2024
Consult with Hertfordshire County Council (HCC) and obtain approval to progress	28 March 2024 to 25 April 2024
Update any feedback from HCC and load consultation on to portal	26 April 2024 to 3 May 2024
Formal Statutory Consultation Process	6 May 2024 to 28 May 2024
Statutory TRO Consultant produces statutory consultation summary report	29 May 2024 to 12 June 2024
Council officers review summary report and produce PH update report	13 June 2024 to 20 June 2024
Post Consultation review & decision	June – July 2024
Consultant produces objection report	22 July 2024 to 2 August 2024
Council officers draft PH Decision and submit for publication	5 August 2024 to 9 August 2024
PH Decision call-in period ends	16 September 2024
Consultant to procure works	From September 2024
Arrange updates to tariffs on pay to park machines & Pay By Phone app for implementation date	From September 2024
Signing & sealing of Traffic Regulation Order	October 2024
Information board proofing sign off, manufacture and installation by third party	October 2024
Update website, pay and display machines and pay by phone applications. Go live.	November 2024

2.4.2 This is a long process, and it should be noted that there are several external factors that may impact on the indicative timeframe, such as statutory stakeholder consultation, the TRO process and the lead-time for the manufacture and installation of the car park information boards and updating pay and display equipment. There is also likely to be a parliamentary election at some point this year, and this will impose another ‘pre-election’ (purdah) period, which depending on where this project is at the time an election is called, may impact on the project timeline.

### 3 Options and alternatives considered

- 3.1 Various options were analysed as part of the process for reviewing parking tariff increases and the charging policies. The options were reviewed by officers from the Council’s finance and commercial teams and presented to the Portfolio Holder, Leader, Overview and Scrutiny and the wider Administration group.
- 3.2 There was consideration of cost recovery and value for money aspects of parking tariffs and charging policy, and the need to make best use of these assets. Climate change and air pollution issues were also considered, including how the Council can support better air quality and sustainable transport now and in the future.
- 3.3 All aspects of parking pricing strategy will be kept under active review as the Council considers opportunities to introduce ‘smart’ technology, which would enable differentiation of tariffs in a more agile way. As stated above, this could include tariffs relating to vehicle emissions, and could provide the Council with the potential to introduce specific tariffs for

concessions, or to support specific strategic initiatives relating to peak hour congestion, supporting town centres, air quality issues etc.

- 3.4 The introduction of 'smart' technology could also help to ensure a more convenient and easier user experience for the customer, with the ability to register to use a car park with touch free transactions as the system would register entry and exit and charge only for time used by a payment method of choice.
- 3.5 As stated in previous reports, the initial review of parking tariffs and charging policies proposed the introduction of parking tariffs in currently free to use car parks. Following consideration of concerns raised, Members subsequently decided to remove this option prior to the commencement of the informal consultation. Following further consideration after the informal consultation, it has also been agreed to retain the full first hour of free parking in car parks where this is currently applied.
- 3.6 Following implementation of the new tariffs, parking usage and demand will be reviewed after six months and periodically thereafter. The Council will continue to assess, develop, and modify its Parking Pricing Strategy going forward.
- 3.7 The Council also has the option of not making any changes to parking tariffs or charging policy. However, this would mean that the Council does not properly fulfil its duty to its residents and taxpayers to ensure best value for money, by ensuring it recovers costs for services provided.
- 3.8 All Local Authorities regularly increase their tariffs and review charging policies for parking. The Council will ensure this review is carried out regularly going forward, particularly considering changes to parking technology and how this can support more flexible tariff policies.

#### **4 Consultation**

Changes to parking tariffs and charging policies will require formal consultation with stakeholders and members of the public. Any required changes would need to be incorporated into a TRO and a final decision to implement changes will be made by the Leader and Portfolio Holder following formal consultation.

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

- 5.1 The recommended changes to parking tariffs and charging policies proposed are projected to raise an additional £460k per annum, with the part year roll out in 2024/25 providing an additional £200k income. Hence, these proposals will have a positive financial impact on the Council's ability to raise its own income and contribute to the Council's wider service delivery and financial sustainability; and will support continued investment and improvements to local communities, including Hemel Hempstead town centre and other neighbourhood and urban centres.
- 5.2 There are low-level implementation costs that will be incurred in implementing these proposals, and these will be included in the 2024/25 proposed budget.

#### **6 Legal Implications**

Any changes to parking tariffs and charging policies will need to be incorporated into the TRO for enforcement purposes. This will also ensure that the Council is fully compliant with relevant legislation. The proposed changes detailed in this report will be assessed to ensure they are legally compliant and, if required, external Counsel advice will be commissioned.

#### **7 Risk implications:**

- 7.1 There are risks that can be attributed to a review of parking tariffs and charging policies. Higher parking tariffs may lead to reduced usage, which may result in a loss of parking income and reduced footfall in the town centre locations. To mitigate these risks, the modelling takes into consideration other car park tariffs and alternative parking arrangements in the vicinity and the likelihood of alternative travel options and hence has reduced the projected usage figures. Pricing Strategy will also be kept under regular review going forward.
- 7.2 The Council is the landowner of the car park assets and has full control over making any changes to tariffs and charging policies.
- 7.3 There is a risk of complaints about any changes to current tariffs and charging policies, but it is considered that the increases and proposals are reasonable, no increases will have taken place in five years by 2024, and prices still compare favourably with neighbouring Authorities and local privately managed car parks.

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

A Community Impact Assessment has been completed and can be seen at Appendix 3.

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

The recommended changes in parking tariffs and charging policies are to support and nudge behavioural change that will have a positive sustainability implication.

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

Consultation with statutory stakeholders will ensure that any implications on Council infrastructure are considered.

## **11 Statutory Officer Comments**

### **Monitoring Officer:**

The proposed changes to policy and charging are required to be confirmed by Traffic Regulation Order following the statutory consultation period. Any views expressed through consultation will be considered by the Leader of the Council and Portfolio Holder for Corporate and Commercial Services before final approval.

### **Deputy S151 Officer:**

The financial impact of the proposals outlined in this report have been incorporated into budget proposals for 2024/25, which is a separate agenda item at this meeting.

## **12 Conclusions:**

### Parking Tariffs & Charging Policies

Subject to consideration and approval by Cabinet, it is proposed that these updated changes are now taken forward to statutory consultation and, following that, delegated authority is given for the Leader of the Council and the Portfolio Holder for Corporate and Commercial Services to consider any consultation responses received and to make the final decision to confirm and implement the agreed changes.

## Appendix 1 – Current Off-Street Parking Tariffs

Car Park	Location	Off Street Tariffs					Length of Stay
		Up to 30 mins	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	
Hicks Road, AL3 8LJ	Markyate	Free					Any Stay
Wood Lane End, HP2 4RA	Hemel Hempstead	£0.50		£0.80	£1.20	£2.00	Any Stay
		Annual Season Ticket £250 per annum					
The Gables, near Bell Court, HP2 5HL	Hemel Hempstead	£0.60	£0.80	£1.00	£1.20	£1.70	Any Stay
High Street, Old Town, HP1 3AQ	Hemel Hempstead	£0.50	£0.80	£1.00	£1.20	£1.70	Any Stay
Gadebridge Lane	Hemel Hempstead	Free					Any Stay
Queensway, HP1 1HR	Hemel Hempstead	£0.60	£1.10	£1.40	£1.80	£2.70	Any Stay
		Annual Season Ticket £150 per annum					
Alexandra Road, HP2 5BS	Hemel Hempstead	£0.60	£1.10	£1.40	£1.80	£2.70	Any Stay
Water Gardens (North) Lower deck, Bridge Street, HP1 1EF	Hemel Hempstead	£1.00	£1.60	£2.20	£2.70	£4.00	Any Stay
Water Gardens (North) Upper deck, Combe Street, HP1 1EF (weekends only)	Hemel Hempstead	£1.00	£1.60	£2.20	£2.70	£4.00	Any Stay
Water Gardens (South), HP1 1EF	Hemel Hempstead	£0.60	£1.20	£1.80			Short Stay
Moor End, HP1 1BT	Hemel Hempstead	£2.70				£4.00	Long Stay
Park Road, HP1 1JS	Hemel Hempstead	£0.70	£0.90	£1.10	£1.40	£2.70	Any Stay
Macorum Way	Hemel Hempstead	Currently Closed					Any Stay
Sowper Road, HP1 1QQ	Boxmoor	Free	£0.60	£0.70	£0.80		Short Stay
Durrants Hill, HP3 5SD	Apsley	£0.40		£0.80	£1.20	£1.70	Any Stay
		Annual Season Ticket £150 per annum					
The Nap, WD4 8ET	Kings Langley	Free					Any Stay
Langley Hill, WD4 9HD	Kings Langley	Free					Any Stay
Water Lane, HP4 3AP	Berkhamsted	£0.90	£1.60				Short Stay
Lower Kings Road, Floors 1, 2 and 3	Berkhamsted	£0.80	£1.50	£2.20	£3.00		Short Stay
Lower Kings Road, Floors 4 and 5	Berkhamsted	£0.80	£1.50	£2.20	£3.00	£4.00	Any Stay
Lower Kings Road, Floors 6 and 7 (weekends only)	Berkhamsted	£0.80	£1.50	£2.20	£3.00	£4.00	Any Stay
Lower Kings Road, Floors 6 and 7	Berkhamsted	Annual Business Permit £375 per annum					Any Stay
Bournside	Berkhamsted	Free for Blue Badge holders and motorcycles only					Short Stay
Canal Fields, Broadwater, HP4 2AL	Berkhamsted	Free					Short Stay
St John's Well Lane, HP4 1HA	Berkhamsted	£0.80	£1.50	£2.20	£3.00	£4.00	Any Stay
The Forge, High Street, HP23 5AG	Tring	Free	£1.10	£1.30	£1.60	£2.40	Any Stay
		Annual Season Ticket £450 per annum					
Church Yard, Frogmore Street, HP23 5AZ	Tring	£2.40					Long Stay
Frogmore Street (East), HP23 5AZ	Tring	Free	£1.10	£1.30	£1.60		Short Stay
Frogmore Street (West), HP23 5AU	Tring	£2.40					Long Stay
Victoria Hall, Akeman Street, HP23 4AF	Tring	Free	£1.10	£1.30	£1.60		Short Stay
Old School Yard, High Street, HP23 5AA	Tring	Free	£1.10	£1.30	£1.60		Short Stay

## New Off-Street Parking Tariffs

Car Park	Location	Off Street Tariffs							Length of Stay
		Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	Up to 6 hours	Up to 8 hours	Up to 10 hours	
Hicks Road, AL3 8LJ	Markyate	Free							Any Stay
Wood Lane End, HP2 4RA	Hemel Hempstead	£0.70	£1.10	£1.60	£2.10	£2.70	£3.50	Any Stay	
Annual Season Ticket £250 per annum									
The Gables, near Bell Court, HP2 5HL	Hemel Hempstead	£1.10	£1.30	£1.60	£2.10	£2.70	£3.50	Any Stay	
High Street, Old Town, HP1 3AQ	Hemel Hempstead	£1.10	£1.30	£1.60	£2.10	£2.70	£3.50	Any Stay	
Gadebridge Lane	Hemel Hempstead	Free							Any Stay
Queensway, HP1 1HR	Hemel Hempstead	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	Any Stay	
Annual Season Ticket £150 per annum									
Alexandra Road, HP2 5BS	Hemel Hempstead	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	Any Stay	
Water Gardens (North) Lower deck, Bridge Street, HP1 1EF	Hemel Hempstead	£2.00	£2.30	£2.50	£4.00	£5.00	£6.00	Any Stay	
Water Gardens (North) Upper deck, Combe Street, HP1 1EF (weekends only)	Hemel Hempstead	£2.00	£2.30	£2.50	£4.00	£5.00	£6.00	Any Stay	
Water Gardens (South), HP1 1EF	Hemel Hempstead	£2.30						Short Stay	
Moor End, HP1 1BT	Hemel Hempstead	£2.50			£4.00	£5.00	£6.00	Long Stay	
Park Road, HP1 1JS	Hemel Hempstead	£1.20	£1.50	£1.80	£2.30	£3.00	£3.90	Any Stay	
Dacorum Way	Hemel Hempstead	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	Any Stay	
Lower Road, HP1 1QQ	Boxmoor	Free	£0.80	£0.90	£1.10			Short Stay	
Warrants Hill, HP3 5SD	Apsley	£0.60	£1.10	£1.60	£2.10	£2.70	£3.50	Any Stay	
Annual Season Ticket £150 per annum									
The Nap, WD4 8ET	Kings Langley	Free						Any Stay	
Langley Hill, WD4 9HD	Kings Langley	Free						Any Stay	
Water Lane, HP4 3AP	Berkhamsted	£2.10						Short Stay	
Lower Kings Road, Floors 1, 2 and 3	Berkhamsted	£2.00	£2.90	£3.90				Short Stay	
Lower Kings Road, Floors 4 and 5	Berkhamsted	£2.00	£2.90	£3.90	£5.00	£6.40	£8.20	Any Stay	
Lower Kings Road, Floors 6 and 7 (weekends only)	Berkhamsted	£2.00	£2.90	£3.90	£5.00	£6.40	£8.20	Any Stay	
Lower Kings Road, Floors 6 and 7	Berkhamsted	Annual Business Permit £375 per annum							Any Stay
Bournside	Berkhamsted	Free for Blue Badge holders and motorcycles only						Short Stay	
Canal Fields, Broadwater, HP4 2AL	Berkhamsted	Free						Short Stay	
St John's Well Lane, HP4 1HA	Berkhamsted	£2.00	£2.90	£3.90	£5.00	£6.40	£8.20	Any Stay	
The Forge, High Street, HP23 5AG	Tring	Free	£1.50	£1.70	£2.10	£2.70	£3.50	£4.50	Any Stay
Annual Season Ticket £450 per annum									
Church Yard, Frogmore Street, HP23 5AZ	Tring	£3.10			£4.00	£5.20	£6.70	Long Stay	
Frogmore Street (East), HP23 5AZ	Tring	Free	£1.50	£1.70	£2.10			Short Stay	
Frogmore Street (West), HP23 5AU	Tring	£3.10			£4.00	£5.20	£6.70	Long Stay	
Victoria Hall, Akeman Street, HP23 4AF	Tring	Free	£1.50	£1.70	£2.10			Short Stay	
Old School Yard, High Street, HP23 5AA	Tring	Free	£1.50	£1.70	£2.10			Short Stay	

## Current On-Street Parking Tariffs

Hemel Hempstead - Parking charges apply at various times. Please see the information signs at each location for more information.							
Location	No. of Spaces	On Street Tariffs					
		Up to 15 minutes	15 to 30 minutes	Up to 1 hour	1 to 2 hours	2 to 3 hours	3 to 4 hours
Waterhouse Street	20	£0.50	£1.00				
Alexandra Road - 8am to 8pm Monday to Saturday (shared use bay Zone H)	11	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
Cemetery Hill - 8am to 8pm Monday to Sunday (shared use bay)	17	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
St John's Road - 8am to 10pm Monday to Sunday (shared use bay Zone K)	9	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
Cotterells - 8am to 10pm Monday to Sunday (shared use bay Zone K)	16	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
London Road - 8am to 6pm Monday to Friday (shared use bay Zone R)	10	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00

Hemel Hempstead - Parking charges apply between 8am and 6pm, Monday to Saturday inclusive. Maximum stay one hour, no return within one hour.						
Location	No. of Spaces	On Street Tariffs				
		Up to 12 minutes	Up to 24 minutes	Up to 36 minutes	Up to 48 minutes	Up to 60 minutes
Marlowes - Midland Road to Queensway	22	£0.20	£0.40	£0.60	£0.80	£1.00

Berkhamsted - Parking charges apply between 8am and 6pm, Monday to Saturday inclusive. Maximum stay one hour, no return within one hour.						
Location	No. of Spaces	On Street Tariffs				
		Up to 12 minutes	Up to 24 minutes	Up to 36 minutes	Up to 48 minutes	Up to 60 minutes
High Street (20mph zone - maximum stay of one hour)	48	£0.20	£0.40	£0.60	£0.80	£1.00

## New On-Street Parking Tariffs

<b>Hemel Hempstead - Parking charges apply as stated below. Maximum stay two hours, no return within two hours.</b>			
<b>Location</b>	<b>No. of Spaces</b>	<b>On Street Tariffs</b>	
		<b>Up to 1 Hour</b>	<b>Up to 2 hours</b>
Alexandra Road - 8am to 8pm Monday to Sunday (shared use bay Zone H)	11	£0.80	£1.50
Cemetery Hill - 8am to 8pm Monday to Sunday (shared use bay)	17	£0.80	£1.50
St John's Road - 8am to 10pm Monday to Sunday (shared use bay Zone K)	9	£0.80	£1.50
Cotterells - 8am to 10pm Monday to Sunday (shared use bay Zone K)	16	£0.80	£1.50
London Road - 8am to 6pm Monday to Sunday (shared use bay Zone R)	10	£0.80	£1.50

<b>Hemel Hempstead - Parking charges apply between 8am and 6pm, Monday to Sunday inclusive. Maximum stay one hour, no return within two hours.</b>			
<b>Location</b>	<b>No. of Spaces</b>	<b>On Street Tariffs</b>	
		<b>Up to 30 Minutes</b>	<b>Up to 1 hour</b>
Marlowes - Midland Road to Queensway	22	£0.80	£1.50
Waterhouse Street	20	£0.80	£1.50

<b>Berkhamsted - Parking charges apply between 8am and 6pm, Monday to Sunday inclusive. Maximum stay one hour, no return within two hours.</b>			
<b>Location</b>	<b>No. of Spaces</b>	<b>On Street Tariffs</b>	
		<b>Up to 30 Minutes</b>	<b>Up to 1 hour</b>
High Street (20mph zone - maximum stay of one hour)	48	£0.80	£1.50

## Current Limited Wait Bays

Location	Number of bays or vehicle lengths	Tariff	Limited Wait Bay
High Street, Berkhamsted	6 vehicle lengths	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
High Street, Berkhamsted	3 bays	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
High Street, Berkhamsted	7 vehicle lengths	Free	30 mins no return within 1 hour (Mon-Sat 8:00am to 6:00pm)
High Street, Berkhamsted	2 bays	Free	30 mins no return within 1 hour (Mon-Sat 8:00am to 6:00pm)
High Street, Tring	12 vehicle lengths	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
High Street (old town), Hemel Hempstead	22 vehicle lengths	Free	1 hour no return within 2 hours (Mon-Sat 8:00am to 6:00pm)
High Street, Kings Langley	53 bays	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
London Road, Apsley	16 vehicle lengths	Free	20 mins no return within 2 hours (Mon-Sat 8:00am to 6:00pm)

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## New Limited Wait Bays

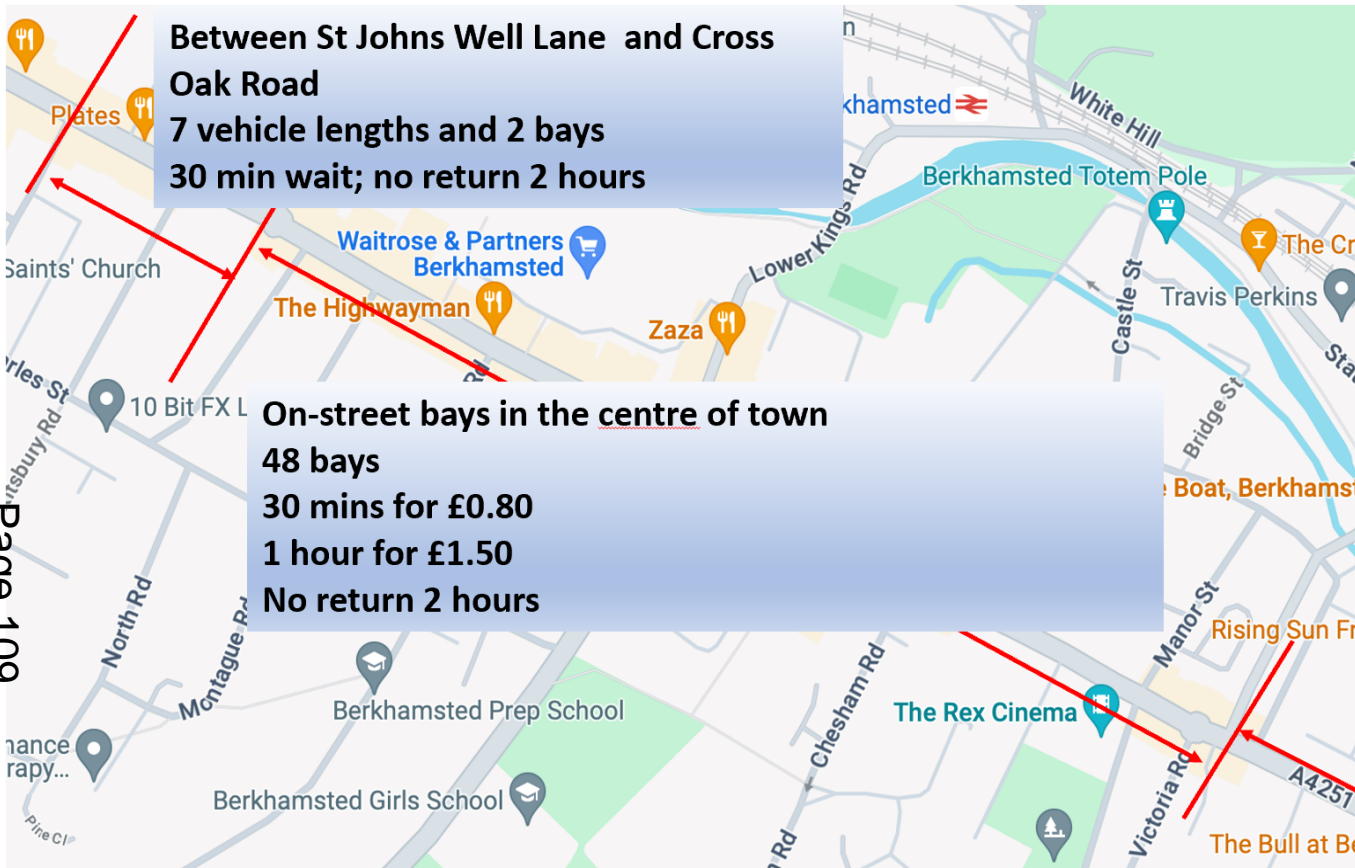
WBs tariffs are shown below - parking restrictions apply as indicated

Location	Number of bays or vehicle lengths	Tariff	Limited wait Bay
High Street, Berkhamsted (between St Johns Well Lane & Cross Oak Road)	6 vehicle lengths	Free	30 mins no return within 2 hours (Mon-Sun 8:00am to 6:00pm)
High Street, Berkhamsted (between St Johns Well Lane & Cross Oak Road)	2 bays	Free	30 mins no return within 2 hours (Mon-Sun 8:00am to 6:00pm)
High Street, Berkhamsted (between Manor Street & Highfield Road)	7 vehicle lengths	Free	30 mins no return within 2 hours (Mon-Sun 8:00am to 6:00pm)
High Street, Berkhamsted (between Manor Street & Highfield Road)	3 bays	Free	30 mins no return within 2 hours (Mon-Sun 8:00am to 6:00pm)
High Street, Tring (between Akeman Street & Langdon Street)	12 vehicle lengths	£0.80 - 30 minutes £1.50 - 60 minutes	Maximum stay one hour, no return within two hours (Mon-Sun 8:00am to 6:00pm)
High Street (old town), Hemel Hempstead	22 vehicle lengths	Free	30 mins no return within 2 hours (Mon-Sun 8:00am to 6:00pm)
High Street, Kings Langley (between Vicarage Lane & Common Lane)	4 bays	Free	30 mins no return within 2 hours (Mon-Sun 8:00am to 6:00pm)
High Street, Kings Langley (between Rose & Crown & Langley Hill)	21 bays	Free	30 mins no return within 2 hours (Mon-Sun 8:00am to 6:00pm)
High Street, Kings Langley (between Langley Hill & Vicarage Lane)	28 bays	£0.80 - 30 minutes £1.50 - 60 minutes	Maximum stay one hour, no return within two hours (Mon-Sun 8:00am to 6:00pm)
London Road, Apsley	16 vehicle lengths	Free	30 mins no return within 2 hours (Mon-Sun 8:00am to 6:00pm)



Appendix 2 – Maps of Limited Wait Bays

Berkhamsted High Street



**Berkhamsted High Street**

Proposal:

1. Free 30 mins bays, no return 2 hours at each end of the High Street
2. Paid bays in the centre of the High Street

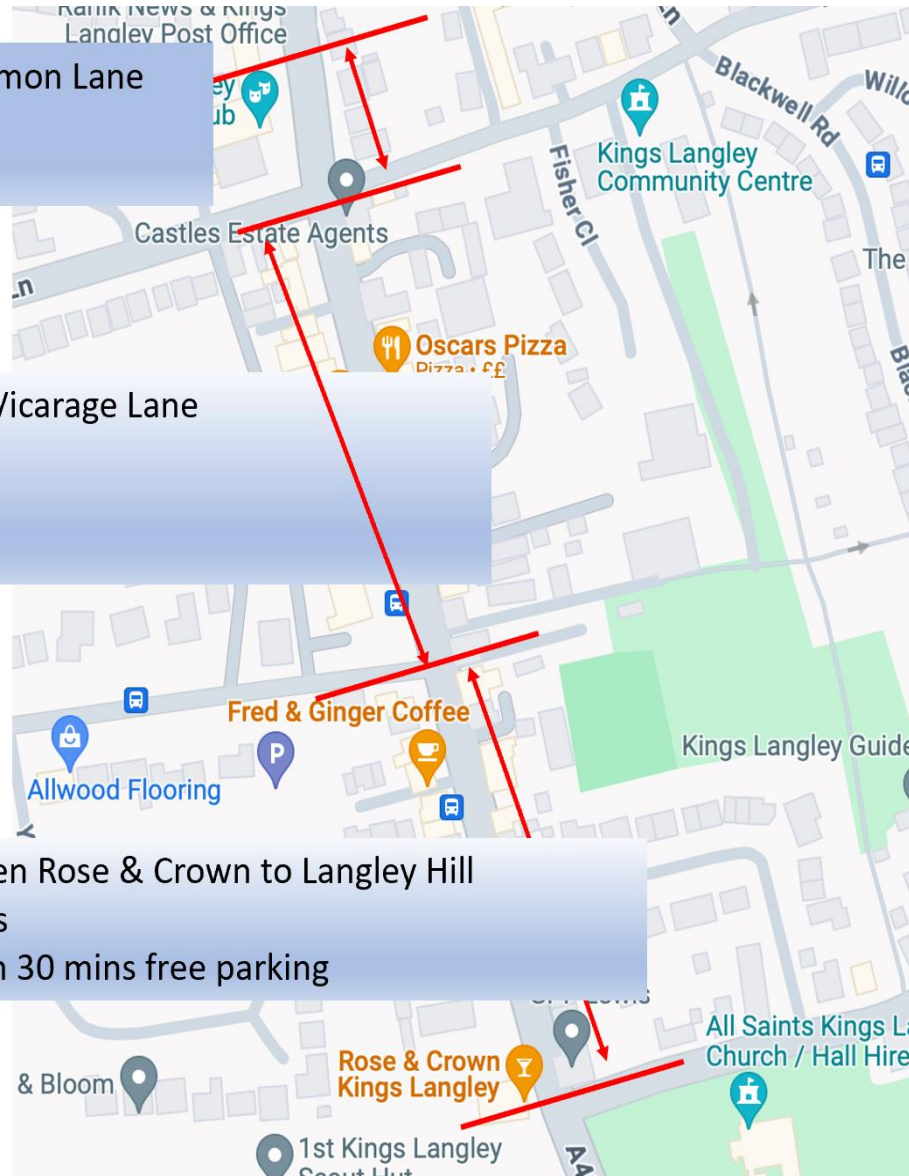
**Between Manor Street and Highfield Road**  
**6 vehicle lengths and 3 bays**  
**30 min wait; no return 2 hours**

## Kings Langley High Street

Between Vicarage Lane & Common Lane  
4 bays  
Remain 30 mins free parking

Between Langley Hill & Vicarage Lane  
28 bays  
30 mins for £0.80  
60 mins for £1.50

Between Rose & Crown to Langley Hill  
21 bays  
Remain 30 mins free parking



## Kings Langley High Street

Proposal:

To reflect Berkhamsted High Street

1. Free 30 mins bays, no return 2 hours at each end of the High Street
2. Paid bays in the centre of the High Street
3. 'Pay by Phone' app to be used

Tring High Street

Proposal:

To reflect Berkhamsted High Street

1. Paid bays in the centre of the High Street
2. 'Pay by Phone' app to be used



## Appendix 3 - Community Impact Assessment Parking Tariff Increases & Parking Charging Policy

# Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Parking Service tariff & Business Case proposals

### 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 recommend increases in parking tariffs and changes to parking charging policy, for both on-street and off-street parking across the Borough.

The basis of these recommendations is to:

- Provide an appropriate and more equitable charging basis that reflects the value of assets and cost of the services provided
- Provide a more equitable charging basis for users across the Borough, with consistency as to charging policies.
- Drive additional income that will contribute to parking income pressures, and contribute to the Council's wider financial sustainability and delivery of services
- Contribute to longer term objectives relating to sustainability and climate change, as part of a holistic approach to encouraging behaviour change in relation to travel and sustainable transport options

### Evidence

**What data/information have you used to assess how this policy/service/decision might impact on protected groups?** *(Include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

The Council's parking charges are significantly lower than public sector averages, and local private sector parking. Benchmarking parking tariffs with other Local Authority car parks shows the Council's parking tariffs are in the lower quartile of prices charged and further benchmarking with privately operated car parks in the vicinity also show that the Council's parking tariffs are lower.

Parking tariffs across the Borough were last reviewed and increased in 2019, during this period; inflation has increased by c. 28%, and so the current proposals for tariff increases in off-street car parks only bring the Council's tariffs in line with the cost of inflation.

The Council has a range of parking charging policies that need to be applied in a consistent and equitable manner throughout the borough. It is not justifiable or financially sustainable for the Council to subsidise part of its parking services and it also needs to encourage where possible changes in behaviour with regard to transport options, that will support wider environmental benefits.



**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.*

Before implementing any of the proposed changes to parking tariffs and parking charging policy, the Council will need to undertake a formal consultation before making the relevant Traffic Regulation Order.

This will provide an opportunity for individuals or groups that feel that they will be impacted to provide feedback on the proposals.

The comments and feed-back that are submitted as part of the consultation will then be weighed up against the financial and non-financial benefits of implementing the proposals

**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).

Protected group	<b>Summary of impact</b> <i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>	<b>Negative impact / outcome</b>	<b>Neutral impact / outcome</b>	<b>Positive impact / outcome</b>
<b>Age</b>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of age.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Disability (physical, intellectual, mental)</b> <i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies do not apply to any blue badge parking spaces/bays, as these will remain free to use when legally displaying a blue badge.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Gender reassignment</b>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of gender identity or gender expression.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Race and ethnicity</b>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of race or ethnicity.	□	⊗	□
<b>Religion or belief</b>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of religion or belief.	□	⊗	□
<b>Sex</b>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of gender.	□	⊗	□
<b>Sexual orientation</b>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of sexual orientation.	□	⊗	□
<b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists that use pay to park space/bays. There remains significant levels of free parking on the public highway throughout the borough.	□	⊗	□

**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			□

**If negative impacts / outcomes remain, please provide an explanation below.**

N/A

<b>Completed by (all involved in CIA)</b>	<b>Ben Hosier</b>
<b>Date</b>	<b>27/06/2023</b>
<b>Signed off by</b> ( <i>AD from different Directorate if being presented to CMT / Cabinet</i> )	<b>David Barrett</b>
<b>Date</b>	<b>30/6/23</b>
<b>Entered onto CIA database – date</b>	
<b>To be reviewed by</b> (officer name)	
<b>Review date</b>	



<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Interim Housing Asset Management Strategy
<b>Date:</b>	13 <sup>th</sup> February 2023
<b>Report on behalf of:</b>	Councillor Simy Dhyani, Portfolio Holder for Housing & Property Services
<b>Part:</b>	1
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix 1 - Interim Housing Asset Management Strategy Appendix 2 – Interim Housing Asset Management Strategy Action Plan Appendix 3 – Community Impact Assessment
<b>Background papers:</b>	N/A
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	DBC – Dacorum Borough Council HRA – Housing Revenue Account ASAP – Ark Strategic Asset Performance (stock grading model) NPV – Net Present Value HAMS – Housing Asset Management Strategy

### Report Author / Responsible Officer

Mark Pinnell, Assistant Director, Property (Interim)

Helen McGregor, Asset Manager (Interim)



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<b>Corporate Priorities</b>	<ul style="list-style-type: none"> <li>• A clean, safe and enjoyable environment</li> <li>• Building strong and vibrant communities</li> <li>• Ensuring economic growth and prosperity</li> <li>• Providing good quality affordable homes, in particular for those most in need</li> </ul>
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	<ul style="list-style-type: none"> <li>• Ensuring efficient, effective and modern service delivery</li> <li>• Climate and ecological emergency</li> </ul>
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	To present the interim Housing Asset Management Strategy and the associated Action Plan.
<b>Recommendation (s) to the decision maker (s):</b>	To approve the interim Housing Asset Management Strategy 2024 – 2026.
<b>Period for post policy/project review:</b>	Work on a longer-term strategy will begin in 2025 and Cabinet approval for this will be sought in early 2026.

DRAFT

## 1. Purpose

To present the interim Housing Asset Management Strategy for approval.

## 2. Background

- 2.1. The social housing sector is facing a period of rapid change that will fundamentally reshape what we do and how we deliver strategic asset management services in the future.
- 2.2. There is more focus on, and wider expectations of the social housing sector than ever before. Many residents are understandably worried about feeling safe in their home and neighbourhood, problems with damp and mould, rising energy bills and the cost-of-living crisis. The Social Housing (Regulation) Act 2023 brings new Consumer Standards for social housing, and the Regulator of Social Housing is taking a more active role in holding providers of social housing to account for their performance in delivering core landlord services.
- 2.3. Policy and regulation are requiring stronger governance and accountability not only to central government but also to residents. The Building Safety Act 2022 builds on the recommendations within Dame Judith Hackett's independent review following the Grenfell Tower tragedy bringing new duties for housing providers. More broadly, government targets for the UK to become net zero carbon places the requirement on social housing landlords to decarbonise homes, with a current target of all properties meeting Energy Performance Band C by 2035.
- 2.4. We expect further requirements and expectations to emerge during, and beyond, the life of this interim strategy. This includes an updated Decent Homes Standard which is likely to set out more stringent requirements in key areas including damp and mould, disrepair, and the thermal performance of properties.
- 2.5. The Council has an aging portfolio of homes, the majority of which were built in the years post WWII. There is currently a mismatch between the expenditure required to maintain the Council's housing stock in good condition and the income available through the ring fenced HRA. In addition to this challenge, there are the requirements and costs associated with decarbonisation. The financial shortfall is further exacerbated by the 7% rent cap in the face of higher inflation, and by the increased cost of borrowing due to high interest rates.

## 3. Current position

- 3.1. With these challenges in mind, we need to better understand how our social housing stock performs. In response to this, the Council has recently invested in this area through the implementation of the ARK Strategic Asset Performance (ASAP) stock grading model, which combines multiple data sources to assess the performance of our assets.
- 3.2. The model came into operation of the 19<sup>th</sup> October 2023 and informs us of the net present value (NPV) of each property and provides a sustainability rating which will help inform our investment decision making. We are also working with ARK to develop an 'options appraisal tool' so that we can model the impact of different approaches to our less sustainable properties. This moves away from the traditional 'it costs a lot consider disposal' to an approach of modelling options such as investment versus income, change of use, change of rent model through to outright sale.
- 3.3. To ensure that the ASAP model and options appraisal tool provide accurate and helpful insight we need to ensure that they are fed with accurate and up to date data from our 5-year rolling stock condition survey programme. Our 40% survey with data cloned to other similar homes has given us a good indicative view of the investment needs of our portfolio, however we must continue to capture survey data for the remaining 60% of our homes so that we can confidently make the right decisions and plans. In addition, we will be

commencing a rolling 5-year programme of EPCs from 2024, to ensure that we have accurate data to support decarbonisation planning.

- 3.4. Whilst the data we gather matures, and as we gain a better understanding of asset performance, we have developed an interim Housing Asset Management Strategy (HAMS) covering the next 2 years. This approach allows time for the Council to better understand the current turbulent social housing landscape and embed a whole organisation approach in this area.
- 3.5. The strategy is being developed in tandem with the HRA business plan refresh and the new Housing Strategy, as these are fundamentally interlinked.
- 3.6. The development of the strategy has been influenced by:
  - An Asset Management Priorities Survey of 178 residents.
  - Asset Management stakeholders workshop to review an initial strawman document with Senior Council officers.
  - 1:1 conversations with relevant stakeholders.
  - Review of the draft action plan by HSLT.
  - The following documents
    - The Corporate Plan
    - Draft Decarbonisation Strategy
    - Emerging Housing Strategy
    - Commercial Strategy
    - HTIP Plan and Programme
    - Draft Damp and Mould policy
    - Cabinet Report – Strategic Asset Review – June 2023

#### 4. Approach

- 4.1. **Appendix 1** – The strategy is provided for approval. The Interim HAMS has been developed in tandem with the HRA business plan refresh and the Housing strategy and aligns longer term objectives with corporate strategy.
- 4.2. The HAMS document is purposely entitled 'Foundations for the Future', which plays to the interim rationale previously articulated in this paper. The strategy is constructed around 6 key headings;
  - Putting residents at the heart of everything we do
  - Ensuring efficient, effective, and modern services
  - Providing good quality, safe and affordable homes
  - Responding to the climate emergency by reducing carbon emissions
  - Investing wisely to ensure our homes and neighbourhoods are fit for the future
  - A sustainable long-term financial plan
- 4.3. For each area the relevant background, challenges and opportunities have been shared.

4.4. The strategy then sets out the commitments that will be delivered between 2024-2026 to address the challenges, leverage the opportunities and set the foundations needed for the sustainable delivery of our key priorities.

4.5. **Appendix 2-** An action plan has been developed to support the strategy with dates and responsibilities.

## 5. **Financial Considerations**

The interim strategy highlights the funding gap in the HRA business plan and commits to identifying ways to close this gap during the 2-year life of the strategy.

## 6. **Risk**

The adverse financial environment, significant costs of achieving net zero targets, cost of maintaining older properties and reduction of 'real terms' income all create significant risk in creating a financial sustainable asset management strategy. The proposed 2 year interim strategy is intended to mitigate this risk by enabling a 2 year period in which the Council can gather and use asset data and business intelligence to plan solutions that increase the viability of the HRA and business plan to enable an appropriate level of investment in the housing portfolio to ensure that it remains fit for the future and meets the needs and aspirations of our current and future residents.

## 7. **Options and alternatives considered**

This document is required for statutory and/or regulatory purposes.

## 8. **Consultation**

The Tenant and Leaseholder Committee has been consulted and its feedback has been taken into account.

## 9. **Legal Implications**

There are no legal implications directly arising from this report.

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

10.1. The Community Impact of adopting this Policy will be positive.

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

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

Delivering the Council's strategic priority of tackling climate change forms a key part of the strategy.

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

There are no Council infrastructure implications arising from this report.

## 13 **Statutory Comments**

### **Monitoring Officer:**

The Interim Asset Management Strategy should help to ensure that the Council meets all of its statutory and regulatory requirements but will need to be continually monitored to ensure compliance with all applicable laws and standards.

**Deputy S151 Officer:**

The requirements of the Interim Housing Management Strategy have been considered in the refresh of the HRA Business plan, presented as a separate agenda item for approval. The refreshed business plan includes provision for the achievement of EPC - C across the Council's housing stock.

#### 14. **Conclusions**

- 14.1. The interim Housing Asset Management Strategy will cover the next 2 years. This allows time for the Council to better understand the current turbulent social housing landscape and embed a whole organisation approach in this area.
- 14.2. The strategy has been developed in tandem with the HRA business plan refresh and the new Housing Strategy as these are fundamentally interlinked with our approach to housing asset management and must support each other in delivering the Council's corporate objectives.

DRAFT



# Foundations for the Future

Interim Housing Asset Management Strategy

2024-2026



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## Foreword

This is an interim Housing Asset Management Strategy for Dacorum Borough Council, setting out our priorities over the next two years, 2024 -2026. We have taken an approach which starts to balance ambition and innovation with sustainable and deliverable commitments. Recognising the challenging external environment, we will always ensure that safety comes first when delivering this strategy.

Customers are at the heart of our strategy. We will target our investment and service development to make a real, meaningful, and positive impact on the lives of our customers and we will do this through listening to, and contributing to our communities, by maintaining quality homes and accessible services allowing people to thrive.

Our housing stock portfolio is challenging, both in its construction and repairing requirements but also in the range of locations and expectations of our customers. Our approach must evolve, and this includes partnering with contractors, regularly reviewing our material supplies and trade skills and ensuring we continue to strive to deliver our services in the most efficient way.



Councillor Simy Dhyani  
Portfolio Holder for Housing and Property services

# Executive Summary

Our interim Housing Asset Management strategy sets out our six key priorities. For each priority, we share the emerging challenges and opportunities for the Council and the actions that we are committing to deliver between 2024-2026. This strategy is supported by an action plan to ensure we can achieve these aims, both now and going forward.

-  Putting residents at the heart of everything we do
-  Ensuring efficient, effective, and modern services
-  Providing good quality, safe and affordable homes
-  Responding to the climate emergency by reducing carbon emissions
-  Investing wisely so our homes and neighbourhoods are fit for the future
-  A sustainable long-term financial plan

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We know that we need to continue to improve the quality of the homes that we manage and ensure that they are fit for the future. Our homes must meet the changing needs of our communities and become more energy-efficient to keep bills low for residents, and combat climate change.

We must respond to the new consumer standards introduced by the Social Housing (Regulation) Act 2023 and ensure that we provide effective and modern property maintenance services that work for our residents.

The financial environment is challenging; rent caps are leading to reduced income, high inflation is causing increased costs, and significant expenditure is needed on our homes to achieve energy efficiency targets. To address these challenges, our interim strategy focusses on increasing our stock condition data and developing our decision-making framework. This will enable us to make wise choices about when, where, and how to best invest in our homes and neighbourhoods whilst resources are limited and create a sustainable long-term financial plan.

A cornerstone of our strategy is to put residents at the heart of our decisions by employing a co-design approach. During the life of this two-year interim housing strategy, we will work with tenants and leaseholders to co-design a ten-year asset management strategy underpinned by reliable data, a clear approach for investment decisions and a robust financial plan. This will provide firm foundations for delivering our six priorities in the years to come.



## Drivers for Change

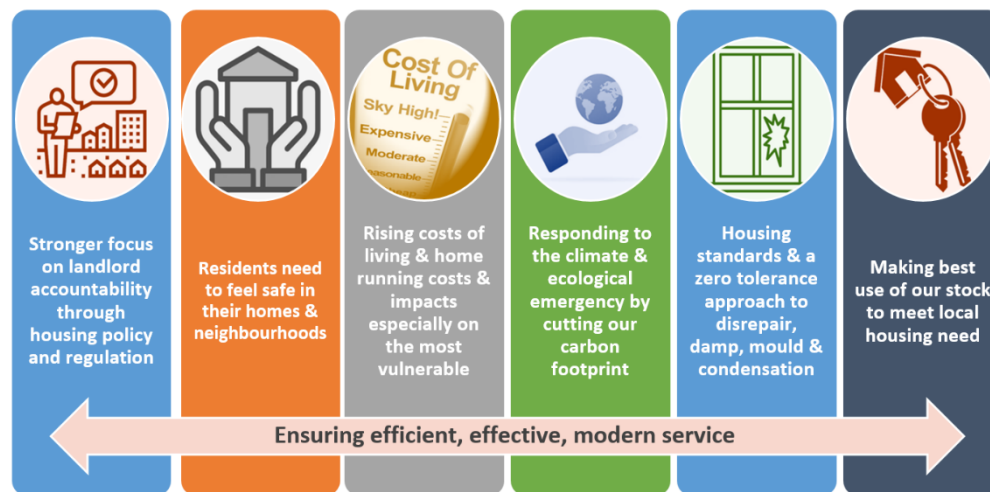
The past few years have seen change on an unprecedented scale across society. Looking to the future, the social housing sector faces further challenges that will drive us to fundamentally reshape what we do and how we will deliver strategic asset management services.

The Social Housing (Regulation) Act 2023 brings new Consumer Standards for social housing, and the Regulator of Social Housing will actively hold providers of social housing to account for their performance in delivering core landlord services, with an increased focus on accountability to residents.

Over the lifetime of this strategy, we will see changes that will drive a need for increased investment in our homes. These include increased expectations in terms of building safety, new minimum housing standards, a zero-tolerance approach to damp and disrepair and the imperative to respond to the climate emergency by reducing the carbon footprint of our homes.

External factors such as political and economic uncertainty may also affect our ability to invest sufficiently to meet future standards. Importantly, we need to respond to concerns about rising energy bills, the cost of living crisis and how this impacts our residents, particularly the most vulnerable. We are also seeing an increased media and societal spotlight on the social housing sector.

We recognise the importance of making best use of our stock to meet the housing needs and aspirations of local people. This means adapting homes to meet residents' needs, improving our performance on re-letting empty homes and taking opportunities to build new Council homes - for example where assets are identified as poorly performing.



# Putting residents at the heart of everything we do

We are committed to putting residents at the heart of everything we do so that our services meet the needs of our tenants and leaseholders and reflects their priorities. We already have several routes in place by which residents can be involved in influencing decisions and shaping services:

- Tenant & Leaseholder Committee
- Supported Housing Forum
- Tenant Improvement Grant Panel
- Block Champions

In developing this strategy, we have started to engage with our communities to understand our residents' top priorities for improvements to their homes and neighbourhoods over the coming years.

Our recent resident priorities survey completed by 187 residents showed a range of asset management priorities that were important to them, with the most common three being:

*"Getting day-to-day repairs done"*

*"Safety in the home - gas, electricity, lifts etc."*

*"Facilities- kitchens and bathrooms"*

We also asked residents to tell us their top priority and why. These more detailed responses demonstrated strong links to comfort and mental wellbeing of the household and the individual, with phrases like "peace of mind" "need to feel safe" "mental health".

## Residents' responses to the question "What is your top Asset Management Priority and why?"

*"Getting day-to-day essential repairs done promptly and well-executed is most important to me for the reasons of safety, convenience and ongoing peace of mind."*

*"Safety in the home as I am now elderly and need to feel safe and secure."*

*"Local communities and green spaces as I feel it is beneficial to people's mental health and can be a social thing to"*

*"The energy & environmental performance of homes because it is already very expensive to run a home due to the current economic situation."*

*"Design and layout - It's very important to be comfortable in your home with the right amount of space for everything you need"*

*"A functional home is very important especially for me who is a parent of a special needs child."*

## Putting residents at the heart of everything we do

We recognise that - although the properties we manage are the Council's 'assets' - they are also our residents' homes.

Around half of our tenants have lived in their property for over ten years\*, and 75% of our tenants plan to stay in their current home for as long as possible.

(\*Resident asset management priorities survey June 2023).



Our residents possess invaluable local knowledge, lived experiences and unique perspectives, making their input essential to shaping the future of our housing assets and it is crucial that residents are at the heart of our decision making. We will work collaboratively with residents through a co-design approach to ensure residents' priorities are addressed.

In Asset Management decisions we need to consider multiple and often competing priorities. This could be needs of existing and future residents, or multiple residents within a block of flats or wider neighbourhood area, including both tenants and leaseholders. Co-design will help us to navigate these decisions in a way that delivers positive outcomes for individuals and communities.

### To put residents at the heart of everything we do we will:

- Co-design our long term Asset Management Strategy with residents and elected members.
- Co-design a Dacorum 'Fit for the Future' home standard and consider to what extent we develop a fixed standard for every home or personalised approach, based on the specific priorities of a household and their diverse needs.
- Co-create area improvement plans with our residents for their local neighbourhood.

## Ensuring efficient, effective and modern services

Asset Management involves delivering the following services to keep properties continuously well maintained:

**Repairs** We fix or replace existing fixtures and fittings that have become unsafe or are not working.

**Planned Works** We plan and deliver replacement and improvement programmes to keep our properties in good condition. These include replacement of windows, doors, kitchens, bathrooms, roofs and heating systems as well as redecoration of communal areas and upgrade work to estates.

**Decarbonisation Works** We have started to deliver planned programmes of decarbonisation work supported by the government's Social Housing Decarbonisation Fund.

**Adaptations** We deliver adaptations such as wet rooms and stair lifts to support residents to live in their homes as their needs and mobility change. Referrals for these services are made by the Herts County Council's Occupational Therapy team.

**Empty homes** We complete work to bring our empty properties up to our agreed lettings standard so that they can be quickly re-let to new tenants.

**Asset Compliance** We carry out regular safety checks and risk assessments within homes and the common areas of blocks of flats, carrying out any actions necessary to ensure that we continue to meet all current regulatory standards.



## Ensuring efficient, effective, and modern services

The Council's Housing Transformation and Improvement Project (HTIP) is currently in progress. This project transformation programme aims to improve the lives of tenants and leaseholders through the provision of excellent housing services and homes that they are proud to live in. Within the programme is a review of the structure and function of the teams involved in the delivery of Asset Management services to develop a new Target Operating Model that improves service standards.

Our Total Asset Management (TAM) contract for carrying out repairs and planned maintenance and investment works is due to end in 2026, which provides an opportunity to procure fit-for-purpose, value for money solutions that align with our strategic priorities.

