



Public Document Pack  
**FINANCE AND RESOURCES  
OVERVIEW AND SCRUTINY  
AGENDA**

**TUESDAY 8 OCTOBER 2024 AT 7.30 PM**

**CONFERENCE ROOM 2 - THE FORUM**

Membership

Councillor Rick Freedman (Chair)  
Councillor Jonathan Gale  
Councillor Paul Reynolds  
Councillor Victoria Santamaria  
Councillor Robert Stewart  
Councillor Gbola Adeleke  
Councillor Graeme Elliot (Vice-Chair)

Councillor Fiona Guest  
Councillor Heather Pound  
Councillor Pete Hannell  
Councillor Andrew Williams MBE  
Councillor David Deacon  
Councillor Garrick Stevens

For further information, please contact Corporate and Democratic Support on 01442 228209 or email [member.support@dacorum.gov.uk](mailto:member.support@dacorum.gov.uk)

**AGENDA**

- 1 MINUTES** (Pages 3 - 5)  
To confirm the minutes from 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 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN**

**6 ACTION POINTS FROM THE PREVIOUS MEETING** (Page 6)

**7 WORK PROGRAMME** (Pages 7 - 9)

**8 MEDIUM TERM FINANCIAL STRATEGY 2024/25 - 2028/29** (Pages 10 - 56)

**9 PROPOSALS TO ESTABLISH A DACORUM INVESTMENT PARTNERSHIP** (Pages 57 - 71)

## MINUTES

### FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

3 SEPTEMBER 2024

**Present:**

**Members:**

Councillor Freedman (Chair)	Councillor Stewart
Councillor Adeleke	Councillor Smith-Wright
Councillor Deacon	Councillor Stevens
Councillor Gale	Councillor Taylor
Councillor Hannell	Councillor A Williams
Councillor Pound	Councillor Wyatt-Lowe
Councillor Reynolds	

**Officers:**

Aidan Wilkie (Strategic Director, People and Transformation)  
Nigel Howcutt (Chief Finance Officer)  
Mark Brookes (Assistant Director, Legal and Democratic Services)  
Ben Hosier (Head of Commercial Development)  
Shaj Choudhury (Head of Transformation)  
Trudi Angel (Democratic Support Officer)

The meeting started at 7:33 pm.

**1. MINUTES**

The minutes of the previous meeting were approved as an accurate record and signed by the Chair.

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Elliot, Guest and Santamaria.

Councillor Wyatt-Lowe substituted for Councillor Guest.

Councillor Taylor substituted for Councillor Santamaria.

Councillor Capozzi, Portfolio Holder for Corporate and Commercial Services, also sent apologies.

### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **4. PUBLIC PARTICIPATION**

There was no public participation.

### **5. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN**

None.

### **6. ACTION POINTS FROM THE PREVIOUS MEETING**

There was one outstanding action point from the previous meeting. N Howcutt said he would circulate a response.

### **7. WORK PROGRAMME**

There were no additions to the work programme.

### **8. FINANCIAL PERFORMANCE QUARTER 1 2024/25**

Please refer to the video minutes for full discussion.

#### Outcome

The Committee noted the quarter 1 2024-25 forecast financial outturn position for the General Fund, Housing Revenue Account and Capital Programme.

#### Action

The Chair suggested a follow up report on 'lessons learnt' to the relevant OSC and/or Audit committee (N Howcutt).

### **9. QUARTER 1 PERFORMANCE REPORT – CORPORATE AND COMMERCIAL**

Please refer to the video minutes for full discussion.

#### Outcome

The Committee noted the performance of the service as set out in the report.

### **10. QUARTER 1 PERFORMANCE REPORT – PEOPLE AND TRANSFORMATION**

Please refer to the video minutes for full discussion.

Outcome

The committee noted the report.

Action

A Wilkie/S Choudhury to provide Housing Ombudsman guidelines for compensation tariffs.

**11. CUSTOMER CHARTER UPDATE**

Please refer to the video minutes for full discussion.

Outcome

The committee noted the customer charter update.

The meeting ended at 8.44 pm.

**Finance and Resources OSC Action Points – September**

<b>Date of meeting</b>	<b>Action point</b>	<b>Responsible officer</b>	<b>Date action completed</b>	<b>Response</b>
03/09/24	<p><u>Item 8: Financial Monitoring Report</u></p> <p>The Chair suggested a follow up report on 'lessons learnt' to the relevant OSC and/or Audit committee.</p>	N Howcutt	24/09/24	N Howcutt advised this matter was on the Housing and Community OSC agenda and would be discussed in that forum.
03/09/24	<p><u>Item 10: Quarter 1 Performance Report – People and Transformation</u></p> <p>Officers to provide Housing Ombudsman guidelines for compensation tariffs.</p>	A Wilkie/S Choudhury	Ongoing	

**Finance and Resources OSC Action Points – July**

<b>Date of meeting</b>	<b>Action point</b>	<b>Responsible officer</b>	<b>Date action completed</b>	<b>Response</b>
15/07/24	<p><u>Item 9: Provisional Financial Outturn Report 2023/24</u></p> <p>Cllr Elliot requested a breakdown of expenditure for the waste service. He also asked for a comparison of expenditure against the previous year.</p>	N Howcutt	30/09/24	Response sent to Chair and Vice Chair (NH). TA circulated to the committee 01/10/24.

Clerk: Trudi Angel

## Finance and Resources Overview & Scrutiny Committee Work Programme 2024/2025

Meeting Date	Report Deadline	Items	Contact Details	Background information
5 November 2024	25 October 2024	<b>Action Points (from previous meeting)</b>	Democratic Services <a href="mailto:Trudi.angel@dacorum.gov.uk">Trudi.angel@dacorum.gov.uk</a>	
		<b>Q2 Corporate &amp; Commercial Performance Reports:</b> <ul style="list-style-type: none"> <li>○ Finance and Resources</li> <li>○ Legal and Democratic Services</li> <li>○ Commercial Development Services</li> <li>○ GF Property Service</li> </ul>	Strategic Director, Corporate and Commercial <a href="mailto:Catherine.silvadonayre@dacorum.gov.uk">Catherine.silvadonayre@dacorum.gov.uk</a> Chief Finance Officer <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a> Assistant Director, Legal & Democratic Services <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a> Head of Commercial Development <a href="mailto:Ben.Hosier@dacorum.gov.uk">Ben.Hosier@dacorum.gov.uk</a> Strategic Director, Housing & Property Services <a href="mailto:Darren.Welsh@dacorum.gov.uk">Darren.Welsh@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		<b>Q2 Financial Monitoring Report</b>	Chief Finance Officer <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		<b>Q2 People and Transformation Performance Report</b>	Strategic Director, People and Transformation <a href="mailto:Aidan.wilkie@dacorum.gov.uk">Aidan.wilkie@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		<b>Mayoral Service Arrangements</b>	Assistant Director, Legal & Democratic Services <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	

<b>4 December 2024</b>	<b>25 November 2024</b>	<b>Action Points (from previous meeting)</b>	Democratic Services <a href="mailto:Trudi.angel@dacorum.gov.uk">Trudi.angel@dacorum.gov.uk</a>	
		<b>Joint Budget</b>	Chief Finance Officer <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise the draft budget proposals for 25-26</i>
<b>14 January 2025</b>	<b>3 January 2025</b>	<b>Action Points (from previous meeting)</b>	Democratic Services <a href="mailto:Trudi.angel@dacorum.gov.uk">Trudi.angel@dacorum.gov.uk</a>	
		<b>EDI Strategy</b>	Organisational Development Manager <a href="mailto:Stacie.young@dacorum.gov.uk">Stacie.young@dacorum.gov.uk</a>	
		<b>Commissioning &amp; Procurement Standing Orders</b>	Head of Commercial Development <a href="mailto:Ben.Hosier@dacorum.gov.uk">Ben.Hosier@dacorum.gov.uk</a>	
		<b>Review &amp; Update (Procurement Act 2023)</b>		
<b>5 February 2025</b>	<b>27 January 2025</b>	<b>Action Points (from previous meeting)</b>	Democratic Services <a href="mailto:Trudi.angel@dacorum.gov.uk">Trudi.angel@dacorum.gov.uk</a>	
		<b>Joint Budget</b>	Chief Finance Officer <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise the draft budget proposals for 25-26</i>
<b>4 March 2025</b>	<b>21 February 2025</b>	<b>Action Points (from previous meeting)</b>	Democratic Services <a href="mailto:Trudi.angel@dacorum.gov.uk">Trudi.angel@dacorum.gov.uk</a>	



	<p><b>Q3 Corporate &amp; Commercial Performance Reports:</b></p> <ul style="list-style-type: none"> <li>○ Finance and Resources</li> <li>○ Legal and Democratic Services</li> <li>○ Commercial Development Services</li> <li>○ GF Property Service</li> </ul>	<p>Strategic Director, Corporate and Commercial  <a href="mailto:Catherine.silvadonayre@dacorum.gov.uk">Catherine.silvadonayre@dacorum.gov.uk</a>            Chief Finance Officer  <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>            Assistant Director, Legal &amp; Democratic Services  <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>            Head of Commercial Development  <a href="mailto:Ben.Hosier@dacorum.gov.uk">Ben.Hosier@dacorum.gov.uk</a>            Strategic Director, Housing &amp; Property Services  <a href="mailto:Darren.Welsh@dacorum.gov.uk">Darren.Welsh@dacorum.gov.uk</a></p>	<p><i>To review and scrutinise quarterly performance</i></p>
	<p><b>Q3 Financial Monitoring Report</b></p>	<p>Chief Finance Officer  <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a></p>	<p><i>To review and scrutinise quarterly performance</i></p>
	<p><b>Q3 People and Transformation Performance Report</b></p>	<p>Strategic Director, People and Transformation  <a href="mailto:Aidan.wilkie@dacorum.gov.uk">Aidan.wilkie@dacorum.gov.uk</a></p>	<p><i>To review and scrutinise quarterly performance</i></p>



## Finance and Resources Overview and Scrutiny Committee

<b>Report for:</b>	Finance and Resources Overview and Scrutiny Committee
<b>Title of report:</b>	Medium Term Financial Strategy 2024/25 – 2028/29
<b>Date:</b>	8th October 2024
<b>Report on behalf of:</b>	Cllr Adrian England, Leader of the Council
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A – Medium Term Financial Strategy 2024/25 - 2028/29 Appendix B – General Fund Reserves Summary Appendix C/D/E/F – Proposed Fees and Charges for 2025/26
<b>Background papers:</b>	Budget 2024/25; Cabinet, February 2024 MTFS 2023/24; Cabinet, October 2023 Transformation; People & Digital Strategy – Cabinet December 2022, Customer Charter Sept 2024. Town Centre Vision, Cabinet July 2023 Commercial Strategy, Cabinet March 2023 SAR Programme, Cabinet June 2023 Housing Strategy, Cabinet Jan 2024, Housing Asset Strategy, Cabinet February 2024
<b>Glossary of acronyms and any other abbreviations:</b>	GF – General Fund NHB – New Homes Bonus MTFS – Medium Term Financial Strategy RSG – Revenue Support Grant SFA - Settlement Funding Assessment

### Report Authors

Nigel Howcutt, Chief Finance Officer (CFO)



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Fiona Jump, Head of Financial Services



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### Responsible Officer

Nigel Howcutt, Chief Finance Officer



<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p> <p>Providing good quality affordable homes, in particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	<p>To present to Cabinet the 2024 Medium Term Financial Strategy for approval to Council.</p> <p>The setting of a robust and balanced Medium Term Financial Strategy will enable the Council to provide and deliver services within its overall corporate and financial planning framework.</p> <p>The Medium-Term Financial Strategy underpins the delivery of the Council's Core Strategic aims and priorities within available resources.</p>
<b>Recommendation (s) to the decision maker (s):</b>	<ol style="list-style-type: none"> <li>1. Approve the Medium-Term Financial Strategy 2024/25 to 2028/29 as set out in Appendix A to the report.</li> <li>2. To note a four-year General Fund savings requirement of £2.5m between 2025 – 2029.</li> <li>3. To note that the Chief Finance Officer will work with the Council's Strategic Leadership Team and Cabinet to deliver options that will achieve the medium-term saving targets identified within the strategy.</li> <li>4. Endorse the Financial Planning Framework to support the budget-setting process for 2025/26.</li> <li>5. The Chief Finance Officer be requested to revise the Medium-Term Financial Strategy and re-present to Cabinet and Council for approval if material changes to forecasts are required following future Government announcements.</li> </ol>
<b>Period for post policy/project review:</b>	The Council's financial Medium Term Financial Strategy is constantly monitored to ensure it remains robust and sustainable and is formally reviewed annually.

# MEDIUM TERM FINANCIAL STRATEGY 2024/25 – 2028/29

<b>Author</b>	Nigel Howcutt, Chief Finance Officer (S151)
<b>Responsible officer</b>	Nigel Howcutt, Chief Finance Officer (S151)

<b>Date of publication</b>	October 2024	<b>Date of last version</b>	October 2023
<b>Version no.</b>	1	<b>Date of expiry</b>	October 2025
<b>Key Associated documents:</b> 2024/25 Budget Cabinet, February 2024 2023 MTFS Cabinet, October 2023			

## Dacorum Borough Council Medium Term Financial Strategy 2024/25 – 2028/29

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Appendix A – General Fund Budget 2022/23 – 2026/27

Appendix B – General Fund Reserves Summary 2023/24 – 2027/28

Appendix C/D/E/F - Proposed 2025/26 Fees and Charges by OSC group

## 1 Executive Summary:

- 1.1 The Medium-Term Financial Strategy (MTFS), is the Council's overarching financial planning document. The MTFS contains forecasts for the financial position of the Council's General Fund revenue budget over a five-year period from 2024/25 to 2028/29. It also provides a framework within which the Council undertakes financial planning and key financial decision-making processes. It shows how the delivery of the corporate strategy and a well-run organisation goes hand in hand with organisational financial resilience.
- 1.2 This report requests for Cabinet to recommend to Council the General Fund medium-term revenue budget forecast and the associated strategy to deliver the setting of a balanced budget for 2025/26 and subsequent years, as the basis for consultation on the Council's budget plans with residents, businesses and other stakeholders.
- 1.3 There continues to be a high level of uncertainty over the medium-term outlook with a new Government due to deliver its first budget plan on October the 30<sup>th</sup>, followed by a local government settlement in December 2024. The government have indicated that they will strive to deliver a medium-term funding settlement from the spring of 2025.
- 1.4 Hence at this point in time it is expected that the government will only provide a one-year settlement in the 2024 local government finance settlement announced in December 2024. The previous Government's decision to deliver short-term annual funding settlements and to delay local government funding reforms have created a challenging financial planning landscape. At this stage, the overall funding envelope for local government remains unclear.
- 1.5 The Medium-Term Financial Strategy assumptions/forecasts will be used to inform final decision-making in setting the 2025; revenue budget, capital programme and Council Tax for 2025/26, in the budget report to Cabinet and Council in February 2025. The MTFS assumptions also create the core principles and assumptions that will be used as the basis for engagement and consultation with Members, officers, residents, businesses and other stakeholders in reaching budget setting decisions for 2025/26.
- 1.6 The General Fund medium-term revenue budget forecast presented as part of the Budget report in February 2024 had a projected **3-year** Medium Term Savings requirement of £2.1m, and a residual budget gap of £532k for 2025/26. The Council have reviewed the current financial performance and future MTFS core assumptions, and the 2024 Medium Term Financial Strategy has a revised **5-year** savings requirement of £2.1m from 2024 - 2029.
- 1.7 The Total Savings Requirement for 2025/26 is £524k, the council have achieved a series of efficiencies and income generational proposals to the value of £464k which leaves a small residual budget gap in 2025/26 of £60k.
- 1.8 There are a series of ongoing projects and key decisions that will form part of the final 2025/26 budget setting approval process that will aim to close the 25/26 budget gap and reduce the overall medium-term savings requirement. The constant need to create additional income or deliver savings efficiencies is a significant challenge and although the level of savings is not significantly different to prior MTFS' the challenge increases year on year, and the required decisions become more and more challenging.
- 1.9 The MTFS reflects the ongoing proposed Capital and Investment Strategies to re-profile the General Fund capital programme for 2025/26 onwards, to support the key corporate objectives.
- 1.10 The Council is currently in the midst of a number of key strategic programmes that will in time impact on the financial planning going forward, some of these key programmes include.
  - Strategic Asset Review (SAR),
  - Commercial Income Review

- Transformation agenda (Including the digital and customer charters)
- Hemel Health Campus (HHC) and Place making programme.

As with the revenue budget, engagement and consultation on the detail will take place prior to final decision-making over the capital programme for 2025/26 to 2028/29, as part of the budget report to Overview and Scrutiny Committee and then Cabinet and Council in February 2025.

## 2 Background

### 2.1 Local Authority Funding.

This report sets the context for the future financial position for Dacorum Borough Council. The Medium-Term Financial Strategy (MTFS) is a statement on the council's approach to the management of its financial resources to meet its Corporate Priorities. The MTFS also considers the appropriate level of reserves that the Council holds to mitigate current and longer-term risks.

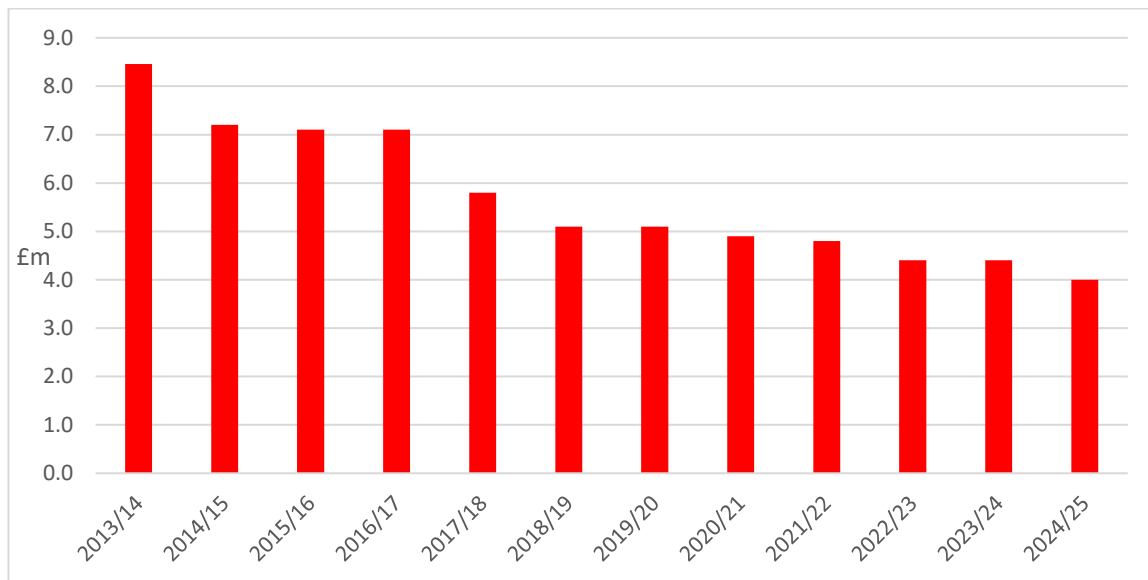
2.2 The last local government medium-term funding settlement provided by government ended in 2019. Since 2019, Local Authorities have been provided with annual settlements, awaiting a government "Fair Funding Review" that would reassess a local authority's "funding need" and develop a mechanism to fund this requirement on an ongoing sustainable method. This period of uncertainty has made medium term planning extremely difficult, the timeline for a revised funding review is still unclear. The current government will release their autumn financial statement in October followed by a Local Government finance settlement in December, it is unclear at this point what changes to the funding model maybe made, if any in the short term.

2.3 The new minister for MHCLG Jim McMahon provided some insight into the direction the government may go with local government funding in interviews in July with the summary message being "how do you move money around the system (Local Government). Whatever the problem is, how do you distribute it as fairly as possible? ... looking at distribution to ensure funding was directed towards the biggest pressures in the system." The interview discussed various local government pressures that would be targeted especially social services and children services which are not a Dacorum responsibility.

2.4 The main lever or core funding mechanism that the government could review in the next few months, without overall LG funding reform and prior to a December settlement is the MFG (Minimum Funding Guarantee). The current DBC MTFS assumes this mechanism would cease in the medium term and hence the Dacorum MTFS funding projections may provide some security from any significant short term government funding changes to direct funds towards authorities responsible for social care and children's services. The existing Dacorum medium term savings requirement is challenging enough if government funding was to increase this challenge it would increase the difficulty.

2.5 The funding the Council receives from government has consistently reduced since public sector austerity was introduced in 2010/11. In 2013/14 local government funding changed and LA's were allocated a share of business rates from their area as the biggest change in local authority funding. Since 2013/14 government grants have reduced by over 57% in cash terms, as detailed in Chart 1 below. In 2013-14 the total core government grants totalled £9.2m, and in 2024/25 the Dacorum grant is projected to be circa £4m.

