

CABINET AGENDA



**TUESDAY 14 FEBRUARY 2017 AT 7.30 PM
CONFERENCE ROOM 2 - THE FORUM**

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor Williams (Leader)
Councillor Griffiths (Deputy Leader)
Councillor Elliot

Councillor Harden
Councillor Marshall
Councillor G Sutton

For further information, please contact Michelle Anderson or Member Support

AGENDA

1. MINUTES (Pages 3 - 10)

To confirm the minutes of the meeting held on 24th of January 2017 (circulated separately to Cabinet members).

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

To receive any declarations of interest

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

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

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

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

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

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

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

4. PUBLIC PARTICIPATION

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

5. REFERRALS TO CABINET

There were no referrals to Cabinet

6. CABINET FORWARD PLAN (Pages 11 - 12)

7. GADEBRIDGE SPLASH PARK (Pages 13 - 21)

8. HOUSING REVENUE ACCOUNT BUSINESS PLAN ANNUAL REVIEW 2016/17 (Pages 22 - 45)

9. BUDGET & COUNCIL TAX SETTING (Pages 46 - 204)

10. APPOINTMENT OF AUDITORS 2018 & BEYOND (Pages 205 - 208)

11. INDEPENDENT REMUNERATION PANEL (Pages 209 - 218)

12. EXCLUSION OF THE PUBLIC (Page 219)

13. DISPOSAL OF COUNCIL-OWNED LAND AT JARMAN PARK (Pages 220 - 226)

MINUTES

CABINET

24 JANUARY 2017

Present:

Members:

Councillors: Williams (Leader)
Elliot
Harden
Marshall
G Sutton

Officers:	Sally Marshall	Chief Executive
	James Deane	Corporate Director - Finance and Operations
	Mark Gaynor	Corporate Director - Housing & Regeneration
	Mark Brookes	Solicitor to the Council and Monitoring Officer
	David Austin	Assistant Director - Neighbourhood Delivery
	Robert Smyth	Assistant Director - Performance, People and Innovation
	Barbara Lisgarten	Legal Governance Team Leader and Deputy Monitoring Officer
	Matt Rawdon	Group Manager - People
	Julia Hedger	Group Manager - Strategic Housing
	Jim Doyle	Group Manager - Democratic Services

The meeting began at 7.30 pm

CA/1/17 MINUTES

The minutes of the meeting held on 13 December 2016 were agreed by the members present and signed by the Chairman.

CA/2/17 APOLOGIES FOR ABSENCE

An apology was received on behalf of Councillor Griffiths.

CA/3/17 DECLARATIONS OF INTEREST

None received

CA/4/17 PUBLIC PARTICIPATION

None received

CA/5/17 REFERRALS TO CABINET

None received

CA/6/17 CABINET FORWARD PLAN

That the Cabinet Forward Plan be noted, subject to the following amendments:
March 2017:

- Add Water Charges Litigation (Part 2)
- Add Enterprise Zone update
- 'Jarman Park' to be amended to be a Part 2 report and move to March.
- Add Longdean Athletic Track – Approval of Design to future items

**CA/7/17 BYELAWS FOR SELECTED PARKS AND OPEN SPACES WITHIN
DACORUM**

Decision

Resolved to Recommend:

- (1) the Draft Byelaw to Council as attached as Appendix A of the Cabinet report for the Parks and Open Spaces in the Borough listed in paragraph 11 of the report and further draft byelaws to be drafted for consideration and consultation to prevent the feeding of wildfowl and wild animals, and permit model powered boats where appropriate.
- (2) authority be delegated to the Assistant Director (Neighbourhood Delivery) in consultation with the Portfolio Holder for Environmental, Sustainability and Regulatory Services to carry out the required impact assessment, consultation, agree the 'scheme' noted under paragraph 7 of the Cabinet report and submit the application to the Department of Communities and Local Government.
- (3) authority be delegated to the Assistant Director (Neighbourhood Delivery) to determine which areas within the Parks and Open Spaces listed in paragraph 11 of the Cabinet report shall be permitted or designated for relevant activities
- (4) authority be delegated to the Assistant Director (Neighbourhood Delivery) to authorise officers to issue fixed notices and/or commence prosecution proceedings to enforce breaches of the Byelaws.
- (5) authority be delegated to the Assistant Director (Neighbourhood Delivery) in consultation with the Assistant Director (Finance and

Resources) to agree fee levels for any chargeable activity permissible by the Byelaws.

(6) the revocation of the byelaws listed in paragraph 13 of the Cabinet report.

Reason for Decision

To consider new byelaws for selected parks and open spaces within the Borough and detail the steps required for them to be approved by the Secretary of State.

Community Impact Assessment

A Community Impact Assessment will be carried out as part of the Scheme noted in paragraph 7 of the report.

Corporate Objectives

The Byelaws will help promote a Clean, Safe and Enjoyable Environment

Monitoring Officer/S.151 Officer Comments

Monitoring Officer

The draft byelaw, and the process by which the Council is seeking to bring it into force, is in accordance with The Byelaws (Alternative Procedure) (England) Regulations 2016 and sections 235-238 of the Local Government Act 1972 (as amended).

There must be a full assessment of the impact on those persons affected by the proposed byelaw, and the council from a regulatory perspective, before the byelaw is submitted to the Secretary of State and this should include appropriate consultation.

Deputy S151 Officer

Any costs incurred will need to be contained within existing budgets. Any additional income generated will need to be factored into the budget setting framework once it can be known with a degree of certainty.

Advice

Councillor Marshall introduced the report she explained that byelaws for the Council's Parks & Open Spaces had been drawn up to deal with unacceptable behaviour which could damage the open space &/or spoil other users' enjoyment and where the issue is not addressed through current legislation.

The Byelaws are intended to be in DBC's "back pocket", to use when unsuitable or unreasonable behaviour does not cease despite requests to do so. The byelaws are an instrument of last resort, not first resort.

DBC has some old byelaws, which do not cover all the major open areas & do not address current usages, which potentially damage the parks – like boot camps,

(commercially run fitness activities), model aeroplanes, etc. The new “activities” covered are listed in paragraph 15 of the report.

The process of making byelaws was made easier in February last year. Standard model byelaws have been published by the DCLG, but nevertheless, to have byelaws approved, one has to be clear in the objectives – in the **local** problems sought to be overcome, be clear that existing legislation does not already provide the remedies sought and that the byelaw is a proportionate tool to deal with the problems. Having assessed that and consulted, application is made to the Secretary of State for permission to make the byelaw.

This matter has been to both Strategic Planning & Environment OSC and Housing & Community OSC. Initially, the proposal was to have the byelaws just cover those 7 open spaces which have green flags but it was realised that really we should widen the scope. Strategic Planning & Environment OSC recommended having the byelaws cover the whole Borough, but that would unlikely to be acceptable to the Secretary of State as being too unspecific in its scope.

Housing & Community OSC recommended that all the major open spaces be included and the list at paragraph 11 of the report, does I think do that.

The addresses on the list need to be more specific – such as Warners End is not meant to be the whole ward but the area bounded by Warners End Road, Spring Lane and Gadebridge Road and Galley Hill/Polehanger Lane. Jocketts is Shrubhill Common.

This is not a money-raising exercise but there is scope in the proposed byelaws to charge for organised events, such as commercially run fitness activities, in the form of a licence. The licence would also deal with issues of insurance, risk assessment of the activity and the extent of the activity.

I am asking Cabinet that it agrees to seek the Council’s approval to start the process of introducing and implementing these byelaws but you may wish to consider whether the areas listed at paragraph 11 are appropriate and the activities covered are appropriate.

Should there be modifications to these model byelaws, bear in mind that DBC will have to justify the making of these byelaws to DCLG.

I suggest consideration of prohibiting the feeding of wildfowl and wild animals, particularly when thinking of the Water Gardens. Clearly enforcing such a byelaw would only be very much the last resort and the Government might balk at that – but the damage done by Canadian geese and the fact that the food also attracts rats needs to be taken into account. A possible way round is to put 2 versions of the byelaws to DCLG – one with feeding wildfowl/animals and one without.

Should we include prohibition on drones? On fundraising and soliciting or gathering money? Maybe such activity should be licenced by DBC?

Byelaw 33 on page 41 of the report prohibits power-driven model boats on any waterway. Thinking of the Water Gardens, and its proposed use for model boating, there could be conflict between the operators of powered and non-powered boats. But is it too draconian to prohibit power-driven model boats?

I recommend the Cabinet amend the printed recommendations to include (1) to consult & to apply for permission to DCLG and (2) to include prohibition on feeding wildfowl/wild animals

Councillor Elliot supported the byelaw for prohibition for feeding wild fowl; however felt that if there was a byelaw for restricting boats, this would restrict leisure activity within the area too.

Councillor Harden also supported the byelaw for prohibition for feeding wild fowl; however he too disagreed with restricting boat usage to clubs because this would not encourage other individuals who were not part of a club.

Councillor Tindall felt that if individuals were encouraged to use the waterways then safety measures would need to be in place. It would be easier if it was restricted to clubs as the safety measures would be easier to manage.

Councillor Williams asked why a byelaw had to be introduced for the use of boats and model boats.

B Lisgarten explained that the parks and open spaces officer had reported problems with people tearing up the waterways with power boats. If it was restricted to clubs, it would encourage the introduction of local rules and ways to regulate it.

Councillor Sutton asked how other local authorities approached this along with encouraging people to their town.

B Lisgarten said that she was unaware of how others approached this however a draft list of byelaws for Dacorum could be put forward for consultation which would raise people's views and opinions.

Councillor Williams noted that there was a new boating platform and therefore could the wording of the byelaw set out restrictions to certain defined areas of the waterways. He added that the regeneration board had been discussing the area and they too felt that it was not appropriate to feed wild fowl.

Councillor Sutton noted that the government were looking into stronger byelaws for the use of drones and therefore felt that DBC should wait to see what is introduced.

Councillor Williams asked if DBC had a byelaw, would government legislation overpower it.

B Lisgarten confirmed that if legislation existed then DBC could not have a byelaw for the same thing.

Councillor Williams said that he would support the use of drones in parks and open spaces only as this would avoid privacy rules near private property. He felt that this should be put out to consultation.

Councillor Harden agreed and said the council should wait to see what legislation the government introduces for the use of drones.

D Austin explained that the use of the drone code could be used as a way forward to promote the code.

It was discussed and agreed that members were not keen on introducing byelaws for fundraising.

Voting

None.

CA/8/17 SENIOR OFFICER PAY POLICY

Decision

Resolved to Recommend:

- 1. to adopt the Pay Policy for 2017/18 as set out in appendix 1 to this report.**
2. any amendments to the Pay Policy throughout the financial year 2017/2018 which are required as a result of legislative changes can be approved by the Chief Executive in conjunction with the Council's Monitoring Officer.

Reason for Decision

To set the Council's pay policy for the financial year 2017/18, as required by Section 38 of the Localism Act 2011.

Corporate Objectives

The Council's policies in respect of pay and terms and conditions support all five of the Council's strategic objectives as part of ensuring that services to the community can be delivered to the required standards and with due regard to economy, efficiency and effectiveness.

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

The Senior Officer Pay Policy is required by virtue of section 38 of the Localism Act 2011 and this Pay Policy complies with the statutory requirement and associated guidance.

Deputy S.151 Officer:

There are no budgetary pressures arising from the decisions in this report. Any amendments if required under recommendation 2 will need to be met from within existing approved budgets.

Advice

Councillor Harden explained that Section 38 of the Localism Act 2011 ('The Act') requires local authorities in England to prepare, approve and publish a pay policy statement. The statement must detail the authority's own policies towards a range of

issues relating to the pay of its workforce, particularly its senior staff ('Chief Officers', as defined in the Act) and its lowest paid employees. The pay policy statement must be prepared for each financial year.

R Smyth added that job titles have been amended and a few minor tweaks made.

Councillor Marshall asked what scope the council had in making tweaks to the pay policy and was what the council did part of the national agreement.

M Rawdon said that there were a few minor exceptions, such as for sick pay, however in the main it follows the national agreement.

Voting

None.

CA/9/17 CORPORATE PEER CHALLENGE - FEEDBACK REPORT

Decision

1. the contents of the Corporate Peer Challenge Feedback Report be noted
2. the publication of the Local Government Association Corporate Peer Challenge report for the Council be approved.

Reason for Decision

For Cabinet to approve the publication of the Local Government Association Corporate Peer Challenge report for the Council.

Corporate Objectives

The Corporate Peer Challenge is an opportunity for the Council to reflect on the services it delivers, how it works and the relationship it has with Members, residents and its wider stakeholder base.

Therefore, the findings and recommendations from the report will support the Council to better deliver all of its corporate objectives.

Monitoring Officer/S.151 Officer Comments

Monitoring Officer:

The Peer Challenge feedback did not identify any areas of concern from a Monitoring Officer perspective. It did, however, highlight areas for continued development which will need to be progressed as identified in the report.

Deputy S.151 Officer

There are no direct financial implications of this decision and the report highlights the good financial management arrangements and leadership in place.

Any proposals put forward to address the recommendations will need to be either met from within existing approved budgets or will require growth bids for inclusion in the usual budget setting process.

Advice

Councillor Williams explained that it was a requirement of the challenge to report back to Cabinet.

Voting

None.

CA/10/17 EXCLUSION OF THE PUBLIC

That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during the item in Part 2 of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that, if members of the public were present during this item, there would be disclosure to them of exempt information relating to the financial and business affairs of the Council and third party companies/organisations. (Minute CA/011/17, CA/012/17)

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

CA/11/17 SWING GATE LANE-AWARD OF MAIN CONTRACT TO CONSTRUCT 9 NEW FLATS FOR RENT

Full details in Part 2 minutes.

CA/12/17 DEVELOPMENT OF GADE ZONE RESIDENTIAL

Full details in Part 2 minutes.

The Meeting ended at 8.12 pm

CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.15 1 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
1.	21/03/17	Water Charges Litigation (Part 2)		02/03/17	Mark Brookes, Solicitor to the Council, 01442 228236 mark.brookes@dacorum.gov.uk	To update members on the Water Charges Litigation and approve the next steps
2.	21/03/17	Enterprise Zone update		02/03/17	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	To update Members on the financial modelling undertaken on the Enterprise Zone.
3.	21/03/17	Civic Centre Site and Development Company report		02/03/17	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	To update Cabinet on further due diligence undertaken into the options available for a Council owned Development Company
4.	25/04/17	Hemel Hempstead Town Centre Parking Access and Movement Strategy		06/04/17	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk Chris Taylor, Group Manager Strategic Planning & Regeneration 01442 228405 chris.taylor@dacorum.gov.uk Nathalie Bateman, Strategic Planning & Regeneration Team Leader 01442 228592 nathalie.bateman@dacorum.gov.uk	To consider arrangements for taking forward the next stages of the parking access and movement strategy for Hemel Hempstead Town Centre
5.	25/04/17	Grovehill Neighbourhood Plan		06/04/17	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk	To accept the formal submission of the Grovehill Neighbourhood Plan from Grovehill Future Forum and to confirm its conformity to the Localism Act legislation, and allow for the appointment an independent examiner to approve the document and subsequently take the matter to a local referendum for the residents of Grovehill to vote Yes/No to.
6.	25/04/17	Rough Sleepers Policy		06/04/17	Elliott Brooks, Assistant Director Housing, 01442 228615 elliott.brooks@dacorum.gov.uk	To be provided
7.	23/05/17	Local Plan Review		04/05/17	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk	To be provided

Future Cabinet Dates 2017:

27 June, 25 July, 19 September, 17 October, 28 November, 12 December

Future Cabinet Dates 2018:

30 January, 13 February, 27 March, 24 April, 22 May

Future Items:

As at 06 February 2017

Disposal of Assets (D Austin).
Parking Service
Enterprise and Investment Plan
Longdean Athletic Track – Approval of Design (R Smyth)



Report for:	Cabinet
Date of meeting:	14 February 2017
Part:	1
If Part II, reason:	

Title of report:	Gadebridge Splash Park
Contact:	<p>Cllr Janice Marshall Portfolio Holder for Environment Services, Regulatory Services and Sustainability.</p> <p>Author/Responsible Officers :</p> <p>Joe Guiton Neighbourhood Action & Children's Services Team Leader</p> <p>David Austin Assistant Director Neighbourhood Delivery</p>
Purpose of report:	For Cabinet to review and approve the recommendations for a new Splash Park in Gadebridge Park.
Recommendations	<p>That Cabinet approve the following recommendations:</p> <ol style="list-style-type: none"> 1. Approve the project to install a Splash Park in Gadebridge Park. The location of the Splash Park and new Play Area are shown on the plan in Appendix 1 2. Approve the virement of capital underspend from the Play Area Improvements Project to the relocation of the Children's Play Area. 3. Approve the Splash Park opening in spring 2018 4. Delegate authority to the Assistant Director (Neighbourhood Delivery) in consultation with the Portfolio Holder for Environmental, Sustainability and , Regulatory Services to - award the contract for the supply and construction of the Splash Park and Play

	Area.
Corporate Objectives:	Clean Safe and Enjoyable Environment – Splash Parks are very popular facilities which give families a safe enjoyable place to visit.
Financial Implications:	The recommendations ensure that the Council's commitment to installing new facilities is delivered in the most cost effective way.
'Value For Money Implications'	<p>The draft capital programme for financial years 2016/17 to 2021/22, includes budgets of £1.5m phased over 2017/18 and 2018/19 (see section 5 below). These budgets are considered sufficient for the build of the splash park, infrastructure requirements such as pathways and signage, and renovation of the white bridge.</p> <p>The current capital programme has an approved budget of £490k for the Play Area Refurbishment scheme. As part of the budget monitoring process, an underspend of £151k has been identified on this project, which it is now proposed to re-allocate by budget virement to the Splash Park budget for installation of a new play area adjacent to the Splash Park.</p> <p>The underspend is a result of match funding, external grants and substitution of available s106 funding.</p> <p>Ongoing revenue costs - £50k per annum built in to medium term forecasts for financial year 2018/19 onwards made up of :</p> <ul style="list-style-type: none"> • Staffing – £35k • Chemicals and water testing – £7k • Maintenance - £8k <p>The works will be awarded on the basis of a competitive tendering process.</p>
Risk Implications	Project will be uploaded on to project reporting system to ensure that risks are managed.
Health And Safety Implications	All play equipment will be constructed and installed to EN1176. The Splash Park will comply with current British Standards and relevant guidelines for water splash parks that have no standing water.
Monitoring Officer/S.151	Monitoring Officer: The project officers must ensure that an appropriate form of supply and construction contract is completed prior to commencement of the works and

<p>Officer Comments</p>	<p>early consultation with the legal team is advised to ensure that this is completed in time for commencement.</p> <p>S.151 Comments</p> <p>The proposed scheme can be met from within existing approved budgets of £1m. The additional funds required to deliver the refurbishment of the play area can be funded subject to Members authorising the virement for the use of the £150k underspend from the Play Area Improvement project to this.</p> <p>Further works to consider the scale and cost of resurfacing and enlarging the existing car park will need to be brought back for member consideration once the Environment Agency confirm the requirements and potential implications of the relocation of the river have been considered and confirmed</p>
<p>Consultees:</p>	<p>The following stakeholders have been consulted:</p> <ul style="list-style-type: none"> • Group Manager – Procurement, Commissioning and Compliance • Public consultation • Planning & Regeneration • Clean, Safe & Green • Building Services • Estates • Resident Services • Environmental Health • Environment Agency

Background papers:	None
---------------------------	------

1. Introduction

- 1.1 As part of the corporate plan commitment to “*deliver a clean, safe and enjoyable environment*”, Members are committed to funding a Splash Park and the refurbishment of the White Bridge in Gadebridge Park.
- 1.2 This report sets out the key points and recommendations for Cabinet to consider and approve.

2. Background

- 2.1 In 2004 the Gadebridge Park Paddling Pool was closed due to Health and Safety concerns and there has been a lot of public pressure for a new facility since the installation and/or refurbishment of other water facilities in neighbouring boroughs.
- 2.2 In 2012 a refurbishment project was started to review and improve the quality and play value of the 52 Children's Play Areas in the Borough. This project was extended and is due for completion in March 2017. Gadebridge Park Play Area was not included as part of the play area improvement project because of the possibility of delivering a Splash Park for Gadebridge.
- 2.3 The park offers recreational activities such as lawn green bowls, putting, croquet and petanque. The facilities are low in play value and in poor quality with an average attendance of 3 visitors an hour throughout the season.
- 2.4 The Environment Agency has also approached the council to improve the sustainability of the River Gade through Gadebridge Park. This will reduce flood risk by realigning the channel to a low gradient within the floodplain and improve sustainability by diverting spring flows into the main channel.

3. Location and Design

- 3.1 It is recommended that the Splash Park is located on the northern side of the bowls green within the existing putting and croquet facilities. This location is out of the flood risk zone and takes into consideration the river staying on its original course as shown in appendix 1. The proposed 1-in-50 flood event is if the river is relocated as per the Environment Agency proposal which would reduce the flood risk further.
- 3.2 The existing hedge that surrounds the recreational facilities creates a barrier to the park from the High Street entrances and to the games on offer. If the hedge is

removed it will make the Splash Park more visible and accessible from every direction.

- 3.3** The Splash Park surface will be made and finished in concrete with below ground features. This is to ensure that the views across the park are uninterrupted by large play structures. It is also less prone to vandalism and has the added benefit of when the Splash Park is not in use, it can be used for children to ride and skate on.
- 3.4** It is recommended that the design and colour of the Splash Park is sympathetic to its surroundings and take into consideration St Marys Church, Walled Gardens and Charter Tower. The concrete can be coloured to blend in with the colour of the listed structures.
- 3.5** The Splash Park requires a building to house the recirculation system. There is opportunity to include within that building additional seasonal toilets and a concessions kiosk. Splash Parks can attract up to 2000 people a day and the facilities in the park are not adequate to cope with the potential increase in demand.
- 3.6** The Play Area is located within the flood risk zone and has suffered from incidents of flooding on numerous occasions. This has caused damage to the equipment and surfacing and area closed for long periods of time. The Play Area is the only full accessible play facility in Hemel Hempstead.
- 3.7** It is recommended that Children's Play Area be removed and a new play space relocated amongst the trees to the northern side of the Splash Park. This will give a more cohesive play facility for families with children of mixed ages and abilities.
- 3.8** This will also give the opportunity for the Car Park to be extended in to the park further and assist with the possible increase in visitors to the park.
- 3.9** The Environment Agency has approach Dacorum Borough Council with a proposal to relocate the River Gade. Relocating the Play Area will assist with this project giving more scope on the rivers location and design. Although a formal route has not been formally submitted, any possible route will not affect the overall design or location of the Splash Park and Play Area. However, if the EA's proposed relocation of the Gade takes place, it will result in limiting access from the car park to the Splash Park, new play area and the Old Town unless additional river crossing points are made. Indicative layout shown in appendix 2.

4. Timescales

- 4.1** Discussions with the Procurement team have suggested that the procurement process would take between 7 to 8 months.
- 4.2** The Splash Park and Play Area be completed and open for spring 2018

5. Estimated Costs

- 5.1** A budget has been allocated of £1.5 million for the refurbishment of the White Bridge and installation of a new Splash Park
- 5.2** £1 million has been allocated to the Splash Park and £500k for the White Bridge.

- 5.3 The following costings are based on Splash Parks installed by other Local Authorities and indicative quotes from Splash Park Installers. The Infrastructure costs are based on the Town Centre Regeneration works supplied by Strategic Planning and Regeneration.
 - 5.4 The cost of a Splash Park varies from size, design and type. The recommended size and type for Gadebridge Park is approximately 500sqm meters with below ground water features and water recirculation system. Estimated Cost £625k.
 - 5.5 Supply and installation of a building to house the Splash Park infrastructure and to include toilets and concession kiosk, power and water. Estimated Cost £125k
 - 5.6 Landscaping – tree works, planting, footpaths, fencing, removing old play area and making good. Estimated Costs £100K
 - 5.7 Park signage – monoliths, fingerposts and interpretation boards. Estimated Cost £50k
 - 5.8 It is recommended that a £100k contingency be included within the budget due to unforeseen problems associated with the installation of a Splash Park and supporting infrastructure.
- Total £1m
- 5.9 Supply and installation of a new play area. Estimated Cost £150k. This could be funded from the Play Area Improvements project underspend of £151k.

6. White Bridge

- 6.1 Two reports have been commissioned over the last 5 years on the condition of the bridge. The first in 2011-2012 by Hertfordshire Highways and a second more detailed assessment and options study in 2013 by Inertia Consulting Limited.
- 6.2 The bridge is failing structurally due to the weight of the concrete and hot rolled asphalt deck that replaced the original wooden deck.
- 6.3 The north parapet pilaster has corroded at the base and is broken causing movement to the handrail.
- 6.4 Site visits have been carried out with structural engineers for advice on the recommendations. The recommendations will be considered in consultation with the Conservation Development Management Team, Environment Agency and Building Services. A proposal will then be put forward to the Portfolio Holder for Environmental, Sustainability and Regulatory Services for approval.

7. Additional Options

- 7.1 The most popular recreation facility that is used in Gadebridge Park is the Putting Adventure Golf. Subject to budget, there could be an option to install a new up to date facility.

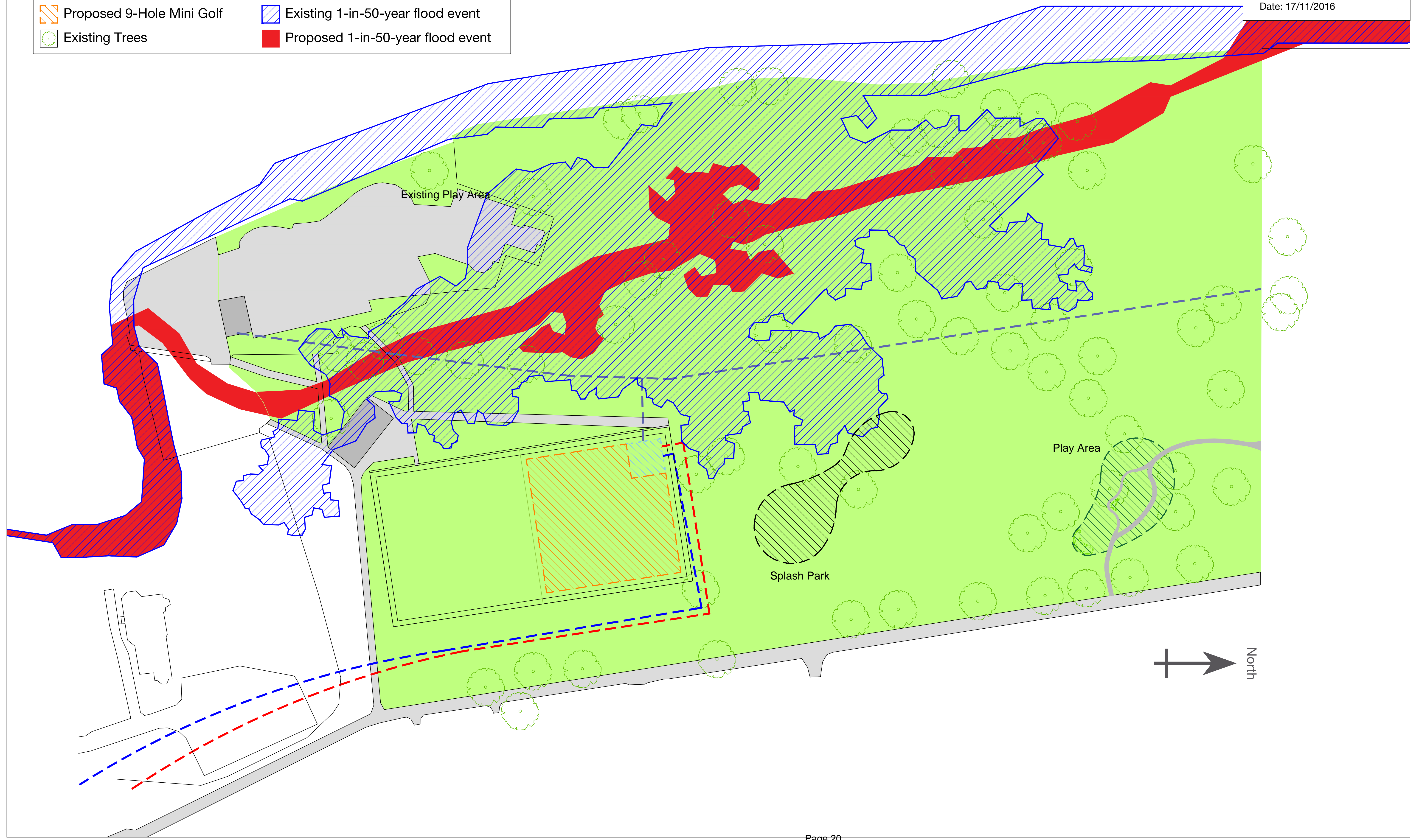
- 7.2** This would need to be in a fenced area and could be placed on the public bowls green which is in a poor condition, under used and high in maintenance.

8. Recommendations

- 8.1** Cabinet are asked to approve the following recommendations:
- 8.2** That the new Splash Park is sited in the location as shown on the plan in appendix 1 to this report.
- 8.3** That a new Play Area is funded through the Capital Play Area Improvement underspend.
- 8.4** That the Play Area in the carpark is removed and a new Play Area is installed next to the Splash Park in the location shown on the plan at appendix 1 making a more cohesive play space.
- 8.5** That the new facilities are opened in the spring of 2018.

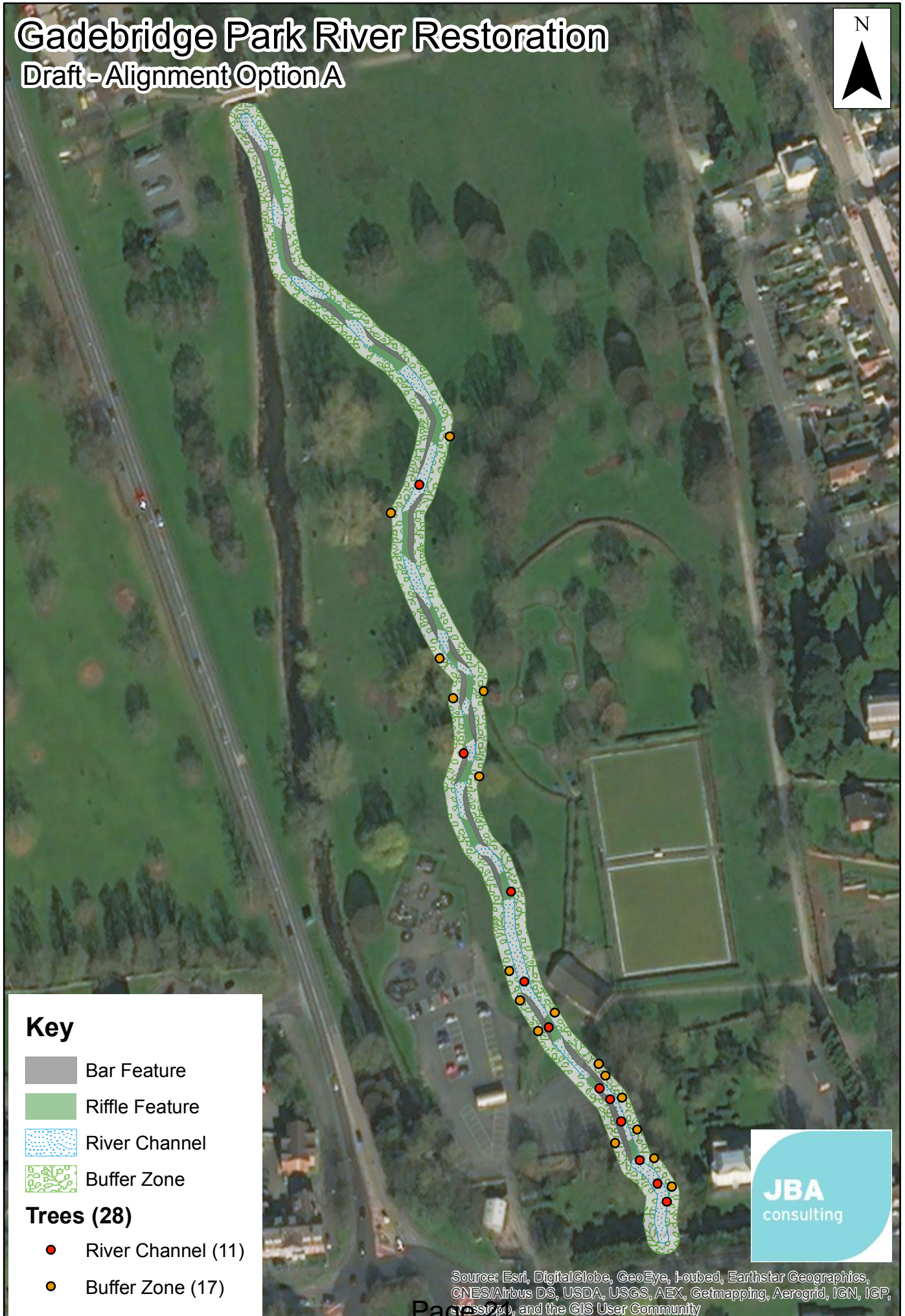
Key:

- Splash Park
- Pump House / Kiosk / Toilets
- New Power Supply
- Proposed 9-Hole Mini Golf
- Existing Trees
- Play Area amongst trees
- Main Sewer
- New Water Supply
- Existing 1-in-50-year flood event
- Proposed 1-in-50-year flood event







Gadebridge Park River Restoration



Draft - Alignment Option A



Key

-  Bar Feature
-  Riffle Feature
-  River Channel
-  Buffer Zone

Trees (28)

-  River Channel (11)
-  Buffer Zone (17)



Source: Esri, DigitalGlobe, GeoEye, I-cubed, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community



Report for:	Cabinet
Date of meeting:	14th February 2017
Part:	Part I & Part II (appendix)
If Part II, reason:	The part II appendix to the report contains information relating to the financial and business affairs of the Council. Local Government Act 1972, Schedule 12A Part 1, paragraph 3

Title of report:	Housing Revenue Account Business Plan Annual Review 2016/17
Contact:	Margaret Griffiths, Portfolio Holder for Housing Elliott Brooks, Assistant Director for Housing
Purpose of report:	To update Cabinet on the Annual Review of the Council's Housing Revenue Account Business Plan
Recommendations	<ol style="list-style-type: none"> 1. That Cabinet recommends Council to approve the updated Housing Revenue Account Business Plan 2. That Cabinet recommends Council to approve the revised development programme budgets as set out in Section 6.3. and the budget for the Martindale Development in Appendix 2, in part II of this report
Corporate Objectives:	Delivering Affordable Housing
Implications:	<u>Financial</u> Regular review of the Council's Housing Revenue Account (HRA) Business Plan is essential to ensure short, medium and long term viability of the Business Plan
'Value For Money Implications'	<u>Value for Money</u> All contracts and services are tendered in line with the Council's procurement procedures to ensure Value for Money. The Council's Housing Landlord service annually compares running costs with other social landlords through 'Housemark' benchmarking data.
Risk Implications	Monitoring of the Housing Revenue Account Business Plan has been identified as a key risk of the Housing Service and is reported to the Council's Housing & Communities Overview &

	Scrutiny Committee on a quarterly basis.
Equalities Implications	The Housing Revenue Account is a 'ring fenced' account for income and expenditure solely related to the Council's housing stock, tenants and leaseholders.
Health And Safety Implications	Health & Safety is identified as a key risk of the Housing Service and is reported to the Council's Housing & Communities Overview & Scrutiny Committee on a quarterly basis.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>No comments to add to the report.</p> <p>Deputy S.151 Officer:</p> <p>The Business plan sets of the key financial assumptions and the dependencies and will be reviewed on a dynamic basis to ensure that the assumptions remain valid and any exceptions are reported for consideration by Cabinet.</p> <p>The impact of the government proposals for the sale of high value properties will need to be analysed once details have been released and considered. Any material changes to the plan will be brought back for Cabinet consideration and if necessary the plan will be updated.</p> <p>The necessary Secretary of State approvals for the sale of market value properties will need to be built into the project plan for the delivery of the scheme at Martindale and if approval is rejected then the plan would need to be amended and brought back for consideration.</p>
Consultees:	<p>Mark Gaynor, Corporate Director of Housing & Regeneration</p> <p>James Deane, Corporate Director Finance & Operations</p> <p>Richard Baker, Group Manager, Financial Services</p> <p>Fiona Williamson, Group Manager Property & Place</p> <p>Julia Hedger, Group Manager Housing Development</p>
Background papers:	n/a
Glossary of acronyms and any other abbreviations used in this report:	<p>HRA - Housing Revenue Account</p> <p>TAM - Total Asset Management</p> <p>RTB – Right to Buy</p>

1. Background

- 1.1 In April 2012 the Council agreed its first 30 year Housing Revenue Account (HRA) Business Plan. It was a requirement following the introduction of Self Financing (replacing the HRA Housing Subsidy System). This report details the fourth annual review of the HRA Business Plan and explains the issues and assumptions which have needed to be considered or re-visited.

2. Housing Revenue Account Business Plan

- 2.1 The resources available initially following the move to 'Self Financing' gave the Council the opportunity to be strategic in its approach to its housing stock for the first time. It was possible, and essential, to not only consider the existing housing stock, but also wider issues such as community development, improving the environment and the potential to build new Council homes to attempt to address the increasing demand yet decreasing supply of social and affordable housing.
- 2.2 The Business Plan not only concentrates on the financial related strategy and objectives but also the service priorities of the Council's landlord function to its tenants and leaseholders. The long term perspective is crucial to ensure that the service and its primary assets, the housing stock, are fit for purpose for the whole period and beyond.

3. Performance of the 2015/16 Business Plan

- 3.1 As would be expected within such a complex budget as the Housing Revenue Account there were various areas of overspend and underspend throughout 2015/16. These were regularly reported to the Council's Corporate Management Team and its Cabinet and Scrutiny Committees on a quarterly basis
- 3.2 Some of the key variances included:
- Rental Income - £151k under budget. Income collection itself exceeded budget but there was an unbudgeted transfer required to the General Fund relating to rent from properties owned by the General Fund
 - Interest and Investment Income - £71k over budget
 - Repairs & Maintenance - £1.1m over budget
 - Supervision & Management - £141k under budget
 - Revenue Contribution to Capital - £481k under budget
- 3.3 In terms of tangible outcomes that benefit the Council's tenants directly the table below demonstrates how the Council has been able to improve the homes in which tenants live since the introduction of the HRA Business Plan. It should be noted that considerable catch up work has been achieved between 2012-15 and the levels of renewal required has fallen. This has allowed more roofing work and communal elements to be addressed.

Improvement Works	2012/13	2013/14	2014/15	2015/16
Kitchen Renewal	456	721	433	351
Bathroom Renewal	426	529	327	235
Re-Wire	605	784	411	252
New Doors	1935	3480	2568	1284

Boilers	770	963	782	782
---------	-----	-----	-----	-----

3.4 The Council has also been able to continue its programme to build new homes in the borough for the first time in over 20 years

3.5 The total number of new homes completed and allocated to local people since the first HRA Business Plan is 76, with another 201 within approved schemes to be delivered over the next three years. Section 6.3 details how the Council is proposing to continue its development programme until 2021.

4. Considerations for year 4 HRA Business Plan Review

4.1 Government Policy & Proposals

4.1.1 In recent budget announcements and both the Welfare Reform Act 2016 and Housing & Planning Act 2016 there have been a number of changes or proposed changes that have or could have a significant impact on the HRA Business Plan both immediately and in the longer term.

4.2.1 Whilst not all of the detail has yet been provided by the government and some proposals have been dropped or significantly altered officers have been working to try and estimate impact on the Business Plan and what actions are needed in terms of mitigation and reviewing assumptions within the Business Plan

4.2 Social Rent Reductions

4.2.1 Social Rents will continue to reduce 1% each year for another 3 years. Those Council rents not yet at 'target' will also be subject to the 1% reduction. Rents for Sheltered Housing are also subject to the 1% decrease.

4.2.2 As detailed during the previous year's review of the HRA Business Plan the 1% rent reduction will have a negative impact on the income of approximately £33m over the 4 year period. This has reduced resources available to build new homes and invest in the current housing stock.

4.3 Sale of High Value Council Homes

4.3.1 This proposal, within the Housing & Planning Act 2016, for Local Authorities to sell its high value homes to in effect fund the Right To Buy (RTB) extension to Housing Associations is still in the planning stages. No detail has been provided to Local Authorities regarding potential start date, or receipts to be generated. The only statement has been to announce that it will not be implemented in 2017/18.

4.3.2 The HRA business plan currently assumes no payment or loss of stock related to this policy. Should detail be issued during 2017/18 the Business Plan will be reviewed and presented to the Council's Cabinet for approval.

4.4 Pay to Stay

4.4.1 During 2016 the government announced that the proposal to enforce Local Authorities to charge higher rents (up to 80% of market rent) for those

households earning in excess of £31,000 outside of London will not go forward. The Policy remains but at the discretion of Local Authorities. Dacorum Borough Council has no intention of implementing this policy.

4.5 Increased Development Costs

- 4.5.1 Over the 4 year period of the Business Plan being in place, the costs associated with delivering the new build schemes have gradually increased against the assumptions originally made (due to increases in construction costs and increased tender costs arising due to an overheating construction sector). This has caused a level of uncertainty when forecasting total costs of developments and requesting budget approval. A number of schemes have required additional budget to be approved at the point of contract award, each occasion resulting in the overall Business Plan and development funds being reviewed.
- 4.5.2 The year 4 review has taken this into account and made new assumptions regarding the cost per unit which it is felt has an element of flexibility and contingency. The proposed development programme for current schemes and future allocation of resources can be found in Section 6.3 of this report. The proposed development budget for Martindale site can be found in Appendix 2, part II of the report. (The scheme has not yet been subject to a tender process)

5. Additional Resources & Future Development proposals

- 5.1 During the review of the business plan, additional resources have been identified, mainly arising from two key issues.
- 5.2 Since the policy has been re-invigorated by the Government, there has been a high level of right to buy sales, averaging around 100 per year. This had previously been forecast to reduce quite rapidly over the first four years of the plan, but the reality is that this has shown no signs of slowing down. On this basis, the assumptions for the next four years of the plan have been increased to 100 RTB sales per year, reducing thereafter.
- 5.3 Another area which has increased resources is the application of 1-4-1 receipts from RTB sales (these can be applied to meet up to 30% of new build cost and land). The financial model used to inform the Business Plan has been enhanced this year to allow more detailed calculations to be undertaken, and this has identified that the 1-4-1 receipts had not been fully applied where they could be.
- 5.4 The additional resources available have been allocated towards the continuation of the new build programme, which will enable the additional delivery of around 100 homes in addition to the existing programme. Detailed plans on the delivery timeframes and annual budget requirement have yet to be completed, but an annual budget has been included for the years 2017/18 to 2020/21. This is shown in Section 6.3.
- 5.5 This will also enable the council to retain more of the 1-4-1 receipts generated.

- 5.6 The risk of right to buy sales being less than assumed is mitigated through the ability to reduce budgets on the additional new build expenditure that has been built into the business plan.
- 5.7 It is proposed to start identifying potential sites suitable for the development of new Council homes immediately. The Council will need to be innovative in its approach to site viability as the borough has a short supply of land for housing. Rooftop development on current blocks will be considered following the success of the recent Longlands project, as well as reconfiguration of existing stock. The Council will also consider developing its garage sites identified for sale.

6. 2016/2017 Housing Revenue Account Business Plan

- 6.1 The draft 2016/17 Business Plan can be found in Appendix 1. All areas of the plan have been reviewed by officers in both housing and finance. The approach taken is an attempt to create a less detailed more strategic document in line with the new style and format of other strategies and policies recently review or created within the Housing Service.
- 6.2 Appendix 1 of the plan itself details a number of financial assumptions which are required to enable a level of future financial planning. They have been made based on past and future trends along with the current knowledge of political and external factors. They are however subject to change and close monitoring throughout the year will ensure that if there is significant change this can be factored in and the impact reported as required depending on the significance.
- 6.3 As a result of the year 4 review the 2016/17 Business Plan reflects the current 30 year financial forecast for the Housing Revenue account and some of the key issues are as follows:
- Rents are subject to 1% reduction. This is the second year of a 4 year national policy.
 - Service charges and rent within flats will be 'de-pooled' from April 2017. This allows the Council to increase the service charge element at a reasonable annual rate which will mitigate some off the 1% rent reduction on those properties.
 - An increase in the assumed level of RTB sales based on the past two years has resulted in an increase in resources available for investment. This additional resource has been allocated to the provision of new homes (land and construction) over a 4 year period starting in 2017/2018. Close monitoring on a quarterly basis will be required to ensure that receipts generated are in line with financial assumptions.
 - The capital programme of investment in the current housing stock remains significant. The budgets in this area are to be approved within the Council's overall budget proposal for 2017/18. The forecast for the next five years is detailed within the table below. Each year would be subject to review and budget approval.

2016/17 (current Year)	2017/18	2018/19	2019/20	2020/21	2021/22
18.334m	18.062m	19.180m	17.855m	16.307m	17.759m

- The Council's New Build programme has been fully reviewed including schemes currently on site, those where a contract has been awarded but not yet started and those not yet awarded.

Scheme	2016/17 (current Year)	2017/18	2018/19	2019/20	2020/21
Farm Place	0.002m				
London Road	0.494m				
Queen Street	0.445m				
Woodhouse	0.174m	7.974m	3.860m		
*Martindale					
Stationers Place	0.529m	4.876m	0.430m		
Able House	1.770m	0.268m			
Swing Gate Lane	0.595m	1.866m	0.006m		
**General (land and construction)		6.415m	6.895m	6.758m	6.472m
Total					

*Martindale proposed costs in Appendix 2, part II of this report

** General New Build finances available subject to RTB receipts generated

7. Recommendations

- 7.1 That Cabinet recommends Council to approve the updated HRA Business Plan 2016/2017
- 7.2 That Cabinet recommends Council to approve the revised development programme budgets as set out in Section 6.3 and Appendix 2, part II of this report



People: Property: Place

Dacorum Borough Council Housing Revenue Account

Business Plan

2016 - 2020





Contents

1.0 Introduction

2.0 Overview

3.0 Delivering for Dacorum

4.0 Our Housing Service

4.1 Our Housing Strategy

4.2 Our Tenant Involvement Strategy

5.0 The Governance and Delivery of the Plan

6.0 Homes for the Future

6.1 Our Asset Management Strategy

6.2 Our Stock Investment Requirements & Financing

7.0 Our Priorities

8.0 The Housing Revenue Account(HRA)

8.1 The HRA Forecast

8.2 The HRA Treasury Strategy

8.3 HRA Resources Available

9.0 The Risks and Challenges

Appendix One

1. Financial Assumptions

1.0 Introduction

1.0 Introduction

Dacorum Borough Council Housing Service is the landlord for approximately 10,200 council homes across the borough 2000 of which are sheltered housing for older people. We also own the freehold for approximately 1700 leasehold flats.

Since 2013 the Council has delivered an active development programme aiming to deliver 300 new homes including a homeless hostel. To date we have completed over 100 of these new homes and The Elms, a 44 bedroom hostel in Hemel Hempstead

Housing is a vital part of the Council's long-term vision for the borough. The recently reviewed Corporate Plan identifies 'Affordable Housing' as a key priority and commits to '*providing good quality affordable homes, particularly to those most in need*'.

The Localism Act 2011 introduced new powers for councils to keep their rental income and generate growth capital to fund investment in their housing stock. This is called 'self-financing'. This enabled us to develop a long term business plan for the Housing Revenue Account (HRA) allowing for more financial certainty, additional resources and a more robust foundation for housing in Dacorum.

In spite of self-financing, like many other services, social housing has been required to adapt to a continually evolving economic landscape. Changes brought in by Central Government such as new policy continue to impact and on the services we deliver and challenge us to maximise the resources we have available to meet growing need.

Four years on, this is our-update of the HRA business plan.

Analyses of our stock and the services we provide have enabled us to create an element of flexibility and overcome some of the challenges that we outline. This plan identifies how the Council will utilise the HRA and continue to deliver a great housing service, this includes;

- What it costs and how we think finances will develop in the future
- Showing our plans are laid on firm foundations and sustainable
- What additional resources we might have for investment
- What our priorities are for investment and tenants views
- Key risks in the delivery of this business plan with actions to mitigate these



2.0 Overview

2.0 Overview

The HRA business plan has been updated to include the latest vision, priorities and financial position of Dacorum's Housing Service. A key change is the incorporation of our latest asset management strategy outlining the investment we intend to make to our properties over the next five years.

With assistance from the Chartered Institute of Housing (CIH) we have prepared a model that demonstrates the Council has a sound financial long term plan for its Housing Revenue Account.

This updated business plan starts at 2016/17 and runs over the next 30 years. It incorporates the latest budgetary forecasts but excludes any provision for unknown factors from forthcoming Government policy changes such as Sale of High Value Homes. Once details of these changes are released we can assess the impact to the HRA. This plan is written for Elected Members, tenants and staff involved in the governance or the management of our housing service and it demonstrates;

- the sustainability of our existing homes;
- how viable our current investment plans are in the long-term;
- the finances available for investment in new homes and investment in our existing stock and service;
- the role of the housing service in the Council's overall vision and priorities.

At the time of updating this business plan we are aware of a number of challenges already impacting the housing service and Dacorum residents. We know the introduction of the Welfare Reform Act 2012 is likely to affect the majority of our tenants. Additionally the Housing and Planning Act 2016 and Homelessness Reduction Bill will continue to increase the number of people at risk of homelessness presenting to the Council. Also the number of vulnerable people with high support needs due to rising demands on Adult Social Care will see more tenants with complex needs who are not eligible for support living in social housing. Investment in our Tenancy Sustainment team and approach to preventing and tackling homelessness will be essential to overcoming these challenges.

An emphasis on homeownership from Central Government such as reinvigorating the 'right to buy' initiative adds further pressures to meeting new build targets.



3.0 Delivering for Dacorum

3.0 Delivering for Dacorum

Around three quarters of our homes are in Dacorum's largest town, Hemel Hempstead, with the remainder spread across the other Hertfordshire towns of Berkhamsted and Tring as well as the surrounding villages.

Dacorum has a population of 149,700. Twenty percent of the population are under 16 and we have significantly less 16 – 24 year olds than the national average. The largest age group totalling 80,500 are aged 25-64; we also have higher than England averages for people aged 85+. On the whole we know that Dacorum is an affluent borough.

We have significantly better than England average levels for income deprivation, child poverty and older people living in deprivation. However analysis of indices of multiple deprivation scores indicates our homes generally exist in the small concentrated pockets of deprivation that exist in Dacorum. This means the challenges facing our tenants are sometimes masked. It is important for us as a Housing Service to work with our tenants to understand their needs, priorities and how best to support them.