Our Asset Management software "MRI Asset Management" has significant capability that we are not fully using. Leveraging the potential within this existing software system will support us in the effective and efficient delivery of asset compliance, stock condition surveys, works planning, mobile data access and document management.

### To ensure efficient, effective, and modern services we will:

- Complete the HTIP Project and implement a new operating model that increases customer satisfaction.
- Develop a workforce plan to attract, retain and develop our teams to ensure they have the skills we need.
- Focus on 'what residents want' and involve residents in the specification, procurement and on-going oversight of our repairs and planned works services.
- Use modern technology to improve residents' experience of interacting with us.
- Fully utilise the capabilities of our MRI Asset software to support Asset Compliance delivery and Asset Investment decision making.
- Provide support to ensure Councillors understand their accountabilities and collectively have the knowledge to provide clear leadership and effective governance of our housing asset and repair activities.

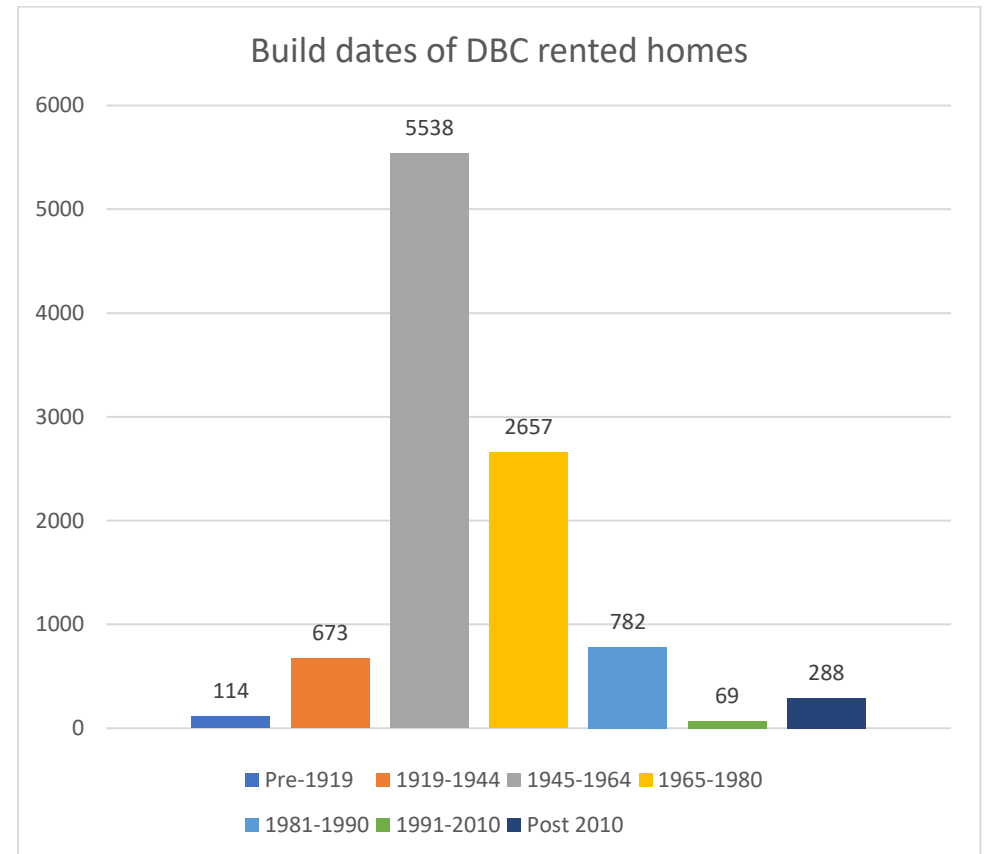
## Providing good quality, safe and affordable homes

Dacorum Borough Council manages around 10,200 rented homes and the freehold for around 1,800 leasehold flats. Most homes are located within Hemel Hempstead, with around 2,500 in surrounding smaller towns and villages. Our rented homes are diverse a mix of houses, flats, maisonettes & bungalows with about half being houses. Within our portfolio we also manage supported accommodation for older residents, and temporary accommodation for people experiencing homelessness.

The age of the portfolio varies; from homes built pre-1900s to new housing developments completed during the last 12 months. However, just over half of our homes were built between 1945 and 1964 and a further quarter between 1965 and 1980. This ageing portfolio needs an ongoing programme of repairs, maintenance and improvement work to ensure that it continues to meet current standards and the evolving needs of our residents.

Our stock surveys have identified that around 9% of our homes require work to bring them up to the government's Decent Homes Standard. We are delivering a 'catch up' programme to be completed by March 2024 to ensure that these are quickly brought up to the required standard.

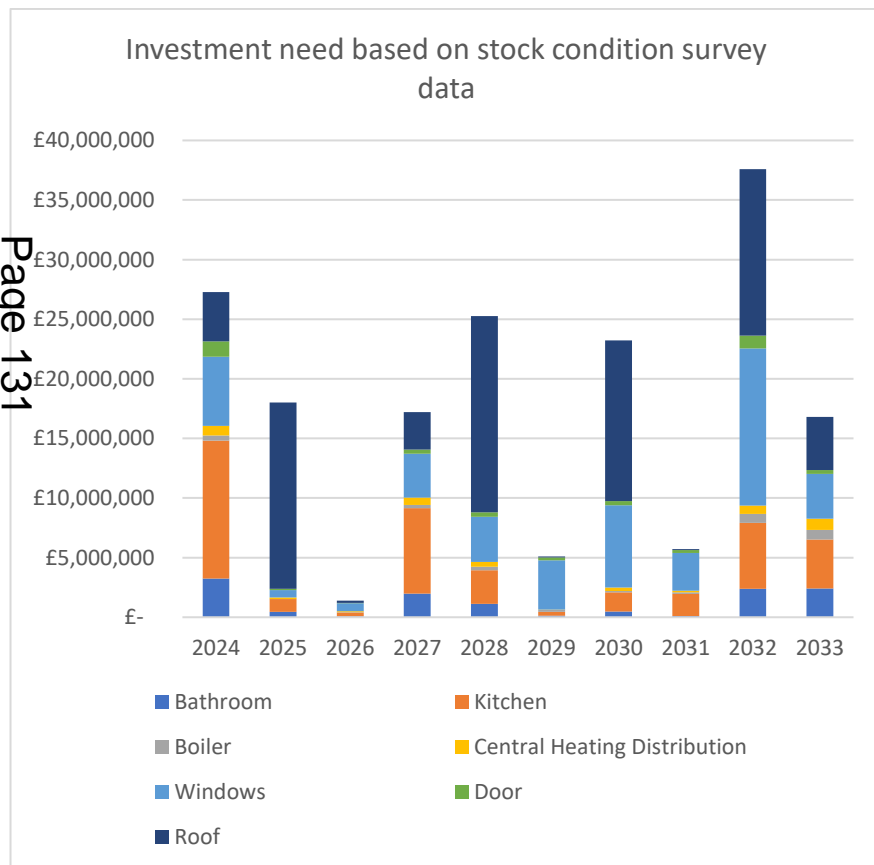
Many of our properties are over 60 years old and prone to higher maintenance requirements. This ageing infrastructure presents challenges in terms of addressing maintenance issues promptly, ensuring the safety and well-being of residents, and complying with regulatory standards. We need to ensure that our portfolio is sustainable for us to maintain into the future.





## Providing good quality, safe and affordable homes

Our stock condition survey data highlights the work that we should consider for each home during the coming years, the graph below shows the amount of investment needed in property components over the next 10 years with roofs, kitchens, windows and bathrooms showing the highest spend requirements.



## Our 2 Year Investment Plan

Over the coming 2 years we will continue to invest in maintaining and improving the quality of our homes. Focussing on maintaining Decent Homes standard and addressing the energy performance of our portfolio.

We will be continuing to improve our data, assess priorities and refine our programme of work to ensure that we invest in the right measures for the right home.

### To provide safe, good quality and affordable homes we will:

- Identify and complete all outstanding Decent Homes work to achieve 100% decency, and continue to maintain this.
- Ensure all homes are safe by continuing to take a robust approach to managing all building safety, legal and regulatory requirements.
- Deliver a 2 year planned programme of capital improvement work

## Responding to the climate emergency by reducing carbon emissions

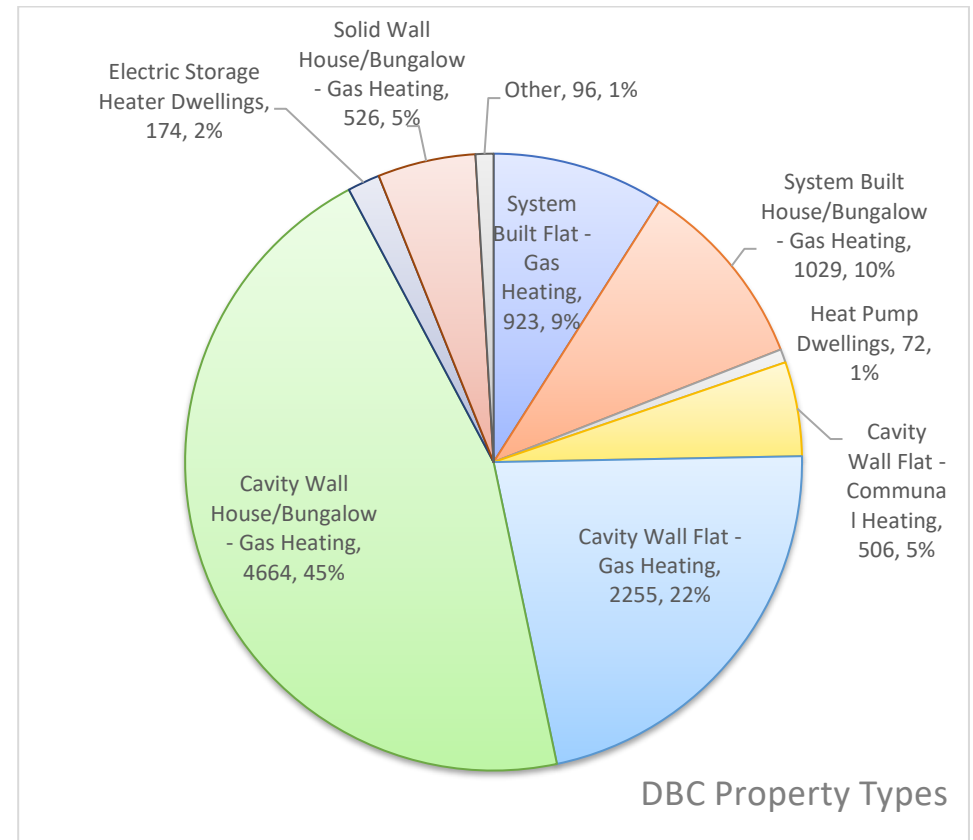
In 2019, the UK Government declared a climate and ecological emergency. This followed concerns about the increasing rate of man-made climate change. The UK government has set legally binding targets to meet net zero carbon by 2050.

In response to the 2019 UK Government Climate Emergency Declaration, the Council declared a subsequent Dacorum Borough Council Climate Emergency and published a strategy to deliver change at all levels to mitigate the consequences of climate change. A commitment was made to having a net-zero Council housing stock by 2050.

We have around 7,000 homes that require an estimated £19M investment to upgrade them to Energy Performance Certificate (EPC) level C to achieve the government target of all rented properties being EPC C by 2035 (2030 for the most 'fuel poor' households). We have resources available to fully meet this target and plan to target those most fuel poor households first. We aim to bring this target forward, should additional resources become available.

Further work will be needed to achieve the subsequent target for all our homes to be net zero by 2050. It's currently estimated to achieve net zero for all homes will require total additional expenditure of £255m.

Within our portfolio we have a variety of different property archetypes which will require different types of solutions to achieve EPC C and net zero. The majority of our homes are cavity wall properties but 19% of our homes are system-built properties of various types including cross wall construction, and pre-cast concrete panel - these non-traditional construction types are likely to require bespoke solutions to achieve energy performance targets.





## Responding to the climate emergency by reducing carbon emissions

We intend to take a fabric first approach to reducing the energy demand on our homes by improving insulation levels, then subsequently installing renewable technology such as air source heat pumps, and solar PV to further reduce carbon reliance, and will seek to use grant funding where available.

It is important that we have up to date information about the energy performance of our portfolio to inform our decision making. From 2024 we will be carrying out a rolling programme of 2000 new EPCs a year. Over the next 2 years we will start to use this data to understand the nature of the work that will be needed to each of our property archetypes so that we can plan, procure and mobilise programmes of work to deliver this.



### To respond to the climate emergency by reducing carbon emissions we will:

- Complete 4000 new EPCs to provide up to date data about the energy performance of our homes
- Develop a road map to achieve net zero backed by a viable financial plan.
- Develop a planned programme of work to achieve EPC C for all Council homes by 2035. (2030 for the most 'fuel poor' households)
- Actively seek grant funding for decarbonisation and retrofit programmes.
- Integrate our net zero retrofit works programmes into void property and capital investment works.
- Ensure staff are equipped successfully develop and deliver larger scale decarbonisation programmes by building on the learning from our SHDF projects and investing in further pilots to improve our retrofit knowledge and skills.
- Work with Herts LEP and local colleges to support the building of local skills to help scale up decarbonisation programme delivery.
- Identify learning and adopt approaches from others - acting as 'fast followers' to accelerate learning and capacity building.
- Play our part in Dacorum's Climate Action Network, (Dacorum CAN) to make positive environmental changes that will reduce emissions and improve biodiversity.

## Investing wisely so our homes and neighbourhoods are fit for the future

We have recently increased the volume of information that we hold about our homes through the completion of 4,000 stock condition surveys over the past two years. We will complete a further 6,000 surveys in the coming three years to provide an accurate picture of future maintenance needs. This will allow us to plan an integrated and intelligent approach to investment in properties and places.

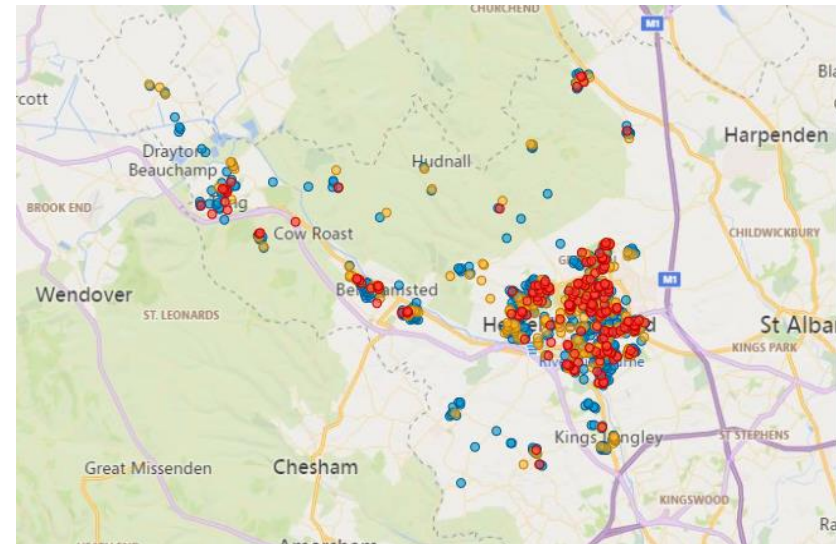
We have also gathered a holistic set of data about our properties as part of our Asset Grading project, using the ARK Strategic Asset Performance (ASAP) model.

In addition to financial metrics, this includes data to assess the social performance of our assets, such as ease of letting, quality of the neighbourhood, access to facilities and ease of management. The model informs us of the net present value of each property and provides a red, amber, or green sustainability rating to help inform our investment decision-making.

- **Green Status** – homes that are flagged as sustainable core stock that perform well in financial and resident value terms. Full programme of improvement and investment works will be applied.
- **Amber Status** – homes that are flagged as not fully sustainable as some aspects do not perform well. Improvement and investment work to be considered against the components that are failing.
- **Red Status** – homes that are flagged as unsustainable as they do not perform well. Any major improvement and investment works will be subject to comprehensive further assessment and consultation on the future of these assets.

The table below shows the headline assessments for our 1227 'schemes'. Each scheme is made up of a group of properties located together and sharing similar characteristics. This information will help us investment wisely and consider alternative interventions where necessary.

DBC Schemes	Class A	Class B	Class C
Supported	607	227	203
Non-Supported	79	16	45
Total	786	243	248



## Investing wisely so our homes and neighbourhoods are fit for the future

The ASAP model helps identify the properties and neighbourhoods which are not sustainable and where we should consider alternative options to enhance the quality of housing and meet the evolving needs of residents. Options may include upgrading, redevelopment, and infill development.

We already know that some of our sheltered housing falls short of providing the right type and quality of accommodation to meet the current and future needs of residents, so we have started the process of reviewing the future sustainability of each scheme.

We have an opportunity to use the insight from the ASAP model to inform our decision-making when considering planned investment and decarbonisation programmes.

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### To invest wisely so our homes and neighbourhoods are fit for the future we will:

- Complete stock condition surveys for 100% of homes and use this data to inform our Planned Investment programme from April 2024 onwards.
- Develop cost-effective initiatives to make neighbourhoods greener, cleaner, and safer in collaboration with residents, Council teams and other agencies.
- Use our Tenant Improvement Grant and develop other initiatives to encourage involvement and greater ownership among residents of their home and community.
- Make sure our investment work plans and programmes are readily available to staff and residents.
- Use our ASAP model to inform decisions about which buildings to continue to invest in.
- Conduct a first batch of option appraisals that explore all options to address the 'performance' of our poorest performing properties.
- Consider options for our supported housing to ensure that it meets the needs of current and future residents.

## A sustainable long-term financial plan

The HRA (Housing Revenue Account) is the financial mechanism used by Local Authorities to manage housing stock. The HRA is a ring-fenced account that separates the income and expenditure related to the provision and management of housing services. It ensures that the finances associated with housing are accounted for separately from the Council's General Fund, allowing for transparency and effective financial planning.

The HRA operates by collecting income from rents, service charges, and grants where available, and uses these funds to cover the costs of maintaining, repairing, and managing the housing stock. This includes expenses such as property maintenance, repairs, improvements, and ongoing management services. The Council has a long-term HRA Business Plan which includes funding the repayment of debt and investing in housing development projects.

The HRA Business Plan will be refreshed annually and over the life of this Asset Management Strategy. During the next two years we need to identify ways to build additional capacity into the HRA to ensure that we can deliver our strategic priorities.



## A sustainable long-term financial plan

The current environment presents several financial challenges for our Housing Revenue Account: Local Authorities normally increase rent annually by CPI +1%. However, in 2023 rent increases were capped by the government at 7%. Whilst this keeps direct rent costs lower for residents, it also creates revenue shortfall within the HRA, which can impact service quality and delivery.

The costs of achieving EPC C and Net Zero are not currently incorporated in the HRA Business Plan. Funding needs to be identified to meet these costs.

Increased interest rates mean we face difficulty borrowing funds at affordable rates, which limits our capacity to deliver necessary improvements and upgrades to the housing stock and embark on new development projects.

We hold land and housing stock in some high-value locations. This includes both garage and sheltered housing sites. By capitalising on the demand for housing in the area, there is the potential to leverage resources associated with new housing development to fund asset management projects.

The Council has started a corporate Strategic Asset Review. One of the aims of this is to secure long-term income streams through regeneration and development programmes, which will support our ongoing financial sustainability and allow continued delivery of the corporate vision and objectives. There is an opportunity to consider as part of this review whether there are any cross-funding opportunities that could benefit the HRA.

The Council has been successful in achieving SHDF funding through the Greener Herts partnership and there may be future opportunities to explore further public and private section partnerships to access funding schemes to supplement our financial resources.

### To have a sustainable long-term financial plan we will:

- Develop a robust and sufficiently resourced HRA-funded 30-year investment and decarbonisation plan that focusses our investment on homes that are sustainable in the long term.
- Maximise existing income streams such as service charge income.
- Identify cross funding opportunities that could benefit the HRA.
- Collaborate with existing and new partners to attract further funding and investment to improve our homes and neighbourhoods.





# Foundations for the Future

Interim Housing Asset Management Strategy Action Plan

2024-2026



# Interim Housing Asset Management Strategy 2024 – 2026

## Draft Action Plan

The Housing Asset Management Strategy will be supported by an effective action plan and governance arrangements to deliver outcomes needed. The following groups will oversee the delivery of relevant actions.

Housing Service Leadership Team	<b>HSLT</b>
Property Leadership Team	<b>PLT</b>
Strategy, Quality & Assurance	<b>SQA</b>
Climate & Ecological Emergency Board	<b>CEEB</b>
<b>Clean, Safe &amp; Green Team</b>	<b>CSG</b>

## Putting residents at the heart of everything we do

Action Details	Timescale	Responsibilities
Co-design our long term Housing Asset Management Strategy with residents and elected members.	April 24 – September 25	HSLT, SLT, PHGB
Co-design a Dacorum ‘Fit for the Future’ home standard, and consider to what extent we develop a fixed standard for every home or personalised approach based on the specific priorities of a household and their diverse needs.	September 23 – November 24	HSLT, PLT
Co-create area improvement plans with our residents for their local neighbourhood.	January 24 – October 24	HSLT, SQA, PLT

## Ensuring efficient, effective and modern services

Action Details	Timescale	Responsibilities
Complete the HTIP Project and implement a new operating model that increases customer satisfaction.	September 23 – March 24	HSLT, PLT
Develop a workforce plan to attract, retain and develop our teams to ensure they have the skills we need.	November 23 – March 24	PLT
Focus on ‘what residents want’ and involve residents in the specification, procurement and on-going oversight of our repairs and planned works services.	September 23 – January 24	HSLT, SQA, PLT



Use modern technology to improve resident's experience of interacting with us.	September 23 – May 24	PLT, SQA
Fully utilise the capabilities of our MRI Asset software to support Asset Compliance delivery and Asset Investment decision making.	November 23 – March 24	HSLT, PLT
Provide support to ensure Councillors understand their accountabilities and collectively have the knowledge to provide clear leadership and effective governance of our housing asset and repair activities.	January 24 – March 24	HSLT, SLT, SQA, PHGB

## Providing good quality, safe and affordable homes

Action Details	Timescale	Responsibilities
Ensure all homes are safe by continuing to take a robust approach to managing all building safety, legal and regulatory requirements.	Ongoing	PLT, HSLT, SLT
Identify and complete all outstanding Decent Homes work to achieve 100% decency, and maintain this on an ongoing basis.	October 23 – March 24	PLT
Deliver a 2 year planned programme of capital improvement work	April 24 – March 26	PLT

## Responding to the climate emergency by reducing carbon emissions

Action Details	Timescale	Responsibilities
Complete 4000 new EPCs to provide up to date data about the energy performance of our homes	April 24- March 25	PLT
Develop road map to achieve Net Zero backed by a viable financial plan.	October 23 - ongoing	PLT, HSLT, SLT, CEEB
Develop plan to decarbonise Sheltered Housing scheme communal areas by 2030 (tentative pending SAR project)	October - ongoing	PLT, HSLT, SLT, CEEB
Develop a planned programme of work to achieve EPC C for all homes by 2035 (2030 for the most 'fuel poor' households)	October - ongoing	PLT, HSLT, SLT, CEEB
Actively seek grant funding for decarbonisation and retrofit programmes.	Ongoing	PLT, CEEB
Integrate our net zero retrofit works programmes into void property and capital investment works.	Ongoing	PLT, CEEB
Ensure staff are equipped successfully develop and deliver larger scale decarbonisation programmes by building on the learning from our SHDF projects and investing in further pilots to improve our retrofit knowledge and skills,	Ongoing	PLT, HSLT, SLT, CEEB
Work with Herts LEP and local colleges to support the building of local skills to help scale up decarbonisation programme delivery.	Ongoing	PLT, HSLT, SLT, CEEB
Identify learning and adopt approaches from others - acting as 'fast followers' for decarbonisation to accelerate learning and capacity building.	Ongoing	PLT, CEEB
Play our part in Dacorum's Climate Action Network, (Dacorum CAN) to make positive environmental changes that will reduce emissions and improve biodiversity.	Ongoing	PLT, CEEB

## Investing wisely so our homes and neighbourhoods are fit for the future

Action Details	Timescale	Responsibilities
Complete stock condition surveys for 100% of homes and use stock condition survey data to inform our Planned Investment programme from April 2024 onwards.	December 2026	PLT
Develop cost effective initiatives to make neighbourhoods greener, cleaner and safer in collaboration with residents, council teams including Neighbourhood Operations, and other agencies.	Ongoing	PLT, HSLT, CSG
Use our Tenant Improvement Grant and develop other initiatives to encourage involvement and encourage greater ownership among residents of their home and community.	Ongoing	PLT, HSLT, SQA
Make sure our investment work plans and programmes are readily available to staff and residents.	Ongoing	PLT, SQA
Use our ASAP model to inform decisions about which buildings to continue to invest in and conduct a first batch of option appraisals that explore all options to address the 'performance' of our poorest performing properties.	Ongoing	PLT, HSLT, SQA
Consider options for our sheltered accommodation to ensure that it meets the needs of current and future residents	Ongoing	PLT, HSLT, SQA

## A sustainable long-term financial plan

Action Details	Timescale	Responsibilities
Develop a robust and sufficiently resourced HRA funded 30-year investment and decarbonisation plan that focusses our investment on homes that are sustainable in the long-term.	Ongoing	PLT, HSLT, CEEB
Increase VFM and efficiency savings through process improvement & procurement (tentative – possibly for procurement strategy)	Ongoing	PLT, HSLT
Maximise existing income streams such as service charge income.	Ongoing	PLT, HSLT
Identify cross funding opportunities that could benefit the HRA.	Ongoing	PLT, HSLT, SQA
Collaborate with existing and new partners to attract further funding and investment to improve our homes and neighbourhoods.	Ongoing	PLT, HSLT, SQA

# Dacorum BC Community Impact Assessment (CIA) Template

**Policy / service / decision**

Interim Housing Asset Management Strategy

## 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*

Our interim Housing Asset Management Strategy sets out our 6 key priorities, the emerging challenges and opportunities for the Council in respect of these, and the actions that we are committing to deliver between 2024-2026. This strategy is supported by an action plan.

The focus of the interim strategy is continue to improve the quality of the homes that we manage, and ensure that they are fit for the future. Our homes must meet the changing needs of our communities, become more energy-efficient to keep bills low for residents, and combat climate change. We also need to ensure that we provide effective and modern property maintenance services that work for our residents. The financial environment is challenging; rent caps are leading to reduced income, high inflation is causing increased costs, and significant expenditure is needed on our homes to achieve energy efficiency targets. To address these challenges, our interim strategy will focus on increasing our stock condition data and developing our decision-making framework. This will enable us to make wise choices about when, where and how to best invest in our homes and neighbourhoods whilst resources are limited and also create a sustainable long-term financial plan.

## 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.*

Internal stakeholder events and discussions. Best practice and legislative guidance.

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

The formal approval process through housing senior leadership, the portfolio holder, overview and scrutiny and full Cabinet will seek to inform later versions of this document. The Tenants & Leaseholder Committee (TLC) will also be consulted during the strategy development process. We have carried out a resident survey to identify resident asset management priorities, one of the findings of the survey was that resident’s priorities showed strong links to the comfort and mental wellbeing of the household and this was often linked to specific needs or characteristics such as age or disability, based on this we have committed as action in our interim asset management strategy to “Co-design a Dacorum ‘Fit for the Future’ home standard, and consider to what extent we develop a fixed standard for every home or personalised approach based on the specific priorities of a household and their diverse needs.” and as we go through this processes in implementing the strategy we be considering the impact on protected groups.

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

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

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

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

<b>Age</b>	<p>The Housing asset management strategy includes a commitment to review our sheltered housing schemes to ensure our sheltered housing provision is fit for purpose and meets the current and future needs of residents, this will ultimately have a positive outcome for older people in Dacorum. Another commitment in the strategy is to “Co-design a Dacorum ‘Fit for the Future’ home standard, and consider to what extent we develop a fixed standard for every home or personalised approach based on the specific priorities of a household and their diverse needs.” This will provide the opportunity to consider together with residents whether we should have a more personalised approach to property standard based on specific priorities and diverse needs, including those which may be age related. This has the potential for positive impact.</p>	<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>	<p>The strategy has been developed in compliance with DBC’s equalities policy, and the Equalities Act 2010. This strategy comments to co-designing a new home standard and neighbourhood and area improvement plans which will provide an opportunity to consider any implications for people who have a disability. The strategy also references the DBC adaptations service which is in place to support residents to live in their homes as their needs and mobility changes.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Gender reassignment</b>	<p>The strategy has been developed in compliance with DBC’s equalities policy, and the Equalities Act 2010. This strategy comments to co-designing a new home standard and neighbourhood and area improvement plans which will provide an opportunity to consider any implications for people who have undergone gender reassignment.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Race and ethnicity</b>	<p>The strategy has been developed in compliance with DBC’s equalities policy, and the Equalities Act 2010. This strategy comments to co-designing a new home standard and neighbourhood and area</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

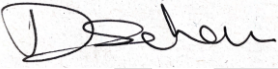
	improvement plans which will provide an opportunity to consider any implications for people of various races and ethnicities.			
<b>Religion or belief</b>	The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. This strategy comments to co-designing a new home standard and neighbourhood and area improvement plans which will provide an opportunity to consider any implications for people of various religions or beliefs.	☐	☒	☐
<b>Sex</b>	The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. This strategy comments to co-designing a new home standard and neighbourhood and area improvement plans which will provide an opportunity to consider any implications for people of different sexes.	☐	☒	☐
<b>Sexual orientation</b>	The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. This strategy comments to co-designing a new home standard and neighbourhood and area improvement plans which will provide an opportunity to consider any implications for people of various sexual orientations.	☐	☒	☐
<b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b>	Our commitment to "Co-design a Dacorum 'Fit for the Future' home standard, and consider to what extent we develop a fixed standard for every home or personalised approach based on the specific priorities of a household and their diverse needs." will provide the opportunity to consider together with residents whether we should have a more personalised approach to property standard based on specific priorities and diverse needs, including characteristics which are not protected. This has the potential for positive impact.	☐	☐	☒



**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>	
<b>Completed by (all involved in CIA)</b>	<b>Helen McGregor, Ian Kennedy</b>
<b>Date</b>	<b>13/09/2023</b>
<b>Signed off by</b> ( <i>AD from different Directorate if being presented to CMT / Cabinet</i> )	 <b>Diane Southam, Assistant Director Place, Communities and Enterprise</b>
<b>Date</b>	<b>3 January 2024</b>
<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>	Budget 2024/25
<b>Date:</b>	13 <sup>th</sup> February 2024
<b>Report on behalf of:</b>	Councillor Ron Tindall, Leader & Interim 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 2024/25</li> <li>• Appendix A2 – General Fund MTFS update 2024/25 – 2027/28</li> <li>• Appendix B1 – Budget Change Analysis 2023/2024 – 2024/25</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 2024/25</li> <li>• Appendix C2 – Finance &amp; Resources Budget Detail 2024/25</li> <li>• Appendix C3 – Finance &amp; Resources Fees and Charges 2024/25</li> </ul> <p><b>Housing and Community</b></p> <ul style="list-style-type: none"> <li>• Appendix D1 – Housing &amp; Community Budget Summary 2024/25</li> <li>• Appendix D2 – Housing &amp; Community GF Budget Detail 2024/25</li> <li>• Appendix D3 – Housing &amp; Community Fees and Charges 2024/25</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 2024/25</li> <li>• Appendix E2 – Strategic Planning &amp; Environment Budget Detail 2024/25</li> <li>• Appendix E3 – Strategic Planning &amp; Environment Fees and Charges 2024/25</li> </ul> <p><b>Housing Revenue Account</b></p> <ul style="list-style-type: none"> <li>• Appendix F – Housing Revenue Account Budget 2024/25</li> <li>• Appendix G – Housing Revenue Account Movements 2023/24 -2024/25</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 2024/25 - 2027/28</li> </ul>

	<p><b>Reserves</b></p> <ul style="list-style-type: none"> <li>• Appendix J1 – Statement of Reserves</li> <li>• Appendix J2 – General Fund Working Balance Risk Assessment</li> </ul> <p><b>Treasury Management</b></p> <ul style="list-style-type: none"> <li>• Appendix K – Treasury Management Strategy Statement 2024/25</li> </ul> <p><b>Capital Strategy</b></p> <ul style="list-style-type: none"> <li>• Appendix L – Capital Strategy 2024/25</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 2023, and 7 <sup>th</sup> February 2024.
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	<p>GF – General Fund Revenue Account</p> <p>HRA – Housing Revenue Account</p> <p>DLUHC- Department of Levelling Up, Housing and Communities</p> <p>MTFS – Medium Term Financial Strategy</p> <p>NHB – New Homes Bonus</p> <p>OSC – Overview and Scrutiny Committee</p> <p>PWLB – Public Works Loan Board</p> <p>RSG – Revenue Support Grant</p> <p>SFA – Settlement Funding Assessment</p>

<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>	<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>	<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 2024/25 together with the use of reserves.</li> <li>2. The setting of the Council Tax for 2024/25</li> <li>3. The Treasury Management Strategy 2024/25</li> <li>4. The Capital Strategy 2024/25</li> <li>5. The Fees and Charges for 2024/25</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 £13.821m, and a provisional amount of £15.144m for the combined Borough Council and Parish Councils' requirement for 2024/25;</li> <li>2. Approve a Band D Council Tax increase of £6.66 (2.99%) for Dacorum Borough Council;</li> <li>3. Approve the base estimates for 2024/25, as shown in Appendix A1, and the indicative budget forecasts for 2024/25 – 2027/28, as shown in Appendix A2;</li> <li>4. Approve the forecast balances of Revenue Reserves as shown in Appendix J, and approve section 10 of this report as the updated Reserves Strategy;</li> <li>5. Approve increases in Fees and Charges for 2024/25 as set out in Appendices C3, D3, and E3;</li> </ol>

6. Approve and adopt the Treasury Management Strategy for 2024/25, attached at Appendix K;
7. Approve and adopt the Capital Strategy for 2024/25, attached at Appendix L;
8. Note that this budget paper, if approved by Council, will form part of the Medium Term Financial Strategy.

#### **Capital Programme**

9. Approve the Capital Programme for 2024/25 to 2028/29, as detailed in Appendix I;
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.

#### **Housing Revenue Account (HRA)**

11. Set dwelling rents according to DLUHC guidance, which provides for a rent increase of CPI plus 1% which equates to 7.7%. The average dwelling rent is proposed to be £127.73 per week in 2024/25 (based on 52 weeks);
12. Approve the HRA budget for 2024/25 as shown in Appendix F.

#### **Employer Terms and Conditions**

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 2024/25 (to be reviewed annually thereafter).

#### **Statement by Chief Finance Officer**

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.

**Period for post policy/project review:**

Performance against the approved budget for 2024/25 will be reported to Members on a quarterly basis.

## 1 The Budget- Setting Process

The 2024/25 proposed budget and the updated Medium Term Financial position have been produced to ensure that the Council maintains a sustainable financial position over the Medium Term planning period to 2027/28. The following Council strategies and policies have informed the budget-setting process:

- The Council's Vision and Priorities, as outlined in the Corporate Plan
- The Medium Term Financial Strategy (MTFS)
- Corporate and Service Strategies and Plans

In accordance with the Medium Term Financial Strategy, a Budget Review Group comprising the Leader, Deputy Leader, Portfolio Holder for Corporate Services, Chief Executive, Strategic Director Corporate and Commercial and the Chief Finance Officer has met regularly 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 Political groups, Portfolio Holders and members of the Council's Leadership Team. In addition, there have been combined briefings for Overview and Scrutiny Committees in December 2023 and February 2024, during which Members undertook detailed scrutiny of the budget strategies and proposals.

## 2 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. Due to the impact of Covid and wider economic pressures this policy has been paused annually since its introduction in 2020.

## 3 The 2024/25 Local Government Finance Settlement

On 18th December 2023 the Department for Levelling Up, Housing and Communities (DLUHC) issued the draft Local government finance policy statement 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'. This was followed up with an additional secretary of state announcement on the 24<sup>th</sup> January announcing an additional £600m of national funding for 2024/25.

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



The draft Local Government Finance settlement sets out the overall funding schedule for Local Authorities based on key policies such as;

- Council Tax policy is to set the limit at 2.99% or £5 (whichever is the greater)
- The policy of Negative Revenue Support Grant (RSG). *"We are confirming that we have no plans to introduce 'negative Revenue Support Grant'".*
- Local Government Core Spending Power (Council Tax and total Grant funding), will on average increase nationally by 6.5% in cash terms year on year. Overall Core spending power for Dacorum has increased in cash terms by 5.1%. The majority of this is related to council tax increases and one off supplementary grants.

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 were assessed as having to make a contribution to the government called negative RSG. The settlement announcement means the contribution is not required in 2024/25 and nor in the medium term. The 2023 MTFS included the removal of £2.3m of negative RSG over the medium term period. Following the local government finance settlement confirming the government has no indication of utilising the negative RSG policy the residual negative RSG for 24/25 and 25/26 has been now removed.

It was also confirmed as part of the settlement that there would be an additional year of the New Homes Bonus (NHB) payments in 2024/25. This is yet again, a one off allocation and will not attract legacy payments for future years, hence 2024/25 is expected to be the final year of the current New Homes Bonus scheme.

The 2024/25 settlement provided no medium term funding confirmations and as such there remains uncertainty over the medium term funding projections. Future decisions are expected to be decided by a new government elected in 2024. This leaves uncertainty in regards to the assessment of local government resource requirements, Council Tax policy, Business rates retention or the Minimum Funding Guarantee. The 24/25 budget and current MTFS assumes the 2024/25 settlement decisions are one off funding agreements, whilst the government undertakes a review of future Local Authority funding during 2024/25.

Overall baseline government funding set out in the settlement is in-line with MTFS expectations in 2024/25, with the addition of the new homes bonus that is referred to in section 4 below.

### **Business Rates Retention / Baseline Funding**

This is funded by Central Government through redistributed Business Rates, Dacorum collects circa £67m of business rates, and the amount retained is determined by Government's assessment of need. The provisional minimum (safety net) settlement for 2024/25 is £3.04m, circa £100k greater than the MTFS projections.

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.

Dacorum has provisionally agreed to be a member of the 2024/25 Hertfordshire Business Rates Pool with partners Hertfordshire County Council, Hertsmere and North Hertfordshire. The creation of a Hertfordshire Pool is a policy set up by DLUHC that allows pools to retain up to 20 % more

growth than if the LA's were not pooled. Any additional growth achieved would be split 70% district authorities (In the pool), 15% HCC and 15% the Herts Growth fund.

The creation of the Hertfordshire business rates pool is assessed annually across all Hertfordshire districts by external adviser LG Futures, to assess the best potential financial outcome for Hertfordshire. Due to the technical nature of the government policy not all districts can be part of the pool and it is estimated that the greatest growth would be provided by a smaller pool of authorities, formed of 3 district councils and HCC.

The performance of the pool will be monitored by the Hertfordshire Chief Finance Officers. The modelling and performance of business rates is extremely complex and the outcomes of pooling are unlikely to be reported until the final quarter of 2024/25 and will not crystallise until closing of the pool partner's accounts mid-way through 2025/26. The performance of the pool will be reported as part of the existing Corporate Financial reporting framework.

#### **4 Dacorum's Key Funding Streams- New Homes Bonus**

The provisional NHB allocation for Dacorum in 2024/25 has been announced as £1.16m, an increase of over £400k year on year. This was not projected in the MTFS or the 2024/25 draft budget proposals as this policy was due to end in 2023/24.

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 these one off funds to support one-off expenditure and capital projects.

In line with previous years' strategies, it is proposed that all NHB funding in 2024/25 be transferred to reserves. It is recommended that in 2024/25 this allocation is used to set up a Climate Change and Ecological Emergency Reserve, the use of these funds will be managed through the usual corporate governance and cabinet approval process to support delivery of the key corporate objectives of achieving net zero by 2030/2050.

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

As part of the provisional settlement the Minimum Funding Grant has continued for one more year with the Council to receive £871k in 2024/25.

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

Dacorum's Council Tax requirement for 2024/25 is calculated as £15.144m (provisional, inclusive of provisional parish precepts) and £13.821m (exclusive of parish precepts). The approved tax base for 2024/25 is 60,276.5 based on a collection rate of 98.5%.

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 £0.665m on the Collection Fund is forecast for 31 March 2024. 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 2024/25 is as follows:

	£
Dacorum Borough Council	-77,517.77
Hertfordshire County Council	-511,742.74

Police and Crime Commissioner for Hertfordshire	-75,854.82
<b>Total Surplus</b>	<b>-665,115.33</b>

Cabinet approved the Collection Fund surplus in December 2023.

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 2.99%. The proposed increase of £6.66 (2.99%) for Dacorum in 2024/25 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 £100k.

## 7 Local Government Accounting Requirements

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, KPMG. 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 2024/25 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 2024/25

The inflationary assumptions used to compile the 2024/25 estimates are set out below.

<b>Inflation Factors</b>	
--------------------------	--

Average salary Inflation (annual pay settlement) for 2024/25	5%
Business Rates (Multiplier frozen and funded through S31 grant)	2.0%
Supplies and Services Growth	5.0%
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 remains consistent (excluding front-line Waste services)	5.0%
Growth in numbers of Band D equivalent properties	1.5%

The salary vacancy factor for the 2023/2024 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 2024/25.

## 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 – This relates to the financial returns the council makes on investing its cash balances. The Bank of England base rate currently stands at 5.25% which is an increase of 1.25% year on year. As a result the Council is seeing an increase in the returns it receives on the investment of its cash balances in 2023/24.

Although interest returns are expected to remain higher in early part of 2024/25 the current capital investment proposals will lead to a reduction in the councils cash balances and therefore the council will have less investment potential in 2024/25. So although investment returns in 2024/25 are expected to average circa 3.3% there is not any expected growth in overall investment returns. This will be monitored and reported in the quarterly financial reports and also in the mid-year and end of year treasury management reports to cabinet.

Fees and Charges – Service managers have proposed changes to fees and charges for 2024/25 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 2024/25 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 2023).

The Council holds two types of reserve, both of which are subject to audit by the Council's external auditors, KPMG, 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 £23.4m, as shown in Appendix A1. Included in the appendices is Appendix J2 which is an overall risk assessment of the current working balance undertaken to assess the working balance appropriateness and suitability to support potential short term financial issues that may arise.

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 sets the HRA Working Balance at £4.9m by the end of 2024/25, which equates to 7% of the £71.5m 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.

#### **General Fund Earmarked Reserves**

The General Fund budget proposes a Net Cost of Service of £23.4m, as set out in Appendix A1. This includes a net allocation of £0.023m to earmarked reserves. The proposed movements of General Fund earmarked reserves for revenue use in 2024/25 are as follows:

<b>Earmarked Reserve</b>	<b>Net Movement to/(from) Reserves</b>
	<b>£000</b>
Management of Change Reserve	(166)
Savings Efficiencies Reserve	50
On Street Car Parking Reserve	40
Local Development Framework Reserve	(130)
Dacorum Development Reserve	(1,114)
Vehicle Replacement Reserve	25
Election Reserve	40
Housing Conditions Survey Reserve	15
Maylands Plus Reserve	23
Climate Change and Sustainability Reserve	1,160

Reserves are held for specific purpose and are held to manage and mitigate against key strategic risks in the organisation.

Appendix J details the proposed movements on General Fund Earmarked Reserves. All reserves have been reviewed during the preparation of the Budget for 2024/25, and there will be a further review of the reserves position as part of the closure of accounts process for 2023/2024.

The movement in the balances currently held by the Council within Earmarked Reserves is shown below.

**Reserve classification- Ensuring compliance with statutory and legislative requirements.**

Reserves included within this reserve classification are:

- **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 draw down from this reserve of £166k in 2024/25:

- Funding for a Customer Services Team Training Officer (£50k)
- Funding to support the Strategic Asset Review (£116k)

- **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. An annual contribution of £40k is being applied to this reserve to ensure it has capacity to support future service reviews and investment.

- **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 key fleet vehicles. Funding replacement costs through Revenue Contributions to Capital enables the Council to reduce or avoid the costs associated with borrowing.

- **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.

### **Reserve classification- Supporting Financial 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 £50k planned in 2024/25. This figure includes the following:

- A draw down from reserves of £150k to support a delay in the expected income from changes to parking fees and charges, to allow for the conclusion of the statutory obligations associated with these changes.
- A transfer of £200k relating to reduced interest payments following earlier repayment of General Fund loans during 2022/23.

- **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.

- **Youth Provision Reserve**

This reserve is held 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 contribution of £40k is proposed for 2024/25, to support the costs of future Borough Elections.

- **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.

- **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.

- **Covid- 19 Hardship Fund**

This reserve was created during 2020/21 from balances received to support vulnerable residents with their Council Tax bills.

- **Inflationary Pressures Reserve**

This reserve was created at the end of 2021/22 to support inflationary pressures.

### **Reserve classification- Place Shaping and Regeneration**

- **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 £130k 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 draw down from this reserve of £1.114m proposed for 2024/25 comprises:

- 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 £125k to support the implementation of the Garages Strategy;
  - A drawdown of £65k to support the delivery of the Light Industrial Unit business, case, part of the Council's Commercial Strategy.
  - £264k to support the restructure of the Place service.
  - £300k to support lost rental income for the Forum.
  - £60k to support the costs of an Urban Designer within the Planning service.
- **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.

- **Suitable Alternative Natural Greenspace (SANG) reserve**

This reserve was created during 2022/23 to support the provision of Suitable Alternative Natural Greenspace (SANG) as part of the Chilterns Beechwoods Special Area of Conservation Mitigation Strategy. Balances are held are made up of contributions from developers specifically for the provision of SANG.

#### **Reserve classification- Digital investment**

- **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.

#### **Reserve classification- Supporting recruitment and retention to deliver excellent customer services**

- **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.

#### **Reserve classification- Delivery of safe and good quality, affordable homes (General Fund)**

- **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.

There are further reserves held to support delivery of the Council's Housing Revenue Account Landlord function.

#### **Reserve classification- Strategic partnership working**

- **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 2024/25 is forecast.

- **Leisure Reserve**



This reserve was created in 2022/23 from income due to the Council under its leisure management arrangement received in excess of budget. The purpose of this reserve is to smooth the impact of any potential risk to income from the Council's leisure management arrangements.

### **Reserve classification- Climate Change**

- **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. A contribution of £1.160m is proposed for 2024/25, funded by a further year of New Homes Bonus the Council expects to receive in 2024/25.

### **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; Place, Commercial, Digital and People Strategies.

- **Capital Receipts Reserve**

This reserve is utilised to finance the Capital Programme. The balance brought forward to 2023/24 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 £16.5m as at 1<sup>st</sup> April 2024, and £11.7m as at 31<sup>st</sup> March 2025. It is estimated that the GF capital balances will be £17.8m as at 1<sup>st</sup> April 2024, and £8.4m as at 31<sup>st</sup> March 2025.

## **11. 2024/25 Budgetary risks**

As part of the budget setting process, and through the service planning phase the inherent and potential financial risks are assessed and mitigations applied to the budget where required. These risks require ongoing monitoring and reporting as part of the ongoing corporate financial reporting processes.

The most significant risk to Dacorum's budget setting would be if approved government funding did not meet the budgeted expectations. This risk is considered low following the draft financial settlement and the Autumn Spending review announcements. The Council's projected core government funding levels for 24/25 have increased marginally year on year but not in line with real term cost increases. The implementation of the Minimum funding guarantee, and the removal of negative RSG have assisted in easing the financial pressures the council is facing in the short term. A medium term funding commitment would be the ideal solution going forward to support strong council financial planning.

At present, the Council faces uncertain economic times and hence projections are more open to challenge and change than in previous years. As a result, there are a number of service risks where financial performance and service development processes remain under careful scrutiny and monitoring and will be reported back to Members if performance differs from expectations. The high risk areas include;

- The impact of the wider economic pressures on demand for Council services. Due to a combination of the impact of the current cost of living pressures and the ongoing slow economic recovery from Covid.

- Income generating services. Since Covid there have been shortfalls in income in several discretionary services including car parking income, commercial waste and planning income. The 2023/24 and 2024/25 budgets have provided growth to mitigate this risk, and this continues to be monitored.
- Waste/Refuse Service. There are a multitude of pressures in the refuse service including increased demand for waste routes, increased volumes of waste collection/disposal and the ongoing issues around growing staffing costs. The service is in the second phase of the transformation programme to reduce ongoing waste revenue pressures and deliver improvements and expansion of the commercial waste service.
- Impact of increasing cost on Supplies and Services. The budget proposals include a number of inflationary budget increases, but prices are expected to continue increasing in the short term and hence these cost pressures will be monitored.

## 12 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 £252.4m of capital investment across the borough. The Capital Programme in 2024/25 is £89.4m of which £59.5m is the HRA and £29.9m is the General Fund.

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

### General Fund

- £16.1m investment in a 5-year programme of fleet replacement.
- £28.5m capital investment to the leisure and sports premises.
- £4.5m capital investment to deliver key projects as part of the Council's Commercial Strategy.
- £4.1m 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.
- £7.1m to deliver the Council's Place Strategy.

### Housing Revenue Account

- £124.4m for major capital repairs and replacements of components of the Housing Stock (such as bathrooms, roofs, windows, kitchens); and,
- £57.0m for the New Build programme.

### Financing the Capital Programme

It is recommended that the Capital Programme for 2024/25 be financed as per the table below.