### Chart 1: Dacorum Borough Council Core Government Grant funding 2013/14 – 2024/25



- 2.6 In this same period of time inflation (Cumulative Consumer price index, CPI) has increased costs on average by 38% (ONS Annual data 2014-2024) providing additional expenditure pressures to due to the funding reductions detailed above. The combination of reducing funding and additional inflationary pressures results in a significant challenge to Councils to ensure they can continue to deliver very valuable and relied upon services to residents and businesses. The primary focus of the Council has been to increase housing, improve economic growth through place development and regeneration and to maximise income generation where possible to support the community.
- 2.7 The COVID-19 pandemic had a profound and unprecedented impact on the activity and finances of the council since March 2020, and there are still ongoing pressures as a result.
- 2.8 The medium-term loss of income has had a significant impact on the services most impacted like commercial property, parking and garages and it has taken the council 5 years up to 2025/26 to project for income levels, in real terms, to be in line with pre covid levels.
- 2.9 Whilst the Council is not alone in facing these challenges this does not lessen the scale of the challenge and the impact on the residents and businesses within the borough.
- 2.10 In June 2022 DLUHC announced they would provide local authorities with a 2-year funding settlement for the period 2023- 2025, due to the delay in more strategic funding reforms. This has provided a small amount of short-term funding certainty but for 2025/26 onwards the Council is yet again in an uncertain situation in regard to future government funding.
- 2.11 The impact of these delays to funding reform on the council is by no means clear. However, the MTFS brings together anticipated demands and pressures and sets out how the council will ensure a balanced medium-term position.
- 2.12 Medium term financial planning must make assumptions about the future demand profile and cost pressures on expenditure and on factors that affect income sources. The MTFS represents a summary of these assumptions and their impact on the funding of the council.
- 2.13 The MTFS sets the financial envelope within which the council must fund its activities in order to set a balanced budget in each of the next 4 years. In order to begin the budget setting process for 2025-26 and beyond it is therefore prudent to revise the MTFS at the beginning of the budget setting process. In the spring a Service planning review was undertaken, and service pressures have been taken into consideration as part of the MTFS assumptions and will be detailed in service budgets to deliver a balanced budget for 2025/26.

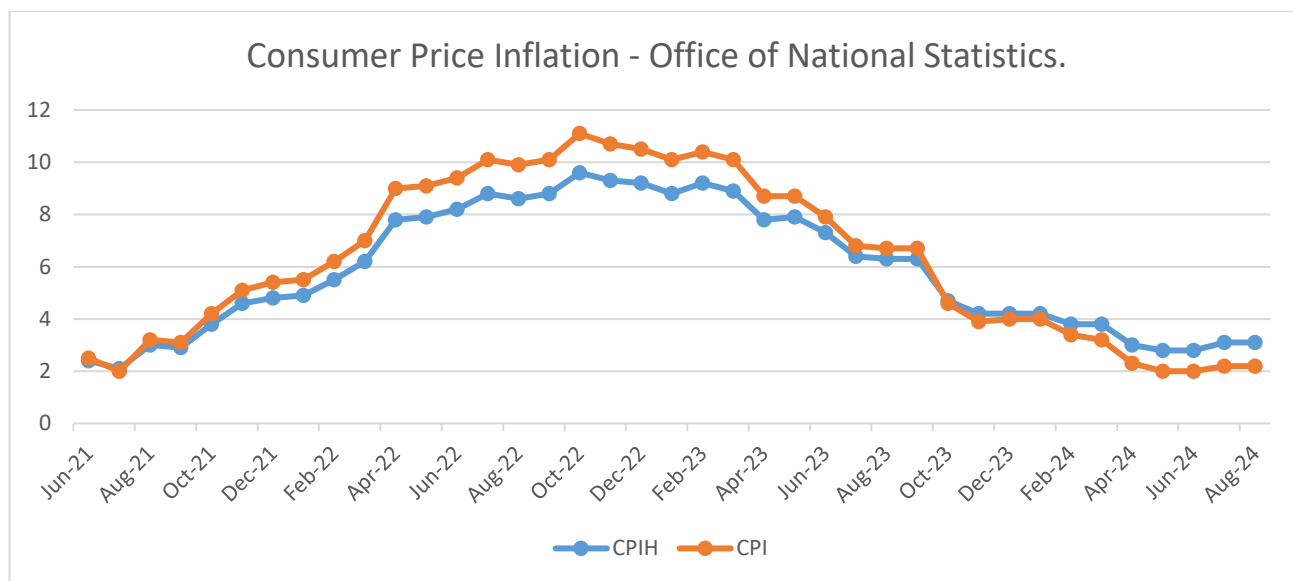
2.14 The MTFS provides assurance on the intended use and the overall level of reserves and the extent of underpinning commercial and financial planning risk.

### 3 Economic Climate

3.1 In addition to the uncertainty of government funding, the wider economic environment remains very challenging, as it has done since the start of the pandemic in 2019. In a post-Covid and cost of living crisis environment, the Council’s services are returning to a “new normal” way of working that brings new challenges and opportunities. The behaviours of residents and businesses changed over the post pandemic period, with the biggest impact being residents working habits and approach to travel. This has had a significant impact on income streams such as parking and also key service areas such as waste services, with income levels now approaching pre pandemic levels in real terms.

3.2 The wider economy is having to cope with fluctuating inflation resulting in a recent cost-of living crisis and this plays a key role in the 2024 MTFS assumptions and pressures. The inflationary impact remains uncertain, despite inflation levels now around the bank of England’s 2% target, with particular attention to wage growth inflation and the local government pay awards being especially significant for Dacorum. The employee budget is circa £30m and forms over half of the Council’s gross expenditure and there is a reasonable probability that these and other costs will increase above current and projected CPI inflationary levels.

**Chart 2: Consumer Price Inflation - CPI & CPIH Inflation 2022- 2024 (ONS Date Sept 2024)**



3.3 With inflation rates dropping to around the BoE’s targeted 2%, on the 1<sup>st</sup> of August the BoE announced the first interest rate cut more than 4 years since the start of the pandemic, a reduction of 0.25% to 5%.

3.4 The inflationary impact on the council is pronounced and creates significant financial pressure on budgets, although the 2024 MTFS is starting to project a reduction in this pressure in the medium term. The direct impact on the council of inflation is the requirement to financially support the growing inflationary cost pressures to deliver our services, such as;

- Pay awards of circa 5% in 24/25 and 3.5% in 25/26,
- Supplies and Utility services growth, as well as



- Capital investment growth, through increases interest rates.

Indirectly the impact on residents and businesses is likely to;

- Increase the demand for council financial and hardship support services,
- Decrease the demand for Council's discretionary fees-based services,
- Reduce the collection rates on Council Tax and Business Rates
- Increase the need to support those that are financially vulnerable.

3.5 At present the national debt levels are projected to be the highest seen in peace time and it is not anticipated that central government will provide additional funding to Local Authorities to support them through the inflationary pressures and cost of living crisis. DLUHC/MHCLG officials have stated on many occasions that local authorities should not be reliant on additional central government funding announcements to balance the books. The council will continue to work closely with government departments and treasury advisers as well as wider sector experts to monitor the governments funding and monetary policy and the potential wider economic impact on local government.

#### 4. Financial Planning Framework

4.1 The Financial Planning Framework, shown below, demonstrates the process by which the Council ensures that revenue and investment plans are developed in tandem, and that the annual budgets approved by Council each February are developed within the context of longer-term sustainability. It also demonstrates the consultation the Council undertakes with major stakeholders as part of the budgeting process.

<b>January – June</b>	<p>All key corporate strategies are reviewed. This financial year this has included the Commercial, Transformation, People, Investment, Digital and Place Strategies.</p> <p>Service Leads/Budget Holders develop Service Plans that are in line with the key corporate priorities and strategies, in consultation with SLT and Portfolio Holders, for the following 2 years. These plans include revenue and capital bids and highlight new savings proposals and budgetary pressures.</p>
<b>July</b>	<p>The 2024/25 financial year financial monitoring begins, and the approved budget is then assessed at Quarter 1 under the in-year budget performance monitoring process.</p>
<b>September</b>	<p>The final 2023/24 audited accounts are provisionally approved by the Audit Committee, as well as reviewing the prior years financial performance, to ascertain any potential future trends.</p>
<b>September – October</b>	<p>The revised MTFS position is communicated widely, and the finalised savings/growth proposals and budget changes are scrutinised and challenged by the Senior Leadership Team, the Budget Review Group and Cabinet prior to presentation to scrutiny.</p> <p>Cabinet approves the revised Medium Term Financial Strategy.</p>
<b>November – December</b>	<p>Draft budget proposals presented to Joint Overview &amp; Scrutiny Committee, for Members' scrutiny.</p>
<b>December – January</b>	<p>Provisional Local Government Finance Settlement announced by Government, which sets the level of grant the Council will receive over the next year(s).</p>

<b>January</b>	Feedback from December Joint OSC is considered by Budget Review Group and incorporated into final budget proposal presented to members.
<b>February</b>	Final budget report presented to Cabinet for recommendation to Council. Council considers the recommendations of Cabinet for approval.  An updated MTFS fiscal plan will be presented alongside the 25/26 budget.

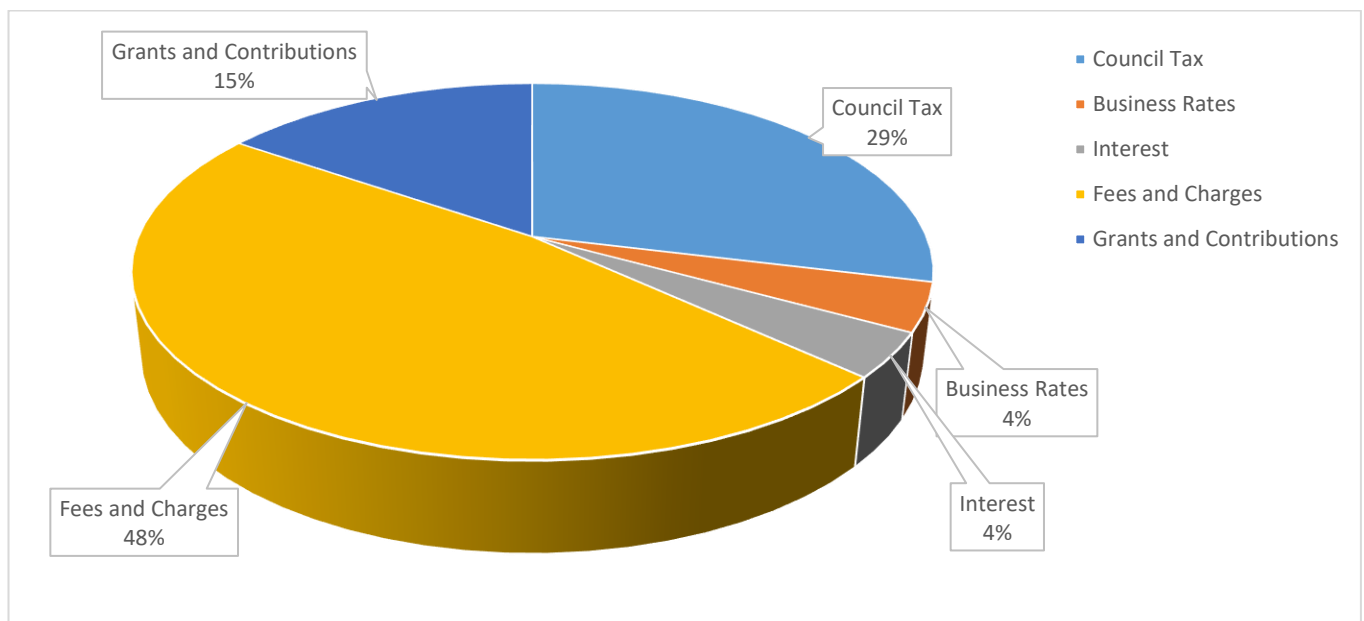
## 5. Review of the Councils Primary Funding Streams

### Core Baseline Funding

- 5.1 The current economic environment as detailed in section 3 is very uncertain, the current cost of living pressures combined with the need for government spending cuts, is likely in the medium term, to reduce Local Government funding in real terms year on year.
- 5.2 At present forecasted levels of local authority funding for 2025/26 are projected to be in line with 2024/25, with the exception of the removal of the short-term minimum funding guarantee provided in the previous 2 years. The medium-term funding is extremely uncertain, with no clear understanding of what efficiencies may be required or whether the 2023 Spending Review funding projections will be maintained by the new government.
- 5.3 The Core funding baseline for Dacorum is projected to be £3.6m in 25/26 and is the combination of Retained business rates and business rates growth of £3.5m and the services grant £0.1m. The present Central Government Departmental funding envelopes for 2024/25, that finance these funding streams, are expected to be maintained for 2025/26 hence it is prudent to assume in this version of the MTFS that these base level funding streams will remain.

### Fees and Charges

- 5.4 The most significant Council funding streams is the income collected through fees and charges and council tax. The pie chart below gives a summary of the overall 24/25 projected income streams. It is assumed in the MTFS that fees and charges will be protected and enhanced going forward.



- 5.5 The current government funding model and assessment of need assumes that each authority maximises the revenue it can raise locally each year, and that any grant funding awarded will reflect this assumption. In other words, any authority that does not increase Council Tax by the maximum permissible amount is likely to be operating below the overall level of funding that Government deems necessary to remain sustainable.
- 5.6 Under current legislation, district councils are permitted to increase Council Tax by the higher of £5 or 2.99% per Band D without triggering a referendum. The current MTFS assumes an annual Council Tax increase of the maximum currently permissible of 2.99%.
- 5.7 In recent years, the Local Government Finance Settlement has granted additional freedoms to increase Council Tax to higher levels, such as an increase in 2023 to 2.99%. As this additional freedom became the statutory CT cap as of 2023 it is not expected that any other short term changes will be announced, if the unexpected does occur it is recommended that the Council revisits the current assumptions and takes steps to keep pace with Government policy as it underlays financial sustainability.

### **Minimum Funding Guarantee (MFG)**

- 5.8 In the 2023/24 Local government finance settlement the government introduced a new Minimum Funding Guarantee grant to be awarded to Local Authorities as part of the 2023/24 and 2024/25 financial years. This grant was introduced as a response to the impact of the inflationary pressures being felt in the wider economy and public services. This grant aimed to ensure overall Local Authority funding levels were not reducing year on year in cash terms. At present there is no confirmation that this funding will continue and hence it is assumed in the MTFS that this will no longer be provided.

### **New Homes Bonus**

- 5.9 New Homes Bonus (NHB) is an historic scheme paid to Local Authorities as an incentive to stimulate local housing growth and takes the form of a grant payable to the Council linked to year-on-year growth in the tax base (Number of homes). The first 0.4% of growth attracts no NHB, but for growth above this point, each Band D equivalent attracts an annual payment of £1,671 per annum for a 3-year period. Affordable Housing units attract an additional £350 per unit bonus payment.
- 5.10 The NHB scheme officially ended in 2023/24, and was due to be replaced with an alternative scheme that would support housing growth and development. The previous government never finalised their plans, but as this funding stream is still included in central government expenditure plans it is proposed to include a one off £500k of funding to be allocated to reserves to support housing growth. This funding, if received, will be one off in nature and hence committing this to reserves is the most appropriate treatment. Members will be updated on any information related to any possible funding announcements made to support future housing developments as and when the government announces details.

### **6.0 General Fund Medium Term assumptions**

- 6.1 The basic principle of the MTFS model is to extrapolate the current year's approved budget, in this case 2024/25, and model this budget going forward over the next four years. The extrapolation process incorporates assumptions on government grant, inflation, changes in demand for services, changing legislation, and probable risks and opportunities.

### **Update of MTFS assumptions based on other information.**

- 6.2 A range of information sources have been used to inform the updated assumptions shown within the following table. The rationale behind estimates is shown in the notes below. Further sensitivity will be undertaken as new information becomes available.

**Table 1: Budget Assumptions.**

	Note	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Income</b>						
Council Tax	1	2.99%	2.99%	2.99%	2.99%	2.99%
Council Tax Base Growth	1	1%	1%	1%	1%	1%
Core Government Grant	2	£1.1m	£0.1m	£0.1m	£0.1m	£0.1m
Retained Business Rates Baseline Funding	3	£3.1m	£3.5m	£3.3m	£3.3m	£3.4m
Fees & Charges	4	5%	Various	2%	2%	2%
CT Collection Rate	5	98.5%	98.5%	98.5%	98.5%	98.5%
<b>Expenditure</b>						
Pay settlement	6	5%	3.5%	3%	3%	3%
Pay: contract increments	6	1%	1%	1%	1%	1%
Utilities	7	20%	5%	5%	5%	5%
Fuel	7	5%	5%	5%	5%	5%
Supplies & Services	7	5%	3.1%	3.1%	3.1%	3.1%

**Notes:**

1. Assumed the increase in Council Tax is set at the government maximum of 2.99% plus a 1% increase in tax base. (Number of homes paying council tax).
2. Core funding assumes, Services grant of £100k going forward.
3. Retained business rates assumptions are based on baseline funding of circa £3m plus £0.5m of assumed business rates retained growth in 2025/26, with this growth reducing in 2026/27 to £0.3m as Dacorum is unlikely to be included in the Hertfordshire business rates pool.
4. The 2024 Fees and charges review has been completed and the proposed Fees and charges are outlined in the adjoining appendices C-F, they are set in line with the fees policy outlined in section 6.3.
5. Council Tax Collection rates have been maintained at 98.5% in line with current collection rates being achieved.
6. The undecided 2024/25 pay award is expected to be circa 4 - 5% for Dacorum and we have assumed a further 3.5% in 2025/26, 3% in future years. This is based on current CPIH levels and projections by the ONS and on the premise that local authority pay awards do not usually exceed inflationary levels. Incremental cost increases are based on actual increments due and historical staff turnover rates.
7. Increases to the projected costs of fuel, utilities and Supplies and Services have been made in line with assessment of the current contractual arrangements and the impact of current high inflation levels.

**Fees and Charges Policy**

- 6.3 The fees and charges set by the Council are subject to annual review as part of the budget-setting process. Changes made between years are included within the annual Budget Report and are subject to Council approval. The key principles behind charging are that:
- discretionary charges should recover costs as a minimum unless the strategy is to provide a particular service at a subsidy.
  - discretionary income should be optimised through appropriate commercial charges; and,
  - robust systems of discounts or concessions should be in place for those who would otherwise find that they could not access services, where deemed appropriate.
- 6.4 Provision of many Council services is a statutory requirement and charges for access to these are determined as part of that requirement. The Council therefore has no discretion in setting these fees.

- 6.5 A thorough review of the true cost and effectiveness of providing statutory services must be undertaken on a regular basis to ensure that the fees charged meet the cost-of-service provision wherever possible. Where any review indicates an under-recovery of cost, alternative methods of service provision and comparison with other comparable authorities must be undertaken to identify opportunities for minimising the liability to the Council.
- 6.6 The Local Government Act 2003 includes a general power for Councils to charge for discretionary services i.e. services that an authority has the power, but no obligation, to provide. Some discretionary charges are governed by alternative legislation, in which case this general power does not then apply.
- 6.7 An Increase of 2% on average have been assumed in the MTFS as part of the annual review of fees and charges based on the approach of;
- Continuing full cost recovery policy for some services, as inflation is now at or around 2%,
  - Achieving income to offset the increase in service delivery costs due to inflationary pressures, or an
  - Increase of circa 2% on average where applicable on discretionary fees and charges.

## **7.0 Corporate Strategy**

- 7.1 The NEW Corporate Plan approved by cabinet in September is the driving mandate the council strives to achieve and to do that the MTFS is one of several key corporate strategies that jointly form the delivery strategy to achieve those Corporate Plan objectives. To ensure a sustainable MTFS is achievable, it is essential that Corporate Strategies evolve and develop as an intrinsic part of the wider council MTFS. During the last year the council has been developing several core strategies and programmes of work that both form the foundations of the 2024 MTFS or will drive future medium-term planning and sustainability in particular the income generation and savings requirement of the future.
- 7.2 There are Key corporate strategies that are in operation or development at present to support the delivery of the corporate plan and are fundamental to the delivery of a sustainable MTFS these key strategies are evolving in many cases but have been reflected in the revised MTFS and include;
- Strategic Asset Review (SAR) – A review of the Council's assets both operational and investment assets was approved in June 2023.
  - Commercial Strategy and the development and review of all Commercial income streams and services to maximise the commerciality of the council.
  - Transformation Strategy- This is a cross-organisational approach to delivering changes to service provision and is centred around the intertwined People, Customer and Digital strategies.
  - A developing Dacorum Place strategy to support the approved Town Centre Vision and place shaping agenda in the medium term.
  - Local Plan – The 2025 Local Plan will outline the development plans to deliver on housing growth, economic development and infrastructure solutions, for final approval in 2026.