Housing plays a key role in delivering the Councils vision of *"working in partnership to create a borough which enables the communities of Dacorum to thrive and prosper."*

Through tenant engagement and homelessness prevention we contribute to clean, safe and enjoyable environments that build strong and vibrant communities. Provision of affordable housing, helping people into work and creating employment opportunities through our contracts with external partners mean we can ensure economic growth and prosperity. Our annual investment of over £20 million into existing homes and assets and our new build ensures we are providing good quality affordable homes in particular for those most in need. Finally, we are using channel shift and innovative ways of working so we can deliver a more efficient and modern service that benefits our tenants.

To date the housing service has delivered efficiency savings of £300,000 through its new repairs and maintenance contract. This has enabled us to deliver more services based on emerging needs of tenants such as the introduction of the Tenancy Sustainment Team. Other examples include the installation of an energy efficient biomass boiler and six new homes as part of a rooftop development project.



4.0 Our Housing Service

4.1 Our Housing Strategy

The Housing Service consists of a number of different teams. This first is the Housing landlord function which is responsible for the day to day management and maintenance of our homes, other assets and tenancies. Another is Strategic Housing which includes responsibilities such as fulfilling our homelessness statutory duties and influencing other housing providers such as the private rented sector and housing associations. Finally we have the development of new homes.

Our purpose is to ensure we can meet peoples housing need within Dacorum whether this is through a more secure and stable private rented sector or provision of social housing.

Whilst the HRA is solely used for the delivery of our landlord duties, we want the housing service to be seen as a single entity with clear and shared vision and objectives. This will help us to provide a seamless service for Dacorum residents.

Working with staff, tenants and leaseholders we came up with the following vision for the Housing Service.

'We want Dacorum to be a place people are proud to call home. We will involve our tenants & leaseholders in decisions, provide good quality, affordable homes, help maintain tenancies and prevent homelessness – and be honest about improvements we still need to achieve.'

To support our shared vision our Housing Strategy for 2013 to 2018 also includes the following key strategic objectives:

- To plan and deliver a good supply and mix of housing
- To improve the quality of housing in Dacorum
- To monitor need effectively
- To maximize the delivery of affordable housing
- To improve prevention of homelessness and the range of temporary housing options
- To foster the private sector as a housing provider option



4.2 Our Tenant Involvement Strategy

Dacorum Borough Council has a long history of working closely with its tenants and leaseholders to make informed decisions. Our previous Tenant Involvement strategy expired in 2015 presenting an opportunity to re-refresh the direction and structure for delivering modern and flexible tenant involvement.

Our vision for the new 'Get Involved' strategy 2016 – 2020 is *'for our tenants to feel listened to, empowered to influence decisions and to have the opportunity to challenge us.'*

The ability to influence is what matters most to our tenant population. Over the four years of this strategy, we will capture the impact each of our involved tenants had in transforming the housing service. The strategy is underpinned by four commitments these are;

- Commitment one: All Dacorum tenants and leaseholders have the opportunity to 'Get involved'
- Commitment two: Dacorum Borough Council works in partnership to ensure the housing service is shaped by the needs of our tenants
- Commitment three: Young people within Dacorum's tenant population have a voice and a positive influence in their local communities
- Commitment four: Dacorum Borough Council's housing service is accountable to our tenants and leaseholders

The structure for delivering these four commitments includes three levels of involvement;

- 'Our Tenants' – creates conversations and building relationships between us and tenants
- 'Service Shapers' – uses a variety of engagement activities to build up a picture of our tenants needs.
- 'Official Involvement' – brings together tenant and leaseholder representatives with local professionals, Elected Members, and staff to regulate, scrutinize and challenge the housing service

We will work with our tenants to identify more efficient ways of working and maximise the resources available. Through tenant involvement we can continue to provide well managed, affordable homes for those in need and ensure the wellbeing of our tenants.



5.0 Governance and Delivery

5.0 Governance and Delivery

The HRA business plan is a living document which articulates the short, medium and long-term strategies for the management, maintenance, improvement and addition to the Council’s housing stock.

Going forward the HRA business plan will be reviewed by officers from both housing and finance and approved by the Council’s Cabinet on an annual basis

Once approved it is the responsibility of the officers in the Housing Service and Finance Department to monitor and deliver the plan.

To ensure transparency the Tenant and Leaseholder Committee, the top level committee in the ‘*Get Involved*’ Strategy will receive quarterly strategic updates on the financial position of the Housing Service against its target. This will also be presented to elected members on the Council’s Housing and Communities Overview and Scrutiny Committee.

Each year we will use the annual report to publish our top line figures from the HRA business plan. This will help to keep our tenants informed and offer information around value for money. The annual report is also our opportunity to pull together satisfaction information collected throughout the year and publish our annual goals for the service based on what our tenants feel is important. These are shown through our annual ‘promises’. This is discussed further in section 7.

This business plan is supported by a financial model that uses the latest budgetary information to outline the expenditure required for all the key services and priorities of the Housing landlord functions. It does not include the Strategic Housing, which is financed by the Council’s General Fund.

Any fundamental changes or circumstances that will see expenditure increase above those provided, or income fall below expectations then the plan will be revisited with support from the stakeholders listed. Swift action allows us to remedy any shortfalls and assess the medium and longer-term impact to the plan. This flexibility is particularly important as it allows us to consider and react to the numerous changes previously mentioned.



6.0 Homes for the Future

6.1 Our Asset Management Strategy

This year we produced our Asset Management strategy called 'Homes for the Future' Covering 2016 - 2020 it commits to having the right homes that meet the required standards and that we work with our tenants, leaseholders and contractors to provide good quality homes for the future. It recognises our homes are the Council's most valuable asset.

This strategy outlines the Council's approach to managing demand and supply and the sustainability and condition of our stock whilst delivering a financially robust service that offers value for money. It acknowledges changes in the external national and economic environment and how the Council will continue to respond proactively.

The development of the strategy involved a range of stakeholders, including tenant led focus groups, intelligence gathered by our Total Asset Management (TAM) partner, Osborne Property Services and feedback from the STAR survey. This resulted in our strategy being centred on the following four commitments:

- **Commitment One:** Our housing assets meet the current and future needs of our tenants
- **Commitment Two:** Our tenants live in homes that are safe and maintained to the agreed standard
- **Commitment Three:** Through investments and improvements our assets generate income and support the housing service (HRA) business plan
- **Commitment Four:** We get the best value from our assets and develop homes for the future

In 2014 we entered into a long term partnership with Osborne Property Services Ltd for the delivery of repairs, maintenance and planned works. The partnership approaches these areas of work with a Total Asset Management approach (TAM).

This and other contracts such as Gas Servicing and Mechanical and Electrical work have been designed to encourage our contractors to provide a high quality service and value for money. The contracts are monitored monthly and an annual review undertaken to ensure they are delivering to the promises that they made at tender stage.

By achieving effective asset management, the Council can continue to support its tenants, improve their quality of life and deliver a sustainable service for the future.



6.0 Continued

6.2 Our Stock Investment Requirement and Financing

The table below shows the projected Capital spend requirements for our housing stock to both improve and maintain it over the next 30 years. All new homes that have been completed, are underway or approved as part of the Council's new build programme to develop 300 new homes have been accounted for. We have also included a budget for a further 100 homes where sites have not yet been identified to be delivered in future years.

Year	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2023-28	2028-33	2033-38	2038-43
£'000	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30
EXPENDITURE:														
Planned Variable Expenditure	-4,584	-4,466	-4,707	-4,348	-3,948	-4,047	-4,467	-4,450	-4,666	-4,796	-26,029	-30,725	-36,656	-48,089
Planned Fixed Expenditure	-13,751	-13,596	-14,473	-13,507	-12,359	-12,712	-14,062	-14,035	-14,749	-15,190	-81,906	-93,054	-107,875	-143,178
New Build Expenditure	-4,317	-22,869	-19,953	-11,872	-6,472	0	0	0	0	0	0	0	0	0
Total Capital Expenditure	-22,651	-40,931	-39,133	-29,727	-22,779	-16,759	-18,529	-18,485	-19,415	-19,987	-107,934	-123,778	-144,531	-191,267
FUNDING:														
Major Repairs Reserve	17,554	17,710	9,311	8,048	7,366	8,821	11,275	10,689	10,027	9,293	40,813	13,761	-71,262	426
Right to Buy Receipts	3,814	3,950	3,968	3,968	3,968	1,967	767	767	766	766	3,825	3,830	3,896	4,070
HRA CFR Borrowing	0	0	0	0	0	0	0	0	481	1,042	6,175	23,103	96,092	31,899
Other Receipts/Grants	0	0	4,425	11,000	0	0	0	0	0	0	0	0	0	0
HRA Reserves	1,283	6,427	4,397	2,492	1,725	0	0	0	0	0	0	0	0	0
Revenue Contributions	0	12,843	17,032	4,219	9,721	5,971	6,487	7,029	8,140	8,885	57,123	83,084	115,805	154,872
Total Capital Funding	22,651	40,931	39,133	29,727	22,779	16,759	18,529	18,485	19,415	19,987	107,934	123,778	144,531	191,267

All of the expenditure assumptions detailed in the table include the impact of inflation and how this will affect the cost of improvements and maintenance of our stock. The funding for capital expenditure is raised through our rents and sales of properties. An integral accounting adjustment for depreciation results in a charge to the HRA that is then credited to a major repairs reserve, which in turn funds capital works.

A formula used nationally dictates how much we should credit the major repairs reserve. If there is a shortfall in funding capital works we are able to top this up with revenue contributions from the HRA.

Right to Buy receipts help fund both capital works and new build expenditure, in particular '1-4-1' receipts which we go on to discuss in more detail in sections 8 and 9.

Other capital receipts and grants received by the HRA are a result of shared ownership properties and properties purposefully built to sell on the open market. This allows us to subsidise the cost of building new affordable homes.

In the later stages of the plan we detail required borrowing for the HRA account. This is further explained in section 8.

Overall this table shows the HRA can afford to meet our capital investment, maintenance and current new build targets.

7.0 Our Priorities

7.0 Our Priorities

This year we conducted the Survey of Tenants and Residents (STAR). STAR is a satisfaction survey that helps landlords to identify and evidence how well they are meeting the needs of tenants and leaseholders and engaging them in the work that they do. It allows us to measure satisfaction with our services and to benchmark our results against other housing providers. The purpose is to gain an understanding of the levels of satisfaction Dacorum Borough Council tenants and leaseholders have with their homes and associated services provided to them. It also gives us an insight into our tenants' priorities for the service.

Over 10% of our tenant and leaseholder population were consulted and the results showed we are delivering a good quality service to our tenants and leaseholders. We found 95% of our general needs tenants, 92% of our supported housing tenants and 90% of leaseholders are satisfied with the service they receive.

Key action points arising from the survey are that we need to work in partnership with our TAM partner, Osborne Property Services Ltd to improve satisfaction. The expenditures dedicated to repairs within this plan will offer certainty to our tenants and leaseholders that improving and maintaining our stock continues to be a main priority for the Housing Service.

Another recommendation is to improve tenants' and leaseholders' perceptions of feeling listened to.

Our new approach and structure for delivering Tenant Involvement and investment in communications will achieve this.

Tenants and leaseholders top three priorities identified through STAR were as follows:

1. Develop new homes to meet local housing need
2. Increase the replacement programme (e.g. kitchens, bathroom and doors)
3. Improve the estates and neighbourhoods

As mentioned the Council has committed to building 300 new homes by 2020. We have also incorporated further opportunities within this business plan to commit to an additional 100 homes. There is always an appetite to deliver more homes. With a growing demand for housing and the need for it to be affordable we will where possible seek to extend our development programme above the expenditure detailed within this plan. It is however essential that we consider additional factors such as funds for improving estates and neighbourhoods.

Our aim for this plan is to identify any capacity within the finances detailed so we can to deliver against the risks and challenges we face. Housing Revenue Account Business Plan 11 | Page



8.0 The HRA

8.1 The HRA Forecasts

In section 6.2 we have shown that we can meet our core investment needs as per the asset management strategy and deliver over 300 additional affordable homes.

This section reviews the HRA and the day to day income and expenditure forecasts. See appendix one for the details behind the HRA and Capital forecasts including assumptions made.

Year	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2023-28	2028-33	2033-38	2038-43
£'000	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30
INCOME:														
Rental Income	55,821	55,177	54,561	53,812	55,399	57,224	58,996	60,815	62,691	64,624	354,263	412,309	479,812	558,309
Void Losses	-448	-442	-440	-435	-449	-466	-480	-495	-510	-526	-2,883	-3,355	-3,904	-4,542
Service Charges	865	891	917	945	973	1,002	1,032	1,063	1,095	1,128	6,170	7,152	8,291	9,612
Non-Dwelling Income	80	82	85	87	90	93	96	98	101	104	571	662	767	889
Grants & Other Income	529	543	557	572	588	604	621	638	655	673	3,656	4,195	4,820	5,545
Total Income	56,846	56,250	55,681	54,982	56,601	58,457	60,264	62,120	64,033	66,004	361,777	420,962	489,787	569,813
EXPENDITURE:														
General & Special Management	-12,031	-12,675	-13,140	-13,613	-14,074	-14,544	-15,013	-15,463	-15,927	-16,405	-89,708	-103,996	-120,560	-139,762
Other Management	-14	-14	-15	-15	-16	-16	-17	-17	-18	-18	-100	-116	-134	-156
Bad Debt Provision	-249	-1,099	-1,084	-1,067	-1,099	-860	-886	-914	-942	-659	-3,611	-4,202	-4,889	-5,689
Responsive & Cyclical Repairs	-10,722	-11,912	-12,277	-12,597	-12,957	-13,361	-13,781	-14,259	-14,688	-15,150	-82,686	-95,385	-110,033	-126,926
Capital Revenue Expenditure	-23,016	-25,700	-26,515	-27,293	-28,147	-28,780	-29,697	-30,653	-31,575	-32,231	-176,104	-203,699	-235,616	-272,532
Interest Paid	-11,643	-11,603	-11,594	-11,558	-11,486	-11,385	-11,302	-11,266	-11,209	-11,134	-53,790	-48,340	-39,699	-27,191
Finance Administration	0	0	0	0	0	0	0	0	0	0	-2	-8	-34	-11
Interest Received	135	217	192	154	113	68	71	75	76	75	406	461	536	799
Depreciation	-9,485	-11,025	-11,380	-11,634	-11,956	-12,301	-12,645	-12,998	-13,362	-13,735	-74,653	-85,677	-98,319	-112,813
Net Operating Income	12,837	8,139	6,384	4,652	5,125	6,059	6,692	7,278	7,964	8,978	57,633	83,700	116,656	158,064
APPROPRIATIONS:														
Revenue New Build Reserve	-13,005	6,000	9,349	2,201	1,985	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	0	-12,843	-17,032	-4,219	-9,721	-5,971	-6,487	-7,029	-8,140	-8,885	-57,123	-83,084	-115,805	-154,872
Total Appropriations	-13,005	-6,843	-7,683	-2,018	-7,736	-5,971	-6,487	-7,029	-8,140	-8,885	-57,123	-83,084	-115,805	-154,872
ANNUAL CASHFLOW														
	-168	1,296	-1,299	2,634	-2,611	88	204	248	-176	93	511	616	851	3,192
Opening Balance	2,893	2,725	4,021	2,721	5,355	2,744	2,832	3,037	3,285	3,108	3,201	3,712	4,328	5,179
Closing Balance	2,725	4,021	2,721	5,355	2,744	2,832	3,037	3,285	3,108	3,201	3,712	4,328	5,179	8,370

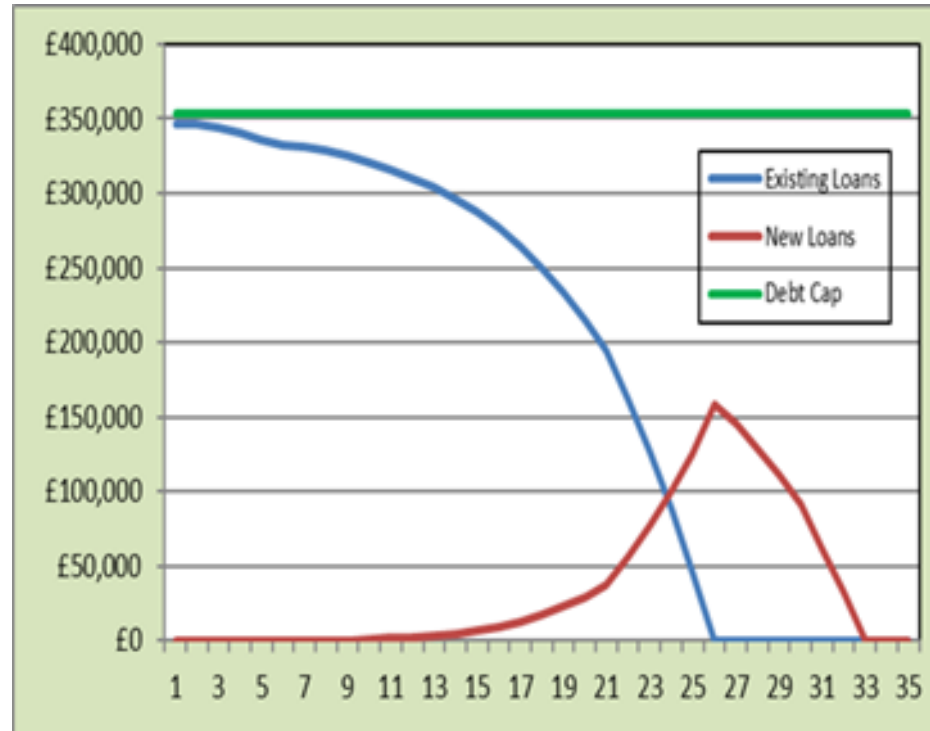
This table indicates the HRA can remain balanced throughout the 30 years projected.

This balance allows us to meet; the cost of day to day management and repairs for our housing stock; manage interest charges; the depreciation charge that funds capital works through the major repairs reserve; and top up the funding for capital works through revenue contributions. A minimum balance has been set within this financial model to ensure the HRA does not go below an agreed figure.

8.2 The Treasury Management Strategy

As part of the national self-financing settlement the HRA took on debt of £354million in place of making an annual subsidy contribution. This in effect made HRA business plans easier to produce as it enables us to project our finances and understand what resources we had available.

As a self-financing local authority we do however need to consider imposed borrowing cap limiting the amount of debt that can be supported from the HRA.



This graph shows our projected borrowing position. It highlights our capital expenditure needs against the required HRA balance.

The blue line shows the balances for the original loan taken out when transition to self-financing transaction. This will be fully repaid by year 26. In line with the capital funding requirements in section 6.2, new borrowing is required to fully finance the capital programme in the later years. This is shown using the red line. New borrowing is a result of changes to rent policy causing a reduction in previously anticipated levels of income, an increase in numbers of right to buys and the need to match fund 70% of the new build programme to avoid losing receipts. The green line depicts our agreed debt caps.

In summary the HRA will remain balanced, fully funded and become debt free in 33 years.

8.0 Continued

8.3 HRA Resources Available

Whilst the HRA has a minimum balance set for unforeseen short-term impacts such as high responsive repairs expenditure, we cannot assume that there are additional resources available to meet all the priorities outlined in section 7.

The only additional resources available to the HRA are through borrowing headroom. This currently stands at £7.2million and rises to approximately £18million by the end of year 5 due to the repayment of loans. If borrowing is undertaken, then the level of headroom will be diminished slightly as the cost of interest needs to be taken into account.

In summary whilst the HRA has borrowing capacity to fund tenant's priorities, it is essential we understand the potential impact associated with each of the priorities listed before committing resources.

The annual update for this business plan will allow us to effectively monitor and make such decisions.



9.0 Risks and Challenges

9.0 The Risks and Challenges

We have identified four key areas that could have significant impact to the financial projections detailed in section 8.

The Sale of High Value Council Homes (Housing and Planning Act 2016)

To introduce Right to Buy to Housing Associations, the Housing and Planning Act 2016 stated stock holding Local Authorities would be required to sell their high value properties. Sales would be returned to the Treasury who would then allocate funding to Housing Associations to cover the discount offered through Right to Buy. This was originally set to come into action for 2017 but has since been postponed by Central Government who anticipate it will now be an expectation from 2018. Further guidance is yet to be released detailing the expectations for each Local Authority and how the process would operate. If introduced we will need to sell high value void properties reducing our rental income and therefore projections outlined in the HRA.

Future Rent Policy

Currently the rents within the plan are set to decrease by 1% per year for the next 3 years. We have anticipated the impact of the 1% rent reduction and offset some of the income loss through the depooling of rents and service charges set to be introduced in 2017. Rents after this period will then increase by the consumer price index plus 1%, as per the previous policy. Any further decisions from Central Government to continue reducing rents will have a detrimental impact to the levels of income included within this plan. This has the potential to be further impacted by changes brought in by the Welfare Reform.

Cost Inflation

Following the result of the Brexit referendum, interest rates have lowered but the threat of inflation increase. Our heavy reliance on external suppliers for our repairs and maintenance service means there's is potentially a significant increase in the cost of materials. This would affect both our ability to maintain our current homes as set out by the Asset Management strategy and our ability to deliver our New Builds. This means our current available resources within the plan would become increasingly limited.

Right to Buys

An increase in uptake for Right to Buy would see a reduction in our income. Each sale results in a '1-4-1' receipt which we have to spend on providing new affordable homes within a 3-year timeframe. With the development costs of 70% falling to us and the remaining 30% from these receipts we are under additional pressure to either build new homes in a shorter timescale, absorb our portion of the cost to do so or return these receipts to Central Government.



Financial Assumptions

The 30-year business plan has been based on the projected out-turn position for 2016/17 and the proposed budget for 2017/18. The capital expenditure has been derived from the housing asset management database and current new build programme. In order to project forward the remaining 28 years certain assumptions have to be made in order to provide for the projections, these are:

Item	Assumption
Rent Increases	Years 2-4 -1%, then CPI (2.3%) + 1% (3.3% total) throughout plan. New tenancies re-let at (social) formula rent. De-pooling of Service Charges & Rent for flats to be implemented 2017/2018
RPI	3% throughout – applies to service charges, other income, management costs, repairs and maintenance costs
Minimum HRA Balance	5% of turnover
Major Repairs Reserve Balance	Nil – to be fully utilised each year to fund capital works and new build
New Build Programme	250 units planned with provision for expenditure for 100 more. Let at existing (social) formula rent levels
Voids and Bad Debts	Voids: 0.8% of gross income Bad Debts: 0.4% rising to 2% then reducing to 1% with the increases making a provision for the impact of Welfare Reform
Right to Buy	Assumption of 100 per year for 4 years then reducing to 50 the 20 . The self-financing settlement assumed an average of 20 per year. The HRA benefits from all retained right to buy receipts. However, if right to buy levels maintain at 100 per year and the new build programme is not expanded beyond the provisions made in this plan then '1-4-1' receipts will have to be paid to the Government. This is because the receipts will not have not been spent in the time frame allowed on providing new affordable homes. An option would be to look at purchasing properties on the open market (if affordable), or gifting the receipts to local Registered Providers instead.
Interest Rates	On existing borrowing the loan interest rates are fixed with levels between 1.24% and 3.5% depending on the duration. New borrowing which is assumed later in the plan and more short-term has been modelled at 4%.

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

Document is Restricted



AGENDA ITEM:

SUMMARY

Report for:	Cabinet
Date of meeting:	14 February 2017
Part:	1
If Part II, reason:	

Title of report:	Budget 2017/18
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources James Deane, Corporate Director (Finance & Operations)
Purpose of report:	To present to Cabinet budget proposals for recommendation to Council in relation to: <ul style="list-style-type: none"> • Revenue and Capital Expenditure together with the potential use of reserves • The setting of the Council Tax for 2017/18 • The Treasury Management Strategy 2017/18 • The level of fees and charges for 2017/18 • Advice to Councillors on the robustness of the Budget proposals and adequacy of balances and reserves as required by the Local Government Act 2003
Recommendations	It is recommended that Cabinet recommend Council to: <p>General Fund Revenue Estimate</p> <ol style="list-style-type: none"> a) set a Dacorum Borough Council General Fund Council Tax requirement of £10.709m, and of £11.442m for the combined Borough Council and Parish Councils' requirement for 2017/18; b) approve an increase of 2.71% in Council Tax for Dacorum Borough Council; c) approve the base estimates for 2017/18, as shown in Appendix A1, and the indicative budget forecasts for 2017/18 – 2020/21, as shown in Appendix A2; d) approve the forecast balances of Revenue Reserves as shown in Appendix J, and approve paragraphs 10-20 of

	<p>this report as the updated Reserves Strategy;</p> <p>e) approve increases in Fees and Charges for 2017/18 as set out in Appendices C3, D3, and E3;</p> <p>f) approve and adopt the Treasury Management Strategy for 2017/18, attached at Appendix K;</p> <p>g) approve and adopt the Treasury Management Principles and Practices for 2017/18, attached at Appendix L;</p> <p>h) note that this budget paper, when approved by Council, will form part of the Medium Term Financial Strategy.</p> <p>Capital Programme</p> <p>i) approve the revised Capital Programme for 2016/17, and for 2017/18 to 2021/22, as detailed in Appendix I;</p> <p>j) approve the financing proposals in Appendix I subject to an annual review of the financing options by the Corporate Director (Finance & Operations), in consultation with the Portfolio Holder for Finance and Resources, during the preparation of the Statement of Accounts.</p> <p>Housing Revenue Account (HRA)</p> <p>k) reduce dwelling rents by 1% in accordance with government legislation, resulting in an average rent of £104.17 per week (based on 52 weeks);</p> <p>l) approve the HRA estimate for 2017/18 as shown in Appendix F.</p> <p>Terms & Conditions</p> <p>m) approve the continued application of a living wage supplement for all affected employees, in accordance with the rates of the Living Wage Foundation, for 2017/18 (to be reviewed annually thereafter).</p> <p>Statement by Chief Finance Officer</p> <p>n) approve the statement by the Chief Finance Officer regarding the robustness of the budget estimates and level of reserves as set out in Appendix M.</p>
Corporate objectives:	All of the Council's corporate objectives are reflected in the Budget proposals.
'Value For Money Implications'	Contained within the body of the report
Risk Implications	Budget Risk Assessment completed within report (Appendix M)
Equalities Implications	Group Managers are responsible for carrying out Equality Impact Assessments for individual budget proposals contained

	within the overall budget. Group Managers will need to confirm these have been carried out prior to Budget and Council Tax setting.
Health And Safety Implications	None arising directly from this report.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>Under the Council's Constitution it is the responsibility of Cabinet to draw up firm proposals for the Budget, having regard to the responses to the consultation, and to present those proposals to full Council for approval. Once full Council has approved the Budget it is the responsibility of Cabinet to implement it.</p> <p>S.151 Officer:</p> <p>Comments contained in body of report. Chief Finance Officer Statement contained in Appendix M of the report.</p>
Consultees:	<p>Overview and Scrutiny Committees</p> <p>Budget Review Group</p> <p>Town and Parish Councils</p> <p>Public Engagement Forum</p> <p>Corporate Management Team</p> <p>Leadership Team</p>
Background papers:	Joint Overview and Scrutiny Reports: 6 December 2016, and 7 February 2017.
Abbreviations	<p>GF – General Fund Revenue Account</p> <p>HRA – Housing Revenue Account</p> <p>MTFS – Medium Term Financial Strategy</p> <p>NHB – New Homes Bonus</p> <p>OSC – Overview and Scrutiny Committee</p> <p>PWLB – Public Works Loan Board</p> <p>RSG – Revenue Support Grant</p> <p>SFA – Settlement Funding Assessment</p>

Appendices to this report are as follows:

Corporate view

- Appendix A1 – General Fund Budget Summary 2017/18
- Appendix A2 – Draft General Fund MTFS update 2016/17 – 2020/21
- Appendix B1 – Budget Change Analysis 2016/17 – 2017/18
- Appendix B2 – Budget Summary by Overview & Scrutiny Committee

Finance & Resources

- Appendix C1 – Finance & Resources Budgets Summary 2017/18
- Appendix C2 – Finance & Resources Budgets Detail 2017/18
- Appendix C3 – Finance & Resources Fees and Charges 2017/18

Housing & Community

- Appendix D1 – Housing & Community Budgets Summary 2017/18
- Appendix D2 – Housing & Community GF Budgets Detail 2017/18
- Appendix D3 – Housing & Community Fees and Charges 2017/18

Strategic Planning & Environment

- Appendix E1 – Strategic Planning & Environment Budgets Summary 2017/18
- Appendix E2 – Strategic Planning & Environment Budgets Detail 2017/18
- Appendix E3 – Strategic Planning & Environment Fees and Charges 2017/18

Housing Revenue Account

- Appendix F – Housing Revenue Account Budget 2017/18
- Appendix G – Housing Revenue Account Movements 2016/17 -2017/18

Capital Programme

- Appendix H – Capital Programme Summary of new and amended projects
- Appendix I – Capital Programme 2016/17 - 2021/22, by OSC

Reserves

- Appendix J – Statement of Earmarked Reserves

Treasury Management

- Appendix K – Treasury Management Strategy Statement 2017/18
- Appendix L – Treasury Management Principles & Practices 2017/18

S151 Officer

- Appendix M – Statement by the Chief Finance Officer

1. The Budget-setting process

1.1 The 2017/18 budget proposal and the updated Medium Term Financial Model have been produced to ensure that the Council maintains a sustainable financial position over the planning period to 2020/21. The following Council strategies and policies have informed the budget-setting process:

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

1.2 In accordance with the Medium Term Financial Strategy, a Budget Review Group comprising the Leader, Portfolio Holder for Finance and Resources, Chief Officers and the Group Manager (Financial Services) has met to review and monitor emerging budget proposals throughout the budget preparation period.

1.3 There has been a series of budget briefings and planning meetings throughout the budget cycle involving Portfolio Holders and members of the Council's leadership team. In addition, there have been combined briefings for Overview and Scrutiny Committees in December 2016 and February 2017, during which Members undertook detailed scrutiny of the budget proposals.

1.4 External stakeholders have also been consulted, with the Corporate Director (Finance & Operations) providing a briefing to Town and Parish Clerks at the Parish Council in November 2016 followed in January 2017 by a residents' consultation event, where residents from across the borough had the opportunity to feedback on the Council's proposals for 2017/18.

1.5 The Council commissioned Opinion Research Services (ORS) to arrange and facilitate the residents' consultation with a representative sample of Dacorum residents. The event took place on 14 January 2017, and involved participants working in discussion groups to prioritise some broad strategic options open to the Council to address its savings targets. The full report is available on the Council's website, but a summary of the key points is shown below:

Strategic Option	Priority weighting
Council Tax Increase £5	43%
Service Reductions	5%
Increase Charges	13%
Improve Efficiency	39%

1.6 The table above demonstrates the weighting that the groups allocated to the broad four strategies the Council could adopt to meet its savings targets. At the end of the meeting, 21 of the 24 attendees (88%) supported the Council's proposal to increase Council Tax by £5.

2. The 2017 Local Government Finance Settlement

2.1 On 15 December 2016, the Secretary of State for the Department for Communities and Local Government, Sajid Javid MP, made a statement to Parliament on the provisional Local Government Finance Settlement 2017/18.

- 2.2 This settlement was very much a follow on from December 2015, in which central government offered a four-year funding agreement (to 2019/20) for those local authorities which submitted an Efficiency Plan demonstrating how they would benefit from increased funding certainty. Given that 97% of local authorities accepted this offer, the level of central government funding, nationally, has remained largely as forecast in late 2015.
- 2.3 The largest source of central government funding is the Settlement Funding Assessment (SFA) which for 2017/18 consists of two funding streams: Business Rates Retention and Revenue Support Grant (RSG).
- 2.4 Nationally, the total amount of SFA paid out by government to local authorities will reduce by 10.5% in 2017/18, down to £16.6bn. Continued reductions are planned for the next two years as part of the four-year settlement, which will reduce the annual amount of SFA paid to £14.5bn by 2019/20, an aggregate reduction of 22% between 2016/17 and 2019/20.

3. Dacorum's Key Funding Streams – Settlement Funding Assessment

- 3.1 The Council benefits from two elements of funding within the Local Government Finance Settlement (which together comprise the Settlement Funding Assessment (SFA)):
 - Revenue Support Grant (RSG)
 - Baseline Funding (the guaranteed element of Business Rates Retention)
- 3.2 The provisional **Revenue Support Grant** for 2017/18 is £105k, a reduction of £865k from the £970k received in 2016/17. This continues the trend of reducing RSG for the Council, down 97% from the £3.962m received in 2013/14.
- 3.3 **Baseline Funding** is funded by Central Government through redistributed Business Rates, and the amount is determined by Government's assessment of need within Dacorum. The provisional settlement for 2017/18 is £2.8m compared to £2.75m in 2016/17.
- 3.4 Baseline Funding is part of the Government's Business Rates Retention Scheme, which is designed to incentivise local authorities to grow their local economy by enabling them to share in any increase in Business Rates income (i.e. growth in the tax base). However, under the terms of the Scheme, the reverse is also true, i.e. that local authorities must absorb a portion of the lost business rates income arising from a contraction in the tax base. Government has capped at 7.5% the income that can be lost to councils from their Baseline Funding as a result of a reduced tax base. This cap is known as the 'Safety Net'.
- 3.5 There is currently a significant backlog of Business Rates valuation appeals that have been submitted by businesses across the country, including within Dacorum. The Valuation Office (VOA) is responsible for adjudicating on these appeals. Based on historical data, there is a risk that a high number of these backlogged appeals will be upheld, and that consequently Business Rates reductions will be granted to a sufficiently high number of businesses to reduce the Dacorum tax base below the 7.5% Safety Net. On this basis, the 2017/18 Budget assumes that the level of Business Rates grant will be at the Safety Net level. This is in accordance with the MTFs approved by Cabinet in July 2016.

- 3.6 As expected under the four-year settlement, the combined reduction to the Council's **Settlement Funding Assessment** in 2017/18 is 21.7% (£810k) rising to 45.9% (£1.7m) by 2019/20, i.e. the remaining period of the four-year settlement. In both cases this is a significantly higher reduction than the national average for district councils, which is 15% for 2017/18 and 32% for the period to 2019/20.
- 3.7 The reason Dacorum's SFA reduction is high relative to the district council average is that grant reductions within the four-year settlement were based on Government's assessment of each council's **Core Spending Power**. Rather than simply applying the same percentage grant reduction to all authorities, Core Spending Power ensures that the grant reduction for each council also takes into account the amount that a council can raise locally, i.e. through Council Tax and New Homes Bonus.
- 3.8 In 2017/18, Dacorum is forecast to have around the 15th highest Council Tax income of the 200 district councils in England (£10.7m compared to an average of around £6.7m). This means that Dacorum can generate more income locally than most district councils and therefore, within the government's context of Core Spending Power, can absorb a greater reduction in government funding than most district councils.

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

- 4.1 The provisional NHB allocation for Dacorum in 2017/18 has been announced as £3.1m. This is £500k less than the £3.5m received in 2016/17, but £1.9m more than the £1.2m forecast in the MTFS. The difference between the forecast and the actual award was due to the ongoing government consultation on the future of NHB at the time the forecast was made. In the absence of firm information on the likely outcome, the Council had forecast a prudent reduction based on inference from the general announcements of the Chancellor.
- 4.2 In late 2015, Government announced a technical consultation (*'Sharpening the Incentive'*) on the future allocation of NHB, with a view to reducing the total amount of NHB paid in order to divert more central government funding towards social care. The revised means of allocating NHB were announced as part of the Local Government Finance Settlement in December 2016, and will come into force from 2017.
- 4.3 The key changes announced for the allocation model are:
- a) A move to 5-year payments from 2017/18 (from the current 6 years) and then to 4-year payments from 2018/19;
 - b) The introduction of a national baseline of 0.4% growth, below which no NHB will be paid – i.e. Local Authorities will only receive NHB for growth in the number of dwellings above 0.4%. Government has reserved the right to revisit this baseline annually;
 - c) Government will consider withholding payments for homes that are built following appeal. Further consultation will take place on this subject.
- 4.4 Over the medium-term (to 2020/21), based on currently forecast housing growth within the borough, these changes to NHB will result in £3.5m of additional funding for the Council over the previous forecasts. This additional

funding has been incorporated within these budget papers on the assumption that the Council will continue to use only £325k per annum of NHB to support the provision of General Fund services, with the remainder being used to support delivery of the Capital Programme. The impact of utilising the NHB for capital purposes has revenue implications in that it has reduced the previously forecast need to borrow in 2018/19 and 2019/20, along with the associated revenue costs.

5. Dacorum's Key Funding Streams – Council Tax

- 5.1 The Council's Council Tax requirement for 2017/18 is calculated as £11.422m (inclusive of parish precepts) and £10.709m (exclusive of parish precepts). The approved taxbase for 2017/18 is 56,415 based on a collection rate of 99.4%.
- 5.2 The income due from Council Tax goes into the Collection Fund. Throughout the year the actual number of properties (as well as allowances for exemptions, discounts or appeals) inevitably varies from the figure estimated at the start of the year. This leads to a change in the amount of Council Tax due, and therefore a surplus or deficit on the Collection Fund.
- 5.3 In 2016/17 a surplus position has arisen on the Collection Fund primarily due to an increase in the number of new properties built, coupled with a decrease in the requirement for Council Tax Support. This surplus is shared between the Major Preceptors, i.e. the County, the Police Authority and the Borough, in proportion to their precepts for the year.
- 5.4 The proportion of this surplus that each of the Major Preceptors will receive from the Collection Fund when calculating the Council Tax for 2017/18 is as follows:

Dacorum Borough Council	£81,655.06
Hertfordshire County Council	£492,467.15
Hertfordshire Police & Crime Commissioner	£61,159.59
Total Surplus	£635,281.80

- 5.5 Cabinet approved the Collection Fund surplus in December 2016.
- 5.6 The Localism Act 2011 abolished Council Tax capping in England and instead allows local residents to reverse 'excessive' Council Tax increases by means of referendum. Currently, Government has set the referendum threshold for district councils at the higher of £5 or above 1.99%. The proposed increase of £5 for Dacorum in 2017/18 is therefore within the threshold. This referendum threshold does not currently apply to Town and Parish Councils. The cost of holding a referendum within Dacorum is estimated to be around £80,000.

6. Local Government accounting requirements

- 6.1 The budget-setting process within Dacorum is governed by a number of statutory requirements. Some of the key requirements are explained, below.

Capital charges

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

- 6.3 Capital Charges ensure that the 'true' cost of running a Service is captured in the budget. However, in order to ensure that this nominal charge is not passed onto the Council Tax payer, there is corresponding credit (reversing out the charge), which can be seen in the General Fund Summary (Appendix A1).
- 6.4 A rolling programme of valuations is undertaken by the Council's valuer which ensures that the asset register is kept up-to-date and that capital charges to Services are accurate. The Council's valuation method and calculation are subject to audit by the Council's external auditors, EY. Any change in the use of assets, or revised valuation, or additional Capital Expenditure will affect the capital charge made to the Revenue Budget.

Prudential Code

- 6.5 The Council complies with the Prudential Code for controlling Local Government Capital Finance, and the Budget for 2017/18 has been prepared in the context of these plans and controls. (More details of the Prudential Code are included within the Treasury Management Strategy in Appendix K.) The key objectives of the Code are to ensure that:

- Capital Investment Plans are affordable, prudent, and sustainable;
- All external borrowings and other long term liabilities are within prudent and sustainable levels;
- Treasury Management decisions are taken in accordance with good practice and in a manner that supports prudence, affordability and sustainability;
- The Council is accountable for its decisions; and,
- The Code supports local strategic planning, local asset management planning and proper option appraisal.

7. Forecast Outturn 2016/17

- 7.1 Appendices C2, D2 and E2, which breakdown the proposed 2017/18 budget by OSC remit, also show the forecast budget outturn for the current financial year, as at November 2016. This is included to provide Members with comparative context for the 2017/18 budget proposals.
- 7.2 As at January 2017, the outturn for financial year 2016/17 is forecast to be broadly on budget. However, if revenue underspends are identified as part of the year-end process, it is recommended that they be contributed to earmarked reserves in order to fund specified expenditure in future years. Formal approval for movements in reserves will be sought from Members as part of the year-end process. The Council's Reserves Strategy, including justifications for current balances and recommendations for future movements, can be found in paragraphs 10 to 20 of this report.

8. Budgetary assumptions 2017/18

- 8.1 The inflationary assumptions used to compile the 2017/18 estimates are set out below.

Inflation Factors	
Salary Inflation (annual pay settlement) for 2017/18	1%
Business Rates	2.1%
Fuel	5%
Utility Cost increase assumptions: Gas	5%
Electricity	5%
The Council is in a fixed price contract until 2017/18.	
Other Assumptions	
Average rate of return on Investments	0.25%
Salary Vacancy Factor	5.0%
Growth in numbers of Band D equivalent properties	2.1%

- 8.2 The salary vacancy factor for the 2016/17 budget was 5%, excluding front line staff within Waste Services. Analysis of the employee related budget undertaken during the last financial year shows that this level is appropriate. It is therefore proposed to maintain the vacancy factor at 5% for 2017/18.

9. Revenue Income

- 9.1 In addition to the key funding streams explained in section 5 of this report, the Council receives income from a number of sources.
- 9.2 Housing Rents received through the Council's housing stock are ring-fenced within the Housing Revenue Account (HRA) for the administration and maintenance of existing stock, and for the delivery of new buildings. More detail on the HRA budget is covered in –section 13.
- 9.3 Investment Income – Low interest rates in recent years have led the Council to reduce its dependency on investment income as a means of financing revenue expenditure. Investment income has been further eroded as the Council has delivered a number of high value capital projects, which has reduced the capital balances, and, therefore, the balance of investable funds available. Budgeted General Fund investment income for 2017/18 is £236k, and £206k within the HRA. This assumes an average interest rate of 0.25%.
- 9.4 Fees and Charges – Service managers have proposed changes to fees and charges for 2017/18 as detailed in Appendices C3, D3 and E3.

10. Reserves Strategy

- 10.1 The Council's Reserves Strategy is reviewed annually, and was most recently approved by Members within Sections 10-20 of the Budget and Council Tax Setting Report (February 2016).
- 10.2 The Council holds two types of reserve, both of which are subject to audit by the Council's external auditors, EY LLP, as part of the year-end process. The two types of reserve are:
- **Working balances**, which are required as a contingency against unforeseen events, and to ensure that the Council has sufficient funds available to meet its cash flow requirements. The Local Government Act 2003 requires the Section 151 Officer to report on the adequacy of financial reserves when setting the General Fund budget requirement for the year. This requirement is met within Appendix M.

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

10.3 In line with the Council's approach in previous years, it is recommended that the **General Fund Working Balance** is maintained at a level between 5% and 15% of Net Service Expenditure. The proposed budget forecasts a General Fund Working Balance of £2.5m by the end of 2017/18, which equates to 14.2% of the Net Cost of Services of £17.653m (as shown in Appendix A1).

10.4 The **HRA Working Balance** is maintained by the Council at a level of not below 5% of turnover, as approved by Members as part of the MTFs Reserves Strategy. The proposed budget maintains the HRA Working Balance at £2.9m by the end of 2017/18, which equates to 5.1% of the £56.6m turnover (as shown in Appendix F).

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

General Fund Earmarked Reserves

10.6 The General Fund budget proposes a Net Cost of Service of £17.7m, as set out in Appendix A1. A balanced budget has only been possible as a result of making savings within Services, generating increased income, and identifying efficiencies, together with a net use of c£0.6m from earmarked reserves for non-recurring items (excluding Revenue Contributions to Capital). The proposed movements of General Fund earmarked reserves for revenue use in 2017/18 are as follows:

Earmarked Reserve	Net Movement £000
Earmarked Grants Reserve	(169)
Management of Change Reserve	(408)
On Street Car Parking Reserve	(26)
Local Development Framework Reserve	(34)
Dacorum Development Reserve	(174)
Planning & Regeneration Projects Reserve	(45)
Litigation Reserve	216
Vehicle Replacement Reserve	350
Tring Swimming Pool Reserve	8
Youth Provision Reserve	(40)
Election Reserve	30
Uninsured Loss Reserve	(86)
Training and Development Reserve	(43)
Housing Conditions Survey Reserve	15
Dacorum Partnership Reserve	(11)
Funding Equalisation Reserve	(209)
Total Net Movement	(626)

10.7 Appendix J identifies the proposed movements on General Fund Earmarked Reserves. All reserves have been reviewed during the preparation of the

Budget for 2017/18, and there will be a further review of the reserves position as part of the closure of accounts process for 2016/17.

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

- **Civic Buildings Major Repairs Reserve**

This reserve was created as the Civic Centre Major Repairs Reserve to cover the costs arising from unplanned repairs to the Civic Centre. It is recommended that a balance of £200k be retained in this reserve in order to finance unplanned costs associated with unplanned repairs to civic buildings, and the reserve be renamed the Civic Buildings Major Repairs Reserve.

- **Earmarked Grants Reserve**

This reserve has been set up for unutilised grants from current and prior years. Local authorities are free to use all of this non-ringfenced funding as they see fit to support the delivery of local, regional and national priorities in their areas. It was previously agreed that £10k of this reserve be drawn down each year for four years (starting in 2016/17) in order to fund energy efficiency initiatives across the Council. This use of funding is in accordance with the award of the original £40k grant. The balance of £139k is for previously awarded new burdens grants, and can be released back to general fund balances in 2017/18.

- **Management of Change Reserve**

To finance any one off costs of projects required to make improvements or significant changes to services for which no budgetary provision exists, including redundancy and pension strain payments.

With continually increasing pressure on the Council's funding streams, service transformation remains high on the Council's agenda. This has resulted in a recommended draw down from this reserve of £408k in 2017/18 to fund various initiatives including: the review of leisure provision (£200k), flats recycling project (£81k), Tring town development (£70k), corporate graduates (£32k) and a two year Sport England project (£25k).

- **Technology Reserve**

This reserve was set up in 2010/11, to be utilised with the Management of Change reserve to invest in technology improvements which will help improve efficiency and resilience.

- **Savings Contingency Reserve**

It is recommended that this reserve is created in order to mitigate the risk of the Council's savings initiatives failing to complete on time, and thereby causing an in-year budgetary pressure. The reserve will be funded through savings achieved ahead of the savings targets laid out in the MTFs

- **On Street Car Parking Reserve**

There are statutory requirements the Council must observe in relation to income derived from certain parking activities, particularly on street car parking and penalty charge notices. Any operating surplus generated from these activities is transferred to this reserve for future re-investment in parking activities.

The £26k proposed draw down in 2017/18 relates to expenditure to fund the planned one-off costs associated with developing Controlled Parking Zones.

- **Local Development Framework Reserve**

This reserve was created to smooth the costs associated with work on the LDF over a number of financial years, rather than incurring substantial expenditure in one financial year. The balance of the reserve has been drawn down for 2017/18, and there are currently no additional contributions planned to bring the level of reserve back up. This is because the level of annual expenditure on the LDF is so consistent that the MTFS has been updated to include a baselined budget rather than rely on draw downs from this reserve. The baselined annual budget has been set at £300k within the MTFS, which compares to an average annual spend of £310k over the last three years. This budget will need to be closely monitored by the Service in order to ensure that peaks and troughs in expenditure can be smoothed, and the reserve may be used for this purpose in the future.
- **Dacorum Development Reserve**

This reserve was created in 2011/12 to support regeneration and economic development initiatives across the Borough. The net draw down of £174k proposed for 2017/18 includes draw down of £120k to fund the events associated with the Council hosting a stage of the Tour of Britain in 2017/18, along with a draw down of £54k towards the Dacorum Ambassadors programme.
- **Planning Enforcement & Appeals Reserve**

To meet the costs of urgent action on planning enforcement, and stabilise the financing of fluctuating annual costs of planning appeals.
- **Planning and Regeneration Projects Reserve**

This reserve is designed to meet any one-off costs associated with planning or regeneration projects. The £45k draw down proposed for 2017/18 funds one-off revenue expenditure associated with the Water Gardens project.
- **Litigation Reserve**

The funds within this reserve are held to support one-off costs associated with the defence against, or settlement of legal claims. The Council is currently involved in a number of complex legal cases which are likely to progress in 2017/18, and it is therefore recommended that this reserve is increased to £430k.
- **Vehicle Replacement Reserve**

This reserve was created to enable the Council to make regular contributions to the capital costs associated with replacing of key fleet vehicles. Funding replacement costs through Revenue Contributions to Capital enables the Council to reduce or avoid the costs associated with borrowing. From 2017/18 onwards, annual contributions to the reserve are recommended to continue at £350k.
- **Invest to Save Reserve**

This reserve was created in 2015/16 to support the one-off costs associated with spend to save initiatives and investing in new ways of working. It is used to fund the up-front costs of projects that can

demonstrate payback within a 5-year period. Successful bids require sign-off by the S151 Officer, before requesting Member approval, and the proposed savings are removed, or income targets inserted, for the Service's future years' budgets at the point the bid is approved.

- **Longdean School Repairs Reserve**
A reserve created to enable operating surpluses from previous years to be used in future years to contribute toward the cost of repairs.
- **Tring Swimming Pool Repairs Reserve**
To set aside income from a dual use agreement in order to contribute toward the cost of future repairs at Tring Sports Centre. The proposed top up of £8k in 2017/18 is the setting aside of income from the dual use agreement in relation to the cost of future major repairs.
- **Youth Provision Reserve**
To assist with repairs expenditure and the provision of youth provision. The proposed draw down of £40k in 2017/18 is towards funding the provision of a cycle hub at Grovehill Adventure Play Ground.
- **Election Reserve**
This reserve was created to smooth the cost of Borough Elections over a four-year period. A contribution of £30k per annum is made from revenue to be drawn down to fund elections on a four-yearly basis.
- **Uninsured Loss Reserve**
To cover potential liabilities which are above the budgeted amount for uninsured losses or those covered by the Council's insurance policy. As part of a re-tendering exercise, the Council has undertaken a detailed review of its insurance provision and risk exposure. As a result of this exercise, it is proposed that this reserve be reduced to £500k, releasing £86k back to general balances.
- **Training and Development Reserve**
This reserve was created to finance specific development programmes for Council staff, and there is a planned draw down of £22k for 2017/18 towards training and development. In addition, a further £21k is planned for draw down to fund the apprentice scheme in 2017/18. This reserve complements the Management of Change reserve and ensures that Officers are able to access the training required to deliver services more efficiently.
- **Housing Conditions Survey Reserve**
This reserve was created to smooth the costs associated with periodic Council inspections of private dwellings. As pressure continues to grow on the private rented sector across the borough, it is recommended that the Council continues to contribute to this reserve at a rate of £15k per annum.
- **Dacorum Partnership Reserve**
This reserve was funded from the Performance Reward Grant received in 2009/10, and is used towards Dacorum Partnership projects. A proposed draw down is included in 2017/18 towards the final year of the current Get Set Go Dacorum programme.

