

# Revenue and Capital Budget Book 2019/20





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# Preface

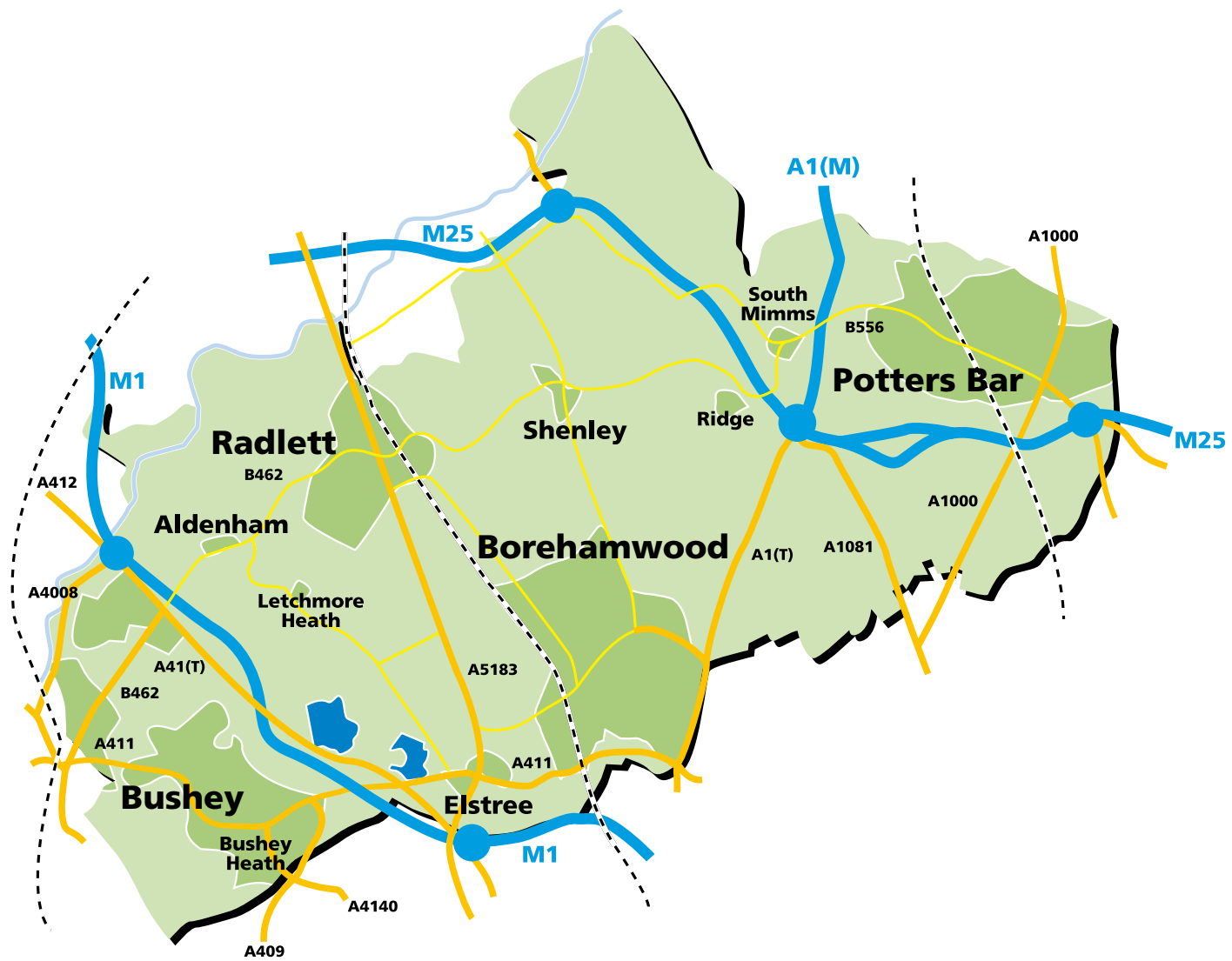
Welcome to Hertsmere Borough Council's 2019/20 Budget Book.