<b>Proposed Financing Source Capital Programme 2024/25</b>	<b>HRA £m</b>	<b>GF £m</b>	<b>Total £m</b>
Capital Receipts and Reserves	24.5	9.8	<b>34.3</b>
Grants and External Funding	7.4	0.8	<b>8.2</b>

Borrowing*	28.3	0	<b>28.3</b>
<b>Total Indicative Funding</b>	<b>60.2</b>	<b>10.6</b>	<b>70.8</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 2024/25 and subsequent years have been made based on the Council's asset management intentions and the current economic climate. The level of capital receipts anticipated to be utilised in 2024/25 is £20.1m.

The level of capital reserves expected to be utilised is £14.2m. 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.

### 13 Housing Revenue Account 2024/25

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 2024/25 equates to £3.5m. 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 2024/25

The HRA budget for 2024/25 incorporates the following key financial assumptions, based on the draft 2024/25 HRA budget:

Budget	Assumptions
HRA Working Balance	Minimum 5% of turnover.
Major Repairs Reserve (MRR) Balance	Nil – to be fully utilised each year to fund capital works and new build
Rent	Rents for 2024/25 - Following DLUHC Rent increase expectations - Annual rent increase of CPI+1% equates to 7.7% cap. New tenancies re-let at formula rent.

Inflation	RPI 6% 2024/25. 3.5% 25/26. 3% for the remainder of the business plan.
Void and Bad Debts	Void: 0.95% of gross income Bad Debts: 0.79%
Non- Right to Buy Sales	Assumes 12 in 24/25 and a further 12 in 25/26
Right to Buy Sales	Assumption of 24 per year.

#### **14 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 £11.44 per hour. All Council staff are paid in excess of the living wage for 2024/25.

#### **15 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.

#### **16 Legal Implications**

The Council is required to set a balanced budget.

#### **17 Risk implications:**

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

#### **18 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.

#### **19 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.

#### **20 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.

#### **21 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 Officer:**

This is an s151 Officer report.

**22 Conclusions**

This report sets out how the Council will provide the financial resources required to achieve its Corporate priorities and Statutory requirements 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 2024/25 budget and the level of the Council's reserves.

## DRAFT GENERAL FUND BUDGET SUMMARY 2024/25

	Original 2023/24	Growth / (Savings)	Estimate 2024/25
	£000	£000	£000
<b>Service Expenditure &amp; Income</b>			
Employees	30,341	1,870	32,211
Premises	5,461	218	5,679
Transport	1,929	173	2,101
Supplies & Services	8,427	472	8,899
Third-Parties	831	35	866
Transfer Payments	47,146	0	47,146
Capital Charges & Bad Debts	4,922	6	4,928
Income	(19,851)	(1,469)	(21,320)
Grants and Contributions	(51,702)	129	(51,573)
Recharge to HRA	(6,115)	436	(5,679)
<b>Net Cost Of Services</b>	<b>21,389</b>	<b>1,871</b>	<b>23,259</b>
<b>Less:</b>			
Interest Receipts	(755)	(249)	(1,004)
Interest Payments & MRP	741	60	801
Reversal of Capital Charges	(4,802)	(0)	(4,802)
Revenue Contributions to Capital	0	0	0
Net movement to/(from) Earmarked Reserves	2,639	(2,616)	23
<b>Budget Requirement General Fund</b>	<b>19,212</b>	<b>(934)</b>	<b>18,278</b>
Parish Precepts	1,234	90	1,323
<b>Budget Requirement Including Parishes</b>	<b>20,445</b>	<b>(844)</b>	<b>19,601</b>
<b>Funded by:</b>			
Business Rates Retained	(3,067)	27	(3,040)
Revenue Support Grant	0	(150)	(150)
New Homes Bonus/Government Grants	(1,627)	467	(1,160)
Other Government Grants	(66)	(824)	(890)
Business Rates (Surplus)/Deficit	(1,111)	1,894	783
<b>Net Expenditure before Council Tax</b>	<b>14,574</b>	<b>570</b>	<b>15,144</b>
<b>Demand on the Collection Fund</b>	<b>(14,574)</b>	<b>(570)</b>	<b>(15,144)</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		
General Fund Balance C/Fwd	<b>(2,502)</b>		<b>(2,502)</b>

**APPENDIX A - GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY**

	<b>Approved 2023/24</b>	<b>Estimate 2024/25</b>	<b>Estimate 2025/26</b>	<b>Estimate 2026/27</b>	<b>Estimate 2027/28</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Service Expenditure &amp; Income</b>					
Employees	30,340	32,211	32,741	34,190	35,321
Premises	5,461	5,679	5,851	5,987	6,126
Transport	1,929	2,101	2,192	2,287	2,387
Supplies & Services	8,427	8,899	8,912	9,344	9,811
Third-Parties	831	866	871	889	906
Transfer Payments	47,146	47,146	47,146	47,146	47,146
Capital Charges & Bad Debts	4,922	4,928	4,935	4,941	4,948
Income	(71,553)	(72,893)	(73,782)	(74,127)	(74,478)
Recharge to HRA	(6,115)	(5,680)	(5,850)	(6,025)	(6,206)
Cumulative Savings	0	0	1	(543)	(1,431)
<b>Net Cost Of Services</b>	<b>21,388</b>	<b>23,259</b>	<b>23,018</b>	<b>24,088</b>	<b>24,530</b>
<b>Less:</b>					
Interest Receipts	(755)	(1,004)	(1,258)	(1,468)	(1,468)
Interest Payments & MRP	741	801	801	801	801
Reversal of Capital Charges	(4,802)	(4,802)	(4,802)	(4,802)	(4,802)
Net movement to/(from) Earmarked Reserves	2,639	23	289	343	343
<b>Budget Requirement General Fund</b>	<b>19,210</b>	<b>18,278</b>	<b>18,048</b>	<b>18,962</b>	<b>19,404</b>
Parish Precepts	1,234	1,323	1,376	1,431	1,488
<b>Budget Requirement Including Parishes</b>	<b>20,444</b>	<b>19,601</b>	<b>19,424</b>	<b>20,393</b>	<b>20,892</b>
<b>Funded by:</b>					
Business Rates Retained	(3,067)	(3,040)	(3,043)	(3,045)	(3,049)
Revenue Support Grant	0	(150)	0	0	0
New Homes Bonus	(721)	(1,160)	0	0	0
Other Government Grants	(972)	(890)	(100)	(100)	(100)
Council Tax (Surplus)/Deficit	0	0	0	0	0
Business Rates (Surplus)/Deficit	(1,111)	783	0	0	0
<b>Net Expenditure before Council Tax</b>	<b>14,573</b>	<b>15,144</b>	<b>16,281</b>	<b>17,248</b>	<b>17,743</b>
<b>Demand on the Collection Fund</b>	<b>(14,574)</b>	<b>(15,144)</b>	<b>(15,749)</b>	<b>(16,375)</b>	<b>(17,031)</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>1,578</b>	<b>682</b>	<b>873</b>	<b>712</b>
of which,					
<b>Savings identified, and already delivered</b>		<b>(800)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Savings identified, but still to be delivered</b>		<b>(778)</b>	<b>(150)</b>	<b>0</b>	<b>0</b>
<b>Savings still to be identified</b>		<b>0</b>	<b>532</b>	<b>873</b>	<b>712</b>

**GENERAL FUND BUDGET CHANGE ANALYSIS 2024/25**  
**EMPLOYEE EXPENDITURE**

<b>2023/24 Employee Budget</b>		<b>30,341</b>
<b><u>Inflation</u></b>		
Estimated pay award of 5%		1,213
Pay Award for 2023/24 above previous MTFS forecast		643
Increments		71
Inflation on indirect employee costs		39
<b>Sub total - Inflation</b>		<b>1,966</b>
<b><u>Growth items</u></b>		
Customer Strategy Team Growth	SD People & Transformation	200
Leadership Restructure 2022/23	Chief Executive	60
Leisure and Community Lead (Place restructure)	AD Place, Community & Enterprise	72
Digital Strategy Restructure	HO Digital	230
HR Restructure - EDI and Organisation Development Manager	AD People	130
Private Sector Housing Officer (MEES)	HO Safe Communities	39
Corporate Support Restructure	Chief Executive	54
Other growth items under £15k		10
<b>Sub total - Growth items</b>		<b>795</b>
<b><u>Removal of 2023/24 one-off items (reserve / grant funded)</u></b>		
Staffing for Borough Election	HO Legal & Democratic Services	(120)
Staffing for Pre Planning Application income funded since 21/22	AD Planning	(110)
HR Restructure	AD People	(111)
Communications Restructure	HO Communications & Engagement	(50)
Place Restructure	AD Place, Community & Enterprise	(26)
Surveyor - Regeneration Projects	HO Property Services	(60)
Environmental Community and Protection - Re Financing	HO Regulatory Services	(84)
Housing Transformation Improvement Programme Restructure	HO Housing Operations	(52)
<b>Sub total - Removal of 2023/24 one-off items</b>		<b>(613)</b>
<b><u>2024/25 one-off items (reserve / grant funded)</u></b>		
Hemel Garden Communities Employee Costs	AD Planning	50
Place Restructure	AD Place, Community & Enterprise	14
Urban Designer 1 Year FTC	AD Planning	60
Customer Service Unit Training Officer 1 Year Fixed Term Contract	HO Transformation	50
<b>Sub total - 2024/25 one-off items</b>		<b>174</b>
<b><u>Efficiency savings</u></b>		
Revenues and Benefits Service Review	HO Revenues & Benefits	(40)
Other Savings items under £15k		(24)
<b>Sub total - Efficiency savings</b>		<b>(64)</b>
<b><u>Other</u></b>		
Internal movement of budget (no growth or efficiencies to services)		(387)
<b>Sub total - Other</b>		<b>(387)</b>
<b>Total change year on year</b>		<b>1,870</b>
<b>2024/25 Employee Budget</b>		<b>32,211</b>



GENERAL FUND BUDGET CHANGE ANALYSIS 2024/25 PREMISES EXPENDITURE	
<b>2023/24 Premises Budget</b>	<b>5,461</b>
<b><u>Inflation</u></b>	
General inflation	197
<b>Sub total - Inflation</b>	<b>197</b>
<b><u>Growth items</u></b>	
Business Rates on DBC properties following revaluation	HO Revenues and Benefits 124
<b>Sub total - Growth items</b>	<b>124</b>
<b><u>Removal of 2020/21 one-off items (reserve / grant funded)</u></b>	
Borough Election	AD Legal & Democratic Services (20)
<b>Sub total - Removal of 2020/21 one-off items</b>	<b>(20)</b>
<b><u>Other</u></b>	
Internal movement of budget (no growth or efficiencies to services)	(82)
<b>Sub total - Other</b>	<b>(82)</b>
<b>Total change year on year</b>	<b>218</b>
<b>2024/25 Premises Budget</b>	<b>5,679</b>
GENERAL FUND BUDGET CHANGE ANALYSIS 2024/25 TRANSPORT EXPENDITURE	
<b>2023/24 Transport Budget</b>	<b>1,929</b>
<b><u>Inflation</u></b>	
General inflation	173
<b>Sub total - Inflation</b>	<b>173</b>
<b>Total change year on year</b>	<b>173</b>
<b>2024/25 Transport Budget</b>	<b>2,101</b>

GENERAL FUND BUDGET CHANGE ANALYSIS 2024/25 SUPPLIES & SERVICES EXPENDITURE		
<b>2023/24 Supplies &amp; Services Budget</b>		<b>8,427</b>
<b><u>Inflation</u></b>		
Inflation		386
External Audit Fees - Contract Growth	HO Financial Services	50
Parking Enforcement Contract - Contract Growth	HO Neighbourhood Management	53
<b>Sub total - Inflation</b>		<b>489</b>
<b><u>Growth items</u></b>		
Digital Strategy - Cloud and Data Solutions	HO Digital	80
Staff Vaccination Programme	AD People	25
Digital Strategy - Telecomms improvements	HO Digital	70
Other growth items under £15k		15
<b>Sub total - Growth items</b>		<b>190</b>
<b><u>Removal of 2023/24 one-off items (reserve / grant funded)</u></b>		
Borough Elections	AD Legal & Democratic Services	(20)
Itrent Upgrade	AD People	(20)
Bery Bikes Feasibility works	AD Planning	(125)
Maylands Shuttle Analysis	AD Planning	(100)
Strategic Asset Review - Property services	HO Property Services	(40)
Armed Forces Day	HO Communications & Engagement	(50)
<b>Sub total - Removal of 2023/24 one-off items</b>		<b>(355)</b>
<b><u>2024/25 one-off items (reserve / grant funded)</u></b>		
Funding of Local Plan	AD Planning	50
Light Industrial Units Project Pump Priming	HO Commercial Development	15
Strategic Asset Review	AD Strategic Housing & Delivery	116
<b>Sub total - 2024/25 one-off items</b>		<b>181</b>
<b><u>Efficiency savings</u></b>		
Review of Digital Contracts and Automation	HO Digital	(20)
Parish Precept	HO Financial Services	(14)
<b>Sub total - Efficiency savings</b>		<b>(34)</b>
<b><u>Other</u></b>		
Internal movement of budget (no growth or efficiencies to services)		1
<b>Sub total - Other</b>		<b>1</b>
<b>Total change year on year</b>		<b>472</b>
<b>2024/25 Supplies &amp; Services Budget</b>		<b>8,899</b>
GENERAL FUND BUDGET CHANGE ANALYSIS 2024/25 THIRD-PARTY PAYMENTS		
<b>2023/24 Third Party Payments Budget</b>		<b>831</b>
<b><u>Inflation</u></b>		
General inflation		47
<b>Sub total - Inflation</b>		<b>47</b>
<b><u>Efficiency savings</u></b>		
Good shape Contract ended	AD People	(12)
<b>Sub total - Efficiency savings</b>		<b>(12)</b>
<b>Total change year on year</b>		<b>35</b>
<b>2024/25 Third Party Payments Budget</b>		<b>866</b>

GENERAL FUND BUDGET CHANGE ANALYSIS 2024/25 TRANSFER PAYMENTS	
2023/24 Transfer Payments Budget	47,146
Total change year on year	0
2024/25 Transfer Payments Budget	47,146
GENERAL FUND BUDGET CHANGE ANALYSIS 2024/25 INCOME	
2023/24 Income Budget	(19,851)
<b><u>Inflation</u></b>	
General inflation	(311)
<b>Sub total - Inflation</b>	<b>(311)</b>
<b><u>Growth items</u></b>	
Enforcement Income - One-off for 23/24	HO Regulatory Services 30
Reduction in Planning Income Targets	AD Planning 300
Other growth items under £15k	9
<b>Sub total - Growth items</b>	<b>339</b>
<b><u>Increased income</u></b>	
Car Parking Fees	HO Neighbourhood Operations (75)
Garden Waste	HO Environmental Services (850)
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 (279)
Garage Rents Income - recovery over 4 years of Covid-19 impact	HO Commercial Development (125)
Leisure Income - recovery from Covid-19 impact	AD Place, Community & Enterprise (436)
Commercial Rent Income	HO Property Services (112)
<b>Sub total - Increased Income</b>	<b>(1,902)</b>
<b><u>2024/25 one-off items (reserve / grant funded)</u></b>	
Car Parking Income Delays	HO Neighbourhood Operations 150
Forum Rental Income	HO Property Services 300
<b>Sub total - One-Off</b>	<b>450</b>
<b><u>Other</u></b>	
Internal movement of budget (no growth or efficiencies to services)	(46)
<b>Sub total - Other</b>	<b>(46)</b>
<b>Total change year on year</b>	<b>(1,469)</b>
2023/24 Income Budget	<b>(21,320)</b>

GENERAL FUND BUDGET CHANGE ANALYSIS 2024/25 GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	
<b>2023/24 Grants, Reimbursements and Contributions Budget</b>	<b>(51,702)</b>
<b><u>Inflation</u></b>	
General inflation	
<b>Sub total - Inflation</b>	<b>0</b>
<b><u>Removal of 2023/24 one-off items (reserve / grant funded)</u></b>	
Homeless Prevention Grant	55
<b>Sub total - Removal of 2023/24 one-off items</b>	<b>55</b>
<b><u>2024/25 one-off items (reserve / grant funded)</u></b>	
CCTV Income	HO Safe Communities 100
<b>Sub total - 2024/25 one-off items</b>	<b>100</b>
<b><u>Growth items</u></b>	
Crematorium Shareholder Dividend	HO Neighbourhood Operations 50
<b>Sub total - Growth items</b>	<b>50</b>
<b><u>Increased income</u></b>	
Council Tax & Housing Benefits Admin Grants	HO Revenues and Benefits (110)
EVCP Income	HO Commercial Development (65)
Homeless Prevention Grant	(138)
<b>Sub total - Increased income</b>	<b>(313)</b>
<b><u>Other</u></b>	
Internal movement of budget (no growth or efficiencies to services)	238
<b>Sub total - Other</b>	<b>238</b>
<b>Total change year on year</b>	<b>129</b>
<b>2024/25 Grants, Reimbursements and Contributions Budget</b>	<b>(51,573)</b>
GENERAL FUND BUDGET CHANGE ANALYSIS 2024/25 RECHARGE TO THE HRA	
<b>2023/24 Recharge to the HRA</b>	<b>(6,115)</b>
<b><u>Other</u></b>	
Housing Management salaries transferred from General Fund to HRA - reduction in Recharge	434
Corporate Support Restructure	(54)
Review of Costs and structures	105
Transfer of Complaints Post to GF recharged to HRA	(49)
<b>Sub total - Other</b>	<b>436</b>
<b>Total change year on year</b>	<b>436</b>
<b>2024/25 Recharge to the HRA</b>	<b>(5,679)</b>

OVERVIEW AND SCRUTINY COMMITTEE DRAFT GENERAL FUND BUDGETS 2024/25				
	Finance & Resources 2024/25 (£'000s)	Housing & Community 2024/25 (£'000s)	Planning & Environment 2024/25 (£'000s)	Total  (£'000s)
Employees	13,100	5,461	13,650	32,211
Premises	3,399	1,161	1,119	5,679
Transport	360	6	1,735	2,101
Supplies & Services	5,037	1,246	2,616	8,899
Third-Parties	774	0	91	866
Transfer Payments	47,144	2	0	47,146
Capital Charges	1,818	955	2,155	4,928
Income	(10,445)	(5,531)	(5,344)	(21,320)
Grants and Contributions	(48,824)	(950)	(1,799)	(51,573)
Recharges	(4,221)	(480)	(977)	(5,679)
<b>Net Expenditure by Committee</b>	<b>8,144</b>	<b>1,868</b>	<b>13,247</b>	<b>23,259</b>

## GENERAL FUND BUDGET DETAIL 2024/25

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £ %	
<b>Finance &amp; Resources</b>					
Employees	12,576,905	12,829,123	<b>13,100,120</b>	523,215	+4%
Premises	3,231,430	3,357,380	<b>3,399,480</b>	168,050	+6%
Transport	352,097	332,295	<b>360,370</b>	8,273	+2%
Supplies & Services	4,562,296	4,915,950	<b>5,037,033</b>	474,737	+10%
Third-Parties	741,630	852,260	<b>774,460</b>	32,830	+4%
Capital Charges	1,812,150	1,812,150	<b>1,818,190</b>	6,040	+0%
Transfer Payments	47,144,000	47,254,000	<b>47,144,000</b>	0	+0%
Income	(9,838,910)	(9,769,056)	<b>(10,444,690)</b>	(605,780)	(5%)
Grants and Contributions	(48,796,320)	(49,022,540)	<b>(48,823,640)</b>	(27,320)	+0%
Recharges	(7,854,598)	(7,370,390)	<b>(4,221,312)</b>	3,633,286	+46%
<b>Net Expenditure: Finance &amp; Resources</b>	<b>3,930,680</b>	<b>5,191,170</b>	<b>8,144,011</b>	<b>4,213,331</b>	<b>+110%</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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**Finance & Resources**

**Chief Executive**

**Facilitating Change (Chief Executive)**

Supplies & Services	102,100	127,100	102,610	510
Grants and Contributions	0	(3,750)	0	0
Recharges	(102,100)	(102,100)	0	102,100
<b>Net Expenditure: Facilitating Change</b>	<b>0</b>	<b>21,250</b>	<b>102,610</b>	<b>102,610</b>

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

Employees	883,520	799,271	1,226,660	343,140
Transport	300	2,150	510	210
Supplies & Services	12,820	18,023	17,260	4,440
Recharges	(889,960)	(812,763)	(309,674)	580,286
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>6,680</b>	<b>6,680</b>	<b>934,756</b>	<b>928,076</b>

**Net Expenditure: Chief Executive**

**6,680      27,930      1,037,366      1,030,686**

**Housing and Property**

**Allotments (Head of Property Services)**

Premises	13,890	13,890	14,170	280
Supplies & Services	330	330	350	20
Income	(16,890)	(16,890)	(17,230)	(340)
Recharges	410	410	430	20
<b>Net Expenditure: Allotments</b>	<b>(2,260)</b>	<b>(2,260)</b>	<b>(2,280)</b>	<b>(20)</b>

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

Employees	156,760	196,767	168,360	11,600
Premises	248,630	304,472	268,390	19,760
Supplies & Services	8,590	8,590	9,020	430
Third-Parties	15,980	15,980	16,300	320
Capital Charges	125,000	125,000	125,000	0
Income	(181,200)	(168,180)	(188,330)	(7,130)
Recharges	228,296	228,296	44,810	(183,486)
<b>Net Expenditure: Community Centres &amp; Public Halls</b>	<b>602,056</b>	<b>710,925</b>	<b>443,550</b>	<b>(158,506)</b>

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

Premises	76,340	96,340	79,920	3,580
Capital Charges	30,000	30,000	30,000	0
Income	(40,570)	(40,570)	(42,600)	(2,030)
Recharges	3,050	3,050	3,140	90
<b>Net Expenditure: Outdoor Sports &amp; Recreation Facilities (Sports Pavilions)</b>	<b>68,820</b>	<b>88,820</b>	<b>70,460</b>	<b>1,640</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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<b>Cemeteries (Head of Property Services)</b>				
Premises	10,050	10,050	<b>10,250</b>	200
Capital Charges	5,000	5,000	<b>5,000</b>	0
Income	(19,920)	(19,920)	<b>(20,320)</b>	(400)
<b>Net Expenditure: Cemeteries</b>	<b>(4,870)</b>	<b>(4,870)</b>	<b>(5,070)</b>	<b>(200)</b>

<b>Public Conveniences (Head of Property Services)</b>				
Premises	38,600	58,600	<b>40,800</b>	2,200
Capital Charges	20,000	20,000	<b>20,000</b>	0
Income	(150)	(150)	<b>(150)</b>	0
Recharges	107,322	107,322	<b>92,806</b>	(14,516)
<b>Net Expenditure: Public Conveniences</b>	<b>165,772</b>	<b>185,772</b>	<b>153,456</b>	<b>(12,316)</b>

<b>Property Management and Office Accommodation (Assistant Director - Property Services)</b>				
Employees	99,130	112,025	<b>102,660</b>	3,530
<b>Net Expenditure: Property Management and Office Accommodation</b>	<b>99,130</b>	<b>112,025</b>	<b>102,660</b>	<b>3,530</b>

<b>Property Management and Office Accommodation (Head of Property Services)</b>				
Employees	760,380	888,583	<b>740,910</b>	(19,470)
Premises	397,510	404,563	<b>455,060</b>	57,550
Transport	5,700	5,700	<b>5,810</b>	110
Supplies & Services	125,820	145,820	<b>90,790</b>	(35,030)
Third-Parties	501,960	601,960	<b>542,000</b>	40,040
Capital Charges	291,400	291,400	<b>291,400</b>	0
Income	(388,500)	(513,180)	<b>(97,180)</b>	291,320
Recharges	(1,633,407)	(1,633,407)	<b>(267,898)</b>	1,365,509
<b>Net Expenditure: Property Management and Office Accommodation</b>	<b>60,863</b>	<b>191,439</b>	<b>1,760,892</b>	<b>1,700,029</b>

<b>Investment Property (Head of Property Services)</b>				
Premises	766,760	766,760	<b>825,020</b>	58,260
Supplies & Services	9,350	9,350	<b>9,810</b>	460
Income	(5,089,710)	(5,139,710)	<b>(5,582,520)</b>	(492,810)
Recharges	634,420	634,420	<b>31,161</b>	(603,259)
<b>Net Expenditure: Investment Property</b>	<b>(3,679,180)</b>	<b>(3,729,180)</b>	<b>(4,716,529)</b>	<b>(1,037,349)</b>

<b>Net Expenditure: Housing and Property</b>	<b>(2,689,669)</b>	<b>(2,447,330)</b>	<b>(2,192,861)</b>	<b>496,808</b>
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**Corporate and Commercial**

<b>Management Team and Other Support Overheads (SD Corporate &amp; Commercial)</b>				
Employees	346,850	364,944	<b>369,130</b>	22,280
Transport	0	324	<b>0</b>	0
Supplies & Services	3,050	300	<b>3,200</b>	150
Income	(385,000)	0	<b>0</b>	385,000
Recharges	37,711	37,711	<b>(155,310)</b>	(193,021)
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>2,611</b>	<b>403,279</b>	<b>217,020</b>	<b>214,409</b>



**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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**Democratic Representation and Management (Head of Legal and Democratic Services)**

Employees	238,170	179,906	<b>173,100</b>	<b>(65,070)</b>
Transport	14,028	8,014	<b>14,450</b>	422
Supplies & Services	552,920	565,201	<b>579,940</b>	27,020
Income	<b>(1,280)</b>	<b>(1,280)</b>	<b>(1,280)</b>	0
Grants and Contributions	0	<b>(939)</b>	0	0
Recharges	879,834	879,834	<b>5,935</b>	<b>(873,899)</b>
<b>Net Expenditure: Democratic Representation and Management</b>	<b>1,683,672</b>	<b>1,630,737</b>	<b>772,145</b>	<b>(911,527)</b>

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

Recharges	392,425	392,425	<b>(394,096)</b>	<b>(786,521)</b>
<b>Net Expenditure: Corporate Management</b>	<b>392,425</b>	<b>392,425</b>	<b>(394,096)</b>	<b>(786,521)</b>

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

Employees	197,900	182,432	<b>198,150</b>	250
Transport	50	300	<b>50</b>	0
Supplies & Services	91,730	99,820	<b>95,710</b>	3,980
Income	<b>(1,750)</b>	<b>(1,750)</b>	<b>(1,750)</b>	0
Grants and Contributions	0	<b>(52,928)</b>	0	0
Recharges	97,223	97,223	<b>1,205</b>	<b>(96,018)</b>
<b>Net Expenditure: Registration of Electors</b>	<b>385,153</b>	<b>325,097</b>	<b>293,365</b>	<b>(91,788)</b>

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

Employees	120,000	149,868	<b>0</b>	<b>(120,000)</b>
Premises	20,000	20,000	<b>400</b>	<b>(19,600)</b>
Supplies & Services	20,000	57,521	<b>1,000</b>	<b>(19,000)</b>
Grants and Contributions	0	9,520	<b>0</b>	0
Recharges	6,790	6,790	<b>0</b>	<b>(6,790)</b>
<b>Net Expenditure: Conducting Elections</b>	<b>166,790</b>	<b>243,699</b>	<b>1,400</b>	<b>(165,390)</b>

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

Supplies & Services	2,800	2,800	<b>2,940</b>	140
<b>Net Expenditure: Local Welfare Assistance Schemes</b>	<b>2,800</b>	<b>2,800</b>	<b>2,940</b>	<b>140</b>

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

Employees	556,070	687,853	<b>589,250</b>	33,180
Transport	500	100	<b>510</b>	10
Supplies & Services	37,140	31,976	<b>38,990</b>	1,850
Third-Parties	10,610	7,000	<b>10,820</b>	210
Income	<b>(27,310)</b>	<b>(27,310)</b>	<b>(28,670)</b>	<b>(1,360)</b>
Grants and Contributions	<b>(100,770)</b>	<b>(155,685)</b>	<b>(100,770)</b>	0
Recharges	<b>(472,109)</b>	<b>(472,109)</b>	<b>(147,580)</b>	324,529
<b>Net Expenditure: Legal Services</b>	<b>4,131</b>	<b>71,825</b>	<b>362,550</b>	<b>358,419</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
<b>Central Administration (Head of Legal and Democratic Services)</b>				
Employees	321,490	277,547	295,610	(25,880)
Transport	636	696	1,170	534
Supplies & Services	180,290	179,001	189,300	9,010
Third-Parties	1,160	500	1,180	20
Capital Charges	10,000	10,000	10,000	0
Income	(570)	(3,046)	(600)	(30)
Recharges	(510,584)	(510,584)	(229,686)	280,898
<b>Net Expenditure: Central Administration</b>	<b>2,422</b>	<b>(45,886)</b>	<b>266,974</b>	<b>264,552</b>

<b>Management Team and Other Support Overheads (AD Legal and Democratic Services)</b>				
Employees	93,930	0	97,450	3,520
Transport	250	0	260	10
Supplies & Services	2,030	997	2,130	100
Recharges	(95,499)	(95,499)	375	95,874
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>711</b>	<b>(94,502)</b>	<b>100,215</b>	<b>99,504</b>

<b>Housing Benefit Payments (Head of Revenues and Benefits)</b>				
Capital Charges	36,750	36,750	38,590	1,840
Transfer Payments	23,440,000	23,440,000	23,440,000	0
Grants and Contributions	(23,673,850)	(23,673,850)	(23,673,850)	0
Other Income	(190,000)	(190,000)	(190,000)	0
<b>Net Expenditure: Housing Benefit Payments</b>	<b>(387,100)</b>	<b>(387,100)</b>	<b>(385,260)</b>	<b>1,840</b>

<b>Housing benefits: rent rebates to HRA tenants - mandatory payments (Head of Revenues and Benefits)</b>				
Capital Charges	21,000	21,000	22,050	1,050
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>5,010</b>	<b>5,010</b>	<b>6,060</b>	<b>1,050</b>

<b>Housing Benefits (Administration) (Head of Financial Services (Deputy S151))</b>				
Employees	54,510	56,470	57,660	3,150
Transport	400	0	410	10
Supplies & Services	5,780	2,761	6,070	290
Grants and Contributions	(42,630)	(30,000)	(42,630)	0
Recharges	64,632	64,632	240	(64,392)
<b>Net Expenditure: Housing Benefits (Administration)</b>	<b>82,692</b>	<b>93,863</b>	<b>21,750</b>	<b>(60,942)</b>

<b>Housing Benefits (Administration) (Head of Revenues and Benefits)</b>				
Employees	763,930	758,182	764,940	1,010
Transport	300	300	310	10
Supplies & Services	5,150	3,100	5,410	260
Grants and Contributions	(355,070)	(390,152)	(465,070)	(110,000)
Recharges	1,040,972	1,040,972	3,750	(1,037,222)
<b>Net Expenditure: Housing Benefits (Administration)</b>	<b>1,455,282</b>	<b>1,412,402</b>	<b>309,340</b>	<b>(1,145,942)</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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<b>Local Tax Collection (Head of Revenues and Benefits)</b>				
Employees	551,370	681,124	<b>613,340</b>	61,970
Transport	300	80	<b>310</b>	10
Supplies & Services	114,830	199,234	<b>120,570</b>	5,740
Transfer Payments	0	110,000	<b>0</b>	0
Grants and Contributions	<b>(468,000)</b>	<b>(565,970)</b>	<b>(468,000)</b>	0
Recharges	843,496	843,496	<b>8,935</b>	<b>(834,561)</b>
<b>Net Expenditure: Local Tax Collection</b>	<b>1,041,996</b>	<b>1,267,964</b>	<b>275,155</b>	<b>(766,841)</b>

<b>Local Tax Collection and Benefits Support Team (Head of Revenues and Benefits)</b>				
Employees	395,600	422,965	<b>425,040</b>	29,440
Transport	4,700	4,700	<b>4,790</b>	90
Supplies & Services	173,610	171,210	<b>182,290</b>	8,680
Capital Charges	10,000	10,000	<b>10,000</b>	0
Grants and Contributions	0	<b>(30,460)</b>	<b>0</b>	0
Recharges	<b>(580,889)</b>	<b>(580,889)</b>	<b>1,575</b>	582,464
<b>Net Expenditure: Local Tax Collection and Benefits Support Team</b>	<b>3,021</b>	<b>(2,474)</b>	<b>623,695</b>	<b>620,674</b>

<b>Corporate Management (Head of Financial Services (Deputy S151))</b>				
Employees	436,930	0	<b>0</b>	<b>(436,930)</b>
<b>Net Expenditure: Corporate Management</b>	<b>436,930</b>	<b>0</b>	<b>0</b>	<b>(436,930)</b>

<b>Corporate Management - Financial Fees and Services (Head of Financial Services (Deputy S151))</b>				
Supplies & Services	137,001	132,730	<b>193,840</b>	56,839
Third-Parties	0	57,414	<b>0</b>	0
<b>Net Expenditure: Corporate Management - Financial Fees and Services</b>	<b>137,001</b>	<b>190,144</b>	<b>193,840</b>	<b>56,839</b>

<b>Past Service Costs (Head of Financial Services (Deputy S151))</b>				
Employees	922,950	922,950	<b>896,600</b>	<b>(26,350)</b>
<b>Net Expenditure: Past Service Costs</b>	<b>922,950</b>	<b>922,950</b>	<b>896,600</b>	<b>(26,350)</b>

<b>Parish Grants (Head of Financial Services (Deputy S151))</b>				
Supplies & Services	255,250	246,284	<b>253,753</b>	<b>(1,497)</b>
<b>Net Expenditure: Parish Grants</b>	<b>255,250</b>	<b>246,284</b>	<b>253,753</b>	<b>(1,497)</b>

<b>Financial Services (Head of Financial Services (Deputy S151))</b>				
Employees	1,270,090	1,245,769	<b>1,372,610</b>	102,520
Transport	750	500	<b>770</b>	20
Supplies & Services	58,770	135,485	<b>61,720</b>	2,950
Third-Parties	45,160	2,646	<b>46,060</b>	900
Capital Charges	73,000	73,000	<b>76,150</b>	3,150
Grants and Contributions	<b>(47,090)</b>	<b>(31,896)</b>	<b>(47,090)</b>	0
Recharges	<b>(1,361,210)</b>	<b>(1,361,210)</b>	<b>(436,448)</b>	924,762
<b>Net Expenditure: Financial Services</b>	<b>39,470</b>	<b>64,294</b>	<b>1,073,772</b>	<b>1,034,302</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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<b>Support Services - Insurance (Head of Financial Services (Deputy S151))</b>				
Employees	75,050	75,050	76,550	1,500
Premises	982,950	982,950	1,002,610	19,660
Transport	302,580	302,580	308,630	6,050
Supplies & Services	408,270	408,270	428,690	20,420
Income	(395,350)	(395,350)	(403,260)	(7,910)
Recharges	(1,373,500)	(1,373,500)	(1,413,310)	(39,810)
<b>Net Expenditure: Support Services - Insurance</b>	<b>0</b>	<b>0</b>	<b>(90)</b>	<b>(90)</b>

<b>Internal Audit (Head of Financial Services (Deputy S151))</b>				
Third-Parties	91,880	91,880	93,720	1,840
Recharges	(91,880)	(91,880)	(6,102)	85,778
<b>Net Expenditure: Internal Audit</b>	<b>0</b>	<b>0</b>	<b>87,618</b>	<b>87,618</b>

<b>Management Team and Other Support Overheads (Chief Finance Officer (S151))</b>				
Employees	191,310	214,524	198,350	7,040
Transport	250	150	260	10
Supplies & Services	80,060	75,245	84,060	4,000
Recharges	(268,830)	(268,830)	(44,346)	224,484
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>2,790</b>	<b>21,089</b>	<b>238,324</b>	<b>235,534</b>

<b>Procurement Services (Head of Commercial Development)</b>				
Employees	230,640	183,167	243,390	12,750
Transport	199	199	200	1
Supplies & Services	2,870	32,442	3,010	140
Grants and Contributions	0	0	(65,000)	(65,000)
Recharges	(231,989)	(231,989)	(31,231)	200,758
<b>Net Expenditure: Procurement Services</b>	<b>1,720</b>	<b>(16,181)</b>	<b>150,369</b>	<b>148,649</b>

<b>Facilitating Change (Head of Commercial Development)</b>				
Supplies & Services	50,000	164,000	183,500	133,500
<b>Net Expenditure: Facilitating Change</b>	<b>50,000</b>	<b>164,000</b>	<b>183,500</b>	<b>133,500</b>

<b>Net Expenditure: Corporate and Commercial</b>	<b>6,687,727</b>	<b>6,911,718</b>	<b>5,550,939</b>	<b>(1,136,788)</b>
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**Neighbourhood Operations**

<b>Management Team and Other Support Overheads (SD Neighbourhood Operations)</b>				
Employees	190,820	449,979	383,270	192,450
Transport	100	100	100	0
Supplies & Services	1,430	10,393	1,500	70
Recharges	(290,921)	(290,921)	1,095	292,016
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>(98,571)</b>	<b>169,551</b>	<b>385,965</b>	<b>484,536</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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<b>Cemeteries (Head of Neighbourhood Management)</b>				
Employees	316,730	349,222	<b>341,890</b>	25,160
Premises	115,910	112,911	<b>119,290</b>	3,380
Transport	18,724	4,250	<b>19,650</b>	926
Supplies & Services	52,960	54,870	<b>53,880</b>	920
Capital Charges	70,000	70,000	<b>70,000</b>	0
Income	<b>(491,640)</b>	<b>(400,000)</b>	<b>(516,230)</b>	<b>(24,590)</b>
Grants and Contributions	<b>(198,920)</b>	<b>(172,680)</b>	<b>(51,240)</b>	147,680
Recharges	129,874	129,874	<b>49,155</b>	<b>(80,719)</b>
<b>Net Expenditure: Cemeteries</b>	<b>13,638</b>	<b>148,447</b>	<b>86,395</b>	<b>72,757</b>

<b>Car Parking (Head of Neighbourhood Management)</b>				
Employees	105,940	103,496	<b>112,230</b>	6,290
Premises	516,500	522,555	<b>538,390</b>	21,890
Transport	500	500	<b>510</b>	10
Supplies & Services	813,470	731,730	<b>907,150</b>	93,680
Third-Parties	26,570	26,570	<b>27,100</b>	530
Capital Charges	180,000	180,000	<b>180,000</b>	0
Income	<b>(2,363,570)</b>	<b>(2,461,720)</b>	<b>(2,673,570)</b>	<b>(310,000)</b>
Recharges	389,895	390,211	<b>230,510</b>	<b>(159,385)</b>
<b>Net Expenditure: Car Parking</b>	<b>(330,695)</b>	<b>(506,659)</b>	<b>(677,680)</b>	<b>(346,985)</b>

<b>Corporate Health &amp; Safety (Head of Corporate Health, Safety and Resilience)</b>				
Employees	158,530	85,802	<b>61,160</b>	<b>(97,370)</b>
Transport	150	150	<b>150</b>	0
Supplies & Services	57,830	54,720	<b>60,630</b>	2,800
Recharges	<b>(215,369)</b>	<b>(215,369)</b>	<b>(56,974)</b>	158,395
<b>Net Expenditure: Corporate Health &amp; Safety</b>	<b>1,141</b>	<b>(74,697)</b>	<b>64,966</b>	<b>63,825</b>

<b>Net Expenditure: Place</b>	<b>(414,487)</b>	<b>(263,358)</b>	<b>(140,354)</b>	<b>274,133</b>
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**People and Transformation**

<b>Management Team and Other Support Overheads (SD People and Transformation)</b>				
Employees	183,160	399,867	<b>401,130</b>	217,970
Recharges	<b>(180,260)</b>	<b>(180,260)</b>	<b>(119,145)</b>	61,115
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>2,900</b>	<b>219,607</b>	<b>281,985</b>	<b>279,085</b>

<b>Democratic Representation and Management (Head of Communication and Engagement)</b>				
Employees	0	4,388	<b>0</b>	0
Supplies & Services	50,000	65,000	<b>2,500</b>	<b>(47,500)</b>
Grants and Contributions	0	<b>(8,900)</b>	<b>0</b>	0
<b>Net Expenditure: Democratic Representation and Management</b>	<b>50,000</b>	<b>60,488</b>	<b>2,500</b>	<b>(47,500)</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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<b>Human Resources (AD People)</b>				
Employees	1,043,550	1,053,199	1,120,140	76,590
Transport	150	150	150	0
Supplies & Services	172,000	182,000	175,610	3,610
Third-Parties	48,310	48,310	37,280	(11,030)
Recharges	(1,061,409)	(1,103,909)	(289,719)	771,690
<b>Net Expenditure: Human Resources</b>	<b>202,601</b>	<b>179,750</b>	<b>1,043,461</b>	<b>840,860</b>

<b>Business Improvement (Head of Transformation)</b>				
Employees	250,970	328,545	290,510	39,540
Transport	100	100	100	0
Supplies & Services	104,100	4,100	4,300	(99,800)
Recharges	(353,250)	(410,250)	(109,293)	243,957
<b>Net Expenditure: Business Improvement</b>	<b>1,920</b>	<b>(77,505)</b>	<b>185,617</b>	<b>183,697</b>

<b>Management Team and Other Support Overheads (Head of Transformation)</b>				
Employees	116,190	104,847	119,450	3,260
Supplies & Services	8,180	14,680	8,590	410
Recharges	(123,500)	(123,500)	(5,474)	118,026
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>870</b>	<b>(3,973)</b>	<b>122,566</b>	<b>121,696</b>

<b>Information and Communication Technology (Head of Digital)</b>				
Employees	1,071,220	1,080,025	1,359,350	288,130
Transport	980	980	1,010	30
Supplies & Services	855,280	915,280	1,153,900	298,620
Capital Charges	380,000	380,000	380,000	0
Recharges	(2,300,311)	(2,300,311)	(757,135)	1,543,176
<b>Net Expenditure: Information and Communication Technology</b>	<b>7,169</b>	<b>75,974</b>	<b>2,137,125</b>	<b>2,129,956</b>

<b>Net Expenditure: People and Transformation</b>	<b>265,460</b>	<b>454,340</b>	<b>3,773,254</b>	<b>3,507,794</b>
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**Place**

<b>Management Team and Other Support Overheads (SD Place)</b>				
Employees	219,095	283,285	232,830	13,735
Transport	250	250	260	10
Supplies & Services	2,865	11,165	3,010	145
Recharges	(208,235)	(208,235)	(18,209)	190,026
<b>Net Expenditure: Management Team and Other Support Overheads</b>	<b>13,975</b>	<b>86,465</b>	<b>217,891</b>	<b>203,916</b>

**APPENDIX C2 FINANCE AND RESOURCES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
<b>Sports Development and Community Recreation (Head of Communities and Leisure)</b>				
Employees	0	0	<b>68,400</b>	68,400
Premises	44,290	64,290	<b>45,180</b>	890
Supplies & Services	0	52,841	<b>0</b>	0
Capital Charges	560,000	560,000	<b>560,000</b>	0
Income	<b>(435,500)</b>	<b>(580,000)</b>	<b>(871,000)</b>	<b>(435,500)</b>
Grants and Contributions	0	<b>(4,860)</b>	<b>0</b>	0
Recharges	131,715	131,715	<b>95,196</b>	<b>(36,519)</b>
<b>Net Expenditure: Sports Development and Community Recreation</b>	<b>300,505</b>	<b>223,986</b>	<b>(102,224)</b>	<b>(402,729)</b>
<b>Net Expenditure: Place</b>	<b>314,480</b>	<b>310,451</b>	<b>115,667</b>	<b>(198,813)</b>
<b>Net Expenditure: Finance &amp; Resources</b>	<b>4,170,191</b>	<b>4,993,751</b>	<b>8,144,011</b>	<b>3,973,820</b>

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2024/25

	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
<b>Revenues</b>				
Summons Costs		70.00	79.00	12.9%
Liability Orders		30.00	33.00	10.0%
<b>Berkhamsted Civic Centre</b>				
Weddings - Full Day	Day	700.50	735.50	5.0%
Extended from 11.30pm to midnight	Half Hour	72.50	76.50	5.5%
Community Use - Day	Hour	24.00	25.50	6.3%
Community Use - Monday to Thursday Evening (after 6pm)	Hour	28.50	30.00	5.3%
Community Use - Friday Evenings & Weekends	Hour	33.50	35.50	6.0%
Commercial Use - Day	Hour	30.50	32.50	6.6%
Commercial Use - Monday to Thursday Evening (after 6pm)	Hour	37.50	39.50	5.3%
Commercial Use - Friday Evenings & Weekends	Hour	46.50	50.00	7.5%
Sale of Goods - Commercial - Evenings (after 6pm)	Evening	291.50	306.50	5.1%
Sale of Goods - Commercial	Day	303.00	319.00	5.3%
<b>Victoria Hall</b>				
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm)	Day	525.50	552.00	5.0%
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm) Charity	Day	294.50	309.50	5.1%
Refundable Deposit (If required)	Per Hire	206.00	250.00	21.4%
All Events Extra Time 11:30pm - 12.00am.	Half Hour	69.00	72.50	5.1%
Assembly Room - Community Use - Day	Hour	24.00	25.50	6.3%
Assembly Room - Community Use - Evening/Weekends	Hour	27.50	29.00	5.5%
Assembly Room - Commercial Use - Day	Hour	28.50	30.00	5.3%
Assembly Room - Commercial Use - week night Monday to Thursday	Hour	35.50	37.50	5.6%
Assembly Rooms - Commercial Use - Evening/Weekends	Hour	42.00	44.50	6.0%
Everyone Active Bowls and Table Tennis	Session 2.5 hours	37.50	39.50	5.3%
Private Bowls and Table Tennis	Session 2.5 hours	37.50	39.50	5.3%
Kitchen Use - Washing Up	Day	35.50	37.50	5.6%
Kitchen Use - Full Catering	Day	68.50	72.00	5.1%
Victoria Room - Commercial Use - Weekdays to 6pm	Hour	25.00	26.50	6.0%
Victoria Room - Commercial Use - Weekdays after 6pm and Weekends	Hour	29.50	31.00	5.1%
Victoria Room - Community Use - Weekdays to 6pm	Hour	21.00	22.50	7.1%
Victoria Room - Community Use - Weekdays after 6pm and Weekends	Hour	23.00	24.50	6.5%
Albert Room - Community Use - Weekdays to 6pm	Hour	16.00	17.00	6.3%
Albert Room - Community Use - Weekdays after 6pm and Weekends	Hour	18.00	19.00	5.6%
Edward Room - Weekdays	Hour	12.50	13.50	8.0%
Edward Room Office	Hour	9.50	10.00	5.3%
Tring Park School Assembly Room	Hour	21.00	22.50	7.1%
Tring Park School Victoria Room	Hour	18.00	19.00	5.6%
Tring Park School Albert Room	Hour	11.50	12.50	8.7%
Tring U3A Table Tennis	Session 2.5 hours	37.50	39.50	5.3%
<b>Football Season</b>				
Adult - Including Pavilion	13 Games	930.00	976.50	5.0%
Adult - Excluding Pavilion	13 Games	670.00	703.50	5.0%
Junior (aged 11 to 18) - Including Pavilion	13 Games	482.00	506.50	5.1%
Junior (aged 11 to 18) - Excluding Pavilion	13 Games	336.00	353.00	5.1%
Mini (aged 7 to 10) - Including Pavilion	13 Games	299.00	314.00	5.0%
Mini (aged 7 to 10) - Excluding Pavilion	13 Games	206.00	216.50	5.1%
<b>Sports Pitch Hire - Football, Baseball &amp; Rugby</b>				
Adult - Including Pavilion	Match	78.00	82.00	5.1%
Adult - Excluding Pavilion	Match	56.50	60.00	6.2%
Junior (aged 11 to 18) - Including Pavilion	Match	49.00	51.50	5.1%
Junior (aged 11 to 18) - Excluding Pavilion	Match	37.00	39.00	5.4%
Mini (aged 7 to 10) - Including Pavilion	Match	31.50	33.50	6.3%
Mini (aged 7 to 10) - Excluding Pavilion	Match	22.00	23.50	6.8%
<b>Sports Pitch Hire - Cricket</b>				
Adult - Including Pavilion	Match	78.00	82.00	5.1%
Adult - Excluding Pavilion	Match	72.00	75.60	5.0%
Adult - Weekday Evening Match Excluding Pavilion	Match	47.00	49.50	5.3%
Adult - Training (No Marking Required)	Match	37.00	39.00	5.4%



## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2024/25

	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
<b>Miscellaneous</b>				
Hot Air Balloon Launches	Per Launch	60.00	63.00	5.0%
Allotments	Pole	6.00	6.00	0.0%
<b>Commercial Property and Assets</b>				
Land Disposal Enquiry Charge		370.00	390.00	5.4%
<b>Woodwells Caravan Park</b>				
In Borough Resident	Per Annum	448.00	471.00	5.1%
Out of Borough Resident	Per Annum	538.00	566.00	5.2%
<b>Cemeteries</b>				
<b>Exclusive Right of Burial</b>				
Lawn Grave 9ft x 4ft (75 Years)		1,610.00	1,691.00	5.0%
Child & Babies Section (child from 0 to 12 years)		no charge	no charge	0.0%
<b>Pre Purchased</b>				
Lawn Grave (75 Years)		2,780.00	2,919.00	5.0%
<b>Cremated Remains Exclusive Right of Burial</b>				
Cremated Remains Flat Tablet Memorial (75 Years)		600.00	630.00	5.0%
Cremated Remains Desk Memorial (75 Years)		600.00	630.00	5.0%
Cremated Remains 2'6" upright Memorial (75 Years)		865.00	908.00	5.0%
<b>Pre Purchased</b>				
Cremated Remains Flat Tablet Memorial (75 Years)		935.00	982.00	5.0%
Cremated Remains Desk Memorial (75 Years)		935.00	982.00	5.0%
Cremated Remains 2'6" upright Memorial (75 Years)		1,205.00	1,265.00	5.0%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				
<b>Interment Fees</b>				
Lawn Grave (Burial) - Adult		745.00	782.00	5.0%
Additional Excavation fees - Adult		245.00	257.00	4.9%
Lawn Grave (Burial) - Child		no charge	no charge	0.0%
Woodland Burial including Tree		915.00	961.00	5.0%
Child Grave Child & Baby Section		no charge	no charge	0.0%
Cremated Remains Adult		255.00	267.00	4.7%
Cremated Remains - Double Interment - Adult		510.00	535.00	4.9%
Scattering of Remains - Adult or Child		75.00	78.00	4.0%
<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)		85.00	89.00	4.7%
Use of Chapel at Tring		105.00	110.00	4.8%
Repurchase expired lease on Right of Burial (75 years)		1,040.00	1,092.00	5.0%
Repurchase expired lease on Right of Burial (75 years) Cremation Plot		40.00	42.00	5.0%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		355.00	372.00	4.8%
Additional Fee for Saturday interment (Until 12.00)		355.00	372.00	4.8%
<b>Memorial Fees</b>				
<b>Memorial Administration Fees</b>				
Headstone (additional or replacement)		240.00	252.00	5.0%
Child's Headstone		no charge	no charge	0.0%
Tablet or Plaque (additional or replacement)		95.00	99.00	4.2%
Desktop (additional or replacement)		95.00	99.00	4.2%
Vase (additional or replacement)		55.00	57.00	3.6%
Headstone (each inscription after the first, inc. memorial test fees)		160.00	168.00	5.0%
Desktops, Tablets and Plaques (each inscription after the first)		65.00	68.00	4.6%
Vase (each inscription after the first)		40.00	42.00	5.0%
Jubilee Bench and installation (inc. 10 year lease)		1,815.00	1,906.00	5.0%
Memorial Seat Extend Lease (additional 5 years)		145.00	152.00	4.8%
Granite Seat Plaque Renewal (5 years)		200.00	210.00	5.0%
Shrub with Inscribed Marker (10 years)		295.00	309.00	4.7%
Shrub renewal (5 years)		155.00	162.00	4.5%
Rose with Inscribed Marker (10 years)		295.00	309.00	4.7%
Rose renewal (5 years)		185.00	194.00	4.9%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2024/25

	Unit Measurement	2023/24 Charge	2024/25 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)		1,670.00	1,754.00	5.0%
Child & Babies Section (child from 0 to 12 years)		no charge	no charge	0.0%
<b>Pre Purchased</b>				
Lawn Grave (75 Years)		2,780.00	N/A	0.0%
<b>Cremated Remains Exclusive Right of Burial</b>				
Cremated Remains Flat Tablet Memorial (50 Years)		600.00	773.00	28.8%
Cremated Remains Desk Memorial (50 Years)		600.00	773.00	28.8%
Cremated Remains 2'6" upright Memorial (50 Years)		865.00	1,114.00	28.8%
<b>Interment Fees</b>				
Lawn Grave (Burial) - Adult		870.00	913.00	4.9%
Additional Excavation fees - Adult		245.00	257.00	4.9%
Lawn Grave (Burial) - Child		no charge	no charge	0.0%
Child Grave Child & Baby Section		no charge	no charge	0.0%
Cremated Remains Adult		295.00	309.00	4.7%
Cremated Remains - Double Interment - Adult		585.00	614.00	5.0%
Scattering of Remains - Adult or Child		75.00	78.00	4.0%
<b>Additional Fees</b>				
ERB (Deed) Transfer (to another)		85.00	89.00	4.7%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		355.00	372.00	4.8%
Additional Fee for Saturday interment (Until 12.00)		355.00	372.00	4.8%
<b>Parking Services</b>				
<b>Off Street Parking - (including VAT @ 20% where applicable)</b>				
Wood Lane End (Previously Duxons Turn)	Up to 2 Hours	0.50	0.50	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 3 Hours	0.80	0.80	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 4 Hours	1.20	1.20	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 10 Hours	2.00	2.00	0.0%
Wood Lane End (Previously Duxons Turn)	Annual season ticket (limited to 30)	250.00	250.00	0.0%
The Gables	Up to 1 Hour	0.60	0.60	0.0%
The Gables	Up to 2 Hours	0.80	0.80	0.0%
The Gables	Up to 3 Hours	1.00	1.00	0.0%
The Gables	Up to 4 Hours	1.20	1.20	0.0%
The Gables	Up to 10 Hours	1.70	1.70	0.0%
High Street	Up to 1 Hour	0.50	0.50	0.0%
High Street	Up to 2 Hours	0.80	0.80	0.0%
High Street	Up to 3 Hours	1.00	1.00	0.0%
High Street	Up to 4 Hours	1.20	1.20	0.0%
High Street	Up to 10 Hours	1.70	1.70	0.0%
High Street	Annual resident permit	80.00	80.00	0.0%
Queensway	Up to 1 Hour	0.60	0.60	0.0%
Queensway	Up to 2 Hours	1.10	1.10	0.0%
Queensway	Up to 3 Hours	1.40	1.40	0.0%
Queensway	Up to 4 Hours	1.80	1.80	0.0%
Queensway	Up to 10 Hours	2.70	2.70	0.0%
Alexandra Road	Up to 1 Hour	0.60	0.60	0.0%
Alexandra Road	Up to 2 Hours	1.10	1.10	0.0%
Alexandra Road	Up to 3 Hours	1.40	1.40	0.0%
Alexandra Road	Up to 4 Hours	1.80	1.80	0.0%
Alexandra Road	Up to 10 Hours	2.70	2.70	0.0%
Water Gardens (North) upper deck	Up to 1 Hour	1.00	1.00	0.0%
Water Gardens (North) upper deck	Up to 2 Hours	1.60	1.60	0.0%
Water Gardens (North) upper deck	Up to 3 Hours	2.20	2.20	0.0%
Water Gardens (North) upper deck	Up to 4 Hours	2.70	2.70	0.0%
Water Gardens (North) upper deck	Up to 10 Hours	4.00	4.00	0.0%
Water Gardens (North) lower deck	Up to 1 Hour	1.00	1.00	0.0%
Water Gardens (North) lower deck	Up to 2 Hours	1.60	1.60	0.0%
Water Gardens (North) lower deck	Up to 3 Hours	2.20	2.20	0.0%
Water Gardens (North) lower deck	Up to 4 Hours	2.70	2.70	0.0%
Water Gardens (North) lower deck	Up to 10 Hours	4.00	4.00	0.0%
Water Gardens (South)	Up to 30 minutes	0.60	0.60	0.0%
Water Gardens (South)	Up to 1 Hour	1.20	1.20	0.0%
Water Gardens (South)	Up to 2 Hours	1.80	1.80	0.0%
Moor End Road	Up to 4 Hours	2.70	2.70	0.0%
Moor End Road	Up to 10 Hours	4.00	4.00	0.0%
Park Road	Up to 1 Hour	0.70	0.70	0.0%
Park Road	Up to 2 Hours	0.90	0.90	0.0%
Park Road	Up to 3 Hours	1.10	1.10	0.0%

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2024/25

	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
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%
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%

## FINANCE &amp; RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2024/25

	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
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	258.00	275.00	6.6%
<b>Address Management</b>				
Charge for registering new developments / properties (plots)				
1 Plot		145.00	155.00	6.9%
2 - 5 Plots		240.00	255.00	6.3%
6 - 25 Plots		495.00	520.00	5.1%
26 - 75 Plots		550.00	580.00	5.5%
76+ Plots		£1100.00+ £10.00	£1155.00+ £10.00	5.0%
Renaming a house or building (after initial submission)		135.00	145.00	7.4%
Amending a house number		135.00	145.00	7.4%
Division / Conversion of existing or renumbering (new postal numbers)				
1 Plot		145.00	155.00	6.9%
2 - 5 Plots		240.00	255.00	6.3%
6 - 25 Plots		495.00	520.00	5.1%
26 - 75 Plots		550.00	580.00	5.5%
Naming of a building		135.00	145.00	7.4%
Renaming / Changing of an existing street name (where requested by residents and / or Town/Parish Council)		£495+ £25	£520.00+ £25.00	5.1%

## GENERAL FUND BUDGET DETAIL 2024/25

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £ %	
<b>Housing &amp; Community</b>					
Employees	5,032,981	5,653,930	<b>5,460,900</b>	427,919	+9%
Premises	1,114,450	1,427,830	<b>1,160,810</b>	46,360	+4%
Transport	5,704	6,801	<b>5,850</b>	146	+3%
Supplies & Services	1,168,790	1,300,021	<b>1,245,810</b>	77,020	+7%
Capital Charges	955,000	955,000	<b>955,000</b>	0	+0%
Transfer Payments	2,000	2,000	<b>2,000</b>	0	+0%
Income	(5,295,180)	(5,605,677)	<b>(5,531,490)</b>	(236,310)	(4%)
Grants and Contributions	(1,018,740)	(1,661,530)	<b>(950,150)</b>	68,590	+7%
Recharges	163,456	68,636	<b>(480,412)</b>	(643,868)	(394%)
<b>Net Expenditure: Housing &amp; Community</b>	<b>2,128,461</b>	<b>2,147,011</b>	<b>1,868,318</b>	<b>(260,143)</b>	<b>(12%)</b>

**APPENDIX D2 HOUSING AND COMMUNITIES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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**Housing & Community**

**Housing and Property**

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

Employees	456,190	397,682	<b>482,990</b>	26,800
Premises	102,430	102,430	<b>104,480</b>	2,050
Transport	100	100	<b>100</b>	0
Supplies & Services	12,070	33,386	<b>10,790</b>	(1,280)
Capital Charges	100,000	100,000	<b>100,000</b>	0
Grants and Contributions	(106,630)	(10,000)	<b>(6,630)</b>	100,000
Recharges	(599,527)	(599,527)	<b>(795,525)</b>	(195,998)
<b>Net Expenditure: Community Safety (CCTV)</b>	<b>(35,367)</b>	<b>24,071</b>	<b>(103,795)</b>	<b>(68,428)</b>

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

Employees	291,280	308,970	<b>308,350</b>	17,070
Premises	1,460	1,460	<b>1,490</b>	30
Transport	900	900	<b>920</b>	20
Supplies & Services	25,340	25,340	<b>25,380</b>	40
Recharges	118,687	118,687	<b>5,200</b>	(113,487)
<b>Net Expenditure: Community Development (Residents Services &amp; Neighbourhood Action)</b>	<b>437,667</b>	<b>455,357</b>	<b>341,340</b>	<b>(96,327)</b>

**Homelessness (Assistant Director - Housing Operations and Safe Communities)**

Employees	135,980	312,169	<b>145,880</b>	9,900
Transport	0	30	<b>0</b>	0
Supplies & Services	3,290	41,440	<b>3,450</b>	160
Grants and Contributions	(130,320)	(364,763)	<b>(130,320)</b>	0
<b>Net Expenditure: Homelessness</b>	<b>8,950</b>	<b>(11,124)</b>	<b>19,010</b>	<b>10,060</b>

**Homelessness (Head of Housing Operations)**

Employees	111,800	107,471	<b>118,910</b>	7,110
Premises	146,640	448,562	<b>164,580</b>	17,940
Transport	0	130	<b>0</b>	0
Supplies & Services	0	400	<b>0</b>	0
Capital Charges	270,000	270,000	<b>270,000</b>	0
Income	(1,197,070)	(1,475,021)	<b>(1,212,010)</b>	(14,940)
Grants and Contributions	(133,580)	(155,502)	<b>(133,580)</b>	0
Recharges	70,620	70,620	<b>74,040</b>	3,420
<b>Net Expenditure: Homelessness</b>	<b>(731,590)</b>	<b>(733,340)</b>	<b>(718,060)</b>	<b>13,530</b>

**Homelessness (Head of Safe Communities)**

Employees	880,840	1,253,442	<b>968,720</b>	87,880
Transport	580	580	<b>590</b>	10
Supplies & Services	68,780	68,780	<b>72,230</b>	3,450
Capital Charges	60,000	60,000	<b>60,000</b>	0
Income	(6,800)	0	<b>(6,940)</b>	(140)
Grants and Contributions	(581,790)	(905,994)	<b>(665,200)</b>	(83,410)
Recharges	246,831	246,831	<b>2,545</b>	(244,286)
<b>Net Expenditure: Homelessness</b>	<b>668,441</b>	<b>723,639</b>	<b>431,945</b>	<b>(236,496)</b>

**APPENDIX D2 HOUSING AND COMMUNITIES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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<b>Housing Advice (Head of Housing Operations)</b>				
Employees	152,180	111,757	162,730	10,550
Supplies & Services	38,480	39,590	40,410	1,930
Recharges	232,980	232,980	485	(232,495)
<b>Net Expenditure: Housing Advice</b>	<b>423,640</b>	<b>384,327</b>	<b>203,625</b>	<b>(220,015)</b>

<b>Housing Strategy (Head of Housing Operations)</b>				
Employees	97,600	111,157	102,590	4,990
Transport	1,574	1,574	1,610	36
Supplies & Services	8,550	8,550	8,980	430
Transfer Payments	2,000	2,000	2,000	0
Income	(10,300)	(10,300)	(10,300)	0
Recharges	108,550	108,550	54,840	(53,710)
<b>Net Expenditure: Housing Strategy</b>	<b>207,974</b>	<b>221,531</b>	<b>159,720</b>	<b>(48,254)</b>

<b>Housing Strategy (Head of Safe Communities)</b>				
Employees	427,700	391,386	497,010	69,310
Premises	4,770	4,770	4,870	100
Transport	0	680	0	0
Supplies & Services	10,820	10,140	21,360	10,540
Income	(32,470)	(34,405)	(34,090)	(1,620)
Recharges	86,559	86,559	53,985	(32,574)
<b>Net Expenditure: Housing Strategy</b>	<b>497,379</b>	<b>459,130</b>	<b>543,135</b>	<b>45,756</b>

<b>Supporting People (Head of Housing Operations)</b>				
Recharges	7,500	7,500	8,270	770
<b>Net Expenditure: Supporting People</b>	<b>7,500</b>	<b>7,500</b>	<b>8,270</b>	<b>770</b>

<b>Housing Standards (Head of Asset Management)</b>				
Employees	62,160	60,052	65,520	3,360
Transport	0	240	0	0
Income	(37,260)	(37,260)	(37,260)	0
Recharges	8,060	8,060	125	(7,935)
<b>Net Expenditure: Housing Standards</b>	<b>32,960</b>	<b>31,092</b>	<b>28,385</b>	<b>(4,575)</b>

<b>Net Expenditure: Housing and Property</b>	<b>1,517,554</b>	<b>1,562,182</b>	<b>913,575</b>	<b>(603,979)</b>
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**Corporate and Commercial**

<b>Regulatory Services (Licensing) (Head of Legal and Democratic Services)</b>				
Employees	276,120	259,871	296,670	20,550
Transport	750	750	770	20
Supplies & Services	16,330	18,720	17,120	790
Income	(333,040)	(339,231)	(333,040)	0
Grants and Contributions	(3,060)	(3,060)	(3,060)	0
Recharges	125,981	125,981	610	(125,371)
<b>Net Expenditure: Regulatory Services (Licensing)</b>	<b>83,081</b>	<b>63,031</b>	<b>(20,930)</b>	<b>(104,011)</b>

**APPENDIX D2 HOUSING AND COMMUNITIES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
<b>Community Development (Parish Liaison) (Head of Legal and Democratic Services)</b>				
Recharges	4,720	4,720	0	(4,720)
<b>Net Expenditure: Community Development (Parish Liaison)</b>	<b>4,720</b>	<b>4,720</b>	<b>0</b>	<b>(4,720)</b>
<b>Net Expenditure: Corporate and Commercial</b>	<b>87,801</b>	<b>67,751</b>	<b>(20,930)</b>	<b>(108,731)</b>

**Neighbourhood Operations**

**Garages (Head of Neighbourhood Management)**

Employees	171,550	193,402	174,530	2,980
Premises	727,390	728,848	741,940	14,550
Transport	0	17	0	0
Supplies & Services	0	595	0	0
Capital Charges	370,000	370,000	370,000	0
Income	(3,512,540)	(3,447,540)	(3,707,790)	(195,250)
Recharges	429,553	429,553	373,947	(55,606)
<b>Net Expenditure: Garages</b>	<b>(1,814,047)</b>	<b>(1,725,125)</b>	<b>(2,047,373)</b>	<b>(233,326)</b>
<b>Net Expenditure: Corporate and Commercial</b>	<b>(1,814,047)</b>	<b>(1,725,125)</b>	<b>(2,047,373)</b>	<b>(233,326)</b>

**People and Transformation**

**Customer Services (Head of Transformation)**

Employees	694,570	766,761	908,060	213,490
Transport	100	100	100	0
Supplies & Services	36,540	36,540	34,610	(1,930)
Capital Charges	10,000	10,000	10,000	0
Income	(200)	(200)	(200)	0
Recharges	(735,639)	(784,459)	(228,380)	507,259
<b>Net Expenditure: Customer Services</b>	<b>5,371</b>	<b>28,742</b>	<b>724,190</b>	<b>718,819</b>

**Communication & Consultation (Head of Communication and Engagement)**

Employees	349,231	462,899	369,840	20,609
Transport	200	200	200	0
Supplies & Services	39,220	41,220	46,190	6,970
Income	(7,310)	(13,000)	(7,310)	0
Grants and Contributions	(5,710)	0	(5,710)	0
Recharges	(373,361)	(419,361)	(55,979)	317,382
<b>Net Expenditure: Communication &amp; Consultation</b>	<b>2,270</b>	<b>71,958</b>	<b>347,231</b>	<b>344,961</b>
<b>Net Expenditure: People and Transformation</b>	<b>7,641</b>	<b>100,700</b>	<b>1,071,421</b>	<b>1,063,780</b>

**Place**

**Heritage (Head of Arts and Culture)**

Supplies & Services	62,120	62,120	65,230	3,110
<b>Net Expenditure: Heritage</b>	<b>62,120</b>	<b>62,120</b>	<b>65,230</b>	<b>3,110</b>



**APPENDIX D2 HOUSING AND COMMUNITIES GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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<b>Theatres and Public Entertainment (Head of Arts and Culture)</b>				
Employees	277,540	236,664	345,460	67,920
Premises	67,830	67,830	73,150	5,320
Transport	250	250	260	10
Supplies & Services	111,680	127,100	129,270	17,590
Capital Charges	20,000	20,000	20,000	0
Income	(65,570)	(146,320)	(87,690)	(22,120)
Recharges	76,561	76,561	6,955	(69,606)
<b>Net Expenditure: Theatres and Public Entertainment</b>	<b>488,291</b>	<b>382,085</b>	<b>487,405</b>	<b>(886)</b>

<b>Outdoor Sports &amp; Recreation Facilities (Adventure Playgrounds) (Head of Communities and Leisure)</b>				
Employees	376,660	410,888	406,340	29,680
Premises	63,930	73,930	70,300	6,370
Transport	1,000	1,000	1,040	40
Supplies & Services	47,740	47,740	48,580	840
Capital Charges	95,000	95,000	95,000	0
Income	(92,620)	(102,400)	(94,860)	(2,240)
Grants and Contributions	(190)	(190)	(190)	0
Recharges	187,571	187,571	17,745	(169,826)
<b>Net Expenditure: Outdoor Sports &amp; Recreation Facilities (Adventure Playgrounds)</b>	<b>679,091</b>	<b>713,539</b>	<b>543,955</b>	<b>(135,136)</b>

<b>Community Development (Partnerships and Commissioning) (Head of Communities and Leisure)</b>				
Employees	271,580	269,360	107,300	(164,280)
Transport	250	250	260	10
Supplies & Services	18,660	159,190	19,580	920
Grants and Contributions	(57,460)	(222,021)	(5,460)	52,000
Recharges	85,630	85,630	725	(84,905)
<b>Net Expenditure: Community Development (Partnerships and Commissioning)</b>	<b>318,660</b>	<b>292,409</b>	<b>122,405</b>	<b>(196,255)</b>

<b>General Grants, Bequests and Donations (Head of Communities and Leisure)</b>				
Supplies & Services	669,170	579,170	702,630	33,460
Capital Charges	30,000	30,000	30,000	0
Recharges	82,180	82,180	0	(82,180)
<b>Net Expenditure: General Grants, Bequests and Donations</b>	<b>781,350</b>	<b>691,350</b>	<b>732,630</b>	<b>(48,720)</b>

<b>Net Expenditure: Place</b>	<b>2,329,512</b>	<b>2,141,503</b>	<b>1,951,625</b>	<b>(377,887)</b>
<b>Net Expenditure: Housing &amp; Community</b>	<b>2,128,461</b>	<b>2,147,011</b>	<b>1,868,318</b>	<b>(260,143)</b>

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25				
	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
<b>Garages</b>				
Garage Rent (VAT not charged to tenants but is charged to non tenants)	Per Week	13.65	14.30	4.8%
Premium garages	Per Week	14.55	15.20	4.5%
Garage Rent - Concessionary	Per Week	6.95	7.30	5.0%
<b>Private Sector Housing</b>				
Housing Notices (fixed charge per person)		326.00	342.00	4.9%
Licence for a standard 5 bedroom HMO (initiated with LA intervention) 5 year licence		904.00	949.00	5.0%
Additional Bedrooms	Per Bedroom	17.00	18.00	5.9%
HMO licence fee Part 1: Initial licence fee application		780.00	841.00	7.8%
HMO licence fee Part 2: Ongoing management of 5 year licence		474.00	506.00	6.8%
Enforcement fee: Due to failure to apply to Local authority		633.00	678.00	7.1%
Standard inspection for immigration		217.00	228.00	5.1%
<b>Licensing</b>				
Licensing fees with nil increase year on year are set by statute. Legislation would be required to vary these charges.				
<b>Mobile Home Licences (Per Annum)</b>				
Annual Fee		£53.00 +£7.90 per unit	£53.00 +£7.90 per unit	0.0%
<b>New Site Application</b>				
New Site Licence Application Fee		£514.00+ £7.92 per unit	£514.00+ £7.92 per unit	0.0%
<b>Other fees</b>				
Deposit/Change of Site Rules		£90	£90	0.0%
Transfer/amendment of a Site Licence		£209 (+ £94 if a site visit is required)	£209 (+ £94 if a site visit is required)	0.0%
<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	32.00	34.00	6.3%
Theatre (capacity 120) - Mon - Fri (18:00 - 23:00)	Per Hour	38.00	40.00	5.3%
Theatre (capacity 120) - Sat - Sun (10:30 - 23:00)	Per Hour	38.00	40.00	5.3%
Theatre (capacity 120) - Mon - Sun (10.30 - 23.00) <b>(Casual Staff are required for the event)</b>	Additional Per Hour	12.00	13.00	8.3%
Theatre (capacity 120) - Mon - Fri (10:30 - 17:30) - Registered Charity rate	Per Hour	25.00	27.00	8.0%
Theatre (capacity 120) - Mon - Fri (18:00 - 22:30) - Registered Charity rate	Per Hour	27.00	29.00	7.4%
Theatre (capacity 120) - Sat - Sun - Registered Charity rate	Per Hour	27.00	29.00	7.4%
Theatre (capacity 120) - Mon - Sun (10.30 - 23.00) - <b>Registered Charity rate (Casual Staff are required for the event)</b>	Additional Per Hour	12.00	13.00	8.3%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30)	Per Hour	17.00	18.00	5.9%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30)	Per Hour	27.00	29.00	7.4%
Cellar (capacity 60-90) - Sat - Sun (10:30 - 22:30)	Per Hour	27.00	29.00	7.4%
Cellar (capacity 60-90) - Mon - Sun (10.30 - 22.30) <b>(Casual Staff are required for the event)</b>	Additional Per Hour	12.00	13.00	8.3%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30) - Registered Charity rate	Per Hour	16.00	17.00	6.3%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30) - Registered Charity rate	Per Hour	25.00	27.00	8.0%
Cellar (capacity 60-90) - Sat-Sun - Registered Charity rate	Per Hour	25.00	27.00	8.0%
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	12.00	13.00	8.3%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30)	Per Hour	27.00	29.00	7.4%
Gallery (capacity 55) - Mon - Sun (10.30 - 22:30) <b>(Casual Staff are required for the event)</b>	Per Hour	12.00	13.00	8.3%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30) - Registered Charity rate	Per Hour	25.00	27.00	8.0%
Gallery (capacity 55) - Mon - Sun (10.30 - 22:30) Registered Charity rate - <b>(Casual Staff are required for the event)</b>	Additional Per Hour	12.00	13.00	8.3%
<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)		308.00	324.00	5.2%
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00) - Registered Charity rate		253.00	266.00	5.1%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00)		308.00	324.00	5.2%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00) - Registered Charity rate		253.00	266.00	5.1%
<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)		743.00	781.00	5.1%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25</b>				
	<b>Unit Measurement</b>	<b>2023/24 Charge</b>	<b>2024/25 Proposed Charge</b>	<b>% Change</b>
Theatre (capacity 120) - Mon - Sun (10:00 - 23:00) Registered Charity rate		572.00	601.00	5.1%
Cellar (capacity 30 - 60) - Mon - Sun (10:00 - 23:00)		517.00	543.00	5.0%
Cellar (capacity 30 - 60) - Mon - Sun (10:00 - 23:00) Registered Charity rate		341.00	359.00	5.3%
<b>Adventure Playgrounds</b>				
Community/Voluntary Group	Per Hour	37.63	39.51	5.0%
Private Group	Per Hour	65.00	68.25	5.0%
Children's Party	Per Hour	65.00	68.25	5.0%
Training Organisation (Play) if no staff needed	Per Hour	34.35	36.07	5.0%
Training Organisation (Care)	Per Hour	55.15	57.90	5.0%
Schools	Per Hour	34.35	36.07	5.0%
Schools	Half Day	66.60	86.25	29.5%
Schools	Full Day	133.20	139.86	5.0%
Sports pitch (Chaulden AP)	Per Hour	39.55	41.52	5.0%
Sports pitch ( Grovehill & Woodhall Farm AP)	Per Hour	57.25	60.11	5.0%
Sports pitch (Adeyfield AP)	Per Hour	39.55	41.52	5.0%
Laser Tag (party hire in addition to venue)		67.65	71.03	5.0%
Soft Play	Per Hour	30.00	30.00	0.0%
Zorb Ball (up to 16 people)	Per hour	50.00	50.00	0.0%
Archery Tag	Per hour	50.00	50.00	0.0%
Quad Bikes 30 minute session	Per Person, Per session	15.00	15.00	0.0%
<b>Sports Pitch Hire</b>				
<b>Netball Courts at Cupid Green (November – March from 8am – 6pm April – October from 7am – 9pm)</b>				
Hire of Netball courts by a coach or a club	Per Hour	12.00	12.00	0.0%
Hire of Netball Courts by an individual	Per Hour	No charge	No charge	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	6.00	6.00	0.0%
Hire of Tennis Courts by an individual	Per Hour	No charge	No charge	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	6.00	6.00	0.0%
	Per Month option	23.00	23.00	0.0%
	Per Year option	225.00	225.00	0.0%
Personal Trainers offering outdoor exercise for an individual - no charge.		No charge	No charge	0.0%
<b>CCTV</b>				
Civil claims - search of footage	Per Request	21.50	50.00	132.6%
Civil claims - supply of evidence	Per Request	40.00	N/a	-
Civil claims - search of footage and supply of evidence	Per Request	-	150.00	0.0%

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## HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25

		2023/24 Charge	2024/25 Proposed Charge			% change
			Application	Licence	Total fee	
<b>Fees in this schedule with nil increase year on year are set by statute. Legislation would be required to vary these charges.</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%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25</b>						
		<b>2023/24 Charge</b>	<b>2024/25 Proposed Charge</b>			<b>% change</b>
			<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	
	Exempt	No fee	No fee	No fee	No fee	0.0%

## HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25

		2023/24 Charge	2024/25 Proposed Charge			% change
			Application	Licence	Total fee	
Additional application fee for high-capacity premises (payable in addition to the standard application fee)	Capacity: 5,000–9,999	1,000.00	1,000.00	-	1,000.00	0.0%
	Capacity: 10,000–14,999	2,000.00	2,000.00	-	2,000.00	0.0%
	Capacity: 15,000–19,999	4,000.00	4,000.00	-	4,000.00	0.0%
	Capacity: 20,000–29,999	8,000.00	8,000.00	-	8,000.00	0.0%
	Capacity: 30,000–39,999	16,000.00	16,000.00	-	16,000.00	0.0%
	Capacity: 40,000–49,999	24,000.00	24,000.00	-	24,000.00	0.0%
	Capacity: 50,000–59,999	32,000.00	32,000.00	-	32,000.00	0.0%
	Capacity: 60,000–69,999	40,000.00	40,000.00	-	40,000.00	0.0%
	Capacity: 70,000–79,999	48,000.00	48,000.00	-	48,000.00	0.0%
	Capacity: 80,000–89,999	56,000.00	56,000.00	-	56,000.00	0.0%
	Capacity: 90,000+	64,000.00	64,000.00	-	64,000.00	0.0%
Application for transfer of premises licence		23.00	23.00	-	23.00	0.0%
Application for variation of premises licence to specify premises supervisor		23.00	23.00	-	23.00	0.0%
Application for minor variation of premises licence		89.00	89.00	-	89.00	0.0%
Application to substitute mandatory condition for community premises (if not made simultaneously with another application)		23.00	23.00	-	23.00	0.0%
Application for interim authority notice		23.00	23.00	-	23.00	0.0%
Request for duplicate copy of premises licence following loss/theft/damage		10.50	10.50	-	10.50	0.0%
Change of name or address on premises licence		10.50	10.50	-	10.50	0.0%
<b>Premises licences – annual fees</b>						
Annual fee (payable on anniversary of grant of licence)	Band A	70.00	-	70.00	70.00	0.0%
	Band B	180.00	-	180.00	180.00	0.0%
	Band C	295.00	-	295.00	295.00	0.0%
	Band D	320.00	-	320.00	320.00	0.0%
	Band D with multiplier	640.00	-	640.00	640.00	0.0%
	Band E	350.00	-	350.00	350.00	0.0%
	Band E with multiplier	1,050.00	-	1,050.00	1,050.00	0.0%
	Site under construction/development	295.00	-	295.00	295.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	0.0%
Additional annual fee for high-capacity premises (payable in addition to the standard annual fee)	Capacity: 5,000–9,999	500.00	-	500.00	500.00	0.0%
	Capacity: 10,000–14,999	1,000.00	-	1,000.00	1,000.00	0.0%
	Capacity: 15,000–19,999	2,000.00	-	2,000.00	2,000.00	0.0%
	Capacity: 20,000–29,999	4,000.00	-	4,000.00	4,000.00	0.0%
	Capacity: 30,000–39,999	8,000.00	-	8,000.00	8,000.00	0.0%
	Capacity: 40,000–49,999	12,000.00	-	12,000.00	12,000.00	0.0%
	Capacity: 50,000–59,999	16,000.00	-	16,000.00	16,000.00	0.0%
	Capacity: 60,000–69,999	20,000.00	-	20,000.00	20,000.00	0.0%
	Capacity: 70,000–79,999	24,000.00	-	24,000.00	24,000.00	0.0%
	Capacity: 80,000–89,999	28,000.00	-	28,000.00	28,000.00	0.0%
	Capacity: 90,000+	32,000.00	-	32,000.00	32,000.00	0.0%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25</b>					
	<b>2023/24 Charge</b>	<b>2024/25 Proposed Charge</b>			<b>% change</b>
		<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	
<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 2024/25</b>					
	2023/24 Charge	2024/25 Proposed Charge			% change
		Application	Licence	Total fee	
<b>Animal boarding establishments</b>					
Application for new animal boarding establishment licence (up to 3yrs)	703.00	640.00	70.00	710.00	1.0%
Application to renew animal boarding establishment licence (3yrs)	459.00	390.00	70.00	460.00	0.2%
Application for a new animal boarding establishment Franchise	606.00	540.00	70.00	610.00	0.7%
Application to renew a franchise	362.00	292.00	70.00	362.00	0.0%
Application to vary animal boarding establishment licence (Qualified officer inspection may be required)	235.00	215.00	20.00	235.00	0.0%
Application to vary a franchise to add premises (Qualified officer inspection will be required for each additional premises)	180.00	190.00	-	190.00	5.6%
Application to vary to reduce numbers or types of animals or activities.	32.00	35.00	-	35.00	9.4%
Re-evaluation of star rating (Qualified officer inspection may be required)	32.00	35.00	-	35.00	9.4%
Application to vary an animal boarding establishment (administrative matters only)	32.00	35.00	-	35.00	9.4%
Qualified officer inspection (where required)	97.00	100.00			3.1%
Veterinary inspection of premises * (where required)	Recharged at cost				
<b>Dangerous wild animals</b>					
Application for licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	206.00	145.00	65.00	210.00	1.9%
Application to renew licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	206.00	145.00	65.00	210.00	1.9%
Application to vary licence conditions (new species/increased numbers of animals)	113.00	95.00	20.00	115.00	1.8%
Application to vary licence conditions (administrative matters only)	32.00	35.00	0.00	35.00	9.4%
Veterinary inspection of premises *	Recharged at cost				
<b>Dog breeding establishments</b>					
Application for new dog breeding licence (plus cost of vet inspection) (up to 3 yrs)	705.00	650.00	65.00	715.00	1.4%
Application to renew dog breeding licence (plus cost of vet inspection) (up to 3 yrs)	460.00	410.00	65.00	475.00	3.3%
Application to vary an animal breeding establishment (inspection may be required)	111.00	50.00	65.00	115.00	3.6%
Re-evaluation of star rating (inspection may be required)	32.00	35.00	0.00	35.00	9.4%
Application to vary licence (administrative matters only)	32.00	35.00	0.00	35.00	9.4%
Qualified officer inspection (where required)	97.00	100.00			3.1%
Veterinary inspection of premises *	Recharged at cost				
<b>Pet shops</b>					
Application for new pet shop licence (up to 3yrs)	703.00	640.00	70.00	710.00	1.0%
Application to renew pet shop licence (up to 3yrs)	457.00	390.00	70.00	460.00	0.7%
Application to vary a pet shop licence (Qualified officer inspection may be required)	208.00	220.00	0.00	220.00	5.8%
Application to vary a pet shop licence - reduce animals	32.00	35.00	0.00	35.00	9.4%
Re-evaluation of star rating (Qualified officer inspection may be required)	32.00	35.00	0.00	35.00	9.4%
Application to vary licence (administrative matters only)	32.00	35.00	0.00	35.00	9.4%
Qualified officer inspection (where required)	97.00	100.00			3.1%
Veterinary inspection of premises * (where required)	Recharged at cost				



<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25</b>						
	2023/24 Charge	2024/25 Proposed Charge			% change	
		Application	Licence	Total fee		
<b>Riding establishments</b>						
Application for new riding establishment licence	566.00	525.00	65.00	590.00	4.2%	
Application to renew riding establishment licence (plus cost of vet inspection)	362.00	380.00	0.00	380.00	5.0%	
Application to vary a riding establishment licence (Inspection may be required)	111.00	50.00	65.00	115.00	3.6%	
Application to vary - to reduce licensable activities or numbers of animals	32.00	35.00	0.00	35.00	9.4%	
Re-evaluation of star rating (Inspection may be required)	32.00	35.00	0.00	35.00	9.4%	
Application to vary licence (administrative matters only)	32.00	35.00	0.00	35.00	9.4%	
Qualified officer inspection (where required)	97.00	100.00			3.1%	
Veterinary inspection of premises *	Recharged at cost					
<b>Keeping of Exhibition/Performing Animals</b>						
Application for a new licence for keeping exhibition/performing animals	445.00	415.00	55.00	470.00	5.6%	
Application for to renew licence for keeping exhibition/performing animals	362.00	320.00	55.00	375.00	3.6%	
Application to vary licence to keep or train animals for exhibition (Qualified officer inspection may be required)	208.00	195.00	20.00	215.00	3.4%	
Application to vary a licence for keeping exhibition/performing animals to reduce licensable activities or number of animal	32.00	35.00	0.00	35.00	9.4%	
Application to vary licence (administrative matters only)	32.00	35.00	0.00	35.00	9.4%	
Qualified officer inspection (where required)	97.00	100.00			3.1%	
Veterinary inspection of premises * (where required)	Recharged at cost					
<b>Zoos</b>						
Application for new zoo licence (4yr) (plus cost of vet inspection)	2,064.00	1,780.00	320.00	2,100.00	1.7%	
Application to renew zoo licence (6yr) (plus cost of vet inspection)	1,404.00	1,180.00	320.00	1,500.00	6.8%	
Application to vary zoo licence (plus cost of vet inspection)	2,064.00	1,780.00	320.00	2,100.00	1.7%	
Application to transfer zoo licence (plus cost of vet inspection)	243.00	220.00	45.00	265.00	9.1%	
Veterinary inspection of premises *	Recharged at cost					
<b>Betting, gambling and lottery licences</b>						
<b>Lottery registrations</b>						
Registration of society for small society lotteries	40.00	40.00	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	409.00	409.00	0.00	409.00	0.0%	
Duplicate copy of temporary use notice following theft/loss/damage	18.00	20.00	0.00	20.00	11.1%	
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	0.00	50.00	0.0%	
Licensed premises gaming machine permit	Application for new permit	150.00	150.00	0.00	150.00	0.0%
	Application for variation of permit	100.00	100.00	0.00	100.00	0.0%
	Application for transfer of permit	25.00	25.00	0.00	25.00	0.0%
	Change of name or address	25.00	25.00	0.00	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	0.00	15.00	0.0%
	Annual fee	50.00	0.00	50.00	50.00	0.0%

## HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25

		2023/24 Charge	2024/25 Proposed Charge			% change
			Application	Licence	Total fee	
Club gaming permit	Application for new permit (standard)	200.00	200.00	0.00	200.00	0.0%
	Application for new permit (fast track)	100.00	100.00	0.00	100.00	0.0%
	Application for variation of permit	100.00	100.00	0.00	100.00	0.0%
	Application for renewal of permit (standard)	200.00	200.00	0.00	200.00	0.0%
	Application for renewal of permit (fast track)	100.00	100.00	0.00	100.00	0.0%
	Replacement - theft/loss	15.00	15.00	0.00	15.00	0.0%
	Annual fee	50.00	0.00	50.00	50.00	0.0%
Club machine permit	Application for new permit (standard)	200.00	200.00	0.00	200.00	0.0%
	Application for new permit (fast track)	100.00	100.00	0.00	100.00	0.0%
	Application for variation of permit	100.00	100.00	0.00	100.00	0.0%
	Application for renewal of permit (standard)	200.00	200.00	0.00	200.00	0.0%
	Application for renewal of permit (fast track)	100.00	100.00	0.00	100.00	0.0%
	Replacement - theft/loss	15.00	15.00	0.00	15.00	0.0%
	Annual fee	50.00	0.00	50.00	50.00	0.0%
Prize gaming permit	Application for new permit	300.00	300.00	0.00	300.00	0.0%
	Application for renewal of permit	300.00	300.00	0.00	300.00	0.0%
	Change of name or address	25.00	25.00	0.00	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	0.00	15.00	0.0%
Family entertainment centre gaming machine permit	Application for new permit	300.00	300.00	0.00	300.00	0.0%
	Application for renewal of permit	300.00	300.00	0.00	300.00	0.0%
	Change of name or address	25.00	25.00	0.00	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	0.00	15.00	0.0%
<b>Premises licences - applications</b>						
Application for new premises licence (without provisional statement)	Adult gaming centre	1,282.00	1,345.00	0.00	1,345.00	4.9%
	Betting (track)	1,282.00	1,345.00	0.00	1,345.00	4.9%
	Betting (other)	1,282.00	1,345.00	0.00	1,345.00	4.9%
	Bingo	1,282.00	1,345.00	0.00	1,345.00	4.9%
	Family entertainment centre	1,282.00	1,345.00	0.00	1,345.00	4.9%
Application for new premises licence (with provisional statement)	Adult gaming centre	883.00	925.00	0.00	925.00	4.8%
	Betting (track)	883.00	925.00	0.00	925.00	4.8%
	Betting (other)	883.00	925.00	0.00	925.00	4.8%
	Bingo	883.00	925.00	0.00	925.00	4.8%
	Family entertainment centre	883.00	925.00	0.00	925.00	4.8%
Application for provisional statement	Adult gaming centre	1,282.00	1,345.00	0.00	1,345.00	4.9%
	Betting (track)	1,282.00	1,345.00	0.00	1,345.00	4.9%
	Betting (other)	1,282.00	1,345.00	0.00	1,345.00	4.9%
	Bingo	1,282.00	1,345.00	0.00	1,345.00	4.9%
	Family entertainment centre	1,282.00	1,345.00	0.00	1,345.00	4.9%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25</b>						
		<b>2023/24 Charge</b>	<b>2024/25 Proposed Charge</b>			<b>% change</b>
			<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	
Application for variation of premises licence	Adult gaming centre	883.00	925.00	0.00	925.00	4.8%
	Betting (track)	883.00	925.00	0.00	925.00	4.8%
	Betting (other)	883.00	925.00	0.00	925.00	4.8%
	Bingo	883.00	925.00	0.00	925.00	4.8%
	Family entertainment centre	883.00	925.00	0.00	925.00	4.8%
Application for transfer of premises licence	Adult gaming centre	372.00	390.00	0.00	390.00	4.8%
	Betting (track)	372.00	390.00	0.00	390.00	4.8%
	Betting (other)	372.00	390.00	0.00	390.00	4.8%
	Bingo	372.00	390.00	0.00	390.00	4.8%
	Family entertainment centre	372.00	390.00	0.00	390.00	4.8%
Application for reinstatement of premises licence	Adult gaming centre	372.00	390.00	0.00	390.00	4.8%
	Betting (track)	372.00	390.00	0.00	390.00	4.8%
	Betting (other)	372.00	390.00	0.00	390.00	4.8%
	Bingo	372.00	390.00	0.00	390.00	4.8%
	Family entertainment centre	372.00	390.00	0.00	390.00	4.8%
Duplicate copy of licence following theft/loss/damage		18.00	20.00	0.00	20.00	11.1%
Change of name or address on premises licence		41.00	45.00	0.00	45.00	9.8%
<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	564.00	0.00	590.00	590.00	4.6%
	Betting (track)	564.00	0.00	590.00	590.00	4.6%
	Betting (other)	564.00	0.00	590.00	590.00	4.6%
	Bingo	564.00	0.00	590.00	590.00	4.6%
	Family entertainment centre	564.00	0.00	590.00	590.00	4.6%
<b>Charity collections</b>						
<b>House-to-house collections</b>						
Application for house to house collection licence		No fee	0.00	0.00	No fee	0.0%
<b>Street collections</b>						
Application for street collection licence		No fee	0.00	0.00	No fee	0.0%
<b>Hypnotism</b>						
Authorisation of hypnotism performance		No fee	0.00	0.00	No fee	0.0%
<b>Scrap metal dealers</b>						
Application for new scrap metal site licence (3yr)		342.00	290.00	70.00	360.00	5.3%
Application for new scrap metal collectors licence (3yr)		246.00	230.00	35.00	265.00	7.7%
Application to renew scrap metal site licence (3yr)		322.00	275.00	70.00	345.00	7.1%
Application to renew scrap metal collectors licence (3yr)		227.00	210.00	35.00	245.00	7.9%
Application to vary scrap metal licence - change of licensee details		19.00	20.00	1.00	21.00	10.5%
Application to vary scrap metal licence - change of licensed sites		96.00	100.00	1.00	101.00	5.2%
Application to vary scrap metal licence - change of site managers		57.00	60.00	1.00	61.00	7.0%
Application to vary scrap metal licence - site to collectors licence		35.00	35.00	1.00	36.00	2.9%
Application to vary scrap metal licence - collectors to site licence		169.00	130.00	45.00	175.00	3.6%
<b>Sex establishments</b>						
Application for new sex establishment licence		2,372.00	2,130.00	285.00	2,415.00	1.8%
Application for renewal of sex establishment licence		1,908.00	1,635.00	285.00	1,920.00	0.6%
Application for variation of sex establishment licence		1,036.00	925.00	130.00	1,055.00	1.8%
Application for transfer of sex establishment licence		465.00	485.00	0.00	485.00	4.3%
<b>Skin piercing, tattooing, etc.</b>						
Application for registration of skin piercing, etc., premises		266.00	280.00	0.00	280.00	5.3%
Application for registration of skin piercing, etc., operator		125.00	130.00	0.00	130.00	4.0%

## HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25

		2023/24 Charge	2024/25 Proposed Charge			% change
			Application	Licence	Total fee	
<b>Street trading</b>						
Street trading consent (annual) (1 year)	New (1 vehicle/pitch)	742.00	475.00	290.00	765.00	3.1%
	Renewal (1 vehicle/pitch)	675.00	475.00	290.00	675.00	0.0%
	Additional fee per extra vehicle/pitch	82.00	40.00	45.00	85.00	3.7%
	Interim substitution of vehicle	28.00	30.00	0.00	30.00	7.1%
	Other consent variation	158.00	170.00	0.00	170.00	7.6%
Street trading consent (single event)	Commercial event	177.00	185.00	0.00	185.00	4.5%
	Community/charity event	33.00	35.00	0.00	35.00	6.1%
Street trading consent partial year (up to 6 months)		383.00	255.00	150.00	405.00	5.7%
<b>Taxis and private hire</b>						
<b>Driver licences</b>						
Hackney Carriage Drivers Licence (3 years) [external e-form/checks]	New	309.00	325.00	0.00	325.00	5.2%
	Renewal	238.00	255.00	0.00	255.00	7.1%
	Theft/loss of badge	22.00	25.00	0.00	25.00	13.6%
Private Hire Drivers Licence (3 years) [external e-form/checks]	New	309.00	325.00	0.00	325.00	5.2%
	Renewal	251.00	255.00	0.00	255.00	1.6%
	Theft/loss of badge	22.00	25.00	0.00	25.00	13.6%
Dual HC/PH Drivers Licence (3 years) [external e-form/checks]	New	338.00	360.00	0	360.00	6.5%
	Renewal	279.00	295.00	0	295.00	5.7%
	Renewal & Upgrade	272.00	280.00	0	280.00	2.9%
	Interim Upgrade (+£1 / unexpired month)	79.00	85.00	0	85.00	7.6%
	Theft/loss of badge (per)	22.00	25.00	0.00	25.00	13.6%
Disclosure & Barring Service (DBS) enhanced disclosure * [in-house]	Recharged at cost + £15 admin			80.00		0.0%
External identity check (DBS route 2 verification) * [in-house]	Recharged at cost			10.00		0.0%
Driving licence verification check * [in-house]	Recharged at cost			10.00		0.0%
<b>Driver knowledge tests</b>						
Hackney carriage written local/legal test	Full test	84.00	90.00		90.00	7.1%
	Conditions only	46.00	50.00		50.00	8.7%
Private hire written local/legal test	Full test	84.00	90.00		90.00	7.1%
	Conditions only	46.00	50.00		50.00	8.7%
Dual HC/PH driver written local/legal test	Full test	84.00	90.00		90.00	7.1%
	Conditions only	46.00	50.00		50.00	8.7%
Versant English language assessment	Test fee *	Recharged at cost		31.80		
	Administration fee	15.00	15.00	0.00	15.00	0.0%
<b>Operator licences</b>						
Private hire operator licence (5 years)	New (0-3 vehicles)	487.00	515.00		515.00	5.7%
	New (4+ vehicles)	826.00	865.00		865.00	4.7%
	Renewal (1-3 vehicles)	487.00	515.00		515.00	5.7%
	Renewal (4+ vehicles)	826.00	865.00		865.00	4.7%
<b>Vehicle licences</b>						
Hackney carriage vehicle licence	New (1 year)	407.00	430.00		430.00	5.7%
	Renewal (1 year)	303.00	315.00		315.00	4.0%
	Renewal & substitution (1 year)	303.00	315.00		315.00	4.0%
	Interim substitution (remaining duration)	145.00	150.00		150.00	3.4%

<b>HOUSING &amp; COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2024/25</b>						
		<b>2023/24 Charge</b>	<b>2024/25 Proposed Charge</b>			<b>% change</b>
			<b>Application</b>	<b>Licence</b>	<b>Total fee</b>	
(excludes compliance test fee)	Transfer of ownership	69.00	75.00		75.00	8.7%
	Theft/loss of rear plate	21.00	25.00		25.00	19.0%
	Theft/loss of front plate	21.00	25.00		25.00	19.0%
	Change of vehicle particulars	61.00	65.00		65.00	6.6%
Private hire vehicle licence (excludes compliance test fee)	New (1 year)	271.00	285.00		285.00	5.2%
	Renewal (1 year)	271.00	285.00		285.00	5.2%
	Renewal & substitution (1 yr.)	275.00	290.00		290.00	5.5%
	Interim substitution (remaining duration)	145.00	150.00		150.00	3.4%
	Transfer of ownership	69.00	75.00		75.00	8.7%
	Theft/loss of rear plate	21.00	25.00		25.00	19.0%
	Theft/loss of front plate	21.00	25.00		25.00	19.0%
	Change of vehicle particulars	61.00	65.00		65.00	6.6%
Vehicle MOT and compliance test * (payable direct to test station)	Recharged at cost		52.00			
<b>Other fees</b>						
Duplicate copy of licence following theft/loss/damage		18.00	20.00		20.00	11.1%
<b>General service charges</b>						
Photocopies (per A4 side, at officers discretion, subject to legal restrictions)		0.20	0.25		0.25	25.0%
Copy of interview recording following PACE interview (per tape/disc)		19.00	20.00		20.00	5.3%
Copy of public register entry (where kept and made available by statute) (per entry)		18.00	20.00		20.00	11.1%
Request for duplicate copy of licence following loss/theft/damage (where not otherwise listed)		17.00	20.00		20.00	17.6%
Licensing pre-application advice (per whole or part hour)		53.00	55.00		55.00	3.8%