- **Dacorum Rent Aid and Rent Guarantee Reserves**
These reserves are to provide assistance to clients to obtain/retain accommodation.
- **The Forum Reserve**
This reserve was created to support the relocation and fit-out costs associated with the Council's move to The Forum in January 2017. This reserve will be wound up in 2016/17, and the funds exhausted in meeting the final costs associated with the move to The Forum.
- **Funding Equalisation Reserve**
Funded through annual surpluses on the Collection Fund, this reserve is essentially a means of making the necessary accounting adjustments that arise when actual collection rates differ from forecast collection rates. A drawdown of £206k is required to fund the declared 2016/17 deficit.
- **Pensions Reserve**
This reserve was created in 2012/13 in order to fund potential costs to the Council arising from the statutory triennial reviews of the pension scheme. The results of the December 2016 triennial review announced that the payments the Council currently makes are, based on present assumptions, sufficient to reduce the pensions deficit within the 20-year planning horizon employed by the actuary, and that no further increase or one-off payment is required. However, the scale of the current deficit repayments, at c£2m per year, means that a small change in actuarial assumptions can result in significantly increased payments (an additional £1m payment was required at the last triennial valuation in 2013). On this basis, it would be prudent to retain this reserve at current levels.
- **Maylands Plus Reserve**
This reserve was created in 2013/14 to set aside surpluses generated at Maylands Business Centre for re-investment into Economic Development across the Borough.

Earmarked Reserves future priority areas

10.9 Priority areas that Members may wish to consider for future contributions to Earmarked Reserves, subject to outturn, include:

- **Management of Change Reserve**
This reserve has been used to fund a range of transformational projects over the last few years, as the Council seeks to deliver its services more efficiently. The continued reductions in grant from central government continue to underline the need for the Council's transformation agenda. There are a number of further projects in the pipeline, including the evolving digital agenda, and the focus on channel shift for public access to the Council's services.
- **Savings Contingency Reserve**
It is recommended that this reserve is created in order to mitigate the risk of the Council's savings initiatives failing to complete on time, and thereby causing an in-year budgetary pressure. The reserve will be funded through savings achieved ahead of the savings targets laid out in the MTFs.

Housing Revenue Account Earmarked Reserves

10.10 The Council holds one Earmarked Reserve within the HRA; the Strategic Acquisitions Reserve, with a current balance of £7.2m. It is recommended that this reserve be renamed the New Build and Capital Investment Reserve and that it be increased by £13.5m in 2017/18.

This £13.5m revenue contribution would, in previous years, have been contributed directly to capital rather than being held in a revenue reserve. The rationale behind the recommendation to keep these funds within a revenue reserve in 2017/18 is to enable the Council to benefit from the increased financial flexibility that comes with holding funds as revenue rather than capital. This increased flexibility enables the Council to mitigate its financial risk exposure to further changes in government legislation governing the setting of rent.

This new approach does not change the ultimate use of these funds for capital purposes. It simply preserves the flexibility of revenue for a bit longer, until the funds are required within the Capital Programme. In accordance with the New Build programme approved within the HRA Business Plan, it is forecast that the funds will be contributed to capital in 2017/18.

Capital Reserve

10.11 This reserve is utilised to finance the Capital Programme. General Fund capital balances have now been fully utilised on a range of capital projects, and the balance brought forward to 2017/18 contains receipts from the sale of HRA properties under the Right-to-Buy scheme, along with the associated 1-4-1 receipts. It is estimated that the HRA capital balances will be £46.6m as at 1 April 2017, and £32.8 as at 31 March 2018.

11. Capital Programme

11.1 The Capital Programme has been structured to enable delivery of the Council's Corporate Plan over the medium- to long-term. The Programme includes all of the capital schemes within both the General Fund and the Housing Revenue Account (HRA).

11.2 The recommended Capital Programme detailed in Appendix I includes a revised programme for 2016/17, together with a proposed 5-year programme encompassing £186m of future capital investment across the Borough.

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

General Fund

- £9.4m to purchase and replace fleet vehicles, plant, machinery and other equipment;
- £13.9m Asset management of community facilities including Council-owned buildings, car parks, public conveniences, cemeteries and community and sports premises.
- £8.8m Economic Development, Affordable Housing, Town Centre and Gadebridge Park Regeneration;

- £2.0m Investment in Information and Communications Technology, including upgrading of software systems. This investment will enable future revenue efficiencies to be achieved through customer services 'channel shift' and service transformation projects; and,
- £3.5m Capital grants and loans to voluntary organisations and Private Sector Housing grants (including Disabled Facility Grants and improvement grants). It should be noted that the Council has no discretion over the payment of Disabled Facility Grants, which are mandatory.

Housing Revenue Account

- £88.2m for major capital repairs and replacements of components of the Housing Stock (such as bathrooms, roofs, windows, kitchens); and,
- £60.2m for the New Build programme.

Financing the Capital Programme

11.4 It is recommended that the Capital Programme for 2017/18 is financed as per the table below.

Proposed Financing for Forecast Capital Programme 2017/18	
	£m
Grants and External Funding	1.1
Capital Receipts and Reserves	30.3
1-4-1 Capital Receipts	6.4
Revenue Contribution	12.1
Borrowing	2.6
Total Indicative Funding	52.5

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

Major Repairs Reserve

This relates exclusively to capital expenditure within the HRA, and is funded through annual depreciation charges on the Council's housing stock.

Forecast of Capital Receipts

In accordance with the Council's Medium Term Financial Strategy, estimates of the likely Capital Receipts to be generated during 2017/18 and subsequent years have been made based on the Council's Asset Management Plan and the current economic climate. The level of receipts anticipated during 2017/18 is £11.2m (of which £3m will relate to General Fund and £8.2m will relate to the HRA).

Revenue Contribution to Capital

This refers to charges on revenue budgets in order to finance capital projects. Of this £3.2m relates to the General Fund and £12.8m to the HRA.

Borrowing

In May 2015, the Members approved the Council's General Fund taking borrowing of £19.8m from the Public Works Loan Board (PWLB) in order to support the delivery of the approved Capital Programme. The PWLB offers low

interest rate loans to Local Authorities, with interest rates derived from the gilt rate at which Government itself can raise funds.

Through the PWLB, the Council was able to structure a portfolio of loans, with a range of differing maturities (the longest at 40 years), designed to minimise the amount of interest payable by the Council whilst at the same time ensuring that annual repayments remain sustainable. The average interest rate secured was 2.9%, which reflects a discount of 40 basis points (0.4%) on the standard PWLB rates. This additional discount was secured through a combination of the PWLB's 'project rate' (20 bps) and through the Local Enterprise Partnership (LEP) support for the Council's regeneration programme (20 bps).

The proposed Capital Programme identifies a need for further £3.3m borrowing in 2021/22. This will be kept under review to ensure that further borrowing is undertaken, and associated revenue costs incurred, only if required.

The Borrowing Strategy and policies are set out in Section 3 of the Treasury Management Strategy, see Appendix K.

- 11.6 To ensure that the Council optimises its Capital Receipts and returns on existing assets, it is essential that all assets are kept under review in line with the Asset Management Strategy and Medium Term Financial Strategy. Cabinet will be briefed at least annually on the performance of assets and in particular non-operational assets. The briefing will identify any potential surplus assets that do not meet the Council's needs and may be considered for formal decision for disposal.

12. Treasury Management Strategy

- 12.1 In accordance with the requirements of the Local Government Act 2003 the Council produces an annual Treasury Management Strategy, see Appendix K. This appendix includes:

- the reporting of prudential indicators, as required by the CIPFA Prudential Code for Capital Finance in Local Authorities (Section 2);
- the Borrowing Strategy (Section 3); and,
- the Investment Strategy in accordance with CIPFA Code of Practice on Treasury Management (Section 4).

13. Housing Revenue Account 2017/18

- 13.1 The HRA 'Self-Financing' regime was introduced under the Localism Act in April 2012. It replaced the previous HRA subsidy arrangements and required the Council to make a settlement payment to the Government of £354.015 million.

- 13.2 The Council has a duty to budget under Section 76 of the Local Government and Housing Act 1989 'to prevent a debit balance on the HRA'. The Council sets its own target balance at a minimum of 5% of total income, which for 2017/18 equates to £2.9m. The Council keeps the medium and long-term funding of housing services under regular review through updates to the HRA Business Plan.

HRA Business Plan update

13.3 The HRA Business Plan is a thirty year plan which encompasses both the financial and service related objectives. The long-term perspective is crucial to ensure that the service and its primary asset, the housing stock, is projected to be 'fit for purpose' throughout the whole period.

13.4 As the business plan projects forward thirty years, there will inevitably be opportunities and pressures that are difficult to predict. However, as it forms the basis of service delivery and asset management strategy, it will be regularly updated to take account of changed circumstances, tenant and Member priorities.

HRA Financial assumptions for 2017/18

13.5 The HRA business plan incorporates the following key financial assumptions, based on the draft 2017/18 HRA budget:

Budget	Assumptions
HRA Working Balance	Minimum 5% of turnover.
Major Repairs Reserve (MRR) Balance	Nil – to be fully utilised each year to fund capital works and new build
Rent	Years 2-4 -1%, then CPI (2.3%) + 1% (3.3% total) throughout plan. New tenancies re-let at (social) formula rent. De-pooling of Service Charges & Rent for flats to be implemented 2017/2018
RPI	3% as per historic RPI (since 2001)
CPI	2.3% as per historic CPI (since 2001)
New Build Programme	250 units planned with provision for expenditure for 100 more. Let at existing (social) formula rent levels
Void and Bad Debts	Void: 0.8% of gross income Bad Debts: 0.4% rising to 2% then reducing to 1% with the increases making a provision for the impact of Welfare Reform
Right to Buy	Assumption of 100 per year for 4 years then reducing to 50 then 20.

13.6 In 2015, Government issued new legislation on social rent setting for the four years commencing in April 2016. This legislation imposes a 1% rent reduction on social housing properties every year for the next four years. This legislation constitutes a fundamental change to Government's previous involvement in the setting of local authority rents, which has until now been limited to the issuance of guidance as opposed to legislation.

13.7 Implementing this legislation has had a dramatic effect on the Council's HRA Business Plan, reducing rental income by £30m over the next four years, and by a forecast £750m over the 30-year life of the plan.

13.8 Despite this reduced income, the Council has, through increased use of borrowing, reducing capital investment and reprofiling of existing projects, been able to protect its New Build programme until 2020. More detailed analysis of the longer-term impact of this legislation was provided within the report of the 'Annual Review of the HRA Business Plan' to Cabinet in November 2015 and is

being updated in the HRA Business Plan 2016-2020 to Cabinet in February 2017

14. Staff Terms and Conditions

- 14.1 Within Budget 2015/16, the Council introduced a Living Wage supplement for all affected employees, in accordance with the Living Wage Foundation. Council agreed to review the Living Wage annually thereafter, but did not seek accreditation thereby avoiding the loss of autonomy that might entail.
- 14.2 The Living Wage is announced each year by the Living Wage Foundation based on a calculation by the Centre for Research in Social Policy at Loughborough University. It reflects the costs of those items identified by the University's consultation groups as necessary for a minimum acceptable standard of living.
- 14.3 The current 'out of London' living wage, which would apply to the Council, was announced in November 2016 as £8.45 per hour, a 20 pence increase over the previous year. The total cost to ensure all Council employees are the Living Wage for 2017/18 is approximately £30k. This increase has been included within the Budget proposals.

15. Summary and Conclusion

- 15.1 This report sets out how the Council will provide the financial resources required to achieve its priorities during the next financial year. It assumes that planned savings will be achieved and that the Capital Programme will be delivered on time and to budget.
- 15.2 The statement from the Chief Finance Officer at Appendix M provides assurance regarding the robustness of the 2017/18 budget and the level of the Council's reserves.

DRAFT GENERAL FUND BUDGET SUMMARY 2017/18

	Original 2016/17	Growth / (Savings)	Estimate 2017/18 1st OSC 6.12.16	Technical Adjustments		Growth / (Savings) since 1st OSC 6.12.16	Estimate 2017/18 2nd OSC 7.2.17
				Insurance Virement	Benefits Subsidy		
	£000	£000	£000	£000	£000	£000	£000
Service Expenditure & Income							
Employees	22,508	(967)	21,541	(70)		340	21,811
Premises	2,981	835	3,816	546		(0)	4,361
Transport	1,526	(25)	1,501	18		(0)	1,519
Supplies & Services	6,629	210	6,839	335		92	7,266
Third-Parties	1,548	(352)	1,196			0	1,196
Transfer Payments	47,622	0	47,622		(823)	0	46,799
Capital Charges & Bad Debts	4,443	219	4,662		(185)	32	4,509
Income	(14,292)	(769)	(15,062)	(211)		31	(15,242)
Grants and Contributions	(51,699)	117	(51,582)		1,008	(47)	(50,621)
Recharge to HRA	(2,827)	(537)	(3,363)	(618)		35	(3,946)
Net Cost Of Services	18,439	(1,268)	17,170	0	0	483	17,653
Less:							
Interest Receipts	(242)	6	(236)			0	(236)
Interest Payments & MRP	965	87	1,052			(96)	956
Reversal of Capital Charges	(4,125)	(219)	(4,344)			0	(4,344)
Revenue Contributions to Capital	5,796	(4,653)	1,143			1,981	3,124
Net movement to/(from) Earmarked Reserves	* (4,312)	4,143	(169)			(457)	(626)
Budget Requirement General Fund	16,521	(1,904)	14,617			1,910	16,527
Parish Precepts	690	23	713			0	713
Budget Requirement Including Parishes	17,212	(1,882)	15,330			1,910	17,240
Funded by:							
Revenue Support Grant / Tariff	(970)	865	(105)			0	(105)
Transition Grant	(126)	0	(126)			0	(126)
Business Rates Retained	(2,553)	(63)	(2,616)			0	(2,616)
New Homes Bonus/Government Grants	(3,491)	2,277	(1,214)			(1,885)	(3,099)
Other Government Grants	0	0	0			0	0
Council Tax (Surplus)/Deficit	(49)	49	0			(82)	(82)
Business Rates (Surplus)/Deficit	* 885	(885)	0			209	209
Net Expenditure before Council Tax	10,908	361	11,269			152	11,421
Demand on the Collection Fund	(10,908)	(376)	(11,284)			(138)	(11,422)
Net Change in General Fund Balance	0	(15)	(15)			14	(1)
General Fund Balance B/Fwd	(2,502)		(2,502)			0	(2,502)
In year use	0		(15)			14	(1)
General Fund Balance C/Fwd	(2,502)		(2,517)			14	(2,503)

GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY UPDATE					
	Original 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	£000	£000	£000	£000	£000
Service Expenditure & Income					
Employees	22,508	21,811	21,740	22,063	22,514
Premises	2,981	4,361	4,297	4,523	4,686
Transport	1,526	1,519	1,588	1,662	1,740
Supplies & Services	6,629	7,266	6,752	7,171	7,260
Third-Parties	1,548	1,196	1,180	1,220	1,259
Transfer Payments	47,622	46,799	46,799	46,799	46,799
Capital Charges & Bad Debts	4,443	4,509	4,518	4,529	4,540
Income	(65,991)	(65,863)	(66,162)	(66,901)	(67,280)
Recharge to HRA	(2,827)	(3,946)	(4,025)	(4,025)	(4,106)
Cummulative Savings	0	0	0	60	(412)
Net Cost Of Services	18,439	17,652	16,687	17,101	16,998
Less:					
Interest Receipts	(242)	(236)	(287)	(383)	(383)
Interest Payments & MRP	965	956	943	930	930
Reversal of Capital Charges	(4,125)	(4,344)	(4,344)	(4,344)	(4,344)
Revenue Contributions to Capital	5,796	3,124	3,124	3,124	3,124
Net movement to/(from) Earmarked Reserves	(4,312)	(626)	(1,149)	381	633
Budget Requirement General Fund	16,521	16,527	14,974	16,810	16,959
Parish Precepts	690	713	735	757	781
Budget Requirement Including Parishes	17,212	17,240	15,709	17,567	17,739
Funded by:					
Use of General Fund Balance	(151)	1	0	0	0
Revenue Support Grant	(970)	(105)	0	990	1,640
Transition Grant	(126)	(126)	0	0	0
Business Rates Retained	(2,553)	(2,616)	(2,689)	(2,780)	(2,869)
New Homes Bonus/Government Grants	(3,491)	(3,099)	(3,099)	(3,099)	(3,099)
Council Tax (Surplus)/Deficit	(80)	(82)	0	0	0
Business Rates (Surplus)/Deficit	916	209	1,849	0	0
Net Expenditure before Council Tax	10,757	11,422	11,771	12,678	13,412
Demand on the Collection Fund	(10,908)	(11,422)	(11,829)	(12,220)	(12,611)
General Fund Balance B/Fwd	(2,502)	(2,502)	(2,503)	(2,503)	(2,503)
In year use	0	(1)	0	0	0
General Fund Balance C/Fwd	(2,502)	(2,503)	(2,503)	(2,503)	(2,503)
Savings Requirement	0	0	(57)	458	800

GENERAL FUND BUDGET CHANGE ANALYSIS 2017/18		
EMPLOYEE EXPENDITURE		
2016/17 Employee Budget		22,508
<u>Inflation</u>		
General pay inflation		187
Increments & Staff Turnover		114
Pension - increase in Employer's contribution from 16% to 18.5%		366
Pension backfunding - increase to annual backfunding payment		46
Sub total - Inflation		713
<u>Growth items</u>		
Building Control trainee posts	Sara Whelan	50
ICT Project Management	Ben Trueman	55
Homelessness Prevention Officer	Natasha Brathwaite	40
Waste Services hard-access round	Craig Thorpe	78
Housing Development Manager share of salary to General Fund	Elliott Brooks	25
Other growth items under £10k		23
Sub total - Growth items		271
<u>Removal of 2016/17 one-off items (reserve / grant funded)</u>		
Police Elections - grant funded	Jim Doyle	(100)
Project Analyst fixed term post	Ben Trueman	(60)
Health & Safety fixed term post	Regulatory Services GM	(27)
Digital Dacorum fixed term post	Matthew Rawdon	(58)
Communications fixed term post	Matthew Rawdon	(17)
Apprentice Project	Matthew Rawdon	(42)
Get Set Go Dacorum Officer	Matthew Rawdon	(25)
Pensions - Triennial Review	Richard Baker	(900)
Water Gardens project	Chris Taylor	(53)
Development Control - Systems Thinking Project	Sara Whelan	(30)
Sub total - Removal of 2016/17 one-off items		(1,312)
<u>2017/18 one-off items (reserve / grant funded)</u>		
County Council Elections	Jim Doyle	100
Get Set Go Dacorum Officer - final year of project	Matthew Rawdon	14
Flats recycling project	Craig Thorpe	81
Cycle Hub	Julie Still	20
Water Gardens project	Chris Taylor	42
New Apprentice post	Matthew Rawdon	21
Sub total - 2017/18 one-off items		278
<u>Efficiency savings</u>		
Leadership Team restructure	Sally Marshall	(103)
Licensing	Mark Brookes	(14)
Corporate Improvement and Innovation	Matthew Rawdon	(20)
Development Management & Planning	Sara Whelan	(52)
Removal of Tourism budget	Chris Taylor	(51)
Strategic Planning & Regeneration structural changes	Chris Taylor	(28)
Strategic Planning & Regeneration structural changes - additional savings	Chris Taylor	(30)
Waste Services overtime and insurance	Craig Thorpe	(40)
Clean, Safe & Green review	Craig Thorpe	(25)
Regulatory Services structural review	Regulatory Services GM	(50)
Revenues & Benefits efficiencies from new technologies	Chris Baker	(161)
Financial Services - structural review	Richard Baker	(20)
Estates review	Nicholas Brown	(50)
Estates review - reduction in savings offset by increased charge to HRA	Nicholas Brown	14
CCTV review	Julie Still	(27)
CCTV review - new proposal £14k less in employee savings (offsetting savings found in Supplies and Services across Resident Services)	Julie Still	14
Sub total - Efficiency savings		(643)
<u>Other</u>		
Insurance centralisation		(70) *
Cessation of Primary Authority function		(91)
Transfers to other subjective groupings and ongoing virements		157
Sub total - Other		(4)
Total change year on year		(697)
2017/18 Employee Budget		21,811

GENERAL FUND BUDGET CHANGE ANALYSIS 2017/18 PREMISES EXPENDITURE		
2016/17 Premises Budget		2,981
<u>Inflation</u>		
General inflation		74
Sub total - Inflation		74
<u>Growth items</u>		
Town Centre maintenance	Nicholas Brown	20
Business Rates - increase from revaluations	Nicholas Brown	65
Garage maintenance	Fiona Williamson	50
Sub total - Growth items		135
<u>Removal of 2016/17 one-off items (reserve / grant funded)</u>		
Police election - grant funded	Jim Doyle	(20)
Civic Buildings Business Rates (during move to The Forum)	Nicholas Brown	(60)
Sub total - Removal of 2016/17 one-off items		(80)
<u>2017/18 one-off items (reserve / grant funded)</u>		
County Council elections - grant funded	Jim Doyle	25
Sub total - 2017/18 one-off items		25
<u>Efficiency savings</u>		
Homelessness - temporary accommodation reduction	Natasha Brathwaite	(40)
Savings from The Forum	Nicholas Brown	(50)
Sub total - Efficiency savings		(90)
<u>Other</u>		
Garages maintenance - moved from HRA recharge to direct cost	Fiona Williamson	446
Insurance Centralisation		546*
Transfers to other subjective groupings and ongoing virements		324
Sub total - Other		1,316
Total change year on year		1,380
2017/18 Premises Budget		4,361

GENERAL FUND BUDGET CHANGE ANALYSIS 2017/18 TRANSPORT EXPENDITURE		
2016/17 Transport Budget		1,526
Efficiency savings		
Waste Services haulage	Craig Thorpe	(33)
Sub total - Efficiency savings		(33)
Other		
Insurance Centralisation		18*
Transfers to other subjective groupings and ongoing virements		8
Sub total - Other		26
Total change year on year		(7)
2017/18 Transport Budget		1,519
GENERAL FUND BUDGET CHANGE ANALYSIS 2017/18 SUPPLIES & SERVICES EXPENDITURE		
2016/17 Supplies & Services Budget		6,629
Inflation		
Inflation on ICT contracts		18
Sub total - Inflation		18
Growth items		
Apprenticeship Levy	Matthew Rawdon	67
Increase to Apprenticeship Levy (rechargeable to HRA)	Matthew Rawdon	14
Domestic Abuse Funding	Natasha Brathwaite	10
Insurance Premiums	Richard Baker	150
Insurance Premiums - £150k growth removed	Richard Baker	(150)
Sub total - Growth items		91
Removal of 2016/17 one-off items (reserve / grant funded)		
Parking - Controlled Parking Zone schemes	Nicholas Brown	(53)
Get Set Go - final year of project	Matthew Rawdon	(36)
Police elections	Jim Doyle	(56)
Homelessness Prevention	Natasha Brathwaite	(38)
Sub total - Removal of 2016/17 one-off items		(183)
2017/18 one-off items (reserve / grant funded)		
Tour of Britain	Julie Still	120
Cycle Hub	Julie Still	20
Water Gardens	Chris Taylor	58
Local Development Framework	Chris Taylor	25
County Council elections	Jim Doyle	45
Sport England project	Matthew Rawdon	25
Parking - Controlled Parking Zone schemes	Nicholas Brown	26
Leisure Review	Matthew Rawdon	200
Sub total - 2017/18 one-off items		519
Efficiency savings		
Central Administration - Postage and printing	Robert Smyth	(14)
Parking Contract	Nicholas Brown	(50)
ICT - use of new technologies	Ben Trueman	(22)
Sports Trust grant	Matthew Rawdon	(50)
Other items under £10k		(15)
Further items under £10k		2
Sub total - Efficiency savings		(151)
Other		
Insurance Centralisation		335*
Transfers to other subjective groupings and ongoing virements		6
Sub total - Other		341
Total change year on year		637
2017/18 Supplies & Services Budget		7,266

GENERAL FUND BUDGET CHANGE ANALYSIS 2017/18 THIRD PARTY PAYMENTS		
2016/17 Third Party Payments Budget		1,548
Inflation		
General inflation		20
Sub total - Inflation		20
Removal of 2016/17 one-off items (reserve / grant funded)		
Community Centres	Julie Still	(40)
Sub total - Removal of 2016/17 one-off items		(40)
Efficiency savings		
Customer Services Unit (contractual reductions)	Ben Hosier	(95)
Payroll Services	Richard Baker	(40)
Sub total - Efficiency savings		(135)
Other		
Transfers to other subjective groupings and ongoing virements		(197)
Sub total - Other		(197)
Total change year on year		(352)
2017/18 Third Party Payments Budget		1,196
GENERAL FUND BUDGET CHANGE ANALYSIS 2017/18 INCOME		
2016/17 Income Budget		(14,292)
Inflation		
General inflation		(221)
Sub total - Inflation		(221)
Growth items		
Town Centre promotional pitches	Chris Taylor	25
Planning Fees (Development Control)	Sara Whelan	50
Parking income - closure of Lower Kings Road Berkhamsted during construction of MSCP	Nicholas Brown	135
Adjustment re. timing of Berkhamsted MSCP	Nicholas Brown	(90)
Homelessness - temporary accommodation housing benefit reduction	Natasha Brathwaite	24
Growth items under £10k		23
Sub total - Growth items		167
Increased income		
Garages - increase in fees	Andy Vincent	(400)
Town Centre - TV screen	Chris Taylor	(15)
Building Control - review of fees and charges	Sara Whelan	(53)
Land Charges	Sara Whelan	(11)
Parking - price review	Nicholas Brown	(40)
Other items under £10k		(32)
Sub total - Efficiency savings		(551)
Other		
Pest Control income moved to recharges		20
Insurance Centralisation		(211) *
Cessation of Primary Authority function		121
Transfers to other subjective groupings and ongoing virements		(275)
Sub total - Other		(345)
Total change year on year		(950)
2017/18 Income Budget		(15,242)

GENERAL FUND BUDGET CHANGE ANALYSIS 2017/18 GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS		
2016/17 Grants, Reimbursements and Contributions Budget		(51,699)
Inflation		
General inflation		0
Sub total - Inflation		0
Growth items		
Reduction to Benefits Administration Subsidy grant	Chris Baker	60
Confirmation of Benefits Administration Subsidy Grant	Chris Baker	(47)
Reduction to Alternative Financial Model grant	Craig Thorpe	100
Sub total - Growth items		113
Removal of 2016/17 one-off items (reserve / grant funded)		
Police elections grant income	Jim Doyle	176
Get Set Go - final year of contract	Matthew Rawdon	50
Sub total - Removal of 2016/17 one-off items		226
2017/18 one-off items (reserve / grant funded)		
Water Gardens grant income	Chris Taylor	(35)
County Council elections	Jim Doyle	(170)
Sub total - 2017/18 one-off items		(205)
Increased income		
CCTV	Julie Still	(10)
Corporate Anti-Fraud	Chris Baker	(19)
Rebate from Electronic Payment Cards	Richard Baker	(10)
Sub total - Increased income		(39)
Other		
Benefits Admin Subsidy - virement between Transfer Payments and Capital Charges		1,008 *
Transfers to other subjective groupings and ongoing virements		(25)
Sub total - Other		(25)
Total change year on year		1,078
2017/18 Grants, Reimbursements and Contributions Budget		(50,621)
GENERAL FUND BUDGET CHANGE ANALYSIS 2017/18 RECHARGE TO THE HRA		
2016/17 Recharge to the HRA		(2,827)
Other		
Garages maintenance - moved from HRA recharge to direct cost	Fiona Williamson	(446)
Insurance Centralisation - budget movement		(618) *
Insurance Centralisation - surplus in GRF budgets		(26)
Reduced recharge to HRA following detailed review of recharges		61
Increase in recharge for General Fund Properties utilised by the HRA	Nicholas Brown	(90)
Sub total - Other		(1,119)
Total change year on year		(1,119)
2017/18 Recharge to the HRA		(3,946)

OVERVIEW AND SCRUTINY COMMITTEE GENERAL FUND BUDGETS 2017/18				
	Finance & Resources 2017/18 (£)	Housing & Community 2017/18 (£)	Planning & Environment 2017/18 (£)	Total (£)
Employees	9,803,250	2,948,400	9,059,750	21,811,400
Premises	2,648,813	789,070	923,230	4,361,113
Transport	214,820	19,150	1,284,880	1,518,850
Supplies & Services	3,565,068	1,806,750	1,894,140	7,265,958
Third-Parties	532,590	577,600	86,250	1,196,440
Capital Charges	1,097,540	1,898,610	1,513,046	4,509,196
Transfer Payments	46,794,000	5,000		46,799,000
Income	(7,670,397)	(4,003,780)	(3,567,335)	(15,241,512)
Grants and Contributions	(48,663,673)	(182,500)	(1,775,230)	(50,621,403)
Recharges	(5,830,242)	79,801	1,804,212	(3,946,229)
Net Expenditure by Committee	2,491,769	3,938,101	11,222,943	17,652,813

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGETS 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 to 2017/18 £ %	
Finance & Resources					
Employees	10,583,120	11,080,283	9,803,250	(779,870)	(7%)
Premises	1,727,108	1,953,032	2,648,813	921,705	53%
Transport	31,820	42,021	214,820	183,000	575%
Supplies & Services	3,134,629	3,352,085	3,565,068	430,439	14%
Third-Parties	741,500	371,890	532,590	(208,910)	(28%)
Capital Charges	1,323,790	1,323,790	1,097,540	(226,250)	(17%)
Transfer Payments	47,617,000	47,617,000	46,794,000	(823,000)	(2%)
Income	(7,046,800)	(7,343,269)	(7,670,397)	(623,597)	(9%)
Grants and Contributions	(49,661,406)	(49,938,466)	(48,663,673)	997,733	2%
Recharges	(4,769,185)	(4,723,827)	(5,830,242)	(1,061,057)	(22%)
Net Expenditure: Finance & Resources	3,681,576	3,734,539	2,491,769	(1,189,807)	(32%)

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Finance & Resources

Chief Executive's Unit - Sally Marshall

Facilitating Change (Sally Marshall)

Supplies & Services	93,500	93,500	100,000	6,500	7%
Recharges	(93,500)	(93,500)	(100,000)	(6,500)	7%
Net Expenditure: Facilitating Change	0	0	0	0	0%

Management Team and Other Support Overheads (Sally Marshall)

Employees	292,080	430,965	420,540	128,460	44%
Transport	600	600	600	0	0%
Supplies & Services	13,380	13,130	11,920	(1,460)	(11%)
Recharges	(306,060)	(444,696)	(433,060)	(127,000)	41%
Net Expenditure: Management Team and Other Support Overheads	0	(1)	0	0	0%

Net Expenditure: Chief Executive's Unit

0	(1)	0	0	0%
---	-----	---	---	----

Finance & Operations Management (James Deane)

Internal Audit (James Deane)

Third-Parties	97,340	97,340	99,380	2,040	2%
Recharges	(97,340)	(97,340)	(99,380)	(2,040)	2%
Net Expenditure: Internal Audit	0	0	0	0	0%

Management Team and Other Support Overheads (James Deane)

Employees	317,450	331,056	329,000	11,550	4%
Transport	0	89	0	0	0%
Supplies & Services	3,460	3,460	2,800	(660)	(19%)
Recharges	(320,910)	(334,600)	(331,800)	(10,890)	3%
Net Expenditure: Management Team and Other Support Overheads	0	5	0	0	0%

Net Expenditure: Finance & Governance Management

0	5	0	0	0%
---	---	---	---	----

Finance & Resources (David Skinner)

Procurement Services (Ben Hosier)

Employees	184,160	192,522	188,700	4,540	2%
Transport	300	300	310	10	3%
Supplies & Services	3,080	3,163	2,600	(480)	(16%)
Recharges	(187,540)	(195,985)	(191,610)	(4,070)	2%
Net Expenditure: Procurement Services	0	(0)	0	0	0%

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Housing Benefit Payments (Chris Baker)

Capital Charges	100,000	100,000	35,000	(65,000)	(65%)
Transfer Payments	23,159,000	23,159,000	23,250,000	91,000	0%
Grants and Contributions	(23,760,339)	(23,760,339)	(23,673,844)	86,495	(0%)
Net Expenditure: Housing Benefit Payments	(501,339)	(501,339)	(388,844)	112,495	(22%)

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

Capital Charges	140,000	140,000	20,000	(120,000)	(86%)
Transfer Payments	24,458,000	24,458,000	23,544,000	(914,000)	(4%)
Grants and Contributions	(24,480,887)	(24,480,887)	(23,559,986)	920,901	(4%)
Net Expenditure: Housing benefits: rent rebates to HRA tenants - mandatory payments	117,113	117,113	4,014	(113,099)	(97%)

Housing Benefits (Administration) (Chris Baker)

Employees	730,870	744,755	697,960	(32,910)	(5%)
Transport	2,180	2,180	2,230	50	2%
Supplies & Services	12,330	12,313	10,180	(2,150)	(17%)
Grants and Contributions	(640,300)	(709,504)	(645,963)	(5,663)	1%
Recharges	1,230,330	1,185,750	1,046,540	(183,790)	(15%)
Net Expenditure: Housing Benefits (Administration)	1,335,410	1,235,494	1,110,947	(224,463)	(17%)

Local Tax Collection (Chris Baker)

Employees	483,070	498,685	465,920	(17,150)	(4%)
Transport	520	520	530	10	2%
Supplies & Services	85,420	117,684	84,300	(1,120)	(1%)
Capital Charges	6,260	6,260	6,260	0	0%
Grants and Contributions	(468,000)	(468,000)	(468,000)	0	0%
Recharges	815,530	671,230	619,130	(196,400)	(24%)
Net Expenditure: Local Tax Collection	922,800	826,379	708,140	(214,660)	(23%)

Local Welfare Assistance Schemes (Chris Baker)

Supplies & Services	3,070	2,735	2,400	(670)	(22%)
Recharges	14,240	9,380	8,170	(6,070)	(43%)
Net Expenditure: Local Welfare Assistance Schemes	17,310	12,115	10,570	(6,740)	(39%)

Local Tax Collection and Benefits Support Team (Chris Baker)

Employees	420,050	385,113	324,340	(95,710)	(23%)
Transport	5,520	5,520	5,640	120	2%
Supplies & Services	148,260	161,273	138,067	(10,193)	(7%)
Grants and Contributions	0	(12,389)	0	0	0%
Recharges	(573,830)	(539,517)	(468,047)	105,783	(18%)
Net Expenditure: Local Tax Collection and Benefits Support Team	0	(0)	(0)	(0)	0%

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Management Team and Other Support Overheads (David Skinner)

Employees	218,640	304,644	301,420	82,780	38%
Transport	520	532	530	10	2%
Supplies & Services	6,610	6,633	6,150	(460)	(7%)
Capital Charges	6,730	6,730	6,730	0	0%
Recharges	(232,500)	(318,527)	(314,830)	(82,330)	35%
Net Expenditure: Management Team and Other Support Overheads	0	12	0	0	0%

Allotments (Nicholas Brown)

Premises	12,010	12,010	12,250	240	2%
Supplies & Services	300	300	300	0	0%
Income	(14,590)	(14,590)	(14,900)	(310)	2%
Recharges	0	0	10	10	0%
Net Expenditure: Allotments	(2,280)	(2,280)	(2,340)	(60)	3%

Community Centres & Public Halls (Nicholas Brown)

Employees	0	126,968	131,850	131,850	0%
Premises	148,998	177,683	176,940	27,942	19%
Supplies & Services	5,614	9,503	7,980	2,366	42%
Capital Charges	157,920	157,920	122,740	(35,180)	(22%)
Income	(155,850)	(150,637)	(158,590)	(2,740)	2%
Recharges	160,740	271,040	180,320	19,580	12%
Net Expenditure: Community Centres & Public Halls	317,422	592,477	461,240	143,818	45%

Outdoor Sports & Recreation Facilities (Sports Pavilions) (Nicholas Brown)

Premises	36,940	28,870	35,310	(1,630)	(4%)
Capital Charges	22,130	22,130	20,890	(1,240)	(6%)
Income	(35,000)	(35,000)	(35,740)	(740)	2%
Recharges	0	0	2,580	2,580	0%
Net Expenditure: Outdoor Sports & Recreation Facilities (Sports Pavilions)	24,070	16,000	23,040	(1,030)	(4%)

Cemeteries (Nicholas Brown)

Employees	278,110	283,293	287,300	9,190	3%
Premises	83,470	84,264	84,150	680	1%
Transport	4,660	14,660	11,880	7,220	155%
Supplies & Services	46,460	46,515	37,850	(8,610)	(19%)
Capital Charges	52,950	52,950	72,180	19,230	36%
Income	(421,030)	(431,030)	(429,860)	(8,830)	2%
Grants and Contributions	(51,100)	(51,100)	(51,100)	0	0%
Recharges	113,010	155,770	149,950	36,940	33%
Net Expenditure: Cemeteries	106,530	155,322	162,350	55,820	52%

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Public Conveniences (Nicholas Brown)

Premises	34,530	36,814	33,531	(999)	(3%)
Capital Charges	56,430	56,430	45,640	(10,790)	(19%)
Income	(150)	(150)	(150)	0	0%
Recharges	101,140	65,040	82,620	(18,520)	(18%)
Net Expenditure: Public Conveniences	191,950	158,134	161,641	(30,309)	(16%)

Car Parking (Nicholas Brown)

Employees	114,660	114,794	118,830	4,170	4%
Premises	358,150	343,411	429,050	70,900	20%
Transport	1,040	1,040	1,060	20	2%
Supplies & Services	704,480	739,996	630,210	(74,270)	(11%)
Third-Parties	11,460	11,460	11,700	240	2%
Capital Charges	45,110	45,110	43,550	(1,560)	(3%)
Income	(2,085,140)	(2,110,730)	(2,080,140)	5,000	(0%)
Recharges	313,430	386,330	374,690	61,260	20%
Net Expenditure: Car Parking	(536,810)	(468,590)	(471,050)	65,760	(12%)

Property Management and Office Accommodation (Nicholas Brown)

Employees	475,740	724,975	471,110	(4,630)	(1%)
Premises	394,240	440,710	435,655	41,415	11%
Transport	4,600	4,600	4,690	90	2%
Supplies & Services	82,100	98,826	71,860	(10,240)	(12%)
Third-Parties	461,540	96,520	300,000	(161,540)	(35%)
Capital Charges	109,450	109,450	315,000	205,550	188%
Income	(60,240)	(60,240)	(245,460)	(185,220)	307%
Recharges	(1,467,430)	(1,414,840)	(1,352,855)	114,575	(8%)
Net Expenditure: Property Management and Office Accommodation	0	1	0	0	0%

Investment Property (Nicholas Brown)

Premises	625,540	772,099	655,157	29,617	5%
Supplies & Services	12,110	12,110	13,140	1,030	9%
Income	(4,261,000)	(4,535,380)	(4,388,997)	(127,997)	3%
Recharges	589,390	657,510	546,330	(43,060)	(7%)
Net Expenditure: Investment Property	(3,033,960)	(3,093,661)	(3,174,370)	(140,410)	5%

Corporate Management - Financial Fees and Services (Richard Baker)

Supplies & Services	145,000	145,000	141,000	(4,000)	(3%)
Net Expenditure: Corporate Management - Financial Fees and Services	145,000	145,000	141,000	(4,000)	(3%)

Past Service Costs (Richard Baker)

Employees	2,415,480	2,415,480	1,561,560	(853,920)	(35%)
Net Expenditure: Past Service Costs	2,415,480	2,415,480	1,561,560	(853,920)	(35%)

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Parish Grants (Richard Baker)

Supplies & Services	242,940	248,966	246,901	3,961	2%
Net Expenditure: Parish Grants	242,940	248,966	246,901	3,961	2%

Financial Services (Richard Baker)

Employees	1,034,200	1,024,471	1,047,890	13,690	1%
Transport	1,420	1,420	1,450	30	2%
Supplies & Services	54,140	82,554	45,050	(9,090)	(17%)
Third-Parties	62,500	57,000	20,000	(42,500)	(68%)
Capital Charges	60,000	60,000	61,900	1,900	3%
Grants and Contributions	(28,390)	(65,840)	(38,390)	(10,000)	35%
Recharges	(1,183,870)	(1,159,605)	(1,137,900)	45,970	(4%)
Net Expenditure: Financial Services	0	0	0	0	0%

Support Services - Insurance (Richard Baker)

Employees	0	0	54,410	54,410	0%
Premises	0	0	761,770	761,770	0%
Transport	0	0	175,330	175,330	0%
Supplies & Services	0	0	468,110	468,110	0%
Income	0	0	(312,960)	(312,960)	0%
Recharges	0	0	(1,146,660)	(1,146,660)	0%
Net Expenditure: Support Services - Insurance	0	0	0	0	0%

Net Expenditure: Finance & Resources

1,761,636	1,856,621	554,799	(1,206,837)	(69%)
------------------	------------------	----------------	--------------------	--------------

Housing & Regeneration Management (Mark Gaynor)**Management Team and Other Support Overheads (Mark Gaynor)**

Employees	228,530	237,958	233,910	5,380	2%
Transport	350	350	360	10	3%
Supplies & Services	3,850	3,850	3,380	(470)	(12%)
Recharges	(232,730)	(242,158)	(237,650)	(4,920)	2%
Net Expenditure: Management Team and Other Support Overheads	0	(0)	0	0	0%

Net Expenditure: Housing & Regeneration Management

0	(0)	0	0	0%
----------	------------	----------	----------	-----------

Monitoring Officer (Mark Brookes)**Democratic Representation and Management (Jim Doyle)**

Employees	214,880	214,742	219,500	4,620	2%
Transport	4,150	4,150	4,180	30	1%
Supplies & Services	447,460	438,810	451,870	4,410	1%
Capital Charges	5,410	5,410	0	(5,410)	(100%)
Income	(1,130)	(1,130)	(1,130)	0	0%
Recharges	560,200	684,120	816,350	256,150	46%
Net Expenditure: Democratic Representation and Management	1,230,970	1,346,102	1,490,770	259,800	21%

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Corporate Management (Jim Doyle)

Recharges	388,200	203,040	195,700	(192,500)	(50%)
Net Expenditure: Corporate Management	388,200	203,040	195,700	(192,500)	(50%)

Registration of Electors (Jim Doyle)

Employees	97,530	115,683	89,310	(8,220)	(8%)
Transport	150	150	150	0	0%
Supplies & Services	58,150	58,150	67,920	9,770	17%
Capital Charges	3,340	3,340	570	(2,770)	(83%)
Income	(1,520)	(1,520)	(1,550)	(30)	2%
Recharges	75,660	83,660	76,140	480	1%
Net Expenditure: Registration of Electors	233,310	259,463	232,540	(770)	(0%)

Conducting Elections (Jim Doyle)

Employees	100,000	183,407	100,000	0	0%
Premises	20,000	48,595	25,000	5,000	25%
Supplies & Services	56,000	107,870	45,000	(11,000)	(20%)
Grants and Contributions	(176,000)	(334,017)	(170,000)	6,000	(3%)
Recharges	12,680	18,260	17,960	5,280	42%
Net Expenditure: Conducting Elections	12,680	24,115	17,960	5,280	42%

Legal Services (Mark Brookes)

Employees	451,630	435,705	469,260	17,630	4%
Transport	1,320	1,320	1,320	0	0%
Supplies & Services	55,810	54,610	52,410	(3,400)	(6%)
Third-Parties	13,760	14,670	0	(13,760)	(100%)
Capital Charges	11,250	11,250	13,360	2,110	19%
Income	(400)	(400)	(410)	(10)	3%
Grants and Contributions	(56,390)	(56,390)	(56,390)	0	0%
Recharges	(476,980)	(460,765)	(479,550)	(2,570)	1%
Net Expenditure: Legal Services	0	(0)	0	0	0%

Management Team and Other Support Overheads (Mark Brookes)

Employees	287,310	95,805	72,700	(214,610)	(75%)
Transport	720	720	720	0	0%
Supplies & Services	2,420	2,420	1,850	(570)	(24%)
Recharges	(290,450)	(98,945)	(75,270)	215,180	(74%)
Net Expenditure: Management Team and Other Support Overheads	0	0	0	0	0%

Net Expenditure: Monitoring Officer

1,865,160	1,832,720	1,936,970	71,810	4%
------------------	------------------	------------------	---------------	-----------

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Neighbourhood Delivery (David Austin)

Corporate Health & Safety (Chris Troy)

Employees	93,790	109,717	69,520	(24,270)	(26%)
Transport	300	300	310	10	3%
Supplies & Services	4,360	4,160	3,850	(510)	(12%)
Recharges	(98,450)	(114,177)	(73,680)	24,770	(25%)
Net Expenditure: Corporate Health & Safety	0	(0)	0	0	0%

Management Team and Other Support Overheads (David Austin)

Employees	224,050	222,250	229,320	5,270	2%
Transport	210	210	210	0	0%
Supplies & Services	1,960	1,860	1,300	(660)	(34%)
Recharges	(226,220)	(224,320)	(230,830)	(4,610)	2%
Net Expenditure: Management Team and Other Support Overheads	0	0	0	0	0%

Community Centres & Public Halls (Julie Still)

Premises	8,160	3,507	0	(8,160)	(100%)
Supplies & Services	1,000	590	0	(1,000)	(100%)
Third-Parties	40,000	40,000	0	(40,000)	(100%)
Capital Charges	3,050	3,050	0	(3,050)	(100%)
Income	(10,240)	(1,952)	0	10,240	(100%)
Recharges	12,810	0	0	(12,810)	(100%)
Net Expenditure: Community Centres & Public Halls	54,780	45,195	0	(54,780)	(100%)

Net Expenditure: Neighbourhood Delivery	54,780	45,195	0	(54,780)	(100%)
--	---------------	---------------	----------	-----------------	---------------

Performance and Projects (Robert Smyth)

Information and Communication Technology (Ben Trueman)

Employees	595,360	582,118	608,470	13,110	2%
Premises	5,070	5,070	0	(5,070)	(100%)
Transport	1,160	1,160	1,200	40	3%
Supplies & Services	616,410	624,960	564,230	(52,180)	(8%)
Third-Parties	0	0	45,500	45,500	0%
Capital Charges	501,920	501,920	307,450	(194,470)	(39%)
Recharges	(1,719,920)	(1,715,228)	(1,526,850)	193,070	(11%)
Net Expenditure: Information and Communication Technology	0	0	0	0	0%

Human Resources (Matt Rawdon)

Employees	505,390	498,418	483,650	(21,740)	(4%)
Transport	400	400	400	0	0%
Supplies & Services	21,500	28,500	108,350	86,850	404%
Third-Parties	51,880	51,880	52,970	1,090	2%
Capital Charges	14,000	14,000	0	(14,000)	(100%)
Recharges	(593,170)	(593,198)	(645,370)	(52,200)	9%
Net Expenditure: Human Resources	0	(0)	0	0	0%

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Central Administration (Matt Rawdon)

Employees	376,140	341,508	357,410	(18,730)	(5%)
Transport	440	440	440	0	0%
Supplies & Services	186,790	212,080	228,480	41,690	22%
Third-Parties	1,020	1,020	1,040	20	2%
Capital Charges	24,740	24,740	26,270	1,530	6%
Income	(510)	(510)	(510)	0	0%
Recharges	(588,620)	(579,278)	(613,130)	(24,510)	4%
Net Expenditure: Central Administration	0	0	0	0	0%

Business Improvement (Matt Rawdon)

Employees	209,360	166,505	150,290	(59,070)	(28%)
Transport	200	200	200	0	0%
Supplies & Services	10,750	10,650	10,300	(450)	(4%)
Third-Parties	2,000	2,000	2,000	0	0%
Capital Charges	3,100	3,100	0	(3,100)	(100%)
Recharges	(225,410)	(182,455)	(162,790)	62,620	(28%)
Net Expenditure: Business Improvement	0	0	0	0	0%

Management Team and Other Support Overheads (Robert Smyth)

Employees	78,600	151,440	155,550	76,950	98%
Transport	0	100	0	0	0%
Supplies & Services	160	160	0	(160)	(100%)
Recharges	(78,760)	(151,700)	(155,550)	(76,790)	97%
Overheads	0	0	0	0	0%

Net Expenditure: Performance and Projects

0	(0)	0	0	0%
----------	------------	----------	----------	-----------

Planning, Development and Regeneration (James Doe)**Management Team and Other Support Overheads (James Doe)**

Employees	156,040	147,308	163,530	7,490	5%
Transport	1,060	1,060	1,080	20	2%
Supplies & Services	5,755	5,755	5,310	(445)	(8%)
Recharges	(162,855)	(154,123)	(169,920)	(7,065)	4%
Overheads	0	(0)	0	0	0%

Regeneration

0	(0)	0	0	0%
----------	------------	----------	----------	-----------

Net Expenditure: Finance & Resources

3,681,576	3,734,539	2,491,769	(1,189,807)	(32%)
------------------	------------------	------------------	--------------------	--------------