### **Strategic Asset Review**

- 7.3 This strategy review has directly linked to the Corporate Plan with an overriding strategic objective to;
1. Increasing housing supply.
  2. Delivering wider regeneration and place-making, including the regeneration of key strategic town centre and neighbourhood sites; and
  3. Securing long-term additional income streams to the Council a wide-reaching programme of work that includes various workstreams.

The outcomes and outputs from this programme will be delivered from 2025 onwards and will form a fundamental backbone of the future financial planning and investment of the council.

## **Commercial Strategy**

- 7.4 The Commercial Strategy was approved by Cabinet in September 2022. It supports the Council's ambition to create a financially sustainable organisation that can meet the evolving needs and expectations of residents. It is closely linked to the Place and Transformation strategies being taken forward, and aims to support the Council in the increasingly challenging financial environment within which local government operates.
- 7.5 In order to support the successful delivery of the Commercial Strategy, the Council is developing a Commercial Programme that enables the development, assessment and monitoring of all commercial activity. A Commercial Board has been established that plays an integral strategic role in supporting commercial activity, and providing corporate oversight of commercial performance, to help shape an agile, commercial culture across the Council.
- 7.6 The nature of the Commercial Strategy's areas of focus means that much of the work that might deliver additional income is longer term in nature.

However, an area where shorter term contributions can and have been made is around maximising current income from services and assets. Work has included a Business Case to scrutinise additional income from fees and charges, which resulted in net additional income in the 2024/25 and 2025/26 budgets.

## **Transformation Strategy**

- 7.7 The Council's transformation strategy, Future Dacorum, is now in delivery phase. The strategy centres around the customer, with a clear ambition to be more efficient and effective across all Council activity. This will deliver better for our residents and businesses but also allow us to face the financial and economic challenges of the medium term in the best possible way. Much work has been completed to get our basics right and is focused on the three key corporate strategies of People, Customer and Digital.
- 7.8 These are the foundations upon which we will launch an extensive programme of service re-design. This will allow us to digitise and automate our high-volume activity, freeing up resource to focus on complex work where most value can be added. In turn it will allow senior management and members to make informed decisions about how and where best to use resources including savings and re-investment options.

## **Place**

- 7.9 The Hemel Place Strategy, to be finalised in 2024/25, will set an overarching place shaping agenda. This, along with Berkhamsted and Tring Place Strategies to be developed, will be fundamental to supporting future investment strategies and increased economic development to support sustainable growth across the borough. This will be delivered through supporting work such as the Hemel Hempstead Town Centre Vision and Maylands Masterplan and these delivery programmes will drive future investment requirements.

## **8.0 Emerging Risks and Opportunities**

- 8.1 The MTFS assumptions are kept under constant review by officers and Members and will be kept up to date on an ongoing basis. The robustness of the assumptions in a constantly changing economic environment requires careful scrutiny to ensure that the MTFS remains sustainable.
- 8.2 The nature of future financial planning means there is uncertainty in assumptions made, and the longer the time frame for assumptions the greater the risk/opportunity around the accuracy of those assumptions, hence the need to make regular update and revisions to the assumption. In recent year's global economists, the investment sector and various governments have made assumptions on interest rates and inflation that have resulted in multiple revisions of government funding policies.

- 8.3 During the financial planning framework and general financial stewardship the council is duty bound to review and reflect on the short- and medium-term risks financial risks that exist to ensure that through the Strategic and Operational risk framework the organisation can monitor, report and mitigate these risks where possible. There are intrinsically a number of risks for an organisation the size of Dacorum, the significant financial risks under close scrutiny at present include;

### **Waste Service Delivery**

- 8.4 The councils largest front line service delivery is the waste and recycling service. This service has undergone significant changes to improve service delivery and value for money, the largest recent change was the implementation of a revised route optimisation schedule in 2023. This project had a significant impact on the overall cost of the service and the outcome in regard to the 3 E's (Efficiency, effectiveness and economy) was very positive on the council. As Dacorum develops new homes and businesses the demand for this service increases and the service needs to be agile to continue to respond to this growth, in an efficient manner.
- 8.5 There are a series of expected government policy reviews on waste and recycling including the producer responsibility policy, where significant producers of waste will be charged to finance the collection and disposal of that waste, this is likely to have an impact on how and what the service delivers going forward, and this will need to be reflected in service delivery plans. In addition to this and as part of the Councils ambitious climate change programme the decarbonisation of the waste fleet is a key deliverable in the medium term and one that the council will need to invest in going forwards as plans are produced.

### **Temporary Accommodation**

- 8.6 The council has seen a growth in the volume and complexity of people and families presenting themselves at the council as homeless. The council has a statutory responsibility to find accommodation for these people and families, and up to the end of 2023 the council was able to manage this demand through existing facilities and supply chain and with support through the third sector. The growth in this demand has resulted in the Council having to utilise a small amount of hotels and B&B's to provide this provision that comes at a great cost to the council. A deep dive of Dacorum supply and demand is currently underway to outline a medium- and long-term strategy to ease this financial pressure.

### **Service Planning**

- 8.7 The annual service planning review and horizon scanning process was undertaken in the first quarter of 2024 and the MTFs has included circa £480k of growth across the council to support ongoing service delivery, income shortfalls and service improvements, with significant investment being made to support the commercial property portfolio.

### **Parking Review**

- 8.8 As part of work undertaken through the council's Commercial Strategy, there is a car parking policy and tariff review that is due to be implemented by January 2025 this is projected to deliver an additional £660k p.a. of car parking income. If car parking tariff's policy is not implemented, it would have a significant impact on the overall financial plan.

### **Treasury Management**

- 8.9 The 2024/25 treasury management function is delivering greater financial returns than budgeted, following a strong performance in 2023/24.
- 8.10 The combination of higher interest rates and larger cash balances to invest have resulted in significant investment returns in 24/25. At present the projected spend in the 24/25 capital programme will result in significantly lower cash balances to invest in future years and hence this trend is not expected to be maintained in 25/26. If current capital spend levels are not achieved and interest rates remain high, as projected by the financial markets, there is the potential for

treasury to achieve a greater short term investment return. As discussed in section 3, following the reduction in interest rates by the BoE in August the future the projections for future interest rates is lower than 24/25 projections.

## 9.0 General Fund Medium-Term Savings

- 9.1 Based on the assumptions in the MTFFS strategy, the total Savings Requirements in the period 2024-2029 is £2.5m, of which £464k has already been identified. This leaves a residual savings requirement of £2.1m.
- 9.2 The Council has a four-year savings plan in recognition that the delivery of savings opportunities has grown increasingly complex in recent years and these opportunities require a longer lead-in time to ensure successful delivery. As a result of this, the Total Savings Requirement comprises three elements which reflect the fact that the Council has a number of initiatives already underway to deliver savings in future years. The table below provides a breakdown of the savings requirement and is followed by a brief explanation of each element.

**Table 2: Medium Term Financial Savings Requirement.**

		2025/26	2026/27	2027/28	2028/29
	<b>Total Savings Requirement</b>	<b>£524k</b>	<b>£960k</b>	<b>£526k</b>	<b>£503k</b>
a.	Savings identified and delivered.				
b.	Savings Identified, but still to be delivered	£464k			
	<b>Total Savings Requirement</b>	<b>£60k</b>	<b>£960k</b>	<b>£526k</b>	<b>£503k</b>

**a. Savings Proposals Identified and delivered** – Planned savings projects already delivered for future years prior to the MTFFS review. In this case the additional savings created by the increased subscriptions of garden waste is the bulk of these savings.

**b. ‘Savings identified but still to be delivered’** – refers to those savings initiatives already identified by budget holders as deliverable in future years. The £464k of savings identified includes circa £425k of additional income generation in 25/26, with the residual £39k efficiencies across a number of service areas.

- 9.3 Plans for the delivery of future savings for 2026 onwards are being developed, as part of the delivery of the key corporate strategies (summarised in section 7). As outlined in section 7 above there are 5 key corporate strategies that are developing which will contribute to delivery of future efficiencies and/or income generation.

### Key Financial Performance Risks

- 9.4 In addition to the funding risks and emerging risks highlighted in earlier sections of this report, the following section outlines some of the key sector wide risks. These risks are monitored, and members kept updated on any potential implications.

### Discretionary Income Generating Services

- 9.5 The Council collects circa £21m from charges for services and circa 50% of this income is for discretionary services that residents could choose to not purchase or are impacted by a more difficult economic environment where residents are spending less. These income streams include garage rental, car parking, planning services, garden waste collection and other discretionary services.

### Council Tax Collection

- 9.6 The council collects circa £133m of council tax on behalf of its preceptors of which we retain circa £15.7m to fund the baseline budget to fund essential core council services. As household budgets become more challenging, the financially vulnerable in Dacorum may need to choose



which bills to pay. Council Tax could be perceived as less essential than utilities, food and clothing. If the council tax collection rates fall, this will impact the ongoing funding to the council in the medium term and lead to further future funding pressures.

## **Borrowing Costs**

- 9.7 The MTFS at present has no General Fund requirement to externally borrow in 2024/25, with borrowing potentially required in 25/26. These borrowing needs will be met by internal borrowing and monitored as part of the treasury management service.
- 9.8 If a need arises to borrow for investment or to support the strategic objectives, the current interest rate increases have had a significant impact on the current cost of borrowing. At present PWLB 50-year loans have an interest rate of C5% and would mean for every £1m the council borrows it will incur annual interest charges of £50k p.a.

## **10.0 General Fund Working Balances and Earmarked Reserves**

- 10.1 The Council's Reserves Strategy is integral to the MTFS because it demonstrates how the Council augments its annual ongoing running costs with plans to finance specific items of one-off expenditure over the medium-term. The Strategy is reviewed annually and was most recently approved by Council within the 2024/25 Budget Report, in February 2024.
- 10.2 The Council holds two types of reserve. These are:
- a. **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 S151 Officer to report on the adequacy of financial reserves when setting the General Fund budget requirement for the year. This requirement was met within Appendix M of the Budget Report to Cabinet in February 2024.
  - b. **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 by Member approval, and that all subsequent transfers to and from those reserves also require Member approval.
- 10.3 In accordance with best practice, the General Fund Working Balance is maintained at a level between 5% and 15% of Net Service Expenditure.
- 10.4 As part of the annual CFO statement in the budget report in February 2024 the Chief Finance Officer (S151) is required to report on the adequacy of the proposed financial reserves, at that point in time I confirmed that the level of reserves and balances are adequate to mitigate the foreseeable risks to the organisation, and I can reaffirm at this point in time that position is unchanged.

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

- 11.1 The HRA Business Plan, plans to deliver the Council's housing objectives over a thirty-year period. The long-term perspective is necessary to ensure sound investment decisions; both in terms of the Council's new build programme and in maintaining existing stock.
- 11.2 A revised HRA business plan is presently being developed and this will be presented to members early in the new year with the HRA 25/26 budget proposed presented for formal approval alongside the General Fund budgets in February.

## **12. Capital Resources**

- 12.1 Capital expenditure is defined as expenditure incurred on the acquisition or creation of assets needed to provide services for a period in excess of one year; such as houses, vehicles, public buildings, play areas, ICT, etc.

12.2 Capital grants and borrowing can only be spent on capital items and cannot be used to support revenue budgets. However, it should be noted that revenue funds can be used to support capital expenditure. Under the Local Government Act 2003, each council can determine how much it can borrow within prudential limits. All borrowings must be financed from the total available resources of the Council.

### Flexible use of capital receipts

12.3 Within the 2016 Settlement, Government provided new flexibility for local authorities to use capital receipts from the sale of property, plant and equipment to support upfront revenue expenditure on transformational projects that will deliver ongoing efficiency savings. Councils can only use capital receipts from sales made since the date of this announcement, and cannot use existing capital balances for revenue spending. The Council retains the ability to make use of this facility in future. On completion of the transformation programme, depending on the details there is likely to be the option to support this programme through flexible use of capital receipts.

### Capital Spending Plans 2024/25 to 2028/2

12.4 The Council's approved General Fund Capital Programme for the current and future years is summarised below:

	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Planned Capital Expenditure</b>	<b>9.1</b>	<b>25.2</b>	<b>23.2</b>	<b>6.7</b>	<b>8.6</b>

12.5 The Council's Capital Programme is currently fully funded until 2025/26, the only borrowing being the balance of a portfolio of loans taken in May 2015. The balance is structured over a portfolio of 14 remaining loans, valued in total at £5.5m, with one maturing each year. The remaining loans were taken from the Public Works Loan Board (PWLb), at favourable rates, around 60 basis points above gilts, and resulted in an average initial interest rate of 3.03%.

12.6 The Council is required to pay off an element of borrowing each year through a revenue charge, the Minimum Revenue Provision (MRP). The Council's Treasury Management Strategy, approved by Cabinet in February 2024, sets out the Council's policy to, at a minimum, pay off the debt over the life of the asset associated with the borrowing. This policy has been applied to the MTFS forecasts.

12.7 The full impact of borrowing costs of the current Capital Programme on the Council's revenue budgets is reflected in the forecasts included in this strategy. However, the Council continues to examine the potential for further investment in a number of capital projects. The costs associated with these projects have yet to be finalised, and thus, at this stage, there is no provision for their funding within the MTFS. The implications of further borrowing will be considered as part of any decision to progress with these initiatives.

12.8 The financing of the Capital Programme will continue to be supported through the following prioritisation of funds: firstly, appropriate application of grant funding; secondly, use of contributions and capital receipts generated from the sale of Council assets; and, thirdly, through undertaking prudential borrowing.

12.9 The approved General Fund Capital Programme is financed as follows:

**Table 3: General Fund Capital Funding.**

	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Capital Receipts and Reserves	7.8	10.6	1.5	0.0	7.9
Capital 141 Receipts	0.0	0.0	0.0	0.0	0.0
Borrowing	0.0	13.9	21.0	6.0	0.0
Grants and Contributions	1.3	0.7	0.7	0.7	0.7
<b>Total</b>	<b>9.1</b>	<b>25.2</b>	<b>23.2</b>	<b>6.7</b>	<b>8.6</b>

**13 Financial and Value for Money implications**

13.1 Contained within the body of the report.

**14 Legal Implications**

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

**15 Equalities, Community Impact and Human Rights**

15.1 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.

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

**16 Sustainability implications**

16.1 The projects summarised in this strategic report will be required to undertake any relevant sustainability assessment and ensure that sustainability implications are assessed accordingly.

**17 Council infrastructure**

17.1 The content of this report sets out the implications of the Council's activities on its medium-term financial outlook and sets out the financial strategy for the use of resources.

**18 Statutory Comments****18.1 Monitoring Officer**

No comments to add to the report.

**18.2 S151 Officer Comments**

This is a S151 Officer report, and comments are included in the body of the report.

## APPENDIX A - GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY

	Approved 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	Estimate 2028/29
	£000	£000	£000	£000	£000
<b>Service Expenditure &amp; Income</b>					
Employees	32,210	32,954	34,131	35,231	36,393
Premises	5,679	5,851	5,987	6,126	6,268
Transport	2,101	2,192	2,287	2,387	2,491
Supplies & Services	8,899	8,833	9,093	9,375	9,665
Third-Parties	866	871	889	906	925
Transfer Payments	47,146	47,146	47,146	47,146	47,146
Capital Charges & Bad Debts	4,928	4,932	4,936	4,940	4,945
Income	(72,893)	(73,607)	(73,943)	(74,286)	(74,627)
Recharge to HRA	(5,679)	(5,849)	(6,025)	(6,206)	(6,392)
Cumulative Savings	0	0	(60)	(1,040)	(1,575)
<b>Net Cost Of Services</b>	<b>23,258</b>	<b>23,324</b>	<b>24,440</b>	<b>24,578</b>	<b>25,239</b>
<b>Less:</b>					
Interest Receipts	(1,004)	(1,180)	(1,390)	(1,390)	(1,390)
Interest Payments & MRP	801	801	801	801	801
Reversal of Capital Charges	(4,802)	(4,802)	(4,802)	(4,802)	(4,802)
Revenue Contributions to Capital	0	0	0	0	0
Net movement to/(from) Earmarked Reserves	23	431	763	793	793
<b>Budget Requirement General Fund</b>	<b>18,277</b>	<b>18,575</b>	<b>19,812</b>	<b>19,980</b>	<b>20,641</b>
Parish Precepts	1,323	1,376	1,431	1,488	1,549
<b>Budget Requirement Including Parishes</b>	<b>19,600</b>	<b>19,951</b>	<b>21,243</b>	<b>21,469</b>	<b>22,190</b>
<b>Funded by:</b>					
Use of General Fund Balance	0	0	0	0	0
Business Rates Retained	(3,040)	(3,543)	(3,305)	(3,314)	(3,376)
Revenue Support Grant	(150)	0	0	0	0
New Homes Bonus	(1,078)	(500)	(500)	(500)	(500)
Other Government Grants	(972)	(100)	(100)	(100)	(100)
Council Tax (Surplus)/Deficit	0	0	0	0	0
Business Rates (Surplus)/Deficit	783	0	0	0	0
<b>Net Expenditure before Council Tax</b>	<b>15,143</b>	<b>15,808</b>	<b>17,338</b>	<b>17,555</b>	<b>18,214</b>
<b>Demand on the Collection Fund</b>	<b>(15,144)</b>	<b>(15,748)</b>	<b>(16,378)</b>	<b>(17,028)</b>	<b>(17,711)</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	(2,502)	(2,502)	(2,502)	(2,502)	(2,502)
<b>Total Savings Requirement</b>		<b>524</b>	<b>960</b>	<b>526</b>	<b>503</b>
of which,					
<b>Savings identified, and already delivered</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Savings identified, but still to be delivered</b>		<b>(464)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Savings still to be identified</b>		<b>60</b>	<b>960</b>	<b>526</b>	<b>503</b>

General Fund Reserves Summary	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	Net Reserve Movement 2028/29 £'000	Balance as at 31/03/2029 £'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	(172)	553		553		553		553		553
On Street Car Parking Reserve	148	120	268	40	308	40	348	40	388	40	428
Litigation Reserve	317		317		317		317		317		317
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	(135)	746	120	866	170	1,036	200	1,236	200	1,436
Invest to Save Reserve	42		42		42		42		42		42
Youth Provision Reserve	44		44		44		44		44		44
Election Reserve	81	40	121	40	161	40	201	40	241	40	281
Funding Equalisation Reserve	7,199		7,199		7,199		7,199		7,199		7,199
Pensions Reserves	2,054		2,054		2,054		2,054		2,054		2,054
Covid 19 Hardship Fund	133		133		133		133		133		133
Inflationary Pressures Reserve	298		298		298		298		298		298
<b>Place Shaping and Regeneration</b>											
Local Development Framework Reserve	408	(130)	278		278		278		278		278
Dacorum Development Reserve	3,497	(1,493)	2,004	(104)	1,900	(50)	1,850	(50)	1,800	(50)	1,750
Economic Recovery Reserve	1,082		1,082		1,082		1,082		1,082		1,082
Suitable Alternative Natural Greenspace (SANG) Reserve	153		153		153		153		153		153
<b>Digital Investment</b>											
Technology Reserve	741		741	(228)	513		513		513		513
<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
Housing and Temporary Accommodation Reserve	0		0	500	500	500	1,000	500	1,500	500	2,000
<b>Supporting recruitment and retention to ensure excellent service delivery</b>											
Training & Development Reserve	54		54		54		54		54		54
<b>Strategic Partnership Working</b>											
Maylands Plus Reserve	46	23	69	23	92	23	115	23	138	23	161
Leisure Reserve	330		330		330		330		330		330
<b>Climate Change</b>											
Climate Change and Sustainability Reserve	167	1,117	1,284		1,284		1,284		1,284		1,284
<b>Total Earmarked Reserves</b>	<b>18,955</b>	<b>(590)</b>	<b>18,365</b>	<b>431</b>	<b>18,796</b>	<b>763</b>	<b>19,559</b>	<b>793</b>	<b>20,352</b>	<b>793</b>	<b>21,145</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>(590)</b>	<b>20,867</b>	<b>431</b>	<b>21,298</b>	<b>763</b>	<b>22,061</b>	<b>793</b>	<b>22,854</b>	<b>793</b>	<b>23,647</b>

**FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	Unit Measurement	2024/25 Charge	2025/26 Proposed Charge	% Change
<b>Filming</b>				
Administration Fee		£150-£500	£150-£500	0.0%
Up to one hour filming time		258.00	£250-£300	0.0%
Between one and four hours filming time		592.00	£550-£650	0.0%
Half day (four to six hours) filming time		1,008.00	£800-1,010	0.0%
Full day (seven hours or more) per day filming time		1,512.00	£1,550	2.5%
Strike Day - Half full day charge		756.00	£775	2.5%
Site visits		1st visit free then £100 per visit	1st visit free then £100 per visit	0.0%
(small productions) Per hour of filming, up to seven hours		100.00	£100-£120	0%-20%
(small productions) Per hour of filming (8 hours or more)		800.00	£800.00	0.0%
(small productions) Strike/prep day (half full day charge)		400.00	£400.00	0.0%
Loyalty discount 10 - 20% discount on full invoice based on visits within financial year				
Parking per bay (car parks)		£28.00	£28	0.0%
Parking per bay (on street, suspensions)		£32.00	£32	0.0%
Fixed parking discount 10-20% for bookings over 1 week		£25 per bay	£25	0.0%
Hire of Council Assets		Bespoke Price	Bespoke Price	
Penalties for late cancellation of car park booking (50% charge if less than 72 hours' notice given)				
<b>Licensing</b>				
<b>Mobile Home Licences (Per Annum)</b>				
Annual Fee		£53.00 +£7.90 per unit	£54.00 +£8.00 per unit	2.0%
<b>New Site Application</b>				
New Site Licence Application Fee		£514.00+ £7.92 per unit	£524.00+ £8.00 per unit	2.0%
<b>Other fees</b>				
Deposit/Change of Site Rules		£90	£92	2.2%
Transfer/amendment of a Site Licence		£209 (+ £94 if a site visit is required)	£213 (+ £96 if a site visit is required)	2.0%
<b>Enforcement:</b> Hourly rate of officers involved, plus any other costs such as legal fees.				
<b>Revenues</b>				
Summons Costs		79.00	82.00	3.8%
Liability Orders		33.00	34.00	3.0%
<b>Berkhamsted Civic Centre</b>				
Weddings - Full Day	Day	735.50	750.00	2.0%
Extended from 11.30pm to midnight	Half Hour	76.50	80.00	4.6%
Community Use - Day	Hour	25.50	26.00	2.0%
Community Use - Monday to Thursday Evening (after 6pm)	Hour	30.00	31.00	3.3%
Community Use - Friday Evenings & Weekends	Hour	35.50	36.50	2.8%
Commercial Use - Day	Hour	32.50	33.50	3.1%
Commercial Use - Monday to Thursday Evening (after 6pm)	Hour	39.50	40.50	2.5%
Commercial Use - Friday Evenings & Weekends	Hour	50.00	55.00	10.0%
Sale of Goods - Commercial - Evenings (after 6pm)	Evening	306.50	315.00	2.8%
Sale of Goods - Commercial	Day	319.00	326.00	2.2%
<b>Victoria Hall</b>				
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm)	Day	552.00	555.00	0.5%
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 5.30pm) Charity	Day	309.50	310.50	0.3%
Refundable Deposit (If required)	Per Hire	250.00	300.00	20.0%
All Events Extra Time 11:30pm - 12.00am.	Half Hour	72.50	75.00	3.4%
Assembly Room - Community Use - Day	Hour	25.50	26.50	3.9%
Assembly Room - Community Use - Evening/Weekends	Hour	29.00	30.00	3.4%
Assembly Room - Commercial Use - Day	Hour	30.00	31.00	3.3%
Assembly Room - Commercial Use - week night Monday to Thursday	Hour	37.50	38.50	2.7%
Assembly Rooms - Commercial Use - Evening/Weekends	Hour	44.50	45.50	2.2%
Everyone Active Bowls and Table Tennis	Session 2.5 hours	39.50	40.00	1.3%
Private Bowls and Table Tennis	Session 2.5 hours	39.50	40.00	1.3%
Kitchen Use - Washing Up	Day	37.50	38.50	2.7%
Kitchen Use - Full Catering	Day	72.00	75.00	4.2%
Victoria Room - Commercial Use - Weekdays to 6pm	Hour	26.50	27.50	3.8%
Victoria Room - Commercial Use - Weekdays after 6pm and Weekends	Hour	31.00	32.00	3.2%
Victoria Room - Community Use - Weekdays to 6pm	Hour	22.50	23.00	2.2%
Victoria Room - Community Use - Weekdays after 6pm and Weekends	Hour	24.50	25.00	2.0%
Albert Room - Community Use - Weekdays to 6pm	Hour	17.00	17.50	2.9%
Albert Room - Community Use - Weekdays after 6pm and Weekends	Hour	19.00	19.50	2.6%
Edward Room - Weekdays	Hour	13.50	14.50	7.4%
Edward Room Office	Hour	10.00	11.00	10.0%
Tring Park School Assembly Room	Hour	22.50	N/A	0.0%
Tring Park School Victoria Room	Hour	19.00	N/A	0.0%
Tring Park School Albert Room	Hour	12.50	N/A	0.0%
Tring U3A Table Tennis	Session 2.5 hours	39.50	40.00	1.3%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2025/26				
	Unit Measurement	2024/25 Charge	2025/26 Proposed Charge	% Change
<b>Football Season</b>				
Adult - Including Pavilion	13 Games	976.50	990.00	1.4%
Adult - Excluding Pavilion	13 Games	703.50	716.50	1.8%
Junior (aged 11 to 18) - Including Pavilion	13 Games	506.50	520.00	2.7%
Junior (aged 11 to 18) - Excluding Pavilion	13 Games	353.00	372.50	5.5%
Mini (aged 7 to 10) - Including Pavilion	13 Games	314.00	327.00	4.1%
Mini (aged 7 to 10) - Excluding Pavilion	13 Games	216.50	228.00	5.3%
<b>Sports Pitch Hire - Football, Baseball &amp; Rugby</b>				
Adult - Including Pavilion	Match	82.00	84.00	2.4%
Adult - Excluding Pavilion	Match	60.00	62.00	3.3%
Junior (aged 11 to 18) - Including Pavilion	Match	51.50	53.00	2.9%
Junior (aged 11 to 18) - Excluding Pavilion	Match	39.00	40.00	2.6%
Mini (aged 7 to 10) - Including Pavilion	Match	33.50	35.00	4.5%
Mini (aged 7 to 10) - Excluding Pavilion	Match	23.50	24.00	2.1%
<b>Sports Pitch Hire - Cricket</b>				
Adult - Including Pavilion	Match	82.00	84.00	2.4%
Adult - Excluding Pavilion	Match	75.60	78.00	3.2%
Adult - Weekday Evening Match Excluding Pavilion	Match	49.50	51.00	3.0%
Adult - Training (No Marking Required)	Match	39.00	40.00	2.6%
<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>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>Miscellaneous</b>				
Hot Air Balloon Launches	Per Launch	63.00	65.00	3.2%
Allotments	Pole	6.00	6.60	
<b>Commercial Property and Assets</b>				
Land Disposal Enquiry Charge		390.00	400.00	2.6%
				0.0%
<b>Woodwells Caravan Park</b>				
In Borough Resident	Per Annum	471.00	485.00	3.0%
Out of Borough Resident	Per Annum	566.00	585.00	3.4%
<b>Customer Accounts</b>				
Service Charge Enquiry Fees: Charges for provision of leaseholder information packs	Per application	275.00	286.00	4.0%
<b>Address Management</b>				
Charge for registering new developments / properties (plots)				
1 Plot		155.00	158.00	1.9%
2 - 5 Plots		255.00	260.00	2.0%
6 - 25 Plots		520.00	530.00	1.9%
26 - 75 Plots		580.00	592.00	2.1%
76+ Plots		£1155.00+ £10.00	178.00+£10.00	2.0%
			-	0.0%
Renaming a house or building (after initial submission)		145.00	148.00	2.1%
Amending a house number		145.00	148.00	2.1%
			-	0.0%
Division / Conversion of existing or renumbering (new postal numbers)			-	0.0%
1 Plot		155.00	158.00	1.9%
2 - 5 Plots		255.00	260.00	2.0%
6 - 25 Plots		520.00	530.00	1.9%
26 - 75 Plots		580.00	592.00	2.1%
			-	0.0%
Naming of a building		145.00	148.00	2.1%
Renaming / Changing of an existing street name (where requested by residents and / or Town/Parish Council)		£520.00+ £25.00	£530.00+ £25.00	2.0%

### Fees proposals for financial year 2025-26

		24/25 Charge	2025/26 Proposed Charge			
			Application	Licence	Total fee	% change
<b>Alcohol, entertainment and late night refreshment licences</b>						
<b>Club premises certificates – applications</b>						
Application for new club premises certificate	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
Application for full variation of club premises certificate	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
Application for minor variation of club premises certificate		89.00	89.00	-	89.00	0.0%
Request for duplicate copy of certificate following loss/theft/damage		10.50	10.50	-	10.50	0.0%
Change of name or address on club premises certificate		10.50	10.50	-	10.50	0.0%
Change of club rules		10.50	10.50	-	10.50	0.0%
<b>Club premises certificates – annual fees</b>						
Annual fee (payable on anniversary of grant of certificate)	Band A	70.00	-	70.00	70.00	0.0%
	Band B	180.00	-	180.00	180.00	0.0%
	Band C	295.00	-	295.00	295.00	0.0%
	Band D	320.00	-	320.00	320.00	0.0%
	Band E	350.00	-	350.00	350.00	0.0%
	Site under construction/development	295.00	-	295.00	295.00	0.0%
<b>Personal licences</b>						
Application for new personal licence		37.00	37.00	-	37.00	0.0%
Duplicate copy of licence following theft/loss/damage		10.50	10.50	-	10.50	0.0%



Change of name or address		10.50	10.50	-	10.50	0.0%
<b>Premises licences – applications</b>						
Application for new premises licence	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band D with multiplier	900.00	900.00	-	900.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Band E with multiplier	1,905.00	1,905.00	-	1,905.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	0.0%
Application for full variation of premises licence	Band A	100.00	100.00	-	100.00	0.0%
	Band B	190.00	190.00	-	190.00	0.0%
	Band C	315.00	315.00	-	315.00	0.0%
	Band D	450.00	450.00	-	450.00	0.0%
	Band D with multiplier	900.00	900.00	-	900.00	0.0%
	Band E	635.00	635.00	-	635.00	0.0%
	Band E with multiplier	1,905.00	1,905.00	-	1,905.00	0.0%
	Site under construction/development	315.00	315.00	-	315.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	0.0%
Additional application fee for high-capacity premises (payable in addition to the standard application fee)	Capacity: 5,000–9,999	1,000.00	1,000.00	-	1,000.00	0.0%
	Capacity: 10,000–14,999	2,000.00	2,000.00	-	2,000.00	0.0%
	Capacity: 15,000–19,999	4,000.00	4,000.00	-	4,000.00	0.0%
	Capacity: 20,000–29,999	8,000.00	8,000.00	-	8,000.00	0.0%
	Capacity: 30,000–39,999	12,000.00	12,000.00	-	12,000.00	0.0%
	Capacity: 40,000–49,999	16,000.00	16,000.00	-	16,000.00	0.0%
	Capacity: 50,000–59,999	20,000.00	20,000.00	-	20,000.00	0.0%
	Capacity: 60,000–69,999	24,000.00	24,000.00	-	24,000.00	0.0%
	Capacity: 70,000–79,999	28,000.00	28,000.00	-	28,000.00	0.0%
	Capacity: 80,000–89,999	32,000.00	32,000.00	-	32,000.00	0.0%

	Capacity: 90,000+	64,000.00	64,000.00	-	64,000.00	0.0%
Application for transfer of premises licence		23.00	23.00	-	23.00	0.0%
Application for variation of premises licence to specify premises supervisor		23.00	23.00	-	23.00	0.0%
Application for minor variation of premises licence		89.00	89.00	-	89.00	0.0%
Application to substitute mandatory condition for community premises (if not made simultaneously with another application)		23.00	23.00	-	23.00	0.0%
Application for interim authority notice		23.00	23.00	-	23.00	0.0%
Request for duplicate copy of premises licence following loss/theft/damage		10.50	10.50	-	10.50	0.0%
Change of name or address on premises licence		10.50	10.50	-	10.50	0.0%
<b>Premises licences – annual fees</b>						
Annual fee (payable on anniversary of grant of licence)	Band A	70.00	-	70.00	70.00	0.0%
	Band B	180.00	-	180.00	180.00	0.0%
	Band C	295.00	-	295.00	295.00	0.0%
	Band D	320.00	-	320.00	320.00	0.0%
	Band D with multiplier	640.00	-	640.00	640.00	0.0%
	Band E	350.00	-	350.00	350.00	0.0%
	Band E with multiplier	1,050.00	-	1,050.00	1,050.00	0.0%
	Site under construction/development	295.00	-	295.00	295.00	0.0%
	Exempt	No fee	No fee	No fee	No fee	0.0%
Additional annual fee for high-capacity premises (payable in addition to the standard annual fee)	Capacity: 5,000–9,999	500.00	-	500.00	500.00	0.0%
	Capacity: 10,000–14,999	1,000.00	-	1,000.00	1,000.00	0.0%
	Capacity: 15,000–19,999	2,000.00	-	2,000.00	2,000.00	0.0%
	Capacity: 20,000–29,999	4,000.00	-	4,000.00	4,000.00	0.0%
	Capacity: 30,000–39,999	8,000.00	-	8,000.00	8,000.00	0.0%
	Capacity: 40,000–49,999	12,000.00	-	12,000.00	12,000.00	0.0%
	Capacity: 50,000–59,999	16,000.00	-	16,000.00	16,000.00	0.0%
	Capacity: 60,000–69,999	20,000.00	-	20,000.00	20,000.00	0.0%
	Capacity: 70,000–79,999	24,000.00	-	24,000.00	24,000.00	0.0%

	Capacity: 80,000–89,999	28,000.00	-	28,000.00	28,000.00	0.0%
	Capacity: 90,000+	32,000.00	-	32,000.00	32,000.00	0.0%
<b>Temporary event notices</b>						
Temporary event notice (standard) - submission fee		21.00	21.00	-	21.00	0.0%
Temporary event notice (late) - submission fee		21.00	21.00	-	21.00	0.0%
Duplicate copy of notice following theft/loss/damage		10.50	10.50	-	10.50	0.0%
<b>Miscellaneous</b>						
Application for provisional statement		315.00	315.00	-	315.00	0.0%
Notification of legal/financial interest in premises		21.00	21.00	-	21.00	0.0%
<b>Animal licences</b>						
*Where licences for multiple animal activities are issued under The Animal Welfare (Licensing of Activities Involving Animals)(England) Regulations 2018, the fees will be equivalent to the higher cost activity.						
<b>Animal boarding establishments</b>						
Application for new animal boarding establishment licence (up to 3yrs)		710.00	545.00	185.00	730.00	2.8%
Application to renew animal boarding establishment licence (3yrs)		460.00	355.00	115.00	470.00	2.2%
Application for a new animal boarding establishment Franchise		610.00	445.00	185.00	630.00	3.3%
Application to renew a franchise		362.00	280.00	90.00	370.00	2.8%
Application to vary animal boarding establishment licence (Qualified officer inspection may be required)		235.00	160.00	80.00	240.00	2.1%
Application to vary a franchise to add premises (Qualified officer inspection will be required for each additional premises)		190.00	194.00	-	194.00	2.1%
Application to vary to reduce numbers or types of animals or activities.		35.00	36.00	-	36.00	2.9%
Re-evaluation of star rating (Qualified officer inspection may be required)		35.00	36.00	-	36.00	2.9%
Application to vary animal boarding establishment licence (administrative matters only)		35.00	36.00	-	36.00	2.9 %
Qualified officer inspection (where required)		100.00	102.00			2.0%
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)	210.00	150.00	60.00	210.00	0.0%
Application to renew licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	210.00	150.00	60.00	210.00	0.0%
Application to vary licence conditions (new species/increased numbers of animals)	115.00	95.00	25.00	120.00	4.3%
Application to vary licence conditions (administrative matters only)	35.00	36.00	-	36.00	2.9%
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)	715.00	510.00	225.00	735.00	2.8%
Application to renew dog breeding licence (plus cost of vet inspection) (up to 3 yrs)	475.00	370.00	115.00	485.00	2.1%
Application to vary a dog breeding establishment (inspection may be required)	115.00	65.00	55.00	120.00	4.3%
Re-evaluation of star rating (inspection may be required)	35.00	36.00	-	36.00	2.9%
Application to vary licence (administrative matters only)	35.00	36.00	-	36.00	2.9%
Qualified officer inspection (where required)	100.00	102.00			2.0%
Veterinary inspection of premises *	Recharged at cost				
<b>Pet shops</b>					
Application for new pet shop licence (up to 3yrs)	710.00	515.00	200.00	715.00	0.7%
Application to renew pet shop licence (up to 3yrs)	460.00	380.00	90.00	470.00	2.2%
Application to vary a pet shop licence (Qualified officer inspection may be required)	220.00	180.00	45.00	225.00	2.3%
Application to vary a pet shop licence - reduce animals	35.00	36.00	-	36.00	2.9%
Re-evaluation of star rating (Qualified officer inspection may be required)	35.00	36.00	-	36.00	2.9%
Application to vary licence (administrative matters only)	35.00	36.00	-	36.00	2.9%
Qualified officer inspection (where required)	100.00	102.00			2.0%
Veterinary inspection of premises * (where required)	Recharged at cost				

<b>Riding establishments</b>					
Application for new riding establishment licence (plus cost of vet inspection)	590.00	485.00	115.00	600.00	1.7%
Application to renew riding establishment licence (plus cost of vet inspection)	380.00	300.00	90.00	390.00	2.6%
Application to vary a riding establishment licence (Inspection may be required)	115.00	51.00	67.00	118.00	2.6%
Application to vary - to reduce licensable activities or numbers of animals	35.00	36.00	-	36.00	2.9%
Re-evaluation of star rating (Inspection may be required)	35.00	36.00	-	36.00	2.9%
Application to vary licence (administrative matters only)	35.00	36.00	-	36.00	2.9%
Qualified officer inspection (where required)	100.00	102.00			2.0%
Veterinary inspection of premises *	Recharged at cost				
<b>Keeping of Exhibition/Performing Animals</b>					
Application for a new licence for keeping exhibition/performing animals	470.00	321.00	158.00	479.00	2.0%
Application for to renew licence for keeping exhibition/performing animals	375.00	225.00	158.00	383.00	2.0%
Application to vary licence to keep or train animals for exhibition (Qualified officer inspection may be required)	215.00	158.00	61.00	219.00	2.0%
Application to vary a licence for keeping exhibition/performing animals to reduce licensable activities or number of animal	35.00	36.00	-	36.00	2.9%
Application to vary licence (administrative matters only)	35.00	36.00	-	36.00	2.9%
Qualified officer inspection (where required)	100.00	102.00			2.0%
Veterinary inspection of premises * (where required)	Recharged at cost				
<b>Zoos</b>					
Application for new zoo licence (4yr) (plus cost of vet inspection)	2,100.00	1,795.00	330.00	2,125.00	1.2%
Application to renew zoo licence (6yr) (plus cost of vet inspection)	1,500.00	1,195.00	330.00	1,525.00	1.7%
Application to vary zoo licence (plus cost of vet inspection)	2,100.00	1,795.00	330.00	2,125.00	1.2%
Application to transfer zoo licence (plus cost of vet inspection)	265.00	225.00	45.00	270.00	1.9%
Veterinary inspection of premises *	Recharged at cost				

<b>Betting, gambling and lottery licences</b>						
<b>Lottery registrations</b>						
Registration of society for small society lotteries	40.00	-	40.00	40.00	0.0%	
Annual fee (payable on anniversary of registration)	20.00	-	20.00	20.00	0.0%	
<b>Notices</b>						
Temporary use notice submission fee	410.00	415.00	-	415.00	1.2%	
Duplicate copy of temporary use notice following theft/loss/damage	20.00	20.00	-	20.00	0.0%	
Occasional use notice submission fee	No fee	No fee	No fee	No fee	0.0%	
<b>Permits</b>						
Notification of 1-2 gaming machine in alcohol-licensed premises	50.00	50.00	-	50.00	0.0%	
Licensed premises gaming machine permit	Application for new permit	150.00	150.00	-	150.00	0.0%
	Application for variation of permit	100.00	100.00	-	100.00	0.0%
	Application for transfer of permit	25.00	25.00	-	25.00	0.0%
	Change of name or address	25.00	25.00	-	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
	Annual fee	50.00	50.00	-	50.00	0.0%
Club gaming permit	Application for new permit (standard)	200.00	200.00	-	200.00	0.0%
	Application for new permit (fast track)	100.00	100.00	-	100.00	0.0%
	Application for variation of permit	100.00	100.00	-	100.00	0.0%
	Application for renewal of permit (standard)	200.00	200.00	-	200.00	0.0%
	Application for renewal of permit (fast track)	100.00	100.00	-	100.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
	Annual fee	50.00	50.00	-	50.00	0.0%
Club machine permit	Application for new permit (standard)	200.00	200.00	-	200.00	0.0%