## GENERAL FUND BUDGET DETAIL 2024/25

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £ %	
<b>Strategic Planning &amp; Environment</b>					
Employees	12,730,845	13,747,040	<b>13,650,370</b>	919,525	+7%
Premises	1,115,180	1,432,951	<b>1,118,950</b>	3,770	+0%
Transport	1,570,970	1,703,703	<b>1,735,130</b>	164,160	+10%
Supplies & Services	2,695,725	2,823,486	<b>2,616,440</b>	(79,285)	(3%)
Third-Parties	89,690	82,039	<b>91,480</b>	1,790	+2%
Capital Charges	2,155,000	2,155,000	<b>2,155,000</b>	0	+0%
Income	(4,717,086)	(4,955,628)	<b>(5,343,784)</b>	(626,698)	(13%)
Grants and Contributions	(1,887,190)	(1,921,363)	<b>(1,799,160)</b>	88,030	+5%
Recharges	1,576,605	1,521,605	<b>(977,315)</b>	(2,553,920)	(162%)
<b>Net Expenditure: Strategic Planning &amp; Environment</b>	<b>15,329,739</b>	<b>16,588,833</b>	<b>13,247,111</b>	<b>(2,082,628)</b>	<b>(14%)</b>

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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**Strategic Planning & Environment**

**Housing and Property**

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

Premises	18,610	18,610	19,050	440
Supplies & Services	590	590	620	30
Capital Charges	30,000	30,000	30,000	0
Income	(28,160)	(28,160)	(29,210)	(1,050)
Grants and Contributions	(31,500)	(21,500)	(31,500)	0
Recharges	1,190	1,190	1,235	45
<b>Net Expenditure: Open Spaces</b>	<b>(9,270)</b>	<b>730</b>	<b>(9,805)</b>	<b>(535)</b>

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

Premises	79,490	94,490	83,800	4,310
Supplies & Services	1,700	1,700	1,790	90
Capital Charges	220,000	220,000	220,000	0
Recharges	290,557	290,557	297,080	6,523
<b>Net Expenditure: Promotion and Marketing of the Area (Town Centres)</b>	<b>591,747</b>	<b>606,747</b>	<b>602,670</b>	<b>10,923</b>

**Net Expenditure: Housing and Property** **582,477**      **607,477**      **592,865**      **10,388**

**Neighbourhood Operations**

**Open Spaces (Head of Neighbourhood Management)**

Employees	3,410,570	3,477,132	3,709,910	299,340
Premises	572,080	822,591	504,130	(67,950)
Transport	158,638	156,636	174,950	16,312
Supplies & Services	302,120	390,414	311,610	9,490
Capital Charges	650,000	650,000	650,000	0
Income	(22,860)	(23,219)	(23,670)	(810)
Grants and Contributions	(494,640)	(448,171)	(406,610)	88,030
Recharges	(2,069,090)	(2,104,090)	(3,285,805)	(1,216,715)
<b>Net Expenditure: Open Spaces</b>	<b>2,506,818</b>	<b>2,921,293</b>	<b>1,634,515</b>	<b>(872,303)</b>

**Regulatory Services (Head of Environmental Protection)**

Supplies & Services	0	23	0	0
<b>Net Expenditure: Regulatory Services</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>

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

Employees	83,580	92,722	92,280	8,700
Transport	5,064	5,150	6,320	1,256
Supplies & Services	4,490	4,782	4,710	220
Capital Charges	10,000	10,000	10,000	0
Income	(88,990)	(68,990)	(93,440)	(4,450)
Recharges	116,968	116,968	(31,255)	(148,223)
<b>Net Expenditure: Pest Control</b>	<b>131,112</b>	<b>160,632</b>	<b>(11,385)</b>	<b>(142,497)</b>

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
<b>Pollution Reduction (Head of Environmental Protection)</b>				
Employees	217,910	250,907	265,540	47,630
Transport	1,000	1,000	1,020	20
Supplies & Services	22,190	18,514	23,300	1,110
Capital Charges	10,000	10,000	10,000	0
Income	(30,420)	(18,636)	(31,940)	(1,520)
Grants and Contributions	0	(11,710)	0	0
Recharges	95,376	95,376	610	(94,766)
<b>Net Expenditure: Pollution Reduction</b>	<b>316,056</b>	<b>345,451</b>	<b>268,530</b>	<b>(47,526)</b>

<b>Animal and Public Health (Head of Environmental Protection)</b>				
Employees	34,720	16,985	17,990	(16,730)
Transport	1,806	1,806	2,900	1,094
Supplies & Services	23,010	21,370	24,160	1,150
Capital Charges	10,000	10,000	10,000	0
Income	(9,030)	(2,150)	(9,480)	(450)
Recharges	73,698	73,698	(26,765)	(100,463)
<b>Net Expenditure: Animal and Public Health</b>	<b>134,204</b>	<b>121,709</b>	<b>18,805</b>	<b>(115,399)</b>

<b>Animal and Public Health (Head of Environmental Services)</b>				
Employees	45,280	56,069	48,680	3,400
Transport	8,076	11,150	11,480	3,404
Supplies & Services	40,050	28,035	40,060	10
Capital Charges	10,000	10,000	10,000	0
Income	(165,870)	(85,000)	(174,160)	(8,290)
Recharges	88,756	68,756	365	(88,391)
<b>Net Expenditure: Animal and Public Health</b>	<b>26,292</b>	<b>89,010</b>	<b>(63,575)</b>	<b>(89,867)</b>

<b>Animal and Public Health (Head of Neighbourhood Management)</b>				
Employees	32,320	34,963	35,250	2,930
Transport	4,380	3,000	4,600	220
Supplies & Services	210	5,050	220	10
Recharges	10,475	10,475	125	(10,350)
<b>Net Expenditure: Animal and Public Health</b>	<b>47,385</b>	<b>53,488</b>	<b>40,195</b>	<b>(7,190)</b>

<b>Food Safety (Head of Environmental Protection)</b>				
Employees	306,000	273,599	273,840	(32,160)
Transport	750	850	770	20
Supplies & Services	3,380	3,330	3,560	180
Income	(8,140)	(4,070)	(8,550)	(410)
Recharges	103,735	103,735	1,815	(101,920)
<b>Net Expenditure: Food Safety</b>	<b>405,725</b>	<b>377,444</b>	<b>271,435</b>	<b>(134,290)</b>

<b>Health &amp; Safety - External Support/Advice (Head of Environmental Protection)</b>				
Employees	224,280	303,996	238,620	14,340
Transport	300	165	310	10
Supplies & Services	30,690	32,813	32,220	1,530
Income	0	(16,055)	0	0
Grants and Contributions	0	(59,713)	0	0
Recharges	(253,660)	(253,660)	(17,355)	236,305



**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENTAL GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
<b>Net Expenditure: Health &amp; Safety - External Support/Advice</b>	<b>1,610</b>	<b>7,547</b>	<b>253,795</b>	<b>252,185</b>

<b>Environmental Services Management, Support Services and Overheads (Head of Environmental Services)</b>				
Employees	398,880	430,005	<b>429,010</b>	30,130
Premises	280,110	307,909	<b>330,870</b>	50,760
Transport	16,878	250	<b>17,710</b>	832
Supplies & Services	145,210	242,354	<b>155,990</b>	10,780
Third-Parties	15,850	15,919	<b>16,170</b>	320
Capital Charges	100,000	100,000	<b>100,000</b>	0
Income	<b>(17,490)</b>	<b>(13,600)</b>	<b>(17,590)</b>	<b>(100)</b>
Grants and Contributions	0	<b>(3,035)</b>	0	0
Recharges	<b>(910,618)</b>	<b>(910,618)</b>	<b>9,697</b>	920,315
<b>Net Expenditure: Environmental Services Management, Support Services and Overheads</b>	<b>28,820</b>	<b>169,184</b>	<b>1,041,857</b>	<b>1,013,037</b>

<b>Transport Services (Head of Environmental Services)</b>				
Employees	482,410	462,245	<b>513,100</b>	30,690
Transport	649,612	807,052	<b>678,700</b>	29,088
Supplies & Services	16,850	45,300	<b>17,700</b>	850
Capital Charges	20,000	20,000	<b>20,000</b>	0
Grants and Contributions	<b>(5,000)</b>	<b>(6,071)</b>	<b>(5,000)</b>	0
Recharges	<b>(1,160,239)</b>	<b>(1,160,239)</b>	<b>183,898</b>	1,344,137
<b>Net Expenditure: Transport Services</b>	<b>3,633</b>	<b>168,288</b>	<b>1,408,398</b>	<b>1,404,765</b>

<b>Street Cleansing (Non-Highway) (Head of Neighbourhood Management)</b>				
Recharges	1,685,271	1,685,271	<b>1,694,200</b>	8,929
<b>Net Expenditure: Street Cleansing (Non-Highway)</b>	<b>1,685,271</b>	<b>1,685,271</b>	<b>1,694,200</b>	<b>8,929</b>

<b>Street Cleansing (Enforcement) (Head of Environmental Protection)</b>				
Employees	213,010	229,841	<b>231,840</b>	18,830
Transport	4,692	5,500	<b>5,840</b>	1,148
Supplies & Services	6,490	5,350	<b>6,810</b>	320
Income	<b>(45,186)</b>	<b>(45,530)</b>	<b>(45,634)</b>	<b>(448)</b>
Recharges	153,919	153,919	<b>1,095</b>	<b>(152,824)</b>
<b>Net Expenditure: Street Cleansing (Enforcement)</b>	<b>332,925</b>	<b>349,080</b>	<b>199,951</b>	<b>(132,974)</b>

<b>Household Waste and Recycling (Head of Environmental Services)</b>				
Employees	3,288,110	4,113,419	<b>3,580,720</b>	292,610
Transport	639,158	641,170	<b>746,070</b>	106,912
Supplies & Services	560,830	523,889	<b>588,870</b>	28,040
Capital Charges	915,000	915,000	<b>915,000</b>	0
Income	<b>(841,190)</b>	<b>(1,632,913)</b>	<b>(1,698,700)</b>	<b>(857,510)</b>
Grants and Contributions	<b>(885,000)</b>	<b>(915,000)</b>	<b>(885,000)</b>	0
Recharges	1,820,187	1,820,187	<b>31,030</b>	<b>(1,789,157)</b>
<b>Net Expenditure: Household Waste and Recycling</b>	<b>5,497,095</b>	<b>5,465,753</b>	<b>3,277,990</b>	<b>(2,219,105)</b>

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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<b>Trade Waste (Head of Environmental Services)</b>				
Employees	265,300	293,135	<b>279,350</b>	14,050
Transport	74,292	60,500	<b>78,000</b>	3,708
Supplies & Services	390,300	457,223	<b>406,770</b>	16,470
Capital Charges	10,000	10,000	<b>10,000</b>	0
Income	(969,420)	(1,005,255)	<b>(1,004,780)</b>	(35,360)
Grants and Contributions	0	(500)	<b>0</b>	0
Recharges	333,729	333,729	<b>855</b>	(332,874)
<b>Net Expenditure: Trade Waste</b>	<b>104,201</b>	<b>148,832</b>	<b>(229,805)</b>	<b>(334,006)</b>

<b>Emergency Planning (Head of Corporate Health, Safety and Resilience)</b>				
Employees	11,210	5,501	<b>30</b>	(11,180)
Transport	50	50	<b>50</b>	0
Supplies & Services	5,890	1,690	<b>6,180</b>	290
Recharges	40,108	40,108	<b>630</b>	(39,478)
<b>Net Expenditure: Emergency Planning</b>	<b>57,258</b>	<b>47,349</b>	<b>6,890</b>	<b>(50,368)</b>

<b>Net Expenditure: Neighbourhood Operations</b>	<b>11,278,405</b>	<b>12,110,355</b>	<b>9,811,796</b>	<b>(1,466,609)</b>
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**People and Transformation**

<b>Household Waste and Recycling (Head of Communication and Engagement)</b>				
Employees	113,790	109,532	<b>92,280</b>	(21,510)
Transport	250	250	<b>260</b>	10
Supplies & Services	11,430	7,430	<b>12,010</b>	580
Grants and Contributions	0	(4,000)	<b>0</b>	0
Recharges	51,530	51,530	<b>725</b>	(50,805)
<b>Net Expenditure: Household Waste and Recycling</b>	<b>177,000</b>	<b>164,742</b>	<b>105,275</b>	<b>(71,725)</b>

<b>Support to Business and Enterprise (Head of Communication and Engagement)</b>				
Employees	52,000	51,128	<b>57,660</b>	5,660
Transport	0	3,000	<b>0</b>	0
Supplies & Services	0	3,000	<b>0</b>	0
Income	(166,380)	(86,380)	<b>(171,980)</b>	(5,600)
<b>Net Expenditure: Support to Business and Enterprise</b>	<b>(114,380)</b>	<b>(29,252)</b>	<b>(114,320)</b>	<b>60</b>

<b>Net Expenditure: People and Transformation</b>	<b>62,620</b>	<b>135,490</b>	<b>(9,045)</b>	<b>(71,665)</b>
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**Place**

<b>Planning Policy (General) (SD Place)</b>				
Employees	434,840	434,840	<b>400,000</b>	(34,840)
Supplies & Services	140,360	140,360	<b>140,000</b>	(360)
Grants and Contributions	(240,000)	(240,000)	<b>(240,000)</b>	0
Recharges	350	350	<b>365</b>	15
<b>Net Expenditure: Planning Policy (General)</b>	<b>335,550</b>	<b>335,550</b>	<b>300,365</b>	<b>(35,185)</b>

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENTAL GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
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**Building Control (Head of Development Management)**

Supplies & Services	29,990	29,990	31,490	1,500
Third-Parties	29,710	29,710	30,300	590
Recharges	51,447	51,447	0	(51,447)
<b>Net Expenditure: Building Control</b>	<b>111,147</b>	<b>111,147</b>	<b>61,790</b>	<b>(49,357)</b>

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

Employees	1,546,090	1,673,229	1,608,720	62,630
Transport	2,500	2,500	2,550	50
Supplies & Services	118,920	198,920	123,550	4,630
Capital Charges	40,000	40,000	40,000	0
Income	(1,500,450)	(1,250,450)	(1,280,480)	219,970
Grants and Contributions	(2,850)	(2,850)	(2,850)	0
Recharges	516,669	516,669	116,260	(400,409)
<b>Net Expenditure: Development Control</b>	<b>720,879</b>	<b>1,178,018</b>	<b>607,750</b>	<b>(113,129)</b>

**Environmental Grants (AD Planning)**

Supplies & Services	7,710	8,094	8,100	390
<b>Net Expenditure: Environmental Grants</b>	<b>7,710</b>	<b>8,094</b>	<b>8,100</b>	<b>390</b>

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

Employees	95,650	70,680	101,330	5,680
Recharges	39,287	39,287	375	(38,912)
<b>Net Expenditure: Conservation and Listed Buildings Policy</b>	<b>134,937</b>	<b>109,967</b>	<b>101,705</b>	<b>(33,232)</b>

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

Employees	839,920	801,687	880,430	40,510
Transport	1,834	1,834	1,870	36
Supplies & Services	613,040	396,040	440,900	(172,140)
Third-Parties	6,800	6,800	6,940	140
Capital Charges	20,000	20,000	20,000	0
Income	(60,000)	0	(80,000)	(20,000)
Grants and Contributions	(206,940)	(189,694)	(206,940)	0
Recharges	365,224	365,224	4,015	(361,209)
<b>Net Expenditure: Planning Policy (General)</b>	<b>1,579,878</b>	<b>1,401,891</b>	<b>1,067,215</b>	<b>(512,663)</b>

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

Employees	92,260	100,281	100,370	8,110
Transport	50	200	50	0
Supplies & Services	9,090	9,090	9,540	450
Third-Parties	35,220	27,500	35,920	700
Income	(231,000)	(141,000)	(131,000)	100,000
Recharges	46,385	46,385	3,795	(42,590)
<b>Net Expenditure: Local Land Charges</b>	<b>(47,995)</b>	<b>42,456</b>	<b>18,675</b>	<b>66,670</b>

**APPENDIX E2 STRATEGIC PLANNING AND ENVIRONMENT GENERAL FUND BUDGET DETAIL 2024/25**

	Original 2023/2024 £	Forecast 2023/2024 £	Draft 2024/2025 £	Variance 2023/24 - 2024/25 £
<b>Economic Development (General) (Head of Place &amp; Delivery)</b>				
Employees	109,900	128,908	<b>164,530</b>	54,630
Premises	148,860	173,320	<b>163,580</b>	14,720
Supplies & Services	133,010	139,960	<b>139,650</b>	6,640
Capital Charges	100,000	100,000	<b>100,000</b>	0
Income	<b>(522,800)</b>	<b>(524,520)</b>	<b>(533,260)</b>	<b>(10,460)</b>
Grants and Contributions	<b>(6,440)</b>	<b>(4,300)</b>	<b>(6,440)</b>	0
Recharges	172,120	172,120	<b>23,900</b>	<b>(148,220)</b>
<b>Net Expenditure: Economic Development (General)</b>	<b>134,650</b>	<b>185,488</b>	<b>51,960</b>	<b>(82,690)</b>

<b>Market Undertakings (Head of Place &amp; Delivery)</b>				
Premises	8,140	8,140	<b>9,470</b>	1,330
Income	<b>(9,040)</b>	<b>(9,040)</b>	<b>(9,220)</b>	<b>(180)</b>
Recharges	39,488	39,488	<b>11,795</b>	<b>(27,693)</b>
<b>Net Expenditure: Market Undertakings</b>	<b>38,588</b>	<b>38,588</b>	<b>12,045</b>	<b>(26,543)</b>

<b>Support to Business and Enterprise (Assistant Director - Place, Communities and Enterprise)</b>				
Employees	196,415	220,213	<b>317,070</b>	120,655
Transport	250	250	<b>260</b>	10
Supplies & Services	2,865	2,865	<b>3,010</b>	145
Recharges	<b>(208,235)</b>	<b>(208,235)</b>	<b>0</b>	208,235
<b>Net Expenditure: Support to Business and Enterprise</b>	<b>(8,705)</b>	<b>15,093</b>	<b>320,340</b>	<b>329,045</b>

<b>Support to Business and Enterprise (Head of Place &amp; Delivery)</b>				
Employees	236,400	116,021	<b>211,820</b>	<b>(24,580)</b>
Premises	7,890	7,890	<b>8,050</b>	160
Transport	1,390	1,390	<b>1,420</b>	30
Supplies & Services	75,310	105,310	<b>83,620</b>	8,310
Third-Parties	2,110	2,110	<b>2,150</b>	40
Capital Charges	10,000	10,000	<b>10,000</b>	0
Income	<b>(660)</b>	<b>(660)</b>	<b>(690)</b>	<b>(30)</b>
Grants and Contributions	<b>(14,820)</b>	<b>(14,820)</b>	<b>(14,820)</b>	0
Recharges	81,978	81,978	<b>0</b>	<b>(81,978)</b>
<b>Net Expenditure: Support to Business and Enterprise</b>	<b>399,598</b>	<b>309,219</b>	<b>301,550</b>	<b>(98,048)</b>

<b>Net Expenditure: Place</b>	<b>3,406,237</b>	<b>3,735,511</b>	<b>2,851,495</b>	<b>(554,742)</b>
<b>Net Expenditure: Strategic Planning &amp; Environment</b>	<b>15,329,739</b>	<b>16,588,833</b>	<b>13,247,111</b>	<b>(2,082,628)</b>

STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2024/25				
	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
<b>Filming</b>				
Administration Fee		£140- £550	£150-£500	-
Up to one hour filming time		246.00	258.00	4.9%
Between one and four hours filming time		564.00	592.00	5.0%
Half day (four to six hours) filming time		960.00	1,008.00	5.0%
Full day (seven hours or more) per day filming time		1,440.00	1,512.00	5.0%
Strike Day - Half full day charge		795.00	756.00	-4.9%
Site visits		1st free then £55 per visit	1st visit free then £100 per visit	81.8%
(small productions) Per hour of filming, up to seven hours		N/A	£100.00	-
(small productions) Per hour of filming (8 hours or more)		N/A	£800.00	-
(small productions) Strike/prep day (half full day charge)		N/A	£400.00	-
Loyalty discount 10 - 20% discount on full invoice based on visits within financial year				
Parking per bay (car parks)		£25.00	28.00	12.0%
Parking per bay (on street, suspensions)		£30.00	32.00	6.7%
Fixed parking discount 10-20% for bookings over 1 week		n/A	£25 per bay	-
Hire of Council Assets		Bespoke Price	Bespoke Price	5.0%
Penalties for late cancellation of car park booking (50% charge if less than 72 hours' notice given)				
<b>All Dog Warden and Enforcement Service fees that are subject to statutory limits are denoted by an asterisk*.</b>				
<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	60.00	63.00	5.0%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 2	84.00	88.00	4.8%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 3	108.00	114.00	5.6%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 4	132.00	139.00	5.3%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 5	157.00	166.00	5.7%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 6	181.00	191.00	5.5%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 7	205.00	217.00	5.9%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 8	229.00	242.00	5.7%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 1	91.00	95.00	4.4%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 2	115.00	121.00	5.2%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 3	139.00	146.00	5.0%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 4	163.00	172.00	5.5%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 5	187.00	198.00	5.9%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 6	212.00	224.00	5.7%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 7	236.00	249.00	5.5%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 8	260.00	274.00	5.4%
Kennelling	Per Day			
Micro-Chipping		17.00	17.00	0.0%
Return of Stray Dog		48.00	50.00	4.2%
<b>Enforcement</b>				
Abandoned Vehicle Reclaimed Fees - Cars	Daily	22.00	25.00	13.6%
Abandoned Vehicle Reclaimed Fees - Motorbikes	Daily	22.00	25.00	13.6%
Abandoned Vehicle FPN (Full)*		200.00	200.00	0.0%
Abandoned Vehicle FPN (Early Repayment)		132.00	132.00	0.0%
Removal of AV from Private Land (land owners' agreement) admin fee		66.00	70.00	6.1%
Littering FPN (Full)*		88.00	88.00	0.0%
s46/s47 EPA Offences (Full)*		100.00	100.00	0.0%
s46/s47 EPA Offences (Early Repayment)		92.00	92.00	0.0%
s33 EPA Fixed Penalty Notice (Full)*		400.00	500.00	25.0%
s33 EPA Fixed Penalty Notice (Early payment if paid within 10 days)		330.00	400.00	21.2%
Nuisance Vehicles / Vehicle Trading (street) (Full)*		100.00	100.00	0.0%
Nuisance Vehicles / Vehicle Trading (street) (Early Repayment)		90.00	90.00	0.0%
s34 EPA Fixed Penalty Notice (Full)*		344.00	400.00	16.3%
s34 EPA Fixed Penalty Notice (Early payment if paid within 10 days)		229.00	260.00	13.5%
Littering From Vehicles Outside London Regulations 2018 (Full) *		113.00	150.00	32.7%
Community Protection Notice (Full) FPN*		100.00	100.00	0.0%
Community Protection Notice (Early Repayment)		85.00	85.00	0.0%
PSPO FPN (Full) *		88.00	100.00	13.6%
<b>Environmental Protection</b>				
High Hedges		565.00	595.00	5.3%
High Hedges Preliminary Investigation Fee		285.00	300.00	5.3%
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%

STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2024/25				
	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
Granting of Authorisation (fee plus analysis costs)		Bespoke price	Bespoke price	0.0%
Analysis costs (Reg 10)		Bespoke price	Bespoke price	0.0%
Analysis costs (check monitoring)		Bespoke price	Bespoke price	0.0%
Analysis costs (adult monitoring)		Bespoke price	Bespoke price	0.0%
Environmental Searches		120.00	125.00	4.2%
<b>Food Safety</b>				
Initial inspection of premises requiring health certificates		138.00	145.00	5.1%
Health Certificates (x2 plus site visit) - Standard Service		94.00	100.00	6.4%
Health Certificates (x2 plus site visit) - Next Day Service		138.00	145.00	5.1%
Health Certificates (additional copies up to 4)		36.00	38.00	5.6%
General Endorsement Certificate		42.00	44.00	4.8%
Food Hygiene Requested Revisits (new charge)		204.00	215.00	5.4%
3 hours Safer Food Better Business Coaching (new charge) plus 50% fee per additional person from the same business		138.00	145.00	5.1%
Food hygiene advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	94.00	99.00	5.3%
Health & safety advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	94.00	99.00	5.3%
<b>Pest Control</b>				
Rats (up to 3 visits)		70.00	140.00	100.0%
Rats (up to 3 visits) Dacorum Card		36.00	72.00	100.0%
Mice (up to 3 visits)		70.00	140.00	100.0%
Fleas per visit (2 bedrooms and 2 living rooms only)		64.00	128.00	100.0%
Fleas - Additional Rooms		22.00	30.00	36.4%
Wasps/hornets (1 nest killed - not removed)		57.00	57.00	0.0%
Wasps/hornets - Additional Nest		20.00	20.00	0.0%
Ants (Inside only)		82.00	128.00	56.1%
Cockroaches up to 3 visits (2 bedrooms & 2 living rooms only)		102.00	204.00	100.0%
Squirrels up to 3 visits		142.00	160.00	12.7%
Squirrels - Additional Visit		30.00	40.00	33.3%
Cluster Fly (one treatment)		86.00	128.00	48.8%
Other Per hour (min 1 hr)		87.00	100.00	14.9%
Call Out Advice - No pest treated		48.00	50.00	4.2%
Bedbugs (Up to 4 visits, first visit to establish problem)		N/A	310.00	New
Cancellation Fee		N/A	50.00	New
<b>Cesspool Emptying</b>				
<b>DBC (inside) - All Charges Include £100 transport charge</b>				
Up to 1000		260.00	273.00	5.0%
Up to 2000		395.00	415.00	5.1%
Up to 3000		595.00	625.00	5.0%
Up to 4000		730.00	767.00	5.1%
Up to 5000		925.00	971.00	5.0%
Up to 6000		1,065.00	1,118.00	5.0%
Up to 8000		1,395.00	1,465.00	5.0%
Up to 10000		1,730.00	1,817.00	5.0%
Up to 12000		2,065.00	2,168.00	5.0%
<b>DBC (outside) - All Charges Include £130 transport charge</b>				
Up to 1000		295.00	310.00	5.1%
Up to 2000		435.00	457.00	5.1%
Up to 3000		630.00	662.00	5.1%
Up to 4000		765.00	803.00	5.0%
Up to 5000		965.00	1,013.00	5.0%
Up to 6000		1,100.00	1,155.00	5.0%
Up to 8000		1,435.00	1,507.00	5.0%
Up to 10000		1,765.00	1,853.00	5.0%
Up to 12000		2,100.00	2,205.00	5.0%
<b>Waste - Bulk Collections</b>				
Bulk Collections	Up to 3 Items	50.00	53.00	6.0%
Bulk Collections	Up to 6 Items	77.00	81.00	5.2%
Bulk Collections - Concessions	Up to 3 Items	40.00	42.00	5.0%
Bulk Collections - Concessions	Up to 6 Items	54.00	57.00	5.6%
<b>Waste Services</b>				
Collection of green bin	Per Annum	45.00	50.00	11.1%
Collection of green bin - Concession	Per Annum	35.00	34.00	-2.9%
Collection of an additional green bin	Per Annum	45.00	50.00	11.1%
Delivery of additional green bin	Per bin	28.00	29.00	3.6%

STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2024/25				
	Unit Measurement	2023/24 Charge	2024/25 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	47.00	49.00	4.3%
<b>Waste - Commercial</b>				
Container Rental - 360 Litre	Per Annum	32.40	34.03	5.0%
Container Rental - 770 Litre	Per Annum	69.12	72.60	5.0%
Container Rental - 850 Paladin	Per Annum	76.44	80.28	5.0%
Container Rental - 940 Paladin	Per Annum	88.16	92.60	5.0%
Container Rental - 1100 Litre	Per Annum	103.16	108.36	5.0%
Container Rental - 1280 Litre	Per Annum	120.04	126.08	5.0%
Container Emptying - 360 Litre, maximum charge	Per Lift	7.72	8.19	6.1%
Container Emptying - 770 Litre, maximum charge	Per Lift	16.50	17.51	6.1%
Container Emptying - 850 Paladin, maximum charge	Per Lift	20.58	21.84	6.1%
Container Emptying - 940 Paladin, maximum charge	Per Lift	21.83	23.17	6.1%
Container Emptying - 1100 Litre, maximum charge	Per Lift	24.16	25.63	6.1%
Container Emptying - 1280 Litre, maximum charge	Per Lift	28.13	29.84	6.1%
Container Emptying - Schools Only - 770 Litre	Per Lift	5.76	6.05	5.0%
Container Emptying - Schools Only - 850 Paladin	Per Lift	6.74	7.08	5.0%
Container Emptying - Schools Only - 940 Paladin	Per Lift	7.54	7.91	4.9%
Container Emptying - Schools Only - 1100 Litre	Per Lift	8.83	9.27	5.0%
Container Emptying - Schools Only - 1280 Litre	Per Lift	10.28	10.79	5.0%
Commercial Waste Collections (additional empties), maximum charge	Per empty	17.00	17.00	0.0%
Sacks, maximum charge	per 50 sacks	120.00	120.00	0.0%
<b>Sack Sales</b>				
Bio Sacks	Per 25 Sacks	8.00	8.00	0.0%
Bio Sacks (Dacorum Card 25% discount)	Per 25 Sacks	6.00	6.00	0.0%
Kaddy Bio Sacks	Per roll of 52	3.00	3.00	0.0%
Domestic Black Sacks	Per 10 Sacks	2.00	2.00	0.0%
Domestic Black Sacks (Dacorum Card)	Per 10 Sacks	2.00	2.00	0.0%
<b>Commercial Waste Recycling</b>				
Recycling Sacks	per 50 sacks	59.00	59.00	0.0%
Container Emptying - 240 Litre	Per Lift	4.00	4.00	0.0%
Container Emptying - 770 Litre	Per Lift	8.00	8.00	0.0%
Container Emptying - 1100 Litre	Per Lift	12.00	12.00	0.0%
Hire costs are same as main commercial waste				
<b>Weighbridge</b>				
Weighing	Single weigh	13.00	14.00	7.7%
Weighing	Double weigh	17.00	18.00	5.9%
<b>Street Sweeping</b>				
Sweeping/Cleaning of non DBC land	Per Hour	51.00	54.00	5.9%
<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>The following Planning Fees are all determined by statute.</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%

STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2024/25				
	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
Site Area > 15 Hectares Variable Fee - Categories 9* & 11 (max of £65,000)	per 0.1 hectares above 15	138.00	138.00	0.0%
Other: Category 9 (maximum £250,000)	per 0.1 hectare	234.00	234.00	0.0%
<b>* Category 9 fees shown above in the case of operations for the mining and working of minerals - these applications are determined by Hertfordshire County Council</b>				
<b>Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Full Permission or Reserved Matters</b>				
Up to 50 Dwelling Houses - Category 1	Per Dwelling House	462.00	462.00	0.0%
Greater than 50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	22,859.00	22,859.00	0.0%
Greater than 50 Dwelling Houses Variable Fee - Category 2 (maximum of £250,000) - Category 2	Per Dwelling House > 50	138.00	138.00	0.0%
Where no Floor space created - Category 2	Fixed Fee	234.00	234.00	0.0%
Where Floor space Created less than 40m <sup>2</sup> - Category 2	Fixed Fee	234.00	234.00	0.0%
Where Floor space Created Between 40m <sup>2</sup> and 75m <sup>2</sup> - Category 2	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 75m <sup>2</sup> and 3750m <sup>2</sup> - Category 2	Per 75m <sup>2</sup>	462.00	462.00	0.0%
Where Floor space Greater than 3750m <sup>2</sup> Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	22,859.00	22,859.00	0.0%
Where Floor space Greater than 3750m <sup>2</sup> Variable Fee (maximum of £250,000) - Category 2	Per 75m <sup>2</sup> > 3750m <sup>2</sup>	138.00	138.00	0.0%
Where Floor space Created less than 465m <sup>2</sup> - Category 3	Fixed Fee	96.00	96.00	0.0%
Where Floor space Created Between 465m <sup>2</sup> and 540m <sup>2</sup> - Category 3	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 540m <sup>2</sup> and 4215m <sup>2</sup> Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	462.00	462.00	0.0%
Where Floor space Created Between 540m <sup>2</sup> and 4215m <sup>2</sup> Variable Fee - Category 3	Per 75m <sup>2</sup> > 540m <sup>2</sup>	462.00	462.00	0.0%
Where Floor space Created Over 4215m <sup>2</sup> Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	22,859.00	22,859.00	0.0%
Where Floor space Created Over 4215m <sup>2</sup> Variable Fee (maximum of £250,000) - Category 3	Per 75m <sup>2</sup> > 4215m <sup>2</sup>	138.00	138.00	0.0%
Where Floor space Created less than 465m <sup>2</sup> - Categories 4 & 5	Fixed Fee	96.00	96.00	0.0%
Where Floor space Created greater than 465m <sup>2</sup> - Categories 4 & 5	Fixed Fee	2,580.00	2,580.00	0.0%
Enlargement, Improvement or Other Alteration for one Dwelling House - Category 6	Fixed Fee	206.00	206.00	0.0%
Enlargement, Improvement or Other Alteration for more than one Dwelling House - Category 6	Fixed Fee	407.00	407.00	0.0%
Site Area less than 5 Hectares - Category 5	Per 0.1 hectare	462.00	462.00	0.0%
Site Area > 5 Hectares Fixed Fee (plus variable fee below) - Category 5	Fixed Fee	22,859.00	22,859.00	0.0%
Site Area > 5 Hectares Variable Fee - Category 6 (max of £250,000)	Per 0.1 hectares above 5	138.00	138.00	0.0%
Site Area less than 7.5 Hectares - Category 8	Per 0.1 hectare	462.00	462.00	0.0%
Site Area > 7.5 Hectares Fixed Fee (plus variable fee below) - Category 8	Fixed Fee	34,934.00	34,934.00	0.0%
Site Area > 7.5 Hectares Variable Fee - Category 8 (max of £250,000)	Per 0.1 hectares above 7.5	138.00	138.00	0.0%
Operations within curtilage - Category 7a	Fixed Fee	206.00	206.00	0.0%
Car Park, Service Roads & Means of Access - Category 7b	Fixed Fee	234.00	234.00	0.0%
Change from Single Dwelling House to use as less than 50 Dwelling Houses - Category 10a	Per additional Dwelling House	462.00	462.00	0.0%
Change from Single Dwelling House to use as >50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	22,859.00	22,859.00	0.0%
Change from Single Dwelling House to use as >50 Dwelling Houses Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	138.00	138.00	0.0%
Change of use to <50 dwelling houses (Other Cases) - Category 10b	Per additional Dwelling House	462.00	462.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	22,859.00	22,859.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	138.00	138.00	0.0%
Change of Use not included in Categories 9 or 10	Fixed Fee	462.00	462.00	0.0%
Applications for permission in principle	Per 0.1 hectare	402.00	402.00	0.0%
<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%



STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2024/25				
	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
Prior approval - from retail to residential (associated building operations)		206.00	206.00	0.0%
Prior approval - temporary state funded school		96.00	96.00	0.0%
Prior approval - temporary use for film making		96.00	96.00	0.0%
Prior approval - solar PV equipment up to 1mgw		96.00	96.00	0.0%
Prior approval - collection facility within curtilage of a shop		96.00	96.00	0.0%
<b>Land Charges (exclusive of VAT @ 20% where applicable)</b>				
VAT will become payable on all income derived from the CON 29 R and O products as of 1 February 2016				
LLC1 and CON29R (Residential Properties)		99.00	105.00	6.1%
LLC1 and CON29R (Commercial Properties)		190.00	201.00	5.8%
LLC1 (Search of Land Charges Register only)		15.00	15.00	0.0%
CON29R Only (Residential Properties)		84.00	89.00	6.0%
CON29O Enquiries (Except Q22 - Commons Search)		175.00	185.00	5.7%
CON29O Enquiries		12.00	13.00	8.3%
CON29O Q22 - Commons Search		20.00	22.00	10.0%
Extra parcels of land		20.00	22.00	10.0%
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		0.0%
Category B - Very large Major Development		3,000.00	3,400.00	13.3%
Category C - Major Developments		1,800.00	2,000.00	11.1%
Category D - Minor Developments		1,100.00	1,250.00	13.6%
Category E - Minor Developments		700.00	800.00	14.3%
Category E - Minor Developments (written advice only)		350.00	400.00	14.3%
Category F - Householder Applications		400.00	450.00	12.5%
Category F - Householder Applications (written advice only)		200.00	225.00	12.5%
Category F - Householder Applications (Listed Building advcie)		500.00	550.00	10.0%
<b>COMMERCIAL</b>				
Over 5,000 sq.m.		PPA only		0.0%
1,000 sq.m. - 4,999 sq.m.		3,000.00	3,400.00	13.3%
300 sq.m. - 999 sq.m.		2,200.00	2,500.00	13.6%
100 sq.m. - 299 sq.m.		650.00	750.00	15.4%
up to 99 sq.m.		400.00	450.00	12.5%
<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	160.00	6.7%
Supplementary work / hr (or part thereof) (Planning Officer)		100.00	110.00	10.0%
<b>Planning Performance Agreement (exclusive of VAT @ 20% where applicable)</b>				
PPA - minimum charge each PPA negotiated on complexity		Bespoke	Bespoke	
Bespoke fees costed per application		Bespoke	Bespoke	
<b>Other</b>				
Paid General Query		60.00	80.00	33.3%
<b>Validation advice, incl. Fast Track Validation Service</b>				
Planning fee less than £300		30.00	35.00	16.7%
Planning fee greater than £350 less than £500		60.00	70.00	16.7%
Planning fee greater than £500 less than £2,000		90.00	100.00	11.1%
Planning fee greater than £2,000 less than £12,000		185.00	200.00	8.1%
Planning fee greater than £12,000		500.00	550.00	10.0%
<b>Invalid Application disposal fee</b>				
Major Applications		N/A	200.00	New
Minor Applications		N/A	120.00	New

STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2024/25				
	Unit Measurement	2023/24 Charge	2024/25 Proposed Charge	% Change
All other applications		N/A	60.00	New
<b>Other Admin</b>				
Site History and constraints check		120.00	130.00	8.3%
Statutory documents (Planning decision notice, appeal decision, Tree Preservation Order, etc.)		15.00	20.00	33.3%
Copies of Section 38 (Highways Act 1980), Section 278 (Highways Act 1980) and Section 106 (Town & Country Planning Act 1990) agreements to solicitors acting on behalf of clients buying or selling property		-	-	0.0%
<b>Enforcement</b>				
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	300.00	20.0%
<b>Fast Track Services</b>				
Fast Track 'panic button'		250.00	275.00	10.0%
Householder planning application		250.00	275.00	10.0%
approval of details reserved by condition - householder		120.00	130.00	8.3%
approval of details reserved by condition - minor / major		360.00	400.00	11.1%
Non-material amendment - householder		120.00	130.00	8.3%
Non-material amendment - minor		300.00	330.00	10.0%
Non-material amendment - major		600.00	660.00	10.0%
<b>Amendments (Mid-app Services)</b>				
Application to request amendment		60.00	70.00	16.7%
On acceptance of above application		Quote	Quote	-
<b>Listed Buildings</b>				
Listed building home buyers report (property Value upto £300,000)		700.00	800.00	14.3%
Listed building home buyers report (property Value upto £400,000)		800.00	900.00	12.5%
Listed building home buyers report (property Value upto £500,000)		920.00	1,000.00	8.7%
Listed building home buyers report (property Value upto £750,000)		100.00	1,200.00	1100.0%
Listed building home buyers report (property Value upto £1,000,000)		1,500.00	1,750.00	16.7%
Listed building home buyers report (property Value over £1,000,000)		2,170.00	2,500.00	15.2%
<b>The following Planning Fees related fees are not determined by statute.</b>				
<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	800 p/h	0.0%
Site Promoter Meetings (reg 19)		800 p/h	800 p/h	0.0%
GIS Data (commercialisation)		tbc	tbc	0.0%
Late Site Assessment Service		tbc	tbc	0.0%
CIL Management fees		tbc	tbc	0.0%
CIL query		100.00	100.00	0.0%
Straightforward S106/UU query		150.00	150.00	0.0%
More complicated and time consuming queries		Determined on a case by case basis	Determined on a case by case basis	0.0%
Provision of digital copies of S106/UU agreements older than 10 years		50.00	50.00	0.0%
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	Charge will be determined based on the size of the agreement	0.0%
Habitats Reg Assessment (HRA) related Unilateral Undertaking (UU)		400.00	400.00	0.0%
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.		£300.00 plus £100 per additional trigger point.	£300.00 plus £100 per additional trigger point.	0.0%

DRAFT HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2023/24 & 2024/25														
	Note	2023/24			2024/25									2024/25
		Original 2023/24	Forecast Outturn Q2	Variance	7.7% rent increase	Additional Rent Week	Adjustments	Growth Bids	R&M/TAM Contract	General Inflation	Change in Income	Change in Recharge	Growth / (Savings)	Estimate 2024/25
£000														
<b>Income</b>														
Dwelling Rents	1	(60,868)	(61,589)	(721)	(4,742)	(1,382)	(258)					(50)	(6,432)	(68,021)
Non-Dwelling Rents		(104)	(98)	6						(5)	6		1	(103)
Tenant Service Charges		(1,504)	(1,595)	(91)						(80)	(91)		(170)	(1,675)
Leaseholder Charges		(606)	(651)	(45)						(28)	(45)	(5)	(78)	(684)
Interest and Investment Income	2	(210)	(2,007)	(1,797)			(3)						(3)	(213)
Contributions to Expenditure		(647)	(990)	(343)						(50)	(343)		(393)	(1,040)
<b>Total Income</b>		<b>(63,939)</b>	<b>(66,930)</b>	<b>(2,991)</b>	<b>(4,742)</b>	<b>(1,382)</b>	<b>(261)</b>	<b>0</b>	<b>0</b>	<b>(162)</b>	<b>(473)</b>	<b>(55)</b>	<b>(7,075)</b>	<b>(71,735)</b>
<b>Expenditure</b>														
Repairs and Maintenance	3	14,594	19,684	5,090					4,165	0		318	4,483	19,077
Revenue Contribution to Capital	4	2,538	0	(2,538)			(2,538)						(2,538)	0
Supervision & Management	5	18,421	19,480	1,059			26	684		910		480	2,100	20,521
Corporate and Democratic Core		406	406	0								(12)	(12)	394
Rent, Rates, Taxes & Other Charges		178	178	(0)						9			9	187
Provision for Bad Debts		750	500	(250)			(250)						(250)	500
Interest Payable	6	11,267	11,267	0			403						403	11,670
Depreciation		15,620	15,620	0			1,959						1,959	17,579
<b>Total Expenditure</b>		<b>63,774</b>	<b>67,135</b>	<b>3,361</b>	<b>0</b>	<b>0</b>	<b>(400)</b>	<b>684</b>	<b>4,165</b>	<b>919</b>	<b>0</b>	<b>786</b>	<b>6,154</b>	<b>69,928</b>
<b>Contribution to HRA Working Balance</b>	7	<b>165</b>	<b>165</b>				<b>341</b>						<b>341</b>	<b>506</b>
<b>Contribution to Reserve-Other Revenue</b>	8	<b>0</b>	<b>0</b>				<b>1,282</b>						<b>1,282</b>	<b>1,282</b>
<b>Contribution to Debt repayment reserve</b>	9	<b>0</b>	<b>0</b>				<b>20</b>						<b>20</b>	<b>20</b>
<b>HRA Deficit / (Surplus)</b>		<b>(0)</b>	<b>370</b>	<b>370</b>	<b>(4,742)</b>	<b>(1,382)</b>	<b>982</b>	<b>684</b>	<b>4,165</b>	<b>757</b>	<b>(473)</b>	<b>731</b>	<b>722</b>	<b>0</b>
<b>Housing Revenue Account Balance:</b>														
Opening Balance at 1 April		(2,892)	(2,892)	0									0	(3,057)
Contribution from Revenue		(165)	(165)	0			(506)						(506)	(506)
<b>Closing Balance at 31 March</b>		<b>(3,057)</b>	<b>(3,057)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(506)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(506)</b>	<b>(3,563)</b>
<b>Earmarked Revenue Reserves:</b>														
Opening Balance at 1 April		(4,731)	0	(4,731)									0	(4,361)
Contribution from / (to) Reserve		0	370	370			(1,302)						(1,302)	(1,302)
<b>Closing Balance at 31 March</b>		<b>(4,731)</b>	<b>370</b>	<b>(4,361)</b>	<b>0</b>	<b>0</b>	<b>(1,302)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,302)</b>	<b>(5,663)</b>

**SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2023/24 - 2024/25****Note 1 - Dwelling Rents**

Rents for 2024/25 have been increased by 7.7% the maximum cap set by government for 2023/24 and assumed to be set for 2024/25. The average dwelling rent is proposed to be £137.32 in 2024/25.

For 2024/25 there will be 49 rent weeks charged for the financial year so as a one off a further £1.3m is forecast to be received.

**Note 2 - Interest & Investment Income**

Interest Receivable for 2024/25 is expected to be significantly lower than actuals received in 2023/24 due to reduced cash balances forecast for the HRA. Interest rates are forecast at an average of 5% over the year.

**Note 3 - Repairs and Maintenance**

Due to increasing demand for housing repairs a 28% increase has been applied to the repairs and maintenance budgets for 2024/25.

**Note 4 - Revenue Contribution to Capital**

Due to increasing costs and pressures on the HRA budgets no Revenue Contribution to Capital will be budgeted for 2024/25 or future years.

**Note 5 - Supervision and Management and Corporate and Democratic Core**

The draft budget includes the following growth assumptions and changes :

Commercial Housing Contracts Team 3 New posts £180k

Safe Homes - Project Manager, 2 x apprentice posts and compliance officer £145k

Asset Management - Disrepair Surveyor £55k

Housing Transformation Improvement Programme £250k budget for 24/25

Inflation on existing budgets from Pay Award 2023/24 and assumed 5% increase for 2024/25

**Note 6 - Interest Payable**

Increased borrowing will be required to fund the HRA Capital programme following the removal of the RCCO contribution over the last few years and future year requirements.

**Note 7 - Housing Revenue Account Working 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 £506K is required.

**Note 8 - Contribution to Other Revenue Reserves**

A contribution is proposed to contribute £1.282m to other HRA Revenue Reserve balances. This will build increased resilience in the HRA and allow investment in future development and initiatives identified by ongoing service reviews.

**Note 9 - Contribution to Debt Repayment Reserve**

As the HRA borrows to finance investment in its capital programme, it is proposed that contributions are made to a new Debt Repayment Reserve to ensure the HRA can repay this borrowing when it matures. A contribution of £20k is proposed for 24/25.