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Revenues				
Summons Costs		55.00	50.00	-9.1%
Liability Orders		30.00	25.00	-16.7%
Berkhamsted Civic Centre				
Weddings - Full Day	Day	600.00	600.00	0.0%
Extended from 11.30pm to midnight	Half Hour	60.85	62.00	1.9%
Community Use - Day	Hour	20.80	21.50	3.4%
Community Use - Monday to Thursday Evening (after 6pm)	Hour	23.40	24.00	2.6%
Community Use - Friday Evenings & Weekends	Hour	28.60	29.00	1.4%
Commercial Use - Day	Hour	25.95	26.50	2.1%
Commercial Use - Monday to Thursday Evening (after 6pm)	Hour	31.20	32.00	2.6%
Commercial Use - Friday Evenings & Weekends	Hour	36.50	37.50	2.7%
Sale of Goods - Commercial - Evenings (after 6pm)	Evening	246.00	246.00	0.0%
Sale of Goods - Commercial	Day	250.00	250.00	0.0%
Victoria Hall				
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 6pm)	Day	n/a	450.00	0.0%
Day Fayres - inc. Assembly Room, Victoria Room and main kitchen (9am to 6pm) Charity	Day	n/a	250.00	0.0%
Weddings - Full Day	Day	650.00	650.00	0.0%
Weddings - Extra Time After 11:30pm	Half Hour	60.00	60.00	0.0%
Meetings - Community Use - Day	Hour	22.00	22.00	0.0%
Meetings - Community Use - Evening/Weekends	Hour	24.00	24.00	0.0%
Meetings - Commercial Use - Day	Hour	25.00	25.00	0.0%
Meetings - Commercial Use - week night Monday to Thursday	Hour	30.40	31.00	2.0%
Meetings - Commercial Use - Evening/Weekends	Hour	36.50	37.00	1.4%
Day Care	Day	33.45	n/a	0.0%
50+ and LFW	Session	33.00	33.50	1.5%
Tring Disabled Access	Session	17.10	n/a	0.0%
Private Bowls and Table Tennis	Session	33.00	33.50	1.5%
Kitchen Use - Washing Up	Day	25.00	30.00	20.0%
Kitchen Use - Full Catering	Day	60.00	60.00	0.0%
Victoria Room - Commercial Use - Weekdays to 6pm	Hour	22.40	22.40	0.0%
Victoria Room - Commercial Use - Weekdays after 6pm and Weekends	Hour	25.35	25.35	0.0%
Victoria Room - Community Use - Weekdays to 6pm	Hour	19.25	19.25	0.0%
Victoria Room - Community Use - Weekdays after 6pm and Weekends	Hour	21.00	21.00	0.0%
Albert Room - Community Use - Weekdays to 6pm	Hour	14.00	14.00	0.0%
Albert Room - Community Use - Weekdays after 6pm and Weekends	Hour	16.00	16.00	0.0%
Edward Room - Weekdays	Hour	11.00	11.00	0.0%
Edward Office - Day Centre	Week	88.35	n/a	0.0%
Edward Room Office	Hour	n/a	7.50	
Tring Park School Assembly Room	Hour	19.10	19.10	0.0%
Tring Park School Victoria Room	Hour	16.65	16.65	0.0%
Football Season				
Adult - Including Pavilion	13 Games	795.00	815.00	2.5%
Adult - Excluding Pavilion	13 Games	569.00	583.00	2.5%
Junior (aged 11 to 18) - Including Pavilion	13 Games	412.00	422.00	2.4%
Junior (aged 11 to 18) - Excluding Pavilion	13 Games	286.00	293.00	2.4%
Mini (aged 7 to 10) - Including Pavilion	13 Games	253.00	259.00	2.4%
Mini (aged 7 to 10) - Excluding Pavilion	13 Games	175.00	179.00	2.3%
Tennis Court				
Adult	Hour	5.00	5.00	0.0%
Junior (up to 16) / OAP (60+)	Hour	2.50	2.50	0.0%
Non Commercial Coaching - Adult	Hour	7.00	7.00	0.0%
Non Commercial Coaching - Junior	Hour	5.00	5.00	0.0%
Sports Pitch Hire - Football, Baseball & Rugby				
Adult - Including Pavilion	Match	67.00	69.00	3.0%
Adult - Excluding Pavilion	Match	49.00	50.00	2.0%
Junior (aged 11 to 18) - Including Pavilion	Match	42.00	43.00	2.4%
Junior (aged 11 to 18) - Excluding Pavilion	Match	30.00	31.00	3.3%
Mini (aged 7 to 10) - Including Pavilion	Match	26.00	27.00	3.8%
Mini (aged 7 to 10) - Excluding Pavilion	Match	19.00	19.50	2.6%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Sports Pitch Hire - Cricket				
Adult - Including Pavilion	Match	67.00	69.00	3.0%
Adult - Excluding Pavilion	Match	61.00	63.00	3.3%
Giant Chess/Draughts				
Adult	Hour per person	2.50	2.50	0.0%
Adult Concessions	Hour per person	1.20	1.20	0.0%
Junior (up to 16) / OAP (60+)	Hour per person	1.50	1.50	0.0%
Casual Bowls				
Adult	Hour per person	3.00	3.00	0.0%
Adult Concessions	Hour per person	1.50	1.50	0.0%
Junior (up to 16) / OAP (60+)	Hour per person	2.00	2.00	0.0%
Shoe/Wood Hire	Per Hire	No charge	No charge	0.0%
Crazy Golf				
Adult	Round per person	2.50	2.50	0.0%
Adult Concessions	Round per person	1.20	1.20	0.0%
Junior (up to 16) / OAP (60+)	Round per person	1.50	1.50	0.0%
Deposit for Putter & Ball	Per Hire	1.00	1.00	0.0%
Petanque (Boules)				
Adult	Game per person	2.50	2.50	0.0%
Adult Concessions	Game per person	1.20	1.20	0.0%
Junior (up to 16) / OAP (60+)	Game per person	1.50	1.50	0.0%
Equipment Deposit	Per Hire	2.00	2.00	0.0%
Croquet				
Adult	Game per person	2.50	2.50	0.0%
Adult Concessions	Game per person	1.20	1.20	0.0%
Junior (up to 16) / OAP (60+)	Game per person	1.50	1.50	0.0%
Equipment Deposit	Per Hire	5.00	5.00	0.0%
Wednesday Group 10am to 1pm	Game per person	3.00	3.00	0.0%
Miscellaneous				
Hot Air Balloon Launches	Per Launch	50.00	50.00	0.0%
Allotments	Pole	6.00	6.00	0.0%
Ice Cream Trading Licences (Tender Process)	Per Season	n/a	n/a	0.0%
Hemel Hempstead Bowls Club	Per Annum	6,923.00	7,100.00	2.6%
Table Tennis				
Adult	Per 30 mins	1.00	1.00	0.0%
Junior/OAP	Per 30 mins	0.50	0.50	0.0%
Dacorum Card	Per 30 mins	0.50	0.50	0.0%
Cricket				
Adult - Training (No Marking Required)	Match	30.00	31.00	3.3%
Adult - Weekday Evening Match Excluding Pavilion	Match	40.00	41.00	2.5%
Cemeteries				
Exclusive Right of Burial				
Lawn Grave 9ft x 4ft (75 Years)		1,024.00	1,280.00	25.0%
Lawn Grave 9ft x 4ft (99 Years)		1,536.00	1,611.00	4.9%
Traditional Grave (75 Years)		1,024.00	1,074.00	4.9%
Traditional Grave (99 Years)		1,536.00	1,611.00	4.9%
Brick Lined Grave (75 Years)		2,424.00	2,543.00	4.9%
Brick Lined Grave (99 Years)		2,936.00	3,080.00	4.9%
Concrete Burial Chamber (75 Years)		2,124.00	2,228.00	4.9%
Concrete Burial Chamber (99 Years)		2,636.00	2,765.00	4.9%
Wooden Lined Burial Chamber (75 Years)		1,924.00	2,018.00	4.9%
Wooden Lined Burial Chamber (99 Years)		2,436.00	2,555.00	4.9%
Child & Babies Section (child from 0 to 12 years)		n/a	n/a	0.0%
Muslim Wooden Lined Grave		1,674.00	1,756.00	4.9%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Pre Purchased				
Lawn Grave (75 Years)		2,100.00	2,203.00	4.9%
Lawn Grave (99 Years)		2,525.00	2,649.00	4.9%
Traditional Grave (75 Years)		2,100.00	2,203.00	4.9%
Traditional Grave (99 Years)		2,525.00	2,649.00	4.9%
Brick Lined Grave (75 Years)		3,535.00	3,708.00	4.9%
Brick Lined Grave (99 Years)		3,960.00	4,154.00	4.9%
Concrete Burial Chamber (75 Years)		3,230.00	3,388.00	4.9%
Concrete Burial Chamber (99 Years)		3,650.00	3,829.00	4.9%
Wooden Lined Burial Chamber (75 Years)		3,025.00	3,173.00	4.9%
Wooden Lined Burial Chamber (99 Years)		3,445.00	3,614.00	4.9%
Muslim Wooden Lined Grave		2,770.00	2,906.00	4.9%
Cremated Remains Exclusive Right of Burial				
Cremated Remains Flat Tablet Memorial (75 Years)		450.00	472.00	4.9%
Cremated Remains Flat Tablet Memorial (99 Years)		555.00	582.00	4.9%
Cremated Remains Desk Memorial (75 Years)		450.00	472.00	4.9%
Cremated Remains Desk Memorial (99 Years)		555.00	582.00	4.9%
Cremated Remains 2'6" upright Memorial (75 Years)		655.00	687.00	4.9%
Cremated Remains 2'6" upright Memorial (99 Years)		760.00	797.00	4.9%
Cremated Remains Family Garden (75 Years)		714.00	749.00	4.9%
Cremated Remains Family Garden (99 Years)		924.00	969.00	4.9%
Pre Purchased				
Cremated Remains Flat Tablet Memorial (75 Years)		714.00	749.00	4.9%
Cremated Remains Flat Tablet Memorial (99 Years)		924.00	969.00	4.9%
Cremated Remains Desk Memorial (75 Years)		714.00	749.00	4.9%
Cremated Remains Desk Memorial (99 Years)		924.00	969.00	4.9%
Cremated Remains 2'6" upright Memorial (75 Years)		918.00	963.00	4.9%
Cremated Remains 2'6" upright Memorial (99 Years)		1,293.00	1,356.00	4.9%
Cremated Remains Family Garden (75 Years)		1,134.00	1,190.00	4.9%
Cremated Remains Family Garden (99 Years)		1,660.00	1,741.00	4.9%
* All fees are pertinent to the grave owner, if non-resident fees are double.				
Interment Fees				
Lawn Grave (Burial)		565.00	593.00	5.0%
Lawn Grave (Burial) - Child		-	-	0.0%
Traditional Grave		565.00	593.00	5.0%
Brick Lined Grave		685.00	719.00	5.0%
Concrete Burial Chamber		565.00	593.00	5.0%
Wooden Lined Grave		565.00	593.00	5.0%
Muslim Wooden Lined Grave		565.00	593.00	5.0%
Woodland Burial including Tree		690.00	724.00	4.9%
Child Grave Child & Baby Section		-	-	0.0%
Cremated Remains		190.00	199.00	4.7%
Cremated Remains - Double Interment		380.00	399.00	5.0%
Scattering of Remains		50.00	52.00	4.0%
* All fees are pertinent to the grave owner, if non-resident fees are double.				
Additional Fees				
ERB (Deed) Transfer		62.00	65.00	4.8%
Casket Fee		215.00	215.00	0.0%
Coffins/Grave Space over 7' x 30"		215.00	215.00	0.0%
Incorrect Coffin Sizes		37.00	37.00	0.0%
Use of Chapel		82.00	82.00	0.0%
Cremated Remains Casket (including engrave nameplate)		n/a	n/a	0.0%
Repurchase expired lease on Right off Burial (75 years)		790.00	829.00	4.9%
Register Search (per person, per year, per cemetery)		27.00	28.00	3.7%
Exhumation (fee does not include re-interment, cost of diocesan faculty or ministry of justice licence) Full Interment		2,870.00	3,011.00	4.9%
Exhumation (fee does not include re-interment, cost of diocesan faculty or ministry of justice licence) Cremated Remains		1,435.00	1,505.00	4.9%
Additional Fee for out of hours interment (after 2 Mon - Thurs, after 1 Friday)		265.00	278.00	4.9%
Additional Fee for Saturday interment (Until 12.00)		265.00	278.00	4.9%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Memorial Fees				
Memorial Administration Fees				
Headstone (additional or replacement)		173.00	181.00	4.6%
Child's Headstone		no charge	no charge	0.0%
Tablet or Plaque (additional or replacement)		65.00	68.00	4.6%
Desktop (additional or replacement)		65.00	68.00	4.6%
Vase (additional or replacement)		33.00	34.00	3.0%
Headstone (each inscription after the first, inc. memorial test fees)		119.00	125.00	5.0%
Desktops, Tablets and Plaques (each inscription after the first)		43.00	45.00	4.7%
Vase (each inscription after the first)		23.00	24.00	4.3%
Removal & Refixing of Headstones		n/a	n/a	0.0%
Sanctum (10 year lease)		1,150.00	1,206.00	4.9%
Sanctum (20 year lease)		1,600.00	1,678.00	4.9%
Sanctum Renewal (5 years)		425.00	446.00	4.9%
Bench and Installation (inc. 10 year lease)		1,055.00	1,107.00	4.9%
Stamford Bench and Installation (inc. 10 year lease)		1,155.00	1,212.00	4.9%
Elmwood Bench and Installation (inc. 10 year lease)		855.00	897.00	4.9%
Timber Bench (inc. 10 year lease)		n/a	n/a	0.0%
Clean, Inspect and Stain Seat (Oct to March)		155.00	162.00	4.5%
Granite Buxton Seat (inc. 10 year lease)		750.00	787.00	4.9%
Memorial Seat Extend Lease (additional 5 years)		110.00	115.00	4.5%
Granite Seat Plaque (inc. 5 year lease)		255.00	267.00	4.7%
Granite Seat Plaque Renewal (5 years)		150.00	157.00	4.7%
Mushroom Garden (10 years)		300.00	315.00	5.0%
Mushroom Garden Renewal (5 years)		195.00	204.00	4.6%
Rose Garden Memorial (10 years)		390.00	409.00	4.9%
Rose Garden Memorial Renewal (5 years)		295.00	309.00	4.7%
Tree with Inscribed Marker (10 years)		695.00	729.00	4.9%
Tree with inscribed marker (10 years) existing tree		895.00	939.00	4.9%
Tree renewal (5 years)		295.00	309.00	4.7%
Shrub with Inscribed Marker (10 years)		215.00	225.00	4.7%
Shrub renewal (5 years)		115.00	120.00	4.3%
Standard Rose with Inscribed Marker (10 years)		265.00	278.00	4.9%
Standard Rose renewal (5 years)		135.00	141.00	4.4%
Rose with Inscribed Marker (10 years)		215.00	225.00	4.7%
Rose renewal (5 years)		115.00	120.00	4.3%
Flower Bed with Inscribed Marker (per year)		525.00	550.00	4.8%
Replacement Marker		53.00	55.00	3.8%
Octagonal Seat Plaque		255.00	267.00	4.7%
Octagonal Seat Plaque Renewal		155.00	162.00	4.5%
Tring Leather Panel Memorial		110.00	115.00	4.5%
Tring leather panel memorial renewal (5 years)		50.00	52.00	4.0%
Cremated Remains Scatter Tubes		35.00	37.00	5.7%
Std C/R casket (child and baby)		70.00	NA	0.0%
Std C/R Casket		75.00	NA	0.0%
Moulded C/R Casket		85.00	NA	0.0%
Moulded C/R Casket (child and baby)		80.00	NA	0.0%
Double C/R Casket		150.00	NA	0.0%
3' Wooden Cross with name plate		75.00	78.00	4.0%
18" Wooden Cross with name plate		65.00	68.00	4.6%
Wooden marker		53.00	55.00	3.8%
Leaf Vaults Single (10 years) inc. leaf vase		850.00	892.00	4.9%
Leaf Vaults Double (10 years) inc. leaf vase		950.00	997.00	4.9%
Leaf Vaults renewal (5 years)		250.00	262.00	4.8%
Leaf Vase		110.00	115.00	4.5%
* All fees are pertinent to the grave owner, if non-resident fees are double.				

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Off Street Parking - (including VAT @ 20% where applicable)				
Wood Lane End (Previously Duxons Turn)	Up to 30 minutes	0.10	0.10	0.0%
Wood Lane End (Previously Duxons Turn)	Up to 2 Hours	0.30	0.40	33.3%
Wood Lane End (Previously Duxons Turn)	Up to 3 Hours	0.60	0.70	16.7%
Wood Lane End (Previously Duxons Turn)	Up to 4 Hours	0.90	1.00	11.1%
Wood Lane End (Previously Duxons Turn)	Up to 10 Hours	1.60	1.60	0.0%
Wood Lane End (Previously Duxons Turn)	annual season ticket (limited to 30)		250.00	0.0%
The Gables	Up to 1 Hour	0.50	0.50	0.0%
The Gables	Up to 2 Hours	0.60	0.70	16.7%
The Gables	Up to 3 Hours	0.70	0.90	28.6%
The Gables	Up to 4 Hours	0.80	1.10	37.5%
The Gables	Up to 10 Hours	1.50	1.60	6.7%
High Street	Up to 1 Hour	0.50	0.50	0.0%
High Street	Up to 2 Hours	0.60	0.70	16.7%
High Street	Up to 3 Hours	0.70	0.90	28.6%
High Street	Up to 4 Hours	0.80	1.10	37.5%
High Street	Up to 10 Hours	1.50	1.60	6.7%
Queensway	Up to 1 Hour	0.60	0.60	0.0%
Queensway	Up to 2 Hours	0.90	1.00	11.1%
Queensway	Up to 3 Hours	1.20	1.30	8.3%
Queensway	Up to 4 Hours	1.50	1.60	6.7%
Queensway	Up to 10 Hours	2.50	2.50	0.0%
Alexandra Road	Up to 1 Hour	0.60	0.60	0.0%
Alexandra Road	Up to 2 Hours	0.90	1.00	11.1%
Alexandra Road	Up to 3 Hours	1.20	1.30	8.3%
Alexandra Road	Up to 4 Hours	1.50	1.60	6.7%
Alexandra Road	Up to 10 Hours	2.50	2.50	0.0%
Dacorum Way (Previously Civic Centre)	Up to 1 Hour	0.60	n/a	0.0%
Dacorum Way (Previously Civic Centre)	Up to 2 Hours	0.90	n/a	0.0%
Dacorum Way (Previously Civic Centre)	Up to 3 Hours	1.20	n/a	0.0%
Dacorum Way (Previously Civic Centre)	Up to 4 Hours	1.50	n/a	0.0%
Dacorum Way (Previously Civic Centre)	Up to 10 Hours	2.50	n/a	0.0%
Water Gardens (North) upper deck	Up to 1 Hour	0.80	0.80	0.0%
Water Gardens (North) upper deck	Up to 2 Hours	1.30	1.40	7.7%
Water Gardens (North) upper deck	Up to 3 Hours	2.00	2.00	0.0%
Water Gardens (North) upper deck	Up to 4 Hours	2.50	2.50	0.0%
Water Gardens (North) upper deck	Up to 10 Hours	3.50	3.50	0.0%
Water Gardens (North) upper deck	3 month season ticket	234.50	n/a	0.0%
Water Gardens (North) lower deck	Up to 1 Hour	0.80	0.80	0.0%
Water Gardens (North) lower deck	Up to 2 Hours	1.30	1.40	7.7%
Water Gardens (North) lower deck	Up to 3 Hours	2.00	2.00	0.0%
Water Gardens (North) lower deck	Up to 4 Hours	2.50	2.50	0.0%
Water Gardens (South)	Up to 30 minutes	0.40	0.50	25.0%
Water Gardens (South)	Up to 1 Hour	0.80	1.00	25.0%
Water Gardens (South)	Up to 2 Hours	1.30	1.60	23.1%
Water Gardens (South)	Up to 3 Hours	2.00	n/a	0.0%
Water Gardens (South)	Up to 4 Hours	2.50	n/a	0.0%
Moor End Road	Up to 4 Hours		2.50	0.0%
Moor End Road	Up to 10 Hours	4.00	4.00	0.0%
Park Road	Up to 1 Hour	0.60	0.60	0.0%
Park Road	Up to 2 Hours	0.70	0.80	14.3%
Park Road	Up to 3 Hours	0.80	1.00	25.0%
Park Road	Up to 4 Hours	0.90	1.20	33.3%
Park Road	Up to 10 Hours	2.50	2.50	0.0%
Cowper Road	Up to 2 Hours	0.40	0.50	25.0%
Cowper Road	Up to 3 Hours	0.50	0.60	20.0%
Cowper Road	Up to 4 Hours	0.60	0.70	16.7%
Durrants Hill	Up to 30 minutes	0.10	0.10	0.0%
Durrants Hill	Up to 2 Hours	0.30	0.40	33.3%
Durrants Hill	Up to 3 Hours	0.60	0.70	16.7%
Durrants Hill	Up to 4 Hours	0.90	1.00	11.1%
Durrants Hill	Up to 10 Hours	1.60	1.60	0.0%
Durrants Hill	annual season ticket	524.16	524.16	0.0%
Water Lane	Up to 1 Hour	0.60	0.70	16.7%
Water Lane	Up to 2 Hours	1.20	1.30	8.3%
Water Lane	Up to 3 Hours	1.90	2.00	5.3%
Water Lane	Up to 4 Hours	2.50	2.60	4.0%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Lower Kings Road	Up to 1 Hour	0.60	0.70	16.7%
Lower Kings Road	Up to 2 Hours	1.20	1.30	8.3%
Lower Kings Road	Up to 3 Hours	1.90	2.00	5.3%
Lower Kings Road	Up to 4 Hours	2.50	2.60	4.0%
Canal Fields	10 day season (limited to 20)	10.00	10.00	0.0%
St John's Well Lane	Up to 1 Hour	0.60	0.70	16.7%
St John's Well Lane	Up to 2 Hours	1.20	1.30	8.3%
St John's Well Lane	Up to 3 Hours	1.90	2.00	5.3%
St John's Well Lane	Up to 4 Hours	2.50	2.60	4.0%
St John's Well Lane	Up to 10 Hours	3.50	3.80	8.6%
The Forge	Up to 2 Hours	0.90	1.00	11.1%
The Forge	Up to 3 Hours	1.10	1.20	9.1%
The Forge	Up to 4 Hours	1.40	1.50	7.1%
The Forge	Up to 10 Hours	2.00	2.20	10.0%
The Forge	Annual Season ticket	416.00	416.00	0.0%
Church Yard (Previously Frogmore Street East long stay)	Up to 10 Hours	2.00	2.20	10.0%
Frogmore Street (East)	Up to 2 Hours	0.90	1.00	11.1%
Frogmore Street (East)	Up to 3 Hours	1.10	1.20	9.1%
Frogmore Street (East)	Up to 4 Hours	1.40	1.50	7.1%
Frogmore Street (West)	Up to 10 Hours	2.00	2.20	10.0%
Frogmore Street (West)	Annual resident permit		50.00	0.0%
Victoria Hall	Up to 2 Hours	0.90	1.00	11.1%
Victoria Hall	Up to 3 Hours	1.10	1.20	9.1%
Victoria Hall	Up to 4 Hours	1.40	1.50	7.1%
Old School Yard (Tring Town Council car park)	Up to 2 Hours	0.90	1.00	11.1%
Old School Yard (Tring Town Council car park)	Up to 3 Hours	1.10	1.20	9.1%
Old School Yard (Tring Town Council car park)	Up to 4 Hours	1.40	1.50	7.1%
Season Ticket Changes	2nd and more in any year		7.00	0.0%
Bay suspension or dispensation	Per half day	10.00	10.00	0.0%
Bay suspension or dispensation	Per day	20.00	20.00	0.0%
Bay suspension or dispensation	5 days	60.00	n/a	0.0%
Bay suspension or dispensation	6 days	80.00	n/a	0.0%
On Street Parking				
Waterhouse Street (certain lengths between Bank Court and bus station)	Up to 15 minutes	0.50	0.50	0.0%
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	25.00	25.00	0.0%
CPZ resident permit 2nd	Annual	40.00	40.00	0.0%
CPZ resident permit 3rd	Annual	40.00	40.00	0.0%
CPZ resident permit 2nd vehicle owner blue badge holder	Annual	10.00	10.00	0.0%
CPZ resident permit motorcycle	Annual	10.00	10.00	0.0%
CPZ business permit	Annual	300.00	300.00	0.0%

FINANCE & RESOURCES COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
CPZ resident permit changes	2nd and more in any year	7.00	7.00	0.0%
CPZ visitor permit	5 Hour x 20	12.00	12.00	0.0%
CPZ visitor permit	1 week	3.00	3.00	0.0%
CPZ visitor permit	1 Hour x 25	2.00	4.00	100.0%
CPZ visitor permit applicant Dacorum card holder	5 Hour x 20	6.00	6.00	0.0%
CPZ visitor permit applicant Dacorum card holder	1 week	1.50	1.50	0.0%
CPZ visitor permit applicant Dacorum card holder	1 Hour x 25	2.00	2.00	0.0%
CPZ visitor permit applicant 60 years old or over	5 Hour x 20	6.00	6.00	0.0%
CPZ visitor permit applicant 60 years old or over	1 week	1.50	1.50	0.0%
CPZ visitor permit postage and handling	1 to 4 books		3.00	0.0%
CPZ visitor permit postage and handling	5 to 10 books		5.00	0.0%
Bay suspension or dispensation	Per half day	10.00	10.00	0.0%
Bay suspension or dispensation	Per day	20.00	20.00	0.0%
Bay suspension or dispensation	5 days	60.00	n/a	0.0%
Bay suspension or dispensation	6 days	80.00	n/a	0.0%
Valuation & Estates				
Settlement of rent reviews and lease renewals		n/a	n/a	0.0%
Additional fee if the rent exceeds £150,000 per annum	Value up to £499,999	0.5% of rent	0.5% of rent	0.0%
Consents to assign, sublet, or alter premises		500.00	500.00	0.0%
Hourly rate charged on the following matters: Variation of restrictive covenants, agreement of easements, sub-station agreements, encroachments, enfranchisements, insurance valuations, feasibility studies, negotiation of service tenancies and any other works not covered by the above.				
Customer Accounts				
Service Charge Enquiry Fees:				
Sale-on Charges to Solicitors	Per application	110.00	112.50	2.3%

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGETS 2017/18

	Original 2016/2017	Forecast 2016/2017	Draft 2017/2018	Variance 2016/17 to 2017/18	
	£	£	£	£	%
Housing & Community					
Employees	2,816,520	2,990,452	2,948,400	131,880	5%
Premises	350,370	787,273	789,070	438,700	125%
Transport	18,800	22,034	19,150	350	2%
Supplies & Services	1,548,150	1,756,718	1,806,750	258,600	17%
Third-Parties	718,100	718,100	577,600	(140,500)	(20%)
Capital Charges	1,559,370	1,559,370	1,898,610	339,240	22%
Transfer Payments	5,000	5,000	5,000	0	0%
Income	(3,560,130)	(3,681,412)	(4,003,780)	(443,650)	(12%)
Grants and Contributions	(198,045)	(371,417)	(182,500)	15,545	8%
Recharges	448,071	287,090	79,801	(368,270)	(82%)
Net Expenditure: Housing & Community	3,706,206	4,073,209	3,938,101	231,895	6%

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Housing & Community

Finance & Resources (David Skinner)

Customer Services (Ben Hosier)

Supplies & Services	36,940	44,970	44,650	7,710	21%
Third-Parties	718,100	718,100	577,600	(140,500)	(20%)
Capital Charges	78,150	78,150	73,380	(4,770)	(6%)
Income	0	300	0	0	0%
Recharges	(833,190)	(841,519)	(695,630)	137,560	(17%)
Net Expenditure: Customer Services	0	0	0	0	0%

Net Expenditure: Finance & Resources

0	0	0	0	0%
---	---	---	---	----

Housing Landlord (Elliott Brooks)

Housing Strategy (Andrew Vincent)

Employees	0	14,948	13,130	13,130	0%
Supplies & Services	0	(14,948)	(12,980)	(12,980)	0%
Net Expenditure: Housing Strategy	0	(0)	150	150	0%

Garages (Fiona Williamson)

Premises	3,040	461,936	499,100	496,060	16318%
Capital Charges	764,720	764,720	753,320	(11,400)	(1%)
Income	(2,880,000)	(3,030,000)	(3,340,480)	(460,480)	16%
Recharges	799,011	798,681	426,991	(372,020)	(47%)
Net Expenditure: Garages	(1,313,229)	(1,004,663)	(1,661,069)	(347,840)	26%

Supporting People (Fiona Williamson)

Recharges	7,500	7,500	7,500	0	0%
Net Expenditure: Supporting People	7,500	7,500	7,500	0	0%

Homelessness (Natasha Brathwaite)

Employees	270,760	303,905	320,170	49,410	18%
Premises	105,200	78,285	67,690	(37,510)	(36%)
Transport	0	1,219	0	0	0%
Supplies & Services	48,360	59,190	10,300	(38,060)	(79%)
Capital Charges	12,870	12,870	86,270	73,400	570%
Income	(222,000)	(200,550)	(202,030)	19,970	(9%)
Grants and Contributions	(70,335)	(108,457)	(70,340)	(5)	0%
Recharges	136,520	76,040	75,560	(60,960)	(45%)
Net Expenditure: Homelessness	281,375	222,503	287,620	6,245	2%

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Housing Advice (Natasha Brathwaite)					
Employees	85,730	95,425	90,420	4,690	5%
Transport	0	1,600	0	0	0%
Supplies & Services	33,165	33,552	43,000	9,835	30%
Recharges	196,910	174,430	150,080	(46,830)	(24%)
Net Expenditure: Housing Advice	315,805	305,007	283,500	(32,305)	(10%)

Housing Strategy (Natasha Brathwaite)					
Employees	214,100	218,856	250,680	36,580	17%
Transport	2,500	2,000	2,550	50	2%
Supplies & Services	9,835	8,769	7,920	(1,915)	(19%)
Capital Charges	13,380	13,380	0	(13,380)	(100%)
Transfer Payments	5,000	5,000	5,000	0	0%
Grants and Contributions	0	(1,800)	0	0	0%
Recharges	192,480	62,470	60,600	(131,880)	(69%)
Net Expenditure: Housing Strategy	437,295	308,675	326,750	(110,545)	(25%)

Net Expenditure: Housing Landlord	(271,254)	(160,978)	(755,549)	(484,295)	179%
--	------------------	------------------	------------------	------------------	-------------

Monitoring Officer (Mark Brookes)

Community Development (Parish Liaison) (Jim Doyle)					
Employees	29,030	30,717	29,770	740	3%
Transport	250	250	260	10	4%
Supplies & Services	1,290	1,090	830	(460)	(36%)
Recharges	7,170	17,190	15,780	8,610	120%
Net Expenditure: Community Development (Parish Liaison)	37,740	49,247	46,640	8,900	24%

Regulatory Services (Licensing) (Mark Brookes)					
Employees	239,660	250,886	236,040	(3,620)	(2%)
Transport	2,540	3,440	2,540	0	0%
Supplies & Services	45,770	31,720	18,770	(27,000)	(59%)
Income	(300,200)	(286,400)	(274,860)	25,340	(8%)
Grants and Contributions	(6,080)	(6,080)	0	6,080	(100%)
Recharges	93,760	92,430	102,590	8,830	9%
Net Expenditure: Regulatory Services (Licensing)	75,450	85,996	85,080	9,630	13%

Net Expenditure: Monitoring Officer	113,190	135,243	131,720	18,530	16%
--	----------------	----------------	----------------	---------------	------------

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Neighbourhood Delivery (David Austin)

Housing Standards (Regulatory Services GM)

Employees	243,400	336,321	250,430	7,030	3%
Transport	2,640	2,640	2,700	60	2%
Supplies & Services	21,310	22,310	20,660	(650)	(3%)
Capital Charges	640	640	2,070	1,430	223%
Income	(57,790)	(64,104)	(58,300)	(510)	1%
Recharges	108,470	132,770	129,800	21,330	20%
Net Expenditure: Housing Standards	318,670	430,577	347,360	28,690	9%

Theatres and Public Entertainment (Julie Still)

Employees	197,050	205,056	203,100	6,050	3%
Premises	54,390	54,303	54,600	210	0%
Transport	510	510	520	10	2%
Supplies & Services	95,810	114,569	110,140	14,330	15%
Capital Charges	23,380	23,380	36,020	12,640	54%
Income	(63,800)	(64,081)	(79,150)	(15,350)	24%
Grants and Contributions	0	(2,670)	0	0	0%
Recharges	97,190	88,610	102,510	5,320	5%
Net Expenditure: Theatres and Public Entertainment	404,530	419,677	427,740	23,210	6%

Outdoor Sports & Recreation Facilities (Adventure Playgrounds) (Julie Still)

Employees	403,370	416,725	423,830	20,460	5%
Premises	43,810	44,659	44,810	1,000	2%
Transport	3,020	3,020	3,090	70	2%
Supplies & Services	35,670	36,636	33,550	(2,120)	(6%)
Capital Charges	10,440	10,440	8,660	(1,780)	(17%)
Income	(29,390)	(29,627)	(42,010)	(12,620)	43%
Grants and Contributions	(190)	(190)	(190)	0	0%
Recharges	105,720	101,350	100,330	(5,390)	(5%)
Net Expenditure: Outdoor Sports & Recreation Facilities (Adventure Playgrounds)	572,450	583,013	572,070	(380)	(0%)

Community Safety (Crime Reduction) (Julie Still)

Employees	192,190	205,236	200,190	8,000	4%
Premises	3,040	3,040	3,100	60	2%
Transport	4,410	4,425	4,520	110	2%
Supplies & Services	33,530	59,254	26,540	(6,990)	(21%)
Capital Charges	1,600	1,600	0	(1,600)	(100%)
Grants and Contributions	0	(29,324)	0	0	0%
Recharges	27,200	16,430	16,860	(10,340)	(38%)
Net Expenditure: Community Safety (Crime Reduction)	261,970	260,661	251,210	(10,760)	(4%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Community Safety (CCTV) (Julie Still)

Employees	377,100	382,525	376,740	(360)	(0%)
Premises	64,020	68,180	78,750	14,730	23%
Transport	210	210	210	0	0%
Supplies & Services	14,030	18,960	10,810	(3,220)	(23%)
Capital Charges	64,550	64,550	77,950	13,400	21%
Grants and Contributions	(14,000)	(9,500)	(24,000)	(10,000)	71%
Recharges	(376,610)	(393,180)	(422,980)	(46,370)	12%
Net Expenditure: Community Safety (CCTV)	129,300	131,745	97,480	(31,820)	(25%)

Community Development (Partnerships and Commissioning) (Julie Still)

Supplies & Services	0	7,551	120,000	120,000	0%
Net Expenditure: Community Development (Partnerships and Commissioning)	0	7,551	120,000	120,000	0%

Community Development (Residents Services & Neighbourhood Action) (Julie Still)

Employees	177,640	167,584	204,570	26,930	15%
Premises	1,250	1,250	1,280	30	2%
Transport	1,560	1,560	1,590	30	2%
Supplies & Services	28,600	28,650	43,820	15,220	53%
Recharges	53,480	70,630	66,660	13,180	25%
Net Expenditure: Community Development (Residents Services & Neighbourhood Action)	262,530	269,674	317,920	55,390	21%

Net Expenditure: Neighbourhood Delivery

1,949,450	2,102,898	2,133,780	184,330	9%
------------------	------------------	------------------	----------------	-----------

Performance and Projects (Robert Smyth)**Arts Development and Support (Matt Rawdon)**

Supplies & Services	15,000	45,000	15,000	0	0%
Grants and Contributions	0	(15,000)	0	0	0%
Net Expenditure: Arts Development and Support	15,000	30,000	15,000	0	0%

Heritage (Matt Rawdon)

Supplies & Services	58,000	58,000	58,000	0	0%
Net Expenditure: Heritage	58,000	58,000	58,000	0	0%

Sports Development and Community Recreation (Matt Rawdon)

Premises	65,220	65,220	34,740	(30,480)	(47%)
Supplies & Services	288,180	328,180	438,180	150,000	52%
Capital Charges	576,640	576,640	848,610	271,970	47%
Income	(6,950)	(6,950)	(6,950)	0	0%
Grants and Contributions	(8,110)	(8,110)	(8,000)	110	(1%)
Recharges	39,790	36,110	66,150	26,360	66%
Net Expenditure: Sports Development and Community Recreation	954,770	991,090	1,372,730	417,960	44%

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Community Development (Partnerships and Commissioning) (Matt Rawdon)

Employees	142,010	135,595	139,020	(2,990)	(2%)
Premises	10,400	10,400	5,000	(5,400)	(52%)
Transport	760	760	760	0	0%
Supplies & Services	84,540	175,396	112,410	27,870	33%
Grants and Contributions	(94,300)	(185,256)	(74,940)	19,360	(21%)
Recharges	71,160	97,040	111,690	40,530	57%
Net Expenditure: Community Development (Partnerships and Commissioning)	214,570	233,935	293,940	79,370	37%

General Grants, Bequests and Donations (Matt Rawdon)

Supplies & Services	624,800	624,800	624,800	0	0%
Capital Charges	11,580	11,580	10,910	(670)	(6%)
Recharges	36,100	46,640	52,770	16,670	46%
Net Expenditure: General Grants, Bequests and Donations	672,480	683,020	688,480	16,000	2%

Communication & Consultation (Matt Rawdon)

Employees	244,480	226,672	210,310	(34,170)	(14%)
Transport	400	400	410	10	3%
Supplies & Services	73,320	73,070	80,350	7,030	10%
Capital Charges	1,420	1,420	1,420	0	0%
Grants and Contributions	(5,030)	(5,030)	(5,030)	0	0%
Recharges	(314,590)	(296,532)	(287,460)	27,130	(9%)
Net Expenditure: Communication & Consultation	0	0	0	0	0%

Net Expenditure: Performance and Projects

1,914,820	1,996,045	2,428,150	513,330	27%
------------------	------------------	------------------	----------------	------------

Net Expenditure: Housing & Community

3,706,206	4,073,209	3,938,101	231,895	6%
------------------	------------------	------------------	----------------	-----------

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Garages				
Garage Rent (VAT not charged to tenants but is charged to non tenants)	Per Week	10.00	11.50	15.0%
Premium garages	Per Week	10.26	12.50	21.8%
Garage Rent - Concessionary	Per Week	5.00	5.75	15.0%
Old Town Hall Arts Centre				
Programme Sales		0.10	n/a	0.0%
Meetings / Rehearsals / Workshops / Classes (no technical support) minimum 2hr booking				
Theatre (capacity 120) - Mon - Fri (10:30 - 18:00)	Per Hour	21.00	25.00	19.0%
Theatre (capacity 120) - Mon - Fri (18:00 - 23:00)	Per Hour	26.00	30.00	15.4%
Theatre (capacity 120) - Sat - Sun (10:30 - 23:00)	Per Hour	26.00	30.00	15.4%
Theatre (capacity 120) - Mon - Fri (10:30 - 17:30) - Concession	Per Hour	16.00	19.00	18.8%
Theatre (capacity 120) - Mon - Fri (18:00 - 22:30) - Concession	Per Hour	18.00	21.00	16.7%
Theatre (capacity 120) - Sat - Sun - Concession	Per Hour	18.00	21.00	16.7%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30)	Per Hour	11.00	13.00	18.2%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30)	Per Hour	18.00	21.00	16.7%
Cellar (capacity 60-90) - Sat - Sun (10:30 - 22:30)	Per Hour	18.00	21.00	16.7%
Cellar (capacity 60-90) - Mon - Fri (10:30 - 17:30) - Concession	Per Hour	8.00	12.00	50.0%
Cellar (capacity 60-90) - Mon - Fri (18:00 - 22:30) - Concession	Per Hour	16.00	19.00	18.8%
Cellar (capacity 60-90) - Sat-Sun - Concession	Per Hour	16.00	19.00	18.8%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30)	Per Hour	18.00	21.00	16.7%
Gallery (capacity 55) - Mon - Sun (18:00 - 22:30) - Concession	Per Hour	16.00	19.00	18.8%
Private Parties (including bar staff)				
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00)		215.00	250.00	16.3%
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00) - Concession		175.00	210.00	20.0%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00)		215.00	250.00	16.3%
Gallery (capacity 55) - Mon - Sun (18:00 - 23:00) - Concession		175.00	210.00	20.0%
Price includes Front of House Staff and Stewards There is an additional charge of £60 for technical support				
Performances & Rehearsals (with technical support)				
Theatre (capacity 120) - Mon - Sun (18:00 - 23:00)		n/a	n/a	0.0%
Theatre (capacity 120) - 10:00 - 23:00	Per additional Hour	n/a	n/a	0.0%
Theatre & Gallery bar (including bar staff) - Mon - Sun (18:00 - 23:00)		n/a	n/a	0.0%
Cellar (capacity 60-90) - Mon - Sun (18:00 - 23:00)		n/a	n/a	0.0%
Cellar (capacity 60-90) - 10:00 - 23:00	Per additional Hour	n/a	n/a	0.0%
Box Office (can sell your tickets online & on the door and provide tickets)		n/a	n/a	0.0%
Whole venue (not including bar staff)				
Mon - Sun	Half Day	n/a	n/a	0.0%
Performances & Rehearsals (with technical support)				
Theatre (capacity 120) - Mon - Sun (10:00 - 23:00) Includes technical support, front of house staff and box office		510.00	620.00	21.6%
Theatre (capacity 120) - Mon - Sun (10:00 - 23:00) Includes technical support, front of house staff and box office - Concession		380.00	450.00	18.4%
Cellar (capacity 60-90) - Mon - Sun (10:00 - 23:00)		360.00	435.00	20.8%
Cellar (capacity 60-90) - Mon - Sun (10:00 - 23:00) - Concession		210.00	250.00	19.0%
Adventure Playgrounds				
Community/Voluntary Group	Per Hour	14.90	30.00	101.3%
Private Group	Per Hour	27.40	50.00	82.5%
Children's Party	Per Hour	37.60	50.00	33.0%
Training Organisation (Play) if no staff needed	Per Hour	6.50	30.00	361.5%
Training Organisation (Care)	Half Day	61.65	n/a	0.0%
Training Organisation (Care)	Per Hour		50.00	0.0%
Schools	Per Hour	26.45	30.00	13.4%
Schools	Half Day	54.85	60.00	9.4%
Schools	Full Day	102.70	120.00	16.8%
Sports pitch	Per Hour		50.00	0.0%
Laser Tag (party hire in addition to venue)			50.00	0.0%
Sports coach and pitch			50.00	0.0%
Go carts (party hire in addition to venue)	Per Hour		50.00	0.0%
Go carts (equipment only)	Half Day		100.00	0.0%
Laser Tag open evenings	Per session per individual		10.00	0.0%
The Heights Hall				
Hall hire	Per Hour	11.75	n/a	0.0%
Hall hire	Per Day	64.00	n/a	0.0%
Messy Play Community Group	Per Hour	8.00	n/a	0.0%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2017/18						
		2016-17 Charge	2017-18 Proposed Charge			% change
			Application	Licence	Total fee	
Alcohol, entertainment and late night refreshment licences						
Club premises certificates – applications						
Application for new club premises certificate	Band A	100.00	25.00	-	100.00	-
	Band B	190.00	190.00	-	190.00	-
	Band C	315.00	315.00	-	315.00	-
	Band D	450.00	450.00	-	450.00	-
	Band E	635.00	635.00	-	635.00	-
	Site under construction/ development	315.00	315.00	-	315.00	-
Application for full variation of club premises certificate	Band A	100.00	100.00	-	100.00	-
	Band B	190.00	190.00	-	190.00	-
	Band C	315.00	315.00	-	315.00	-
	Band D	450.00	450.00	-	450.00	-
	Band E	635.00	635.00	-	635.00	-
	Site under construction/ development	315.00	315.00	-	315.00	-
Application for minor variation of club premises certificate		89.00	89.00	-	89.00	-
Request for duplicate copy of certificate following		10.50	10.50	-	10.50	-
Change of name or address on club premises certificate		10.50	10.50	-	10.50	-
Change of club rules		10.50	10.50	-	10.50	-
Club premises certificates – annual fees						
Annual fee (payable on anniversary of grant of certificate)	Band A	70.00	-	70.00	70.00	-
	Band B	180.00	-	180.00	180.00	-
	Band C	295.00	-	295.00	295.00	-
	Band D	320.00	-	320.00	320.00	-
	Band E	350.00	-	350.00	350.00	-
	Site under construction/ development	295.00	-	295.00	295.00	-
Personal licences						
Application for new personal licence		37.00	37.00	-	37.00	-
Duplicate copy of licence following theft/loss/damage		10.50	10.50	-	10.50	-
Change of name or address		10.50	10.50	-	10.50	-
Premises licences – applications						
Application for new premises licence	Band A	100.00	100.00	-	100.00	-
	Band B	190.00	190.00	-	190.00	-
	Band C	315.00	315.00	-	315.00	-
	Band D	450.00	450.00	-	450.00	-
	Band D with multiplier	900.00	900.00	-	900.00	-
	Band E	635.00	635.00	-	635.00	-
	Band E with multiplier	1,905.00	1,905.00	-	1,905.00	-
	Site under construction/ development	315.00	315.00	-	315.00	-
	Exempt	No fee	No fee	-	No fee	-
Application for full variation of premises licence	Band A	100.00	100.00	-	100.00	-
	Band B	190.00	190.00	-	190.00	-
	Band C	315.00	315.00	-	315.00	-
	Band D	450.00	450.00	-	450.00	-
	Band D with multiplier	900.00	900.00	-	900.00	-
	Band E	635.00	635.00	-	635.00	-
	Band E with multiplier	1,905.00	1,905.00	-	1,905.00	-
	Site under construction/ development	315.00	315.00	-	315.00	-
	Exempt	No fee	No fee	-	No fee	-

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2017/18						
		2016-17 Charge	2017-18 Proposed Charge			% change
			Application	Licence	Total fee	
Additional application fee for high-capacity premises (payable in addition to the standard application fee)	Capacity: 5,000–9,999	1,000.00	1,000.00	-	1,000.00	-
	Capacity: 10,000–14,999	2,000.00	2,000.00	-	2,000.00	-
	Capacity: 15,000–19,999	4,000.00	4,000.00	-	4,000.00	-
	Capacity: 20,000–29,999	8,000.00	8,000.00	-	8,000.00	-
	Capacity: 30,000–39,999	12,000.00	12,000.00	-	12,000.00	-
	Capacity: 40,000–49,999	16,000.00	16,000.00	-	16,000.00	-
	Capacity: 50,000–59,999	20,000.00	20,000.00	-	20,000.00	-
	Capacity: 60,000–69,999	24,000.00	24,000.00	-	24,000.00	-
	Capacity: 70,000–79,999	28,000.00	28,000.00	-	28,000.00	-
	Capacity: 80,000–89,999	32,000.00	32,000.00	-	32,000.00	-
	Capacity: 90,000+	64,000.00	64,000.00	-	64,000.00	-
Application for transfer of premises licence		23.00	23.00	-	23.00	-
Application for variation of premises licence to specify premises supervisor		23.00	23.00	-	23.00	-
Application for minor variation of premises licence		89.00	89.00	-	89.00	-
Application to substitute mandatory condition for community premises (if not made simultaneously with another		23.00	23.00	-	23.00	-
Application for interim authority notice		23.00	23.00	-	23.00	-
Request for duplicate copy of premises licence following loss/theft/damage		10.50	10.50	-	10.50	-
Change of name or address on premises licence		10.50	10.50	-	10.50	-
Premises licences – annual fees						
Annual fee (payable on anniversary of grant of licence)	Band A	70.00	-	70.00	70.00	-
	Band B	180.00	-	180.00	180.00	-
	Band C	295.00	-	295.00	295.00	-
	Band D	320.00	-	320.00	320.00	-
	Band D with multiplier	640.00	-	640.00	640.00	-
	Band E	350.00	-	350.00	350.00	-
	Band E with multiplier	1,050.00	-	1,050.00	1,050.00	-
	Site under construction/development	295.00	-	295.00	295.00	-
	Exempt	No fee	-	No fee	No fee	-
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	-
	Capacity: 10,000–14,999	1,000.00	-	1,000.00	1,000.00	-
	Capacity: 15,000–19,999	2,000.00	-	2,000.00	2,000.00	-
	Capacity: 20,000–29,999	4,000.00	-	4,000.00	4,000.00	-
	Capacity: 30,000–39,999	8,000.00	-	8,000.00	8,000.00	-
	Capacity: 40,000–49,999	12,000.00	-	12,000.00	12,000.00	-
	Capacity: 50,000–59,999	16,000.00	-	16,000.00	16,000.00	-
	Capacity: 60,000–69,999	20,000.00	-	20,000.00	20,000.00	-
	Capacity: 70,000–79,999	24,000.00	-	24,000.00	24,000.00	-
	Capacity: 80,000–89,999	28,000.00	-	28,000.00	28,000.00	-
	Capacity: 90,000+	32,000.00	-	32,000.00	32,000.00	-

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2017/18					
	2016-17 Charge	2017-18 Proposed Charge			% change
		Application	Licence	Total fee	
Temporary event notices					
Temporary event notice (standard) - submission fee	21.00	21.00	-	21.00	-
Temporary event notice (late) - submission fee	21.00	21.00	-	21.00	-
Duplicate copy of notice following theft/loss/damage	10.50	10.50	-	10.50	-
Miscellaneous					
Application for provisional statement	315.00	315.00	-	315.00	-
Notification of legal/financial interest in premises	21.00	21.00	-	21.00	-
Animal licences					
Animal boarding establishments					
Application for new animal boarding establishment licence	287.00	241.00	59.00	300.00	4.50%
Application to renew animal boarding establishment licence	237.00	189.00	59.00	248.00	4.60%
Application to vary animal boarding establishment licence	145.00	129.50	19.50	149.00	2.80%
Application for new animal boarding establishment licence (home boarding) (up to 1yr)	193.00	208.00	29.00	237.00	22.80%
Application to renew animal boarding establishment licence (home boarding) (1yr)	140.00	172.00	29.00	201.00	43.60%
Application to vary animal boarding establishment licence (home boarding)	90.00	74.50	19.50	94.00	4.40%
Veterinary inspection of premises * (where required)	Recharged at cost				-
Dangerous wild animals					
Application for licence to keep dangerous wild animals (2yr) (plus cost of vet inspection)	302.00	255.00	59.00	314.00	4.00%
Application to renew licence to keep dangerous wild animals (2yr)	302.00	255.00	59.00	314.00	4.00%
Application to vary licence conditions (new species/increased numbers of animals)	192.00	177.50	19.50	197.00	2.60%
Application to vary licence conditions (administrative matters only)	62.50	65.00	-	65.00	4.00%
Veterinary inspection of premises *	Recharged at cost				-
Dog breeding establishments					
Application for new dog breeding licence (<1yr) (plus cost of vet inspection)	200.00	168.00	59.00	227.00	13.50%
Application to renew dog breeding licence (1yr) (plus cost of vet inspection)	200.00	168.00	59.00	227.00	13.50%
Veterinary inspection of premises *	Recharged at cost				-
Pet shops					
Application for new pet shop licence (<1yr)	161.00	138.00	29.00	167.00	3.70%
Application to renew pet shop licence (1yr)	150.00	138.00	29.00	167.00	11.30%
Application for new pet shop licence (fish only) (<1yr)	161.00				-
Application to renew pet shop licence (fish only) (1yr)	120.00				-
Veterinary inspection of premises * (where required)	Recharged at cost				-
Riding establishments					
Application for new riding establishment licence (1yr) (plus cost of vet inspection)	295.00	232.00	59.00	291.00	-1.40%
Application to renew riding establishment licence (1yr) (plus cost of vet inspection)	295.00	232.00	59.00	291.00	-1.40%
Veterinary inspection of premises *	Recharged at cost				-
Zoos					
Application for new zoo licence (4yr) (plus cost of vet	1,805.00	1,578.00	280.00	1,858.00	2.90%
Application to renew zoo licence (6yr) (plus cost of vet	1,325.00	1,098.00	280.00	1,378.00	4.00%
Application to vary zoo licence (plus cost of vet inspection)	1,325.00	1,098.00	280.00	1,378.00	4.00%
Application to transfer zoo licence (plus cost of vet	221.00	189.00	39.00	228.00	3.20%
Veterinary inspection of premises *	Recharged at cost				-
Betting, gambling and lottery licences					
Lottery registrations					
Registration of society for small society lotteries	40.00	40.00	-	40.00	-
Annual fee (payable on anniversary of registration)	20.00	-	20.00	20.00	-
Notices					
Temporary use notice submission fee	355.00	366.50	-	366.50	3.20%
Duplicate copy of temporary use notice following	15.00	15.00	-	15.00	-
Occasional use notice submission fee	No fee	No fee	No fee	No fee	-