	Application for new permit (fast track)	100.00	100.00	-	100.00	0.0%
	Application for variation of permit	100.00	100.00	-	100.00	0.0%
	Application for renewal of permit (standard)	200.00	200.00	-	200.00	0.0%
	Application for renewal of permit (fast track)	100.00	100.00	-	100.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
	Annual fee	50.00	50.00	-	50.00	0.0%
Prize gaming permit	Application for new permit	300.00	300.00	-	300.00	0.0%
	Application for renewal of permit	300.00	300.00	-	300.00	0.0%
	Change of name or address	25.00	25.00	-	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
Family entertainment centre gaming machine permit	Application for new permit	300.00	300.00	-	300.00	0.0%
	Application for renewal of permit	300.00	300.00	-	300.00	0.0%
	Change of name or address	25.00	25.00	-	25.00	0.0%
	Replacement - theft/loss	15.00	15.00	-	15.00	0.0%
<b>Premises licences - applications</b>						
Application for new premises licence (without provisional statement)	Adult gaming centre	1,345.00	1,372.00	-	1,372.00	2.0%
	Betting (track)	1,345.00	1,372.00	-	1,372.00	2.0%
	Betting (other)	1,345.00	1,372.00	-	1,372.00	2.0%
	Bingo	1,345.00	1,372.00	-	1,372.00	2.0%
	Family entertainment centre	1,345.00	1,372.00	-	1,372.00	2.0%
Application for new premises licence (with provisional statement)	Adult gaming centre	925.00	945.00	-	945.00	2.2%
	Betting (track)	925.00	945.00	-	945.00	2.2%
	Betting (other)	925.00	945.00	-	945.00	2.2%
	Bingo	925.00	945.00	-	945.00	2.2%

	Family entertainment centre	925.00	945.00	-	945.00	2.2%
Application for provisional statement	Adult gaming centre	1,345.00	1,372.00	-	1,372.00	2.0%
	Betting (track)	1,345.00	1,372.00	-	1,372.00	2.0%
	Betting (other)	1,345.00	1,372.00	-	1,372.00	2.0%
	Bingo	1,345.00	1,372.00	-	1,372.00	2.0%
	Family entertainment centre	1,345.00	1,372.00	-	1,372.00	2.0%
Application for variation of premises licence	Adult gaming centre	925.00	945.00	-	945.00	2.2%
	Betting (track)	925.00	945.00	-	945.00	2.2%
	Betting (other)	925.00	945.00	-	945.00	2.2%
	Bingo	925.00	945.00	-	945.00	2.2%
	Family entertainment centre	925.00	945.00	-	945.00	2.2%
Application for transfer of premises licence	Adult gaming centre	390.00	398.00	-	398.00	2.1%
	Betting (track)	390.00	398.00	-	398.00	2.1%
	Betting (other)	390.00	398.00	-	398.00	2.1%
	Bingo	390.00	398.00	-	398.00	2.1%
	Family entertainment centre	390.00	398.00	-	398.00	2.1%
Application for reinstatement of premises licence	Adult gaming centre	390.00	398.00	-	398.00	2.1%
	Betting (track)	390.00	398.00	-	398.00	2.1%
	Betting (other)	390.00	398.00	-	398.00	2.1%
	Bingo	390.00	398.00	-	398.00	2.1%
	Family entertainment centre	390.00	398.00	-	398.00	2.1%
Duplicate copy of licence following theft/loss/damage		20.00	21.00	-	21.00	5.0%
Change of name or address on premises licence		45.00	46.00	-	46.00	2.2%
<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	590.00	-	600.00	600.00	1.7%
	Betting (track)	590.00	-	600.00	600.00	1.7%
	Betting (other)	590.00	-	600.00	600.00	1.7%
	Bingo	590.00	-	600.00	600.00	1.7%
	Family entertainment centre	590.00	-	600.00	600.00	1.7%



<b>Charity collections</b>					
<b>House-to-house collections</b>					
Application for house to house collection licence	No fee	No fee	No fee	No fee	0.0%
<b>Street collections</b>					
Application for street collection licence	No fee	No fee	No fee	No fee	0.0%
<b>Hypnotism</b>					
Authorisation of hypnotism performance	No fee	No fee	No fee	No fee	0.0%
<b>Pavement Licences</b>					
Application for pavement licence	100.00 (amended to £390 July 2024)	400.00	-	400.00	2.6%
Renewal of pavement licence	(set at £195 July 2024)	200.00	-	200.00	2.6%
<b>Scrap metal dealers</b>					
Application for new scrap metal site licence (3yr)	360.00	300.00	70.00	370.00	2.8%
Application for new scrap metal collectors licence (3yr)	265.00	220.00	50.00	270.00	1.9%
Application to renew scrap metal site licence (3yr)	345.00	285.00	70.00	355.00	2.9%
Application to renew scrap metal collectors licence (3yr)	245.00	200.00	50.00	250.00	2.0%
Application to vary scrap metal licence - change of licensee details	21.00	20.00	1.00	21.00	0.0%
Application to vary scrap metal licence - change of licensed sites	101.00	100.00	1.00	101.00	0.0%
Application to vary scrap metal licence - change of site managers	61.00	65.00	1.00	66.00	8.2%
Application to vary scrap metal licence - site to collectors licence	36.00	35.00	1.00	36.00	0.0%
Application to vary scrap metal licence - collectors to site licence	175.00	125.00	50.00	175.00	0.0%
<b>Sex establishments</b>					
Application for new sex establishment licence	2,415.00	2,225.00	245.00	2,470.00	2.3%
Application for renewal of sex establishment licence	1,920.00	1,715.00	255.00	1,970.00	2.6%
Application for variation of sex establishment licence	1,055.00	970.00	115.00	1,085.00	2.8%
Application for transfer of sex establishment licence	485.00	510.00	-	510.00	5.2%
<b>Skin piercing, tattooing, etc.</b>					

Application for registration of skin piercing, etc., premises		280.00	290.00	-	290.00	3.6%
Application for registration of skin piercing, etc., operator		130.00	130.00	-	130.00	0.0%
<b>Street trading</b>						
Street trading consent (annual) (1 year)	New (1 vehicle/pitch)	765.00	475.00	300.00	775.00	1.3%
	Renewal (1 vehicle/pitch)	765.00	475.00	300.00	775.00	1.3%
	Additional fee per extra vehicle/pitch	85.00	50.00	40.00	90.00	5.9%
	Interim substitution of vehicle	30.00	31.00	-	31.00	3.3%
	Other consent variation	170.00	174.00	-	174.00	2.4%
Street trading consent (single event)	Commercial event	185.00	189.00	-	189.00	2.2%
	Community/charity event	35.00	36.00	-	36.00	2.9%
Street trading consent partial year (up to 6 months)		405.00	255.00	150.00	405.00	0.0%
<b>Taxis and private hire</b>						
<b>Driver licences</b>						
Hackney Carriage Drivers Licence (3 years) [external e-form/checks]	New	325.00	-	332.00	332.00	2.2%
	Renewal	255.00	-	260.00	260.00	2.0%
	Theft/loss of badge	25.00	26.00	-	26.00	4.0%
Private Hire Drivers Licence (3 years) [external e-form/checks]	New	325.00	-	332.00	332.00	2.2%
	Renewal	255.00	-	260.00	260.00	2.0%
	Theft/loss of badge	25.00	26.00	-	26.00	4.0%
Dual HC/PH Drivers Licence (3 years) [external e-form/checks]	New	360.00	-	368.00	368.00	2.2%
	Renewal	295.00	-	301.00	301.00	2.0%
	Renewal & Upgrade	280.00	-	286.00	286.00	2.1%
	Interim Upgrade (+£1 / unexpired month)	85.00	-	87.00	87.00	2.4%
	Theft/loss of badge (per)	25.00	26.00	-	26.00	4.0%
Disclosure & Barring Service (DBS) enhanced disclosure * [in-house]		Recharged at cost + £15 admin		Recharged at cost + £15 admin		0.0%

External identity check (DBS route 2 verification) * [in-house]		Recharged at cost	Recharged at cost			0.0%
Driving licence verification check * [in-house]		Recharged at cost	Recharged at cost			0.0%
<b>Driver knowledge tests</b>						
Hackney carriage written local/legal test	Full test	90.00	92.00	-	92.00	2.2%
	Conditions only	50.00	51.00	-	51.00	2.0%
Private hire written local/legal test	Full test	90.00	92.00	-	92.00	2.2%
	Conditions only	50.00	51.00	-	51.00	2.0%
Dual HC/PH driver written local/legal test	Full test	90.00	92.00	-	92.00	2.2%
	Conditions only	50.00	51.00	-	51.00	2.0%
Versant English language assessment	Test fee *	Recharge at cost	Recharged at cost			0.0%
	Administration fee	15.00	16.00	-	16.00	6.7%
<b>Operator licences</b>						
Private hire operator licence (5 years)	New (0-3 vehicles)	515.00	-	526.00	526.00	2.1%
	New (4+ vehicles)	865.00	-	883.00	883.00	2.1%
	Renewal (1-3 vehicles)	515.00	-	526.00	526.00	2.1%
	Renewal (4+ vehicles)	865.00	-	883.00	883.00	2.1%
<b>Vehicle licences</b>						
Hackney carriage vehicle licence (excludes compliance test fee)	New (1 year)	430.00	-	440.00	440.00	2.3%
	Renewal (1 year)	315.00	-	322.00	322.00	2.2%
	Renewal & substitution (1 year)	315.00	-	322.00	322.00	2.2%
	Interim substitution (remaining duration)	150.00	-	153.00	153.00	2.0%
	Transfer of ownership	75.00	-	77.00	77.00	2.7%
	Theft/loss of rear plate	25.00	26.00	-	26.00	4.0%
	Theft/loss of front plate	25.00	26.00	-	26.00	4.0%
	Change of vehicle particulars	65.00	67.00	-	67.00	3.1%
Private hire vehicle licence (excludes compliance test fee)	New (1 year)	285.00	-	291.00	291.00	2.1%
	Renewal (1 year)	285.00	-	291.00	291.00	2.1%
	Renewal & substitution (1 yr.)	290.00	-	296.00	296.00	2.1%

	Interim substitution (remaining duration)	150.00	-	153.00	153.00	2.0%
	Transfer of ownership	75.00	-	77.00	77.00	2.7%
	Theft/loss of rear plate	25.00	26.00	-	26.00	4.0%
	Theft/loss of front plate	25.00	26.00	-	26.00	4.0%
	Change of vehicle particulars	65.00	67.00	-	67.00	3.1%
Vehicle MOT and compliance test * (payable direct to test station)			Driver pays garage directly			0.0%
Specialist vehicle MOT and compliance test * (stretch limos)			Driver pays garage directly			0.0%
<b>Other fees</b>						
Duplicate copy of licence following theft/loss/damage		20.00	21.00	-	21.00	5.0%
Replacement internal vehicle licence plate holder		3.00	3.00	-	3.00	0.0%
<b>General service charges</b>						
Photocopies (per A4 side, at officers discretion, subject to legal restrictions)		0.25	0.26	-	0.26	2.0%
Copy of interview recording following PACE interview (per tape/disc)		20.00	21.00	-	21.00	5.0%
Copy of public register entry (where kept and made available by statute) (per entry)		20.00	21.00	-	21.00	5.0%
Request for duplicate copy of licence following loss/theft/damage (where not otherwise listed)		20.00	21.00	-	21.00	5.0%
Licensing pre-application advice (per whole or part hour)		55.00	56.10	-	56.10	2.0%

**HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

Budget Holder

HO Safe Communities  
 HO Safe Communities  
 HO Safe Communities  
 HO Safe Communities  
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 HO Safe Communities

	Unit Measurement	2024/25 Charge	2025/26 Proposed Charge	% Change
<b>Private Sector Housing</b>				
Housing Notices (fixed charge per person)		342.00	349.00	2.0%
Licence for a standard 5 bedroom HMO (initiated with LA intervention) 5 year licence		949.00	977.00	3.0%
Additional Bedrooms	Per Bedroom	18.00	18.50	2.8%
HMO licence fee Part 1: Initial licence fee application		841.00	866.00	3.0%
HMO licence fee Part 2: Ongoing management of 5 year licence		506.00	525.00	3.8%
Enforcement fee: Due to failure to apply to Local authority*		678.00	-	-100.0%
*This fee has been replaced by the Council's civil penalty policy. The penalty is determined on a case by case basis in line with the policy.				
Standard inspection for immigration		228.00	235.00	3.1%
<b>CCTV</b>				
Civil claims - search of footage	Per Request	50.00	51.50	3.0%
Civil claims - search of footage and supply of evidence	Per Request	150.00	154.50	3.0%

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	Unit Measurement	2024/25 Charge	2025/26 Proposed Charge	% Change
<b>Cemeteries</b>				
<b>Exclusive Right of Burial</b>				
Lawn Grave 9ft x 4ft (75 Years)		1,691.00	1,725.00	2.0%
Child & Babies Section (child from 0 to 12 years)		no charge	no charge	0.0%
<b>Pre Purchased</b>				
Lawn Grave (75 Years)		2,919.00	3,019.00	3.4%
<b>Cremated Remains Exclusive Right of Burial</b>				
Cremated Remains Flat Tablet Memorial (75 Years)		630.00	680.00	7.9%
Cremated Remains Desk Memorial (75 Years)		630.00	680.00	7.9%
Cremated Remains 2'6" upright Memorial (75 Years)		908.00	926.00	2.0%
<b>Pre Purchased</b>				
Cremated Remains Flat Tablet Memorial (75 Years)		982.00	1,020.00	3.9%
Cremated Remains Desk Memorial (75 Years)		982.00	1,020.00	3.9%
Cremated Remains 2'6" upright Memorial (75 Years)		1,265.00	1,389.00	9.8%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				
<b>Interment Fees</b>				
Lawn Grave (Burial) - Adult		782.00	850.00	8.7%
Additional Excavation fees - Adult		257.00	350.00	36.2%
Lawn Grave (Burial) - Child		no charge	TBC	0.0%
Child Grave Child & Baby Section		no charge	TBC	0.0%
Cremated Remains Adult		267.00	350.00	31.1%
Cremated Remains - Double Interment - Adult		535.00	525.00	-1.9%
Scattering of Remains - Adult or Child		78.00	125.00	60.3%
<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)		89.00	91.00	2.2%
Use of Chapel at Tring		110.00	110.00	0.0%
Repurchase expired lease on Right of Burial (75 years)		1,092.00	1,114.00	2.0%
Repurchase expired lease on Right of Burial (75 years) Cremation Plot		42.00	250.00	495.2%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		372.00	POA	0.0%
Additional Fee for Saturday interment (Until 12.00)		372.00	POA	0.0%
<b>Memorial Fees</b>				
<b>Memorial Administration Fees</b>				
Headstone (additional or replacement)		252.00	257.00	2.0%
Child's Headstone		no charge	TBC	0.0%
Tablet or Plaque (additional or replacement)		99.00	101.00	2.0%
Desktop (additional or replacement)		99.00	101.00	2.0%
Vase (additional or replacement)		57.00	58.00	1.8%
Headstone (each inscription after the first, inc. memorial test fees)		168.00	171.00	1.8%
Desktops, Tablets and Plaques (each inscription after the first)		68.00	75.00	10.3%
Vase (each inscription after the first)		42.00	60.00	42.9%
Shrub with Inscribed Marker (10 years)		309.00	315.00	1.9%
Shrub renewal (5 years)		162.00	165.00	1.9%
Rose with Inscribed Marker (10 years)		309.00	315.00	1.9%
Rose renewal (5 years)		194.00	198.00	2.1%
<b>* All fees are pertinent to the grave owner, if non-resident fees are treble.</b>				
<b>Charges to Watford Residents Using Poppyfields Cemetery (to match equivalent fees charged by Watford Borough Council, TBC)</b>				
<b>Exclusive Right of Burial</b>				
Lawn Grave 9ft x 4ft (75 Years)		1,754.00	TBC	0.0%
Child & Babies Section (child from 0 to 12 years)		no charge	TBC	0.0%
<b>Cremated Remains Exclusive Right of Burial</b>				
Cremated Remains Flat Tablet Memorial (50 Years)		773.00	TBC	0.0%
Cremated Remains Desk Memorial (50 Years)		773.00	TBC	0.0%
Cremated Remains 2'6" upright Memorial (50 Years)		1,114.00	TBC	0.0%
<b>Interment Fees</b>				
Lawn Grave (Burial) - Adult		913.00	TBC	0.0%
Additional Excavation fees - Adult		257.00	TBC	0.0%
Lawn Grave (Burial) - Child		no charge	TBC	0.0%
Child Grave Child & Baby Section		no charge	TBC	0.0%
Cremated Remains Adult		309.00	TBC	0.0%
Cremated Remains - Double Interment - Adult		614.00	TBC	0.0%
Scattering of Remains - Adult or Child		78.00	TBC	0.0%
<b>Additional Fees</b>				
ERB (Deed) Transfer (to another)		89.00	TBC	0.0%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		372.00	TBC	0.0%
Additional Fee for Saturday interment (Until 12.00)		372.00	TBC	0.0%

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	<b>Unit Measurement</b>	<b>2024/25 Charge</b>	<b>2025/26 Proposed Charge</b>	<b>% Change</b>
<b>Parking Services</b>				
<b>Off Street Parking - (including VAT @ 20% where applicable)</b>				
Wood Lane End (Previously Duxons Turn)	Up to 2 Hours	0.50	0.50	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 3 Hours	0.80	0.80	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 4 Hours	1.20	1.20	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 10 Hours	2.00	2.00	0.0%
Wood Lane End (Previously Duxons Turn)	Annual season ticket (limited to 30)	250.00	250.00	0.0%
The Gables	Up to 1 Hour	0.60	0.60	0.0%
The Gables	Up to 2 Hours	0.80	0.80	0.0%
The Gables	Up to 3 Hours	1.00	1.00	0.0%
The Gables	Up to 4 Hours	1.20	1.20	0.0%
The Gables	Up to 10 Hours	1.70	1.70	0.0%
High Street	Up to 1 Hour	0.50	0.50	0.0%
High Street	Up to 2 Hours	0.80	0.80	0.0%
High Street	Up to 3 Hours	1.00	1.00	0.0%
High Street	Up to 4 Hours	1.20	1.20	0.0%
High Street	Up to 10 Hours	1.70	1.70	0.0%
High Street	Annual resident permit	80.00	80.00	0.0%
Queensway	Up to 1 Hour	0.60	0.60	0.0%
Queensway	Up to 2 Hours	1.10	1.10	0.0%
Queensway	Up to 3 Hours	1.40	1.40	0.0%
Queensway	Up to 4 Hours	1.80	1.80	0.0%
Queensway	Up to 10 Hours	2.70	2.70	0.0%
Alexandra Road	Up to 1 Hour	0.60	0.60	0.0%
Alexandra Road	Up to 2 Hours	1.10	1.10	0.0%
Alexandra Road	Up to 3 Hours	1.40	1.40	0.0%
Alexandra Road	Up to 4 Hours	1.80	1.80	0.0%
Alexandra Road	Up to 10 Hours	2.70	2.70	0.0%
Water Gardens (North) upper deck	Up to 1 Hour	1.00	1.00	0.0%
Water Gardens (North) upper deck	Up to 2 Hours	1.60	1.60	0.0%
Water Gardens (North) upper deck	Up to 3 Hours	2.20	2.20	0.0%
Water Gardens (North) upper deck	Up to 4 Hours	2.70	2.70	0.0%
Water Gardens (North) upper deck	Up to 10 Hours	4.00	4.00	0.0%
Water Gardens (North) lower deck	Up to 1 Hour	1.00	1.00	0.0%
Water Gardens (North) lower deck	Up to 2 Hours	1.60	1.60	0.0%
Water Gardens (North) lower deck	Up to 3 Hours	2.20	2.20	0.0%
Water Gardens (North) lower deck	Up to 4 Hours	2.70	2.70	0.0%
Water Gardens (North) lower deck	Up to 10 Hours	4.00	4.00	0.0%
Water Gardens (South)	Up to 30 minutes	0.60	0.60	0.0%
Water Gardens (South)	Up to 1 Hour	1.20	1.20	0.0%
Water Gardens (South)	Up to 2 Hours	1.80	1.80	0.0%
Moor End Road	Up to 4 Hours	2.70	2.70	0.0%
Moor End Road	Up to 10 Hours	4.00	4.00	0.0%
Park Road	Up to 1 Hour	0.70	0.70	0.0%
Park Road	Up to 2 Hours	0.90	0.90	0.0%
Park Road	Up to 3 Hours	1.10	1.10	0.0%
Park Road	Up to 4 Hours	1.40	1.40	0.0%
Park Road	Up to 10 Hours	2.70	2.70	0.0%
Cowper Road	Up to 2 Hours	0.60	0.60	0.0%
Cowper Road	Up to 3 Hours	0.70	0.70	0.0%
Cowper Road	Up to 4 Hours	0.80	0.80	0.0%
Durrants Hill	Up to 2 Hours	0.40	0.40	0.0%
Durrants Hill	Up to 3 Hours	0.80	0.80	0.0%
Durrants Hill	Up to 4 Hours	1.20	1.20	0.0%
Durrants Hill	Up to 10 Hours	1.70	1.70	0.0%
Durrants Hill	Annual season ticket	330.00	330.00	0.0%
Water Lane	Up to 1 Hour	0.90	0.90	0.0%
Water Lane	Up to 2 Hours	1.60	1.60	0.0%