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2024/25 - 2028/29

<b>Summary</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>	<b>2027/28 £000</b>	<b>2028/29 £000</b>	<b>Total £000</b>
Current Overall Programme	25,779	5,820	3,581	3,097	0	<b>38,276</b>
New Bids	520	0	0	0	8,656	<b>9,176</b>
Rephased and Amended Schemes	(15,678)	15,723	19,660	3,600	0	<b>23,305</b>
<b>Revised Overall Programme</b>	<b>10,621</b>	<b>21,543</b>	<b>23,241</b>	<b>6,697</b>	<b>8,656</b>	<b>70,757</b>

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2024/25 - 2028/29

NEW BIDS	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total £000
<b><u>FINANCE &amp; RESOURCES</u></b>						
<b>Head of Property Services</b>						
Rossgate Shopping Centre - Structural Works	55					55
Long Chaulden - Structural Works	35	-	-	-	-	35
Silk Mill Way Shops - Concreate Works	45					45
Nash Mills Recreation Centre - Resurfacing and Drainage	50					50
<b>Head of Digital</b>						
Rolling Programme - Hardware					75	75
Software Licences - Right of Use					40	40

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2024/25 - 2028/29

NEW BIDS	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total £000
<b><u>STRATEGIC PLANNING &amp; ENVIRONMENT</u></b>						
<b>Head of Environmental Services</b>						
New Wheeled Bins					100	100
Gadebridge Park - Splash Park	75					
Fleet Replacement Programme	80				7,655	7,735
<b><u>HOUSING &amp; COMMUNITY</u></b>						
<b>Head of Safe Communities</b>						
Rolling Programme - CCTV Cameras					25	25
CCTV A41 Bypass	30					30
<b>AD Place, Community &amp; Enterprise</b>						
Capital Grants - Community Groups					20	20
<b>Head of Investment &amp; Delivery</b>						
Estate & Temporary Accommodation Improvements	150					150
<b>Head of Asset Management</b>						
Disabled Facilities Grants					741	741
<b>TOTAL - NEW BIDS</b>	<b>520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,656</b>	<b>9,101</b>

## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2024/25 - 2028/29

REPHASED AND AMENDED SCHEMES	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total £000
<b><u>FINANCE &amp; RESOURCES</u></b>						
<b>Chief Finance Officer (S151)</b>						
Various commercial ventures (commercially sensitive)- rephased	(19,672)	14,264	19,660	3,600		17,852
<b>Head of Property Services</b>						
Service Lease Domestic Properties	25					25
Rossgate Shopping Centre - Structural Works	250					250
Roof Replacement Programme	200					200
100 High St (Old Town), Hemel - Window Replacement	14					14
Long Chaulden Roof	55					55
Void Commercial Property Refurbishment	30					30
Broadwater Road Resurfacing - amended	93					93
Damp proofing improvements to commercial properties	40					40
48-52 High Street - Fire Alarm System Renewal	7.5					8
Fire Alarm Upgrades	(14)					(14)
Dacorum Heritage Trust Storage Building-	40					40
Silk Mill Shops - Concrete works	25					25
Allotment Improvement Programme	30					30
Stone Works to Charter Tower	33					33
Nickey Line Bridge Refurbishment	40					40
Bennetts End Adventure playground - Cabin Roof	24					24
<b>Head of Commercial Development</b>						
Multi Functional Devices	90					90
<b>Head of Neighbourhood Management</b>						
Car Park Refurbishment	135					135
Water Gardens North Car Park Drainage Improvements	35					35
<b>Head of Investment &amp; Delivery</b>						
Hemel Hempstead Sports Centre - Astroturf renewal	530					530
Creation of new Community Facility and Foodbank at The Hub (Dens)	2,500					2,500
<b>Head of Digital</b>						
Rolling Programme - Hardware	82					82



## NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2024/25 - 2028/29

<b>HOUSING &amp; COMMUNITY</b>						
<b>Head of Investment &amp; Delivery</b>						
Verge Hardening Programme- amended	455					455
<b>Head of Safe Communities</b>						
Rolling Programme - CCTV Cameras	36					36
Alarm Receiving Centre	34					34
CCTV Equipment Refresh	30					30
<b>STRATEGIC PLANNING &amp; ENVIRONMENT</b>						
<b>Head of Environmental Services</b>						
Fleet Replacement Programme- amended	(180)	1,459				1,279
Waste Transfer Site Upgrade Works	162					162
<b>Head of Neighbourhood Management</b>						
Play Areas & Open Spaces - replace equipment	387					387
Chipperfield Common Car Park Resurfacing	100					100
<b>Head of Regulatory Services</b>						
Health and Safety software system	40					40
<b>AD Place, Community and Enterprise</b>						
The Bury - Residential Development- rephased	(975)					(975)
Adventure Playground Improvement Programme	(500)					(500)
Nickey Line Improvements - HGC capital project	36					36
Urban Park/Education Centre (Durrants Lakes)- rephased	104					104
<b>TOTAL - REPHASED AND AMENDED BIDS</b>	<b>(15,678)</b>	<b>15,723</b>	<b>19,660</b>	<b>3,600</b>	<b>0</b>	<b>23,305</b>

**DRAFT CAPITAL PROGRAMME BY OSC 2024/25 - 2028/29**

**APPENDIX I**

Scheme		24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
	<b>GENERAL FUND</b>					
	<b>FINANCE &amp; RESOURCES</b>					
	<b>Chief Finance Officer (S151)</b>					
1	Various commercial ventures (commercially sensitive)	-	17,856	19,672	3,600	-
	<b>Head of Neighbourhood Management</b>					
2	Car Park Refurbishment	135	-	-	-	-
3	Water Gardens North Car Park Drainage Improvements	35	-	-	-	-
	<b>Head of Commercial Development</b>					
	Multi Functional Devices	90	-	-	-	-
	<b>Head of Property Services</b>					
	Service Lease Domestic Properties	25	30	-	-	-
	Commercial Properties Projects					
7	Fire Alarm Upgrades	6	20	20	20	-
8	Community Building Fire Exits	30	30	30	30	-
9	Rossgate Shopping Centre Structural Works	305	-	-	-	-
10	Roof Replacement Programme	200	-	-	-	-
11	100 High St (Old Town), Hemel - Window Replacement	14	-	-	-	-
12	Silk Mill Shops - Concrete Works	70	-	-	-	-
13	Bennetts End Adventure Playground - Cabin Roof	24	-	-	-	-
14	Void Refurbishment Properties for Temporary Accommodation	100	-	-	-	-
15	Damp proofing improvements to commercial properties	40	-	-	-	-
16	48-52 High Street - Fire Alarm System Renewal	8	-	-	-	-
17	Nash Mills Recreations Centre - Resurfacing and Drainage	50	-	-	-	-
18	Dacorum Heritage Trust Storage Building	40	-	-	-	-
19	Allotment Improvement Programme	30	-	-	-	-
20	Long Chaulden works	90	-	-	-	-
21	Broadwater Road Resurfacing	93	-	-	-	-
22	Nickey Line Bridge Refurbishment	40	-	-	-	-

**DRAFT CAPITAL PROGRAMME BY OSC 2024/25 - 2028/29**

**APPENDIX I**

<b>Scheme</b>		<b>24/25</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
23	Stone Works to Charter Tower	33	-	-	-	-
		<b>1,457</b>	<b>17,936</b>	<b>19,722</b>	<b>3,650</b>	<b>-</b>
	<b>FINANCE &amp; RESOURCES</b>					
	<b>Head of Investment &amp; Delivery</b>					
24	Creation of new Community Facility and Foodbank at The Hub (Dens)	2,500	-	-	-	-
25	Hemel Hempstead Sports Centre - Astroturf renewal	530	-	-	-	-
		<b>3,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Head of Digital</b>					
26	Rolling Programme - Hardware	157	75	75	75	75
27	Software Licences - Right of Use	40	40	40	40	40
28	Future vision of CRM	490	-	-	-	-
29	Renewal of Data Centre Hardware	390	-	-	-	-
		<b>1,077</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>
	<b>TOTAL - FINANCE &amp; RESOURCES</b>	<b>5,564</b>	<b>18,051</b>	<b>19,837</b>	<b>3,765</b>	<b>115</b>

## DRAFT CAPITAL PROGRAMME BY OSC 2024/25 - 2028/29

Scheme		24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
<b>STRATEGIC PLANNING &amp; ENVIRONMENT</b>						
<b>Head of Environmental Services</b>						
30	New Wheeled Bins	100	100	100	100	100
31	Waste Transfer Site Upgrade Works	162	-	-	-	-
32	Fleet Replacement Programme	1,826	2,356	2,268	2,046	7,655
<b>Head of Neighbourhood Management</b>						
33	Play Area Investment Income	387	-	-	-	-
34	Chipperfield Common Car Park Resurfacing	100	-	-	-	-
35	Gadebridge Park - Splash Park	75	-	-	-	-
		<b>2,651</b>	<b>2,456</b>	<b>2,368</b>	<b>2,146</b>	<b>7,755</b>
<b>Head of Regulatory Services</b>						
36	Health & Safety Software System	40	-	-	-	-
		<b>40</b>	-	-	-	-
<b>AD Place, Community and Enterprise</b>						
37	Urban Park/Education Centre (Durrants Lakes)	104	-	-	-	-
38	Nickey Line Improvements - HGC capital project	36	-	-	-	-
		<b>140</b>	-	-	-	-
<b>TOTAL - STRATEGIC PLANNING &amp; ENVIRONMENT</b>		<b>2,831</b>	<b>2,456</b>	<b>2,368</b>	<b>2,146</b>	<b>7,755</b>

**DRAFT CAPITAL PROGRAMME BY OSC 2024/25 - 2028/29**

**APPENDIX I**

Scheme		24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
	<b>HOUSING &amp; COMMUNITY</b>					
	<b>Head of Safe Communities</b>					
39	Rolling Programme - CCTV Cameras	61	25	25	25	25
40	Alarm Receiving Centre	34	-	-	-	-
41	CCTV equipment refresh	485	-	-	-	-
42	CCTV A41 Bypass	30	-	-	-	-
	<b>AD Place, Community &amp; Enterprise</b>					
43	Capital Grants - Community Groups	20	20	20	20	20
44	Adventure Playgrounds Improvement programme	-	-	-	-	-
	<b>Head of Investment &amp; Delivery</b>					
45	Estate & Temporary Accommodation improvements	150	-	-	-	-
46	Verge Hardening Programme	705	250	250	-	-
	<b>Head of Asset Management</b>					
47	Disabled Facilities Grants	741	741	741	741	741
	<b>TOTAL - HOUSING &amp; COMMUNITY</b>	<b>2,226</b>	<b>1,036</b>	<b>1,036</b>	<b>786</b>	<b>786</b>
	<b>TOTAL - GENERAL FUND</b>	<b>10,621</b>	<b>21,543</b>	<b>23,241</b>	<b>6,697</b>	<b>8,656</b>

**DRAFT CAPITAL PROGRAMME BY OSC 2024/25 - 2028/29**

**APPENDIX I**

<b>Scheme</b>		<b>24/25</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>HOUSING REVENUE ACCOUNT</b>					
	<b>AD Property Services</b>					
48	Planned Fixed Expenditure	13,342	21,924	23,915	21,689	24,799
49	DBC Commissioned Capital Works	6,700	5,574	2,712	2,721	-
50	Special Projects	1,169	6	6	6	-
		<b>21,211</b>	<b>27,504</b>	<b>26,634</b>	<b>24,415</b>	<b>24,799</b>
	<b>Head of Housing Management</b>					
51	CCTV Installation in 6 Communal Lounges	29	6	6	6	-
		<b>29</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>
	<b>Head of Investment and Delivery</b>					
52	New Build - General Expenditure	38,952	13,673	2,617	1,000	1,000
		<b>38,952</b>	<b>13,673</b>	<b>2,617</b>	<b>1,000</b>	<b>1,000</b>
	<b>TOTAL - HOUSING REVENUE ACCOUNT</b>	<b>60,192</b>	<b>41,183</b>	<b>29,257</b>	<b>25,421</b>	<b>25,799</b>
	<b>TOTAL CAPITAL PROGRAMME</b>	<b>70,814</b>	<b>62,725</b>	<b>52,497</b>	<b>32,118</b>	<b>34,455</b>

**DRAFT CAPITAL PROGRAMME BY OSC 2024/25 - 2028/29**

**APPENDIX I**

	<b>24/25</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>CAPITAL FINANCING</b>					
<b>GENERAL FUND</b>					
Capital Receipts and Reserves	9,844	8,358	-	-	-
141 Capital Receipts	-	-	-	-	-
Grants and Contributions	777	741	4,041	1,341	741
Borrowing	-	12,443	19,200	5,356	7,915
<b>TOTAL - GENERAL FUND</b>	<b>10,621</b>	<b>21,543</b>	<b>23,241</b>	<b>6,697</b>	<b>8,656</b>
<b>HOUSING REVENUE ACCOUNT</b>					
Capital Receipts and Reserves	18,441	16,295	14,115	13,217	13,870
141 Capital Receipts	6,065	1,617	400	400	400
Grants and Contributions	7,408	-	-	-	-
Borrowing	28,278	23,271	14,742	11,804	11,529
<b>TOTAL - HOUSING REVENUE ACCOUNT</b>	<b>60,192</b>	<b>41,183</b>	<b>29,257</b>	<b>25,421</b>	<b>25,799</b>
<b>TOTAL - CAPITAL FINANCING</b>	<b>70,814</b>	<b>62,725</b>	<b>52,497</b>	<b>32,118</b>	<b>34,455</b>

General Fund Reserves Summary	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	Net Reserve Movement 2027/28 £'000	Balance as at 31/03/2028 £'000
<b>Compliance with Statutory and Legislative Requirements</b>											
Civic Buildings Major Repairs Reserve	60		60		60		60		60		60
Earmarked Grants Reserve	44		44		44		44		44		44
Management of Change Reserve	725	(115)	610	(166)	444		444		444		444
On Street Car Parking Reserve	148	40	188	120	308	40	348	40	388	40	428
Litigation Reserve	317	(57)	260		260		260		260		260
Vehicle Replacement Reserve	0	25	25	25	50	25	75	25	100	25	125
Uninsured Loss Reserve	360		360		360		360		360		360
<b>Supporting Financial Resilience</b>											
Savings Efficiencies Reserve	881	890	1,771	50	1,821	200	2,021	200	2,221	200	2,421
Invest to Save Reserve	42	(20)	22		22		22		22		22
Youth Provision Reserve	44		44		44		44		44		44
Election Reserve	81	(81)	0	40	40	40	80	40	120	40	160
Funding Equalisation Reserve	7,199	1,111	8,310		8,310		8,310		8,310		8,310
Pensions Reserves	2,054	600	2,654		2,654		2,654		2,654		2,654
Covid 19 Hardship Fund	133		133		133		133		133		133
Inflationary Pressures Reserve	298	750	1,048		1,048		1,048		1,048		1,048
<b>Place Shaping and Regeneration</b>											
Local Development Framework Reserve	408	(80)	328	(130)	198		198		198		198
Dacorum Development Reserve	3,497	593	4,090	(1,114)	2,976	(54)	2,922		2,922		2,922
Economic Recovery Reserve	1,082	(895)	187		187		187		187		187
Suitable Alternative Natural Greenspace (SANG) Reserve	153		153		153		153		153		153
<b>Digital Investment</b>											
Technology Reserve	741	(12)	729		729		729		729		729
<b>Delivery of safe and good quality, affordable homes.</b>											
Housing Conditions Survey Reserve	91	15	106	15	121	15	136	15	151	15	166
<b>Supporting recruitment and retention to ensure excellent service delivery</b>											
Training & Development Reserve	54	(34)	20		20		20		20		20
<b>Strategic Partnership Working</b>											
Maylands Plus Reserve	46	23	69	23	92	23	115	23	138	23	161
Leisure Reserve	330	95	425		425		425		425		425
<b>Climate Change</b>											
Climate Change and Sustainability Reserve	167	(7)	160	1,160	1,320		1,320		1,320		1,320
<b>Total Earmarked Reserves</b>	<b>18,955</b>	<b>2,841</b>	<b>21,796</b>	<b>23</b>	<b>21,819</b>	<b>289</b>	<b>22,108</b>	<b>343</b>	<b>22,451</b>	<b>343</b>	<b>22,794</b>
<b>Working Balance</b>	<b>2,502</b>		<b>2,502</b>		<b>2,502</b>		<b>2,502</b>		<b>2,502</b>		<b>2,502</b>
<b>Total General Fund Reserves</b>	<b>21,457</b>	<b>2,841</b>	<b>24,298</b>	<b>23</b>	<b>24,321</b>	<b>289</b>	<b>24,610</b>	<b>343</b>	<b>24,953</b>	<b>343</b>	<b>25,296</b>



**General Fund Working Balance Risk Assessment**

Working balances are unallocated General Fund reserves, required as a contingency against unforeseen events. The Council operates a General Fund working balance of between 5% and 15% of Net Cost of Services on the General Fund as mitigation against risks to the Council's finance position not specifically provided for elsewhere in budget proposals:

<b>Budget Risk</b>	<b>Rationale</b>	<b>Calculation Basis</b>	<b>Minimum Balance 2024/25 (£m)</b>
Collection Fund Income (Council Tax and Business Rates)	<p>Council Tax and business rates represent key income sources for the Council.</p> <p>The working balance includes provision for risks to income from Council Tax in the event of lower than expected growth in the taxbase and lower than expected collection rates.</p> <p>The Council budgets for business rates income at a level guaranteed by the Government ('safety net') – the risk that this funding would not be received is considered minimal.</p>	2% of Council Tax revenue 2024/25 (£15m)	0.3
Service delivery overspend and inflationary pressures.	The budget for 2024/25 allows for inflation on all key areas of Council expenditure. The working balance includes provision for the event that inflationary increases over these assumptions cause pressure on Council budgets, together with provision for the potential risk of service delivery overspend.	1% budgets for Staffing, Premises, Transport and Supplies and Services	1.0
Savings requirements	The budget for 2024/25 includes savings proposals required for the delivery of a balanced budget. There is provision within the working balance in the event these savings are not delivered in full.	15% of 24/25 savings requirement	0.3

Budget Risk	Rationale	Calculation Basis	Minimum Balance 2024/25 (£m)
Investment Risk	The General Fund has an investment income target of over £1m supporting delivery of Council services in 24/25. There is provision within the working balance in the event interest rates and cash balances are lower than forecast.	1% of General Fund balances available for investment	0.5
Commercial Income Generation	The Council charges for certain services that it provides and includes a target for this income to support the overall General Fund position. The working balance provides for risk to delivery of this income.	1% of commercial income targets	0.2
General Risk	The working balance also includes an amount held to manage the financial implications of general risks to the Council's budget.	1% of net cost of services	0.2
<b>General Fund Working Balance</b>			<b>2.5</b>

# **Dacorum Borough Council**

## **Treasury Management Strategy Statement**

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

**2024/25**

## **Introduction**

### **1.1 Background**

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

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

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

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

1. Dacorum Borough Council will create and maintain the following for effective treasury management:
  - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities;
  - Suitable treasury management principles and practices (TMPPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
2. Full Council will receive reports on its treasury management policies and activities. As a minimum this will include a mid-year review, an annual year- end report and at least two other performance reports during the financial year.

Responsibility is delegated to the Section 151 Officer for the implementation and regular monitoring of its treasury management policies and practices, and for the execution and administration of treasury management decisions. They will act in accordance with the policy statement and TMPPs and, if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.

3. This organisation nominates Cabinet to be responsible for ensuring effective scrutiny of the treasury management strategy, policies and monitoring before recommendation to Full Council.

### **1.3 Treasury Management Policy Statement**

The Council defines its treasury management activities as:

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

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. The analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and management of these risks.

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

### **1.4 Reporting requirements**

#### **Capital Strategy**

The CIPFA revised 2021 Prudential and Treasury Management Codes requires all local authorities to prepare a capital strategy report, which provides:

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

#### **Treasury Management reporting**

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

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

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

**A mid- year treasury management report (Quarter 2)** – This is 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** – 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.

**Scrutiny** – The above reports are required to be scrutinised before being recommended to the Council. Cabinet undertakes this role supported by the Audit Committee and 3 Overview and Scrutiny groups where relevant.

## **1.5 Treasury Management Strategy for 2024/25**

The strategy for 2024/25 covers two main areas:

### 1. Capital issues

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

### 2. Treasury management issues

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

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

## **1.6 Training**

The CIPFA Code requires Councillors and Officers with responsibility for treasury management have appropriate skills and adequate training.

The Council will carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Ensure learning plans for treasury management officers and relevant Council members.
- Require treasury management officers and SLT/council members to undertake self-assessment against the required competencies.
- Through regular communication encourage Officers, SLT and Council members to highlight training needs on an ongoing basis.

Training needs of treasury management officers are regularly reviewed as part of the Council's performance development reviews. Records of Member training is kept by Member Support.

## 1.7 Treasury management consultants

The Council uses Link Group as its external treasury management advisors. The Council recognises the value in employing external treasury management services to access specialist skills and resources. Responsibility for treasury management decisions remain with the organisation at all times and will ensure undue reliance is not placed upon our external advisors. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

The Council will ensure the terms of their appointment and methods by which their value are assessed are properly agreed and documented, and subject to regular review.

## 2. The Capital Prudential Indicators 2024/25 – 2027/28

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

### 2.1 Capital expenditure

The first prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. The table below summarises the capital expenditure plans and financing. Any shortfall of resources results in a borrowing need. Members are asked to approve the capital expenditure forecast:

**Table 1: Capital Expenditure**

Capital expenditure	2022/23 Actual £m	2023/24 Forecast £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
General Fund*	2.199	8.392	10.621	21.543	23.241	6.697
HRA	34.884	58.982	60.192	41.183	29.257	25.421
<b>Total</b>	<b>37.083</b>	<b>67.374</b>	<b>70.814</b>	<b>62.725</b>	<b>52.497</b>	<b>32.118</b>
<b>Financed by:</b>						
Capital grants & S106	5.478	12.615	8.185	0.741	4.041	1.341
Capital receipts & reserves	31.605	32.695	34.351	26.271	14.515	13.617
Internal Borrowing- General Fund	0	0.000	0.000	12.443	19.200	0.473
External Borrowing- General Fund	0	0.000	0.000	0.000	0.000	4.883
Internal Borrowing- HRA	0	22.064	13.740	5.000	0.000	0.000
External Borrowing-HRA	0	0.000	14.538	18.271	14.742	11.804
<b>Net financing need for the year</b>	<b>37.083</b>	<b>67.374</b>	<b>70.814</b>	<b>62.725</b>	<b>52.497</b>	<b>32.118</b>

\* excludes £6m loan treated as capital expenditure in 2022/23.

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

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

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

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

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

The Council is asked to approve the CFR projections below:

**Table 2: Capital Financing Requirement**

	2022/23 Actuals £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
<b>Capital Financing Requirement</b>						
CFR – non housing	18.272	17.930	18.587	30.699	49.318	53.709
CFR – housing	331.077	350.832	375.775	394.604	403.708	410.402
<b>Total CFR</b>	<b>349.349</b>	<b>368.761</b>	<b>394.363</b>	<b>425.302</b>	<b>453.026</b>	<b>464.111</b>
<b>Movement in CFR</b>		<b>19.412</b>	<b>25.601</b>	<b>30.940</b>	<b>27.723</b>	<b>11.085</b>
<b>Movement in CFR represented by:</b>						
Net financing need for the annual approved Capital Programme		22.064	28.278	35.714	33.941	17.160
Net financing need for the year-Loans for Capital Purposes		(0.010)	(0.010)	0	0	0
Accounting changes in lease treatments		0	1	0	0	0
General Fund Minimum Revenue Provision & HRA Debt Repayment		(2.642)	(3.667)	(4.774)	(6.218)	(6.075)
<b>Movement in CFR</b>		<b>19.412</b>	<b>25.601</b>	<b>30.940</b>	<b>27.723</b>	<b>11.085</b>

## 2.3 Liability Benchmark (LB)

The Council is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum. There are four components to the LB: -

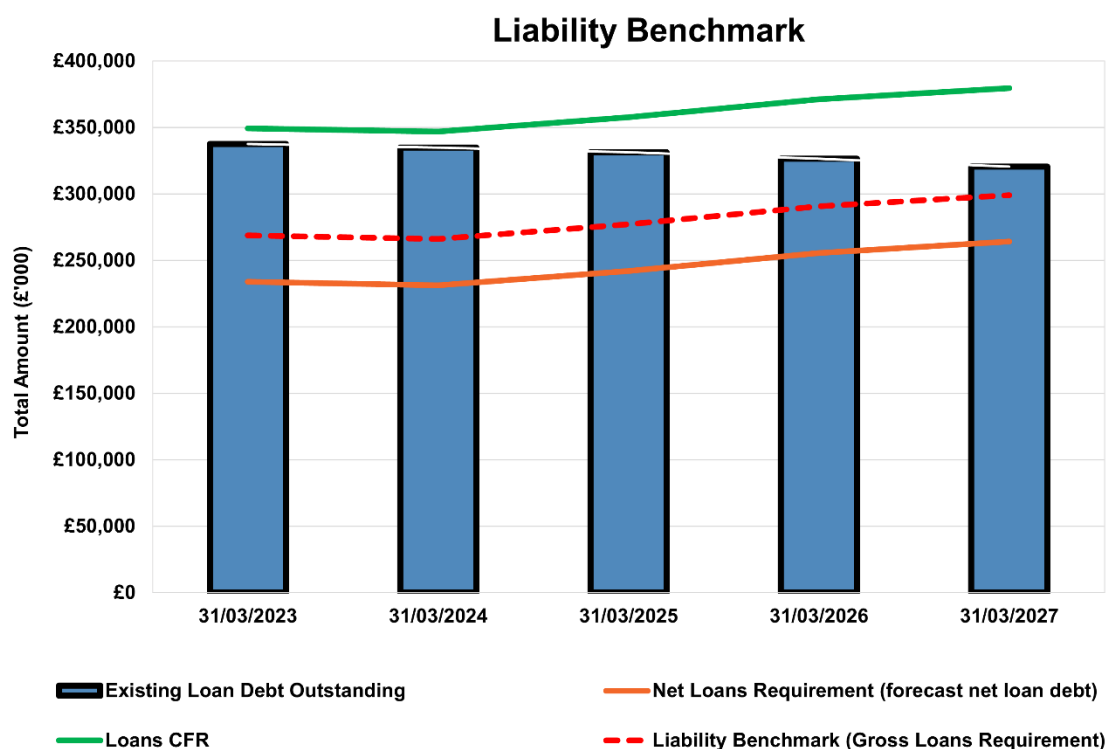
1. Existing loan debt outstanding: the Authority's existing loans still outstanding in future years.
2. Loans CFR: calculated in accordance with the definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. Net loans requirement: shows the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and



based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.

4. Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

The Council is asked to approve the LB projections below:



## 2.4 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the Capital Financing Requirement through a charge to revenue known as the minimum revenue provision (MRP). DLUHC regulations require full Council to approve an MRP Statement in advance of each year. A variety of options for calculating MRP are allowed as long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

The MRP policy will be:

Asset life method – MRP based on the estimated life of the assets, in accordance with regulations;

This option provides for a reduction in the borrowing need over approximately the asset's life. This approach is consistent with the MRP policy in previous years.

There is no requirement on the HRA to make a minimum revenue provision but a charge for depreciation must be made. Repayments included in finance leases are applied as MRP.

MRP Overpayments/Voluntary Revenue Provisions (VRP) - DLUHC MRP Guidance allows any charges made over the statutory MRP, can be reclaimed in later years if necessary or prudent. In order to be reclaimed for use in the budget, this policy must disclose historical cumulative overpayments made. Up until the 31 March 2024, the total VRP overpayments are £0.481m.

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

## 2.5 Core funds and expected investment balances

The use of funds to finance capital expenditure or support the revenue budget will have an ongoing impact on investments, unless supplemented from new sources (asset sales etc.). Detailed below are estimates of the year end balances and anticipated day to day cash flow balances. These balances are available to the Council to support any internal borrowing requirements for the financing of the Council's capital programme.

**Table 3: Cash Balances**

Year End Resources	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Fund balances / reserves	53.625	56.590	59.688	62.931	66.582	70.786
Capital receipts	40.394	29.761	16.665	9.723	12.585	15.690
Provisions	8.955	9.000	9.000	9.000	9.000	9.000
Other	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total core funds</b>	<b>102.974</b>	<b>95.351</b>	<b>85.353</b>	<b>81.654</b>	<b>88.168</b>	<b>95.476</b>
Working capital		5.000	5.000	5.000	5.000	5.000
(Under)/over borrowing		(33.765)	(47.489)	(64.935)	(83.898)	(83.760)
<b>Expected investments</b>		<b>66.586</b>	<b>42.864</b>	<b>21.718</b>	<b>9.269</b>	<b>16.716</b>

## 2.6 Affordability prudential indicators

Prudential indicators are required to assess the affordability of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

## 2.7 Ratio of financing costs to net revenue stream

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

**Table 4: Ratio of Borrowing to Revenue.**

	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
General Fund	-3.20%	-0.32%	-0.93%	-1.17%	-1.12%	-0.50%
HRA	19.14%	17.77%	20.68%	22.28%	23.71%	23.15%

## 2.8 Table 5: HRA ratios

	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
HRA debt £m	331.08	328.77	339.97	353.80	362.90	369.60
HRA revenues £m	61.633	71.067	71.735	73.899	76.615	78.475
Ratio of debt to revenues %	537%	463%	474%	479%	474%	471%
Number of HRA dwellings	10,051	10,086	10,225	10,305	10,285	10,265
Debt per dwelling £	32,940	32,596	33,249	34,333	35,285	36,006

## 3. Borrowing

The treasury management function organises the Council's cash in accordance with relevant professional codes, so sufficient cash is available to meet capital expenditure plans set out in section 2 and in the Council's capital strategy. This involves both the organisation of the cash flow and, where capital plans require, appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

### 3.1 Current portfolio position

The overall treasury management portfolio at 31<sup>st</sup> March 2023 and 31<sup>st</sup> December 2023 are shown below for both borrowing and investments.

**Table 6: Treasury Portfolio**

	TREASURY PORTFOLIO			
	Actual 31.3.23 £k	Actual 31.3.23 %	Current 31.12.23 £k	Current 31.12.23 %
<b>Treasury investments</b>				
Banks	58,418	56%	34,678	29%
Building societies – rated	27,000	26%	12,500	10%
DMADF (HM Treasury)	10,000	10%	47,000	39%
Money market funds	8,250	8%	25,000	21%
<b>Total managed in house</b>	<b>103,668</b>	<b>100%</b>	<b>119,178</b>	<b>100%</b>
<b>Total managed externally</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Total treasury investments</b>	<b>103,668</b>	<b>100%</b>	<b>119,178</b>	<b>100%</b>
<b>Treasury external borrowing</b>				
PWLB	337,446	100%	337,446	100%
<b>Total external borrowing</b>	<b>337,446</b>	<b>100%</b>	<b>337,446</b>	<b>100%</b>
<b>Net treasury investments / (borrowing)</b>	<b>(233,778)</b>	<b>0</b>	<b>(218,268)</b>	<b>0</b>

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

One key indicator is the Council must ensure its gross debt does not, except in the short term, exceed the total CFR in the preceding year plus the estimates of any additional CFR for 2024/25 and the following 2 financial years. This allows flexibility for some early borrowing for future years, but ensures borrowing is not undertaken for revenue purposes or to generate a profit. The Council complies.

**Table 7: Financing and Debt Projections**

	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
<b>External Debt</b>						
Debt at 1 April	349.680	337.446	334.808	345.685	359.179	367.940
Expected change in Debt	(12.233)	(2.638)	10.877	13.494	8.761	11.223
Other long-term liabilities	0.188	0.188	1.188	1.188	1.188	1.188
<b>Actual gross debt at 31 March</b>	<b>337.634</b>	<b>334.996</b>	<b>346.873</b>	<b>360.367</b>	<b>369.128</b>	<b>380.351</b>
The Capital Financing Requirement	349.349	368.761	394.363	425.302	453.026	464.111
(Under)/over borrowing	<b>(11.715)</b>	<b>(33.765)</b>	<b>(47.489)</b>	<b>(64.935)</b>	<b>(83.898)</b>	<b>(83.760)</b>

\* Under borrowing is a term used to highlight that the organisation is intending to utilise and/or currently using cash balances to borrow internally to support the financing requirement, rather than external loans.

The Council's chief objective when borrowing is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required.

There was a substantial rise in the cost of both short-and long-term borrowing over the last 18 months. Bank rates rose by 1% from 4.25% at the beginning of April to 5.25% at the end of September. Bank rate was 3% higher than at the end of September 2022.

The current strategy in the short term will be to delay external borrowing, and to fund capital expenditure, which is not met by capital receipts and grants, from internal cash resources. This reduces the net cost to the council when borrowing rates are higher than investment rates and reduces the amount of surplus cash for which suitable investment counterparties must be found until the cash is required. As such there is no new external borrowing requirement in 2024/25.

### **3.2 Treasury Indicators: Limits to borrowing activity**

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

**Table 8: Operational Boundary**

Operational boundary	2023/24	2024/25	2025/26	2026/27	2027/28
	Estimate £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
Debt	337.446	345.685	359.179	367.940	379.163
Other long term liabilities	0.188	1.188	1.188	1.188	1.188
<b>Total</b>	<b>337.634</b>	<b>346.873</b>	<b>360.367</b>	<b>369.128</b>	<b>380.351</b>

**The authorised limit for external debt.** This represents a limit beyond which external debt is prohibited and needs to be set or revised by full Council. It reflects the level of external debt, which, while not desired, could be afforded in the short term, but is not sustainable long term. The Council is asked to approve the following authorised limits to 2027/28:

**Table 9: Authorised Limit**

Authorised limit	2023/24	2024/25	2025/26	2026/27	2027/28
	Estimate £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
Debt	400	420	420	450	450
Other long term liabilities	10	10	10	10	10
<b>Total</b>	<b>410</b>	<b>430</b>	<b>430</b>	<b>460</b>	<b>460</b>

The table below shows projections of CFR and borrowing:

**Table 10: CFR and Borrowing projections**

Capital Financing Requirement including leases						
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m	£m
HRA CFR	331.077	350.832	375.775	394.604	403.708	410.402
GF CFR	18.272	17.930	18.587	30.699	49.318	53.709
<b>Total CFR</b>	<b>349.349</b>	<b>368.761</b>	<b>394.363</b>	<b>425.302</b>	<b>453.026</b>	<b>464.111</b>
External Borrowing	337.446	334.808	345.685	359.179	367.940	379.163
Other long term liabilities	0.188	0.188	1.188	1.188	1.188	1.188
<b>Total Debt</b>	<b>337.634</b>	<b>334.996</b>	<b>346.873</b>	<b>360.367</b>	<b>369.128</b>	<b>380.351</b>
Authorised Limit*		410.000	430.000	430.000	460.000	460.000
Operational Boundary		337.634	346.873	360.367	369.128	380.351

### 3.3 Maturity Structure of borrowing

These gross limits are set to reduce the /Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

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

**Table 11: Borrowing Maturity Schedule**

<b>Maturity structure of fixed interest rate borrowing 2024/25</b>		
	Lower	Upper
Under 12 months	0.00%	2.00%
12 months to 2 years	0.00%	2.00%
2 years to 5 years	0.00%	6.00%
5 years to 10 years	2.00%	20.00%
10 years and above	5.00%	70.00%
<b>Maturity structure of variable interest rate borrowing 2024/25</b>		
	Lower	Upper
Under 12 months	0.00%	1.00%
12 months to 2 years	0.00%	2.00%
2 years to 5 years	0.00%	2.00%
5 years to 10 years	0.00%	0.00%
10 years and above	0.00%	0.00%

### 3.4 Borrowing strategy

The Chief Finance Officer will monitor interest rates and liaise with the treasury advisers to adopt a pragmatic approach to changing circumstances, specifically in relation to refinancing, delaying capital expenditure and taking on new borrowing. Decisions will be reported to the appropriate governing body in a timely manner.

### 3.5 Policy on borrowing in advance of need

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

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

### 3.6 Prospects for Interest Rates

The Councils Treasury Advisors provided the following view for interest rates on 08 January 2024. The Bank Rate is the Bank of England base rate of interest.

Link Group Interest Rate View 08.01.24													
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
<b>BANK RATE</b>	5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	4.80	4.30	3.80	3.30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.60	4.10	3.70	3.30	3.10	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.40	3.90	3.60	3.20	3.10	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

### 3.7 Investment and borrowing rates

LINK Group forecast for interest rates reflects a view that the Monetary Policy Committee (MPC) would be keen to keep the Bank Rate at 5.25% until at least the second half of 2024 to help manage inflation. They forecast a mild recession over the coming months although recent GDP data has not shown this. Reducing interest rates by the MPC will be a fine judgment: cut too soon, and inflationary pressures may increase further; cut too late and any downturn or recession may be prolonged. The overall longer-run forecast is for the bank rate and PWLB rates is to fall during the next 3 years, as inflation starts to fall.

### 3.8 Debt rescheduling

Debt rescheduling involves the Council paying off its debt prior to the agreed maturity date. Rescheduling of current borrowing in our debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.

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

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

The Council's current source of borrowing is the PWLB. Other borrowing sources available to the Council to finance its capital programme are:

- Local authorities
- Financial institutions
- Municipal Bonds Agency

Our advisors keep us informed as to the relative merits of each of these alternative funding sources. This Authority may use these alternative sources of borrowing as and when appropriate.

## 4. Annual Investment Strategy

### 4.1 Investment policy

The DLUHC and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

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

- DLUHC's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
- CIPFA Treasury Management Guidance Notes 2021.

The Council's investment priorities will be security first, liquidity second and then yield.

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

- Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This enables diversification and avoidance of concentrated risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- Other information: ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment also takes account of information that reflects market opinion. The Council will engage with its Treasury advisors Link Group to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
- Other information used will include the financial press and share prices in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- Dacorum Borough Council has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists in Appendix 1 under the categories of ‘specified’ and ‘non-specified’ investments.
  - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year, or have less than a year left to run to maturity if originally they were originally classified as non-specified investments solely due to the maturity period exceeding one year.
  - **Non-specified investments** are those with a high credit quality, but lower than specified investments, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
- Non-specified investments limit. The Council has determined that it will limit the maximum total exposure to non-specified investments as being the lower of 50% of the total investment portfolio or £40m.
- Lending limits, (amounts and maturity), for each counterparty will be set through applying the matrix table described in paragraph 4.2.
- Transaction limits are set for each type of investment in Appendix 1.
- The Council will set a limit for the amount of its investments which are invested for longer than 365 days, (see paragraph 4.5).
- Investments will only be placed with counterparties from countries with a specified minimum sovereign rating, (see paragraph 4.2).



- The Council has engaged external consultants, (see paragraph 1.7), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
- All investments will be denominated in sterling.
- As a result of changes in accounting standards IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges to the General Fund. DLUHC have extended the current statutory temporary override to delay implementation of IFRS 9 to March 2025 to allow local authorities time to adjust their portfolio of all pooled investments. There is no currently no impact for the Council.

The Council will also pursue value for money in treasury management and will regularly monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.7).

#### **4.2 Creditworthiness policy**

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

The credit ratings of counterparties are supplemented with the following:

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

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of credit default swap spreads resulting in a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (Nationalised or semi nationalised UK Banks only)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

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

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

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

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

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

The expected significant levels of downgrades to short and long-term credit ratings have not materialised since March 2020. In the main, where they did change, any alterations were limited to outlooks. This Authority will not set a minimum sovereign debt rating for the UK.

#### **4.3 Country limits**

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

#### **4.4 Local Authority Counterparties**

In light of some Local Authorities issuing S114 notices (issued by an authority's s151 office is of the view that expenditure of the authority is likely to exceed the resources available to meet that expenditure), the Council has taken advice in respect of Local Authority counterparties. This states that local authorities continue to represent a low risk investment. The Council will continue to include Local Authority counterparties in its list of potential investment counterparties.

#### **4.5 Investment strategy**

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

If it is thought that Bank Rates are likely to stagnate and then decline within the time horizon being considered, as such consideration will be given to the length and types of investments that are undertaken, with consideration given to locking in higher rates currently obtainable, for longer periods.

Investment returns expectations: The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to have peaked at 5.25%. The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months are as follows:

**Table 12: Projected Investment Returns**

2024/25	4.55%
2025/26	3.10%
2026/27	3.00%
2027/28	3.25%
Later years	3.25%

As there are so many variables, caution must be exercised in respect of all interest rate forecasts.

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

Total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

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

<b>Upper limit for principal sums invested for longer than 365 days</b>			
<b>£m</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
Principal sums invested for longer than 365 days	Lower of 50% of portfolio or £40m.	Lower of 50% of portfolio or £40m.	Lower of 50% of portfolio or £40m.

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

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

The Investment limits for counterparties is set as part of the annual Treasury Management Strategy. No changes have been made for 2024/25. The Council is asked to approve the limits below:

**Table 13: Counter Party Limits:**

**Average Forecast DBC Investment balance 2024/25: £76.28m**

<b>Counterparty Limits</b>		
<b>Colour Band (duration</b>	<b>Limit £m</b>	<b>Current limit as a % of total average investment balance*</b>
Green (3 months)	9	11.80%
Red (6 months)	11	14.42%
Orange ( 1 year)	12.5	16.39%
Purple (2 years)	12.5	16.39%
Blue (1 year, incl. NatWest own Bank)	14.5	19.01%

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

#### **4.7 Investment performance / risk benchmarking**

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

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

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to historic default tables is 0.010%.

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

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

Yield - local measures of yield benchmarks for investments is to achieve internal returns above the 7 day SONIA (Sterling Overnight Index Average) rate.

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

#### **4.8 Transactional Limits**

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

#### **4.9 External fund managers**

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

#### **4.10 Non - Treasury Investments**

The Council recognises investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful management. Such activity may include loans to support service outcomes, investment in subsidiaries and investment property portfolios and is covered by the Council's normal approvals processes for revenue and capital expenditure. The Council's portfolio of investment properties are managed as part of the Council's asset management strategy.

**4.11** The Council is supportive of the Principles for Responsible Investment (PRI) and will seek to bring ESG (environmental, social and governance) factors into the decision-making process for investments. The PRI is a United Nations supported initiative for incorporating ESG issues into investment practice. This includes a Statement on ESG in Credit Risk and

Ratings, which incorporates ESG into credit ratings and analysis in a systemic and transparent way The Council is appreciative of the Statement on ESG in Credit Risk and Ratings. The Council uses ratings from Fitch, Moody's and Standard & Poor's to support its assessment of suitable counterparties. Each of these rating agencies is a signatory to the ESG in credit risk and ratings statement.

## Appendix 1: Credit and Counterparty Risk Management

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

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

**Specified Investments:** All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' quality criteria where applicable. (Non-specified investments which would be specified investments apart from originally being for longer than 12 months, will be classified as specified once the remaining period to maturity falls to under 12 months.)

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

### Term deposits with nationalised banks and banks and building societies

	Minimum Credit Criteria	Use	Max % of total investments	Max. maturity period
UK part nationalised banks	See Link's Creditworthy list	In-house and Fund Managers	£14.5M per institution	12 months

**Non-specified Investments:** These are any investments which do not meet the specified investment criteria. A maximum of the lower of 50% of the portfolio, or £40m will be held in aggregate in non-specified investment.

	Minimum Credit Criteria	Use	Max. maturity period
Term deposits – UK Government and Other Local Authorities	Yellow	In-house & Fund Managers	5 years
Term deposits – banks and building societies	See 4.2	In-house & Fund Managers	5 years
Certificates of deposit issued by banks and building societies	See 4.2	In-house & Fund Managers	5 years
Gilt Funds	UK sovereign rating	In-house & Fund Managers	5 years
UK Government gilts	Yellow	In-house & Fund Managers	5 years
Bonds issued by multilateral development banks	AAA	In-house & Fund Managers	5 years

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

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

### **Treasury Management Practice 1: Risk Management**

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

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

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

#### **1. Liquidity Risk Management**

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

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

Liquidity risk is the risk cash will not be available when required. This can jeopardise the ability of the Council to carry out its functions, or disrupt those functions being carried out in the most cost-effective manner. The Council will ensure its cash flow forecasting gives as accurate a picture as possible of income and expenditure, and the resulting daily cash balances.

#### **Amounts of Approved Minimum Cash Balances and Short-term Investments**

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

#### **Investment of Short-Term Funds**

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

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

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



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

### **Bank Overdraft Arrangements**

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

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

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

### **Insurance/Guarantee Facilities**

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

## **2. Interest Rate Risk Management**

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

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

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

The limits and strategy are set out in the annual Treasury Management Strategy Statement including details on the approved interest rate exposure limit, trigger points and guidelines for managing changes to interest rate levels and minimum/maximum proportions of variable/fixed rate debt and interest. The strategy is produced before the start of each financial year and periodically reviewed during the year to see if modifications are required in the light of actual movements in interest rates.

### **Forward Dealing**

Consideration will be given to dealing on forward periods dependent upon market conditions. Investments may be agreed weeks or months in advance if market conditions suggest this is appropriate. Any forward deals, whose maturity date is over one year hence at the time the investment is agreed, will only be undertaken with the approval of the Section 151 Officer.

Occasionally investments are agreed a few days in advance for administrative convenience (e.g. due to annual leave).

### **Callable Deposits**

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

### **3. Exchange Rate Risk Management**

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

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

#### **Approved Criteria for Managing Changes in Exchange Rate Levels**

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

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

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

### **4. Credit and Counterparty Risk Management**

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

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

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

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

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

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

The three elements to managing credit and counterparty risk are:

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

### **Specified and Non-Specified Investments**

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

### **Lending Policy**

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

### **Money Market Funds**

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

### **Approved Lending List**

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

If the Council uses external fund managers, they will adhere to the Council's counterparty credit criteria and maximum individual limits; however fund managers may use a subset of the derived counterparty list.

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

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

## **5. Refinancing Risk Management**

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

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

Refinancing risk is the risk when loans or other forms of capital financing mature, they cannot be refinanced where necessary on terms reflecting assumptions made in formulating the budget.

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

Due to Housing Self Finance in March 2012, the Council acquired over a thirty year period fixed term loans from the Public Works Loan Board (PWLb). This transaction was subject to detailed reports and approvals, and a specific audit.

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

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

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

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

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

### **Projected Capital Investment Requirements**

Regular updates are made to the Authority's revenue and capital budget projections. These projections identify the key capital items (both expenditure and income) forecast for forthcoming years, and this analysis is used to ensure the Council will have sufficient funds available in forthcoming years. The responsible officer will also draw up a capital strategy report giving a longer term view.

Capital expenditure and long-term liabilities definition will follow recommended accounting practice.

### **Policy Concerning Limits on Revenue Consequences of Capital Financing**

The Council will consider all the resources currently available/estimated for the future together with the totality of its capital plans, revenue income and revenue forecasts for the forthcoming year and the two following years and the impact these will have on council tax and housing rent levels. It will take into account affordability in the longer term beyond this three year period. The Council will use the definitions in the Prudential Code for borrowing, capital expenditure, financing costs, investments, net borrowing, net revenue stream, and other long-term liabilities.

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

### **Capital Receipts Generated by the HRA to fund Capital expenditure**

For each Right to Buy council house disposal, the Council retains the '1-4-1' receipt, which can be used to fund 40% of new build expenditure within 5 years. Any unused '1-4-1' receipts are to be returned to Government with interest.

The Council can also use 100% of its non- Right to Buy Housing receipts and a small proportion of right to buy council house sales relating to adjusted allowable debt and the local authority's share capital. Receipts under £10,000 are not subject to pooling.

## **6. Legal and Regulatory Risk Management**

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

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

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

### **References to Relevant Statutes and Regulations**

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

## **Legislation**

### **Statutes**

- Local Government Finance Act 1988 section 114 – duty on the responsible officer to issue a report if the Council is likely to get into a financially unviable position.
- Requirement to set a balanced budget - Local Government Finance Act 1992 section 32 for billing authorities.
- Local Government Act 2003 and (Commencement No.1 and Transitional Provisions and Savings) Order 2003
- Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and Amendments.
- Local Authorities (Capital Finance) (Consequential, Transitional and Savings Provisions) Order 2004
- Local Government and Public Involvement in Health Act 2007 s238 (2) – power to issue guidance; to be used re: MRP
- The Local Government Pension Fund Scheme (Management and Investment of Funds) Regulations 2009
- Localism Act 2011
- Accounts and Audit Regulations 2015
- Statutory Guidance on Investments 2018
- Statutory Guidance on MRP 2018
- Exiting the European Union financial services: The Money Market Funds (Amendment) (EU Exit) Regulations 2019

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

- CIPFA's Treasury Management Codes of Practice and Guidance Notes 2021
- CIPFA Prudential Code for Capital Finance in Local Authorities Guidance Notes revised 2021
- CIPFA Local Authority Capital Accounting - a reference manual for practitioners
- CIPFA Guide for Chief Financial Officers on Treasury Management in Local Authorities 1996
- CIPFA Standard of Professional Practice on Treasury Management 2002
- CIPFA Standard of Professional Practice on Continuous professional Development 2005
- CIPFA Standard of Professional Practice on Ethics 2006

- The Good Governance Standard for Public Services 2004
- LAAP Bulletins
- CIPFA Code of Practice on Local Authority Accounting in the United Kingdom: A statement of recommended Practice
- PWLB circulars on Lending Policy
- The UK Money Markets Guide. Formally the Financial Conduct Authority's Code of Market Conduct

### **Dacorum Borough Council**

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

### **Procedures for Evidencing the Council's Powers / Authorities to Counterparties**

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

Investing: Local Government Act 2003, section 12;

Borrowing: Local Government Act 2003, section 1;

### **Required Information from Counterparties Concerning their Powers / Authorities**

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

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

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

### **Monitoring Officer**

The Monitoring officer is the Assistant Director Legal and Democratic Services. The duty of this officer is to ensure treasury management activities of the Council are lawful.

### **Chief Financial Officer/ S151 Officer**

The Chief Financial Officer is the S151 Officer. The duty of this officer is to ensure financial affairs of the Council are conducted in a prudent manner and report to the Council if he/she has concerns as to the financial prudence of its actions or its expected financial position.

The Deputy S151 Officer is the Head of Financial Services, who can deputise fully for the S151 Officer.

## **7. Fraud, Error and Corruption, and Contingency Management**

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

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

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

### **Details of Systems and Procedures to be followed, Including Internet Services**

#### **Authority**

The Council's Financial Regulations sets out the Council's delegation arrangements with regard to Treasury Management. These are summarised in *TMP5*.

#### **Investment and Borrowing Transactions**

Adequate and effective cash flow forecasting records are maintained on the Council's Investments system to support any decisions made to place investments.

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

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

#### **Regularity and Security**

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

Most Investments are paid direct into the appropriate counterparty's bank account (as advised by the broker or counterparty), and investments are repaid direct from the counterparty into the Council's General Account. The exception is investments using Link Agency Treasury



Services. These are paid to the Link ATS trustee account and then repaid to the Council's General Account.

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

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

The Council's Bank holds a list of Council officers who are authorised signatories. Updates of this list are notified to the bank when current authorised signatories leave, or new signatories join. Notifications of amendments are only accepted by the bank if they are signed by an existing (non-departing) authorised signatory.

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

### **Checks**

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

### **Emergency and Contingency Planning Arrangements**

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

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

### **Insurance Cover Details**

The Council has Crime insurance cover. This policy covers loss resulting directly from any crime committed by any employee or any third party. The total limit of indemnity provided is £1,000,000, a policy excess of £100,000 for each and every claim applies.

The Council also has Officials Indemnity cover. This provides cover in respect of the Council's legal liability to pay claimant's damages and costs for financial losses arising as a result of the negligent acts or accidental errors and omissions of Council employees, occurring in the course of their duties. The limit of indemnity is £5,000,000, a policy excess of £75,000 for each and every claim applies.

The Council has Business Interruption cover as part of its property insurance. This covers additional costs of working and loss of revenue if an insured event occurs.