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2017/18						
		2016-17 Charge	2017-18 Proposed Charge			% change
			Application	Licence	Total fee	
Permits						
Notification of 1-2 gaming machine in alcohol-licensed		50.00	50.00	-	50.00	-
Licensed premises gaming machine permit	Application for new permit	150.00	150.00	-	150.00	-
	Conversion of s.34(5E) permit	100.00	0.00	-	0.00	-
	Application for variation of permit	100.00	100.00	-	100.00	-
	Application for transfer of permit	25.00	25.00	-	25.00	-
	Change of name or address	25.00	25.00	-	25.00	-
	Replacement - theft/loss	15.00	15.00	-	15.00	-
	Annual fee	50.00	50.00	-	50.00	-
Club gaming permit	Application for new permit (standard)	200.00	200.00	-	200.00	-
	Application for new permit (fast track)	100.00	100.00	-	100.00	-
	Conversion of part II registration	100.00	0.00	-	0.00	-
	Application for variation of permit	100.00	100.00	-	100.00	-
	Application for renewal of permit (standard)	200.00	200.00	-	200.00	-
	Application for renewal of permit (fast track)	100.00	100.00	-	100.00	-
	Replacement - theft/loss	15.00	15.00	-	15.00	-
	Annual fee	50.00	50.00	-	50.00	-
Club machine permit	Application for new permit (standard)	200.00	200.00	-	200.00	-
	Application for new permit (fast track)	100.00	100.00	-	100.00	-
	Conversion of part III registration	100.00	0.00	-	0.00	-
	Application for variation of permit	100.00	100.00	-	100.00	-
	Application for renewal of permit (standard)	200.00	200.00	-	200.00	-
	Application for renewal of permit (fast track)	100.00	100.00	-	100.00	-
	Replacement - theft/loss	15.00	15.00	-	15.00	-
	Annual fee	50.00	50.00	-	50.00	-
Prize gaming permit	Application for new permit	300.00	300.00	-	300.00	-
	Conversion of s.16 permit	100.00	0.00	-	0.00	-
	Application for renewal of permit	300.00	300.00	-	300.00	-
	Change of name or address	25.00	25.00	-	25.00	-
	Replacement - theft/loss	15.00	15.00	-	15.00	-
Family entertainment centre gaming machine permit	Application for new permit	300.00	300.00	-	300.00	-
	Conversion of s.34(1) permit	100.00	0.00	-	0.00	-
	Application for renewal of permit	300.00	300.00	-	300.00	-
	Change of name or address	25.00	25.00	-	25.00	-
	Replacement - theft/loss	15.00	15.00	-	15.00	-

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2017/18						
		2016-17 Charge	2017-18 Proposed Charge			% change
			Application	Licence	Total fee	
Premises licences - applications						
Application for new premises licence (without provisional statement)	Adult gaming centre	1,040.00	1,075.00	-	1,075.00	3.40%
	Betting (track)	1,040.00	1,075.00	-	1,075.00	3.40%
	Betting (other)	1,040.00	1,075.00	-	1,075.00	3.40%
	Bingo	1,040.00	1,075.00	-	1,075.00	3.40%
	Family entertainment centre	1,040.00	1,075.00	-	1,075.00	3.40%
Application for new premises licence (with provisional statement)	Adult gaming centre	700.00	730.00	-	730.00	4.30%
	Betting (track)	700.00	730.00	-	730.00	4.30%
	Betting (other)	700.00	730.00	-	730.00	4.30%
	Bingo	700.00	730.00	-	730.00	4.30%
	Family entertainment centre	700.00	730.00	-	730.00	4.30%
Application for provisional statement	Adult gaming centre	1,040.00	1,075.00	-	1,075.00	3.40%
	Betting (track)	1,040.00	1,075.00	-	1,075.00	3.40%
	Betting (other)	1,040.00	1,075.00	-	1,075.00	3.40%
	Bingo	1,040.00	1,075.00	-	1,075.00	3.40%
	Family entertainment centre	1,040.00	1,075.00	-	1,075.00	3.40%
Application for variation of premises licence	Adult gaming centre	700.00	730.00	-	730.00	4.30%
	Betting (track)	700.00	730.00	-	730.00	4.30%
	Betting (other)	700.00	730.00	-	730.00	4.30%
	Bingo	700.00	730.00	-	730.00	4.30%
	Family entertainment centre	700.00	730.00	-	730.00	4.30%
Application for transfer of premises licence	Adult gaming centre	300.00	314.00	-	314.00	4.70%
	Betting (track)	300.00	314.00	-	314.00	4.70%
	Betting (other)	300.00	314.00	-	314.00	4.70%
	Bingo	300.00	314.00	-	314.00	4.70%
	Family entertainment centre	300.00	314.00	-	314.00	4.70%
Application for reinstatement of premises licence	Adult gaming centre	300.00	314.00	-	314.00	4.70%
	Betting (track)	300.00	314.00	-	314.00	4.70%
	Betting (other)	300.00	314.00	-	314.00	4.70%
	Bingo	300.00	314.00	-	314.00	4.70%
	Family entertainment centre	300.00	314.00	-	314.00	4.70%
Duplicate copy of licence following theft/loss/damage		15.00	15.00	-	15.00	-
Change of name or address on premises licence		35.00	35.00	-	35.00	-
Premises licences – annual fees						
Annual fee (payable 30 days after the licence takes effect, and then annually on the anniversary of the grant of the licence)	Adult gaming centre	515.00	-	525.00	525.00	1.90%
	Betting (track)	515.00	-	525.00	525.00	1.90%
	Betting (other)	440.00	-	458.00	458.00	4.10%
	Bingo	515.00	-	525.00	525.00	1.90%
	Family entertainment centre	440.00	-	458.00	458.00	4.10%
Charity collections						
House-to-house collections						
Application for house to house collection licence		No fee	No fee	No fee	No fee	-
Street collections						
Application for street collection licence		No fee	No fee	No fee	No fee	-
Hypnotism						
Authorisation of hypnotism performance		No fee	No fee	No fee	No fee	-
Scrap metal dealers						
Application for new scrap metal site licence (3yr)		266.50	220.00	59.00	279.00	4.70%
Application for new scrap metal collectors licence (3yr)		189.50	169.00	29.50	198.50	4.70%
Application to renew scrap metal site licence (3yr)		251.00	203.50	59.00	262.50	4.60%
Application to renew scrap metal collectors licence (3yr)		174.00	152.50	29.50	182.00	4.60%
Application to vary scrap metal licence - change of licensee		15.00	15.50	-	15.50	3.30%
Application to vary scrap metal licence - change of licensed		72.50	76.00	-	76.00	4.80%
Application to vary scrap metal licence - change of site		41.00	43.00	-	43.00	4.90%
Application to vary scrap metal licence - site to collectors		24.50	25.50	-	25.50	4.10%
Application to vary scrap metal licence - collectors to site		129.00	95.50	39.00	134.50	4.30%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2017/18						
	2016-17 Charge	2017-18 Proposed Charge			% change	
		Application	Licence	Total fee		
Sex establishments						
Application for new sex establishment licence	2,670.00	1,859.50	266.00	2,125.50	-20.40%	
Application for renewal of sex establishment licence	2,405.00	1,454.50	266.00	1,720.50	-28.50%	
Application for variation of sex establishment licence	1,215.00	882.00	204.00	1,086.00	-10.60%	
Application for transfer of sex establishment licence	430.00	439.00	-	439.00	2.10%	
Skin piercing, tattooing, etc.						
Application for registration of skin piercing, etc., premises	200.00	212.00	-	212.00	6.00%	
Application for registration of skin piercing, etc., operator	90.00	93.50	-	93.50	3.90%	
Street trading						
Application for street trading consent (hot food) (1 year)	931.00	-	-	-	-	
Application for street trading consent (cold food/non-food)	512.00	-	-	-	-	
Application for street trading consent (one month trial only)	160.00	-	-	-	-	
Street trading consent (annual) (1 year)	New (1 vehicle/pitch)	-	380.00	243.00	623.00	-
	Renewal (1 vehicle/pitch)	-	380.00	243.00	623.00	-
	Additional fee per extra vehicle/pitch	-	27.00	39.00	66.00	-
	Interim substitution of vehicle	-	23.50	-	23.50	-
	Other consent variation	-	132.00	-	132.00	-
Street trading consent (single event)	Commercial event	-	152.00	-	152.00	-
	Community/charity event	-	25.00	-	25.00	-
Taxis and private hire						
Driver licences						
Application for HC driver licence (3 years) [checks in-house]	145.00	-	-	-	-	
Application for PH driver licence (3 years) [checks in-house]	145.00	-	-	-	-	
Application for dual driver licence (3 years) [checks in-	215.00	-	-	-	-	
Hackney Carriage Drivers Licence (3 years) [external e-	New	128.00	-	133.00	133.00	3.90%
	Renewal	128.00	-	133.00	133.00	3.90%
	Theft/loss of badge	20.00	20.00	-	20.00	-
Private Hire Drivers Licence (3 years) [external e-form/checks]	New	128.00	-	133.00	133.00	3.90%
	Renewal	128.00	-	133.00	133.00	3.90%
	Theft/loss of badge	20.00	20.00	-	20.00	-
Dual HC/PH Drivers Licence (3 years) [external e-form/checks]	New	192.00	-	199.50	199.50	3.90%
	Renewal	192.00	-	199.50	199.50	3.90%
	Renewal & Upgrade	192.00	-	199.50	199.50	3.90%
	Interim Upgrade (+£1 / unexpired month)	35.00	-	36.00	36.00	2.90%
	Theft/loss of badge (per)	20.00	20.00	-	20.00	-
Disclosure & Barring Service (DBS) enhanced disclosure *	44.00	Recharged at cost			-	
External identity check (DBS route 2 verification) * [in-house]	7.20	Recharged at cost			-	
Driving licence verification check * [in-house]	6.90	Recharged at cost			-	
Driver knowledge tests						
Hackney carriage written local/legal test	Full test	45.00	48.00	-	48.00	6.70%
	Conditions only	30.00	32.00	-	32.00	6.70%
Private hire written local/legal test	Full test	45.00	48.00	-	48.00	6.70%
	Conditions only	30.00	32.00	-	32.00	6.70%
Dual HC/PH driver written local/legal test	Full test	45.00	48.00	-	48.00	6.70%
	Conditions only	30.00	32.00	-	32.00	6.70%
Versant English language assessment	Test fee *	31.80	Recharged at cost			-
	Administration fee	11.40	12.00	-	12.00	5.30%
Operator licences						
Private hire operator licence (5 years)	New (1-3 vehicles)	388.00	-	402.00	402.00	3.60%
	New (4+ vehicles)	647.00	-	670.00	670.00	3.60%
	Renewal (1-3 vehicles)	388.00	-	402.00	402.00	3.60%
	Renewal (4+ vehicles)	647.00	-	670.00	670.00	3.60%

HOUSING & COMMUNITY COMMITTEE PROPOSED FEES AND CHARGES 2017/18						
	2016-17 Charge	2017-18 Proposed Charge			% change	
		Application	Licence	Total fee		
Vehicle licences						
Application for HC vehicle licence (1 year) (includes compliance test fee)	264.00	-	-	-	-	
Application for PH vehicle licence (1 year) (includes compliance test fee)	244.00	-	-	-	-	
Application for stretch limo PH vehicle licence (6 month) (includes specialist compliance test fee)	190.00	-	-	-	-	
Application for stretch limo PH vehicle licence (6 month) (excludes specialist compliance test fee)	110.00	-	-	-	-	
Substitution of vehicle on licence (includes compliance test	173.00	-	-	-	-	
Hackney carriage vehicle licence (excludes compliance test fee)	New (1 year)	210.00	-	218.00	218.00	3.80%
	Renewal (1 year)	210.00	-	218.00	218.00	3.80%
	Renewal & substitution (1 yr.)	210.00	-	218.00	218.00	3.80%
	Interim substitution (remaining duration)	119.00	-	117.00	117.00	-1.70%
	Transfer of ownership	64.00	-	63.50	63.50	-0.80%
	Theft/loss of rear plate	20.00	20.00	-	20.00	-
	Theft/loss of front plate	20.00	20.00	-	20.00	-
	Change of vehicle particulars	55.00	55.00	-	55.00	-
Private hire vehicle licence (excludes compliance test fee)	New (1 year)	190.00	-	193.00	193.00	1.60%
	Renewal (1 year)	190.00	-	193.00	193.00	1.60%
	Renewal & substitution (1 yr.)	190.00	-	193.00	193.00	1.60%
	Interim substitution (remaining duration)	119.00	-	117.00	117.00	-1.70%
	Transfer of ownership	64.00	-	63.50	63.50	-0.80%
	Theft/loss of rear plate	20.00	20.00	-	20.00	-
	Theft/loss of front plate	20.00	20.00	-	20.00	-
	Change of vehicle particulars	55.00	55.00	-	55.00	-
Vehicle MOT and compliance test * (payable direct to test	52.00	Recharged at cost			-	
Specialist vehicle MOT and compliance test * (stretch limos)	52.00	-	-	-	-	
Other fees						
Duplicate copy of licence following theft/loss/damage	15.00	15.00	-	15.00	-	
General service charges						
Photocopies (per A4 side, at officers discretion, subject to legal restrictions)	0.20	0.20	-	0.20	-	
Copy of interview recording following PACE interview (per	15.00	15.00	-	15.00	-	
Copy of public register entry (where kept and made available by statute) (per entry)	15.00	15.00	-	15.00	-	
Request for duplicate copy of licence following loss/theft/damage (where not otherwise listed)	15.00	15.00	-	15.00	-	
Licensing pre-application advice (per whole or part hour)	-	-	-	-	-	

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2017/18					
	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 to 2017/18 £ %	
Strategic Planning & Environment					
Employees	9,108,176	9,164,185	9,059,750	(48,426)	(1%)
Premises	903,070	893,919	923,230	20,160	2%
Transport	1,475,850	1,409,518	1,284,880	(190,970)	(13%)
Supplies & Services	1,945,803	2,104,376	1,894,140	(51,663)	(3%)
Third-Parties	88,470	82,170	86,250	(2,220)	(3%)
Capital Charges	1,559,816	1,559,816	1,513,046	(46,770)	(3%)
Income	(3,685,044)	(3,393,365)	(3,567,335)	117,709	3%
Grants and Contributions	(1,839,868)	(1,958,117)	(1,775,230)	64,638	4%
Recharges	1,494,184	1,661,133	1,804,212	310,028	21%
Net Expenditure: Strategic Planning & Environment	11,050,457	11,523,634	11,222,943	172,486	2%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18	
			£	%

Strategic Planning & Environment

Finance & Resources (David Skinner)

Open Spaces (Nicholas Brown)

Employees	8,040	9,356	8,000	(40)	(0%)
Premises	25,910	16,709	25,810	(100)	(0%)
Supplies & Services	570	570	550	(20)	(4%)
Capital Charges	3,610	3,610	6,630	3,020	84%
Income	(31,380)	(38,746)	(32,040)	(660)	2%
Grants and Contributions	(20,280)	(33,487)	(20,280)	0	0%
Recharges	0	0	700	700	0%
Net Expenditure: Open Spaces	(13,530)	(41,987)	(10,630)	2,900	(21%)

Promotion and Marketing of the Area (Town Centres) (Nicholas Brown)

Employees	390	390	0	(390)	(100%)
Premises	110,840	123,167	53,920	(56,920)	(51%)
Transport	200	200	200	0	0%
Supplies & Services	70,430	70,970	18,250	(52,180)	(74%)
Capital Charges	5,410	5,410	138,050	132,640	2452%
Income	(40,000)	(20,000)	0	40,000	(100%)
Grants and Contributions	0	(6,430)	0	0	0%
Recharges	301,290	239,600	238,360	(62,930)	(21%)
Net Expenditure: Promotion and Marketing of the Area (Town Centres)	448,560	413,307	448,780	220	0%

Net Expenditure: Finance & Resources

435,030	371,320	438,150	3,120	1%
----------------	----------------	----------------	--------------	-----------

Neighbourhood Delivery (David Austin)

Pest Control (Regulatory Services GM)

Employees	48,850	59,959	58,630	9,780	20%
Transport	3,310	3,310	3,480	170	5%
Supplies & Services	4,270	4,114	4,200	(70)	(2%)
Capital Charges	1,350	1,350	0	(1,350)	(100%)
Income	(86,000)	(86,000)	(67,810)	18,190	(21%)
Recharges	154,530	102,370	71,410	(83,120)	(54%)
Net Expenditure: Pest Control	126,310	85,103	69,910	(56,400)	(45%)

Animal and Public Health (Regulatory Services GM)

Employees	46,190	39,352	38,060	(8,130)	(18%)
Transport	1,300	1,300	1,360	60	5%
Supplies & Services	72,550	80,660	73,450	900	1%
Capital Charges	1,350	1,350	0	(1,350)	(100%)
Income	(7,250)	(29,400)	(7,400)	(150)	2%
Recharges	74,810	26,610	19,980	(54,830)	(73%)
Net Expenditure: Animal and Public Health	188,950	119,871	125,450	(63,500)	(34%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Food Safety (Regulatory Services GM)

Employees	230,370	198,415	245,670	15,300	7%
Transport	1,620	1,620	1,650	30	2%
Supplies & Services	3,690	3,690	3,100	(590)	(16%)
Income	(2,540)	(2,540)	(2,590)	(50)	2%
Recharges	98,870	114,380	109,920	11,050	11%
Net Expenditure: Food Safety	332,010	315,565	357,750	25,740	8%

Health & Safety - External Support/Advice (Regulatory Services GM)

Employees	363,670	277,075	197,690	(165,980)	(46%)
Transport	1,020	1,271	520	(500)	(49%)
Supplies & Services	44,910	61,476	42,200	(2,710)	(6%)
Income	(118,640)	(70,000)	0	118,640	(100%)
Recharges	(280,690)	(265,038)	(240,120)	40,570	(14%)
Net Expenditure: Health & Safety - External Support/Advice	10,270	4,784	290	(9,980)	(97%)

Street Cleansing (Enforcement) (Regulatory Services GM)

Employees	166,430	133,837	169,300	2,870	2%
Transport	5,660	4,560	5,820	160	3%
Supplies & Services	6,370	6,370	6,050	(320)	(5%)
Income	(3,040)	(3,040)	(3,100)	(60)	2%
Recharges	109,370	112,500	114,180	4,810	4%
Net Expenditure: Street Cleansing (Enforcement)	284,790	254,227	292,250	7,460	3%

Emergency Planning (Regulatory Services GM)

Employees	5,350	5,553	5,360	10	0%
Transport	100	100	100	0	0%
Supplies & Services	5,450	5,450	5,380	(70)	(1%)
Third-Parties	26,450	26,450	27,010	560	2%
Recharges	73,430	90,560	83,230	9,800	13%
Net Expenditure: Emergency Planning	110,780	128,113	121,080	10,300	9%

Open Spaces (Craig Thorpe)

Employees	2,655,630	2,661,187	2,656,020	390	0%
Premises	448,970	459,114	458,480	9,510	2%
Transport	178,860	136,320	168,470	(10,390)	(6%)
Supplies & Services	328,700	352,369	245,190	(83,510)	(25%)
Capital Charges	355,390	355,390	348,100	(7,290)	(2%)
Income	(19,220)	(25,208)	(19,630)	(410)	2%
Grants and Contributions	(389,600)	(419,335)	(389,600)	0	0%
Recharges	(1,832,250)	(1,747,120)	(1,640,130)	192,120	(10%)
Net Expenditure: Open Spaces	1,726,480	1,772,717	1,826,900	100,420	6%

Animal and Public Health (Craig Thorpe)

Employees	35,750	26,216	37,640	1,890	5%
Transport	9,410	6,410	8,400	(1,010)	(11%)
Supplies & Services	37,480	37,480	37,340	(140)	(0%)
Capital Charges	3,910	3,910	0	(3,910)	(100%)
Income	(90,980)	(90,980)	(97,890)	(6,910)	8%
Recharges	74,700	79,680	58,840	(15,860)	(21%)
Net Expenditure: Animal and Public Health	70,270	62,716	44,330	(25,940)	(37%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Environmental Services Management, Support Services and Overheads (Craig Thorpe)					
Employees	300,950	321,163	308,830	7,880	3%
Premises	220,390	200,459	212,880	(7,510)	(3%)
Transport	21,860	21,860	21,860	0	0%
Supplies & Services	178,590	139,204	176,030	(2,560)	(1%)
Third-Parties	13,690	13,690	13,980	290	2%
Capital Charges	85,180	85,180	92,840	7,660	9%
Income	(15,200)	(15,200)	(15,530)	(330)	2%
Recharges	(805,460)	(766,367)	(810,890)	(5,430)	1%
Net Expenditure: Environmental Services Management, Support Services and Overheads	0	(11)	0	0	0%

Transport Services (Craig Thorpe)					
Employees	184,050	194,397	187,380	3,330	2%
Transport	587,040	587,990	451,250	(135,790)	(23%)
Supplies & Services	13,150	13,150	12,770	(380)	(3%)
Capital Charges	2,550	2,550	4,130	1,580	62%
Grants and Contributions	(5,000)	(5,590)	(5,000)	0	0%
Recharges	(781,790)	(792,487)	(650,520)	131,270	(17%)
Net Expenditure: Transport Services	0	10	10	10	0%

Street Cleansing (Non-Highway) (Craig Thorpe)					
Recharges	1,377,500	1,425,130	1,433,700	56,200	4%
Net Expenditure: Street Cleansing (Non-Highway)	1,377,500	1,425,130	1,433,700	56,200	4%

Household Waste and Recycling (Craig Thorpe)					
Employees	2,405,230	2,471,460	2,652,420	247,190	10%
Transport	590,640	577,588	547,220	(43,420)	(7%)
Supplies & Services	104,960	128,734	93,970	(10,990)	(10%)
Capital Charges	970,110	970,110	836,080	(134,030)	(14%)
Income	(147,680)	(138,815)	(150,270)	(2,590)	2%
Grants and Contributions	(1,316,000)	(1,396,000)	(1,216,000)	100,000	(8%)
Recharges	1,460,334	1,310,155	1,245,412	(214,922)	(15%)
Net Expenditure: Household Waste and Recycling	4,067,594	3,923,231	4,008,832	(58,762)	(1%)

Trade Waste (Craig Thorpe)					
Employees	209,420	206,341	143,340	(66,080)	(32%)
Transport	53,310	45,310	53,310	0	0%
Supplies & Services	417,140	376,563	394,200	(22,940)	(5%)
Capital Charges	54,410	54,410	6,000	(48,410)	(89%)
Income	(1,076,074)	(971,732)	(1,073,945)	2,129	(0%)
Recharges	192,980	260,250	253,000	60,020	31%
Net Expenditure: Trade Waste	(148,814)	(28,858)	(224,095)	(75,281)	51%

Net Expenditure: Neighbourhood Delivery	8,146,140	8,062,600	8,056,407	(89,733)	(1%)
--	------------------	------------------	------------------	-----------------	-------------

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Performance and Projects (Robert Smyth)

Support to Business and Enterprise (Matt Rawdon)

Employees	48,986	47,567	20,520	(28,466)	(58%)
Net Expenditure: Support to Business and Enterprise	48,986	47,567	20,520	(28,466)	(58%)

Net Expenditure: Performance and Projects

48,986	47,567	20,520	(28,466)	(58%)
---------------	---------------	---------------	-----------------	--------------

Planning, Development and Regeneration (James Doe)

Economic Development (General) (Chris Taylor)

Employees	133,040	98,867	81,730	(51,310)	(39%)
Premises	5,250	0	5,360	110	2%
Transport	1,140	1,200	750	(390)	(34%)
Supplies & Services	92,110	42,449	145,080	52,970	58%
Income	(15,000)	(16,769)	(15,000)	0	0%
Grants and Contributions	(55,258)	(7,915)	(90,620)	(35,362)	64%
Net Expenditure: Economic Development (General)	161,282	117,831	127,300	(33,982)	(21%)

Market Undertakings (Chris Taylor)

Premises	11,960	14,555	11,210	(750)	(6%)
Income	(66,040)	(50,050)	(67,430)	(1,390)	2%
Recharges	20,860	22,710	23,750	2,890	14%
Net Expenditure: Market Undertakings	(33,220)	(12,785)	(32,470)	750	(2%)

Premises Development (Maylands Business Centre) (Chris Taylor)

Employees	71,700	77,274	74,430	2,730	4%
Premises	79,750	79,915	78,610	(1,140)	(1%)
Transport	0	50	0	0	0%
Supplies & Services	78,550	159,450	78,400	(150)	(0%)
Third-Parties	6,300	0	6,430	130	2%
Capital Charges	71,186	71,186	73,216	2,030	3%
Income	(329,550)	(388,750)	(336,470)	(6,920)	2%
Grants and Contributions	(13,200)	(46,200)	(13,200)	0	0%
Recharges	87,700	91,100	97,540	9,840	11%
Net Expenditure: Premises Development (Maylands Business Centre)	52,436	44,025	58,956	6,520	12%

Support to Business and Enterprise (Chris Taylor)

Premises	0	0	76,960	76,960	0%
Supplies & Services	8,750	8,800	58,950	50,200	574%
Income	0	(660)	(30,000)	(30,000)	0%
Grants and Contributions	0	(1,030)	0	0	0%
Recharges	45,340	88,280	116,590	71,250	157%
Net Expenditure: Support to Business and Enterprise	54,090	95,390	222,500	168,410	311%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
--	----------------------------	----------------------------	-------------------------	--------------------------------------	--

Environmental Grants (Chris Taylor)

Supplies & Services	25,200	25,382	26,200	1,000	4%
Net Expenditure: Environmental Grants	25,200	25,382	26,200	1,000	4%

Planning Policy (General) (Chris Taylor)

Employees	689,450	679,675	653,610	(35,840)	(5%)
Transport	5,070	5,119	5,180	110	2%
Supplies & Services	287,855	280,139	326,280	38,425	13%
Third-Parties	7,610	7,610	7,770	160	2%
Capital Charges	5,360	5,360	2,850	(2,510)	(47%)
Income	0	(30)	0	0	0%
Grants and Contributions	(38,000)	(41,500)	(38,000)	0	0%
Recharges	184,930	286,870	371,470	186,540	101%
Net Expenditure: Planning Policy (General)	1,142,275	1,223,243	1,329,160	186,885	16%

Planning Projects and Implementation (Chris Taylor)

Grants and Contributions	0	(460)	0	0	0%
Net Expenditure: Planning Projects and Implementation	0	(460)	0	0	0%

Building Control (Sara Whelan)

Employees	451,720	580,769	505,130	53,410	12%
Transport	8,110	8,110	8,110	0	0%
Supplies & Services	63,480	59,440	61,040	(2,440)	(4%)
Third-Parties	4,000	4,000	0	(4,000)	(100%)
Income	(546,270)	(548,838)	(597,040)	(50,770)	9%
Recharges	245,500	305,050	283,630	38,130	16%
Net Expenditure: Building Control	226,540	408,531	260,870	34,330	15%

Development Control (Sara Whelan)

Employees	913,940	930,069	874,280	(39,660)	(4%)
Transport	7,100	7,100	7,100	0	0%
Supplies & Services	90,140	229,886	75,020	(15,120)	(17%)
Capital Charges	0	0	5,150	5,150	0%
Income	(810,180)	(648,510)	(760,190)	49,990	(6%)
Grants and Contributions	(2,530)	(170)	(2,530)	0	0%
Recharges	470,820	504,380	486,350	15,530	3%
Net Expenditure: Development Control	669,290	1,022,755	685,180	15,890	2%

Conservation and Listed Buildings Policy (Sara Whelan)

Employees	63,780	66,646	63,560	(220)	(0%)
Supplies & Services	273	273	0	(273)	(100%)
Recharges	159,750	96,740	64,860	(94,890)	(59%)
Net Expenditure: Conservation and Listed Buildings Policy	223,803	163,659	128,420	(95,383)	(43%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2017/18

	Original 2016/2017 £	Forecast 2016/2017 £	Draft 2017/2018 £	Variance 2016/17 - 2017/18 £ %	
Local Land Charges (Sara Whelan)					
Employees	75,240	78,617	78,150	2,910	4%
Transport	100	100	100	0	0%
Supplies & Services	11,185	17,756	10,490	(695)	(6%)
Third-Parties	30,420	30,420	31,060	640	2%
Income	(280,000)	(248,098)	(291,000)	(11,000)	4%
Recharges	61,660	75,780	72,950	11,290	18%
Net Expenditure: Local Land Charges	(101,395)	(45,425)	(98,250)	3,145	(3%)
Net Expenditure: Planning, Development and Regeneration	2,420,301	3,042,147	2,707,866	287,565	12%
Net Expenditure: Strategic Planning & Environment	11,050,457	11,523,634	11,222,943	172,486	2%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Dog Warden Service				
Stray Dogs - Statutory Fee		25.00	50.00	100.0%
Standard Admin Fee		50.00	25.00	-50.0%
Kennelling	Per Day	16.00	16.00	0.0%
Micro-Chipping		15.00	15.00	0.0%
Dog Fouling Offence		75.00	75.00	0.0%
Return of Stray Dog			40.00	0.0%
Enforcement				
Abandoned Vehicle Reclaimed Fees	6 monthly	520.00	n/a	0.0%
Abandoned Vehicle Reclaimed Fees - Cars	Daily		20.00	0.0%
Abandoned Vehicle Reclaimed Fees - Motorbikes	Daily		10.00	0.0%
Removal of AV from Private Land (land owners' agreement) admin fee		50.00	50.00	0.0%
Littering FPN		75.00	75.00	0.0%
Non Production of Waste Transfer Note (early repayment)		180.00	n/a	0.0%
Non Production of Waste Transfer Note (full)		300.00	n/a	0.0%
s46/s47 EPA Offences (early payment)		75.00	75.00	0.0%
s46/s47 EPA Offences (full)		100.00	100.00	0.0%
s33 EPA Fixed Penalty Notice (early payment if paid within 10 days)			200.00	0.0%
s33 EPA Fixed Penalty Notice (full)			300.00	0.0%
Nuisance Vehicles / Vehicle Trading (street) (early repayment)		75.00	75.00	0.0%
Nuisance Vehicles / Vehicle Trading (street) (full)		100.00	100.00	0.0%
Food Safety				
Health Certificates (x2 plus site visit)		64.00	73.00	14.1%
Health Certificates (additional copies up to 4)		27.00	27.50	1.9%
General Endorsement Certificate		27.00	n/a	0.0%
Pest Control				
Rats (up to 3 visits)		55.00	55.00	0.0%
Rats (up to 3 visits) Dacorum Card		30.00	30.00	0.0%
Mice (up to 3 visits)		60.00	60.00	0.0%
Fleas (up to 3 visits (2 bedrooms and 2 living rooms only)		110.00	n/a	0.0%
Fleas per visit (2 bedrooms and 2 living rooms only)			55.00	0.0%
Fleas - Additional Rooms		18.00	20.00	11.1%
Wasps/hornets (1 nest killed - not removed)		48.00	48.00	0.0%
Wasps/hornets - Additional Nest		15.00	18.00	20.0%
Ants (one nest killed)		73.00	70.00	-4.1%
Cockroaches up to 3 visits (2 bedrooms & 2 living rooms only)		120.00	n/a	0.0%
Cockroaches per visit (2 bedrooms & 2 living rooms only)			40.00	0.0%
Cockroaches - Additional Room		15.00	20.00	33.3%
Squirrels up to 3 visits		120.00	120.00	0.0%
Cluster Fly (one treatment)		73.00	73.00	0.0%
Other Per hour (min 1 hr)		74.00	74.00	0.0%
Call Out Advice - No pest treated		40.00	40.00	0.0%
Glis glis - up to 4 visits		125.00	150.00	20.0%
Glis glis - Additional visit			25.00	0.0%
Glis glis - Cage deposit (refundable)			25.00	0.0%
Cesspool Emptying				
DBC (inside) - All Charges Include £100 transport charge				
Upto 1000		155	158.00	1.9%
Upto 2000		210	214.00	1.9%
Upto 3000		315	322.00	2.2%
Upto 4000		370	378.00	2.2%
Upto 5000		475	485.00	2.1%
Upto 6000		530	541.00	2.1%
Upto 8000		690	704.00	2.0%
Upto 10000		850	868.00	2.1%
Upto 12000		1010	1,031.00	2.1%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
DBC (outside) - All Charges Include £130 transport charge				
Upto 1000		185	189.00	2.2%
Upto 2000		240	245.00	2.1%
Upto 3000		345	352.00	2.0%
Upto 4000		400	408.00	2.0%
Upto 5000		505	516.00	2.2%
Upto 6000		560	572.00	2.1%
Upto 8000		720	735.00	2.1%
Upto 10000		880	898.00	2.0%
Upto 12000		1040	1,062.00	2.1%
Pollution & Private Sector Housing				
Mobile Home Licences (Per Annum)				
Site with 1-5 mobile homes, low risk, inspected every 3 years		100.00	100.00	0.0%
Site with 1-5 mobile homes, medium risk, inspected every 2 years		175.00	175.00	0.0%
Site with 1-5 mobile homes, high risk, inspected every year		250.00	250.00	0.0%
Site with 6-10 mobile homes, low risk, inspected every 3 years		125.00	125.00	0.0%
Site with 6-10 mobile homes, medium risk, inspected every 2 years		200.00	200.00	0.0%
Site with 6-10 mobile homes, high risk, inspected every year		275.00	275.00	0.0%
Site with 11-20 mobile homes, low risk, inspected every 3 years		150.00	150.00	0.0%
Site with 11-20 mobile homes, medium risk, inspected every 2 years		225.00	225.00	0.0%
Site with 11-20 mobile homes, high risk, inspected every year		325.00	325.00	0.0%
Site with 20-50 mobile homes, low risk, inspected every 3 years		225.00	225.00	0.0%
Site with 20-50 mobile homes, medium risk, inspected every 2 years		325.00	325.00	0.0%
Site with 20-50 mobile homes, high risk, inspected every year		425.00	425.00	0.0%
Site with 50-100 mobile homes, low risk, inspected every 3 years		325.00	325.00	0.0%
Site with 50-100 mobile homes, medium risk, inspected every 2 years		425.00	425.00	0.0%
Site with 50-100 mobile homes, high risk, inspected every year		525.00	525.00	0.0%
Site with 100-150 mobile homes, low risk, inspected every 3 years		525.00	525.00	0.0%
Site with 100-150 mobile homes, medium risk, inspected every 2 years		675.00	675.00	0.0%
Site with 100-150 mobile homes, high risk, inspected every year		825.00	825.00	0.0%
Variation to Licences		170.00	174.00	2.4%
Transfer of Site Licence		110.00	112.00	1.8%
Deposit Site Rules		95.00	97.00	2.1%
High Hedges		425.00	435.00	2.4%
LAPPC Authorisations (statutory fee defined by Defra)				
Housing Notices (fixed charge per person)		260.00	265.00	1.9%
Licence for a standard 5 bedroom HMO (initiated by applicant without LA intervention) 5 year licence		624.00	637.00	2.1%
Licence for a standard 5 bedroom HMO (initiated with LA intervention) 5 year licence		936.00	956.00	2.1%
Additional Bedrooms	Per Bedroom	15.00	15.00	0.0%
Production of drawings		47.00	48.00	2.1%
Variation of licence		115.00	117.00	1.7%
Renewal of HMO licence		520.00	531.00	2.1%
Fee reduction for additional HMOs with the same applicant/landlord		52.00	53.00	1.9%
Standard inspection for immigration		125.00	200.00	60.0%
Private water supplies risk assessment (smaller supplies - Reg 10)		450.00	Bespoke price	0.0%
Private water supplies risk assessment (larger supplies - Reg 9)		500.00	Bespoke price	0.0%
Private water supplies desk top risk assessment		100.00	Bespoke price	0.0%
Sampling Visit (fee plus analysis costs)		100.00	Bespoke price	0.0%
Investigation		100.00	Bespoke price	0.0%
Granting of Authorisation (fee plus analysis costs)		100.00	Bespoke price	0.0%
Analysis costs (reg 10)		250.00	Bespoke price	0.0%
Analysis costs (check monitoring)		100.00	Bespoke price	0.0%
Analysis costs (adult monitoring)		500.00	Bespoke price	0.0%
Waste - Bulk Collections				
Bulk Collections	Up to 3 Items	30.00	30.00	0.0%
Bulk Collections	Up to 6 Items	50.00	50.00	0.0%
Bulk Collections - Other individual items	Bespoke Fee	n/a	n/a	0.0%
Bulk Collections - Concessions	Up to 3 Items	24.00	24.00	0.0%
Bulk Collections - Concessions	Up to 6 Items	36.00	36.00	0.0%
Bulk Collections - Concessions - Other individual items	Bespoke Charge	n/a	n/a	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Waste Services				
Collection of an additional green bin	Per Annum	Charge 50.00	50.00	0.0%
Delivery of additional green bin	Per bin	25.00	25.00	0.0%
Collection of a missed bin	Per bin	40.00	40.00	0.0%
* A charge will apply in the following circumstances: If the bin was either not accessible or not presented at the boundary of the property at the time that the crew attempted to collect If the bin was contaminated with non-recyclable materials If the bin was unsafe for the operator to move due to its weight or load				
Waste - Commercial				
Container Rental - 360 Litre	Per Annum	27.84	28.44	2.2%
Container Rental - 770 Litre	Per Annum	59.59	60.84	2.1%
Container Rental - 850 Paladin	Per Annum	65.98	67.36	2.1%
Container Rental - 940 Paladin	Per Annum	76.08	77.68	2.1%
Container Rental - 1100 Litre	Per Annum	89.07	90.96	2.1%
Container Rental - 1280 Litre	Per Annum	103.61	105.80	2.1%
Container Emptying - 360 Litre	Per Lift	5.77	5.90	2.2%
Container Emptying - 770 Litre	Per Lift	12.35	12.62	2.2%
Container Emptying - 850 Paladin	Per Lift	15.33	15.65	2.1%
Container Emptying - 940 Paladin	Per Lift	16.33	16.68	2.1%
Container Emptying - 1100 Litre	Per Lift	18.16	18.54	2.1%
Container Emptying - 1280 Litre	Per Lift	21.14	21.59	2.1%
Container Emptying - Schools Only - 770 Litre	Per Lift	4.97	5.08	2.2%
Container Emptying - Schools Only - 850 Paladin	Per Lift	5.82	5.95	2.2%
Container Emptying - Schools Only - 940 Paladin	Per Lift	6.51	6.65	2.2%
Container Emptying - Schools Only - 1100 Litre	Per Lift	7.63	7.78	2.0%
Container Emptying - Schools Only - 1280 Litre	Per Lift	8.88	9.06	2.1%
Commercial Waste Collections (additional empties)	Per empty	13.03	13.30	2.1%
Sacks	per 50 sacks	94.74	95.00	0.3%
Sack Sales				
Bio Sacks	Per Sack	0.22	n/a	0.0%
Bio Sacks	Per 25 Sacks		6.00	0.0%
Bio Sacks (Dacorum Card 25% discount)	Per Sack	0.17	n/a	0.0%
Bio Sacks (Dacorum Card 25% discount)	Per 25 Sacks		4.50	0.0%
Kaddy Bio Sacks	Per Sack	n/a	n/a	0.0%
Kaddy Bio Sacks	Per roll of 52	0.95	2.00	110.5%
Domestic Black Sacks	Per 10 Sacks		1.20	0.0%
Domestic Black Sacks (Dacorum Card)	Per 10 Sacks		1.00	0.0%
Weighbridge				
Weighing	Single weigh	10.00	10.00	0.0%
	Double weigh	13.00	13.00	0.0%
Street Sweeping				
Sweeping/Cleaning of non DBC land	Per Hour	40.00	41.00	2.5%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Building Control - (Fees include VAT @ 20% where applicable)				
Schedule 1 - New Dwellings - Full Plans - Plan				
1 Dwelling		200.00	220.00	10.0%
2 Dwellings		275.00	302.50	10.0%
3 Dwellings		350.00	385.00	10.0%
4 Dwellings		425.00	467.50	10.0%
5 Dwellings		500.00	550.00	10.0%
Each Additional Dwelling	Bespoke Charge	n/a	n/a	0.0%
Conversion of dwelling into 2 flats		200.00	220.00	10.0%
Conversion of dwelling into 3 flats		275.00	302.50	0.0%
Schedule 1 - New Dwellings - Application Inspection				
1 Dwelling		670.63	737.69	10.0%
2 Dwellings		758.55	834.41	10.0%
3 Dwellings		857.83	943.61	10.0%
4 Dwellings		968.49	1,065.34	10.0%
5 Dwellings		1,090.51	1,199.56	10.0%
Conversion of dwelling into 2 flats		554.69	610.16	10.0%
Conversion of dwelling into 3 flats		610.64	671.70	10.0%
Schedule 1 - New Dwellings - Building Notice				
1 Dwelling	Bespoke Charge	n/a	n/a	0.0%
2 Dwellings	Bespoke Charge	n/a	n/a	0.0%
3 Dwellings	Bespoke Charge	n/a	n/a	0.0%
4 Dwellings	Bespoke Charge	n/a	n/a	0.0%
5 Dwellings	Bespoke Charge	n/a	n/a	0.0%
Each Additional Dwelling	Bespoke Charge	n/a	n/a	0.0%
Conversion of dwelling into 2 flats		794.44	873.88	10.0%
Conversion of dwelling into 3 flats		908.30	999.13	0.0%
Schedule 2 - Extensions, Alterations, Conversions and Garages - Full Plans - Plan				
Attached Garage / Car Port <30m2				
Attached Garage / Car Port <30m2		100.00	110.00	10.0%
Detached Garage / Car Port 30m2 to 100m2				
Detached Garage / Car Port 30m2 to 100m2		200.00	220.00	10.0%
Extensions & Loft Conversions <10m2				
Extensions & Loft Conversions <10m2		200.00	220.00	10.0%
As above including other works up to £5,000				
As above including other works up to £5,000		200.00	220.00	10.0%
Extensions & Loft Conversions 10m2 to 40m2				
Extensions & Loft Conversions 10m2 to 40m2		200.00	220.00	10.0%
As above including other works up to £5,000				
As above including other works up to £5,000		200.00	220.00	10.0%
Extensions & Loft Conversions 40m2 to 100m2				
Extensions & Loft Conversions 40m2 to 100m2		200.00	220.00	10.0%
As above including other works up to £5,000				
As above including other works up to £5,000		200.00	220.00	10.0%
Loft conversions		200.00	220.00	10.0%
Garage Conversions		100.00	110.00	10.0%
Habitable detached building up to 100m2		200.00	220.00	10.0%
Replacement Windows & Doors		n/a	n/a	0.0%
Schedule 2 - Extensions, Alterations, Conversions and Garages - Application Inspection				
Attached Garage / Car Port <30m2				
Attached Garage / Car Port <30m2		253.55	278.91	10.0%
Detached Garage / Car Port 30m2 to 100m2				
Detached Garage / Car Port 30m2 to 100m2		249.37	274.31	10.0%
Extensions & Loft Conversions <10m2				
Extensions & Loft Conversions <10m2		315.51	347.06	10.0%
As above including other works up to £5,000				
As above including other works up to £5,000		355.11	390.62	10.0%
Extensions & Loft Conversions 10m2 to 40m2				
Extensions & Loft Conversions 10m2 to 40m2		468.09	514.90	10.0%
As above including other works up to £5,000				
As above including other works up to £5,000		532.73	586.00	10.0%
Extensions & Loft Conversions 40m2 to 100m2				
Extensions & Loft Conversions 40m2 to 100m2		666.25	732.88	10.0%
As above including other works up to £5,000				
As above including other works up to £5,000		762.36	838.60	10.0%
Loft conversions		468.97	515.87	10.0%
Habitable detached building up to 100m2		537.29	591.02	10.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Schedule 2 - Extensions, Alterations, Conversions and Garages - Building Notice				
Attached Garage / Car Port <30m2		369.86	406.85	10.0%
Detached Garage / Car Port 30m2 to 100m2		459.17	505.09	10.0%
Extensions & Loft Conversions <10m2		547.81	602.59	10.0%
As above including other works up to £5,000		591.01	650.11	10.0%
Extensions & Loft Conversions 10m2 to 40m2		694.61	764.07	10.0%
As above including other works up to £5,000		765.00	841.50	10.0%
Extensions & Loft Conversions 40m2 to 100m2		892.07	981.28	10.0%
As above including other works up to £5,000		996.54	1,096.19	10.0%
Loft conversions		681.74	749.91	10.0%
Garage Conversions		357.19	392.91	10.0%
Habitable detached building up to 100m2		774.42	851.86	10.0%
Replacement Windows & Doors		176.66	194.33	10.0%
Upgrading a thermal element		176.66	194.33	10.0%
Cavity Fill		176.66	194.33	10.0%
Schedule 3 - Alteration & All Other Building Works - Full Plans - Plan				
Estimated Cost <£2,000		n/a	n/a	0.0%
Estimated Cost between £2,001 and £5,000		100.00	110.00	10.0%
Estimated Cost between £5,001 and £10,000		150.00	165.00	10.0%
Estimated Cost between £10,001 and £15,000		n/a	n/a	0.0%
Estimated Cost between £10,001 and £20,000		200.00	220.00	10.0%
Estimated Cost between £15,001 and £20,000		n/a	n/a	0.0%
Estimated Cost between £20,001 and over	Bespoke charge	n/a	n/a	0.0%
Schedule 3 - Alteration & All Other Building Works - Application Inspection				
Estimated Cost <£2,000		n/a	n/a	0.0%
Estimated Cost between £2,001 and £5,000		201.62	221.78	10.0%
Estimated Cost between £5,001 and £10,000		239.13	263.04	10.0%
Estimated Cost between £10,001 and £15,000		n/a	n/a	0.0%
Estimated Cost between £15,001 and £20,000		n/a	n/a	0.0%
Estimated Cost between £10,001 and £20,000		276.64	304.30	10.0%
Estimated Cost between £20,001 and over	Bespoke charge	n/a	n/a	0.0%
Schedule 3 - Alteration & All Other Building Works - Building Notice				
Estimated Cost <£2,000		n/a	n/a	0.0%
Estimated Cost between £2,001 and £5,000		321.42	353.56	10.0%
Estimated Cost between £5,001 and £10,000		410.48	451.53	10.0%
Estimated Cost between £10,001 and £15,000		n/a	n/a	0.0%
Estimated Cost between £15,001 and £20,000		n/a	n/a	0.0%
Estimated Cost between £10,001 and £20,000		509.88	560.87	10.0%
Estimated Cost between £20,001 and over	Bespoke charge	n/a	n/a	0.0%
Non-Domestic Extensions - Full Plans - Plan				
Extensions <10m2		200.00	220.00	10.0%
Extensions 10m2 to 40m2		200.00	220.00	10.0%
Extensions 40m2 to 100m2		200.00	220.00	10.0%
Non-Domestic Extensions - Full Plans - Inspection				
Extensions <10m2		426.34	468.97	10.0%
Extensions 10m2 to 40m2		541.67	595.84	10.0%
Extensions 40m2 to 100m2		666.58	733.24	10.0%
Non-Domestic Alteration & All Other Building Works - Full Plans - Plan				
Estimated Cost between £0,001 and £5,000		100.00	110.00	10.0%
Estimated Cost between £5,001 and £10,000		150.00	165.00	10.0%
Estimated Cost between £10,001 and £20,000		200.00	220.00	10.0%
Non-Domestic Alteration & All Other Building Works - Application Inspection				
Estimated Cost between £0,001 and £5,000		280.96	309.06	10.0%
Estimated Cost between £5,001 and £10,000		308.89	339.78	10.0%
Estimated Cost between £10,001 and £20,000		336.89	370.58	10.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Building Control - Copy Documents				
Application Certificate		18.00	19.80	10.0%
Completion Certificate (additional copies)		18.00	19.80	10.0%
Regularisation Applications				
Applications may be submitted where work has been carried out since 11 November 1985 but not previously submitted to the Authority. The fees are equal to 125% of the Building Notice Fees and are not subject to VAT.				
Planning Fees				
Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Outline Permission				
Site Area less than 2.5 Hectares - Categories 1, 2 and 3	per 0.1 hectare	385.00	385.00	0.0%
Site Area > 2.5 Hectares Fixed Fee (plus variable fee below) - Categories 1, 2 & 3	fixed fee	9,528.00	9,528.00	0.0%
Site Area > 2.5 Hectares Variable Fee - Categories 1, 2 & 3 (max of £125,000)	per 0.1 hectares above 2.5	115.00	115.00	0.0%
Site Area less than 15 Hectares - Categories 9* and 11	per 0.1 hectare	195.00	195.00	0.0%
Site Area > 15 Hectares Fixed Fee (plus variable fee below) - Categories 9* & 11	fixed fee	29,112.00	29,112.00	0.0%
Site Area > 15 Hectares Variable Fee - Categories 9* & 11 (max of £65,000)	per 0.1 hectares above 15	115.00	115.00	0.0%
Other: Category 9 (maximum £250,000)	per 0.1 hectare	196.00	196.00	0.0%
* Category 9 fees shown above in the case of operations for the mining and working of minerals - these applications are determined by Hertfordshire County Council				
Schedule 1 - Part 2 - Scale of Fees in Respect of Variations - Full Permission or Reserved Matters				
Up to 50 Dwelling Houses - Category 1	Per Dwelling House	385.00	385.00	0.0%
Greater than 50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	19,049.00	19,049.00	0.0%
Greater than 50 Dwelling Houses Variable Fee - Category 2 (maximum of £250,000) - Category 2	Per Dwelling House > 50	115.00	115.00	0.0%
Where no Floor space created - Category 2	Fixed Fee	195.00	195.00	0.0%
Where Floor space Created less than 40m2 - Category 2	Fixed Fee	195.00	195.00	0.0%
Where Floor space Created Between 40m2 and 75m2 - Category 2	Fixed Fee	385.00	385.00	0.0%
Where Floor space Created Between 75m2 and 3750m2 - Category 2	Per 75m2	385.00	385.00	0.0%
Where Floor space Greater than 3750m2 Fixed Fee (plus variable fee below) - Category 2	Fixed Fee	19,049.00	19,049.00	0.0%
Where Floor space Greater than 3750m2 Variable Fee (maximum of £250,000) - Category 2	Per 75m2 > 3750m2	115.00	115.00	0.0%
Where Floor space Created less than 465m2 - Category 3	Fixed Fee	80.00	80.00	0.0%
Where Floor space Created Between 465m2 and 540m2 - Category 3	Fixed Fee	385.00	385.00	0.0%
Where Floor space Created Between 540m2 and 4215m2 Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	385.00	385.00	0.0%
Where Floor space Created Between 540m2 and 4215m2 Variable Fee - Category 3	Per 75m2 > 540m2	385.00	385.00	0.0%
Where Floor space Created Over 4215m2 Fixed Fee (plus variable fee below) - Category 3	Fixed Fee	19,049.00	19,049.00	0.0%
Where Floor space Created Over 4215m2 Variable Fee (maximum of £250,000) - Category 3	Per 75m2 > 4215m2	115.00	115.00	0.0%
Where Floor space Created less than 465m2 - Categories 4 & 5	Fixed Fee	80.00	80.00	0.0%
Where Floor space Created greater than 465m2 - Categories 4 & 5	Fixed Fee	2,150.00	2,150.00	0.0%
Enlargement, Improvement or Other Alteration for one Dwelling House - Category 6	Fixed Fee	172.00	172.00	0.0%
Enlargement, Improvement or Other Alteration for more than one Dwelling House - Category 6	Fixed Fee	339.00	339.00	0.0%
Site Area less than 5 Hectares - Category 5	Per 0.1 hectare	385.00	385.00	0.0%
Site Area > 5 Hectares Fixed Fee (plus variable fee below) - Category 5	Fixed Fee	19,049.00	19,049.00	0.0%
Site Area > 5 Hectares Variable Fee - Category 6 (max of £250,000)	Per 0.1 hectares above 5	115.00	115.00	0.0%
Site Area less than 7.5 Hectares - Category 8	Per 0.1 hectare	385.00	385.00	0.0%
Site Area > 7.5 Hectares Fixed Fee (plus variable fee below) - Category 8	Fixed Fee	28,750.00	28,750.00	0.0%
Site Area > 7.5 Hectares Variable Fee - Category 8 (max of £250,000)	Per 0.1 hectares above 7.5	115.00	115.00	0.0%
Operations within curtilage - Category 7a	Fixed Fee	172.00	172.00	0.0%
Car Park, Service Roads & Means of Access - Category 7b	Fixed Fee	195.00	195.00	0.0%
Change from Single Dwelling House to use as less than 50 Dwelling Houses - Category 10a	Per additional Dwelling House	385.00	385.00	0.0%
Change from Single Dwelling House to use as >50 Dwelling Houses Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	19,049.00	19,049.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Change from Single Dwelling House to use as >50 Dwelling Houses Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	115.00	115.00	0.0%
Change of use to <50 dwelling houses (Other Cases) - Category 10b	Per additional Dwelling House	385.00	385.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Fixed Fee (plus variable fee below) - Category 10a	Fixed Fee	19,049.00	19,049.00	0.0%
Change of use to >50 dwelling houses (Other Cases) Variable Fee (maximum of £250,000) - Category 10a	Per each dwelling house >50	115.00	115.00	0.0%
Change of Use not included in Categories 9 or 10	Fixed Fee	385.00	385.00	0.0%
Schedule 2 - Other Planning Application				
Advert On Business Premises, Forecourt or curtilage		110.00	110.00	0.0%
Advert To Direct Public or Draw Attention to Business Premises not Visible		110.00	110.00	0.0%
Advert All Other Cases		385.00	385.00	0.0%
Approval/variation /discharge of condition		195.00	195.00	0.0%
Request for confirmation that conditions complied with		97.00	97.00	0.0%
Request for confirmation that conditions complied with (householder)		28.00	28.00	0.0%
Application for non material amendment- householder		28.00	28.00	0.0%
application for non material amendment-other		195.00	195.00	0.0%
Lawful development certificate - existing use		195.00	195.00	0.0%
Prior approval - agriculture		80.00	80.00	0.0%
Prior approval - telecoms		385.00	385.00	0.0%
Prior approval - schools		80.00	80.00	0.0%
Prior approval - from agriculture to schools		80.00	80.00	0.0%
Prior approval - from agriculture to commercial use		80.00	80.00	0.0%
Prior approval - from office to residential		80.00	80.00	0.0%
Prior approval - from agriculture to residential (no associated building operations)		80.00	80.00	0.0%
Prior approval - from agriculture to residential (associated building operations)		172.00	172.00	0.0%
Prior approval - from retail to residential (no associated building operations)		80.00	80.00	0.0%
Prior approval - from retail to residential (associated building operations)		172.00	172.00	0.0%
Land Charges				
Fees exclude VAT @ 20% where applicable				
VAT will become payable on all income derived from the CON 29 R and O products as of 1 February 2016				
LLC1 and CON29R (Residential Properties)		99.00	99.00	0.0%
LLC1 and CON29R (Commercial Properties)		190.00	190.00	0.0%
LLC1 (Search of Land Charges Register only)		30.00	30.00	0.0%
CON29R Only (Residential Properties)		69.00	69.00	0.0%
CON29O Enquiries (Except Q22 - Commons Search)		160.00	160.00	0.0%
CON29O Enquiries		12.00	12.00	0.0%
CON29O Q22 - Commons Search		20.00	20.00	0.0%
Extra parcels of land		20.00	20.00	0.0%
Pre-application charges				
PPA - minimum charge each PPA negotiated on complexity		2,000.00	2,000.00	0.0%
Category A - Significant Major Development		3,000.00	3,000.00	0.0%
Category B - Very large Major Development		2,000.00	2,000.00	0.0%
Category C - Major Developments		1,000.00	1,000.00	0.0%
Category D - Minor Developments		300.00	300.00	0.0%
Category E - Minor Developments		150.00	150.00	0.0%
Category F - Householder Applications		65.00	65.00	0.0%
Plus additional meeting				
Category A - Significant Major Development		600.00	600.00	0.0%
Category B - Very large Major Development		400.00	400.00	0.0%
Category C - Major Developments		200.00	200.00	0.0%
Category D - Minor Developments		100.00	100.00	0.0%
Category E - Minor Developments		50.00	50.00	0.0%
Category F - Householder Applications		50.00	50.00	0.0%
Post application charges (new charges)				
Category A - Significant Major Development		300.00	300.00	0.0%
Category B - Very large Major Development		200.00	200.00	0.0%
Category C - Major Developments		100.00	100.00	0.0%
Category D - Minor Developments		75.00	75.00	0.0%
Category E - Minor Developments		50.00	50.00	0.0%
Category F - Householder Applications		25.00	25.00	0.0%
Planning Performance Agreement				
bespoke fees costed per application				