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	<b>Unit Measurement</b>	<b>2024/25 Charge</b>	<b>2025/26 Proposed Charge</b>	<b>% Change</b>
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%
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%



**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	<b>Unit Measurement</b>	<b>2024/25 Charge</b>	<b>2025/26 Proposed Charge</b>	<b>% Change</b>
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>Old Town Hall Arts Centre</b>				
<b>Meetings / Rehearsals / Workshops / Classes (Room hire only) minimum 2hr booking</b>				
The Theatre - Mon - Fri	Starting from per hour	34.00	35.00	2.9%
The Theatre - Sat - Sun	Starting from per hour	40.00	41.00	2.5%
The Theatre - Mon - Sun (When the building is not already open)	Starting from per hour	40.00	41.00	2.5%
The Cellar Club - Mon - Fri	Starting from per hour	18.00	24.00	33.3%
The Cellar Club - Sat - Sun	Starting from per hour	29.00	30.00	3.4%
The Cellar Club - Mon - Sun (When the building is not already open)	Starting from per hour	29.00	30.00	3.4%
<b>Private Parties (Including FOH Manager only)</b>				
<i>If the hirer requires daytime set up - this is charged at the hourly rate. Excludes bar, technical charges and extra staff</i>				
The Cellar Club - Mon - Sun (18:00 - 23:00)	Starting from	324.00	477.00	47.2%
The Gallery - Mon - Sun (18:00 - 23:00)	Starting from	324.00	477.00	47.2%
<b>Performances &amp; Rehearsals (Including FOH staff only)</b>				
The Theatre - Mon - Sun (10.00 - 23:00)	Starting from	£781.00	£832.00	6.5%
The Theatre - Mon - Sun (17.00 - 23:00)	Starting from	N/A	£649.00	N/A
The Cellar Club - Mon - Sun (10:00 - 23:00)	Starting from	£543.00	£581.00	7.0%
	Starting from	N/A	£490.00	N/A
<i>Technical Support, Bar and Box Office are in addition to the prices quoted above</i>				
<b>Additional FOH staff charge</b> (Based on 2023/24 salary bands, contact us for current rate)	Additional Per Hour	13.00	15.00	15.4%
<b>Registered Charities</b> can receive a 20% discount on the above room hire charges (there are no discounts on staffing costs/equipment/refreshments)				
<b>Extra Charges:</b> Staffing, Equipment, Refreshments, Catering Facilities etc are available on				
<b>Adventure Playgrounds</b>				
Community/Voluntary Group	Per Hour	39.51	41.49	5.0%
Private Group	Per Hour	68.25	71.66	5.0%
Children's Party	Per Hour	68.25	71.66	5.0%
Training Organisation (Play) if no staff needed	Per Hour	36.07	37.87	5.0%
Training Organisation (Care)	Per Hour	57.90	60.80	5.0%
Schools	Per Hour	36.07	37.87	5.0%
Schools	Half Day	86.25	90.56	5.0%
Schools	Full Day	139.86	146.85	5.0%
Sports pitch (Chaulden AP)	Per Hour	41.52	43.60	5.0%
Sports pitch ( Grovehill & Woodhall Farm AP)	Per Hour	60.11	63.12	5.0%
Sports pitch (Adeyfield AP)	Per Hour	41.52	43.60	5.0%
Laser Tag (party hire in addition to venue)		71.03	74.58	5.0%
Soft Play	Per Hour	30.00	31.50	5.0%
Zorb Ball (up to 16 people)	Per hour	50.00	52.50	5.0%
Archery Tag	Per hour	50.00	52.50	5.0%
Quad Bikes 30 minute session	Per Person, Per session	15.00	15.75	5.0%

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	<b>Unit Measurement</b>	<b>2024/25 Charge</b>	<b>2025/26 Proposed Charge</b>	<b>% Change</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		25.00	25.00	0.0%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 1	63.00	64.00	1.6%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 2	88.00	90.00	2.3%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 3	114.00	116.00	1.8%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 4	139.00	142.00	2.2%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 5	166.00	169.00	1.8%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 6	191.00	195.00	2.1%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 7	217.00	221.00	1.8%
Stray Dogs - Admin Fee - For correctly microchipped dog	Day 8	242.00	247.00	2.1%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 1	95.00	114.00	20.0%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 2	121.00	143.00	18.2%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 3	146.00	175.20	20.0%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 4	172.00	206.00	19.8%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 5	198.00	238.00	20.2%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 6	224.00	269.00	20.1%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 7	249.00	299.00	20.1%
Stray Dogs - Admin Fee - For incorrectly microchipped/no microchip dog	Day 8	274.00	329.00	20.1%
Return of Stray Dog		50.00	N/A	0.0%
<b>Enforcement</b>				
Abandoned Vehicle Reclaimed Fees - Cars	Daily	25.00	26.00	4.0%
Abandoned Vehicle Reclaimed Fees - Motorbikes	Daily	25.00	26.00	4.0%
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		70.00	71.00	1.4%
Littering FPN (Full)		88.00	90.00	2.3%
s46/s47 EPA Offences (Full)		100.00	100.00	0.0%
s46/s47 EPA Offences (Early Repayment)		92.00	94.00	2.2%
s33 EPA Fixed Penalty Notice (Full)		500.00	750.00	50.0%
s33 EPA Fixed Penalty Notice (Early payment if paid within 10 days)		400.00	500.00	25.0%
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)		400.00	400.00	0.0%
s34 EPA Fixed Penalty Notice (Early payment if paid within 10 days)		260.00	260.00	0.0%
Littering From Vehicles Outside London Regulations 2018 (Full)		150.00	150.00	0.0%
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)		100.00	100.00	0.0%
<b>Environmental Protection</b>				
High Hedges		595.00	607.00	2.0%
High Hedges Preliminary Investigation Fee		300.00	306.00	2.0%
LAPPC Authorisations (statutory fee defined by Defra)		Statutory	Statutory	
Private water supplies risk assessment (smaller supplies - Reg 10)		Bespoke price	Bespoke price	0.0%
Private water supplies risk assessment (larger supplies - Reg 9)		Bespoke price	Bespoke price	0.0%
Private water supplies desk top risk assessment		Bespoke price	Bespoke price	0.0%
Sampling Visit (fee plus analysis costs)		Bespoke price	Bespoke price	0.0%
Investigation		Bespoke price	Bespoke price	0.0%
Granting of Authorisation (fee plus analysis costs)		Bespoke price	Bespoke price	0.0%
Analysis costs (Reg 10)		Bespoke price	Bespoke price	0.0%
Analysis costs (check monitoring)		Bespoke price	Bespoke price	0.0%
Analysis costs (adult monitoring)		Bespoke price	Bespoke price	0.0%
Environmental Searches		125.00	128.00	2.4%

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	<b>Unit Measurement</b>	<b>2024/25 Charge</b>	<b>2025/26 Proposed Charge</b>	<b>% Change</b>
<b>Food Safety</b>				
Initial inspection of premises requiring health certificates		145.00	148.00	2.1%
Health Certificates (x2 plus site visit) - Standard Service		100.00	102.00	2.0%
Health Certificates (x2 plus site visit) - Next Day Service		145.00	148.00	2.1%
Health Certificates (additional copies up to 4)		38.00	39.00	2.6%
General Endorsement Certificate		44.00	45.00	2.3%
Food Hygiene Requested Revisits (new charge)		215.00	219.00	1.9%
3 hours Safer Food Better Business Coaching (new charge) plus 50% fee per additional person from the same business		145.00	148.00	2.1%
Food hygiene advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	99.00	101.00	2.0%
Health & safety advisory visits (pre-opening/new businesses/pre inspection) with report (new charge)	Per Hour	99.00	101.00	2.0%
<b>Pest Control</b>				
Rats (up to 3 visits)		140.00	145.00	3.6%
Rats (up to 3 visits) Dacorum Card		72.00	73.00	1.4%
Mice (up to 3 visits)		140.00	143.00	2.1%
Fleas per visit (2 bedrooms and 2 living rooms only)		128.00	131.00	2.3%
Fleas - Additional Rooms		30.00	31.00	3.3%
Wasps/hornets (1 nest killed - not removed)		57.00	114.00	100.0%
Wasps/hornets - Additional Nest		20.00	40.00	100.0%
Ants (Inside only)		128.00	131.00	2.3%
Cockroaches up to 3 visits (2 bedrooms & 2 living rooms only)		204.00	208.00	2.0%
Squirrels up to 3 visits		160.00	163.00	1.9%
Squirrels - Additional Visit		40.00	41.00	2.5%
Cluster Fly (one treatment)		128.00	131.00	2.3%
Other Per hour (min 1 hr)		100.00	102.00	2.0%
Call Out Advice - No pest treated		50.00	51.00	2.0%
Bedbugs ( Up to 4 visits, first visit to establish problem)		310.00	316.00	New
Cancellation Fee		50.00	51.00	New
<b>Cesspool Emptying</b>				
<b>DBC (inside) - All Charges Include £100 transport charge</b>				
Up to 1000		273.00	292.00	7.0%
Up to 2000		415.00	444.00	7.0%
Up to 3000		625.00	669.00	7.0%
Up to 4000		767.00	821.00	7.0%
Up to 5000		971.00	1,039.00	7.0%
Up to 6000		1,118.00	1,196.00	7.0%
Up to 8000		1,465.00	1,568.00	7.0%
Up to 10000		1,817.00	1,945.00	7.0%
Up to 12000		2,168.00	2,320.00	7.0%
<b>DBC (outside) - All Charges Include £130 transport charge</b>				
Up to 1000		310.00	332.00	7.1%
Up to 2000		457.00	489.00	7.0%
Up to 3000		662.00	709.00	7.1%
Up to 4000		803.00	860.00	7.1%
Up to 5000		1,013.00	1,085.00	7.1%
Up to 6000		1,155.00	1,237.00	7.1%
Up to 8000		1,507.00	1,612.00	7.0%
Up to 10000		1,853.00	1,984.00	7.1%
Up to 12000		2,205.00	2,362.00	7.1%
<b>Waste - Bulk Collections</b>				
Bulk Collections	Up to 3 Items	53.00	56.00	5.7%
Bulk Collections	Up to 6 Items	81.00	86.00	6.2%
Bulk Collections - Concessions	Up to 3 Items	42.00	45.00	7.1%
Bulk Collections - Concessions	Up to 6 Items	57.00	60.00	5.3%
<b>Waste Services</b>				
Collection of green bin	Per Annum	50.00	55.00	10.0%
Collection of green bin - Concession	Per Annum	34.00	36.00	5.9%
Collection of an additional green bin	Per Annum	50.00	55.00	10.0%
Delivery of additional green bin	Per bin	29.00	38.00	31.0%

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	<b>Unit Measurement</b>	<b>2024/25 Charge</b>	<b>2025/26 Proposed Charge</b>	<b>% Change</b>
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	49.00	52.00	6.1%
<b>Waste - Commercial</b>				
Container Rental - 360 Litre	Per Annum	34.03	34.88	2.5%
Container Rental - 770 Litre	Per Annum	72.60	74.42	2.5%
Container Rental - 850 Paladin	Per Annum	80.28	82.29	2.5%
Container Rental - 940 Paladin	Per Annum	92.60	94.92	2.5%
Container Rental - 1100 Litre	Per Annum	108.36	111.07	2.5%
Container Rental - 1280 Litre	Per Annum	126.08	129.23	2.5%
Container Emptying - 360 Litre	Per Lift	8.19	8.39	2.5%
Container Emptying - 770 Litre	Per Lift	17.51	17.95	2.5%
Container Emptying - 850 Paladin	Per Lift	21.84	22.39	2.5%
Container Emptying - 940 Paladin	Per Lift	23.17	23.75	2.5%
Container Emptying - 1100 Litre	Per Lift	25.63	26.27	2.5%
Container Emptying - 1280 Litre	Per Lift	29.84	30.59	2.5%
Container Emptying - Schools Only - 770 Litre	Per Lift	6.05	6.20	2.5%
Container Emptying - Schools Only - 850 Paladin	Per Lift	7.08	7.26	2.5%
Container Emptying - Schools Only - 940 Paladin	Per Lift	7.91	8.11	2.5%
Container Emptying - Schools Only - 1100 Litre	Per Lift	9.27	9.50	2.5%
Container Emptying - Schools Only - 1280 Litre	Per Lift	10.79	11.06	2.5%
Commercial Waste Collections (additional empties)	Per empty	17.00	17.43	2.5%
Sacks	per 50 sacks	120.00	123.00	2.5%
<b>Sack Sales</b>				
Bio Sacks	Per 25 Sacks	8.00	8.20	2.5%
Bio Sacks (Dacorum Card 25% discount)	Per 25 Sacks	6.00	6.15	2.5%
Kaddy Bio Sacks	Per roll of 52	3.00	3.08	2.5%
Domestic Black Sacks	Per 10 Sacks	2.00	2.05	2.5%
Domestic Black Sacks (Dacorum Card)	Per 10 Sacks	2.00	2.05	2.5%
<b>Commercial Waste Recycling</b>				
Recycling Sacks	per 50 sacks	59.00	60.48	2.5%
Container Emptying - 240 Litre	Per Lift	4.00	4.10	2.5%
Container Emptying - 770 Litre	Per Lift	8.00	8.20	2.5%
Container Emptying - 1100 Litre	Per Lift	12.00	12.30	2.5%
Hire costs are same as main commercial waste				
<b>Weighbridge</b>				
Weighing	Single weigh	14.00	14.35	2.5%
Weighing	Double weigh	18.00	18.45	2.5%
<b>Street Sweeping</b>				
Sweeping/Cleaning of non DBC land	Per Hour	54.00	TBC	0.0%
<b>Garages</b>				
Garage Rent (VAT not charged to tenants but is charged to non tenants)	Per Week	14.30	16.40	14.7%
Premium garages	Per Week	15.20	17.50	15.1%
Garage Rent - Concessionary	Per Week	7.30	8.20	12.4%
<b>Tennis Courts</b>				
<b>Tring - Pound Meadow</b>				
Individual	Per year	N/A	45.00	N/A
Family (4 individuals max)	Per year	N/A	60.00	N/A
Pay & Play Peak:	Per session, per individual	N/A	7.00	N/A
Pay & Play Off Peak: (winter (November – March is the Off Peak)	Per session, per individual	N/A	5.00	N/A
<b>Hemel Hempstead - Cupid Green, Corontation and Reith Fields</b>				
Individual	Per year	N/A	40.00	N/A
Family (4 individuals max)	Per year	N/A	50.00	N/A
Pay & Play Peak:	Per session, per individual	N/A	6.00	N/A
Pay & Play Off Peak: (winter (November – March is the Off Peak)	Per session, per individual	N/A	4.00	N/A

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	<b>Unit Measurement</b>	<b>2024/25 Charge</b>	<b>2025/26 Proposed Charge</b>	<b>% Change</b>
<b>Building Control - Refer to Hertfordshire Building Control - HBC</b>				
<b>Regularisation Applications</b> Applications may be submitted where work has been carried out since 11 November 1985 but not previously submitted to the Authority. The fees are equal to at least 125% of fees and are not subject to VAT.				
<b>Planning Fees</b>				
<b>Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Outline Permission</b>				
Categories 1, 2 and 3 Site Area less than 0.5 Hectares	per 0.1 hectare	578.00	578.00	0.0%
Categories 1, 2 & 3 Site Area between 0.5 hectares and 2.5 hectares	per 0.1 hectare	624.00	624.00	0.0%
Categories 1, 2 & 3 Site Area > 2.5 Hectares Fixed Fee plus £186 per each additional 0.1 hectares - (max of £202,200)	per 0.1 hectares above 2.5	15,433.00	15,433.00	0.0%
<b>Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Full Permission or Reserved Matters</b>				
<b>Category 1 Up to 10 Dwelling Houses</b>	<b>Per Dwelling House</b>	578.00	578.00	0.0%
Category 1 Between 10 and 50 Dwelling Houses	Per Dwelling House	624.00	624.00	0.0%
Category 1 Greater than 50 Dwelling Houses Fixed Fee (plus variable fee below)	Fixed Fee	30,860.00	30,860.00	0.0%
Category 1 Greater than 50 Dwelling Houses Variable Fee - (maximum of £405,000)	Per Dwelling House > 50	186.00	186.00	0.0%
Category 2 Where no Floor space created	Fixed Fee	293.00	293.00	0.0%
Category 2 Where Floor space Created less than 40m <sup>2</sup>	Fixed Fee	293.00	293.00	0.0%
Category 2 Where Floor space Created Between 40m <sup>2</sup> and 1,000m <sup>2</sup>	Per 75m <sup>2</sup>	578.00	578.00	0.0%
Category 2 Where Floor space Created Between 1,000m <sup>2</sup> and 3750m <sup>2</sup> - Category 2	Per 75m <sup>2</sup>	624.00	624.00	0.0%
Category 2 Where Floor space Greater than 3750m <sup>2</sup> Fixed Fee (plus variable fee below)	Fixed Fee	30,860.00	30,860.00	0.0%
Category 2 Where Floor space Greater than 3750m <sup>2</sup> Variable Fee (maximum of £405,000)	Per 75m <sup>2</sup> > 3750m <sup>2</sup>	186.00	186.00	0.0%
Category 3 Where Floor space Created less than 465m <sup>2</sup>	Fixed Fee	120.00	120.00	0.0%
Category 3 Where Floor space Created Between 465m <sup>2</sup> and 540m <sup>2</sup>	Fixed Fee	578.00	578.00	0.0%
Category 3 Where Floor space Created Between 540m <sup>2</sup> and 1,000m <sup>2</sup> Fixed Fee (plus variable fee below)	Fixed Fee	578.00	578.00	0.0%
Category 3 Where Floor space Created Between 540m <sup>2</sup> and 1,000m <sup>2</sup> Variable Fee	Per 75m <sup>2</sup> > 540m <sup>2</sup>	578.00	578.00	0.0%
Category 3 Where Floor space Created Between 1,000m <sup>2</sup> and 4,215m <sup>2</sup> Fixed Fee (plus variable fee below)	Fixed Fee	624.00	624.00	0.0%
Category 3 Where Floor space Created Between 540m <sup>2</sup> and 4,215m <sup>2</sup> Variable Fee	Per 75m <sup>2</sup> > 1,000m <sup>2</sup>	624.00	624.00	0.0%
Category 3 Where Floor space Created Over 4,215m <sup>2</sup> Fixed Fee (plus variable fee below)	Fixed Fee	30,860.00	30,860.00	0.0%
Category 3 Where Floor space Created Over 4,215m <sup>2</sup> Variable Fee (maximum of £405,000)	Per 75m <sup>2</sup> > 4,215m <sup>2</sup>	186.00	186.00	0.0%
Category 4 Where Floor space Created less than 465m <sup>2</sup>	Fixed Fee	120.00	120.00	0.0%
<b>Category 4 Where Floor space Created between 465m<sup>2</sup> and 1,000m<sup>2</sup></b>		3,225.00	3,225.00	0.0%
Category 4 Where Floor space Created greater than 1,000m <sup>2</sup>	Fixed Fee	3,483.00	3,483.00	0.0%
Category 6 Enlargement, Improvement or Other Alteration for one Dwelling House	Fixed Fee	258.00	258.00	0.0%
Category 6 Enlargement, Improvement or Other Alteration for more than one Dwelling House	Fixed Fee	509.00	509.00	0.0%
Category 5 - Not more than 1 hectare	Per 0.1 hectare	578.00	578.00	0.0%
Category 5 - More than 1 hectare but not more than 5 hectares	Per 0.1 hectare	624.00	624.00	0.0%
Category 5 - Site Area > 5 Hectares (plus £186 for each additional 0.1 hectare; max of £405,000)	Fixed Fee	30,860.00	30,860.00	0.0%
Other operations (not coming within any of the above categories) (Max of £2,535)	Per 0.1 hectares	293.00	293.00	0.0%
Category 9 Exploratory drilling for oil or natural gas Site Area less than 7.5 Hectares	Per 0.1 hectare	686.00	686.00	0.0%
Category 9 Exploratory drilling for oil or natural gas Site Area > 7.5 Hectares Fixed Fee (plus variable fee below)	Fixed Fee	51,395.00	51,395.00	0.0%
Category 9 Exploratory drilling for oil or natural gas Site Area > 7.5 Hectares Variable Fee (max of £405,000)	Per 0.1 hectares above 7.5	204.00	204.00	0.0%
Category 9 Oil or natural gas works (not exploratory drilling) Site Area > 15 Hectares Fixed Fee (plus variable fee below)	Per 0.1 hectare	347.00	347.00	0.0%
Category 9 Oil or natural gas works (not exploratory drilling) Site Area > 15 Fixed fee (plus variable fee below)	Fixed Fee	52,022.00	52,022.00	0.0%
Category 9 Oil or natural gas works (not exploratory drilling) Site Area > 15 Hectares Variable Fee (max of £105,300)	Per 0.1 hectares above 15	204.00	204.00	0.0%
Category 7 Operations within curtilage	Fixed Fee	258.00	258.00	0.0%
Category 8 Car Park, Service Roads & Means of Access	Fixed Fee	293.00	293.00	0.0%