### **8. Market Risk Management**

*Dacorum Borough Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the*

*principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.*

Market risk is the risk through adverse market fluctuations in the value of principal sums, the Council borrows and invests, its stated policies and objectives are compromised, against which it had failed to protect itself adequately. The Council does not currently have exposure to investments whose capital may fluctuate (gilts, Corporate Deposits), and will only undertake such activities on discussion with the S151 Officer and Portfolio Holder (Corporate and Commercial Services), and if the current Investment Strategy allows such investments.

## **9. Environmental, Social and Governance Factors**

The Council is supportive of the Principles for Responsible Investment and will seek to bring ESG (environmental, social and governance) factors into the decision-making process for investments. The Council is appreciative of the Statement on ESG in Credit Risk and Ratings which incorporates ESG into credit ratings and analysis in a systemic and transparent way. The Council uses ratings from Fitch, Moody's and Standard & Poor's to support its assessment of suitable counterparties. Each of these rating agencies is a signatory to the ESG in credit risk and ratings statement.

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

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

## **Appendix 4: Treasury management roles and scheme of delegation**

### **Full Council**

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

### **Cabinet**

- reviewing the treasury management strategy and reports and making recommendations to the responsible body.

### **The S151 (responsible) officer**

- recommending clauses, treasury management policy/practices, reviewing regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers;
- approving the selection of external service providers and agreeing terms of appointment;
- approving the use of non-UK counterparties as appropriate;
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term time frame;
- ensuring the capital strategy is prudent, sustainable, affordable in the long term and provides value for money;
- ensuring due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees

- ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following: -
  - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;
  - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;
  - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;
  - Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;
  - Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.



# Dacorum Borough Council

## Capital Strategy

**2024/25**

## **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 The Council's approach to asset management**

The Council aims to use its assets to deliver the priorities set out in its Corporate Plan. The performance of the Council's assets supports the delivery of the Council's Medium Term Financial Strategy.

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 Council aims to reduce 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.

To ensure continuing efficient operation of the Council's assets, decisions on disposals of assets deemed surplus to requirements are taken by the Council, in line with the Council's Financial Regulations.

The Council's social Housing stock is considered separately under the Housing 30 year Business Plan and the revised 2024 Housing asset strategy. These strategies outline the programme of works to maintain, improve and modernise the current housing stock including the approach to improved energy efficiency in the medium to long term. (Link to housing asset strategy included)

The Council is currently conducting a comprehensive [Strategic Asset Review \(SAR\)](#), which was approved by Cabinet in June 2023. This will support the Council's aims to deliver housing growth and regeneration throughout Dacorum, and to make best use of Council assets to generate long term income streams that support service delivery for the benefit of Dacorum's communities.

The key objectives of the Strategic Asset Review are:

- To support the provision of the right type of housing in the right places throughout Dacorum to help local people access good quality homes. That will require a delivery pipeline which includes social housing, affordable rent, market rent, rent to buy, shared ownership and private sale homes. These may be delivered through a range of delivery vehicles harnessing the optimum mix of public and private investment in delivery.
- To progress the regeneration of Hemel Town Centre and other urban/neighbourhood areas throughout Dacorum, to contribute to wider Place Strategy objectives and drive economic growth and health and social wellbeing.
- To support long term income streams for the Council through regeneration and development programmes, which will support the Council's ongoing financial sustainability and allow continued delivery of the corporate vision and objectives.

The results of the various work streams within the Strategic Asset Review will help inform future Capital Programme priorities, asset management and disposal strategies, alongside other development, Place and asset management work taking place across the Council.

## **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 Strategic 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 2023/24-2027/28 Capital Programme is summarised below. The total Capital Programme for the next 4 years from 1 April 2024 is £218.155m. For 2024/25, the Capital Programme is £70.814m of which £60.192m is to be spent on the Housing Revenue Account (HRA) and £10.621m on General Fund Capital Schemes. Further details of the Capital Programme can be found in Appendix I of the Budget Report.

The proposed capital programme is due to deliver:

- Investment in the Council's commercial property, supporting delivery of income associated with those assets.
- Commercial activities including light industrial units'
- Investment in the borough's Leisure facilities.
- Upgrades to the Council's Fleet vehicles.
- Investment in the Council's housing stock.

- New homes for the Borough

Capital expenditure	2023/24 Forecast £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
General Fund*	8.392	10.621	21.543	23.241	6.697
HRA	58.982	60.192	41.183	29.257	25.421
<b>Total</b>	<b>67.374</b>	<b>70.814</b>	<b>62.725</b>	<b>52.497</b>	<b>32.118</b>
<b>Financed by:</b>					
Capital grants & S106	12.615	8.185	0.741	4.041	1.341
Capital receipts & reserves	32.695	34.351	26.271	14.515	13.617
Internal Borrowing- General Fund	0.000	0.000	12.443	19.200	0.473
External Borrowing- General Fund	0.000	0.000	0.000	0.000	4.883
Internal Borrowing- HRA	22.064	13.740	5.000	0.000	0.000
External Borrowing-HRA	0.000	14.538	18.271	14.742	11.804
<b>Net financing need for the year</b>	<b>67.374</b>	<b>70.814</b>	<b>62.725</b>	<b>52.497</b>	<b>32.118</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 on-going vehicle replacement programme, the provision of a new DEN's One stop shop and foodbank, place shaping acquisitions and light industrial unit acquisitions. Leisure investment plans will be discussed with members in early 2024.

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 £57.2m over the next 5 year period commencing 1 April 2024.

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:

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
General Fund	0.804	0.801	0.801	0.801

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 2024/25 this is budgeted to be £11.7m.

## 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 gross debt of £337.634m at the end of 2022/23 and forecasts £380.351m at the end of 2027/28.

	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
<b>External Debt</b>						
Debt at 1 April	349.680	337.446	334.808	345.685	359.179	367.940
Expected change in Debt	(12.233)	(2.638)	10.877	13.494	8.761	11.223
Other long-term liabilities	0.188	0.188	1.188	1.188	1.188	1.188
<b>Actual gross debt at 31 March</b>	<b>337.634</b>	<b>334.996</b>	<b>346.873</b>	<b>360.367</b>	<b>369.128</b>	<b>380.351</b>
The Capital Financing Requirement	349.349	368.761	394.363	425.302	453.026	464.111
(Under)/over borrowing	<b>(11.715)</b>	<b>(33.765)</b>	<b>(47.489)</b>	<b>(64.935)</b>	<b>(83.898)</b>	<b>(83.760)</b>

### 3.3 Limits on overall borrowing

The Treasury Management Strategy sets out the following borrowing limits:

Operational boundary	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Debt	337.446	345.685	359.179	367.940	379.163
Other long term liabilities	0.188	1.188	1.188	1.188	1.188
<b>Total</b>	<b>337.634</b>	<b>346.873</b>	<b>360.367</b>	<b>369.128</b>	<b>380.351</b>

### 3.4 Treasury Management Key Risks and Risk appetite

The Council's Treasury Management Strategy 2024/25 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 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 includes 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 is being further developed in its evolving Commercial Strategy.

The Council's Commercial Strategy is a wide ranging strategy which aims to deliver a change in culture and approach to a more agile and commercially aware operating model, that will leverage maximum value from the Council's assets and resources, to support a financially sustainable organisation that meets the needs and expectations of residents. It is closely linked to the Place and Transformation strategies, and aims to support the Council in the increasingly challenging financial environment within which local government operates. This approach focuses on three areas of focus: i) Maximising income and commercial benefits ii) Developing new opportunities iii) Getting the basics right.

There is a clear link between the Council's Commercial Strategy and this Capital Strategy. The first Commercial project to receive capital investment approval is the development of light industrial units to meet identified local market demand.

### **4.2 Investment Properties**

At the 31<sup>st</sup> March 2023, the Statement of Accounts showed the Council held £65.265m of Investment Properties. This was 4.3% of the Council's Long-Term Assets. Investment Properties include shops, industrial units, storage units, offices, filling stations and nurseries. Investment Properties in 2023/24 are forecast to generate gross income of £5.89m. The net income from Investment Properties is £5.14m, which helps contribute to a lower net expenditure before Council Tax. For 2023/24 the net expenditure before Council Tax is £14.574m.

The Commercial Assets and Property Development team manage the Council's Investment Properties. 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 MTF5 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.

There is a clear governance process as outlined below for any new commercial initiatives proposed.

- i. **Informal Cabinet**, to be convened for all cabinet members on an informal, and as required.
- ii. **Finance & Resources Scrutiny**, to consider new proposals and their business cases as required.
- iii. **Cabinet**, to approve new proposals, with appropriate delegations to the Chief Executive and / or Strategic Directors for delivery as required.
- iv. **Full Council**, to approve resources and / or investment required if appropriate.

## 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, 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 2024/25 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 – Impact on Income Streams

5. The global economy has been experiencing significant challenges in recent years and this has resulted in higher than projected inflation interest rates and tax levels. 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 discretionary services such as parking, and leisure as a result of household budgets being stretched.
6. The 24/25 budget has projected for the impact of direct inflation on service delivery such as salaries and utilities. If inflation continues to be higher than projected levels, there will be a detrimental impact on service delivery costs in 24/25. The financial monitoring framework in conjunction with service KPI's will 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 (ERR) 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 2024/25 financial year is the first year, post covid, that income streams including commercial rents, garage rental and commercial waste will no longer be supported by draw-downs from the ERR. In 2023/24 the ERR supported these services with a contribution of £895k.

9. Whilst prudent assumptions have been made based on the information currently available, each of these income streams is 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 economic slowdown is more significant than projected. This is particularly important in relation to commercial investment property where the period of covid government policy only ended in October 2022, and the service are still having to deal with the debt incurred throughout the covid period.
10. The Economic Recovery Reserve contains a further £0.2m to mitigate future years' risks that could be drawn down in 2024/25 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 24/25, 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 2024/25 have incorporated staffing costs budgeted on a post by post basis and inflated by 5% for 2024/25. 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 5% applied is above historic levels of salary inflation, with the exception of the 2022/23 and 2023/24 circa 6% average awarded by NJC. The 5% assumption is higher than the regional partner expectations, but will be reviewed as ongoing pay negotiations take place.

### **Waste Service**

12. The largest single service and operational General Fund budget is the waste service and in 2023/24 the service underwent a route optimisation project as part of the ongoing waste transformation programme, to deliver service efficiencies and provide future financial sustainability of the service.
13. The financial performance of the service during 2023/24 has been challenging with the service projected to end the year with a budget expenditure pressure of circa £700k. The service have, and continue to make significant service changes in 2023/24 with the expectation that the service will be able to be delivered within the 2024/25 budget, this is a significant challenge and will be closely monitored and reported.

### **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** – The car parking fees and charges are being reviewed in 2024/25 with an additional in year income projection of £300k. The proposed charges will be taken through the statutory traffic regulation order process for implementation by November 2024. If alterations are required as part of the traffic regulation order process, it would likely impact the timeline for implementation or the scale of the additional income achieved. As part of the 2024/25 budget proposals a contingency of £180k is allocated to implementation or any support term delays in implementation.



## Capital Programme

17. Based on the profile of projects in the proposed General Fund Capital Programme, the Council has no further need in the general fund to externally borrow before 2027/28. 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.
18. 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

19. The reserves statement (Appendix J1) shows a projected net contribution to reserves of £23k. The significant movements in reserves to support the ongoing key corporate strategies specifically are;
  - Climate Change and Sustainability Reserve, £1.16m contribution - To provide additional financial support to the wider Climate and ecological emergency action plan.
  - Dacorum Development Reserve, £1.1m draw down – This includes the ongoing annual support for Hemel Garden Communities £300k, Place restructuring circa £300k and short term Forum tenancy changes £300k.
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. The General Fund Working Balance for 2024/25 is budgeted to be circa 11% of the net cost of services, appendix J2 assesses the rationale for this assessment of need and how it reflects the risks associated with balancing a budget in an uncertain economic climate.

## HRA



21. The HRA is not exempt from inflationary cost pressures, in reality the housing services have been hit the hardest by inflation, with some elements of the repairs and maintenance contract being uplifted by circa 30% over the last 2 years. As a result setting a balanced HRA budget is increasingly challenging.
22. The housing service have worked in partnership with the finance team to deliver a revised 30 year HRA business Plan and asset management strategy, that outline the strategy and policies that aim to achieve the strategic housing priorities within the projected medium term HRA fiscal envelope.
23. The HRA includes the Council's highest value contract, and high risk contract, valued at around £25m per year, with Osborne Property Services/Cardo Group for the Total Asset Management of the Council's housing stock.
24. The contract includes the management of responsive repairs, planned repairs and void management. In 2023 the Cardo group purchased Osbornes Property Services and are now the councils contracted operator of these services. The supplier performance under this contract is under constant monitoring to mitigate the financial and operational risks of failure, and in support of this the operator is also under constant financial assessment.

25. This current maintenance contract has been in operation for 10 years and is expected to end in 2025, whilst the service develop and deliver the re procurement of these services in 2024/25.
25. As a result of delays in the HRA capital programme in prior years the 2024/25 HRA capital programme is the largest the HRA has ever set. The majority of these developments have started in 2023/24 or before and the delivery of these proposals developments 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>	Chilterns Beechwoods Special Area of Conservation Mitigation Strategy and Suitable Alternative Natural Greenspace Update
<b>Date:</b>	13 <sup>th</sup> February 2024
<b>Report on behalf of:</b>	Councillor Sheron Wilkie, Portfolio Holder for Place
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix 1 Community Impact Assessment
<b>Background papers:</b>	<ol style="list-style-type: none"> <li>1. Chilterns Beechwoods Special Area of Conservation: Publication of Mitigation Strategy report to Cabinet 15 November 2022.</li> <li>2. Chilterns Beechwoods Special Area of Conservation Mitigation Strategy</li> <li>3. Bunkers Park Suitable Alternative Natural Greenspace Management Plan</li> <li>4. Chipperfield Common Suitable Alternative Natural Greenspace Management Plan</li> </ol>
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	<p>CBSAC: Chilterns Beechwoods Special Area of Conservation</p> <p>CIA: Community Impact Assessment</p> <p>SANG: Suitable Alternative Natural Greenspace</p> <p>SAMMS: Strategic Access Management and Monitoring Strategy</p> <p>SSSI: Site of Special Scientific Interest</p>

<p><b>Report Author / Responsible Officer</b></p> <p>Sara Whelan, Assistant Director - Planning</p> <p> </p> <p>sara.whelan@dacorum.gov.uk / 01442 228590 (ext. 2590)</p>
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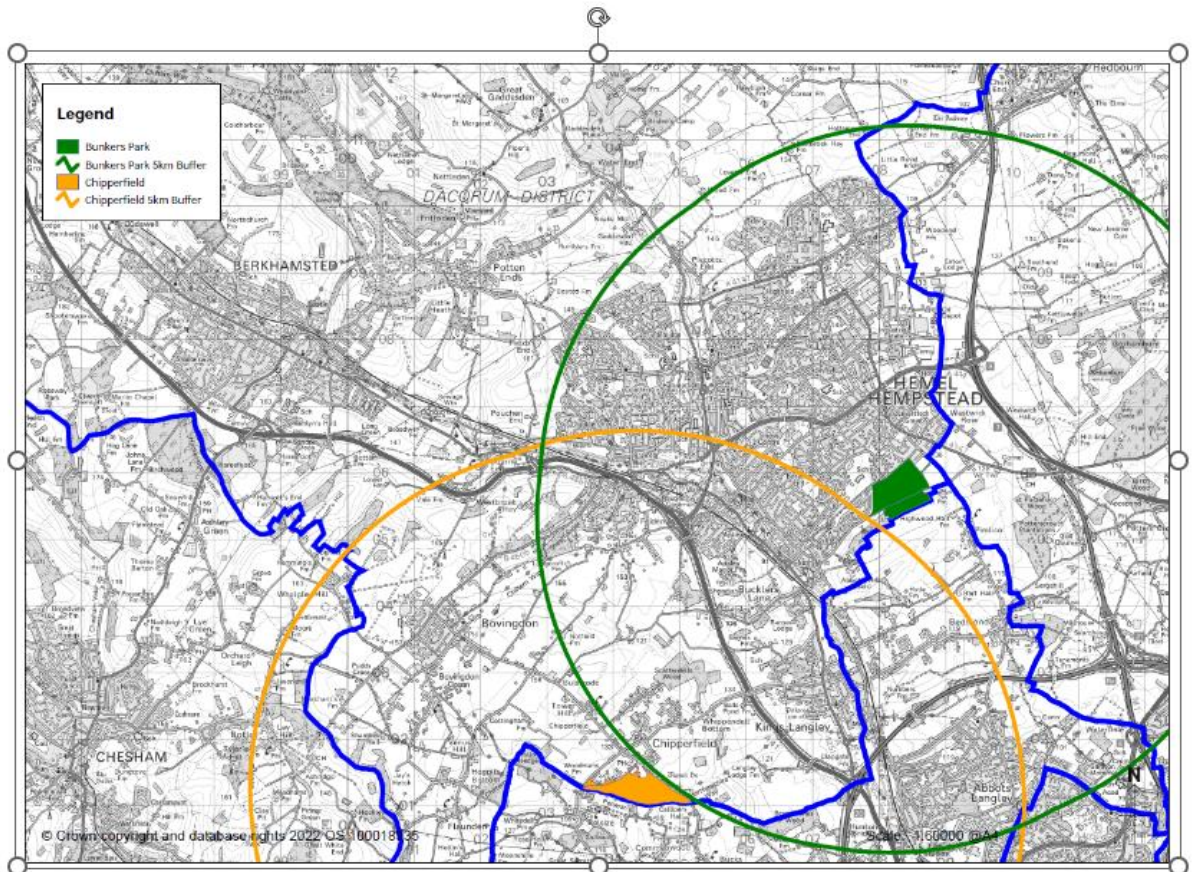
<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p> <p>Climate and ecological emergency</p>
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<b>Wards affected</b>	ALL
<b>Purpose of the report:</b>	<ol style="list-style-type: none"> <li>1. To update members on the implementation of the Chilterns Beechwoods SAC Mitigation Strategy.</li> <li>2. To seek Cabinet views on the proposals for future SANG sites and the delegation of authority for Chilterns Beechwoods SAC Mitigation Strategy related decisions as set out in the recommendations.</li> </ol>
<b>Recommendation (s) to the decision maker (s):</b>	<ol style="list-style-type: none"> <li>1. That the update on CBSAC Mitigation Strategy matters presented be noted.</li> <li>2. That Gadebridge Park, Margaret Lloyd Park, Howe Grove, and an extension to Bunkers Park, be considered and, if appropriate, taken forward as the next phase of Council SANG sites.</li> <li>3. That the relevant Ward members and Town and Parish Councils be involved in the drafting and finalising of SANG Management Plans for Council owned sites.</li> <li>4. That a Dacorum SANG Strategy be prepared to support identified future needs for Council led SANG arising from development.</li> <li>5. That authority be delegated for the CBSAC Mitigation Strategy decisions, Section 106 Legal Agreements for appeals and Development Consent Orders as set out in table 2.</li> <li>6. That Cabinet recommends that Council delegates authority to the Monitoring Officer to amend the Constitution to give effect to recommendation 5 above.</li> </ol>
<b>Period for post policy/project review:</b>	<b>5 years</b>

## 1 Introduction/Background:

- 1.1. In March 2022, the Council published evidence demonstrating that recreational pressure on the Chilterns Beechwoods Special Area of Conservation (SAC) is impacting the integrity of one of its component parts at Ashridge Commons and Woods Site of Special Scientific Interest (SSSI) ('Ashridge Estate') and that there is potential for further deterioration through recreational activity arising from new development. Following advice from Natural England, the Council subsequently stopped permitting net new residential developments across the borough.
- 1.2. In November 2022, Cabinet approved the Chilterns Beechwoods SAC Mitigation Strategy. This strategy sets out the process that the Council applies to ensure developments will not adversely affect the integrity of the CBSAC at Ashridge Estate. Necessary mitigation is secured through contributions for Strategic Access Management and Monitoring Strategy (SAMMS) interventions delivered by the National Trust, funded through a tariff collected from development of £913.88 for each new home built. In addition to this, affected developments also need to provide sufficient Suitable Alternative Natural Greenspace (SANG). This can be delivered directly by the applicant through their own bespoke solution or alternatively they can contribute towards one of the Council's Strategic SANGs.
- 1.3. All housing development of one or more new net homes within the 12.6km Zone of Influence is required to comply with the Mitigation Strategy. In addition to the provision for new homes, the Mitigation Strategy sets out other forms of development that could cause additional harm to the CBSAC, which are considered on a case by case basis. This includes student accommodation, residential care homes and institutions, residential extensions for self-contained annexes, hotels, houses in multiple occupation, residential caravan sites, residential boat moorings, holiday dwellings and gypsy and traveller pitches.
- 1.4. Types of development which are not subject to the strategy include householder extensions or other minor works and replacement dwellings.
- 1.5. To enable the partial lifting of the moratorium, Cabinet approved two SANG sites on Council owned land – Chipperfield Common and Bunkers Park – with the further approval of a third site at Gadebridge Park to follow at a later date. SANG Management Plans were presented for Chipperfield Common and Bunkers Park which detailed the interventions, management and monitoring needed for them to act as SANG. A tariff of £4251.71 is collected from each new home allocated Council SANG, based on costs over an 80 year period against an initial capacity to absorb recreational pressure arising from 3782 homes.
- 1.6. SANGs have a catchment based on their particular characteristics and location, and also their location within a wider green infrastructure network. As a guide:
  - SANG of 2-12ha will have a catchment of 2km
  - SANG of 12-20ha will have a catchment of 4km
  - SANG of 20ha+ will have a catchment of 5km.
- 1.7. Any development of 10 or more net new homes must be located within, or on the edge of, the catchment of the SANG from which it seeks an allocation. Smaller proposals for up to 9 net new homes are not restricted to catchment areas and can be allocated capacity from any available SANG within Dacorum.
- 1.8. The Council's current SANG sites are located within the south and east of the borough. This, combined with the SANG catchment area, results in the Council not being able to offer its SANG capacity to developments of ten or more new homes in Berkhamsted, Tring or the west of the borough. This is illustrated on map 1 below.

Map 1 Catchment areas of existing Council SANG sites



1.9. The Council has now been implementing the Chilterns Beechwoods SAC Mitigation Strategy for over a year. Officers have reviewed progress, and the processes involved, and present this update alongside recommendations which also seek to delegate authority for specific decisions.

## 2 Chilterns Beechwoods Special Area of Conservation (CBSAC) Mitigation Strategy Update and Proposed Recommendations for Delegated Authority

### Chilterns Beechwoods Special Area of Conservation (CBSAC) Mitigation Strategy

- 2.1 The Chilterns Beechwoods Special Area of Conservation Mitigation Strategy is the mechanism by which Ashridge Commons and Woods Site of Special Scientific Interest (SSSI) is protected from adverse recreational pressure arising from new housing. Part A provides common guidance for the planning areas of the Partner authorities – Buckinghamshire Council, Central Bedfordshire Council, St Albans City and District Council and Dacorum Borough Council. Part B provides specific detailed guidance on its administration relating to Dacorum. It is the Council’s legal duty to protect the CBSAC from the effects of new development and the Council is only able to grant qualifying development planning permission where it can be demonstrated it is in compliance with the Mitigation Strategy. The CBSAC Mitigation Strategy has been in operation since November 2022.
- 2.2 Officers intend to update the strategy to reflect lessons learnt during its operation over the past year. The most significant change will be introducing flexibility into the protocol which guides how the Council allocates capacity provided by its own SANG sites.
- 2.3 Suitable Alternative Natural Greenspace (SANG) is the term given to greenspaces that are created, or enhanced, with the specific purpose of absorbing recreation pressure that would otherwise occur at National Sites, such as the CBSAC at Ashridge Commons and Woods Site of Special Scientific Interest.

- 2.4 Introducing a mechanism to vary the protocol will enable officers to safeguard Council SANG capacity during periods when there is limited SANG supply available in order to prioritise affordable housing schemes, for example and small and individual housing developments. The protocol could then be widened once further Council SANG sites came forward and supply issues eased.

### **Strategic Access Management and Monitoring Strategy**

- 2.5 The Strategic Access Management and Monitoring Strategy (SAMMS) arm of the CBSAC Mitigation Strategy enables contributions to be collected from new housing development to be used by the National Trust to implement an agreed project plan of mitigation measures at Ashridge Estate. The systems used to administer the SAMMS payments are in the process of being formalised through a collaboration agreement between the Partner Authorities and the National Trust. It is expected that Dacorum Borough Council will take the lead on administering these payments. The Council will periodically review the SAMMS contributions levied from new housing development to reflect updated measures provided by the National Trust and the costs to the councils.

### **Gateway solution at Ashridge Estate**

- 2.6 A gateway site is an innovative and emerging concept with regards to avoidance and mitigation measures at Ashridge Commons and Woods SSSI. The purpose of a gateway is similar to that of SANG, to create an attractive alternative to Ashridge that deflects users away from the site, reducing recreational pressures as a result. A key difference between SANG and a gateway site is that the latter needs to be well related to the existing Ashridge Estate and, importantly, on land outside of the Chilterns Beechwoods SAC.
- 2.7 The National Trust has launched a 'Protecting our Roots' project to engage with the public on the challenges facing the Ashridge Estate and their vision for its future. This includes their ambition to create new visitor hubs in less sensitive parts of the estate to help disperse footfall and provide a better experience for visitors, and changes to Monument Drive to help protect this area.
- 2.8 The Council continues to engage constructively with the National Trust on the principle of gateway sites and how they can deliver the core aim of reducing recreational pressures and associated harm at Ashridge Commons and Woods SSSI.

### **Delivery of Council Suitable Alternative Greenspace (SANG)**

- 2.9 In November 2022, Cabinet approved the delivery of two initial Council owned SANG sites, Bunkers Park and Chipperfield Common, with Gadebridge Park to be progressed as the next scheme.
- 2.10 Recruitment is taking place for a new operational SANG team within the Clean, Safe and Green service who will be dedicated to the Council's SANG sites. This team will be responsible for implementing the SANG management plans, by delivering the SANG improvements, maintaining the sites to the required quality standards and engaging with the local community. They will also prepare management plans for new Council SANG sites and make updates to existing management plans.

### **Next Phase of Council SANG sites**

- 2.11 The Council will need to bring more SANG sites into use to provide a future supply for new homes. There are four in Council ownership that are under consideration and development presently.
- 2.12 Plans for **Gadebridge Park** are advanced and it is expected that this park will shortly become available as the next SANG site. Following on from this, the sites under

assessment for the next phase of SANG are Margaret Lloyd Park, Howe Grove and an extension to Bunkers Park.

- 2.13 The delivery opportunity to develop **Margaret Lloyd Park** (at Grovehill) as SANG earlier than anticipated has arisen because of the Marchmont Farm planning application for up to 350 homes. This development proposes an extension to the park, enabling the minimum 2.3 – 2.5km circular walk criteria for SANG to be achieved. In return, the proposals would deliver an upgraded park that would receive a higher standard of maintenance, benefiting both future, and existing, residents.
- 2.14 The extension to Margaret Lloyd Park would also act as a connecting link to **Howe Grove Wood Local Nature Reserve** enabling this site to be brought forward as part of a Gadebridge to Grovehill SANG network that would link to the Hemel Garden Communities development area in the long term.
- 2.15 At **Bunkers Park**, there is the opportunity to create additional SANG capacity by utilising the land opposite Poppy Fields Cemetery. This may require a variation to the current permitted uses agreed by Homes England when the land was purchased by the Council, which is subject to an overage clause.
- 2.16 Table 1 below shows the approximate additional Council SANG capacity that would be created through these further sites.

<b>Site</b>	<b>Approximate capacity (number of homes)</b>
Gadebridge Park	1118
Margaret Lloyd Park and future extension	452
Howe Grove Wood Local Nature Reserve	443
Bunkers Park extension	163
<b>Total</b>	<b>2176</b>

### **Future SANG Strategy**

- 2.17 Council owned SANG is a finite resource. Officers have undertaken an extensive assessment of land owned by the Council, from which the next phase of SANG set out in paragraphs 2.11-2.16 has been identified. A new strategy for SANG allocation will be developed during 2024 which will consider the SANG capacity needed to support the current rate of planning applications received and housing sites being progressed, growth arising from the new Dacorum Local Plan and third party SANGs coming forward.
- 2.18 The allocation of third party SANG provided by local charitable trusts and developers is likely to be ring-fenced for development meeting criteria such as a number of homes threshold, location of development, or a particular house builder. An ongoing future supply of Council owned SANG is important to support the ongoing delivery of homes across the borough, particularly for smaller sites of 9 homes or less.
- 2.19 The SANG strategy will support the new Dacorum Local Plan, by providing evidence for the Sustainability Appraisal, and the Appropriate Assessment under the Conservation of Habitats and Species Regulations (amendment) (EU Exit) Regulations 2019 that considers the impact of the Local Plan would have on protected sites such as the Chilterns Beechwoods SAC. This will require the provision and capacity of SANG for all development coming forward through the Local Plan to be assessed against the requirements set out in the CBSAC Mitigation Strategy. This document will be critical to supporting the Local Plan throughout a future Examination in Public as the Planning Inspector will want to be satisfied there is a supply of SANG to support the delivery of new homes across the borough.

**Delegated authority from Cabinet**



- 2.20 The Chilterns Beechwoods SAC Mitigation Strategy, and the Chipperfield Common and Bunkers Park SANG management plans were expedited quickly in November 2022 to enable the partial lifting of the planning moratorium in the shortest time possible. Having reviewed the operation of the strategy over the past year, a list of decisions where it is proposed to seek delegated authority has been prepared and is shown in table 2. This will provide the framework for enabling decision making at the appropriate level of delegated authority and the decision mechanism.
- 2.21 In order to provide clarity within CBSAC Mitigation Strategy processes, the list includes operational decisions where delegated authority will be confirmed to the Strategic Director - Place or Neighbourhood Operations, or Assistant Director – Planning. Given the impact of the strategy across the Council, this may involve many directorates, (particularly Place, Neighbourhood Operations, Housing and Property, and Corporate and Commercial services). Where approval has previously been given by Cabinet, such as for the CBSAC Mitigation Strategy and SANG tariff, it is proposed to delegate subsequent amendments to a Portfolio Holder decision. For new Council owned SANG, the list of sites to be considered within the next phase will be shared with Cabinet, with agreement for a site being brought into operation delegated to a Portfolio Holder decision.
- 2.22 Decisions of a strategic nature will be retained by Cabinet. This includes policy areas such as the approval for Council land or assets to be used as SANG, prioritising SANG above other alternative uses, amendments to the SAMMS tariff, and any acquisition strategy to provide future SANG supply (none currently proposed).
- 2.23 However, since the SPEOSC meeting on 10 January 2024 there is the need for an additional change to the Council’s constitution. There have been some S.106 agreements recently, which the Council has been required to complete but the constitution is silent regarding authority to complete these matters. The below changes have been circulated to the Development Management Committee members on Thursday 1 February, requiring any comments by Thursday 8 February. Any comments received from DMC will be updated to Cabinet on 13 February.
- 2.24 The first delegation is in relation to authority to complete a S.106 agreement where the application is being determined by the Secretary of State through the Development Consent process or through an appeal. In such cases, the authority is required to enter into S.106 agreements to secure important infrastructure contributions but there is currently no clear authority for it to do so as Dacorum Borough Council is not the authority who has determined the application.
- 2.25 Secondly, there are a number of applications, which have been previously agreed by DMC, which now require new S.106 agreements to secure mitigation related to the Chilterns Beechwood Mitigation strategy. These are not matters that need to be referred back to DMC, as the development has already been approved, but we require a clear delegation in the Constitution to approve such S.106s.
- 2.26 A new section below is proposed to be added to para 2.3.1 in Part 3 of the Council’s constitution, which would be delegated to the Strategic Director (Place), Assistant Director (Planning) and Head of Development Management.
- “Authority to enter into agreements under S.106 Town and Country Planning Act 1990 required in connection with Development Consent Orders or any other application or appeal determined by the Secretary of State or any S.106 agreement required to secure mitigation measures connected to the Conservation of Habitats and Species Regulations 2017 (as amended) where the development has previously been granted planning permission.”
- 2.27 Table 2 Proposed delegated authority for decisions relating to the Chilterns Beechwoods SAC Mitigation Strategy, appeals and Development Consent Orders

Decision	Proposed delegated authority to:	Authority mechanism:
1 Approval for Council owned public open space to be used as SANG, where these sites have previously been reported to Cabinet.	<ul style="list-style-type: none"> <li>• Portfolio Holder for Corporate and Commercial Services and Portfolio Holder for Place (for Council owned land)</li> <li>• Portfolio Holder for Place (for non-council owned)</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio Holder Decision Sheet</li> </ul>
2 Approval of extensions to existing SANG sites by adding further parcels / adjustments to the red line boundary of a SANG.	<ul style="list-style-type: none"> <li>• Portfolio Holder for Corporate and Commercial Services and Portfolio Holder for Place (for Council owned land)</li> <li>• Portfolio Holder for Place (for non-council owned)</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio Holder Decision Sheet</li> </ul>
3 Approval of SANG management plans for new SANG sites, and for these to be made publicly available.	<ul style="list-style-type: none"> <li>• Strategic Director - Place or the Assistant Director - Planning, and the Strategic Director - Neighbourhood Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Officer Decision Record Sheet</li> </ul>
4 Approval of amendments or updates to existing SANG management plans (eg changes in interventions, management plans for later time periods/phases, or additions due to SANG sites being extended as per 2 above).	<ul style="list-style-type: none"> <li>• Strategic Director - Place or the Assistant Director - Planning, and the Strategic Director - Neighbourhood Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Officer Decision Record Sheet</li> </ul>
5 Approval for spending SANG contributions paid to the Council (to include post-commencement charges).	<ul style="list-style-type: none"> <li>• S151 or DS151 Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Approved through the relevant financial system (as per current S106 arrangements for approval of drawdown, and invoice payments to follow existing scheme of delegation for payment approvals)</li> </ul>
6 Adoption of SANG sites or public open space sites provided/gifted by a developer where recommended by officers.	<ul style="list-style-type: none"> <li>• Strategic Director - Place or the Assistant Director - Planning, in consultation with the Strategic Director - Housing and Property Services and/or the Strategic Director - Neighbourhood Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Officer Decision Record Sheet</li> </ul>

7	Decisions relating to the use of third party SANG by a developer.	<ul style="list-style-type: none"> <li>Strategic Director - Place or the Assistant Director - Planning or the Head of Development Management</li> </ul>	<ul style="list-style-type: none"> <li>Approved through the relevant processes for issuing a planning decision and reported periodically to Corporate Place Board.</li> </ul>
8	Approval of revised/varied Council-led SANG tariff (amending the tariff approved by Cabinet in November 2022)	<ul style="list-style-type: none"> <li>Portfolio Holder of Place in consultation with the Strategic Director - Place and the S151 or DS151 Officer</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Holder Decision Sheet</li> </ul>
9	Approval of revisions to the Chilterns Beechwoods SAC Mitigation Strategy including variations to the Allocations Protocol for Council owned SANG.	<ul style="list-style-type: none"> <li>Portfolio Holder for Place in consultation with the Strategic Director - Place</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Holder Decision Sheet</li> </ul>
10	Approval for officers to offer Council SANG capacity to development within the borough.	<ul style="list-style-type: none"> <li>Strategic Director - Place or the Assistant Director - Planning or the Head of Development Management</li> </ul>	<ul style="list-style-type: none"> <li>Approved through the relevant processes for issuing a planning decision and reported periodically to Corporate Place Board.</li> </ul>
11	Approval for officers to offer Council SANG capacity to development outside of the borough where this is deemed appropriate or beneficial by officers.	<ul style="list-style-type: none"> <li>Strategic Director - Place or the Assistant Director - Planning</li> </ul>	<ul style="list-style-type: none"> <li>Officer Decision Record Sheet</li> </ul>
12	Approval for officers to sign legal agreements for minor and major schemes which solely relate to provision of SAMM and SANG mitigation.*	<ul style="list-style-type: none"> <li>Strategic Director - Place or the Assistant Director - Planning or Head of Development Management.</li> </ul>	<ul style="list-style-type: none"> <li>Officer Decision Record Sheet</li> </ul>
13	.Approval for officers authority to complete a S.106 agreement where the application is being determined by the Secretary of State through the Development Consent process or through an appeal.*	<ul style="list-style-type: none"> <li>Strategic Director - Place or the Assistant Director - Planning or Head of Development Management.</li> </ul>	<ul style="list-style-type: none"> <li>Officer Decision Record Sheet</li> </ul>

\*This is an additional request for delegated authority which was not presented to SPAE Committee.

### 3 Options and alternatives considered

- 3.1 Not allocating further Council owned parks and open spaces as SANG – not recommended.
- This would be an opportunity lost to the Council to increase the use and attractiveness of its parks and open spaces and would limit the supply of SANG available to support the delivery of future homes across the borough. Any restriction to the delivery of new homes would have a number of related consequences including reducing delivery of new affordable homes, limiting the supply of homes to rent and purchase, not being able to prove housing delivery to the Secretary of State and limiting the opportunities and aspirations for our communities.
- 3.2 Not changing the scheme of delegation
- Decisions and approval for each individual SANG site would instead be referred to Cabinet as they become available to be taken forward for delivery. This would be an inefficient approach and would further delay decision making, implementation of Council SANG, and the delivery of a SANG strategy and is not recommended.
- 3.3 Do not develop a Dacorum SANG Strategy and instead rely on the current Council SANG sites and third party SANG opportunities to meet development needs.
- This would limit development to areas where there is SANG capacity available, impacting the delivery of new homes and may result in the moratorium on new housebuilding being reinstated. The new Dacorum Local Plan would not be able to be progressed, causing further risk of speculative planning applications and intervention by Government. This would be inflexible and is therefore not recommended.
- 3.4 Develop an acquisition strategy to purchase additional land for Council SANG.
- This is not currently being considered within the current CBSAC Mitigation Strategy work programme. The current priority focusses on opportunities for SANG on existing Council owned land. Once these have been progressed, SANG provision across the borough and future needs will be reassessed and further consideration of future SANG options will be considered. This will be informed by any potential sites put forward as part of the Call for SANG sites undertaken alongside the recent Revised Strategy for Growth consultation.

### 4 Consultation

- 4.1 The update on the implementation of the Chilterns Beechwoods SAC Mitigation Strategy and proposals for future SANG sites and the delegation of authority for decision making was considered by the Strategic Planning and Environment Overview and Scrutiny Committee on 10 January 2024. The Committee made the following recommendations for Cabinet:
- a) That the relevant Ward members be involved in the drafting and finalising of SANG Management Plans for Council owned sites.
  - b) That an update on SANG matters be included within the quarterly performance reports presented to the Strategic Planning and Environment Overview and Scrutiny Committee.
  - c) That future updates include data to demonstrate if SANG provision is having the desired impact on the Chilterns Beechwoods Special Area of Conservation Mitigation Strategy.

- 4.2 The recommendations to Cabinet have been amended to incorporate point a) above, with Town and Parish Councils also to be involved and an update will be included within future performance reports as requested under b).
- 4.3 On point c) the Chilterns Beechwoods SAC Mitigation Strategy was informed by visitor surveys undertaken at Ashridge Estate during spring and summer 2021 that quantified the number of annual visitors, length of stay, walking routes and where visitors came from (via home postcodes). Alongside this, the recreational impact these visitors were having on the SAC was recorded. These surveys will be repeated in 2026 as part of the regular reviews of the Mitigation Strategy.
- 4.4 The Committee also requested clarity on the changes that would be required to the Constitution to give effect to the proposed delegation of authority, shown in table 2. Authority is proposed to be delegated to the Monitoring Officer to make the required changes to the Constitution to give effect to these delegations. The wording in the Constitution will very closely follow the wording in table 2.
- 4.5 The matters raised in this report have been discussed at the Corporate SANG Group which comprises officers from Strategic Planning; Finance; Clean, Safe and Green; Legal; Infrastructure; Development Management; Commercial Development; and Property services.
- 4.6 The Corporate SANG Group reports to the Corporate Place Board, which includes officers from across the Council.

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

- 5.1 Developer contributions (£4,251.71 per new home) are currently collected towards the delivery and upkeep of the Council's SANG sites at Bunkers Park and Chipperfield Common. The collected funds are ring-fenced for SANG purposes and drawn down by services as needed. This tariff will be updated as further Council SANG sites are taken forward and the additional demand on Planning resources to manage CBSAC Mitigation processes over the 80 year period of the planning legal agreements have been quantified. Delegated authority is sought to approve amendments to this tariff to reflect the costs of further Council SANG sites as these are taken forward and other Council costs attributable to SANG.
- 5.2 Development within the borough also pays £913.88 per new net home towards Strategic Access Management and Monitoring (SAMM) Strategy measures which are delivered by the National Trust at Ashridge Commons and Woods Site of Special Scientific Interest. Going forward, the intention is for the Council to administer this scheme on behalf of the partner local authorities.

## **6 Legal implications**

- 6.1 The Council is only legally able to finalise a Local Plan, or grant planning permission for development where it can rule that there will be no significant adverse effects on the integrity of the Chilterns Beechwoods SAC, either alone or in-combination with other plans or projects. This is achieved through an effective Mitigation Strategy. The Council's Planning service took independent legal advice throughout the development of the Strategy and the Council is confident that legal risks have been minimised as far as possible.
- 6.2 All of Dacorum is located within the 12.6km recreational Zone of Influence from Ashridge Estate, as a result it will be a continuing requirement for housing development to contribute towards both SANG and SAMMS.
- 6.3 SANG monies are collected on commencement of development and the requirement is that the mitigation is "on the ground" by the time dwellings are occupied.

## **7 Risk implications:**

- 7.1 Without a Mitigation Strategy in place, the Council is exposed to future legal challenge from an aggrieved party.
- 7.2 If the Council's SANG commitments are not delivered there is a risk that Natural England will object to future planning applications as mitigation would not be in place to absorb the additional recreational pressure arising from new residents. Similarly, there is a risk to SANG capacity and planning decisions if new SANG sites are not found.
- 7.3 A reintroduction of the planning moratorium would prevent permission being granted for new homes, impacting housing delivery and services across the Council and Dacorum's communities.

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

- 8.1 A Community Impact Assessment (CIA) is attached as Appendix 1. The CIA confirms that the Mitigation Strategy and associated measures contained in the report will positively impact the community generally by enhancing local spaces across Dacorum and through the provision of new homes across the borough. The types of positive outcomes to be delivered:
- More access to natural green spaces within the borough's communities;
  - Positive social, physical and mental health and wellbeing impacts for people of all ages and abilities.

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

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

Providing a long-term mitigation strategy for the SAC will ensure the protection of the site from the recreational pressure that is currently being experienced. These measures will also help adaptation and mitigation in response to climate change. Measures to upgrade a number of the Council's existing open spaces to SANG will reduce pressure on the SAC and will provide improved environments for residents and visitors.

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

Implementing the Mitigation Strategy requires Council's resources to administer the resulting processes and to maintain Council owned SANGS. These costs will be recovered as part of the SAMMS and SANG tariffs.

## **11 Statutory Comments**

### **Monitoring Officer:**

The Mitigation Strategy is required to ensure that the impact of relevant development on the Chilterns Beechwoods Special Area of Conservation is appropriately considered and mitigated. Various delegations to Portfolio Holders and Officers are proposed in table 2 at paragraph 2.23 to ensure that the Strategy can operate efficiently. The Monitoring Officer will make the required changes to the Constitution to give effect to the agreed delegations.

### **Deputy S151 Officer:**

Proposed delegated authority for the Cabinet decision at paragraph 2.23 includes a delegation to the S151 Officer to approve requests to draw down from SANG contributions paid to the Council to support appropriate Council expenditure. This is in line with the current approval process for other developer contributions received by the Council.

## 12 Conclusions:

- 12.1 The proposed recommendations for Cabinet will enable officers to develop the sites identified into SANG, providing a supply of SANG capacity over a period during which a future Dacorum SANG strategy will be developed. The delegated authority sought will aid decision making on CBSAC Mitigation Strategy matters, this will ensure the Council's planning function can operate efficiently and planning decisions can be issued.
- 12.2 Having in place an up to date CBSAC Mitigation Strategy and Council SANG supply will allow the Council to demonstrate that it has discharged its legal obligations under the Habitats Regulations enabling planning permission to be granted for new housing development.
- 12.3 The Council has identified the next phase of Council owned SANG as **Gadebridge Park, Margaret Lloyd Park, Howe Grove Wood Local Nature Reserve and an extension to Bunkers Park**. It is recommended that these be reported to Cabinet and delegated authority is sought for the Portfolio Holders for Corporate and Commercial Services and Place to approve the use, and delivery, of these sites.
- 12.4 The report recommends that a **Dacorum SANG Strategy** be prepared to support identified future needs for Council led SANG arising from development. This will provide certainty for development going forward and enable the new Dacorum Local Plan to be progressed towards adoption.
- 12.5 In addition, it seeks agreement to **delegated authority** being sought from Cabinet for the CBSAC Mitigation Strategy related decisions set out in table 2 and delegated authority to the Council's Monitoring Officer to amend the Constitution. This will provide clarity on CBSAC Mitigation Strategy processes, and governance, and enable efficient decision making.

# Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Chilterns Beechwoods Special Area of Conservation – Mitigation Strategy for Ashridge Commons and Woods Site of Special Scientific Interest and supporting documents

## 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*

Dacorum is home to Ashridge Common and Woods SSSI, and Tring Woodlands SSSI, which are part of the Chilterns Beechwoods SAC, an area that is internationally recognised for its importance to nature conservation and designated part of the national site network under the Habitats Directive. This places a responsibility on the Council to ensure that the integrity of the sites is not adversely affected by new planning proposals such as the new Dacorum Local Plan and individual planning applications, and a legal requirement to undertake a Habitats Regulations Assessment.

To understand the current and future impact of growth on the protected sites, the Council commissioned a Visitor survey, recreation impact assessment and mitigation requirements report. This found Ashridge Commons and Woods SSSI to be under increasing visitor pressure and concluded that more protection measures were needed to safeguard the site from additional visitor pressure generated by new development. It established the need for a number of restrictions including establishing an Inner (500m) and Outer (12.6km) 'Zone of Influence' around the site where certain developments would be restricted in perpetuity (in the case of the Inner Zone) or until a mitigation strategy is in place (in the case of the Outer Zone). The entirety of Dacorum Borough lies within the Zone of Influence. As a result the Council worked with Natural England, the National Trust and a number of adjoining local authorities who are also impacted by the restrictions to prepare a Mitigation Strategy and supporting documents and plans.



The Mitigation Strategy aims to ensure that there will be no adverse effect on the integrity of the Chilterns Beechwoods Special Area of Conservation (CBSAC) at Ashridge Commons and Woods SSSI arising from new development within Dacorum.

The Mitigation Strategy is in two parts:

Part A provides common guidance for the planning areas of Dacorum Borough Council, Central Bedfordshire Council and St Albans City and District Council.

Part B provides detailed guidance specific to Dacorum Borough Council including detailed information on the mechanisms for securing mitigation for each proposed development.

The Strategy Access and Management Strategy is designed to address issues at Ashridge Estate and mitigate the likely scale of development that will come forward within the Zone of Influence. It will deliver a range of projects to protect vulnerable habitats, improve the site's resilience to and recovery from recreational pressure, better manage visitor parking and access, encourage the uptake of sustainable transport, and educate and inform visitors, alongside additional monitoring of the impact of the measures. New qualifying development will be required to pay a per-dwelling tariff towards the required SAMMS interventions.

Suitable Alternative Natural Greenspace is the term given to greenspaces that are created or enhanced with the specific purpose of absorbing recreation pressure that would otherwise occur at National sites, such as Chilterns Beechwoods SAC. New SANGs can be created or existing greenspaces enhanced to create a SANG, in order to absorb the level of recreation pressure associated with qualifying development. The Mitigation Strategy requires qualifying development to either provide new (bespoke) SANG or contribute towards Strategic SANG projects elsewhere. The Strategy provides guidance on the criteria for providing SANG and the allocation procedure for Council owned Strategic SANG.

The SANG part of the strategy will increase the overall provision and quality of natural greenspace within the Borough, as the identified sites must be maintained specifically for SANG and cannot be counted towards other uses, including formal recreation and activity. SANG sites must have a semi-natural feel without intrusions such as built development. SANG will be expected to have features that will enable all members of the community to visit and enjoy the sites. These will include – an appropriate level of parking for vehicles and bicycles; information boards and signage; easy to use paths, with a minimum circular walk of 2.3-2.5km; areas to walk a dog off lead; and a focal destination point. The Strategy also sets catchment areas for SANG, meaning

that development must be within an accessible distance of its related SANG. The SANG criteria are designed to make the area attractive to visitors to draw them to the site as an alternative to the Chilterns Beechwoods SAC.

Alongside the Mitigation Strategy, the Council approved two Council owned sites that can provide some Strategic SANG capacity – Bunkers Park and Chipperfield Common. SANG management plans have been prepared for these sites, which set out the improvements that will enable each to achieve SANG standard and the enhanced management and maintenance regimes that will ensure they continue to perform as SANG over the required 80 year period. Developers wishing to utilise the Council owned Strategic SANG capacity are required to pay their proportion of the costs for delivering the improvements needed.

The Council intends to bring forward a further phase of SANG sites to provide a future supply for development. It is expected that Gadebridge Park will shortly become available as the next SANG site. Following on from this the sites under assessment are Margaret Lloyd Park, Howe Grove Wood Local Nature Reserve and an extension to Bunkers Park.