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Strategic Planning Charges for Documents				
DACORUM BOROUGH LOCAL PLAN, ADOPTED APRIL 2004 - Fees include VAT @ 20% where applicable. Excludes P & P which varies				
Written Statement		30.00	30.00	0.0%
Proposals Map		30.00	30.00	0.0%
SUPPLEMENTARY PLANNING GUIDANCE (SPGS)				
Accessibility Zones for the Application of Car Parking Standards		2.00	2.00	0.0%
Area Based Policies, May 04		20.00	20.00	0.0%
Environmental Guidelines, May 04		10.00	10.00	0.0%
Landscape Character Assessment, May 04		30.00	30.00	0.0%
Chilterns Buildings Design Guide (from November 1999)		15.00	15.00	0.0%
Chilterns Buildings Design Guide Supplementary Technical Notes		12.00	12.00	0.0%
Chipperfield Village Design Statement		2.00	2.00	0.0%
Ebbens Road Development Brief		2.00	2.00	0.0%
Apsley Manor Estate Development Brief		5.00	5.00	0.0%
Western Road Concept Statement		5.00	5.00	0.0%
Watford Road Concept Statement		5.00	5.00	0.0%
Land off High Street & Water Lane, Berkhamsted: Concept Statement		5.00	5.00	0.0%
SUPPLEMENTARY PLANNING DOCUMENTS				
All development briefs cost £5.00 (+£1.50 p+p), Consultation Statements and Sustainability Appraisals cost £2.00 (+£1.50 p+p), unless otherwise stated.				
Deaconsfield Road		5.00	5.00	0.0%
Deaconsfield Road		5.00	5.00	0.0%
Water Conservation		5.00	5.00	0.0%
Energy Efficiency and Conservation		5.00	5.00	0.0%
Eligibility Criteria for the Occupation of Affordable Housing		5.00	5.00	0.0%
The Release of Local Plan Part II Housing Proposals Sites		5.00	5.00	0.0%
Stag Lane Development Brief		10.00	10.00	0.0%
Hemel Hempstead Civic Zone Development Brief		20.00	20.00	0.0%
Manor Farm, Markyate, Development Brief		10.00	10.00	0.0%
North East Hemel/Three Cherry Trees Lane Development Brief		10.00	10.00	0.0%
Redbourn Road Hemel Hempstead Development Brief		10.00	10.00	0.0%
HISTORIC LOCAL PLAN DOCUMENTS				
Inspectors Report, Sept 2002		60.00	60.00	0.0%
Subject Technical Reports (Green Belt and Settlements, Housing, Affordable Housing, Employment, Shopping, Transport, Leisure and Open Land, Tourism)		5.00	5.00	0.0%
Statement of Pre-Deposit Consultation and Publicity		5.00	5.00	0.0%
Background Technical Reports prepared for consultation on the draft Local Development Strategy in 1996:				
* Countrywide Development Requirements and Implications for Dacorum		5.00	5.00	0.0%
* Options for Location of Major Residential Developments in		2.00	2.00	0.0%
* Details of Sites Under Consideration for Residential Development		2.00	2.00	0.0%
Two Waters and Apsley Study: Main Considerations and Conclusions		5.00	5.00	0.0%
*Annexes		2.00	2.00	0.0%
*Ecologist's Report		2.00	2.00	0.0%
The Council's Statement of Decisions, Aug 2003		20.00	20.00	0.0%
Environmental Appraisal Update, August 2003		10.00	10.00	0.0%
The List of Proposed Modifications, Aug 2003		30.00	30.00	0.0%
CDs				
Adopted Local Plan, April 2004		5.00	5.00	0.0%
Supplementary Planning Guidance – Area Based Policies, Environmental Guidelines and Landscape Character Assessment, May 2004		5.00	5.00	0.0%
Local Plan Modifications, Aug 2003		5.00	5.00	0.0%
Public Local Inquiry. The Inspector's Report. Sept 2002.		5.00	5.00	0.0%
Gypsies and Travellers Study: Identification of Potential Sites, March 2007		5.00	5.00	0.0%
SFRA (Strategic Flood Risk Assessment) Aug 2007		5.00	5.00	0.0%
OTHER DOCUMENTS				
Planning Information Handbook		Free	Free	0.0%
Employment Land Position Statement		2.00	2.00	0.0%
Residential Land Commitments – Position Statement £10.00		2.00	2.00	0.0%
2001 Census – Key Statistics – Wards		2.00	2.00	0.0%
A Local Biodiversity Action Plan – Nature Conservation Strategy		10.00	10.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
LOCAL DEVELOPMENT FRAMEWORK DOCUMENTS				
Annual Monitoring Report		10.00	10.00	0.0%
Statement of Community Involvement: (Adopted) June 06		5.00	5.00	0.0%
Statement of Community Involvement: Submission Stage) Oct 05		5.00	5.00	0.0%
Local Development Scheme: Adopted May 2007		5.00	5.00	0.0%
Strategic Environmental Assessment and Sustainability Appraisal Scoping Report – Feb 2006		10.00	10.00	0.0%
Core Strategies Supplementary Issues & Options Paper: Growth at Hemel Hempstead (Nov 06)		10.00	10.00	0.0%
Core Strategy Issues & Options – Sustainability Appraisal (Nov 06)		5.00	5.00	0.0%
Core Strategy Issues & Options Stage – Consultation to date (Nov 06)		5.00	5.00	0.0%
Core Strategy Issues & Options Paper May (06)		5.00	5.00	0.0%
Site Allocations Issues & Options Paper (Nov 06)		10.00	10.00	0.0%
Site Allocations Issues & Options Paper – Sustainability Appraisal Nov 07)		10.00	10.00	0.0%
Report of Consultation: 1 Gypsy and Traveller Sites (2006-2007)		5.00	5.00	0.0%
Site Appraisals (Nov 06)		20.00	20.00	0.0%
Site Allocations Supplementary Issues & Options Paper (Nov 08)		5.00	5.00	0.0%
Site Allocations Issues & Options Paper – Sustainability Appraisal (Nov 08)		10.00	10.00	0.0%
Site Appraisals (Nov 08)		10.00	10.00	0.0%
Site Allocations Supplementary Issues & Options Paper (Nov 08)		5.00	5.00	0.0%
Report of Consultation: 2 Issues and Options State (2008-2009)		10.00	10.00	0.0%
East Hemel Hempstead Area Action Plan: Issues & Options (June 2009)		10.00	10.00	0.0%
East Hemel Hempstead Area Action Plan: Issues & Options (June 2009) Consultation Report		10.00	10.00	0.0%
Emerging Core Strategy (June 2009)		5.00	5.00	0.0%
Settlement Documents of the Core Strategy		2.00	2.00	0.0%
Core Strategy Consultation Report:		5.00	5.00	0.0%
Volume 1: July 2005 – July 2006 (Emerging Issues and Options Stage)		5.00	5.00	0.0%
Volume 1 Annex A: Summary of Responses May-June 2006)		5.00	5.00	0.0%
Volume 2: July 2006 – April 2009 (Supplementary Issues and Options Paper Growth at Hemel Hempstead)		5.00	5.00	0.0%
Volume 3: September 2008 – January 2009 (Workshops)		5.00	5.00	0.0%
Volume 3 Annex A: September 2008 – January 2009 (Workshop Analysis)		5.00	5.00	0.0%
Volume 4: Emerging Core Strategy (May-Sept 2009)		5.00	5.00	0.0%
Volume 4 Annex A: Summary of Responses. Summer Consultation: June-August 2009		10.00	10.00	0.0%
Volume 4 Annex B: Summary of Responses from the Citizens Panel and Gypsy and Traveller Community. Summer Consultation: June-August 2009		8.00	8.00	0.0%
Volume 5: Writing the Core Strategy – from Working Draft to Consultation Draft (June-Sept 2010)		5.00	5.00	0.0%
Volume 6: Consultation Draft core Strategy (Nov 2009-June 2011)		8.00	8.00	0.0%
Volume 6 Annex A: Summary of Public responses and reports from the Citizens Panel and Town Centre Workshop		10.00	10.00	0.0%
Volume 7: Overview		5.00	5.00	0.0%
Draft Core Strategy – November 2010		10.00	10.00	0.0%
Core Strategy Pre-submission document – Oct 2011		20.00	20.00	0.0%
Core Strategy Pre-submission document – on CD – Oct 2011		5.00	5.00	0.0%
Core Strategy Pre-submission Proposals Map – Oct 2011		Free	Free	0.0%
Habitats Regulations Assessment - Summary Report 2011		5.00	5.00	0.0%
Sustainability Appraisal – Pre-submission Core Strategy:				0.0%
Non Technical Summary		1.00	1.00	0.0%
Main Report & Appendix		10.00	10.00	0.0%
Core Strategy Pre-submission Omissions Consultation document – Feb 2012		5.00	5.00	0.0%
Core Strategy Modifications to the Pre-Submission Core Strategy – Jan 2013		10.00	10.00	0.0%
Core Strategy: Adopted - Sept 2013		20.00	20.00	0.0%
Core Strategy: Proposal Map Update – Sept 2013		10.00	10.00	0.0%
Site Allocations Pre-Submission document – Sept 2014		10.00	10.00	0.0%
Site Allocations Pre-Submission Map Book – Sept 2014		10.00	10.00	0.0%
Schedule of Site Appraisals 2014 – Sept 2014		10.00	10.00	0.0%
Sustainability Appraisal – Pre-submission Site Allocations 2014:				0.0%
Non Technical Summary		1.00	1.00	0.0%
Main Report & Appendix		10.00	10.00	0.0%
Site Allocations Report of Consultation: 3 Draft Pre-submission stage (2009-2014)		5.00	5.00	0.0%
Site Allocations Pre-Submission Report of Representations 2014 – Part 1: Main Report		10.00	10.00	0.0%
Site Allocations Pre-Submission Report of Representations 2014 – Part 2: Annex B – Table of Results and the Council's Response		10.00	10.00	0.0%
Site Allocations Pre-Submission Focused Changes document – Sept 2015		10.00	10.00	0.0%
Site Allocations Pre-Submission Focused Changes Map Book – Sept 2015		10.00	10.00	0.0%
Sustainability Appraisal Addendum – Pre-submission Site Allocations 2015: Main Report & Appendix		10.00	10.00	0.0%
Site Allocations Pre-Submission background issues paper 2015:				0.0%
Looking after the environment		10.00	10.00	0.0%
Site Allocations Pre-Submission background issues paper 2015:				0.0%
Strengthening the Economic Prosperity		10.00	10.00	0.0%
Site Allocations Pre-Submission background issues paper 2015:				0.0%
Providing Homes and Community Services		10.00	10.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
Site Allocations Pre-Submission background issues paper 2015: Sustainable Development Strategy		10.00	10.00	0.0%
Site Allocations Pre-Submission background issues paper 2015: Additional burial space to serve the Tring area		10.00	10.00	0.0%
Local Allocation LA1 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA2 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA3 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA4 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA5 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Local Allocation LA6 draft Master Plan – Oct 2015		5.00	5.00	0.0%
Evidence Base/Technical Studies				
A Guide to the Evidence Base, July 2009		10.00	10.00	0.0%
Urban Capacity Study, January 2005		60.00	60.00	0.0%
Employment Study, January 2005 £50 + £2.20 p+p		40.00	40.00	0.0%
Gypsies and Travellers Study: Accommodation Needs, April 2005		30.00	30.00	0.0%
Gypsies and Travellers Study: Identified Potential Sites, March 2007		50.00	50.00	0.0%
Retail and Leisure Study, Main January 2006		60.00	60.00	0.0%
Executive Summary		5.00	5.00	0.0%
Urban Design Assessment – January 2006:				
All Reports (not inc. Executive Summary or Photo Logs)		190.00	190.00	0.0%
Executive Summary		5.00	5.00	0.0%
Borough Wide Report		10.00	10.00	0.0%
Hemel Hempstead Report		30.00	30.00	0.0%
Berkhamsted Report		30.00	30.00	0.0%
Tring Report		30.00	30.00	0.0%
Kings Langley		30.00	30.00	0.0%
Bovingdon Report		30.00	30.00	0.0%
Markyate Report		30.00	30.00	0.0%
Town Photo Log		10.00	10.00	0.0%
Village Photo Log		10.00	10.00	0.0%
Outdoor Recreation Facilities – Aug 2006		20.00	20.00	0.0%
Indoor Recreation Facilities – March 2006:				
Assessment Report		15.00	15.00	0.0%
Strategy and Action Plan		15.00	15.00	0.0%
Urban Nature Conservation Study – March 2006:				
Main Report only		50.00	50.00	0.0%
All maps		120.00	120.00	0.0%
Hemel Hempstead maps only		40.00	40.00	0.0%
Berkhamsted maps only		25.00	25.00	0.0%
Tring maps only		25.00	25.00	0.0%
Bovingdon maps only		10.00	10.00	0.0%
Kings Langley maps only		10.00	10.00	0.0%
Markyate maps only		10.00	10.00	0.0%
Social and Community Facilities Study – Jan 2006		20.00	20.00	0.0%
Housing Market Background Paper – Aug 2006		5.00	5.00	0.0%
Housing Needs Survey – Final Report (2003)		30.00	30.00	0.0%
Transport Study – Aug 2006		20.00	20.00	0.0%
Feasibility Study – Land off High Street and Water Lane, Berkhamsted (Aug 2006)		15.00	15.00	0.0%
Feasibility Study – Land off High Street and Water Lane, Berkhamsted (Aug 2006) .				
Appendices		45.00	45.00	0.0%
Open Space Study – Stakeholder Consultation Document (Sept 2007)		20.00	20.00	0.0%
Open Space Study (March 2008)		20.00	20.00	0.0%
SFRA Strategic Flood Risk Assessment) – Stage I - Aug 2007				
Report & CD (no hard copy maps, maps on CD)		35.00	35.00	0.0%
Report only (no hard copy maps)		10.00	10.00	0.0%
CD only(no hard copy maps)		5.00	5.00	0.0%
SFRA Strategic Flood Risk Assessment) – Stage II – June 2008		20.00	20.00	0.0%
A Study to inform Appropriate Assessment Screening Report) Core Strategy Issues and Options – April 2008		20.00	20.00	0.0%
Strategic Housing Land Availability Assessment (SHLAA) – Oct 2008		50.00	50.00	0.0%
Retail Study Update – March 2009		5.00	5.00	0.0%
London Arc Employment Space Study – March 2009				
Executive Summary		2.00	2.00	0.0%
Main Report & Appendices		15.00	15.00	0.0%
Housing Land Availability Paper – April 2009		5.00	5.00	0.0%
Population: Background Note for the Core Strategy – April 2009		2.00	2.00	0.0%
Town Stadium Complex – At Hemel Hempstead Feasibility Study: Phase 1, June 2009		20.00	20.00	0.0%
Hertfordshire Infrastructure Investment Strategy (HIIS) – Oct 2009		10.00	10.00	0.0%
Affordable Housing and Section 106 Viability Study – Nov 2009		5.00	5.00	0.0%
Strategic Housing Market Assessment (SHMA) – April 2010		30.00	30.00	0.0%
CD only*		5.00	5.00	0.0%
Water Cycle Study – Scoping Study – April 2010				
Paper copy.		10.00	10.00	0.0%
CD only.		5.00	5.00	0.0%
Town Stadium Feasibility Study – Phase 2 – June 2010				
Paper copy.		10.00	10.00	0.0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE PROPOSED FEES AND CHARGES 2017/18				
	Unit Measurement	2016/17 Charge	2017/18 Proposed Charge	% Change
CD only.		5.00	5.00	0.0%
South West Hertfordshire Employment Land Update – June 2010				
Paper copy.		10.00	10.00	0.0%
CD only.		5.00	5.00	0.0%
Hertfordshire Renewable and Low Carbon Energy Technical Study – July 2010. Only available on CD.				
Urban Design Assessment Update – Sept 2010		5.00	5.00	0.0%
Assessment of Local Allocations & Strategic Sites – Oct 2010		20.00	20.00	0.0%
Egerton Rothesay/Durrants Lane/ Shootersway Masterplan – Oct 2010		10.00	10.00	0.0%
Hicks Road Masterplan - Oct 2010		10.00	10.00	0.0%
New Road/Springfield Road – Oct 2010		20.00	20.00	0.0%
Strategic Infrastructure Reports – Feb 2011		Free	Free	0.0%
Executive Summary		5.00	5.00	0.0%
Transport		5.00	5.00	0.0%
Utilities		5.00	5.00	0.0%
Social Infrastructure		5.00	5.00	0.0%
Hertfordshire Strategic Employment Sites Study – April 2011				
A Final Report		10.00	10.00	0.0%
Appendix A: Supporting Research		5.00	5.00	0.0%
Housing Land Availability Study – July 2011		5.00	5.00	0.0%
Employment Study Update – July 2011		5.00	5.00	0.0%
Traveller Accommodation Needs Assessment Update – January 2013		10.00	10.00	0.0%
Hertfordshire Infrastructure Investment Strategy (HIIS) Update – January 2013				
Main Report		10.00	10.00	0.0%
Summary Report		10.00	10.00	0.0%
Hemel Hempstead Town Centre Master Plan adopted – January 2013		10.00	10.00	0.0%
Infrastructure Delivery Plan Update – January 2014		10.00	10.00	0.0%
Outdoor Leisure Facilities Study – September 2014		20.00	20.00	0.0%
Playing Pitch Strategy and Action Plan Update – June 2015		20.00	20.00	0.0%
Infrastructure Delivery Plan Update – June 2015		10.00	10.00	0.0%
Hemel Hempstead Transport Model Update – July 2015				
Scenario Testing		10.00	10.00	0.0%
Explanatory Note		1.00	1.00	0.0%
NEW SINGLE LOCAL PLAN (INCLUDING THE EARLY PARTIAL REVIEW OF THE CORE STRATEGY)				
Green Belt Review – Part 1 Prepared for Dacorum Borough Council, St Albans City and District Council and Welwyn Hatfield Borough Council - November 2013				
* Main Report & Appendices		30.00	30.00	0.0%
* Annex 1: Parcel Assessment Sheets for Dacorum Borough Council		10.00	10.00	0.0%
* Annex 1.2: Parcel Assessment Sheets for St Albans City & District Council		10.00	10.00	0.0%

SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2016/17 - 2017/18

Dwelling Rents

The budget for Dwelling Rents reflects the 1% reduction in social rents announced by the Government in July 2015 (reduction of £550k). The budgeted average dwelling rent is proposed to decrease from £104.80pw in 2016/17 to £104.17pw in 2017/18, an average decrease of 0.6% (net of increases for new tenancies during 2016/17). A reduction of £500k has been made to account for an increased level of sales under the Right to Buy policy. The 2017/18 budget also includes a correction of £115k to the Supported Housing budget, following a review of the charges implemented as part of the statutory reform to housing rents.

Tenant Service Charges

The budget for Tenant Service Charges reflects an increase of £235k as a result of the proposed de-pooling of rents and service charges. An increase in the number of Lifeline customers and a price review is also expected to generate an additional £39k. An adjustment of £180k has been made to Tenant Service Charges to reflect rental income for supported housing of £180k which was previously budgeted in this category, but has now been budgeted correctly in Dwelling Rents.

Repairs & Maintenance

The budget for Repairs and Maintenance has increased by £569k (5.3%) to reflect the Council's asset management strategy of maintaining high quality housing stock that meets the locally determined "Dacorum Standard". The increase allows for inflation, pressures identified during 2016/17, and an allowance for maintenance of new build properties. An additional £500k has been built into the budget for 2017/18 to allow for additional electrical testing to be undertaken on a cyclical basis following the publication of new testing guidelines.

Supervision and Management

The budget for 2017/18 reflects inflationary increases across services. There is an increased recharge of £90k for Commercial Properties owned by the General Fund that are being used for HRA tenancies. An increase of £125k is due to the rise in Employer's pension contribution from 16% to 18.5% following a review of the pension provision.

Provision for Bad Debts

The provision for bad debts has been increased by £50k in line with prior year's out-turn.

Depreciation

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

Revenue Contribution to Capital

The remaining balance of £9m will be contributed towards capital expenditure in line with the capital programme.

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2016/17 - 2021/22

Summary	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Current Overall Programme	26,135	15,331	1,909	2,135	1,041	0	46,551
New Bids		1,731	1,350	20	145	5,045	8,291
Realigned Schemes & Growth	(6,677)	(5,480)	13,961	220	254	0	2,278
Revised Overall Programme	19,458	11,582	17,220	2,375	1,440	5,045	57,120

NEW BIDS	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
<u>FINANCE & RESOURCES</u>							
Commercial Assets and Property Development (Nicholas Brown)							
Queen's Square Bin Store Provision		13					13
Demolish Gadebridge Park Green-Keeper's Shed		20					20
Half Moon Yard - Replace soffit/facia & external facade		18					18
Renew CCTV to Victoria Hall		13					13
58 High St (Old Town), Hemel - Remove and Rebuild Wall		42					42
100 High St (Old Town), Hemel - Window Replacement		14					14
Purchase of Allotments/Caravan Park Booking Software		20					20
Old Town Public Convenience Refurbishment		30					30
Information, Communication and Technology (Ben Trueman)							
Rolling Programme - Hardware					75	75	150
Software Licences - Right of Use					50	50	100
People and Performance (Matthew Rawdon)							
Community Grants				20	20	20	60

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2016/17 - 2021/22

NEW BIDS	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
<u>STRATEGIC PLANNING & ENVIRONMENT</u>							
Environmental Services (Craig Thorpe)							
Fleet Replacement Programme						3,850	3,850
Commercial Waste Collection System		25					25
Air Conditioning Units at Cupid Depot		45					45
Regulatory Services (Regulatory Services GM)							
Disabled Facilities Grants						675	675
<u>HOUSING & COMMUNITY</u>							
Residents Services (Julie Still)							
Rolling Programme - CCTV Cameras						25	25
Storage Facility at Grovehill Adventure Playground		25					25
Verge Hardening Programme						350	350
Strategic Housing (Julia Hedger)							
Wood House - Office Space Fit Out		250	250				500
Garages Development (Temporary Accommodation)		1,140	1,100				2,240
Commissioning, Procurement and Compliance (Ben Hosier)							0
Multi Functional Devices		76					76
TOTAL - NEW BIDS	0	1,731	1,350	20	145	5,045	8,291

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2016/17 - 2021/22

REPHASED AND AMENDED BIDS	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
<u>FINANCE & RESOURCES</u>							
Commercial Assets and Property Development (Nicholas Brown)							
Strategic Acquisitions	(487)	(750)	2,237				1,000
Old Town Hall - Café roof and stonework renewal	(75)	75	30				30
Bennetts End Community Centre - Replace pitched roof	(35)	35					0
Highfield Community Centre - Resurface Car Park	18	(18)					0
Adeyfield Community Centre - replace roof	(44)	44	25				25
Rossgate Shopping Centre - Structural Works	(91)	(9)	100				0
Leys Road - Roof	(55)	55					0
High Street, Tring - Replace External Cladding & Roof	(59)	59					0
Berkhamsted Sports Centre - Roof Replacement		(400)	400				0
Tring Sports Centre - Replace Swimming Pool Roof		(30)					(30)
Dacorum Athletics Track - Resurface Track		(150)					(150)
Hemel Sports Centre - renew heat and power system	75						75
Tring Sports Centre - Replace Swimming Pool	16	(1,996)	1,980				0
Car Park Refurbishment	(187)	92	145				50
Multi Storey Car Park Berkhamsted	(3,085)	772	2,313				0
Kingshill Cemetery - Toilet Provision	(145)	145					0
Bunkers Farm	57	(917)	860				0
Commissioning, Procurement and Compliance (Ben Hosier)							0
CSU Flow Management Solution	(19)						(19)
Self Service Kiosks	(3)						(3)
People and Performance (Matthew Rawdon)							
EIS Replacement	(70)	70					0
Democratic Services (Jim Doyle)							
Election Management System Replacement	(30)	30					0
Information, Communication and Technology (Ben Trueman)							
Rolling Programme - Hardware	20	(20)					0

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2016/17 - 2021/22

Software Licences - Right of Use	0	0					0
Website Development	(41)	40					(1)
Future Vision of CRM	(152)	152					0
Housing & Regeneration Management (Mark Gaynor)							
The Forum (Public Service Quarter)	241						241

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2016/17 - 2021/22

REPHASED AND AMENDED BIDS	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
<u>STRATEGIC PLANNING & ENVIRONMENT</u>							
Environmental Services (Craig Thorpe)							
Play Area Refurbishment Programme	(154)	154					0
Waste Recycling Service Improvements	(75)	75					0
Cupid Depot Security Gates Upgrade	(11)						(11)
Dog Kennels / Pest Control store	(30)						(30)
Fleet Replacement Programme	(485)	(816)	1,645	192	235		771
Gadebridge Park - General	(500)	(1,000)					(1,500)
Gadebridge Park - Splash Park		650	200				850
Gadebridge Park - Infrastructure Improvements		150					150
Gadebridge Park - Renovation of White Bridge			500				500
Regulatory Services							
Disabled Facilities Grants		57	41	28	19		145
Development Management and Planning (Sara Whelan)							
Planning Software Replacement	(87)	87					0
Strategic Planning and Regeneration (Chris Taylor)							
Maylands Phase 1 Improvements	(50)						(50)
Urban Park/Education Centre	50	(260)	210				0
Regeneration of Hemel Town Centre	200						200
Maylands Business Centre	(335)	335					0
Water Gardens	(282)	517					235
Bus Interchange	(200)						(200)
Town Centre Access Improvements	(492)	142	350				0
Market Square		(1,000)	1,000				0
The Bury	(35)	(1,890)	1,925				0

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2016/17 - 2021/22

<u>HOUSING & COMMUNITY</u>							
Residents Services (Julie Still)							
Old Town Hall Lift Replacement	(40)	40					0
TOTAL - REPHASED AND AMENDED BIDS	(6,677)	(5,480)	13,961	220	254	0	2,278

DRAFT CAPITAL PROGRAMME BY OSC 2016/17 TO 2021/22

Scheme		16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000
GENERAL FUND							
FINANCE & RESOURCES							
Commercial Assets and Property Development (Nicholas Brown)							
13	Strategic Acquisitions	-	-	2,237	-	-	-
14	Service Lease Domestic Properties	-	30	-	30	-	-
15	Demolition of Old Berkhamsted Depot and new barrier	50	-	-	-	-	-
16	Demolition of Health Centre	335	-	-	-	-	-
17	Old Town Hall - Cafe Roof and stonework renewal	-	75	30	-	-	-
18	Demolition of Civic Centre	-	1,500	-	-	-	-
19	Bennetts End Community Centre - Replace Main Hall Pitched Roof Cove	-	35	-	-	-	-
20	Highfield Community Centre - Resurface Car Park	33	-	-	-	-	-
21	Adeyfield Community Centre - replace roof	-	44	25	-	-	-
22	Tring Community Centre - new play area for Children's Nursery	13	-	-	-	-	-
23	Bennetts End Community Centre Toilet Provision	18	-	-	-	-	-
24	Rossgate Shopping Centre - Structural Works	-	91	100	-	-	-
25	Leys Road - Roof	-	55	-	-	-	-
26	High Street, Tring - Replace External Cladding & Roof	21	59	-	-	-	-
27	The Denes Shopping Centre - Renew Walkway & Canopy Covering	50	-	-	-	-	-
28	Grovehill Shopping Centre - renew car park	-	-	-	30	-	-
29	Commercial Properties - Renew Obsolete Door Entry Controls	20	20	-	-	-	-
30	Silk Mill - Renew asphalt tanking to stairs	16	-	-	-	-	-
31	Berkhamsted Sports Centre - Roof Replacement	-	-	400	-	-	-
32	Hemel Hempstead Sports Centre - Roof	-	-	-	100	-	-
33	Hemel Sports Centre - renew heat and power system	175	-	-	-	-	-
34	Berkhamsted Sports Centre - heating system upgrade	15	-	-	-	-	-
35	Tring Swimming Pool	16	504	1,980	-	-	-
36	Car Park Refurbishment	2	237	145	-	-	-
37	Water Gardens Car Park - Re-Lining (Asphalt) Top Floor	435	-	-	-	-	-
38	Multi Storey Car Park Berkhamsted	185	772	2,313	-	-	-
39	Kingshill Cemetery - Toilet Provision	5	145	-	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2016/17 TO 2021/22

Scheme		16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000
FINANCE & RESOURCES							
46	Commercial Assets and Property Development (Nicholas Brown)						
47	Heath Lane Chapel - Replace roof	-	14	-	-	-	-
48	Kingshill Cemetery Infrastructure (New Burial Area)	-	40	-	-	-	-
49	Bunkers Farm	267	57	860	-	-	-
50	Refurbishment of Facilities at Woodwells Cemetery	58	-	-	-	-	-
51	Heath Lane - Welfare Facilities	20	-	-	-	-	-
52	Woodwells Cemetery - Improvements to Burial Areas	20	-	-	-	-	-
53	Queen's Square Bin Store Provision	-	13	-	-	-	-
54	Demolish Gadebridge Park Green-Keeper's Shed	-	20	-	-	-	-
55	Elderly Day Care Centre (Half Moon Yard) - Replace soffit/facia & external	-	18	-	-	-	-
56	Renew CCTV to Victoria Hall	-	13	-	-	-	-
57	58 High St (Old Town), Hemel - Remove and Rebuild Wall	-	42	-	-	-	-
58	100 High St (Old Town), Hemel - Window Replacement	-	14	-	-	-	-
59	Purchase of Allotments and Caravan Park Booking Software	-	20	-	-	-	-
60	Old Town Public Convenience Refurbishment	-	30	-	-	-	-
		1,754	3,848	8,090	160	-	-
Financial Services (Richard Baker)							
63	Payroll (Invest to Save)	2	-	-	-	-	-
64	Credit Card Surcharging (Invest to Save)	16	-	-	-	-	-
65	Upgrade of HSM Module (BACS and Direct Debit Security)	12	-	-	-	-	-
		30	-	-	-	-	-
Democratic Services (Jim Doyle)							
69	Election Management System Replacement	-	30	-	-	-	-
70	Civic Car Purchase	30	-	-	-	-	-
		30	30	-	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2016/17 TO 2021/22

Scheme		16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000
FINANCE & RESOURCES							
Housing & Regeneration Management (Mark Gaynor)							
79	The Forum (Public Service Quarter)	10,600	-	-	-	-	-
80	Gade Zone	150	-	-	-	-	-
		10,750	-	-	-	-	-
Information, Communication and Technology (Ben Trueman)							
83	Rolling Programme - Hardware	137	470	425	75	75	75
84	Software Licences - Right of Use	82	50	50	50	50	50
85	Website Development	30	40	-	-	-	-
86	Future vision of CRM	-	363	35	10	10	-
		249	923	510	135	135	125
Legal Governance (Mark Brookes)							
89	Highbarns Land Stabilisation Project	8	-	-	-	-	-
		8	-	-	-	-	-
People and Performance (Matthew Rawdon)							
92	Incoming Mailroom	48	-	-	-	-	-
93	Reprographics	5	-	-	-	-	-
94	EIS Replacement	-	70	-	-	-	-
95	Capital Grants - Community Groups	20	20	20	20	20	20
		73	90	20	20	20	20
TOTAL - FINANCE & RESOURCES		12,894	4,891	8,620	315	155	145

DRAFT CAPITAL PROGRAMME BY OSC 2016/17 TO 2021/22

Scheme		16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000
HOUSING & COMMUNITY							
Commissioning, Procurement and Compliance (Ben Hosier)							
107	Telephony upgrade & virtualisation	5	-	-	-	-	-
108	Customer Services Unit Refurbishment	10	-	-	-	-	-
109	CSU Flow Management Solution	28	-	-	-	-	-
110	Replacement of Inform 360 Communications	19	-	-	-	-	-
111	Self Service Kiosks	45	-	-	-	-	-
112	Multi-Functional Devices MFDs	-	76	-	-	-	-
		107	76	-	-	-	-
Residents Services (Julie Still)							
115	Rolling Programme - CCTV Cameras	25	25	25	25	25	25
116	Lift Replacement to Theatre - Old Town Hall	-	40	-	-	-	-
117	Verge Hardening Programme	358	350	350	350	350	350
118	Youth Centre Provision	155	-	-	-	-	-
119	Storage Facility at Grovehill APG	-	25	-	-	-	-
		538	440	375	375	375	375
Strategic Housing (Julia Hedger)							
122	Garage Site Development (Temporary Accommodation)	-	1,140	1,100	-	-	-
		-	1,140	1,100	-	-	-
TOTAL - HOUSING & COMMUNITY		645	1,656	1,475	375	375	375

DRAFT CAPITAL PROGRAMME BY OSC 2016/17 TO 2021/22

Scheme		16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000
STRATEGIC PLANNING & ENVIRONMENT							
Environmental Services (Craig Thorpe)							
136	Wheeled Bins & Boxes for New Properties	20	20	20	-	-	-
137	Play Area Refurbishment Programme	336	154	-	-	-	-
138	Litter Bin Upgrade	40	-	-	-	-	-
139	Waste & Recycling Service Improvements	-	75	-	-	-	-
140	Play Areas & Open Spaces - replace equipment	15	-	-	-	-	-
141	Cupid Green Depot - Security Gates Upgrade	70	-	-	-	-	-
142	Dog Kennels / Pest Control store Cupid Depot	10	-	-	-	-	-
143	Fleet Replacement Programme	471	1,834	1,995	1,010	235	3,850
144	Bartec - Collection System – Commercial Waste	-	25	-	-	-	-
145	Installation of Air Conditioning Units at Cupid Green	-	45	-	-	-	-
146	Gadebridge Park - Splash Park and Play Area	-	650	200	-	-	-
147	Gadebridge Park - Infrastructure Improvements (Footpaths and Signage)	-	150	-	-	-	-
148	Gadebridge Park - Renovation of White Bridge	-	-	500	-	-	-
		962	2,953	2,715	1,010	235	3,850
Regulatory Services (Regulatory Services GM)							
151	Disabled Facilities Grants	675	675	675	675	675	675
152	Home Improvement Grants	9	-	-	-	-	-
		684	675	675	675	675	675
Development Management and Planning (Sara Whelan)							
155	Planning Software Replacement	-	87	-	-	-	-
		-	87	-	-	-	-
Strategic Planning and Regeneration (Chris Taylor)							
158	Maylands Phase 1 Improvements	1,239	-	-	-	-	-
159	Urban Park/Education Centre (Durrants Lakes)	50	40	210	-	-	-
160	Regeneration of Hemel Town Centre	200	-	-	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2016/17 TO 2021/22

Scheme		16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000
STRATEGIC PLANNING & ENVIRONMENT							
167	Maylands Business Centre	550	335	-	-	-	-
168	Water Gardens	1,900	517	-	-	-	-
169	Bus Interchange	100	-	-	-	-	-
170	Heath Park Gardens Improvements (Fully funded from S106)	13	-	-	-	-	-
171	Town Centre Access Improvements	15	143	350	-	-	-
172	Hemel Street Furniture	166	-	-	-	-	-
173	Market Square	-	-	1,000	-	-	-
174	Maylands Business centre - Wood House fit out	-	250	250	-	-	-
175	The Bury - Conversion into Museum and Gallery	40	35	1,925	-	-	-
		4,273	1,320	3,735	-	-	-
STRATEGIC PLANNING & ENVIRONMENT							
	TOTAL - STRATEGIC PLANNING & ENVIRONMENT	5,919	5,035	7,125	1,685	910	4,525
	TOTAL - GENERAL FUND	19,458	11,582	17,220	2,375	1,440	5,045

DRAFT CAPITAL PROGRAMME BY OSC 2016/17 TO 2021/22

Scheme		16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000
	HOUSING REVENUE ACCOUNT						
	Property & Place (Fiona Williamson)						
190	Planned Fixed Expenditure	17,704	18,062	19,180	17,855	16,307	16,759
		17,704	18,062	19,180	17,855	16,307	16,759
	Strategic Housing (Julia Hedger)						
193	New Build - Farm Place Berkhamsted	2	-	-	-	-	-
194	Aspen Court / London Road, Apsley	494	-	-	-	-	-
195	Wood House	174	7,974	3,860	-	-	-
196	Stationers Place / Apsley Paper Mill	529	4,876	430	-	-	-
197	New Build - Queen Street (Old Tring Depot)	445	-	-	-	-	-
198	Able House	1,770	268	-	-	-	-
199	New Build General	636	9,760	15,362	11,259	6,472	
200	Affordable Housing Development Fund	1,050	-	-	-	-	-
		5,100	22,878	19,652	11,259	6,472	-
	TOTAL - HOUSING REVENUE ACCOUNT	22,804	40,940	38,832	29,114	22,779	16,759
	TOTAL CAPITAL PROGRAMME	42,262	52,522	56,052	31,489	24,219	21,804

DRAFT CAPITAL PROGRAMME BY OSC 2016/17 TO 2021/22

		16/17	17/18	18/19	19/20	20/21	21/22
		£'000	£'000	£'000	£'000	£'000	£'000
	CAPITAL FINANCING						
	GENERAL FUND						
	Capital Receipts and Reserves	5,209	4,587	7,087	-	-	677
	Grants and Contributions	2,880	1,088	2,648	675	675	675
	Revenue Contributions to Capital	5,796	3,124	2,111	1,700	765	1,037
	Borrowing	5,497	2,610	5,374	-	-	2,656
	TOTAL - GENERAL FUND	19,382	11,409	17,220	2,375	1,440	5,045
	GENERAL FUND YEAR END CAPITAL BALANCE	-	-	-	182	677	-
	HOUSING REVENUE ACCOUNT						
Page 137	Capital Receipts and Reserves	20,547	34,686	34,435	26,622	21,054	16,759
	141 Capital Receipts	2,333	6,427	4,397	2,492	1,725	
	Borrowing	-	-	-	-	-	-
	TOTAL - HOUSING REVENUE ACCOUNT	22,880	41,113	38,832	29,114	22,779	16,759
	HOUSING REVENUE ACCOUNT YEAR END CAPITAL BALANCE	26,605	13,184	3,835	1,634	-	-
	141 RECEIPTS YEAR END CAPITAL BALANCE	20,020	19,628	19,347	19,914	17,439	16,471
	TOTAL - CAPITAL FINANCING	42,262	52,522	56,052	31,489	24,219	21,804

STATEMENT OF EARMARKED RESERVES

General Fund Reserves Summary	Balance as at 31/03/2016 £'000	Net Movement 2016/17 £'000	Balance as at 31/03/2017 £'000	Net Movement 2017/18 £'000	Balance as at 31/03/2018 £'000	Net Movement 2018/19 £'000	Balance as at 31/03/2019 £'000	Net Movement 2019/20 £'000	Balance as at 31/03/2020 £'000	Net Movement 2020/21 £'000	Balance as at 31/03/2021 £'000
Civic Buildings Major Repairs Reserve	200		200		200		200		200		200
Earmarked Grants Reserve	274	(85)	189	(169)	20	(10)	10	(10)	0		0
Management of Change Reserve	1,441	(101)	1,340	(408)	932	(120)	812	(14)	798	(14)	784
Technology Reserve	163	(107)	56		56		56		56		56
Savings Efficiencies Reserve	0		0		0	604	604	377	981	244	1,225
On Street Car Parking Reserve	149	(123)	26	(26)	0		0		0		0
Local Development Framework Reserve	366	(332)	34	(34)	0		0		0		0
Dacorum Development Reserve	568	(238)	330	(174)	156	(70)	86	(86)	0		0
Planning Enforcement & Appeals Reserve	125		125		125		125		125		125
Planning & Regeneration Project Reserve	160	(50)	110	(45)	65	(45)	20	(20)	0		0
Litigation Reserve	214		214	216	430		430		430		430
Vehicle Replacement Reserve	350	350	700	350	1,050	350	1,400	350	1,750	350	2,100
Invest to Save	411	(163)	248		248		248		248		248
Building Control Reserve	86	(86)	0		0		0		0		0
Longdean School Repairs Reserve	7	(7)	0		0		0		0		0
Tring Swimming Pool Repairs Reserve	91	(91)	0	8	8	8	16	8	24	8	32
Youth Provision Reserve	101		101	(40)	61	(40)	21		21		21
Election Reserve	30	30	60	30	90	30	120	(90)	30	30	60
Uninsured Loss Reserve	586		586	(86)	500		500		500		500
Training & Development Reserve	114	(26)	88	(43)	45	(22)	23	(23)	0		0
Housing Conditions Survey Reserve	66	15	81	15	96	15	111	(111)	0	15	15
Dacorum Partnership Reserve	66	(13)	53	(11)	42		42		42		42
Dacorum Rent Aid - Guarantee Scheme	15		15		15		15		15		15
Rent Guarantee Scheme Reserve	15		15		15		15		15		15
The Forum Reserve	2,006	(2,006)	0		0		0		0		0
Funding Equalisation Reserve	2,943	(885)	2,058	(209)	1,849	(1,849)	0		0		0
Pensions Reserve	1,773		1,773		1,773		1,773		1,773		1,773
Maylands Plus Reserve	100	(100)	0		0		0		0		0
Total Earmarked Reserves	12,420	(4,018)	8,402	(626)	7,776	(1,149)	6,627	381	7,008	633	7,641
Working Balance	2,502	0	2,502	1	2,503	0	2,503	0	2,503	0	2,503
Total General Fund Reserves	14,922	(4,018)	10,904	(625)	10,279	(1,149)	9,130	381	9,511	633	10,144



Dacorum Borough Council

Treasury Management Strategy Statement

**Minimum Revenue Provision Policy Statement and Annual
Investment Strategy**

2017/18

Index

1	Introduction	3
1.1	Background	3
1.2	Clauses to be Formally Adopted	3
1.3	Treasury Management Policy Statement.....	4
1.4	Reporting requirements	4
1.5	Treasury Management Strategy for 2017/18	5
1.6	Training	5
1.7	Treasury management consultants	5
2	The Capital Prudential Indicators 2016/17 – 2018/19	6
2.1	Capital expenditure	6
2.2	The Council's borrowing need (the Capital Financing Requirement).....	6
2.3	Minimum revenue provision (MRP) policy statement	7
2.4	Core funds and expected investment balances.....	7
2.5	Affordability prudential indicators	8
2.6	Ratio of financing costs to net revenue stream	8
2.7	Incremental impact of capital investment decisions on council tax	8
2.8	Estimates of the incremental impact of capital investment decisions on housing rent levels.....	9
2.9	HRA ratios	9
3	Borrowing	10
3.1	Current portfolio position	10
3.2	Treasury Indicators: limits to borrowing activity.....	111
3.3	Borrowing strategy	112
3.4	Policy on borrowing in advance of need.....	12
3.5	Prospects for interest rates	143
3.6	Debt rescheduling	144
4	Annual Investment Strategy	15
4.1	Investment policy.....	15
4.2	Creditworthiness policy	15
4.3	Country limits	16
4.4	Investment strategy.....	16
4.6	Investment risk benchmarking.....	17
4.8	External fund managers	18
5	Appendices.....	18
	Appendix 1 – Economic Background.....	18
	Appendix 2 – Credit and Counterparty Risk Management	210
	Appendix 3 – Treasury Management Roles and Scheme of Delegation	22

1 Introduction

1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. A primary function of the Treasury Management service is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially, before considering investment return.

The second main function of the Treasury Management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. The management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion, any debt previously drawn may be restructured to meet Council risk or cost objectives.

1.2 Clauses to be formally adopted

1. Dacorum Borough Council will create and maintain the following for effective treasury management:
 - a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities;
 - suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities
2. Full Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
3. Responsibility is delegated to the Section 151 Officer for the implementation and regular monitoring of its treasury management policies and practices, and for the execution and administration of treasury management decisions. They will act in accordance with the policy statement and TMPs and, if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
4. This organisation nominates Cabinet to be responsible for ensuring effective scrutiny of the treasury management strategy, policies and monitoring before recommendation to Full Council.

1.3 Treasury Management Policy Statement

Dacorum defines its treasury management activities as:

The management of the organisation's investments, cash flows, banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Successful identification, monitoring and control of risk are the prime criteria by which the effectiveness of its treasury management activities will be measured. Analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

Effective treasury management will provide support towards the achievement of Dacorum's business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

1.4 Reporting requirements

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Treasury Management Strategy Statement (this report) - The first, and most important report, covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A mid year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury strategy is meeting the strategy or whether any policies require revision.

An annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny – The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Cabinet .

1.5 Treasury Management Strategy for 2017/18

The strategy for 2017/18 covers two main areas:

Capital issues:

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues:

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

1.6 Training

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

1.7 Treasury management consultants

The Council uses Capita Asset Services, Treasury Solutions as its external treasury management advisors.