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	<b>Unit Measurement</b>	<b>2024/25 Charge</b>	<b>2025/26 Proposed Charge</b>	<b>% Change</b>
Category 11 Change from Single Dwelling House to use as less than 10 Dwelling Houses	Per additional Dwelling House	578.00	578.00	0.0%
Category 11 Change from Single Dwelling House to between 10 and 50 Dwelling Houses	Per additional Dwelling House	624.00	624.00	0.0%
Category 11 Change from Single Dwelling House to use as >50 Dwelling Houses Fixed Fee (plus variable fee below)	Fixed Fee	30,860.00	30,860.00	0.0%
Category 11 Change from Single Dwelling House to use as >50 Dwelling Houses Variable Fee (maximum of £405,000)	Per each dwelling house >50	186.00	186.00	0.0%
Category 11 Change of use to <10 dwelling houses (Other Cases)	Per additional Dwelling House	578.00	578.00	0.0%
Category 11 Change of use to between 10 and 50 dwelling houses (Other Cases)	Per additional Dwelling House	624.00	624.00	0.0%
Category 11 Change of use to >50 dwelling houses (Other Cases) Fixed Fee (plus variable fee below)	Fixed Fee	30,860.00	30,860.00	0.0%
Category 11 Change of use to >50 dwelling houses (Other Cases) Variable Fee (maximum of £405,000)	Per each dwelling house >50	186.00	186.00	0.0%
Category 12 Site Area less than 15 Hectares	Per 0.1 hectare	316.00	316.00	0.0%
Category 12 Site Area > 7.5 Hectares Fixed Fee (plus variable fee below)	Fixed Fee	47,161.00	47,161.00	0.0%
Category 12 Site Area > 7.5 Hectares Variable Fee (max of £105,300)	Per 0.1 hectares above 7.5	186.00	186.00	0.0%
Category 13 Change of Use not included in Category 11	Fixed Fee	578.00	578.00	0.0%
Applications for permission in principle	Per 0.1 hectare	503.00	503.00	0.0%
<b>Schedule 2 - Other Planning Application</b>				
Advert On Business Premises, Forecourt or curtilage		165.00	165.00	0.0%
Advert To Direct Public or Draw Attention to Business Premises not Visible		165.00	165.00	0.0%
Advert All Other Cases		578.00	578.00	0.0%
Approval/variation /discharge of condition		293.00	293.00	0.0%
Approval of Biodiversity Net Gain Plan condition (per request)		125.00	125.00	0.0%
Request for confirmation that conditions complied with		145.00	145.00	0.0%
Request for confirmation that conditions complied with (householder)		43.00	43.00	0.0%
Application for non material amendment- householder		43.00	43.00	0.0%
application for non material amendment-other		293.00	293.00	0.0%
Lawful development certificate - existing use		293.00	293.00	0.0%
Prior approval - Larger Home Extensions, incl. additional storeys		120.00	120.00	0.0%
Prior approval - demolition of buildings		120.00	120.00	0.0%
Prior approval - agriculture		120.00	120.00	0.0%
Prior approval - telecoms		578.00	578.00	0.0%
Prior approval - schools		120.00	120.00	0.0%
Prior approval - from agriculture to schools		120.00	120.00	0.0%
Prior approval - from agriculture to commercial use		120.00	120.00	0.0%
Prior approval - from office to residential		120.00	120.00	0.0%
Prior approval - from agriculture to residential (no associated building operations)		120.00	120.00	0.0%
Prior approval - from agriculture to residential (associated building operations)		258.00	258.00	0.0%
Prior approval - from retail to residential (no associated building operations)		120.00	120.00	0.0%
Prior approval - from retail to residential (associated building operations)		258.00	258.00	0.0%
Prior approval - temporary state funded school		120.00	120.00	0.0%
Prior approval - temporary use for film making		120.00	120.00	0.0%
Prior approval - solar PV equipment up to 1mgw		120.00	120.00	0.0%
Prior approval - collection facility within curtilage of a shop		120.00	120.00	0.0%

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	Unit Measurement	2024/25 Charge	2025/26 Proposed Charge	% Change
<b>Deeds of Variations Fees</b>				
Seeking a Deed of Variation agreement		N/A	424.00	N/A
Confirmation of compliance with s.106 planning obligation (desktop)				
Site visit associated with confirmation of compliance with s.106 planning obligations (Minors)		N/A	116.50	N/A
Site visit associated with confirmation of compliance with s.106 planning obligations (Majors)		N/A	233.00	N/A
Confirmation of compliance with s.106 planning obligation (desktop)		N/A	110.00	N/A
<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)		105.00	115.00	9.5%
LLC1 and CON29R (Commercial Properties)		201.00	211.00	5.0%
LLC1 (Search of Land Charges Register only)		16.00	16.00	0.0%
CON29R Only (Residential Properties)		89.00	99.00	11.2%
CON29O Enquiries (Except Q22 - Commons Search)		185.00	185.00	0.0%
CON29O Enquiries		13.00	13.00	0.0%
CON29O Q22 - Commons Search		22.00	32.00	45.5%
Extra parcels of land		22.00	22.00	0.0%
Personal Search responses via email (LLC1 service)		15.00	15.00	0.0%
<b>Pre-application charges (inclusive of VAT)</b>				
Category A - Significant Major Development		Bespoke	Bespoke	
Category B - Very large Major Development		3,400.00	4,000.00	17.6%
Category C - Major Developments		2,000.00	2,500.00	25.0%
Category D - Minor Developments		1,250.00	1,300.00	4.0%
Category E - Minor Developments		800.00	850.00	6.3%
Category E - Minor Developments (written advice only)		400.00	400.00	0.0%
Category F - Householder Applications		450.00	450.00	0.0%
Category F - Householder Applications (written advice only)		225.00	225.00	0.0%
Category F - Householder Applications (Listed Building advcie)		550.00	550.00	0.0%
<b>COMMERCIAL</b>				
Over 5,000 sq.m.				0.0%
1,000 sq.m. - 4,999 sq.m.		3,400.00	3,500.00	2.9%
300 sq.m. - 999 sq.m.		2,500.00	2,500.00	0.0%
100 sq.m. - 299 sq.m.		750.00	800.00	6.7%
up to 99 sq.m.		450.00	475.00	5.6%
<b>SUPPLEMENTARY CHARGES (inclusive of VAT)</b>				
Supplementary work / hr (or part thereof) (Senior Planning Officer / Conservation Officer)		160.00	160.00	0.0%
Supplementary work / hr (or part thereof) (Planning Officer)		110.00	110.00	0.0%
<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		80.00	80.00	0.0%
<b>Validation advice, incl. Fast Track Validation Service</b>				
Planning fee less than £300		35.00	35.00	0.0%
Planning fee greater than £350 less than £500		70.00	70.00	0.0%
Planning fee greater than £500 less than £2,000		100.00	100.00	0.0%
Planning fee greater than £2,000 less than £12,000		200.00	200.00	0.0%
Planning fee greater than £12,000		550.00	550.00	0.0%
<b>Invalid Application disposal fee</b>				
Major Applications		200.00	200.00	New
Minor Applications		120.00	120.00	New
All other applications		60.00	60.00	New

**STRATEGIC PLANNING AND ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2025/26**

	Unit Measurement	2024/25 Charge	2025/26 Proposed Charge	% Change
<b>Other Admin</b>				
Site History and constraints check		130.00	140.00	7.7%
Statutory documents (Planning decision notice, appeal decision, Tree Preservation Order, etc.)		20.00	25.00	25.0%
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	260.00	4.0%
Check records and provide details of compliance check and case closure via email		300.00	320.00	6.7%
<b>Fast Track Services</b>				
Fast Track 'panic button'		275.00	300.00	9.1%
Householder planning application		275.00	300.00	9.1%
approval of details reserved by condition - householder		130.00	140.00	7.7%
approval of details reserved by condition - minor / major		400.00	400.00	0.0%
Non-material amendment - householder		130.00	130.00	0.0%
Non-material amendment - minor		330.00	340.00	3.0%
Non-material amendment - major		660.00	700.00	6.1%
<b>Amendments (Mid-app Services)</b>				
			This service not yet	
Application to request amendment		70.00	70.00	0.0%
On acceptance of above application		Quote		-
<b>Listed Buildings</b>				
			This service not yet	
Listed building home buyers report (property Value upto £300,000)		800.00	800.00	0.0%
Listed building home buyers report (property Value upto £400,000)		900.00	900.00	0.0%
Listed building home buyers report (property Value upto £500,000)		1,000.00	1,000.00	0.0%
Listed building home buyers report (property Value upto £750,000)		1,200.00	1,200.00	0.0%
Listed building home buyers report (property Value upto £1,000,000)		1,750.00	1,750.00	0.0%
Listed building home buyers report (property Value over £1,000,000)		2,500.00	2,500.00	0.0%
<b>Strategic Planning Charges for Documents</b>				
All Strategic Planning Documents are available on the website. Printed versions can be posted upon individual request made to strategic.planning@dacorum.gov.uk.				
<i>Prices will be provided based on printing and postage costs at the time of the request.</i>				
Site Promoter Meetings (reg 18)		800 p/h	800 p/h	0.0%
Site Promoter Meetings (reg 19)		800 p/h	800 p/h	0.0%
GIS Data (commercialisation)		tbc	tbc	
Late Site Assessment Service		tbc	tbc	
CIL Management fees		tbc	tbc	
CIL query		100.00	100.00	0.0%
Straightforward S106/UU query		150.00	150.00	0.0%
More complicated and time consuming queries				
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	-
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%





# Finance and Resources Overview and Scrutiny Committee

<b>Report for:</b>	Finance and Resources Overview and Scrutiny Committee
<b>Title of report:</b>	Proposals to Establish a Dacorum Investment Partnership
<b>Date:</b>	8th October 2024
<b>Report on behalf of:</b>	Councillor Adrian England, Leader of the Council
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	
<b>Background papers:</b>	
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	DeVO – Delivery Vehicle Options Review (D)IP – (Dacorum) Investment Partnership HOTs – Heads of Terms JV – Joint Venture SPV – Special Purpose Vehicle LLP – Limited Liability Partnership SLT – Senior Leadership Team

<p><b>Responsible Officer</b></p> <p><b>Catherine Silva Donayre, Strategic Director, Corporate &amp; Commercial</b></p> <p><b>Report Authors</b></p> <p>David Barrett, Assistant Director – Strategic Housing &amp; Delivery</p> <p> </p> <p>david.barrett@dacorum.gov.uk / 07811 062571</p>
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<b>Corporate Priorities</b>	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery
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	Climate and ecological emergency
<b>Wards affected</b>	All - with anticipated significant focus in Hemel Hempstead wards
<b>Purpose of the report:</b>	<ol style="list-style-type: none"> <li>1. To update Cabinet on the findings of the completed Delivery Vehicle Options Review (DeVO) plus subsequent market engagement work to understand the opportunity to work in partnership to deliver on the Council's strategic development priorities.</li> <li>2. To recommend the establishment of a Dacorum Investment Partnership under the outline structure highlighted, subject to further detailed Legal and Commercial advice and the outcome of a competitive exercise.</li> </ol>
<b>Recommendation (s) to the decision maker (s):</b>	<p>That Cabinet:</p> <ol style="list-style-type: none"> <li>1. Delegates approval to the Strategic Director (Corporate &amp; Commercial), supported by Statutory Officers, in consultation with the Portfolio Holder for Corporate and Commercial Services, to design and undertake a competitive selection process to select a suitable Partner(s) to work in conjunction with the Council in an Investment Partnership model.</li> <li>2. Approves the commissioning of suitable independent advice on the financial, tax, legal, procurement and governance arrangements to ratify the approach.</li> <li>3. Recommends to Council approval of a one-off drawdown of £230,000 from Council development reserves to undertake work related to creating and entering into the Investment Partnership(s)</li> </ol>
<b>Period for post policy/project review:</b>	The project team will revert to Cabinet at the end of the selection process; estimated to be in June 2025.

## **1 Introduction/Background:**

- 1.1 In June 2023, Cabinet approved a programme of work to undertake a Strategic Asset Review (SAR) to support the Council's ambitions to deliver housing growth and regeneration throughout Dacorum. This review is in progress and will ensure that the Council makes best use of its assets to address place-related issues, support housing growth and shape new development to support residents' wellbeing and the Borough's, longer term economic growth.
- 1.2 As part of the overall SAR, a budget of £30k to carry out a Delivery Vehicle Options Review (DeVO) was approved. This workstream of the overall SAR programme is now complete. The key objective was to support the Council in determining, at a strategic and holistic level, an appropriate delivery framework that could support its new development, regeneration and place making objectives of:
- Increasing housing supply across affordable housing and other appropriate tenures to meet increasing local need.
  - Delivering wider regeneration and place-making, including the regeneration of key strategic town centre and neighbourhood sites.
  - Securing long-term income streams to the Council
- 1.3 In essence, other SAR workstreams will enable the Council to understand 'what' could be delivered in terms of types and quantum of new development and regeneration. The DeVO workstream's purpose was to determine an appropriate framework of 'how' it might deliver future plans – which involve a significant scaling up and diversification on what has largely to date been delivered 'in house' by the Housing Development Delivery Team. It involved a critical assessment of potential delivery routes, a range of case study examples for various routes and recommendations for a potential framework for delivery.
- 1.4 A key conclusion of this review is that a form of partnership working could allow the Council to utilise external expertise and capacity to help develop plans and deliver housing and regeneration across a programme of sites. A partnership arrangement was identified as likely to be some form of Investment Partnership specifically tailored to the Dacorum context.
- 1.5 As the Council aims to shift to a more strategic and holistic approach to new development, regeneration and placemaking activities, a long-term partnership approach could align to this desired shift and would access capacity and expertise; as opposed to the Council looking to deliver individual sites directly on a project-by-project basis. Collaborating with an experienced private developer has the potential to bring benefits such as the sharing of skills, experience, risk and a ready-made supply chain. A programme approach could support development of more complex, resource intensive sites as well as smaller sites, potentially allowing cross-subsidy across sites, to support delivery of affordable housing. The ability to access external expertise and capacity is also one of the key reasons why other local authorities have opted for forms of partnership working.

## **2 Investment Partnership Overview**

- 2.1 The term 'Investment Partnership' (IP) is becoming more commonly used to describe medium to long-term partnership working between local authorities (and some Registered Providers) and private sector developers. These mirror traditional Joint Venture (JV) arrangements in that they both work on the premise of a council and a private developer coming together to share in the risk and reward of development; with the public sector partner, in most instances, initially providing the land (and potentially funding) and the

private sector partner providing development expertise and potentially access to alternative finance sources and more efficient supply chains. More mature partnerships have evolved to acquire land for development as well.

- 2.2 A key difference between the developing IP approach and a traditional JV is that their establishment is focused on the formation of the Partnership itself, rather than including prescribed projects at formation. There are no specific 'red-line' projects at inception – rather the Partnership strategy and associated development programme and business plans are worked up in partnership, often with the private partner's feasibility work being undertaken at risk. There is, therefore, no requirement for a procurement for goods, works and services (as is the case for a traditional JV arrangement). Local Authorities do not have to undertake a full Procurement Regulations 2024 compliant procurement process to appoint a partner – although it should be noted that all local authorities that have established an IP have still followed a form of competitive selection process to provide transparency and to help demonstrate best value.
- 2.3 As IPs can choose to take a programme approach to sites, less financially viable sites could be delivered as long as they can be subsidised by other more valuable sites, and the overall programme of work is financially sustainable and deliverable.

### **Structure & Commercial Arrangements**

- 2.4 IPs, like JVs, are typically 50:50 partnerships with risk and reward equally shared. The precise structure and operational parameters of the Dacorum Investment Partnership (DIP) will need to be proposed and agreed as part of the partner selection process and will need to have some flexibility to benefit from best practice established by potential partners.
- 2.5 In the IP model, there are no sites specifically included from the outset, and hence no definitive agreed deliverables or timescales. There is also no exclusivity between the partners. Plans are jointly developed once the partnership is set up; leveraging the private sector partner's capacity and expertise in the joint development of a sequenced programme that would enable delivery of the Council's strategic objectives, (housing, place/regeneration, potential new income streams), within a financially sustainable envelope that meets both partners' financial requirements.
- 2.6 Specifically tailored financial, (including VAT/SDLT liability), and legal advice will be required prior to establishment of the IP, but in broad terms the IP would be formed by the Council and the partner as a commercial venture. The IP could have a similar corporate structure to a JV with partners ring-fencing their liability within a limited liability partnership (LLP) and creating the appropriate governance structures within the Partnership. Specific projects are likely to be dealt with through project-specific SPVs within the overall IP (see Fig. 1 below). This allows for different funding mechanisms for each specific project.
- 2.7 The LLP Agreement would be the main partnership agreement regulating the relationship between the partners and the operation of the partnership.
- 2.8 Partner Loan Notes would provide the security for each partner's investment, including planning costs and Council land value.

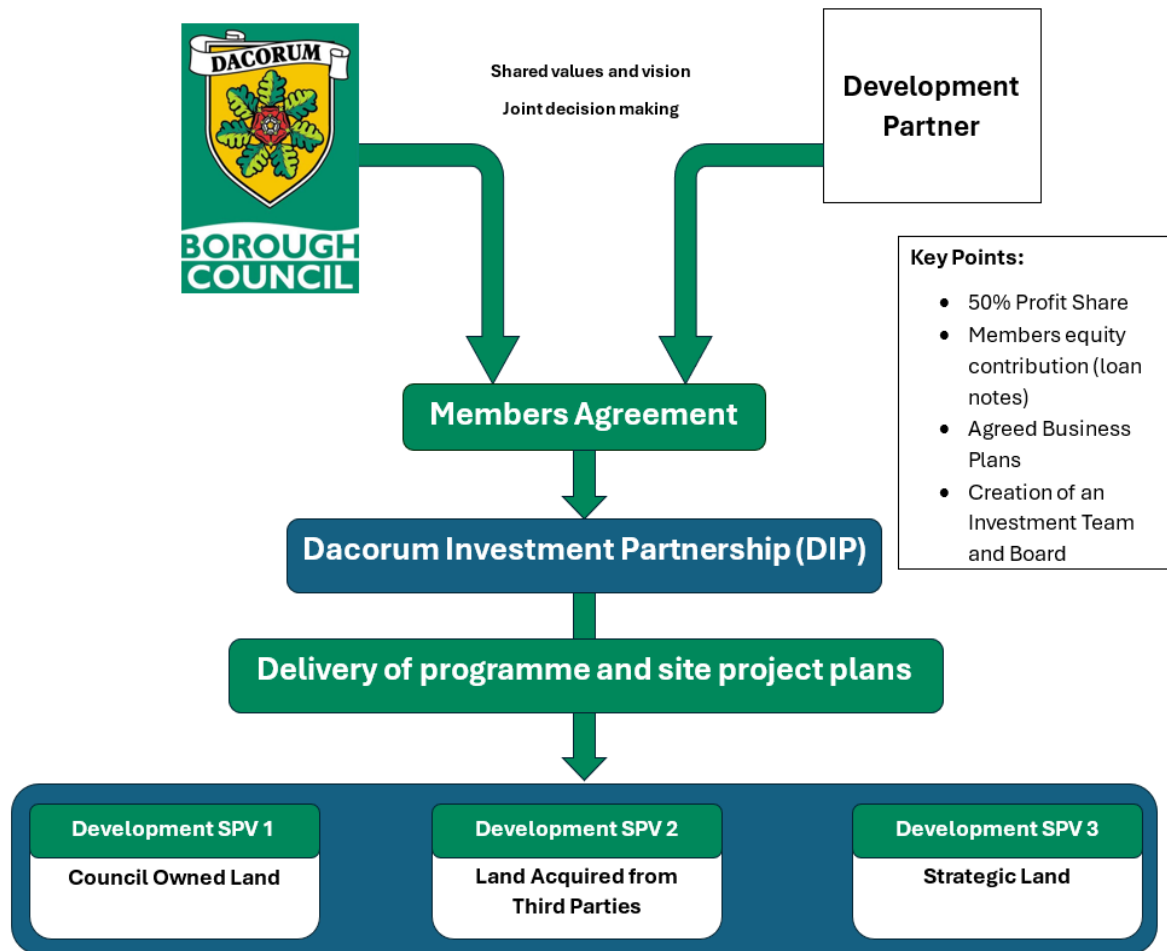


Fig. 1 – Proposed high-level structure of the Dacorum Investment Partnership (DIP)

- 2.9 The DIP would be overseen by a Board comprising representation from both the Council and the Partner(s). Each organisation would have an even share of voting rights. Decision making would be by consensus, meaning that if there is not agreement between the parties, then no decision is made. All major decisions are to be made by the Board. The Board could typically include one or two senior officers from the Council as well as senior appointed members from the private partner.
- 2.10 In order to ensure that the DIP can operate efficiently and maximise commercial opportunities, a scheme of delegation will be developed and presented to Cabinet and Council at the end of the IP selection process, to allow the DIP Board to make strategic development decisions (such as agreeing and delivering the business plan) within agreed financial limits. At the point there is a deliverable scheme, approval to transfer Council land into the Partnership would still be subject to separate, existing Council governance processes and financial regulations.
- 2.11 There would also be an operational team consisting of representatives from the Council and private sector partner. Full proposals for governance will be presented at the end of the selection process.
- 2.12 Feasibility work would be jointly undertaken and funded by the partners, the costs of which are wrapped into the project business plan (therefore undertaken “at risk” by the partner/s).
- 2.13 An initial business plan would be developed which would consider which individual projects be taken forward initially, with an estimated timeframe, and further feasibility planning identified for the wider programme. This would need to be approved by the DIP Board. The business plan would consist of schemes identified within the pipeline which will need to be

appraised and agreed. This will include an independent valuation of any Council land going into the SPV. Either party can veto whether a scheme proceeds or not, once feasibility activities have been undertaken, it has been financially appraised and independent cost advice on the scheme has been given.