## 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.*

Footprint Ecology, Visitor survey, recreation impact assessment and mitigation requirements for the Chilterns Beechwoods SAC and the Dacorum Local Plan (2022)

Chilterns Beechwoods Special Area of Conservation Mitigation Strategy for Ashridge Commons and Woods Site of Special Scientific Interest

Thames Basin Heaths Special Protection Area Supplementary Planning Document Equality Screening (Runnymede Borough Council) <https://www.runnymede.gov.uk/downloads/file/834/equality-screening>

Improving access to greenspace: A new review for 2020

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/904439/Improving\\_access\\_to\\_greenspace\\_2020\\_review.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/904439/Improving_access_to_greenspace_2020_review.pdf)

The Chipperfield Common (Green Flag) Management Plan

The Bunkers Park (Green Flag) Management Plan

**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.*

Councillor Sheron Wilkie – Portfolio Holder for Planning and Infrastructure  
 Sara Whelan – Assistant Director - Planning  
 Luke Johnson – Trees and Woodlands Team Leader, Clean Safe and Green

**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	The SANG part of the Strategy will provide more and better access to natural greenspace through its requirement for development to either provide new bespoke SANG or contribute towards Strategic SANG. Access to natural spaces has found to create positive impacts for people of all ages, but particularly younger and older people.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	<p>There is a large body of evidence pointing to the physical, mental and social development of children being enhanced by playing and learning in green environments, and further evidence suggests that poor health outcomes are reduced in children who have greater access to green space.</p> <p>A number of studies found that older people also benefit from increased access to green spaces through improved physical health and social well-being. Evidence suggests that access to green space can potentially reduce the disproportionate levels of social isolation and loneliness experienced by older people in society.</p> <p>The House of Commons research briefing 'UK disability statistics: Prevalence and life experiences' (published August 2023 data from 2021/22) stated that disability prevalence rise with age, with 45% of adults over State Pension age, and 58% of people aged 80 and over reporting a disability (compared to 23% of working age adults). Therefore, many of the specific points raised under 'disability' could potentially create positive impacts for the majority of older people.</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>There is growing evidence that increased access to natural spaces, and spending time in the natural environment, benefits the physical and mental wellbeing of all people, but particularly for people with disabilities and/or long-term health conditions.</p> <p>Improved access to green space is particularly beneficial to people's mental health. Studies support that improved access to green space can reduce rates of anxiety and depression (the most commonly diagnosed mental health condition in Britain).</p> <p>The Council's SANG management plans for Chipperfield Common and Bunkers Park also detail a number of specific improvements for</p>	<p>□</p>	<p>□</p>	<p>☒</p>

	<p>each site that could provide a positive impact for people with disabilities.</p> <p>Both plans include access improvements by: creating new surfaced Easy Access Routes or enhancing existing; surfacing areas where access becomes difficult during wet weather; regularly maintaining footpath routes to ensure they are clear of obstructions. Works to footpaths will particularly benefit individuals with physical/mobility disabilities as it will improve their access.</p> <p>The Council SANG sites will also offer new circular walking routes that will be signposted through information boards, route markers and wayfinding, increasing the overall legibility of the sites. This particularly benefits people with sensory, developmental, memory and learning disabilities.</p> <p>In terms of access to and from the areas, the provision of resurfaced car parks and marked circular routes to and from car parks will ensure that individuals who rely on personal transport to access spaces can do so.</p> <p>New facilities on the sites such as benches for places to rest, and waymarked routes indicating difficulty levels, will ensure the spaces cater for a range of user interests and capabilities.</p> <p>Lastly, a new management regime will be introduced at the Council's SANG sites that will include monitoring the condition of the sites and the success of the access and inclusion measures.</p>			
<p><b>Gender reassignment</b></p>	<p>No material impact on this protected group</p>	<p>□</p>	<p>⊗</p>	<p>□</p>

<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 Mitigation Strategy is intended to protect the integrity of Ashridge Commons and Woods SSSI. This will be beneficial to the wider community as it will safeguard the important natural capital and ecosystem services the area provides. These are the benefits humans gain from the natural environment such as carbon storage, water and air quality improvements and diversity in wildlife.	<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"/>

<b>If negative impacts / outcomes remain, please provide an explanation below.</b>	
n/a	
<b>Completed by (all involved in CIA)</b>	<b>Claire Covington, Assistant Team Leader – Strategic Planning Keeley Mitchell, Assistant Officer – Strategic Planning and Regeneration Officer</b>
<b>Date</b>	<b>18/12/2023</b>
<b>Signed off by (AD from different Directorate if being presented to CMT / Cabinet)</b>	<b>Mark Brookes</b>
<b>Date</b>	<b>22/12/2023</b>
<b>Entered onto CIA database - date</b>	
<b>To be reviewed by (officer name)</b>	
<b>Review date</b>	





# Cabinet

<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Financial Performance Quarter 3 2023-24
<b>Date:</b>	13 <sup>th</sup> February 2024
<b>Report on behalf of:</b>	Cllr Ron Tindall, Leader of the Council and Portfolio Holder for Corporate & Commercial Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A – General Fund Forecast Outturn Position Q3 2023-24 Appendix B – HRA Forecast Outturn Position Q3 2023-24 Appendix C – Projected Capital Outturn Q3 2023-24
<b>Background papers:</b>	Agenda item 1 Cabinet 21 <sup>st</sup> November 2023 – Financial Monitoring Report Quarter 2 2023-24
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	GF – General Fund HRA – Housing Revenue Account

### Report Author

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### Responsible Officer

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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>	<ol style="list-style-type: none"> <li>1. To provide details of the projected outturn 2023-24 as at quarter 3 for the: <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Housing Revenue Account</li> <li>• Capital Programme</li> </ul> </li> </ol>
<b>Recommendation (s) to the decision maker (s):</b>	<ol style="list-style-type: none"> <li>1. That Cabinet notes the financial position for 2023-24 as at Quarter 3.</li> <li>2. That Cabinet recommends to Council to approve the following Reserve Drawdowns: <ul style="list-style-type: none"> <li>• £0.100m Funding for Luton Airport Legal costs - £0.050m from the Dacorum Development reserve and £0.050m from the Local Development Framework reserve.</li> <li>• £0.025m drawdown to fund additional Customer Support Unit (CSU) support for Garden waste renewals from the Management of Change reserve</li> </ul> </li> <li>3. That Cabinet recommends to Council to approve the following reserve transfer: <ul style="list-style-type: none"> <li>• £0.020m for funding of an update to the Council Human Resources System Itrent in 2024-25. There is one off provision in 2023-24 budgets for this upgrade, work on which has now slipped to 2024-25.</li> </ul> </li> <li>4. That Cabinet recommends to Council to approve the following supplementary capital</li> </ol>

	<p>budgets representing growth to the Capital Programme:</p> <ul style="list-style-type: none"> <li>• £2.265m relating to a payment to Hightown Housing Association for the provision for affordable housing in the borough at 66 Books, Wood End Lane. This expenditure was approved by Cabinet in February 2023. Full Council approval is now required to increase the capital programme budget accordingly.</li> <li>• Provision of Electric Vehicle Charging Points (EVCP) in the borough, funded entirely by government grant £0.415m.</li> </ul> <p>5. That Cabinet notes the following additional slippage on the capital programme to future years:</p> <ul style="list-style-type: none"> <li>• General Fund £1.404m</li> <li>• Housing Revenue Account £6.804m</li> </ul>
<p><b>Period for post policy/project review:</b></p>	<p>The Council's financial position is reported to Cabinet on an ongoing, quarterly basis.</p>

## 1. Executive Summary

1.1 The quarter 3 2023-24 financial position of the General Fund is reporting a surplus against budget of £0.236m. This represents a reduction of £0.300m on the surplus reported at quarter 2 (£0.536m). The quarter on quarter change is accounted for by the additional cost pressures being reported since the quarter 2 financial position was presented to Cabinet in November 2023. Key additional costs include:

- additional employee costs within Neighbourhood Operations £0.175m
- additional expenditure on works to trees in the borough £0.080m
- a reduction in income received in relation to services provided to the HRA (HRA recharge) £0.459m

These additional pressures are partly offset by:

- increased investment income £0.203m
- further government grants £0.170m
- reduction in staffing pressures within the Place directorate £0.115m.

1.2 The Housing Revenue Accounts (HRA) is the Council's housing landlord function and is accounted for separately to the General Fund service. At quarter 3, the HRA is reporting a budget pressure of £0.620m. This represents an increase in reported pressures of £0.250m from the position reported at quarter 3 (£370k). The quarter on quarter increase includes:

- pressures of £0.280m on utility costs at sheltered housing schemes
- additional supervision and management costs of £0.145m.

These are partly offset by additional forecast income from tenants of £0.108m.

## 2. Introduction:

2.1 This report presents the Council's forecast outturn for 2023-24 as at quarter 3, 31<sup>st</sup> December 2023, with a focus on changes to the forecast since quarter 2. The report covers the following budgets with associated appendices:

- General Fund revenue position – Appendix A. A surplus against budget of £0.236m is forecast.
- Housing Revenue Account (HRA) revenue position – Appendix B. A pressure of £0.620m is forecast.
- Capital Programme – Appendix C. General Fund Budgets are forecasting an underspend of £0.050m and re-phasing (programme slippage) to future years of £1.404m. The HRA capital programme is forecast and re-phasing to future years of £6.804m.

## 3. General Fund Position – all Scrutiny Committee Areas

3.1 Appendix A provides an overview of the General Fund forecast outturn position.

3.2 The table below provides an overview by Scrutiny area of the provisional outturn for controllable budgets within the General Fund.

Table 1 General Fund Financial Performance by Scrutiny Committee Quarter 3	Current Budget £m	Forecast Outturn Quarter 3 £m	Variance		Forecast Outturn at Quarter 2 £m	Movement from quarter 2 to Quarter 3 £m
			£m	%		

Finance & Resources	10.701	11.850	<b>1.149</b>	10.7%	12.689	(0.839)
Strategic Planning and Environment	12.049	13.576	<b>1.527</b>	12.7%	13.033	0.543
Housing and Community	1.953	2.066	<b>0.113</b>	5.8%	1.953	0.113
<b>Total Operating Cost</b>	<b>24.703</b>	<b>27.492</b>	<b>2.789</b>	11.3%	<b>27.817</b>	(0.325)
Core Funding	(24.703)	(27.728)	<b>(3.025)</b>	12.2%	(28.353)	0.625
<b>(Surplus)/ Deficit</b>	<b>0.000</b>	<b>(0.236)</b>	<b>(0.236)</b>		<b>(0.536)</b>	<b>0.300</b>

3.3 Sections 4-7 below provide further information on the material changes to the Council's General Fund and HRA financial position between quarter 2 and quarter 3.

#### 4. General Fund Position- Finance and Resources and Core Funding

Table 2 – Finance and Resources General Fund Quarter 3	Current Budget	Forecast	Variance	
	£m	£m	£m	%
Chief Executives	0.999	0.942	<b>(0.057)</b>	(5.7%)
Housing & Property	(6.083)	(5.896)	<b>0.187</b>	(3.1%)
Neighbourhood Delivery	(0.387)	(0.230)	<b>0.157</b>	(40.6%)
Corporate and Commercial	6.880	7.465	<b>0.585</b>	8.5%
People and Transformation	4.055	4.321	<b>0.266</b>	6.6%
Place	5.237	5.248	<b>0.011</b>	0.2%
<b>Total Operating Cost</b>	<b>10.701</b>	<b>11.850</b>	<b>1.149</b>	10.7%
<b>Core Funding</b>	<b>(24.703)</b>	<b>(27.728)</b>	<b>(3.025)</b>	12.2%

4.1 Changes to the variances between quarter 2 and quarter 3 reported against Finance and Resources General Fund service areas are outlined below.

#### 4.2 Corporate and Commercial

The Legal services income is reporting a surplus of £0.045m. This income is in relation to recovery of legal costs incurred following action being undertaken.

Staffing underspends across the service have increased from £0.053m in quarter 2 to £0.093m in quarter 3. This includes an underspend relating to the Head of Legal and Democratic Services which is currently vacant.

#### 4.3 People & Transformation

There are additional staffing costs, including interim costs, across the directorate of £0.206m. This is an increase of £72k from equivalent costs reported at quarter 2. Included in this are costs relating to work carried out for the Housing Revenue Account, which are recovered as part of a recharge made to the Housing Revenue Account for services provided to it by the General Fund.

#### 4.4 Core Funding

Core Funding covers key corporate funding income and expenditure and includes General Fund investment income, government grants and income from Council Tax and Business rates.

Cash balances and interest rates remain high generating an additional £0.200m on the quarter 2 forecast. This is linked to further slippage on the Council's capital programme leading to an increased level of cash balances for investment. Capital programme rephasing (slippage and accelerated expenditure) is explained at section 8 of this report.

Further government grants are now forecast to those originally budgeted, creating an overall surplus of £0.200m against government grants. This represents a further £0.170m of government grants from those reported at quarter 2. The additional grant funding includes New Burdens funding to administer the energy rebate scheme and Welfare Reform obligations.

The forecast recharge for services provided from the General Fund to the HRA has reduced to £5.219m. A number of posts previously paid for from General Fund budgets and recharged to the HRA are now paid directly for through the HRA. Following analysis of recharges and service pressures a reduction in the forecast income for the General Fund is reported.

### 5. General Fund Position- Strategic Planning and Environment

<b>Table 3 – Strategic Planning and Environment Quarter 3</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>	
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>%</b>
<b>Neighbourhood Operations</b>	11.310	12.123	<b>0.813</b>	7.2%
<b>Housing &amp; Property</b>	0.053	0.083	<b>0.030</b>	56.6%
<b>People &amp; Transformation</b>	(0.167)	(0.187)	<b>(0.020)</b>	12.0%
<b>Place</b>	0.853	1.557	<b>0.704</b>	82.5%
<b>Total Operating Cost</b>	<b>12.049</b>	<b>13.576</b>	<b>1.527</b>	12.7%

5.1 Changes to the variances between quarter 2 and quarter 3 reported against Strategic Planning and Environment General Fund service areas are outlined below.

#### 5.2 Neighbourhood Operations

The pressure reported on works relating to trees has increased by £0.080m at quarter 3. The service is working on a backlog of safety works required to trees around the borough. A significant amount of works will be undertaken in quarter 4 2023-24 as the service seeks to maximise contractor capacity during a time of the year that is optimum for undertaking tree maintenance.

Fleet services have seen an increase in works to the Council's fleet, which has led to a forecast pressure on fleet repairs and maintenance of £0.052m at quarter 3.

Waste Agency pressures have increased by £0.175m from the reported position at quarter 2. This is due to agency usage being higher over the initial winter period than previously forecast. The service is working closely with Financial Services to monitor its requirements and the associated financial impact. The service is looking to significantly reduce the number of agency workers per day from the end of January and throughout February.

### 5.3 Place

At quarter 3, forecast planning income has increased by £0.050m from the position reported in quarter 2, reducing the overall pressure reported against planning income and land charges to £0.400m. Planning fees, which are determined by statute, were increased in January as notified by the government. This appears to have led to more applications being made for smaller planning applications in the period to the end of December.

Place directorate forecast interim cost pressures has reduced by £0.115m in quarter 3 from that forecast at quarter 2. This is associated with delays in recruitment within Place, Communities and Enterprise. The total pressure within the Place directorate relating to interim and restructure costs is £0.139m

## 6. General Fund Position- Housing and Community

Table 4 – Housing and Community General Fund Quarter 3	Current Budget	Forecast Outturn	Variance	
	£m	£m	£m	%
Housing & Property	1.228	1.275	<b>0.047</b>	0.038
Neighbourhood Delivery	(2.369)	(2.280)	<b>0.089</b>	(0.038)
Corporate and Commercial	(0.043)	(0.063)	<b>(0.020)</b>	0.465
People and Transformation	1.239	1.424	<b>0.185</b>	0.149
Place	1.898	1.710	<b>(0.188)</b>	(0.099)
<b>Total Operating Cost</b>	<b>1.953</b>	<b>2.066</b>	<b>0.113</b>	0.058

Community grants are forecasting a new underspend of £0.080m at quarter 3, as a result of a reduction in applicants compared to previous financial years. The service is looking at how to increase engagement in the process and will work with the voluntary sector as part of this process. This is the only significant change in budget variance within Housing and Community General Fund service areas reported since presentation of the quarter 2 position.

## 7 Housing Revenue Account Position

**7.1** The HRA is a ring-fenced account relating to the Council's landlord functions. It is accounted for separately from General Fund services. A guiding principle of the HRA is that revenue raised from rents and service charges must be sufficient to fund expenditure incurred. The provisional outturn position for the HRA is shown at Appendix B.

**7.2** The projected HRA balance at the end of 2023-24 is a pressure of £0.620m. This position is being carefully monitored. Should there be a deficit on the HRA at the end of the financial

year, a request will be brought to Members to apply funds held in reserve to balance the financial position for the HRA as a one-off measure.

**7.3** Further information is provided below at 7.4 and 7.5 on changes to the forecast position since quarter 3.

### **7.3 Supervision and Management**

Additional pressures of £0.340 are being forecast at quarter 3 from the position reported at quarter 2.

Included within this is a pressure at quarter 3 relating to forecast utility costs for sheltered housing £0.280m.

The pressure of £0.340m also includes additional costs from the General Fund for services provided to the HRA. General Fund recharges to the HRA have been reviewed at quarter 3 to identify the impact of the restructures across the organisation and forecast spend following the pay award. The recharge to the HRA is forecast at £5.219m for the year 2023-24, previously £4.999m at Q2, an increase of £0.220m.

There are other reductions in forecast expenditure within Supervision and Management, which individually are under £50k. These make up the balance of the £0.340m.

### **7.4 Repairs & Maintenance**

There is a small overall movement in the reported position for repairs and maintenance.

The forecasts for repairs and maintenance have increased by £0.290m between quarter 2 and quarter 3.

Offsetting this increased pressure is a gain share from the main housing repairs contract. This is forecast at quarter 3 at £0.283m. The gain share is not budgeted within the HRA budgets. The gain share has the effect of reducing the pressures on HRA repairs and maintenance costs.

**Table 5: Breakdown of HRA Revenue Repairs and Maintenance Financial Forecast**

	<b>Budget £m</b>	<b>Year to Date Actual</b>	<b>Forecast Outturn</b>	<b>Variance</b>
Main Contract Overheads	2.183	2.048	2.748	0.565
Contract Pain and Gain	0.000	(0.026)	(0.283)	(0.283)
Cyclical Planned Maintenance	0.933	0.404	0.545	(0.388)
Compliance Planned Maintenance	3.301	2.559	3.424	0.123
Responsive Repairs	4.469	5.808	7.881	3.412
Empty Homes	3.745	4.043	5.422	1.677
Recharge to GF	(0.037)	0.000	(0.037)	0.000
<b>Total</b>	<b>14.594</b>	<b>14.835</b>	<b>19.700</b>	<b>5.106</b>

### **7.5 Income**

Dwelling rent is forecasting a surplus at quarter 3. This is based on current occupancy and voids rates £0.812m, an increase of £0.091m from quarter 2.

## **8. General Fund reserve transfer requests**

This report includes the following reserve transfer requests:

- £0.100m Funding for Luton Airport Legal costs - £0.050m from the Dacorum Development reserve and £0.050m from the Local Development Framework reserve.



- £0.025m drawdown to fund additional Customer Support Unit (CSU) support for Garden waste renewals from the Management of Change reserve.

## 9. Capital Programme

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

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

The current budget is the original budget approved by Cabinet in February 2023, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred but will now be in 2024-25 rather than 2023-24 ('slippage'), or conversely, where expenditure planned initially for 2024-25 has been incurred in 2023-24 ('accelerated spend').

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

Table 6- Capital Outturn Quarter 3	Current	Re-phasing	Revised	Forecast	Variance	
	Budget	(To)/from future years	Budget	Outturn	£m	%
	£m	£m	£0m	£m		
Finance and Resources	4.492	(0.866)	3.626	3.598	(0.029)	(0.64%)
Strategic Planning and Environment	2.323	(0.895)	1.428	1.528	0.100	4.31%
Housing & Community	3.843	0.357	4.200	4.081	(0.119)	(3.10%)
<b>GF Total</b>	<b>10.658</b>	<b>(1.404)</b>	<b>9.255</b>	<b>9.207</b>	<b>(0.048)</b>	<b>(0.45%)</b>
<b>HRA Total</b>	<b>65.784</b>	<b>(6.804)</b>	<b>58.980</b>	<b>58.982</b>	<b>0.002</b>	<b>0.00%</b>
<b>Grand Total</b>	<b>76.442</b>	<b>(8.208)</b>	<b>68.235</b>	<b>68.188</b>	<b>(0.046)</b>	<b>(0.06%)</b>

### 9.2 General Fund Capital Programme Major Variances

General Fund capital budgets are reporting slippage of £1.404m. The slippage includes the following items over £0.100m:

- Future vision of the Council's Digital Platform (formerly known as Customer Relationship Management (CRM) system) £0.149m. – The project is progressing with expenditure being reviewed. Additional temporary resource is being recruited to deliver this project.
- Rossgate Shopping Centre £0.250m - Building Services have confirmed they anticipate the works starting before the end of the financial year. Payments will be staged monthly in arrears and the majority of cost will fall into the new financial year.
- Roof Replacement Programme £0.200m - The works are being slipped to allow time to undertake an open tender process for the works specification and seek approval to tender and award the works via the Council's Commercial Board.

- Long Chaulden Roof £0.055m - Recent repairs to persistent leaks seem to have been successful. The worst of the winter weather is not yet over and funds may be required to undertake further improvements early in the new financial year.
- Disabled Facilities Grant (0.343m) - the budget was slipped in quarter 2. Following a review of applications, this budget is now expected to be spent in 2023/24.
- Waste Transfer Site Upgrade works £0.162m - Improvements to the lighting is expected to commence March 2024 with future works being undertaken during 2025/26.
- Fleet Replacement Programme £0.529m - Due to vacancies within the service and a review of requirements, further budget is being slipped – a review of the programme is being undertaken in quarter 4 to ensure the programme is on track for 2024/25.
- Chipperfield Common carpark £0.100m - Awaiting approval from secretary of State to allow resurfacing works to commence.

### **9.3 Housing Revenue Account**

Following a review of the forecasts and project progression for HRA capital budgets, further slippage of £6.804m is reported at quarter 3.

### **9.4 Supplementary Capital Budget Requests**

This report includes a request to Cabinet to recommend to Council to approve the following supplementary capital budget requests:

- £2.265m relating to a payment to Hightown Housing Association for the provision for affordable housing in the borough at 66 Books, Wood End Lane. This expenditure was approved by Cabinet in February 2023. As payments to Hightown are finalised, Full Council approval is now required to increase the capital programme budget accordingly. This will be funded using retained 141 receipts from the sale of Council housing.
- £0.415m relating to the provision of Electric Vehicle Charging Points (EVCP) in the borough, funded entirely by government grant £0.415m.

## **10. Financial implications**

Contained within the body of this report.

## **11. Legal implications**

There are no direct legal implications arising from this report.

## **12. Risk implications**

Regular monitoring and reporting on the Council's financial position is one of the key ways in which the organisation manages the potential risk of the weakening of its financial resilience.

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

**13.1** Community Impact Assessments on Council activities are carried out by relevant services with responsibility for those activities. A separate Community Impact Assessment has not been carried out in respect of this report.

**13.2** There are no Human Rights Implications arising from this report.

## **14 Sustainability implications**

There are no specific sustainability implications arising from this report.

## **15 Council infrastructure**

The content of this report sets out the implications of the Council's activities for its financial resources for 2023-24.

## **16 Statutory Comment**

### **Monitoring Officer:**

This report is part of the Council's financial governance and gives assurance on the financial position at the end of quarter 3 for Members to review and note. No further comments to add to the report.

### **Deputy S151 Officer:**

This is a Deputy s151 Officer report.

## **17 Conclusions**


- 17.1** The forecast position for 2023-24 at quarter 3 is a surplus of £0.236m against Council General Fund budgets. Housing Revenue Account budgets are reporting a pressure of £0.620m.
- 17.2** A forecast position for 2023-24 at quarter 3 is slippage of £1.404m for General Fund capital schemes and £6.804m for the Housing Revenue Account capital schemes.



## Dacorum Borough Council

### Revenue Budget Monitoring Report for December 2023 (Cost of Services Analysis By Scrutiny Committee)

	Month			Year-to-Date			Full Year		
	Budget £000	Actuals £000	Variance £000	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000
<b>Cost of Services</b>									
Finance and Resources	390	720	330	2,414	5,467	3,053	10,701	11,850	1,149
Housing and Community	195	541	346	891	(133)	(1,024)	1,953	2,066	113
Strategic Planning and Environment	980	1,363	383	7,971	8,346	375	12,049	13,576	1,527
<b>Net Cost of Services</b>	<b>1,565</b>	<b>2,624</b>	<b>1,059</b>	<b>11,276</b>	<b>13,680</b>	<b>2,404</b>	<b>24,703</b>	<b>27,492</b>	<b>2,789</b>
<b>Other Items</b>									
Investment Income	(63)	(475)	(412)	(566)	(3,268)	(2,702)	(755)	(3,807)	(3,052)
Interest Payments and MRP	62	0	(62)	556	429	(127)	741	509	(232)
Parish Precept Payments	0	0	0	1,234	1,234	0	1,234	1,234	0
Government Grants	(141)	(729)	(588)	(1,270)	(6,904)	(5,634)	(1,693)	(1,893)	(200)
Taxation (Council Tax and Business Rates)	(1,563)	1,959	3,522	(14,064)	(24,208)	(10,144)	(18,552)	(18,552)	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,705)</b>	<b>755</b>	<b>2,460</b>	<b>(14,110)</b>	<b>(32,717)</b>	<b>(18,607)</b>	<b>(19,025)</b>	<b>(22,509)</b>	<b>(3,484)</b>
<b>Transfers between Reserves / Funds</b>									
Net Recharge to the HRA	(473)	0	473	(4,258)	(242)	4,016	(5,678)	(5,219)	459
<b>Net Movement on General Fund Working Balance</b>	<b>(613)</b>	<b>3,379</b>	<b>3,992</b>	<b>(7,092)</b>	<b>(19,279)</b>	<b>(12,187)</b>	<b>0</b>	<b>(236)</b>	<b>(236)</b>

 <b>Housing Revenue Account</b> <b>2023/24 Outturn Revenue Budget Monitoring Report</b>				
	Budget £000	Forecast Outturn £000	Variance	
			£000	%
<b>Income:</b>				
Dwelling Rents	(60,868)	(61,680)	(812)	1.3%
Non-Dwelling Rents	(104)	(98)	6	-5.8%
Tenants Charges	(1,504)	(1,605)	(101)	6.7%
Leaseholder Charges	(606)	(651)	(45)	7.4%
Interest and Investment Income	(210)	(2,007)	(1,797)	855.7%
Contribution towards Expenditure	(647)	(997)	(350)	54.1%
<b>Total Income</b>	<b>(63,939)</b>	<b>(67,038)</b>	<b>(3,099)</b>	<b>4.8%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	14,594	19,702	5,108	35.0%
Supervision & Management	18,421	19,820	1,399	7.6%
Rent, Rates, Taxes & Other Charges	178	178	0	0.0%
Interest Payable	11,267	11,267	0	0.0%
Provision for Bad Debts	750	500	(250)	-33.3%
Depreciation	15,620	15,620	0	0.0%
HRA Democratic Recharges	406	406	0	0.0%
Revenue Contribution to Capital	2,538	0	(2,538)	-100.0%
<b>Total Expenditure</b>	<b>63,774</b>	<b>67,493</b>	<b>3,719</b>	<b>5.8%</b>
Transfer to / (from) Housing Reserves	165	165	0	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>620</b>	<b>620</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	620	620	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2023</b>	<b>(2,892)</b>	<b>(2,272)</b>	<b>620</b>	

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2023**

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>Chief Finance Officer (S151)</b>										
51 Commercially Sensitive Projects	4,002,000	0	0	(4,002,000)	(4,002,000)	0	0	0	0	0
	<b>4,002,000</b>	<b>0</b>	<b>0</b>	<b>(4,002,000)</b>	<b>(4,002,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Head of Digital</b>										
56 Automation Programme	85,000	85,000	0	(170,000)	(170,000)	0	0	0	0	0
57 Civica Customer Experience Software (Flare replacement)	50,000	100,000	0	(150,000)	(150,000)	0	0	0	0	0
58 Rolling Programme - Hardware	675,000	30,101	0	(82,101)	(82,101)	<b>623,000</b>	40,350	<b>623,000</b>	0	0
59 Software Licences - Right of Use	40,000	33,417	0	(50,124)	(50,124)	<b>23,293</b>	23,293	<b>23,293</b>	(0)	(0)
60 Future vision of CRM	590,000	193,375	0	(404,775)	(404,775)	<b>378,600</b>	2,775	<b>229,498</b>	(149,102)	0
	<b>1,440,000</b>	<b>441,893</b>	<b>0</b>	<b>(857,000)</b>	<b>(857,000)</b>	<b>1,024,893</b>	<b>66,418</b>	<b>875,791</b>	<b>(149,102)</b>	<b>(0)</b>
<b>Head of Environmental Protection</b>										
64 Health and Safety software system	0	40,000	0	(40,000)	(40,000)	0	0	0	0	0
65 Air Quality Monitoring	40,000	0	0	0	0	<b>40,000</b>	8,300	<b>40,000</b>	0	0
	<b>40,000</b>	<b>40,000</b>	<b>0</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>40,000</b>	<b>8,300</b>	<b>40,000</b>	<b>0</b>	<b>0</b>
<b>Head of Property Services</b>										
66 Public Conveniences Renovation Programme	20,000	0	0	0	0	<b>20,000</b>	0	<b>20,000</b>	0	0
70 Service Lease Domestic Properties	30,000	8,118	0	0	0	<b>38,118</b>	0	<b>13,118</b>	(25,000)	0
71 Old Town Hall - Cafe Roof and stonework renewal	0	60,000	0	0	0	<b>60,000</b>	24,420	<b>24,420</b>	0	(35,580)
72 Piccotts End Retaining Wall Rebuild	0	35,000	0	0	0	<b>35,000</b>	6,500	<b>35,000</b>	0	0
73 Victoria Hall Lift replacement	45,000	0	0	0	0	<b>45,000</b>	0	<b>45,000</b>	0	0
74 Community Buildings Fire Exits	30,000	0	0	0	0	<b>30,000</b>	31,259	<b>31,259</b>	0	1,259
75 Adeyfield Community Centre Structural Improvements	0	37,000	0	0	0	<b>37,000</b>	0	<b>37,000</b>	0	0
76 Boiler Replacement Programme	22,000	0	0	0	0	<b>22,000</b>	0	<b>22,000</b>	0	0
77 External Refurb - Woodhall Farm Community Centre	0	12,980	0	0	0	<b>12,980</b>	12,980	<b>12,980</b>	0	0
78 Tring Community Centre - Gutters and Facias	20,000	0	0	0	0	<b>20,000</b>	18,852	<b>20,000</b>	0	0
79 Rossgate Shopping Centre - Structural Works	0	315,281	0	0	0	<b>315,281</b>	0	<b>65,281</b>	(250,000)	0
80 Bennettsgate Shopping Centre - External Render	15,000	0	0	0	0	<b>15,000</b>	0	<b>15,000</b>	0	0
81 Roof Replacement Programme - Individual Assets To Be Identified At A Late	200,000	0	0	0	0	<b>200,000</b>	0	<b>0</b>	(200,000)	0
82 Commercial Properties - Renew Obsolete Door Entry Controls	20,000	1,723	0	0	0	<b>21,723</b>	1,902	<b>21,723</b>	0	0
83 100 High St (Old Town), Hemel - Window Replacement	0	14,000	0	0	0	<b>14,000</b>	0	<b>0</b>	(14,000)	0
84 Long Chaulden Roof	0	55,020	0	0	0	<b>55,020</b>	0	<b>0</b>	(55,020)	0
85 Bellgate - Walkway Renovation	0	12,100	0	0	0	<b>12,100</b>	0	<b>12,100</b>	0	0
86 Bennettsgate - Window Renewal	210,000	74,780	0	0	0	<b>284,780</b>	43,561	<b>284,780</b>	0	0
87 Queens Square Canopy Renewal	0	40,072	0	0	0	<b>40,072</b>	72	<b>40,072</b>	0	0
88 Void Commercial Property Refurbishment	70,000	22,508	0	0	0	<b>92,508</b>	26,106	<b>62,508</b>	(30,000)	0
89 Bennettsgate - Structural Concrete Improvements & Façade Renewal	0	51,712	0	0	0	<b>51,712</b>	0	<b>51,712</b>	0	0
90 Bellgate - Concrete Renewal & Refurbishment	0	14,300	0	0	0	<b>14,300</b>	13,856	<b>14,300</b>	0	0
91 Village Centre - Soffits & Facias	0	3,950	0	0	0	<b>3,950</b>	0	<b>3,950</b>	0	0
92 9 High Street Tring, Electrical Works	0	4,293	0	0	0	<b>4,293</b>	0	<b>4,293</b>	0	0
93 Broadwater Road Resurfacing	0	93,000	0	(93,000)	(93,000)	<b>0</b>	0	<b>0</b>	0	0
94 Damp proofing improvements to commercial properties	30,000	30,000	0	0	0	<b>60,000</b>	15,706	<b>20,000</b>	(40,000)	0
95 Kings Langley Charter Court - Separate Meter Supply	0	20,000	0	0	0	<b>20,000</b>	3,598	<b>20,000</b>	0	0
96 48-52 High Street - Fire Alarm System Renewal	15,000	0	0	0	0	<b>15,000</b>	0	<b>7,500</b>	(7,500)	0

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97	Bellgate Canopy Renewal - Highfield	0	200,000	0	(50,000)	(50,000)	150,000	0	120,000	(30,000)	0
98	Rossgate Terrace Walkway Waterproofing	0	30,000	0	0	0	30,000	0	30,000	0	0
99	Fire Alarm Upgrades	20,000	0	0	14,295	14,295	34,295	17,062	34,295	0	0
100	Dacorum Heritage Trust Storage Building-	80,000	0	0	0	0	80,000	0	40,000	(40,000)	0
101	Hyde Meadow Commercial Unit structural works	35,000	0	0	0	0	35,000	33,516	35,000	0	0
102	Silk Mill Shops - Concrete works	25,000	0	0	0	0	25,000	0	0	(25,000)	0
103	Public Conveniences - Improvement Programme	0	15,502	0	0	0	15,502	23,242	15,502	0	0
		<b>887,000</b>	<b>1,151,339</b>	<b>0</b>	<b>(128,705)</b>	<b>(128,705)</b>	<b>1,909,634</b>	<b>272,632</b>	<b>1,158,793</b>	<b>(716,520)</b>	<b>(34,321)</b>
	<b>Head of Commercial Development</b>										
107	Multi Functional Devices	0	90,000	0	(90,000)	(90,000)	0	0	0	0	0
	Off Street Residential Point Scheme	0		415,000	0	415,000	415,000	0	415,000	0	0
		<b>0</b>	<b>90,000</b>	<b>415,000</b>	<b>(90,000)</b>	<b>325,000</b>	<b>415,000</b>	<b>0</b>	<b>415,000</b>	<b>0</b>	<b>0</b>
	<b>Head of Neighbourhood Management</b>										
115	Car Park Refurbishment	0	135,000	0	(135,000)	(135,000)	0	0	0	0	0
116	Water Gardens North Car Park Drainage Improvements	0	35,000	0	(35,000)	(35,000)	0	0	0	0	0
117	Tring Cemetery Access Road	40,000	0	0	0	0	40,000	0	40,000	0	0
		<b>40,000</b>	<b>170,000</b>	<b>0</b>	<b>(170,000)</b>	<b>(170,000)</b>	<b>40,000</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>
	<b>Head of Investment and Delivery</b>										
121	Creation of new Community Facility and Foodbank at The Hub (Dens)	1,875,000	625,000	0	(2,500,000)	(2,500,000)	0	0	0	0	0
122	Hemel Hempstead Sports Centre - Astroturf renewal	300,000	280,000	0	(530,000)	(530,000)	50,000	14,110	50,000	0	0
123	Berkhamsted Leisure Centre Redevelopment	0	13,850,356	0	(13,850,356)	(13,850,356)	0	0	0	0	0
		<b>2,175,000</b>	<b>14,755,356</b>	<b>0</b>	<b>(16,880,356)</b>	<b>(16,880,356)</b>	<b>50,000</b>	<b>14,110</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
	<b>Head of Communities and Leisure</b>										
124	Berkhamsted Leisure Centre Upgrade Works	15,000	0	0	0	0	15,000	17,960	17,960	0	2,960
125	Hemel Hempstead Sports Centre - Plant Room Upgrade	147,000	0	0	0	0	147,000	0	147,000	0	0
126	Hemel Hempstead Sports Centre - Basketball Hoop Replacement	26,000	(21,274)	0	0	0	4,726	4,914	7,226	0	2,500
127	Improvements to leisure courts *	0	0	134,000	0	134,000	134,000	63,215	134,000	0	0
128	Improvements to Leisure Centres **	0	0	195,000	0	195,000	195,000	0	195,000	0	0
		<b>188,000</b>	<b>(21,274)</b>	<b>329,000</b>	<b>0</b>	<b>329,000</b>	<b>495,726</b>	<b>86,089</b>	<b>501,186</b>	<b>0</b>	<b>5,460</b>
	<b>SD Place</b>										
134	Buncefield lane North Quiet Way (phase 3) - HGC capital project	0	0	190,000	0	190,000	190,000	190,000	190,000	0	0
135	Grand Union Canal Improvements - HGC capital project	0	0	64,000	0	64,000	64,000	64,064	64,000	0	0
136	Nickey Line Improvements - HGC capital project	0	552,754	(254,000)	(35,936)	(289,936)	262,818	(117,246)	262,754	0	(64)
		<b>0</b>	<b>552,754</b>	<b>0</b>	<b>(35,936)</b>	<b>(35,936)</b>	<b>516,818</b>	<b>136,818</b>	<b>516,754</b>	<b>0</b>	<b>(64)</b>
	<b>Totals: Finance and Resources</b>	<b>8,772,000</b>	<b>17,180,068</b>	<b>744,000</b>	<b>(22,203,997)</b>	<b>(21,459,997)</b>	<b>4,492,071</b>	<b>584,367</b>	<b>3,597,524</b>	<b>(865,622)</b>	<b>(28,925)</b>
	<b>Housing and Community</b>										
	<b>Head of Asset Management</b>										
144	Disabled Facilities Grants	741,000	343,873	0	(343,873)	(343,873)	741,000	595,828	1,084,873	343,873	0
		<b>741,000</b>	<b>343,873</b>	<b>0</b>	<b>(343,873)</b>	<b>(343,873)</b>	<b>741,000</b>	<b>595,828</b>	<b>1,084,873</b>	<b>343,873</b>	<b>0</b>
	<b>Head of Safe Communities</b>										
148	Rolling Programme - CCTV Cameras	25,000	36,290	0	(36,290)	(36,290)	25,000	0	25,000	0	0
149	Alarm Receiving Centre	0	33,627	0	(33,627)	(33,627)	0	0	0	0	0
150	CCTV Equipment Refresh	110,000	29,782	0	(29,782)	(29,782)	110,000	79,228	110,000	0	0
		<b>135,000</b>	<b>99,699</b>	<b>0</b>	<b>(99,699)</b>	<b>(99,699)</b>	<b>135,000</b>	<b>79,228</b>	<b>135,000</b>	<b>0</b>	<b>0</b>

<b>Head of Investment and Delivery</b>											
154	Affordable Housing Development Fund	0	458,837	2,264,854	0	2,264,854	2,723,691	1,779,062	2,723,691	0	0
155	Temporary Accommodation - creation of new units	0	71,665	0	0	0	71,665	261	71,665	0	0
156	Aragon Close - Creation of Affordable Housing Move-on Units	0	118,983	0	0	0	118,983	0	0	0	(118,983)
157	Verge Hardening Programme	250,000	205,293	0	(455,293)	(455,293)	0	0	0	0	0
		<b>250,000</b>	<b>854,778</b>	<b>2,264,854</b>	<b>(455,293)</b>	<b>1,809,561</b>	<b>2,914,339</b>	<b>1,779,323</b>	<b>2,795,356</b>	<b>0</b>	<b>(118,983)</b>
<b>Head of Communities and Leisure</b>											
161	Adventure Playgrounds Improvement Programme	500,000	435,535	0	(902,476)	(902,476)	33,059	45,866	45,866	12,807	0
162	Capital Grants - Community Groups	20,000	0	0	0	0	20,000	10,000	20,000	0	0
		<b>520,000</b>	<b>435,535</b>	<b>0</b>	<b>(902,476)</b>	<b>(902,476)</b>	<b>53,059</b>	<b>55,866</b>	<b>65,866</b>	<b>12,807</b>	<b>0</b>
<b>Totals: Housing and Community</b>		<b>1,646,000</b>	<b>1,733,885</b>	<b>2,264,854</b>	<b>(1,801,341)</b>	<b>463,513</b>	<b>3,843,398</b>	<b>2,510,245</b>	<b>4,081,095</b>	<b>356,680</b>	<b>(118,983)</b>
<b>Strategic Planning and Environment</b>											
<b>Assistant Director - Place, Communities and Enterprise</b>											
170	Urban Park/Education Centre (Durrants Lakes)	0	134,015	0	(103,915)	(103,915)	30,100	8,625	30,100	0	0
171	The Bury - Conversion into Museum and Gallery	2,570,000	53,150	0	(2,623,150)	(2,623,150)	0	0	0	0	0
		<b>2,570,000</b>	<b>187,165</b>	<b>0</b>	<b>(2,727,065)</b>	<b>(2,727,065)</b>	<b>30,100</b>	<b>8,625</b>	<b>30,100</b>	<b>0</b>	<b>0</b>
<b>Head of Environmental Services</b>											
175	Waste Services IT upgrade	0	80,000	0	0	0	80,000	0	80,000	0	0
176	Wheeled Bins & Boxes for New Properties	100,000	0	0	0	0	100,000	157,612	200,000	0	100,000
177	Resurfacing Works and Building Improvement to Depot	0	60,000	0	0	0	60,000	0	60,000	0	0
178	Waste Transfer Site Upgrade Works	0	262,461	0	0	0	262,461	3,015	100,000	(162,461)	0
179	Fleet Replacement Programme	(312,221)	2,341,332	0	(750,000)	(750,000)	1,279,111	695,027	750,000	(529,111)	0
		<b>(212,221)</b>	<b>2,743,793</b>	<b>0</b>	<b>(750,000)</b>	<b>(750,000)</b>	<b>1,781,572</b>	<b>855,654</b>	<b>1,190,000</b>	<b>(691,572)</b>	<b>100,000</b>
<b>Head of Property Services</b>											
183	Allotment Improvement Programme	0	47,970	0	0	0	47,970	0	17,970	(30,000)	0
184	Stone Works to Charter Tower	15,000	18,000	0	0	0	33,000	0	0	(33,000)	0
185	Nickey Line Bridge Refurbishment	0	50,000	0	0	0	50,000	0	10,000	(40,000)	0
186	Bennetts End Adventure playground - Cabin Roof	24,000	0	0	(24,000)	(24,000)	0	0	0	0	0
		<b>39,000</b>	<b>115,970</b>	<b>0</b>	<b>(24,000)</b>	<b>(24,000)</b>	<b>130,970</b>	<b>0</b>	<b>27,970</b>	<b>(103,000)</b>	<b>0</b>
<b>Head of Neighbourhood Management</b>											
190	Litter Bin Upgrade	85,000	0	0	0	0	85,000	0	85,000	0	0
191	Play Areas & Open Spaces - replace equipment	250,000	137,470	0	(387,470)	(387,470)	0	0	0	0	0
192	Gadebridge Park - Splash Park	70,000	0	0	0	0	70,000	37,382	70,000	0	0
193	Chipperfield Common Car Park Resurfacing	0	200,000	0	0	0	200,000	98,671	100,000	(100,000)	0
194	Water Gardens Fencing	25,000	0	0	0	0	25,000	6,890	25,000	0	0
		<b>430,000</b>	<b>337,470</b>	<b>0</b>	<b>(387,470)</b>	<b>(387,470)</b>	<b>380,000</b>	<b>142,943</b>	<b>280,000</b>	<b>(100,000)</b>	<b>0</b>
<b>Totals: Strategic Planning and Environment</b>		<b>2,826,779</b>	<b>3,384,398</b>	<b>0</b>	<b>(3,888,535)</b>	<b>(3,888,535)</b>	<b>2,322,642</b>	<b>1,007,222</b>	<b>1,528,070</b>	<b>(894,572)</b>	<b>100,000</b>
<b>Totals - Fund: General Fund</b>		<b>13,244,779</b>	<b>22,298,351</b>	<b>3,008,854</b>	<b>(27,893,873)</b>	<b>(24,885,019)</b>	<b>10,658,111</b>	<b>4,101,834</b>	<b>9,206,690</b>	<b>(1,403,514)</b>	<b>(47,908)</b>
<b>Housing Revenue Account</b>											
<b>Housing and Community</b>											
<b>Head of Safe Homes</b>											
206	Communal Gas & Heating	0	391,720	0	0	0	391,720	1,147,796	3,125,000	0	2,733,280
207	Social Housing Development Fund	0	0	0	0	0	0	990,470	1,430,000	(939,000)	2,369,000



		0	391,720	0	0	0	391,720	2,138,266	4,555,000	(939,000)	5,102,280
	<b>Head of Asset Management</b>										
211	Planned Fixed Expenditure	16,650,000	612,295	0	0	0	17,262,295	6,460,984	11,919,940	0	(5,342,355)
212	Pain/Gain Share (Planned Fixed Expenditure)	0	0	0	0	0	0	80,606	0	0	0
213	M&E Contracted Works	0	0	0	0	0	0	1,659,106	2,400,000	0	2,400,000
214	DBC Commissioned Capital Works	5,975,000	5,024,882	0	0	0	10,999,882	2,429,509	5,670,080	0	(5,329,802)
215	Special Projects	0	513,021	0	0	0	513,021	0	3,682,898	0	3,169,877
		<b>22,625,000</b>	<b>6,150,198</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,775,198</b>	<b>10,630,205</b>	<b>23,672,918</b>	<b>0</b>	<b>(5,102,280)</b>
	<b>Head of Investment and Delivery</b>										
219	Bulbourne	(2,210,742)	2,209,142	0	0	0	(1,600)	9,111	0	0	1,600
220	Coniston Road	0	220,145	0	0	0	220,145	100,218	90,006	(130,139)	0
221	Eastwick Row	1,569,000	4,166,856	0	(5,444,271)	(5,444,271)	291,585	7,645	121,040	(170,545)	0
222	St Margaret's Way	6,330,903	9,687	0	1,325,094	1,325,094	7,665,684	3,296,525	6,086,691	(1,578,993)	0
223	Paradise Fields	3,765,365	9,374,973	0	(3,782,338)	(3,782,338)	9,358,000	5,252,791	6,899,021	(2,458,979)	0
224	Randalls Ride	2,103,000	2,921,684	0	(176,596)	(176,596)	4,848,088	2,185,724	4,188,330	(659,758)	0
225	Garage Sites - New Build Developments	4,779,000	1,102,139	0	(1,230,836)	(1,230,836)	4,650,303	3,262,167	4,627,242	(23,061)	0
226	Wilstone	857,000	266,257	0	(630,371)	(630,371)	492,886	355,275	323,845	(169,041)	0
227	Marchmont Fields	2,775,835	6,698,893	0	(5,187,178)	(5,187,178)	4,287,550	3,270,075	4,266,620	(20,930)	0
228	Paradise Depot	8,640,000	79,924	0	(5,915,201)	(5,915,201)	2,804,723	1,246,531	3,018,636	213,913	0
229	Cherry Bounce	(232,816)	222,980	0	9,836	9,836	0	0	0	0	0
230	Stoneycroft and Great Sturgess	789,236	(91,651)	0	(697,585)	(697,585)	0	0	0	0	0
231	Garage Sites B	59,064	(39,064)	0	(20,000)	(20,000)	0	0	0	0	0
232	Great Sturgess Road	500,000	(43,323)	0	(456,677)	(456,677)	0	0	0	0	0
233	RTB Buy-Backs	1,000,000	998,910	0	1,090	1,090	2,000,000	1,163,192	1,132,316	(867,684)	0
		<b>30,724,845</b>	<b>28,097,552</b>	<b>0</b>	<b>(22,205,033)</b>	<b>(22,205,033)</b>	<b>36,617,364</b>	<b>20,149,254</b>	<b>30,753,747</b>	<b>(5,865,217)</b>	<b>1,600</b>
	Totals: Housing and Community	<b>53,349,845</b>	<b>34,639,470</b>	<b>0</b>	<b>(22,205,033)</b>	<b>(22,205,033)</b>	<b>65,784,282</b>	<b>32,917,725</b>	<b>58,981,665</b>	<b>(6,804,217)</b>	<b>1,600</b>
	Totals - Fund: Housing Revenue Account	<b>53,349,845</b>	<b>34,639,470</b>	<b>0</b>	<b>(22,205,033)</b>	<b>(22,205,033)</b>	<b>65,784,282</b>	<b>32,917,725</b>	<b>58,981,665</b>	<b>(6,804,217)</b>	<b>1,600</b>
	Totals	<b>66,594,624</b>	<b>56,937,821</b>	<b>3,008,854</b>	<b>(50,098,906)</b>	<b>(47,090,052)</b>	<b>76,442,393</b>	<b>37,019,559</b>	<b>68,188,355</b>	<b>(8,207,731)</b>	<b>(46,308)</b>

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