The Council recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

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

2 The Capital Prudential Indicators 2017/18 – 2019/20

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital expenditure

The first prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. The table below summarises the capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need. Members are asked to approve the capital expenditure forecasts:

Capital expenditure	2015/16 Actual £m	2016/17 Forecast £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Non-HRA	19.003	19.458	11.582	17.220	2.375
HRA	30.513	22.804	40.940	38.832	29.114
Total	49.516	42.262	52.522	56.052	31.489
Financed by:					
Capital grants & S106	3.860	2.880	1.088	2.648	0.675
Capital receipts & reserves	21.871	28.089	32.857	28.887	24.895
Revenue	17.176	5.796	15.967	19.143	5.919
Borrowing	6.609	5.497	2.610	5.374	0.000
Net financing need for the year	49.516	42.262	52.522	56.052	31.489

2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which is not immediately paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and

so the Council is not required to separately borrow for these schemes. The Council currently has £0.188m of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£m	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Capital Financing Requirement					
CFR – non housing	3.200	11.908	14.518	19.892	19.892
CFR – housing	349.950	346.739	346.172	344.104	340.519
Total CFR	353.150	358.647	360.690	363.996	360.411
Movement in CFR		5.497	2.043	3.306	(3.585)

Movement in CFR is represented by					
Net financing need for the year		5.497	2.043	3.306	(3.585)
Use of set aside capital receipts		0.00	0.000	0.000	0.000
Movement in CFR		5.497	2.043	3.306	(3.585)

2.3 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

DCLG regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

The MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations;

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

There is no requirement on the HRA to make a minimum revenue provision.

2.4 Core funds and expected investment balances

The use of funds to either finance capital expenditure or to support the revenue budget will have an ongoing impact on investments, unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances and anticipated day to day cash flow balances.

Year End Resources	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Fund balances / reserves	24.996	37.932	25.718	17.148	18.023
Capital receipts	18.531	20.019	19.627	19.347	20.096
Provisions	4.722	5.000	5.000	4.000	3.000
Other	0.000	0.000	0.000	0.000	0.000
Total core funds	48.249	62.951	50.345	40.495	41.119
Working capital		5.000	5.000	5.000	5.000
(Under)/over borrowing		7.299	8.212	4.027	4.215
Expected investments		75.250	63.557	49.522	50.334

2.5 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

2.6 Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long term costs net of investment income) against the net revenue stream.

	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Non-HRA	(0.78%)	1.13%	1.11%	1.01%	0.84%
HRA	19.73%	20.25%	20.26%	20.43%	20.67%

2.7 Incremental impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and previous plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

The decreases in the indicator reflects the impact of the increases of New Homes Bonus allocation, reducing the borrowing requirement and therefore the interest costs.

Incremental impact of capital investment decisions on the Band D council tax

	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Council tax - Band D	(£34.88)	0.35	(£3.03)	(£3.02)	(£3.00)

2.8 Estimates of the incremental impact of capital investment decisions on housing rent levels

Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and previous plans, expressed as a discrete impact on weekly rent levels. This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls.

There are significant changes shown in the table, which reflects the reprofiling to the Council's new build programme and increased forecast on Right to Buy receipts.

Incremental impact of capital investment decisions on housing rent levels

	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Weekly housing rent levels	(£1.44)	(£0.04)	(£1.07)	£11.46	(£13.82)

2.9 HRA ratios

	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
HRA debt £m	349.950	346.739	346.172	344.104	340.518
HRA revenues £m	58.037	56.846	56.250	55.678	54.977
Ratio of debt to revenues %	603	610	615	618	619
Number of HRA dwellings	10,182	10,082	9,982	9,882	9,782
Debt per dwelling £	34,369	34,392	34,680	34,821	34,811

3 Borrowing

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council.

The treasury management function ensures that the Council's cash is organised in accordance with the the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities.

3.1 Current portfolio position

The Council's treasury portfolio position at 31 March 2016, with forward projections are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, highlighting any over or under borrowing.

	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
External Debt					
Debt at 1 April	346.739	366.706	366.129	365.379	363.135
Expected change in Debt	19.779	(0.765)	(0.938)	(2.432)	(3.942)
Other long-term liabilities	0.188	0.188	0.188	0.188	0.188
Actual gross debt at 31 March	366.706	366.129	365.379	363.135	359.381
The Capital Financing Requirement	353.150	358.647	360.690	363.996	360.411
Under / (over) borrowing	(13.556)	(7.482)	(4.689)	0.861	1.030

There are a number of key indicators to ensure that the Council operates its activities within well-defined limits.

One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2017/18 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes. The Council complies with this indicator.

3.2 Treasury Indicators: Limits to borrowing activity

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

Operational boundary	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Debt	365.941	365.191	362.947	359.193
Other long term liabilities	0.188	0.188	0.188	0.188
Total	366.129	365.379	363.135	359.381

The authorised limit for external debt. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

Authorised limit	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Debt	378.000	378.000	375.000	373.000
Other long term liabilities	1.000	1.000	1.000	1.000
Total	379.000	379.000	376.000	374.000

The Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently £354.015m.

Treasury management limits on activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£m	2017/18	2018/19	2019/20
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on fixed interest rates:			
• Debt only	100%	100%	100%
• Investments only	100%	100%	100%
Limits on variable interest rates			
• Debt only	5%	5%	5%
• Investments only	40%	40%	40%
Maturity structure of fixed interest rate borrowing 2017/18			
	Lower	Upper	
Under 12 months	0%	1%	
12 months to 2 years	0%	1%	
2 years to 5 years	0%	3%	
5 years to 10 years	2%	5%	
10 years and above	5%	90%	
Maturity structure of variable interest rate borrowing 2017/18			
	Lower	Upper	
Under 12 months	0%	1%	
12 months to 2 years	0%	2%	
2 years to 5 years	0%	2%	
5 years to 10 years	0%	0%	
10 years and above	0%	0%	

3.3 Borrowing strategy

The Council is currently in a slightly over-borrowed position as described in 3.1. This means that the CFR, has been over funded with loan debt. This was to secure preferential self-financing borrowing rates and maintain General Fund capital balances.

The Corporate Director (Finance & Operations) will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances, specifically in relation to refinancing, delaying capital expenditure and taking on new borrowings.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

3.4 Policy on borrowing in advance of need

The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Borrowing in advance will be made within the constraints that the Council would not look to borrow more than 36 months in advance of need. Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.5 Prospects for Interest Rates

The Councils Treasury Advisors provided the following as their view for interest rates.

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
5yr PWLB rate	1.60%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB rate	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB rate	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%

The Monetary Policy Committee, (MPC), cut Bank Rate to 0.25% on 4th August in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half of 2016. It also gave a strong steer that it was likely to cut Bank Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half 2016 than that forecast; also. Consequently, Bank Rate was not cut again in November or December and, on current trends, it now appears unlikely that there will be another cut.

During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. by raising Bank Rate), which will already be adversely impacted by the uncertainties of what form Brexit will eventually take.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- Investment returns are likely to remain low during 2017/18 and beyond;
- Borrowing interest rates have been on a generally downward trend during most of 2016. Gilt yields have since risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling, and an increase in inflation expectations.

- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

3.6 Debt rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling and early repayment of debt will be reported to Cabinet, at the earliest meeting following its action.

4 Annual Investment Strategy

4.1 Investment policy

The Council's investment priorities will be security first, liquidity second and then return. The strategy generates a list of highly creditworthy counterparties which will also enable diversification and the avoidance of concentration risk.

In order to minimise the risk to investments, the Council clearly stipulates the minimum acceptable credit quality of counterparties for inclusion on the lending list.

The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by the three main ratings agencies (Fitch, Moody's and Standard and Poor's) with a full understanding of what these reflect in the eyes of each agency. These are monitored on a real time basis with knowledge of any changes notified electronically to Dacorum as the agencies notify modifications.

The Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Officers continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

The Council will engage with its advisors to monitor market pricing such as "credit default swaps" (CDS) and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by the advisors, Capita Asset Services in producing its colour codings which show the varying degrees of suggested creditworthiness.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in appendix 2 under the 'specified' and 'non-specified' investments categories.

4.2 Creditworthiness policy

Dacorum uses the creditworthiness service provided by Capita Asset Services. This service employs a modelling approach using credit ratings from the three main credit rating agencies.

The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This approach produces a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will use counterparties within the following durational bands:

- Yellow 5 years
- Purple 2 years
- Blue 1 year (Nationalised or semi nationalised UK Banks only)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through its use of Capita's creditworthiness service. If a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, new investments will not be placed with the counterparty.

Sole reliance will not be placed on the use of this external service. In addition the Council will also use market data and market information, information on government support for banks and the credit ratings of that supporting government.

4.3 Country limits

The Section 151 Officer will determine approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent) as appropriate, with durations following the same colour coded criteria, details of which are set out in 4.2. Officers will remove counterparties from this list should ratings change in accordance with this policy, and counterparties will only be added with approval from the Section 151 Officer.

4.4 Investment strategy

In-house funds: Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment returns expectations: Bank Rate is forecast to stay flat at 0.25% until quarter 2 2019 and not to rise above 0.75% by quarter 1 2020. Bank Rate forecasts for financial year ends (March) are:

- 2017/18 0.25%
- 2018/19 0.25%
- 2019/20 0.50%

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

	Now
2017/18	0.25%
2018/19	0.25%
2019/20	0.50%
2020/21	0.75%
2021/22	1.00%
2022/23	1.50%
2023/24	1.75%
Later years	2.75%

Investment treasury indicator and limit: Total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit:

Maximum principal sums invested > 364 days			
£m	2017/18	2018/19	2019/20
Principal sums invested > 364 days	20% of portfolio	20% of portfolio	20% of portfolio

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

4.5 Investment risk benchmarking

These benchmarks are simple guides to minimise risk; so they may be breached from time to time, depending on movements in interest rates and counterparty criteria.

The purpose of the benchmark is that officers will monitor the position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported to Cabinet, with supporting reasons in the mid-year and annual report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to historic default tables is 0.02%.

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

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

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

4.6 External fund managers

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

Appendix 1: Economic Background (provided by Capita Asset Services)

UK

GDP growth is expected to have strengthened in 2016 with the latest Bank of England forecast for growth in 2016 as a whole is +2.2%.

The referendum vote for Brexit in June 2016 delivered an immediate shock fall in confidence indicators and business surveys at the beginning of August, which were interpreted by the Bank of England in its August Inflation Report as pointing to an impending sharp slowdown in the economy. However, the following monthly surveys, September showed an equally sharp recovery in confidence, so it is generally expected that the economy will post reasonably strong growth numbers through the second half of 2016 and also in 2017, albeit at a slower pace than in the first half of 2016.

The Monetary Policy Committee, (MPC), meeting of 4th August resulted in a package of measures that included a cut in Bank Rate from 0.50% to 0.25%, a renewal of quantitative easing, with £70bn made available for purchases of gilts and corporate bonds, and a £100bn tranche of cheap borrowing being made available for banks to use to lend to businesses and individuals.

The latest MPC decision included a forward view that Bank Rate could go either up or down depending on how economic data evolves in the coming months. Our central view remains that Bank Rate will remain unchanged at 0.25% until the first increase to 0.50% in quarter 2 2019. However, we would not, as yet, discount the risk of a cut in Bank Rate if economic growth were to take a significant dip downwards, though we think this is unlikely.

After a fairly flat three months leading up to October, retail sales in October surged at the strongest rate since September 2015 and were again strong in November.

The Chancellor has said he will do 'whatever is needed' i.e. to promote growth; there are two main options he can follow – fiscal policy e.g. cut taxes, increase investment allowances for businesses, and/or increase government expenditure on infrastructure, housing etc. This will mean that the PSBR deficit elimination timetable will need to slip further into the future as promoting growth, (and ultimately boosting tax revenues in the longer term), will be a more urgent priority.

The newly appointed Chancellor, Phillip Hammond, announced, in the aftermath of the referendum result and the formation of a new Conservative cabinet, that the target of achieving a budget surplus in 2020 would be eased in the Autumn Statement on 23 November. This was duly confirmed in the Statement which also included some increases in infrastructure spending.

What is clear is that consumer disposable income will come under pressure, as the latest employers' survey is forecasting median pay rises for the year ahead of only 1.1% at a time when inflation will be rising significantly higher than this. The CPI figure has been on an upward trend in 2016 and reached 1.2% in November. However, prices paid by factories for inputs rose to 13.2% though producer output prices were still lagging behind at 2.3% and core inflation was 1.4%, confirming the likely future upwards path.

Gilt yields, and consequently PWLB rates, have risen sharply since hitting a low point in mid-August. There has also been huge volatility during 2016 as a whole. The year started with 10 year gilt yields at 1.88%, fell to a low point of 0.53% on 12 August, and hit a new peak on the way up again of 1.55% on 15 November. Inflation expectations also rose sharply as a result of the continuing fall in the value of sterling.

House prices have been rising during 2016 at a modest pace but the pace of increase has slowed since the referendum; a downturn in prices could dampen consumer confidence and expenditure.

Brexit timetable and process

- March 2017: UK government notifies the European Council of its intention to leave under the Treaty on European Union Article 50.
- March 2019: two-year negotiation period on the terms of exit. This period can be extended with the agreement of all members i.e. not that likely.
- UK continues as an EU member during this two-year period with access to the single market and tariff free trade between the EU and UK.
- The UK and EU would attempt to negotiate, among other agreements, a bi-lateral trade agreement over that period.
- The UK would aim for a negotiated agreed withdrawal from the EU, although the UK may also exit without any such agreements.
- If the UK exits without an agreed deal with the EU, World Trade Organisation rules and tariffs could apply to trade between the UK and EU - but this is not certain.
- On exit from the EU: the UK parliament would repeal the 1972 European Communities Act.
- The UK will then no longer participate in matters reserved for EU members, such as changes to the EU's budget, voting allocations and policies.
- It is possible that some sort of agreement could be reached for a transitional time period for actually implementing Brexit after March 2019 so as to help exporters to adjust in both the EU and in the UK.

Appendix 2: Credit and Counterparty Risk Management

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Specified Investments: All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' quality criteria where applicable.

	* Minimum 'High' Credit Criteria	Use
Debt Management Agency Deposit Facility	--	In-house
Term deposits – UK Government (including other local authorities)	--	In-house
Term deposits – banks and building societies –Banks carrying a credit rating and the Cooperative Bank	See 4.2	In-house
UK Government Gilts	UK sovereign rating	In-house and Fund Managers
Money Market Funds	AAA	In-house and Fund Managers
Cash Fund Management	See 4.2	In-house and Fund Managers
Government Liquidity Funds	See 4.2	In-house and Fund Managers
<p>Local Authority Mortgage Scheme Under this scheme the Council placed funds of £2M; £1M of which with Lloyds Banking Group and £1M with Leeds Building Society for a period of 5 years. This is classified as being as service investment, rather than a treasury management investment, and is therefore outside of the specified/ non-specified categories.</p>		

Term deposits with nationalised banks and banks and building societies

	* Minimum Credit Criteria	Use	*** Max % of total investments	Max. maturity period
UK part nationalised banks	See Capita's Creditworthy list	In-house	12.5M per institution	12 months

Non-specified Investments: These are any investments which do not meet the specified investment criteria. A maximum of the lower of 30% of the portfolio, or £20m will be held in aggregate in non-specified investment

	* Minimum Credit Criteria	Use	Max. maturity period
Term deposits – UK Government and Other Local Authorities	--	In-house	5 years
Term deposits – banks and building societies	See 4.2	In-house	5 years
Certificates of deposit issued by banks and building societies covered by UK Government (explicit) guarantee	UK sovereign rating	In-house	5 years
Certificates of deposit issued by banks and building societies	See 4.2	In-house	5 years
Fixed term deposits with variable rate and variable maturities -Callable deposits -Callable range trade accounts	See 4.2	In-house and Fund Managers	5 years
Short term funds	See 4.2	In-house and Fund Managers	5 years
Cash Fund Management	See 4.2	In-house and Fund Managers	5 years
Gilt Funds, Bond Funds and Government Liquidity Funds	See 4.2	In-house and Fund Managers	5 years
UK Government Gilts	UK sovereign rating	In-house and Fund Managers	10 years
Bonds issued by multilateral development banks	AAA	In-house and Fund Managers	10 years
Corporate Bonds	See 4.2	In-house and Fund Managers	10 years

Appendix 3: Treasury management roles and scheme of delegation

Full Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy;
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;

Cabinet

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.
- approving the selection of external service providers and agreeing terms of appointment.
- approving the use of non-UK counterparties as appropriate



Dacorum Borough Council

Treasury Management Principles and Practices

Treasury Management Policy Statement

Dacorum Borough Council defines the policies and objectives of its treasury management activities as follows:

1. This Authority defines its treasury management activities as: *“The management of the authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks”*.
2. This Authority regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Authority.
3. This Authority acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

Treasury Management Practices

Treasury Management Practices (TMPs) set out the manner in which Dacorum Borough Council will seek to achieve its treasury management policies and objectives, and how it will manage and control those activities.

Treasury Management Practice	Page
TMP 1 - Risk Management	2
TMP 2 - Performance Measurement	13
TMP 3 - Decision Making and Analysis	16
TMP 4 - Approved Instruments, Methods and Techniques	19
TMP 5 - Organisation, Clarity and Segregation of Responsibilities and Dealing Arrangements	21
TMP 6 - Reporting Requirements and Management Information Arrangements	27
TMP 7 - Budgeting, Accounting and Audit Arrangements	30
TMP 8 - Cash and Cash Flow Management	32
TMP 9 - Money Laundering	34
TMP 10 - Training and Qualifications	35
TMP 11 - Use of External Service Providers	37
TMP 12 - Corporate Governance	39

Treasury Management Practice 1

Risk Management

The responsible officer will, in accordance with the procedures set out in TMP6 Reporting Requirements and Management Information Arrangements:

- *Design, implement and monitor all arrangements for the identification, management and control of treasury management risk;*
- *Report at least annually on the adequacy/suitability thereof;*
- *Report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect;*

In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in this document.

1. Liquidity Risk Management

Dacorum Borough Council (DBC) will ensure it has adequate, though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available which are necessary for the achievement of its business/service objectives.

DBC will only borrow in advance of need where there is a clear business case for doing so, and will only do so for the current capital programme or to finance future debt maturities.

Liquidity risk is the risk that cash will not be available when it is required. This can jeopardise the ability of the Council to carry out its functions, or disrupt those functions being carried out in the most cost-effective manner. The Council will therefore have adequate standby facilities to ensure that there is always sufficient liquidity to deal with unexpected occurrences. It will also seek to ensure that its cash flow forecasting gives as accurate a picture as possible of income and expenditure, and the resulting daily cash balances.

Amounts of Approved Minimum Cash Balances and Short-term Investments

The Treasury Management team shall seek to minimise the balance held in the Council's main bank accounts at the close of each working day, in order to minimise both the credit interest foregone and overdraft interest payable. Borrowing and lending shall be arranged, in conjunction with 'auto-sweeping' of balances, in order to achieve this aim.

Investment of Short-Term Funds

Each morning the Bank's forecast figures for the day are aggregated with any other anticipated cash flows (e.g. cash courier receipts, RTB funds flows income) to produce a consolidated forecast balance for the end of the day. Any short-term credit balance will be either:

- Transferred in to the Council's Call Account with its bankers NatWest plc (RBS); or
- Placed in a Business Reserve Account with selected approved counterparties who offer this facility;
- Placed into a Money Market Fund.

All funds lodged in these ways are instantly available if required.

The Council receives interest if its consolidated balance on any particular night shows a credit balance.

Bank Overdraft Arrangements

A £0.25m net overdraft facility is available with the Council's bankers. Overdraft charges are only applicable if the Council's consolidated balance on any particular night is overdrawn, and are charged in line with the Bank Contract.

Short-Term Borrowing Facilities

Short-term borrowing is very rarely required. If ever any short-term borrowing is undertaken, this is done through brokers on the London Money Market, or through the Public Works Loan Board. The approved borrowing limits are set out in the Treasury Management Strategy Statement.

Insurance/Guarantee Facilities

There are no specific insurance on guarantee facilities as the above arrangements are regarded as being adequate to cover all unforeseen occurrences.

2. Interest Rate Risk Management

DBC will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements, as described in TMP6 Reporting Requirements and Management Information Arrangements.

The Council will achieve this objective by the prudent use of its approved financing and investment instruments, methods and techniques. This will be done primarily to create stability and certainty of costs and revenues, whilst at the same time retaining a sufficient degree of flexibility to take advantage of unexpected (potentially advantageous) changes in the level or structure of interest rates. The above is subject at all times to the consideration and, if required, approval of any policy or budgetary implications.

Interest rate risk is the risk that unexpected changes in interest rates expose the Council to greater costs or a shortfall in income than have been budgeted for. The Council will seek to minimise this risk by seeking expert advice on forecasts of interest rates from treasury management consultants and discussing with them its strategy for the coming year for the investments and debt portfolios. It will also determine appropriate limits and trigger points as set out below.

The limits and strategy are set out in the annual Treasury Management Strategy Statement. This strategy will be periodically reviewed during the relevant year to see whether any modifications are required in the light of actual movements in interest rates.

Details of Approved Interest Rate Exposure Limits

The Council's strategy regarding interest rate exposure is described in the Treasury Management Strategy Statement which is produced shortly before the start of each financial year.

Trigger Points and Other Guidelines for Managing Changes to Interest Rate Levels

The Treasury Management Strategy Statement outlines the Council's policy for each financial year regarding interest rates and their movements.

Minimum/Maximum Proportions of Variable/Fixed Rate Debt/Interest

The Treasury Management Strategy Statement outlines the Council's policy for each financial year regarding borrowing limits.

Forward Dealing

Consideration will be given to dealing on forward periods dependent upon market conditions. Investments may be agreed weeks or months in advance if market conditions suggest that this course of action is appropriate. Any forward deals of this nature, whose maturity date is over one year hence at the time the investment is agreed, will only be undertaken with the approval of the Section 151 Officer. Occasionally investments are also agreed a few days in advance for administrative convenience (e.g. due to annual leave etc).

Callable Deposits

The Council will use callable deposits as part of its Treasury Management Strategy. The credit criteria and maximum periods are set out in the Schedule of Specified and Non-Specified Investments included within the Treasury Management Strategy Statement.

3. Exchange Rate Risk Management

Dacorum Borough Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

Exchange rate risk is the risk that unexpected changes in exchange rates expose the Council to greater costs or a shortfall in income than have been budgeted for. The Council has a minimal exposure to exchange rate risk as it has no powers to enter into loans or investments in foreign currency for treasury management purposes. It will also seek to minimise what risk it does have by using the policies below.

Approved Criteria for Managing Changes in Exchange Rate Levels

As a result of the nature of the Council's business, the Council may have an exposure to exchange rate risk from time to time. This will mainly arise from the receipt of income or the incurring of expenditure in a currency other than sterling.

The Council will adopt a full hedging strategy to control and add certainty to the sterling value of any foreign currency transactions above £10,000 in value (at the prevailing exchange rate). This will mean that the Council will eliminate all material foreign exchange exposures as soon as they are identified.

Where there is a contractual obligation to receive income or make a payment in a currency other than sterling at a date in the future, forward foreign exchange transactions will be considered, with professional advice, to comply with this full cover hedging policy for material foreign currency transactions. Unexpected receipt of foreign currency income will be converted to sterling at the earliest opportunity unless the Council has a contractual obligation to make a payment in the same currency at a date in the future. In this instance, the currency will be held on deposit to meet this expenditure commitment

4. Credit and Counterparty Risk Management

Dacorum Borough Council regards the primary objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, the Council will ensure that its counterparty lists and limits reflect a prudent attitude towards counterparties with whom funds may be deposited. Furthermore, the Council will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved Instruments, Methods and Techniques and listed in the schedule to this document.

The Council also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

Credit and counterparty risk is the risk of failure by a third party to meet its contractual obligations under an investment, loan or other commitment, especially due to deterioration in its creditworthiness, which causes the Council an unexpected burden on its capital or revenue resources.

As a holder of public funds, the Council recognises its prime responsibility to always put first the preservation of the principal of the sums which it invests. Consequently, it will optimise returns commensurate with the management of the associated risk.

Criteria to be used for Creating/Managing Approved Counterparty Lists/Limits

The Council places a strong reliance on its treasury adviser (Capita Asset Services) to help manage credit and counterparty risk. Capita has much greater market expertise and direct access to market knowledge than the Council itself possesses. None the less, the Council recognises that all advice provided by its treasury adviser is precisely that, and that full responsibility for all counterparties used, and investments placed, rests entirely with the Council.

The three elements to managing credit and counterparty risk are:

- 1) Determining ‘*Specified and ‘Non-Specified’ Investments*’ criteria;
- 2) Determining ‘*Approved Lending Policy*’, which sets out minimum credit criteria, duration and monetary amount limits;
- 3) Managing the *Approved Lending List* (or list of counterparties).

Specified and Non-Specified Investments

The Council will determine through its Treasury Management Strategy the credit criteria for various investment instruments in the ‘Specified’ and ‘Non-Specified’ Investments categories. Specified Investments are sterling investments of not more than one year maturity (or the ability to be repaid within one year), meeting the minimum ‘high’ rating criteria and require ‘*minimal procedural formalities*’. Non-specified investments are any other type of investment. The maximum amounts and maturity periods along with the overall limits are set out in the Treasury Management Strategy Statement.

Lending Policy

The Lending Policy is based on Capita guidance. This uses different ratings combinations and allocates those which meet the minimum criteria a colour as set out in the Treasury Management Strategy Statement. The Council has allocated each of these colour bands a maximum duration and amount. Any changes to the Treasury Management Statement require the approval of Full Council.

Money Market Funds

Money Market Funds will be used in line with the Councils Treasury Management Strategy. The funds used will be reviewed on at least an annual basis in March, unless market conditions, trends and external advice suggests reviews should be undertaken sooner than this.

Approved Lending List

The list of approved counterparties is derived from applying the limits in the Treasury Management Strategy to the weekly ratings list of deposit takers provided by Capita. The list includes domestic and foreign banks, building societies, supranational institutions and multi-lateral development banks. It is supplemented by a ratings alert service for changes to the ratings of individual counterparties.

If the Council uses external fund managers, they will adhere to the counterparty credit criteria and maximum individual limits set by the Council; however it is understood that the fund managers may use a subset of the derived counterparty list.

The Regulatory and Financial Accounting Team is responsible for maintaining the Approved Lending List on the Council's Investment System and for ensuring any changes are communicated to the fund manager, where appropriate.

A full copy of the Council's approved counterparties, along with their individual amount and duration limits, will be included in the Treasury Management Annual Report produced shortly after the end of each financial year.

5. Refinancing Risk Management

Dacorum Borough Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favorable to the Council as can reasonably be achieved in the light of market conditions prevailing at the time.

The Council will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over-reliance on any one source of funding if this might jeopardise achievement of the above.

Refinancing risk is the risk that when loans or other forms of capital financing mature, that they cannot be refinanced where necessary on terms that reflect the assumptions made in formulating revenue and capital budgets.

Debt / Other Capital Financing Maturity Profiling, Policies and Practices

The Council holds debt that arises from the Housing Self Financing transactions in March 2012. This transaction was subject to detailed reports and approvals, and a specific audit. Debt has been acquired over a thirty year period as fixed term loans from the Public Works Loan Board (PWLb).

The Council acquired new borrowing in May 2015 to support General Fund Capital Expenditure. Borrowing activities and strategies and limits are identified within the Treasury Management Strategy Statement.

Projected Capital Investment Requirements

Regular updates are made to the Authority's 5 year revenue and capital budget projections. These projections identify the key capital items (both expenditure and income) that are forecast for forthcoming years, and this analysis is used to ensure that the Council will have sufficient funds available in forthcoming years to fulfill its capital expenditure requirements.

The definition of capital expenditure and long-term liabilities will follow recommended accounting practice.

Policy Concerning Limits on Revenue Consequences of Capital Financing

The Council will consider all the resources currently available/estimated for the future together with the totality of its capital plans, revenue income and revenue forecasts for the forthcoming year and the two following years and the impact these will have on council tax and housing rent levels. It will also take into account affordability in the longer term beyond this three year period. *(Note: the Prudential Code gives examples of matters relevant to the consideration of affordability, although this is not an exhaustive list).* The Council will use the definitions provided in the Prudential Code for borrowing, capital expenditure, financing costs, investments, net borrowing, net revenue stream, and other long-term liabilities.

Whenever major capital projects are planned, a full examination is undertaken of the potential revenue impact of the project. Issues considered include the revenue costs/benefits that will result directly from the project, and the impact on revenue of interest receipts foregone as a consequence of undertaking the capital investment.

Capital Receipts Generated by the HRA

The Council pools a portion of Capital Receipts arising from Housing Assets; it also retains a non-poolable share, known as '1-4-1' receipt, which can be match-funded against new build expenditure. Any unused '1-4-1' receipts are to be returned to Government.

The Council also has the ability to recycle 100% of its non Right to Buy Housing receipts if used for purposes set out in the pooling regulations (Affordable Housing and Regeneration). Receipts under £10,000 are not subject to pooling.

6. Legal and Regulatory Risk Management

Dacorum Borough Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1[4] Credit and Counterparty Risk Management, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the Council, particularly with regard to duty of care and fees charged.

The Council also recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

Legal and regulatory risk is the risk that either the Council or a third party which it is dealing with in its treasury management activities, but acts outside of its legal powers or regulatory requirements and as a result the Council incurs loss.

References to Relevant Statutes and Regulations

The treasury management activities of the Council shall comply fully with legal statute, guidance, Codes of Practice and the regulations of the Council. These are:

Legislation

Statutes

- Local Government Finance Act 1988 section 114 – duty on the responsible officer to issue a report if the Council is likely to get into a financially unviable position.
- Requirement to set a balanced budget - Local Government Finance Act 1992 section 32 for billing authorities and section 43 for major precepting authorities.
- Local Government Act 2003
- S.I. 2003 No.2938 Local Government Act 2003 (Commencement No.1 and Transitional Provisions and Savings) Order 2003 13.11.03
- S.I. 2003 No.3146 Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and associated commentary 10.12.03
- S.I. 2004 No.533 Local Authorities (Capital Finance) (Consequential, Transitional and Savings Provisions) Order 2004 8.3.04
- S.I. 2004 No.534 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2004 8.3.04
- S.I. 2004 no. 3055 The Local Authorities (Capital Finance and Accounting) (Amendment) (England) (No. 2) Regulations 2004
- S.I. 2006 no. 521 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2006
- S.I. 2007 no. 573 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2007
- Local Government and Public Involvement in Health Act 2007 s238(2) – power to issue guidance; to be used re: MRP
- S.I. 2008 no. 414 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2008
- S.I. 2009 no. 321 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2009
- S.I. 2009 no. 2272 The Local Authorities (Capital Finance And Accounting) (England) (Amendment) (No.2) Regulations 2009
- S.I. 2009 no. 3093 The Local Government Pension Fund Scheme (Management and Investment of Funds) Regulations 2009
- S.I. 2010 no. 454 (Capital Finance and Accounting) (Amendment) (England) Regulations 2010
- Localism Act 2011
- S.I. 2012 no. 265 Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2012
- S.I. 2012 No. 711 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) (No. 2) Regulations 2012
- S.I. 2012 No. 1324 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) (No.3) Regulations 2012
- S.I. 2012 No. 2269 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) (No. 4) Regulations 2012
- S.I. 2013 no. 476 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2013
- S.I. 2015 no. 234 Accounts and Audit Regulations 2015

- There has not been an issue of a Local Authorities (Capital Finance and Accounting) (England) Regulations statutory instrument in 2005, 2011 and 2016

Guidance and codes of practice

- CLG Revised Guidance on Investments 1.4.2010
- CLG guidance on minimum revenue provision – Feb 2012
- CIPFA’s Treasury Management Codes of Practice and Guidance Notes 2011,
- CIPFA Prudential Code for Capital Finance in Local Authorities revised 2011
- CIPFA Prudential Code for Capital Finance in Local Authorities – guidance notes for practitioners 2013
- CIPFA Local Authority Capital Accounting - a reference manual for practitioners 2014 Edition
- CIPFA Guide for Chief Financial Officers on Treasury Management in Local Authorities 1996
- CIPFA Standard of Professional Practice on Treasury Management 2002
- CIPFA Standard of Professional Practice on Continuous professional Development 2005
- CIPFA Standard of Professional Practice on Ethics 2006
- The Good Governance Standard for Public Services 2004
- LAAP Bulletins
- IFRS - Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of recommended Practice
- PWLB circulars on Lending Policy
- The Non Investment Products Code (NIPS) - (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets.
- Financial Conduct Authority’s Code of Market Conduct

Dacorum Borough Council

- The Council’s Standing Orders;
- The Council’s Financial Regulations;
- The Council’s Scheme of Delegation;
- The Council’s Treasury Management Strategy;
- The Council’s Treasury Management Practices – Principles & Practices;

Procedures for Evidencing the Council’s Powers / Authorities To Counterparties

The Council’s powers to borrow and invest are contained in legislation as follows:

Investing: Local Government Act 2003, section 12;

Borrowing: Local Government Act 2003, section 1;

Required Information from Counterparties Concerning their Powers / Authorities

Lending shall only be made to counterparties on the Council’s Approved Lending List. This list has been compiled using advice from the Council’s treasury advisers based upon credit ratings supplied by various credit agencies and Capita’s own data.

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

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

Monitoring Officer

The Monitoring officer is the Solicitor to the Council (Legal Governance). The duty of this officer is to ensure that the treasury management activities of the Council are lawful.

Chief Financial Officer/ S151 Officer

The Chief Financial Officer and S151 Officer is the Corporate Director (Finance & Operations). The duty of this officer is to ensure that the financial affairs of the Council are conducted in a prudent manner and to make a report to the Council if he/she has concerns as to the financial prudence of its actions or its expected financial position.

The Deputy S151 Officer is the Assistant Director (Finance & Resources), who can deputise fully for the S151 Officer.

7. Fraud, Error and Corruption, and Contingency Management

Dacorum Borough Council will ensure that it has identified any circumstances that may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

Fraud, error and corruption risk is the risk that the Council may fail to employ adequate systems, procedures and other arrangements which identify and prevent losses through such occurrences. The Council will therefore:

- a) Seek to ensure that an adequate division of responsibilities and maintenance at all times of an adequate level of internal check which minimises such risks;
- b) Fully document all its treasury management activities so that there can be no possible confusion as to what proper procedures are;
- c) Ensure staff will not be allowed to engage in treasury management activities until they have had proper training in procedures; and are then subject to an adequate and appropriate level of supervision
- d) Ensure records are maintained of all treasury management transactions, so there is a full audit trail and evidence of the appropriate checks being carried out.

Details of Systems and Procedures to be Followed, Including Internet Services

Authority

The Council's Financial Regulations sets out the Council's delegation arrangements with regard to Treasury Management. These are also summarised in *TMP5: Organisation, clarity and segregation of responsibilities, and dealing arrangements*.

Investment and Borrowing Transactions

Adequate and effective cash flow forecasting records are maintained on the Council's Investments system to support any decisions made to place investments. Records are also kept for each investment recording the reasoning behind the duration to maturity chosen for that investment.

A detailed register of all investments is maintained within the Council's Investments system. This system includes full details of counterparty limits, along with other information including investment amounts, value and maturity dates, interest rates, and gross interest receivable.

All transactions placed through brokers or via direct dealing are confirmed, showing details of the transaction. Written confirmation is received from both broker and borrower and checked against the dealer's records for the transaction. Any discrepancies are immediately reported to the Senior Financial Accountant (Team Leader) for resolution. The Council does not currently send any confirmations of its own.

Regularity and Security

All lending, for investment purposes, is only made to counterparties on the Council's Approved Lending List. This list provides individual authorisation limits for each counter party.

Investments are paid direct into the appropriate counterparty's bank account (as advised by the broker or counterparty as appropriate), and investments are repaid direct from the counterparty into the Council's General Account.

Counterparty limits are set for every institution that the Council invests with.

Brokers have been provided with a list of named Council officials who are authorised to place investments on the Council's behalf.

The Council's Bank holds a list of Council officials who are authorised signatories. The list of authorised bank account signatories has previously been agreed with the Council's current bankers, and updates of this list are notified to the bank as appropriate when current authorised signatories leave, or new signatories join, the Council.

Notifications of amendments are only accepted by the bank if they are signed by an existing (non-departing) authorised signatory. The only member of the treasury management team that is an authorised signatory is the Senior Financial Accountant (Team Leader). There is a separation of duties in the section between the officer placing the deals and the officer checking counterparty confirmations. In addition, if an authorising officer were to create a payment transaction online, the transaction would still need the usual approval by one/two other authorising officers.

All investments are paid by CHAPS instruction through the online banking system. This is undertaken by two of the authorised bank account signatories, but the officer agreeing an investment cannot be one of the signatories for that particular investment.

Checks

The Investment System balances are reconciled to the balance sheet ledger codes at the end of each month and at the financial year-end. The Investment System includes comprehensive reconciliation checks back to the Council's banking system to ensure that all investments transactions are correctly recorded and processed.

An investment income listing is produced every month and summarised on a monthly report so that a review may be undertaken against the budget for interest earnings

Emergency and Contingency Planning Arrangements

All computer files are backed up on the server to enable files to be accessed from remote sites.

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

Insurance Cover Details

The Council has Crime insurance cover provided by Travelers Insurance Co Ltd. This policy covers the loss of cash by fraud or dishonesty of employees. The total limit of indemnity provided is £5,000,000, a policy excess of £25,000 for each and every claim applies.

The Council also has Officials Indemnity cover with Aspen Insurance UK Ltd. This provides cover in respect of the Council's legal liability to pay claimant's damages and costs for financial losses arising as a result of the negligent acts or accidental errors and omissions of Council employees, occurring in the course of their duties. The limit of indemnity is £5,000,000, a policy excess of £75,000 for each and every claim applies.

The Council also has Business Interruption cover as part of its property insurance with Travelers Insurance Co Ltd. This provides cover in respect of additional cost of working and loss of revenue if an insured event occurs.

8. Market Risk Management

Dacorum Borough Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

Market risk is the risk that, through adverse market fluctuations in the value of principal sums, the Council borrows and invests, that it's stated policies and objectives are compromised, against which it had failed to protect itself adequately.

The Council does not currently have exposure to investments whose capital may fluctuate (gilts, Corporate Deposits), and will only undertake such activities on discussion with the S151 Officer and Portfolio Holder (Finance & Resources), and if the current Investment Strategy allows such investments.

Treasury Management Practice 2

Performance Management

Dacorum Borough Council is committed to the pursuit of best value in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its Treasury Management Strategy.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements. The performance of the treasury management function will be measured using the set criteria.

Methodology to be applied for Evaluating the Impact of Treasury Management Decisions

The Council has an ongoing programme of review of service plans, and Treasury Management is incorporated within this programme as part of the Financial Services service plan.

Treasury Management is also subject to an annual review through the Council's Service and Financial Planning process, and all of the key procedures followed are subject to annual examination from both the Council's internal and external auditors.

The Council is also a member of CIPFA's Treasury Management Club, which provides comparison of the Council's interest returns with those of a large number of other Local Authorities across the country.

Dacorum also receives ongoing investment guidance and advice from its external treasury consultants.

Should the Council appoint an external Fund Manager; its treasury management consultants will assist the Council with quarterly and annual reviews of the performance of these external managers.

Policy Concerning Methods for Testing Best Value in Treasury Management

Frequency and Processes for Tendering

Tenders are normally awarded on a 3-yearly basis, with the option to extend for one or two further years if approved by Cabinet. The process for advertising and awarding contracts will be in line with the Council's Standing Orders and Financial Regulations.

Banking Services

Dacorum's current contract began on 1st February 2015. This is a 4-year contract. It is anticipated that this contract will then be re-tendered as appropriate.

A basic duration for this contract of 4 years has been chosen because of the considerable effort that is involved in changing the Council's banking contractor. Where such a change to be undertaken every 3 years, the costs of transition would significantly erode any savings achieved as a result of the tender process.

Money-Broking Services

Dacorum Borough Council does not have a list of approved money brokers. This is because the Council does not enter into contractual relationships with brokers. As the Council operates in the market solely as a lender (borrowing undertaken by the Council has been with the PWLB), brokers do not charge the Council for their services.

Records are kept for all investments placed by the Council of which broker (if any) assisted the Council.

Consultants'/Advisers' Services

Dacorum Borough Council employ Capital Asset Services as its external treasury management consultants.

Policy on External Managers

The Council does not currently employ any external Fund Managers and the approval of Cabinet will be sought should the Chief Financial Officer consider it to be in the Council's best interests to employ one or more Fund Managers.

Methods to be employed for Measuring the Performance of the Council's Treasury Management Activities

Performance Measured Against Annual Treasury Strategy Statement Targets

The annual Treasury Management Strategy does not include specific targets for the appropriate forthcoming year. However, it does provide a description of the intended approach for the year, and the reasons for this. The budgeted income from Investments is included within the annual budget report and this is monitored on a monthly basis in the form of a monthly report, and also the use of the Council's performance measurement system CorVu.

The Treasury Management Annual Performance Report then describes what actually happened, and explains any key differences between the final reality and what was foreseen in the original strategy.

Compliance with CIPFA's "Treasury Management in the Public Services" Code of Practice

The Council complies with CIPFA's Treasury Management in the Public Services Code of Practice.

All of the documents and practices required by CIPFA's code are open to examination by the Council's internal and external auditors. Consequently, independent verification of compliance with the code of practice should occur at least bi-annually.

Expenses Contained Within Approved Budget

The staffing and daily administration costs of the Treasury Management function are included within the costs of the Council's Accountancy service. Consequently, budget monitoring for the Treasury Management function takes place as part of the Council's monthly and quarterly processes, within the umbrella of the Accountancy and Treasury Management as a whole.

Certain specific costs, such as payments made to the Council's external treasury advisers, are separately identified within the Council's general ledger, and hence these items are monitored throughout the year.

Review of CIPFA's Benchmarking Club Data

Benchmarking data is submitted quarterly. The data supplied by the Club is reviewed by the Senior Financial Accountant (Team Leader) but no formal reports are presented to Cabinet.

Benchmarks and Calculation Methodology

Debt Management

Borrowing is monitored on at least a monthly basis, comparing rates of current borrowing to new rates available.

Investment

The Council's (in-house) investment returns are compared with the average 7 day LIBID Rate each year.

The first of these targets is included entirely due to historic precedent within the Authority. Should performance in an entire financial year ever under-perform the Bank of England Base Rate, a clear explanation of the reasons for this will be included within the Treasury Management Annual Report. Also, if appropriate, changes will be described in the report with a view to avoiding a repetition of this under-performance.

Treasury Management Practice 3

Decision Making and Analysis

Dacorum Borough Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued in reaching decisions are detailed in this document.

Funding, Borrowing, Lending, and New Instruments / Techniques

Records

The Council's Treasury Management section uses a computerised Investments System. This system includes records of all of the following:

- Daily cash flow forecasts;
- Rate quotations received;
- Historic interest rates;
- Full details of the Council's Approved Lending List, and changes thereof;
- Investment details, including principal, value/maturity dates, interest rate, gross interest broker (if any), and bank authorisation/security details.

A scanned copy of all appropriate details is also kept for each investment, and all confirmations received from brokers/counterparties are checked against these details and then filed with the original documentation for that investment.

All of the above records will be retained for at least a period of 6 financial years plus the current year. Where records relate to a specific investment, the above period will only commence from the date of maturity of the investment.

Processes to be pursued

Cash Flow Analysis

The Council's Investments System includes details of all key items that impact on the Council's short and medium term cash flow. This includes items such as (please note this is not a comprehensive list):

- Direct Debit income and cash receipts, for Council Tax, NNDR and Housing Rents;
- Receipt of Benefit Subsidy;
- Precept Payments to HCC/HPC;
- Net payments to DCLG for Grants and Business Rates Retention Scheme;
- Monthly payment of salaries to Council employees.

In addition, the Assistant Accountant is made aware of any ad-hoc large cash flows which are incorporated into the investments system. These include, (but are not limited to):

- Right to Buy receipts (notified by Legal Services);
- Purchase/sale of property (notified by the appropriate Group Manager through the Service Accountant).

Maturity Analysis

The Council's Investments System ensures that the Assistant Accountant is aware of all forthcoming maturities. This ensures that plans can be made in advance regarding the management of forthcoming liabilities, and the investment of surplus funds.

Ledger Reconciliations

Comprehensive ongoing reconciliations ensure that all treasury management transactions are fully and accurately processed and recorded.

Collation of Monthly Performance Summary

At the end of each month, the Assistant Accountant provides an investments summary via Corvu for the current financial year to the:

- Resources Portfolio Holder;
- Chief Financial Officer;
- Deputy Chief Financial Officer;
- Group Manager – Financial Services;
- Senior Financial Accountant (Team Leader);
- Team Leader – Financial Planning & Analysis;
- Financial Accountant.

This summary includes (but not limited to):

- Interest to date and forward forecasts;
- Money Market Fund analysis;
- Borrowing analysis;
- Market updates;
- Updates to the approved lending list;
- Counter-party risk analysis.

Issues to be addressed

In respect of every decision made the Council will:

- Above all be clear about the nature and extent of the risks to which the Council may become exposed;
- Be certain about the legality of the decision reached, the nature of the transaction, and that all authorities to proceed have been obtained;
- Be content that the documentation is adequate to deliver the Council's objectives, protect its interests, and deliver good housekeeping;
- Ensure that third parties are judged satisfactory in the context of the Council's creditworthiness policies, and that limits have not been exceeded;
- Be content that the terms of any transactions have been fully checked against the market, and have been found to be competitive.

Should the Council find itself in the position of having to borrow monies, it will:

- Evaluate the economic and market factors that might influence the manner and timing of any decision to fund;
- Consider the merits and demerits of alternative forms of funding, including funding from revenue, leasing and private partnerships;
- Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use;
- Consider the ongoing revenue liabilities created, and the implications for the Council's future plans and budgets.

When making investment decisions, the Council will:

- Consider the optimum period of investment, in the light of cash flow availability and prevailing market conditions;
- Consider the alternative investment products and techniques available, especially the implications of using any, which may expose the Council to changes in the value of its capital.

Treasury Management Practice 4

Approved Instruments, Methods & Techniques

Dacorum Borough Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in this document, and within the limits and parameters defined in TMP1 Risk Management.

Approved Activities of the Treasury Management Function

- Lending;
- Managing the underlying risks associated with the Council's capital financing and surplus funds activities;
- Managing cash flow;
- Banking activities;
- Consideration, approval, and use of, new financial instruments and treasury management techniques;
- Borrowing;
- Debt repayment and rescheduling;
- Managing the underlying exchange rate risk associated with the Council's business activities.

Approved Instruments for Investments

All investments will comply with the Local Authorities Capital Finance Approved Investment Regulations 1990 SI 426 and subsequent amendments. The instruments used will be outlined in the Treasury Management Strategy.

Approved Techniques

The primary method to be used when placing investments will be standard fixed-term deposits. However, callable deposits and forward dealing will also be employed as and when this is considered appropriate and allowable in the Treasury Management Strategy.

Approved Methods and Sources of Raising Capital Finance

Should the Council need to undertake borrowing in the future to finance capital expenditure, this finance will only be raised in accordance with the Local Government Act 2003 and Housing Act 1989 (or subsequent legislation where appropriate). This Act offers the Council a number of approved methods and sources of raising capital finance:

<i>On Balance Sheet</i>	<i>Fixed</i>	<i>Variable</i>
<i>PWLB</i>	●	●
<i>EIB</i>	●	●
<i>Market (Long-Term)</i>	●	●
<i>Market (Temporary)</i>	●	●
<i>Market (LOBOs)</i>	●	●
<i>Stock Issues</i>	●	●
<i>Local Temporary</i>	●	●
<i>Local Bonds</i>	●	
<i>Overdraft</i>		●
<i>Negotiable Bonds</i>	●	●
<i>Internal (Capital Receipts & Revenue Balances)</i>	●	●
<i>Commercial Paper</i>	●	
<i>Medium Term Notes</i>	●	
<i>Leasing (not Operating Leases)</i>	●	●
<i>Deferred Purchase</i>	●	●
<i>Other Methods of Financing</i>		
<i>Government and EC Capital Grants</i>		
<i>Lottery Monies</i>		
<i>PFI / PPP</i>		
<i>Operating Leases</i>		

All forms of funding will be considered dependent on the prevailing economic climate, regulations and local considerations. The Chief Financial Officer has delegated powers in accordance with Standing Orders, Financial Regulations, scheme of Delegation to Officers and the Treasury Management Strategy to take the most appropriate form of borrowing from the approved sources.

TMP 5: Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements

Treasury Management Practice 5

Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements

Dacorum Borough Council considers it essential for the:

- *purposes of the effective control and monitoring of its treasury management activities;*
- *reduction of the risk of fraud or error;*
- *pursuit of optimum performance.*

It is essential that these activities are structured and managed in a fully integrated manner, and that there is at all times clarity of treasury management responsibilities.

The principles on which this will be based, is that there is a clear distinction between those charged with setting treasury management policies, and those charged with implementing and controlling these policies, particularly with regard to the:

- *execution and transmission of funds;*
- *recording and administering of treasury management decisions;*
- *audit and review of the treasury management function.*

If and when Dacorum Borough Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the responsible officer will ensure that the reasons are properly reported in accordance with TMP6 Reporting Requirements and Management Information Arrangements, and the implications properly considered and evaluated.

The responsible officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangement for absence cover.

The responsible officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

The responsible officer will fulfil all such responsibilities in accordance with the organisation's Treasury Management Strategy, Treasury Management Practices and, if a CIPFA member, the Standard of Professional Practice on Treasury Management.

Limits to Responsibilities/Discretion at Member/Executive Levels

The Cabinet will receive, review and approve (as appropriate) the following reports:

- Treasury Management Strategy Statement;
- Treasury Management mid-year Performance Report;
- Treasury Management Annual Performance Report.

The key responsibilities of the Chief Financial Officer regarding Treasury Management are to:

- Review and approve the above reports, and present them to Cabinet;
- Ensure that all of the Council's borrowing and investment activities are made in accordance with the relevant legislation, codes of practice, associated requirements, and the Council's Financial Regulations. Should this fail to be the case, the Chief Financial Officer will notify members as soon as is reasonably possible;

TMP 5: Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements

- Ensure that the Council complies with the requirements of The Non-Investment Products Code for principals and broking firms in the wholesale markets;
- Ensure that sufficient staff resources, with adequate skills, are employed in the Treasury Management function;
- Approve and monitor the segregation of duties;
- Ensure that adequate control and accounting systems are in place to adequately control the activities of the Treasury Management function;
- Receive and review external audit reports and act upon any recommendations that may be received;
- Approve, in accordance with Financial Regulations, the selection of external service providers such as treasury consultants, Fund Managers and Money Market Funds.