- 2.14 If both parties are in agreement, at the appropriate time, (and following internal approval as per existing Council scheme of approval), the Council would transfer land to the SPV to enable schemes to be taken forward; on the basis that the value of that land will be repaid by recovery of sums due under a “loan note” on completion of the scheme.
- 2.15 The inherent flexibility of an IP means that a programme approach to sites can be taken to support overall viability. Less financially viable sites can be delivered where they are cross-subsidised by other more valuable sites in the programme, and overall strategic aims and project metrics can be met. Any financial returns from the IP are split in accordance with the original funding strategy.

### **Soft Market Testing**

- 2.16 The Council has undertaken a soft market testing exercise to sense check the attractiveness of the IP offer (e.g. the size and nature of the potential pipeline of sites) and to benchmark what the market considers to be the most appropriate partnership working arrangement(s) for the Dacorum context.
- 2.17 The information ascertained from the soft market testing has been used to inform the proposals and this report.
- 2.18 From both the number of expressions of interest, and from the informal interviews that followed, it is clear that there is market interest in the opportunity to work in partnership with the Council in the type of arrangement proposed.
- 2.19 It is also clear that there is a larger overall existing market for the more traditional contractual type of JV model, with growing interest in the more strategic Investment Partnership model that allows for joint partner development of specific business plans across a programme of opportunity sites.
- 2.20 The Council now needs to commission independent commercial and legal advice, ahead of finalising the details of the selection process. The full and final details of the IP structure will then be confirmed as part of this selection process and will come back to Cabinet for final approval before the Partnership is entered into.

### **Competitive Selection Process**

- 2.21 The selection process will be concerned with finding the right fit for a strategic partner with aligned vision and objectives.
- 2.22 The selection process will now be developed with the appointed consultant advisor. It is likely to ask interested parties to introduce their organisation and its history of working in partnership, propose heads of terms and demonstrate alignment to the Council's strategic objectives. The selection process may also ask for details on the level of upfront risk the IP is prepared to take, design approach, approach to value optimisation, expediting delivery and on delivering social value.
- 2.23 Whilst further legal advice on the proposed route to market will now be procured, it is officers' understanding, (from all advice and examples of IPs set up), that the type of

investment partnership proposed by the Council would not mandate a Public Procurement selection process. The selection process will be critical for the Council in choosing a partner who understands, shares and is committed to delivering the Council's strategic objectives.

### Costs

- 2.24 The table below provides an estimate of costs associated with setting up the Investment Partnership. There will be costs associated with selection process, with set up of the IP after Cabinet decision at the end of the selection process, and then following IP set up and formal launch.
- 2.25 All of this cost incurred prior to the IP entity creation will be at the Council's liability. The estimated amount (£230k) is based on the assumption it would not be a formal procurement route – which would likely involve more costs.

Work stream	Detail	October Cabinet Request
Legal Fees	To provide assurance and advice on the proposed structure and route to market.  To produce all legal documents and negotiate with preferred partner.	£70,000
Strategic advisory and competitive exercise support	To support with producing the brief / ITT, marketing and running the competitive selection process.  Project Management, governance and advisory support for the process	£75,000
Financial / tax advice	Feed into assessments and partnership structure	£55,000
Other/ contingency	Other associated costs	£30,000
	<b>Total</b>	<b>£230,000</b>

- 2.26 Once the LLP is established, there will be further costs to undertake a programme review of opportunity sites, make decisions on first sequencing of development sites and to develop the detailed appraisals plans for those first sites.
- 2.27 It is not possible to fully set these costs out until the IP is set up and the initial sites are chosen but typical costs that the Partnership might incur are within a range of £200k - £400k, depending on the number/ complexity of sites and the upfront risk that an IP partner is prepared to take.
- 2.28 These costs are at risk until a site moves forward – although the private sector partner may agree to bear the costs of the development of site-specific plans, which would then be paid back as part of the agreed debt repayment for that project, and covered by the partners if the project were to turn out to not be viable.

### Indicative Timeline

- 2.29 The table below shows the current working assumptions on timeline:

Task/Milestone	Date/Timeframe
Cabinet Approval to proceed to invite proposals for Dacorum Investment Partnership	14 <sup>th</sup> October 2024
Appoint consultants for strategic, legal and financial advice	November 2024

Prepare competitive exercise and prepare documentation in line with advice	December 2024 – February 2025
Competitive exercise	March – April 2025
Recommendation to proceed with Partner approved at SAR Steering Group & SLT	May 2025
Recommendation to PH, SLT-PH and Cabinet	June 2025

### 3 Options and alternatives considered

#### Comparing an IP with a contractual JV

- 3.1 There are many examples of contractual JVs where Councils partner with the market to deliver on specific objectives. However, they are specific and limited in their scope and require the Council to clearly define their site-specific objectives from the outset – as opposed to utilising the expertise of the development partner in jointly formulating the most appropriate pipeline to meet strategic objectives.
- 3.2 As Investment Partner selection involves pricing or design work on specific projects later on in the process, it tends to be lighter and easier to administer and respond to than for a JV - and therefore less expensive for all parties (selection and set-up). However, with that does come a risk that in making the selection process light in terms of bidder investment, bidders may not have to be quite as stringent in their due diligence pre-bid review process.
- 3.3 The selection process itself is likely to be quicker on an IP. The feasibility and business planning work is still required, but with the IP there is the ability for the Council to participate in the discussions about development of the programme and sequencing.
- 3.4 The table below summarises key differences between the traditional JV and the IP approach recommended.

Category	JV	IP
Procurement / selection method	Detailed competitive flexible procedure with pricing of 'opportunity sites' – Generally Public Procurement Regulations compliant	Not required to be compliant with Public Procurement Regulations. Does not include pricing of sites within tender returns. Generally based upon qualitative returns only. Form of tender process usually undertaken to demonstrate best value.
Procurement / selection speed	Longer process – to speed this up, likely to focus on a pre-existing framework. More than 12 months is typical.	Can be as quick at the client wants however preparing a detailed market pack for a competitive selection process is recommended to ensure



		provision of the right partner.
Selection Process cost - DBC	Higher - The more investment undertaken by the Council (e.g. surveys, supporting site information) the more likely the chance of better quality bidders' priced responses (i.e. less risk allowances).	Lower - Will require a high-quality brief, but this can be a vision statement with questions based around principles. Some of this will need to be incurred post appointment of partner, however.
Procurement cost - bidders	Will likely include pricing and time investment – initial design work is likely.	Lower. Will not require pricing of 'opportunity sites' and therefore time required reduces.
Time to project delivery phase from establishment of partnership	Once appointed, can be fairly quick as an amount of feasibility work by the contractor will have been undertaken during procurement. Inclusion of specific named sites provides more clarity	Once appointed, business plan will need to be developed and project feasibility work will need to be carried out as a partnership – a longer process. If factoring in longer up front with traditional procurement, the overall time between the two is likely similar – the difference is where the time is incurred.
Bidder appetite	Will depend on the size and scale of opportunities included. However, the market is generally moving towards a 'partnership' model to reduce risk in the current economic climate.	Will depend on the size and scale of opportunities included, but the "lighter" competitive selection, along with being the Council's long-term partner for new opportunities are likely to be attractive
Brief	Will include "red-lined" sites and project details for pricing.	Includes project details but can be higher-level as no specific pricing. The Council already has a relatively well-developed Market Information Pack with opportunity sites information from the Soft Market Testing.

Project feasibility	Undertaken as part of procurement process and then built on post incorporation	Undertaken within the IP structure post incorporation.
Delivery strategy	Set by Council prior to procurement process.	High level is set by Council prior to selection process, but detail worked through as partnership.
Legal complexity	Standard legal agreement – many precedents.	Standard legal agreement – fewer precedents, but examples do exist with existing local authority IPs.

### Framework Approach – other delivery routes

3.5 Whilst seeking a partner to create a Dacorum Investment Partnership is the priority, and immediate next step, it is acknowledged that the approach adopted to future delivery should and will be more nuanced and flexible, with a framework approach to delivery. The Investment Partnership will not have exclusivity to Dacorum’s future development sites, and IP partners may not wish to proceed on certain sites.

3.6 Other delivery routes considered within this framework approach include:

- Direct Delivery
  - There could be benefits of continuing in-house direct delivery for appropriate projects if these are not of interest to the potential partnership or considered to be more appropriate for direct delivery.
  - Can be considered on an ad hoc basis, responding to opportunities that arise.
  - Further work to be done to consider timing & implications of gap in housing provision following conclusion of current Council delivery projects.
  - It is acknowledged, however, that HRA financial challenges mean there are significant constraints on the Council’s ability to continue to subsidise the cost and delivery of new build activities, even net of any external grant funding. Hence the investigation of alternative viable models for delivery, such as exploration of an Investment Partnership. This will be kept under regular review through the development of the HRA Business Plan in the light of changes to the national policy landscape.
- Land Disposal
  - This may be an appropriate option in certain limited circumstances and the capital receipts generated could be reinvested into future new development and regeneration projects.
  - However, straight forward disposal does not allow for shaping development and/ or generating ongoing income streams
- Wholly Owned Company (WOC)
  - Reviews carried out into a potential Dacorum Housing WOC showed development viability to be challenging in current market conditions.

- Various examples exist of Local Authority partnerships working in conjunction with a WOC to approach development, delivery and management of assets.
- A WOC could potentially acquire developed homes (and commercial development) from an Investment Partnership.
- Retaining homes through a Council WOC structure could:
  - Allow for greater flexibility in terms of the types of tenures that could be delivered.
  - Allow for specific Council intervention in the local housing market (e.g. private rent).
  - Generate General Fund surpluses over the longer term which could be fed back to support wider Council services.
  - Delivery via a WOC is not without risk, and a WOC has substantial set-up resource & cost implications. Careful consideration of an appropriate strategy and business model will be needed, to ensure there is a viable business plan.
  - The business case for a WOC will be kept under review and revisited at a later time; in light of evolving market conditions, and developing plans for an Investment Partnership. This could allow a clearer picture to develop of a viable strategy and business model for a future WOC, potentially aligned with a future partnership for development and delivery

#### **4 Consultation**

Portfolio Holders and other key stakeholders have been consulted as appropriate in the development of these proposals. Consultation with other Local Authorities and the wider market (through a soft market testing process) has also been carried out and will continue.

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

- 5.1 The Council has a range of legal powers contained in the Local Government Act 2003, and the Localism Act 2011, which would enable it to enter into an Investment Partnership and trade for a commercial purpose.
- 5.2 This paper seeks approval to proceed with the competitive selection process to identify, and recommend, a development partner/s to create a Dacorum Investment Partnership. It is estimated, at present, that the initial finance, legal and consultancy support to achieve this stage in the process will be circa £230k.
- 5.3 Following the selection of an IP partner/s, the creation of the relevant structures, delivery vehicles and initial development plans/proposals is estimated to cost the Partnership an additional £200 - £400k depending on the complexity of the initial proposals and risk sharing proposals formed in the IP.
- 5.4 Investment Partnerships do not set out definitive agreed contractual deliverables or timescales, whilst also providing no exclusivity between the partners, so there is no initial defined outcome from the Partnership but also no legislation preventing delivery through other partners and vehicles identified in the DeVO review.
- 5.5 This structure means that there is a risk that the Council could invest an initial £230k in the creation and setting up of an investment partnership that has no contractual direct deliverables, but the potential is that the Council invests circa £230k to set up the opportunity to develop an effective partnership arrangement that supports the Council's ambitious strategic plans for Place Shaping/Regeneration, housing delivery and increased revenue streams.

#### **6 Legal Implications**

- 6.1 The Council has a range of legal powers contained in the Local Government Act 2003, and the Localism Act 2011, which would enable it to enter into an Investment Partnership and trade for a commercial purpose.
- 6.2 As stated in the report, there is no requirement for a formal procurement for goods, works and services and therefore local authorities do not have to undertake a full Procurement Regulations 2024 compliant procurement process to appoint a partner, however, it is recommended that the Council runs a competitive process to provide transparency and to demonstrate best value.
- 6.3 External specialist legal advice will be procured through the next stage of feasibility to confirm the required powers exist for the final structure and external lawyers will help to develop the required legal documentation with the preferred partner.

## 7 Risk implications:

- 7.1 This section outlines the key risks associated with the core recommendation i.e. to undertake a competitive exercise to establish a Dacorum Investment Partnership.
- 7.2 As the selection process for IPs is focussed on the formation of the partnership it tends to avoid scheme-specific feasibility work and pricing. This approach offers some obvious benefits to both parties in terms of ease of set up which is likely to be quicker and less expensive, as well as development of a partnership vehicle that can jointly build a long-term programme approach and leverage private sector capacity and expertise to jointly develop and agree plans that will deliver strategic and financial objectives. However, there are also risks. The lack of detailed site-specific work required from prospective partners could lead to a more limited understanding around project constraints and therefore deliverability.
- 7.3 The IP would be exposed to - and would therefore need to properly understand and plan for - corporation tax liabilities, VAT and stamp duty land tax (SDLT) requirements. Specialist tax advice will therefore need to be sought.

### Dacorum Investment Partnership Risk Log:

Type	Risk	Mitigation
Resource	<ul style="list-style-type: none"> <li>Significant staff time would need to be invested in order to create the IP (finance, legal, procurement, project management)</li> <li>Potential abortive work if projects didn't progress within the IP for any reason.</li> </ul>	Any work carried out on projects would still hold a value, even if this was to establish that the suggested route wasn't appropriate at this time.
Set-up Costs	<ul style="list-style-type: none"> <li>External expertise would be required to form the DIP</li> <li>If the DIP wasn't established for any reason, there is an estimated total abortive budget of circa £530k, in addition to substantial officer resource.</li> </ul>	Costs would be incurred on a cumulative basis and project costs would only be agreed as part of Gateway review process so the total abortive budget would not be realised until the IP and SPV were both set up.
Partner	<ul style="list-style-type: none"> <li>Not obtaining the right partner, the right team, and strong partner representation.</li> </ul>	Need to ensure suitable and appropriate levels of partner resourcing at operational and Board level. The bidding documentation should be very clear about non-commercial / financial objectives and undertake facilitated

		partnering workshops prior to engagement to create the right culture of cooperation. The “Delivery Framework” approach allows testing of projects within the IP but quickly moves onto other approaches if not suitable for whatever reason – the partnership would not be exclusive for future projects
Partner	<ul style="list-style-type: none"> <li>• Not being able to attract the right partner.</li> <li>• Insufficient competition with experience in the IP model envisaged</li> </ul>	A range of potential partners have been consulted with over the course of this project work, who have confirmed, at a high level, that they would be interested in bidding for a pipeline of the suggested size in Dacorum
Resource (suitability of)	<ul style="list-style-type: none"> <li>• Ensuring the right team is in place within both the investment team and the Board to be able to make appropriate decisions (within the established remit of these groups).</li> <li>• The risk would be that there may be a lack of progress within these teams that impacts delivery. It should be noted that this risk also applies to the Partner.</li> </ul>	There should be workshop sessions to clearly set the culture for the partnership at an early stage and this should be carefully monitored moving forward. In essence the team members ought to be thinking like a partnership and not like a partner
Objectives	<ul style="list-style-type: none"> <li>• Not having clear and focussed objectives.</li> </ul>	<p>A good deal of assessment work has already been undertaken by the Council and shared with the market through soft market testing.</p> <p>There would more internal workshops whilst developing the selection process and documentation to ensure the Council’s strategic objectives for the IP are very clear and it is also clear what is sought in an Investment Partner.</p>
Business Plan Viability	<ul style="list-style-type: none"> <li>• The current delivery climate is extremely challenging and partnership working will not eradicate this risk. Risks include sales values, build costs, planning etc.</li> <li>• There are challenges to development projects in a climate where costs have risen at an unprecedented rate and property values have remained flat or even lowered.</li> </ul>	The DIP would provide delivery expertise within the reach of the Council – whether this is technical support for project feasibility work, access to alternative funding arrangements, or benefitting from established relationships with key stakeholders such as Homes England. The Partnership can help to bring efficiencies and best practice to project

		viability matters, rather than remove the risk altogether.
Timescale (delayed delivery)	<ul style="list-style-type: none"> <li>• Set up of partnership will take time and this may be longer than envisaged if there are particular legal complexities.</li> <li>• This may effect confidence from stakeholders, particularly members who have supported the programme and have election timeframes to consider.</li> </ul>	During the planning phase, tangible “quick wins” for the partnership need to be considered, and the messaging to stakeholders needs to be carefully controlled. Approval processes should be as clear as possible about potential timeframes and risks to this, so expectations are managed.
Stakeholder Engagement	<ul style="list-style-type: none"> <li>• Lack of coherent communication leads to incorrect outcomes being expected from the DIP.</li> <li>• Political messaging needs to be carefully managed – It wouldn’t be helpful for delivery pressure to be immediately applied to the DIP, effecting decision making.</li> </ul>	Thorough and regular briefings with stakeholders, in particular locally elected members to ensure understanding of remit and purpose of the partnership and its long-term nature.
Partner Performance	<ul style="list-style-type: none"> <li>• Partner performance not meeting the requirements of the DIP.</li> </ul>	Careful legal drafting should be given to ensure there are appropriate break clauses in relation to non-performance of either partner.
Relationship Management	<ul style="list-style-type: none"> <li>• Breakdown in relationship with Partner.</li> <li>• This applies to all partnerships in any form and cannot be removed.</li> </ul>	Clear and concise brief to bidding partners. Ensure alignment of partner objectives, values and expectations.
Procurement challenge	<ul style="list-style-type: none"> <li>• Risk that non-Public Procurement route to selection is challenged in the future.</li> </ul>	Further legal advice to be procured. There are however various examples of IPs already set up without procurement and no challenges or issues have arisen.

## 8 Equalities, Community Impact and Human Rights:

- 8.1 Community Impact Assessment reviewed/carried out and annexed. This is a strategic piece of work and at this stage is deemed to be a neutral impact to all protected groups. The CIA will be updated as more detail emerges through the process and in the proposals.
- 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)

The proposal will bring forward new placemaking opportunities that will be designed with climate change in mind and improve the lives and wellbeing of residents

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

N/A

**11 Statutory Comments**

**Monitoring Officer:**

The Monitoring Officer's comments are included in section 6 of the report under 'Legal Implications'.

**S151:**

The S151 Officer's comments are included in section 5 of the report under Financial and value for money implications. The financial recommendation requests £230k of one off funding to support the selection of a Investment partner/s, the Dacorum Development reserve has funds to support this request, and this proposal is line with the rationale for this reserve.

**12 Conclusions:**

12.1 The Delivery Vehicle Options review recommended that a form of Partnership working, tailored to the Dacorum context, should be explored as part of a framework approach to deliver the Council's strategic objectives.

12.2 Following a soft market testing exercise, the report seeks approval to begin the process to select an appropriate partner to establish a Dacorum Investment Partnership.

Next Steps:

<b>Task/Milestone</b>	<b>Date/Timeframe</b>
Cabinet Approval to proceed to invite proposals for Dacorum Investment Partnership	14 <sup>th</sup> October 2024
Appoint consultants for strategic, legal and financial advice	November 2024
Prepare competitive exercise and prepare documentation in line with advice	December 2024 – February 2025
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