Principles and Practices Concerning Segregation of Duties

The key responsibilities of the Assistant Accountant and Financial Accountant regarding Treasury Management are to:

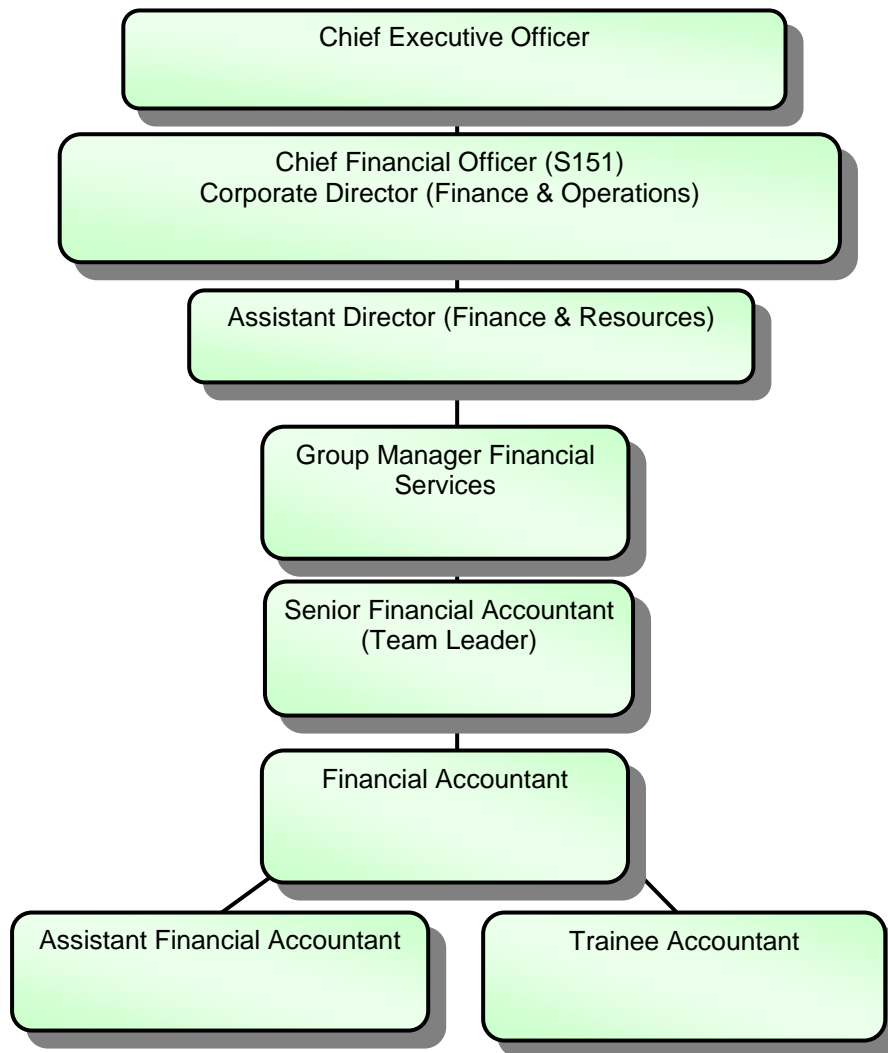
- Assist the Chief Financial Officer with the production of the reports listed above;
- Implement the Council's borrowing and investment strategy on a day-to-day basis;
- Conduct, in accordance with this strategy, all of the Council's money market dealings;
- Produce monthly reports reviewing the Council's investments performance;
- Identify and recommend opportunities for improved practices;
- Maintain relationships with third parties and external service providers.

All new investments (or borrowing) must be approved by two of the Council's approved bank account signatories. If an investment is placed by an approved signatory, this individual cannot also be one of the two approvers of the deal.

The approval described above must be given by two bank account signatories, because the Council's bankers require (as instructed by the Council) that all payments above £40,000 in value must be approved by two approved signatories.

The key reconciliations for Treasury Management are undertaken by the Financial Accountant). The Assistant Accountant (Regulatory & Financial Accounting) is responsible for most of the day-to-day cash flow management and investments. The general ledger processing of investment transactions is an automated process and if the general ledger totals differ from those expected by the Council's Investments system, this will show up in the reconciliations.

Treasury Management Organisation Chart



Statement of Duties/Responsibilities of Each Treasury Post

Chief Financial Officer (and Deputy Section 151 Officer)

The key responsibilities of the Chief Financial Officer are described in TMP5 above.

The Chief Financial Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.

The Chief Financial Officer may delegate their power to borrow and invest to other members of staff within the Treasury Management hierarchy. The Assistant Accountant (Regulatory & Financial Accounting), or any member of the Accountancy & Treasury Management team who have been approved by the Chief Financial Officer, must conduct all dealing transactions. These arrangements will provide sufficient flexibility in the event of staff leave or sickness.

TMP 5: Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements

Senior Financial Accountant (Team Leader)

The responsibilities of this post will be:

- Adherence to agreed policies and limits;
- Managing the overall Treasury Management function;
- Supervising treasury management staff;
- Ensuring appropriate segregation of duties;
- Submitting management information reports to the Chief Financial Officer;
- Review of Reconciliations.

Financial Accountant

The responsibilities of this post will be:

- Adherence to agreed policies and limits;
- Supervising Assistant Accountants;
- Completion of Reconciliations;
- Preparing management information reports to the Chief Financial Officer.

Assistant Financial Accountant

The key responsibilities of the Assistant Accountant will be:

- Assist the Chief Financial Officer with the production of the reports listed above;
- Implement the Council's borrowing and investment strategy on a day-to-day basis;
- Conduct, in accordance with this strategy, all of the Council's money market dealings;
- Produce monthly reports reviewing the Council's investments performance;
- Identify and recommend opportunities for improved practices;
- Maintain relationships with third parties and external service providers.

Chief Executive

The key responsibility of the Chief Executive is to ensure that the Chief Financial Officer reports regularly to Cabinet on Treasury Management's policy, activity and performance.

Solicitor to the Council (Legal Governance) - in the role of Monitoring Officer

The responsibilities of this post will be to:

- Ensure compliance by the Chief Financial Officer with the Treasury Management Strategy (TMS);
- Be satisfied that any proposal to vary the TMS complies with law or any code of practice;
- Give advice to the Chief Financial Officer when advice is sought.

Internal Audit

The responsibilities of Internal Audit will be to:

- Review compliance with the approved Treasury Management policy and procedures;
- Review segregation of duties and operational practice;

TMP 5: Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements

- Assess value for money from treasury activities;
- Undertake probity audit of the Treasury Management function.

Absence Cover Arrangements

The post-holders listed below are fully competent in the daily administration of the Council's cash flow and investments:

- Assistant Financial Accountant
- Trainee Accountant

In the absence of both the above, the Financial Accountant can undertake the download of data and cash flow management.

In the absence of all three staff, the Senior Financial Accountant (Team Leader) can undertake the whole function, but this would require two separate authorised officers to authorise any investments placed, and the reconciliation for the period would need review by the Group Manager.

In the event that the above officers are unavailable on a particular day, the ultimate responsibility for ensuring that the Council's Treasury Management functions are completed lies with the Chief Financial Officer.

Dealing Limits

The officers listed individually are authorised to undertake all treasury management dealings required by the Council. There is not a specific limit on the amount of such activity that may be undertaken on any one day, but all dealings are expected to comply in full with the requirements of the various schedules contained within this document.

List of Approved Brokers

The Council's brokers are:

- Sterling International Brokers;
- Intercapital Europe;
- Tradition.

Because the Council does not enter into any contractual obligations with any of its brokers, no formal approval has been, or will be, obtained with regard to these brokers.

Should changes to the list of brokers used by the Council be considered appropriate, these will be introduced as required.

Whenever a broker is used in agreeing a money market deal, this is recorded within the Council's Investments System.

Policy on Brokers' Services

The Council does not have a formal policy regarding the use of broker's services.

TMP 5: Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements

In practice, most of the Council's business is split roughly evenly between the brokers listed above.

Policy on Taping of Conversations

The Council does not tape conversations with brokers, and it has no 'taping' policy.

Direct Dealing Practices

These relationships generally offer slightly higher rates than can be obtained through brokers. Also, some of these relationships enable access to counterparties who do not accept Council investments via brokers.

Where an investment has been dealt direct, this fact is recorded on the Council's Investments System.

Settlement Transmission Procedure

For each investment agreed by the Council, the payment details are entered on the Council's online banking system. This is then approved by account signatories using their individual logins and security keys.

Documentation Requirements

For each investment that is undertaken, the following details are both stored electronically and kept on a paper record:

- Investment Reference
- Counterparty
- Broker
- Principal
- Value Date
- Maturity Date
- Interest Rate
- Counterparty Sort-Code
- Counterparty Bank Details
- Counterparty Account Number
- Gross Interest
- Interest Analysed by Financial Year

The paper version of the above details is signed by the dealing officer. It is also signed by the two authorised signatories who authorise the CHAPS payment.

In addition to the above, reasons behind selecting the duration of each investment are recorded as notes electronically by the dealing officer.

Arrangements Concerning the Management of Third-Party Funds

The Council does not manage any material third-party funds; and are managed in line with the Council's own funds

TMP 6: Reporting requirements and Management Information Arrangements

Treasury Management Practice 6

Reporting Requirements and Management Information Arrangements

Dacorum Borough Council will ensure that regular reports are prepared and considered on the:

- *implementation of its treasury management policies;*
- *effects of decisions taken and the transactions executed in pursuit of those policies;*
- *implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities;*
- *performance of the treasury management function.*

As a minimum, the organisation (i.e. the Full Council) will receive:

- *An annual report on the strategy and plan to be pursued in the coming year;*
- *An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's Treasury Management Strategy Statement and Treasury Management Practices.*

Annual Treasury Management Strategy Statement

The Treasury Management Strategy Statement sets out the expected treasury activities for the appropriate forthcoming financial year. The strategy will be submitted to Cabinet for approval before the commencement of each financial year, usually along with the Budget Setting Report.

The formulation of the annual Treasury Management Strategy involves determining the Council's borrowing and investment decisions in the light of anticipated movements in interest rates. For example, the Council may decide to place longer-term investments if it is anticipated that future interest rate movements will demonstrate current longer-term interest rates to be higher than would be achieved by rolling-over shorter term investments.

The Strategy will propose guiding principles for the forthcoming financial year, but it will also describe potential alternative courses of action given the occasional volatility of the money markets. Should major variations from the central strategy prove necessary, the Portfolio Holder (Finance & Resources) will be kept fully informed.

In preparing and reporting the proposed strategy, all appropriate sources of information will be used, including independent interest rate forecasts and guidance from the Council's external treasury advisers.

The Treasury Management Strategy is concerned with the following elements:

- The current Treasury portfolio position;
- The prospects for interest rates;
- The limits placed by the Council on treasury activities;
- The expected borrowing strategy (if this becomes appropriate in the future);
- The strategy for the year for the Council's investments;
- Borrowing requirements (if appropriate);
- Any extraordinary treasury issues.

TMP 6: Reporting requirements and Management Information Arrangements

Policy on Interest Rate Exposure

The Council approves before the beginning of each financial year the following treasury limits:

- The amount of the overall borrowing limit which may be outstanding by way of short term borrowing;
- Where borrowing is envisaged, the maximum proportion of interest on borrowing which will be subject to variable rate interest.

The Chief Financial Officer is responsible for incorporating these limits into the annual Treasury Management Strategy, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the Chief Financial Officer will submit the changes to Cabinet for approval.

The Treasury Management Strategy describes the Council's policy for each financial year regarding exposure to changes in interest rates for the investment portfolio.

Annual Report on Treasury Management Activity

An annual report will be presented to Cabinet at the earliest practicable meeting after the end of the financial year, but in any case by the end of September. This report will include the following:

- A comprehensive review for the financial year of all treasury policies, activities and results;
- A summary of the interest returns achieved (including comparison with standard benchmarks) and the impact of these returns on the Council's revenue budget;
- An assessment of the degree of compliance with the original strategy, and an explanation of any deviations;
- An overview of the potential impact of any Treasury Management decisions (e.g. long-term investments) taken during the year that may impact materially on future years;
- Notification, and explanation, of any breaches of the Council's Treasury Management Statement, Treasury Management Practices, or Approved Lending List;
- A report on compliance with CIPFA recommendations in its "Treasury Management in the Public Services" Code of Practice;
- Prudential Indicators.

Management Information Reports

A management information report will be prepared at the end of each month by the Assistant Financial Accountant. This report will be sent to the Portfolio Holder (Finance & Resources), the Corporate Director (Finance & Operations), the Assistant Director (Finance & Resources), Group Manager (Financial Services), Senior Financial Accountant (Team Leader) and the Team Leader (Financial Planning & Analysis).

The report will contain the following information:

- Interest to date and forward forecasts
- Money Market Fund Analysis
- Borrowing Analysis
- Market Updates
- Updates to the approved lending list
- Counterparty Risk

TMP 6: Reporting requirements and Management Information Arrangements

Should the Council appoint external fund managers, the above reports will consider funds managed internally and externally separately, before comparing the returns achieved and reporting the combined impact of these returns upon the Council.

Periodic Reports to Cabinet

Each year, Cabinet will receive and consider (as a minimum) the following Treasury Management reports:

- An annual Treasury Management Strategy before the commencement of the new financial year;
- A mid-year review by the end of December of each year.
- An annual Treasury Management Activity Report within six months of the financial year-end.

Treasury Management Practice 7

Budgeting, Accounting and Audit Arrangements

The responsible officer will prepare, and the Council will approve (and, if necessary, amend), an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1: Risk Management, TMP2: Performance Measurement, and TMP4: Approved Instruments, Methods and Techniques.

The responsible officer will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with TMP6: Reporting Requirements and Management Information Arrangements.

The Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

The Council will ensure that its auditors and those charged with regulatory review, have access to all information and papers supporting the activities of the treasury management function as are necessary for the proper fulfillment of their roles. Such information and papers will demonstrate compliance with external and internal policies and approved practices.

Statutory/Regulatory Requirements

The Council's accounts are drawn up in accordance with the "Code of Practice on Local Authority Accounting" ('the code') and the "Service Reporting Code of Practice". This code of practice is recognized by statute as representing proper accounting practices.

Accounting Practices and Standards

Due regard is given to the International Accounting Standards as they apply to Local Authorities in the United Kingdom, as defined by the code. The Council adopts in full the principles set out in CIPFA's "Treasury Management in the Public Services" Code of Practice, together with specific recommendations within the accompanying "Guidance Notes for Local Authorities" that are relevant to the Council's treasury management activities.

Sample Budgets / Accounts

The staffing and daily administration costs of the Treasury Management function are included within the costs for the Council's Accountancy service. This budget is prepared by the Financial Planning and Analysis (FPA) team in advance of each financial year, and then approved by Full Council.

Given the above, budget monitoring for the Treasury Management function takes place as part of the Council's monthly and quarterly processes within the umbrella of the Accountancy service as a whole.

Certain specific costs, such as payments made to the Council's external treasury advisers, are separately identified within the Council's general ledger, and hence these items are monitored throughout the year.

List of Information Requirements of External Auditors

- Verification with counterparties of investments and loans at year-end;
- Reconciliation between the Council's Investments System and its general ledger of principal and interest amounts received during the year, and accrued at year-end;
- Verification of receipt of previous year accruals;
- A copy of the year-end Treasury Management Annual Report;
- Should it become appropriate in the future, external fund manager(s) valuations including investment income schedules and movement in capital values.

Monthly Budget Monitoring Report

TMP 6 describes the monthly reporting arrangements for the Council's investment and borrowing portfolio, whilst TMP 7 describes the arrangements for monitoring the costs of the Treasury Management service within the Council.

Budget Setting Exercise

All budgets for Treasury Management, including both returns achieved and running expenses incurred, are prepared annually by the Financial Planning & Analysis team in conjunction with the Treasury Management team, and then approved by Full Council.

Treasury Management Practice 8

Cash and Cash Flow Management

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of Dacorum Borough Council will be under the control of the responsible officer, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the responsible officer will ensure that these are adequate for the purposes of monitoring compliance with TMP1 Liquidity Risk Management.

Arrangements for Preparing and Submitting Cash Flow Statements

As part of the Council's budget and medium term financial plan processes, revenue and capital budgets for the next 5 years are prepared. This process identifies key expenditure and income flows that are expected in forthcoming years, and any major items that need to be considered when long-term investment decisions are made.

Detailed day-by-day cash-flow projections are produced before the start of each financial year. These projections are produced using the Council's Investments System, and are calculated using a variety of sources of income and expenditure.

Content and Frequency of Cash-Flow Budgets, and Sources of Information

Examples of items included in the cash flow, and basis of amount included are shown below.

Income

Direct Debit Income (CT, NNDR, Housing Rents)

Monthly receipt on the 1st of the month, or the first working day thereafter *Previous Year + Appropriate Increase*

Housing Benefit Subsidy Received from the DSS (BACS)

Monthly receipt on the 15th of the month, or the first working day thereafter *DSS Schedule>Returns*

Miscellaneous Cash (CT, NNDR, Housing Rents, Customer Accounts)

Daily *Based on prior year trends*

Ad-hoc and Right to Buy Receipts

Ad-hoc *Information provided by services and Service Accountants*

Expenditure

Precept Payments to HCC / HPC (BACS)

Approximately 10 payments per year are made, roughly once every 5 weeks. *Schedule Received from HCC*

Business Rates Retention Scheme Payments to the Government (BACS)

Approximately 25 payments per year are made, roughly once a fortnight. *Schedule Received from DCLG*

Payments to Sundry Creditors (BACS)

BACS runs clear Tuesdays and Thursdays. *Approximate figure of £1.2m; varies each week*

Salaries Payments to Employees (BACS)

Monthly payment on the 25th of the month, or the last working day preceding this *Previous Year + Pay Rise*

Income Tax / NI Payments to the Inland Revenue (DBC-Originated CHAPS)

Monthly payment on the 22nd of the month, or the last working day preceding this

Previous Year + Pay Rise

In addition to the above, all investment payments and maturities (including interest) are automatically added to the cash flow diary as appropriate.

Bank Statement Procedures

All bank statement data is exported daily from the computer system provided by the Council's bankers into the Council's Investment System.

Some of the entry types listed above result from processing undertaken in other Council systems. As such, the Council's banking system simply records the fact that these particular transaction types have occurred. However, it should be noted that all entries are reconciled as part of the ongoing bank reconciliation procedures.

Other entry types shown above require entries to be passed through to the Council's general ledger system. This involves an Assistant Accountant assigning one or more ledger codes to the appropriate payment or receipt, and then confirming that the entry is ready for processing. These transactions are then batched at the end of the day, and processed through to the Council's general ledger system.

Payment Scheduling and Agreed Terms of Trade with Creditors

All of the Council's invoices are paid by a central Creditors team. This team currently produces two BACS runs, and all invoices due that have been received by the team in advance of their weekly deadline will be paid at this time.

Invoices are paid in accordance with their due date. The Council will seek to pay all undisputed invoices within the Payment terms. The Council also seeks to pay all undisputed invoices within 30 days of receipts.

Arrangements for Monitoring Debtors / Creditors Levels

The monthly key controls report details arrears levels by type of debtor. This analysis also includes an 'Aged Debt Analysis'.

Other than the weekly control totals that are maintained for reconciliation purposes, no standard reports are currently produced with regard to the payment of creditors. However, the calculation of the performance indicator is updated monthly.

Procedures for Banking of Funds

Most funds received by the Council that require banking are received either at one of the Council's offices, or at an income-taking location such as a Car Parking Centre. All such receipts are collected between daily and weekly (depending on the location) by the Council's Cash Collection contractor, and are then passed by this contractor to the Council's bank.

Where money is received by an officer who does not work in any of the locations mentioned above, these receipts will be aggregated by the appropriate officer and then passed to the Central Admin Team. These receipts are then processed in the usual way.

Treasury Management Practice 9

Money Laundering

Dacorum Borough Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that the appropriate staffs are properly trained.

Procedures for Establishing Identity / Authenticity of Lenders

Borrowing will only be undertaken in consultation with the Council's external treasury advisers. Furthermore, loans will only be undertaken with either:

- The PWLB;
- Other Local Authorities;
- Authorised Institutions under the Banking Act 1987 (as shown on the Financial Services Authority's register of authorised institutions).

Methodologies for Identifying Sources of Deposit

When lending money for Treasury Management purposes, the Council will only place investments with counterparties who appear on its Approved Lending List. This list is subject to stringent criteria in its construction, as detailed in TMP1.

Counterparty bank details are maintained on the Councils Bankers website and the in house system. Any amendments on the banking system to counterparty bank accounts need to be approved by an authorised signatory.

Treasury Management Practice 10

Staff Training and Qualifications

Dacorum Borough Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced, and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The responsible officer will recommend and implement the necessary arrangements.

The responsible officer will ensure that the Council Members tasked with Treasury Management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

Those charged with Governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

Details of Approved Training Courses

There are no formally recognised training courses for the Council's Treasury Management staff. However, basic courses are offered periodically by the Council's external treasury advisers and also, at a charge, by the money market brokers. In addition CIPFA provide an accredited course on Treasury Management. These courses are utilised if and when appropriate so as to ensure that all Treasury Management staff have a solid grounding to underpin their treasury duties.

Records of Training Received by Treasury Staff

No formal records are maintained specifically for treasury purposes.

However, all Council employees complete a Training Log as part of their appraisal process. This process includes an annual Appraisal Interview, part of which reviews progress (including training) during the previous 12 months, and then identifies future training requirements. The record of this interview is signed by both parties to confirm its accuracy, and to demonstrate commitment to fulfilling the training needs etc. that have been identified.

Career Development / Succession Arrangements

Within the Accountancy service, all staff are actively encouraged to continually develop their skills. However, there are no formal arrangements regarding career development or succession arrangements; tasks are transferred between staff from time-to-time with a view to developing staff.

If specific posts become available, internal staff can apply for them if they wish. However, external applicants are also welcome, and the decision of whom to appoint is based solely upon consideration of who should best be able to do the job.

Approved Qualifications for Treasury Staff

There are no Treasury Management qualifications that have been formally approved by the Council for its staff. However, employees are encouraged to take professional accountancy qualifications.

Secondment of Staff

Various secondments are undertaken within the Council from time-to-time. Given that there are always at least two, and usually three, staff who are familiar with the daily Treasury Management procedures, the secondment of a member of the Treasury Management team would not materially impact on the daily undertaking of treasury duties.

Treasury Management Practice 11

Use of External Service Providers

Dacorum Borough Council recognises that the responsibility for Treasury Management decisions remain with the Council at all times. It recognises the potential value of employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which will have been submitted to full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

The Council will also ensure, where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the responsible officer.

Details of Contracts with Service Providers, Including Bankers, Brokers, Consultants and Advisers

Banking Services

The Council's current bankers are NatWest plc (who are a subsidiary of RBS).

The contract for this service is a 4-year contract starting on 1st February 2015, with the option to extend after this.

The Council's account balances are consolidated each night, and funds are swept into the call account (Corporate Cash Manager Plus account). Interest on credit and debit balances is applied in line with the contract.

Money-Broking Services

The Council's money market brokers are:

- Sterling International Brokers
- Intercapital Europe
- Tradition

No contractual obligations exist between the Council and any of these brokers. Consequently, the Council is free to change the brokers it uses without providing any notice, or in any way compensating, the existing brokers.

Consultants' / Advisers' Services

The Council does not employ any external Fund Managers.

The Council's external treasury management consultants are:

Capita Asset Services
40 Duke's Place
London
EC3A 7NH

The Council's current contract with Capita is a 3-year contract starting on May 1st 2013, with the option to extend for up to two years. The contract has been extended for the two years and the next tender exercise will be during 2017/18.

Other consultants may be employed on short term contracts as and when required.

Procedures and Frequency for Tendering Services

The process for advertising and awarding contracts will be in line with the Council's Commissioning and Procurement Standing Orders and Financial Regulations.

Treasury Management Practice 12

Corporate Governance

Dacorum Borough Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

Dacorum Borough Council has adopted and implemented the key recommendations of the Code. This, together with the other arrangements detailed in the schedule to this document, are considered vital to the achievement of proper corporate governance in treasury management, and the responsible officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

List of Documents to be Made Available for Public Inspection

The following core financial documents are available to the public:

- Annual Budget Book (on website);
- Statement of Accounts (on website);
- Auditors Opinion (on website);
- Auditors Management Letter (on website);
- Capital Strategy (on website).

In addition to the above, all key treasury management reports to members (Policy, Practices, Strategy and Annual Report) are available to the public on the Council's website.

Procedures for Consultation with Stakeholders

The Council undertakes a series of consultation methods to inform members of the views of the public when making their key budget and Council Tax decisions. These methods include:

- Questionnaires;
- Public events;
- Highlighting the main budget issues on the Council's website, and inviting feedback;
- Direct contact with the Council's many partners.

Statement by the Chief Finance Officer

1. The purpose of this statement is to comply with the requirements of the Local Government Act 2003 whereby the Chief Finance Officer, in the Council's case, the Corporate Director (Finance & Operations), must report on:
 - (a) the robustness of the estimates made for the purposes of the budget calculations and;
 - (b) the adequacy of the proposed financial reserves.
2. In recommending the budget to the Council, the Cabinet must take account of the advice of the Corporate Director (Finance & Operations) in respect of the above.
3. For 2017/18 I can advise that the budget presented to Cabinet for referral to Council is robust in its formulation and that the level of reserves and balances are adequate for the organisation.

Risks to the budget

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

Salaries

5. The budget proposals for 2016/17 have incorporated staffing costs budgeted on a post by post basis. A reduction of 5%, known as a 'vacancy factor' has been applied to all posts with the exception of front-line staff within Waste Services. This reduction has been applied because actual salary costs in previous years have demonstrated that the time taken to recruit to vacant posts leads to underspends of around 5% by the end of the year.
6. Service efficiency improvements over the last two years has meant that managers have tended to fill vacant posts more quickly than in the past because the Service is less able to continue providing its Service when carrying a vacant post. However, the forecast outturn position for 2016/17, as at February 2017, indicates that 5% remains an appropriate vacancy factor for the Council. If staff turnover reduces significantly in 2017/18, then there will be increased pressure on the vacancy factor. This will be kept under review throughout the year.

Key income streams

7. **Car Parking Income** The impact of minimal increases in car parking tariffs has been taken into account in preparing the budget for 2017/18. The budgeted level of income has been marginally increased on 2016/17 levels, which is on target to be achieved by year-end having broadly performed as forecast. On this basis the budget-setting process is robust. However, any impact from change in usage should be kept under review, particularly arising from the current economic situation; fuel costs and any future severe weather conditions.
8. **Investment Income** The budgeted level of investment income for 2016/17 has been calculated using a detailed cash flow model in conjunction with interest rates forecast from a combination of advice from Capita (the Council's treasury management advisers), and rates available from counterparties permitted within the Council's current Treasury Management Strategy. However, whilst the economy remains uncertain, there

is a risk that interest rates may fall, negatively impacting the amount of investment income the Council receives.

9. **Recycling income** The Council currently receives around £500k from Hertfordshire County Council (HCC) related to recycling performance, known as the Alternative Financial Model (AFM). The budgeted level of income has been based on a number of assumptions around recycling tonnage that will be achieved by Dacorum over the course of the year, and any deviation from this could result in reductions in the amount of income from HCC. Monthly monitoring of recycling levels will enable any risks to be identified and addressed early in the financial year. Whilst HCC have confirmed that AFM funding will continue onto 2018/19, it has been indicated that there is likely to be a reduction in the amount of funding available in future years. This constitutes a risk to future years' budgets and as such will be kept under review, with the Medium Term Financial Strategy to be updated accordingly.

Settlement Funding Assessment (SFA)

11. The December 2016 Finance Settlement announced a reduction of c£800k in the Council's SFA for 2017/18, in line with the 4-year settlement approved by Government in late 2016. Savings have been identified to meet this reduction for 2017/18, and have been incorporated within the balanced budget proposed within this report.
12. The remaining two years of the 4-year settlement will, if no further Government announcements are made, see the Council's SFA continue to reduce further, from £2.72m in 2017/18 to £2m in 2019/20.
13. In response to this challenge, the Council has adopted a rolling 3-year savings programme in order to plan savings initiatives several years in advance, thereby enabling longer lead-in times to be incorporated within a more robust programme. In addition, the Medium Term Financial Strategy meetings of the Council's Budget Review Group now run throughout the full year rather than following previous years' model of convening from August onwards. The increased frequency of these meetings will assist senior Officers with work already started to identify scope for savings over the next three years.
14. The financial risks associated with the **Baseline Funding** element of the SFA have been covered in the body of the Budget report. Unless the Scheme is fundamentally changed, and this was not indicated in the Settlement Announcement of December 2016, the Council has already mitigated the risk arising from a reducing tax base by budgeting at Safety Net level for Baseline Funding. Government is currently working on the Fair Funding review which will determine the structure of the Business Rates Scheme post 2019/20, and the implementation of full retention. The uncertainty around funding levels after this date, and the additional responsibilities that may arise for the Council, are clear risks to the Council. There are currently prudent assumptions within the MTFs, but these will need to be closely monitored as more information becomes available.

Capital Programme

15. Based on the profile of projects in the proposed Capital Programme, the Council has no further need to borrow until 2020/21, when a further requirement of £3.3m is identified. Any future borrowing will have revenue implications for the Council, which, in the context of continued reductions in government grants, will put further pressure on the Council's ability to protect its front-line services. It is increasingly important therefore that slippage and overspends in the Council's Capital Programme are minimised to enable borrowing

decisions to be taken on the basis of accurate information. The Capital Programme will be kept under review throughout the year, and risks highlighted to Members as they occur.

18. The current financing of the Capital Programme assumes General Fund capital receipts of around £11m over the next two years. The inherent complexity of the property deals that will deliver these receipts means that they are vulnerable to delays and/or collapse. The Asset Management Strategy together with continued regular meetings of the Property Management Board should ensure a concerted approach across Council services that will mitigate this risk.
19. A Revenue Contribution to Capital funded directly from New Homes Bonus, of around £7m, is forecast between 2017/18 and 2020/21. This level of financing is based on the changes to the New Homes Bonus announced in the December 2016 Settlement, and assumes that there will be no further changes to the administration of the scheme over this period. It is possible that Government will increase the baseline growth level, above which NHB is paid, to a higher level than the 0.4% applied to 2017/18. If this were to happen the funding level for all councils would be reduced. This risk will be monitored and the MTFs updated if required when more information becomes available.

Reserves

20. The reserves statement (Appendix J) shows a projected net use of General Fund Earmarked Revenue reserves and General Fund balance in 2017/18 of £625k. The use of Earmarked Reserves has been applied for non-recurring and planned expenditure, therefore, usage is considered robust.
21. It is recommended that the Council's current guidelines on the maintenance of Working Balances are retained, i.e. between 5% and 15% of Net Cost of Services on the General Fund, and at not less than 5% of turnover on the HRA. The General Fund Working Balance is forecast to be at the upper end of this parameter in 2017/18, at 14.1%, to reflect the risks associated with balancing a budget on the basis of new savings initiatives being delivered in-year.

HRA

22. The Council's highest value contract, valued at around £25m per year, is with Osborne for the Total Asset Management of the Council's housing stock. The contract includes the management of responsive repairs, planned repairs and void management. Supplier performance under this contract will continue to be monitored closely to mitigate the financial and operational risks of failure.

Future Years' Budgets

23. The indicative General Fund budget forecast for future years has been based on assumptions applied in the MTFs and updated to reflect the proposed Local Government Finance Settlement. The MTFs will be kept under review to take account of the risks highlighted in paragraphs 11-14 of this appendix.



Report for:	Cabinet
Date of meeting:	14 February 2017
Part:	1
If Part II, reason:	

Title of report:	Appointment of Auditors 2018 and beyond
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources James Deane, Corporate Director (Finance & Operations)
Purpose of report:	To provide details of the options available to the Council on appointing its own external auditors for the audit of the 2018/19 accounts and beyond.
Recommendations	It is recommended that Cabinet recommend Council approve the Council's opting into the Public Sector Audit Appointment's Sector Led Body for the appointment of the Council's external auditors for the audit of the 2018/19 accounts and beyond
Corporate objectives:	Modern and efficient council
Implications:	<u>Financial & Value for Money</u>
'Value For Money Implications'	Contained within the body of the report
Risk Implications	Contained within the body of the report
Equalities Implications	Not applicable
Health And Safety Implications	Not applicable
Monitoring Officer/S.151 Officer Comments	Monitoring Officer: No comments to add to the report. S.151 Officer: This is a S151 Officer report.
Consultees:	Audit Committee
Background papers:	None
Abbreviations	LGA – Local Government Association PSAA – Public Sector Audit Appointments SLB – Sector Led Body

Executive Summary

1. Current auditor appointments are managed by Public Sector Audit Appointments Limited, an independent company established by the Local Government Association to manage existing appointments under transitional arrangements after the winding down of the Audit Commission. The existing audit appointments will end with the completion of the 2017/18 audits.
2. The Council must appoint a new auditor by December 2017, and can choose one of three options to procure the appointment. In summary, these options are:
 - The Council acts alone to carry out a procurement exercise independent from other local authorities or external bodies;
 - The Council joins with other authorities to undertake a joint procurement; or,
 - The Council opts in to a Sector Led Body (SLB) acting on behalf of authorities across the country to procure appointments.
3. Officers recommend that the Council pursues Option 3 for the appointment of its next auditor on the basis of the efficiency, resource, and financial savings available as a result of being a part of a larger procurement with greater buying power.
4. Audit Committee is scheduled to discuss this report on 8 February 2017. The views of the Committee will be reported back to Cabinet at the time this report is presented, in order to inform Cabinet's recommendation to Council. Legislation requires that the Council's opting into a SLB is a decision of Full Council.

Background

5. In August 2010 the then Secretary of State for Communities and Local Government, Eric Pickles, announced that he intended to close the Audit Commission, the body that appointed external auditors to Local Government and NHS organisations. As part of this announcement, he also stated that organisations whose appointments were previously controlled by the Audit Commission should have the freedom to appoint their own external auditors.
6. The Local Audit & Accountability Act 2014 ('the Act') abolished the Audit Commission, which closed on 31 March 2015. At the time of closure, contracts were already in place for local government and NHS external audit appointments that covered audits up to and including the financial year 2016/17. Within these contracts there was an option to extend for a maximum of three further years, i.e. up to and including the financial year 2019/20.
7. A consultation exercise with key stakeholder groups was undertaken, and the Government decided that for local government bodies the contracts will be extended by one year, i.e. to incorporate the audit of the 2017/18 financial year. After this, local authorities must make arrangements to appoint the external auditors themselves.

Options for appointing External Auditors

8. The appointment of external auditors is tightly regulated and local authorities must comply with a range of controls to ensure that appointments are, and are

seen to be, independent. Within the framework laid out, there are three options available to local authorities to appoint auditors for the period beginning 2018/19:

- Establish an independent auditor panel. The panel must be made up of a majority, or of wholly independent members and must be chaired by an independent member;
 - Jointly establish an auditor panel with other authorities; or,
 - Opt in to an approved sector led body (SLB) to be specified by DCLG to act as the Appointing Person on behalf of opted-in authorities.
9. The Local Government Association (LGA) has been working with the PSAA in order to develop a SLB which offers an alternative to each council setting up its own, separate Auditor Panel. Formal invitations to opt in were issued in December 2016 and opt in will require Full Council Approval (*Regulation 19, Local Audit (Appointing Person) Regulations 2015*). A response to the formal invitation will be required by March 2017.
10. The LGA is supporting the sector led approach because of the benefits for the sector as a whole (which also apply to this Council independently). These benefits include:
- Purchasing power to negotiate competitive audit fees worth an estimated £30m annually;
 - A more cost-efficient approach to tendering – avoiding the costs of every authority incurring costs associated with an individual tendering exercise;
 - Economies of scale to be achieved from collective procurement, enabling the winning bidders to plan and resource audits more efficiently and effectively;
 - Quality monitoring and other information sharing across contracts (subject to protections over confidentiality);
 - Sensible distribution of audit appointments taking into consideration joint working between individual Councils and other public bodies, managing rotations where conflicts of interest arise.
11. In July 2016, PSAA was specified by the Secretary of State as an Appointing Person. A national collective scheme for appointment has now been published by PSAA and an invitation to opt in has been issued, with a response required by 9 March 2017. Initial interest has been expressed by 200 authorities, suggesting significant economies of scale.

Evaluation of the options available to the Council

12. Officers have considered the advantages and disadvantages of the options available:
13. **Option 1:** Establish an independent Auditor Panel - Whilst option 1 would give the Council complete autonomy over the whole process, the cost and resource involved in setting up a new panel and carrying out a procurement exercise are expected to be significant. In addition, it is unlikely that the Council acting alone would have sufficient purchasing power to obtain best value, relative to sharing the purchasing power of a larger procurement body.

14. **Option 2:** Jointly establish an Auditor Panel with other authorities - A joint set-up and procurement with other partners would still require the Council to incur significant cost and resource in order to set up a compliant panel and carry out a procurement exercise. Whilst this option is preferable to Option 1, and would offer an opportunity to benefit from combined purchasing power, even a shared procurement with all authorities in Hertfordshire would be unlikely to achieve material economies of scale relative to those available to a national body. (For example, Audit Commission procurements in 2012 and 2014 were for 750 and 260 audited bodies, and achieved savings of 40% and 25% respectively.)
15. **Option 3:** Opt in to an approved sector led body (SLB) - Use of a SLB (PSAA) to act as the Appointing Person would allow the Council access to the benefits of a national procurement exercise (also enabling local procurement resources to remain focused on core business activities), whilst also ensuring that the actual and perceived independence of auditors is protected through the separation of the Council from the decision-making process.

Recommendation

16. Having considered the relative merits of each option, it is recommended that the Council opt into the PSAA Appointing Person arrangement (Option 3), subject to confirmation of the final details of the scheme.



Report for:	Cabinet
Date of meeting:	14 February 2017
PART:	1
If Part II, reason:	

Title of report:	REPORT BY THE INDEPENDENT REMUNERATION PANEL 2016 - MEMBERS' ALLOWANCES FOR DACORUM BOROUGH COUNCIL
Contact:	Katie Mogan – Member Support Officer Jim Doyle - Group Manager Democratic Services Mark Brookes –Solicitor to the Council and Monitoring Officer
Purpose of report:	To formally receive the proposals of the Independent Remuneration Panel 2016 for a revised Scheme of Members' Allowances.
Recommendation	It is requested that Cabinet: - <ol style="list-style-type: none"> 1. Formally receives and considers the report of the Independent Remuneration Panel following its review of the Council's existing Members' Allowances Scheme. 2. Decides whether or not it wishes to recommend to Council the approval of the changes to the Members' Allowances Scheme as recommended by the Independent Remuneration Panel in its report.
Corporate objectives:	The role of Local Councillor is a major part of Dacorum Borough Council's delivery of an efficient, effective and modern Council. As such the remuneration that councillors receive should reflect this central role and assist in attracting the calibre of Council Member the residents of Dacorum deserve.
Implications:	<u>Financial</u>
'Value for Money Implications'	The estimated cost of the IRP recommendations is £386,707 for the Financial Year 2017/18. The above figure is an increase of £10,427 from the estimated cost of £376,280 for the Financial Year 2015/16 due to the proposal to implement a 2.1% budget increase to the scheme

	of allowances (Basic Allowance and Special Responsibility Allowances) as recommended by the Independent Remuneration Panel. (See note 4.1 below)
Risk Implications	<p>This is an opportunity for the Council to develop conditions that encourage participation in the democratic process and contribute to its strategies for engaging with and empowering the community.</p> <p>Failure to produce a relevant and appropriate Member Allowances Scheme could have an impact on the calibre and performance of Members.</p>
Community Impact	
Health And Safety Implications	None
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>This report was written in consultation with the Solicitor to the Council as Monitoring Officer and his comments have been incorporated with the report.</p> <p>Deputy S151 Officer:</p> <p>The recommendations contained within the report can be met from the proposed budget for 2017/18.</p>
Consultees:	<ul style="list-style-type: none"> • The Independent Remuneration Panel • Members
Background papers:	The Report of the Independent Remuneration Panel (Annex A)
Glossary of acronyms and any other abbreviations used in this report	<p>IRP – Independent Remuneration Panel</p> <p>BA - Basic Allowance</p> <p>SRA - Special Responsibility Allowances</p> <p>LGPS - Local Government Pension Scheme</p> <p>HMRC - Her Majesty's Revenue and Customs</p>

BACKGROUND

1. The Local Authorities (Members Allowances) (England) Regulations 2003 (as amended) require the Council to put in place a scheme for members' allowances. Examples of these allowances are:

- The Basic Allowance (BA)
- Special Responsibility Allowances (SRAs)
- Dependent Carers Allowance
- Travel and Subsistence Allowances
- Co-optees Allowances
- Any arrangements to backdate allowances
- Any arrangements to withhold or recover allowances in the event that a member is suspended or disqualified
- Arrangements (if any) to make Basic or Special Responsibility Allowances pensionable under the Local Government Pension Scheme (LGPS).

2. Independent Remuneration Panel 2016 - Summary of Proposals

Before it can agree a new scheme, the Council is required to have regard to the views and recommendations of an Independent Remuneration Panel (IRP) on all of the above issues. This Panel duly met on 5 and 8 December 2016 and its conclusions and recommendations are summarised below. The full report is attached at Annex A.

3. Conclusions

In light of the interviews with several Councillors, in conjunction with the results of the survey developed by the IRP group, the IRP drew the following conclusions:

- The existing Scheme appears to be working satisfactorily.
- The current Scheme should remain in place for the Financial Year commencing April 1st 2017.
- There was agreement that Councillors Basic Allowance and Special Responsibility Allowances should increase by 1% which was the CPI inflation figure for September 2016. This increase will be effective as of 1st April 2017.
- The Basic Allowance and Special Responsibility Allowances should increase by the same percentage as CPI on 1st April 2018, 2019 and 2020.
- The Dacorum Councillors' Basic Allowance has not been increased since 2008 and has fallen below the average for other Hertfordshire Borough Councils. The IRP therefore recommends that, in addition to the 1% mentioned above, the Basic Allowance be increased by £55 per year for the next four years to bring it up to the average allowance paid by other Hertfordshire Borough Councils (which is currently £5,169). The additional £55 should also be increased annually in line with the CPI figure used for

the Councillors Basic Allowance. This will result in a total increase of 2.1% from 1st April 2017 in the Councillors Basic Allowance and Special Responsibility Allowances.

- The results from the questionnaire sent out to Members better enable the Independent Remuneration Panel to understand the workings of the council and the member's views on the issues the IRP was asked to explore, are shown at Appendix A
- 45% (23 out of 51) of councillors responded to the questionnaire this year.
- The Panel appreciated the opportunity to meet with a number of councillors and feel it is important to ensure that the panel sees a diverse cross section in future, especially the councillors to whom the allowances matter the most.

4. Proposed Allowances and Expenses

Basic Allowance (BA) and Special Responsibility Allowances (SRAs)

The Council is requested to approve the changes to the existing scheme of allowances for Councillors as set out below, the revised allowances, if approved, to be effective from 1st April 2017 and backdated where applicable.

The estimated cost of the IRP recommendations is £386,707 for the Financial Year 2017/18.

- 4.1 Wishing to recognise the contribution the Councillors make a 2.1% increase to the Basic Allowance (BA) payable to all Councillors is proposed. The 2.1% consists of 1% from the CPI September inflation figure and 1.1% for an additional £55 increase every year for the 4 year duration of this report to bring the Dacorum BA up to average for Hertfordshire Borough Councils. The average Hertfordshire Borough Council BA was calculated by the IRP by removing the two highest and two lowest Hertfordshire Borough Council BAs and averaging the BA from the remaining six Borough Councils. The BA will increase from £4,951 to £5,055 on 1 April 2017.
- 4.2 The indexing arrangement whereby the allowances are increased annually should use the Consumer Price Index (CPI) using the figure for the month of September.
- 4.3 The Basic Allowance paid to Dacorum Councillors should be benchmarked annually against the Basic Allowance paid by other Hertfordshire Borough Councils to ensure that the Dacorum Basic Allowance stays at least at the average Basic Allowance for the Hertfordshire Boroughs based on the calculation listed in point 1 above. This is to ensure that Councillors are at least financially compensated for any costs they incur when performing their duties and encourage diversity of future Councillors so as to represent the population of Dacorum.
- 4.4 Special Responsibility Allowances (SRA) should continue to be calculated as multiples of the Basic Allowance, thus representing a 2.1% increase.
- 4.5 Having spoken to Councillors and support staff the IRP recommend that the Special Responsibility Allowance for Chairman of the Audit Committee be increased from a BA Multiplier of 0.5 to a BA Multiplier of 1. This is in recognition of the increased demands on and work load of the Audit Committee.
- 4.6 No member of the Council should be entitled to receive more than one of the SRAs listed above (in addition to their BA).

4.7 The following SRAs should be paid:

Role	BA Multiplier	SRA 2017/18	Number payable	Total Cost
Leader	3	15,165	1	15,165
Cabinet members(* see note 23 above)	2	10,110	5*	50,550
Cabinet Support Officer	1	5,055	1	5,055
Chairman of Development Control Committee	1	5,055	1	5,055
Chairman of Licensing and Health and Safety Enforcement Committee	1	5,055	1	5,055
Chairman of Licensing and Health and Safety Enforcement Sub Committee Or, and only if this allowance is unclaimed, Vice Chairman of Licensing and Health and Safety Enforcement Committee	0.50	2,527.50	1	2,527.50
Chairman of Appeals Committee	1	5,055	1	5,055
Vice Chairman of Appeals Committee	0.50	2,527.50	1	2,527.50
Chairman of Audit Committee	1	5,055	1	5,055
Chairman of Overview and Scrutiny Committees	1	5,055	3	15,165
Vice Chairmen of Overview and Scrutiny Committees	0.50	2,527.50	3	7,582.50
Vice Chairman of Development Control Committee	0.50	2,527.50	1	2,527.50
Chairman Standards Committee	0.25	1,263.75	1	1,263.75
1 st Opposition Group Leader	1.25	6,318.75	1	6,318.75

- 4.8 No member of the Council should be entitled to receive more than one of the SRAs listed above (in addition to their BA).
- 4.9 The Council's existing Care Allowances scheme should continue to operate in its current format for the financial year commencing 1st April 2014.
- 4.10 The Council's existing Care Allowances scheme should continue to operate in its current format for the financial year commencing 1st April 2017.
- 4.11 The scale of rates for Subsistence allowances remains the same as those, which the Council currently pays.
- 4.12 The mileage payments made in respect of all "approved duty" journeys undertaken by members in their own vehicles continues to be kept in line with the per mile operating cost of the vehicle concerned determined by the Her Majesty's Revenue and Customs (HMRC). The HMRC approved Mileage rate for cars is 45p.
- 4.13 When Councillors use public transport in connection with an approved duty, they are entitled to claim the standard class fare in respect of such journeys.
- 4.14 The IRP recommend that co-opted committee members continue to be paid an allowance for the time they spend in meetings. The allowance for co-opted members of any committee, who are not Chairman of the Committee, should be increased to £400 p.a.

We understand that there are no current plans to co-opt a person to chair a committee. Should such a co-option be made in the future we propose that the co-opted chairman's allowance should be 0.5 of a councillor's basic allowance

- 4.15 It is recommended, should there be any significant deviation in circumstances during the 4 year duration of this report, that the IRP be given a further opportunity to review the scheme. These deviations could include changes in the Basic Allowances of other Hertfordshire Borough Councils affecting the average allowance calculation, variations between the CPI linkage for Basic Allowance increase and council staff pay rises or underlying national economic circumstances. Should any of these circumstances occur then we recommend that the IRP reviews the current arrangements.

5. IMPLICATIONS

Adoption of the Independent Remuneration Panel recommendations in full would entail a minimal increase in the cost of the Scheme of Members' Allowances.

5.1. Basic Allowance

A 2.1% increase to the Basic Allowance (BA) payable to all Councillors is proposed. The 2.1% consists of 1% from the CPI September inflation figure and 1.1% for an additional £55 increase every year for the 4 year duration of this report to bring the Dacorum BA up to average for Hertfordshire Borough

Councils. The BA will increase from £4,951 to £5,055 for each member giving an overall increase of £5,304 (from £252,501 to £257,805).

5.2. Special Responsibility Allowance

The Special Responsibility Allowances (SRA) should continue to be calculated as multiples of the Basic Allowance, thus representing a 2.1% increase. The SRA budget will increase from £123,779 to £128,902.50 giving an overall increase of £5,123.50.

The table below sets out a comparison between the current SRA payments and how it would be affected by the proposals of the Independent Remuneration Panel from April 2017.

Role	Current allowance	IRP proposed Annual allowance from 01.04.17
Leader of Council	14,853	15,165
Cabinet members (5) – (see note 4.6)	49,510	50,550
Cabinet support member	4,951	5,055
Chairman of Development Control Committee	4,951	5,055
Chairman of Licensing and Health and Safety Enforcement Committee	4,951	5,055
Chairman of Licensing and Health and Safety Enforcement Sub Committee Or, and only if this allowance is unclaimed, Vice Chairman of Licensing and Health and Safety Enforcement Committee	2,476	2,527.50
Chairman of Appeals Committee	4,951	5,055
Vice Chairman of Appeals Committee	2,476	2,527.50
Chairman of Audit Committee	2,476	5,055
Chairmen of Overview & Scrutiny Cttes (3)	14,853	15,165
Vice Chairmen of Overview & Scrutiny Cttes (3)	7,428	7,582.50
Vice Chairman of Development Control Ctte	2,476	2,527.50
Chairman of Standards Committee	1,238	1,263.75
1 st Opposition Group Leader	6,189	6,318.75
2 nd Opposition Group Leader - It was agreed by Full Council that an Opposition Group Leader must be leading a group of 5 not 2 (as at that time)	0	0
Total	£123,779	£128,902.50

(Note:

This figure is a maximum as some Special Responsibility Allowances are not paid because no Member of the Council is entitled to receive more than one of the SRAs listed above (in addition to their BA).

- 5.3. As far as the Basic Allowance and Special Responsibility Allowance is concerned the effect of implementing the Independent Remuneration Panel recommendations will be a net increase of £11,404

5.4 Travel Allowances

No change is proposed to the existing scheme of subsistence allowances or the indexation methods. However, the Panel recommend that the mileage payments made in respect of all “approved duty” journeys undertaken by members in their own vehicles be kept in line with the current per mile operating cost of the vehicle concerned determined by the Her Majesty’s Revenue and Customs (HMRC). (Changes in line with HMRC approved rates can be made without reference back to the IRP).

6. Status of the Independent Remuneration Panel Recommendations

- 6.1 In setting its new Scheme of Members' Allowances the Council must 'have regard' to the proposals of the Independent Remuneration Panel. However, should the Council decide not to implement the panel's recommendations it must provide adequate reason for any alternative option decided upon.
- 6.2 The Panel recommends that Councillors should not be given the option of joining the Local Government Pension Scheme.

7. Timetable for Implementation/Next step

The existence of the report from the Independent Remuneration Panel must be made public and the summary of its conclusions published.

Any Comments referred from the Finance and Resources Overview and Scrutiny Committee on 7 February 2017 will be considered by Cabinet at its meeting on 14 February 2017 and, if it considers the Independent Remuneration Panel's recommendations are reasonable and entail only minor changes to the structure of the current Scheme, then it may offer its conclusions direct to Full Council (on 22 February 2017) – who are the final decision making body on the scheme - to be adopted with effect from 1st April 2017.

Agenda Item 12

To consider passing a resolution in the following terms:

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

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

Agenda Item 13

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

Document is Restricted