The budget book presents information on setting the Council Tax, together with the following budgets:

- The Revenue Budget;
- The Capital Programme 2018/19 – 2021/22.

The introduction section provides information on:

- Hertsmere Borough Council – a brief profile;
- How the Council operates;
- General statistics;
- Achieving a balanced budget;
- The revenue budget setting process;
- How our annual revenue budget is influenced by our corporate plans/goals;
- Services provided by the Council;
- How Hertsmere funds our annual revenue expenditure;
- Council tax collected in Hertsmere;
- Analysis of the 2019/20 council tax levy for Hertsmere residents;
- CIPFA budget categorisation;
- Factors affecting the 2019/20 budget.



# Introduction

## Hertsmere Borough Council - a Brief Profile

The Borough has a population of over 104,000 and covers just over 39 square miles (about 10,200 hectares) in the south of Hertfordshire. There are over 43,000 dwellings and 3,000 commercial premises in the area.

From its southern border with the London Boroughs of Harrow, Barnet and Enfield, the Borough extends north, again sharing on its eastern side a common boundary with Barnet and further north with Welwyn Hatfield. The City and District of St. Albans forms the northern boundary, with Three Rivers District and the Borough of Watford to the west. A location map of Hertsmere is on page 6.

There are four main centres of population. Bushey lies in the west, Potters Bar in the east and Elstree/Borehamwood, with the largest population, almost equidistant between the two. Radlett, the fourth main centre, is two miles to the north of Borehamwood. Hertsmere is one of the most favoured residential districts situated to the north of London and has some of the finest schools in the country. The Borough has excellent transportation links - Central London is a mere 25 minutes from Elstree and Borehamwood railway station.

## How the Council Operates

The Council is composed of 39 Councillors with elections every 4 years. Councillors are democratically accountable to residents of their ward.

Councillors agree to follow a Code of Conduct to ensure high standards in the way they undertake their duties. The Standards Committee trains and advises them on the Code of Conduct.

All Councillors meet together as the Council. Meetings of the Council are normally open to the public. Here Councillors decide the Council's overall policies and set the budget each year. The Council appoints the Leader, considers the Leader's proposals for membership of the cabinet and appoints the Overview and Scrutiny Committees and the Standards Committee. At these meetings there is a provision for questions from the public, which have been received in advance of the meeting to be answered.

## General Statistics

|   |             |                |
|---|-------------|----------------|
| Population 2017 (Office of National Statistics estimates) |             | 104,031        |
| Total Area  |             | 39.4 sq. miles |
| Urban Area  |             | 7.96 sq. miles |
| Area of countryside                                       |             | 29.5 sq. miles |
| Length of principle roads                                 | M1          | 4.2 miles      |
|   | M25         | 6.2 miles      |
|   | A1          | 2.8 miles      |
| Rail travel time to central London from:                  | Elstree     | 25 mins        |
|   | Potters Bar | 16 mins        |
|   | Radlett     | 28 mins        |
| Distance to major airports                                | Luton       | 14 miles       |
|   | Heathrow    | 21 miles       |
|   | Gatwick     | 58 miles       |
|   | Stanstead   | 30 miles       |
| Total number of dwellings                                 |             | 43,689         |
| Parliamentary constituency                                |             | Hertsmere      |
| Number of electors on register                            |             | c77,000        |

## The Council's Revenue Budget

The Council's Revenue Budget represents the Council's target for the cost of providing its ongoing services in the forthcoming year. The Council is required by law to set a balanced revenue budget each year, showing how it intends to fund the services it plans to provide in the forthcoming year.

The revenue budget therefore reflects the financial implications of the Council's aims and objectives for the forthcoming year including those priorities contained in the Corporate Plan.

## Achieving a Balanced Budget

Each year, the Council is required under statute to present a balanced budget. The cost of providing its ongoing services needs to be balanced by the funding received through government grants, council tax and fees & charges. The declining level of government grants in recent years means that the council really only have the following options to consider in achieving this requirement:

- Reduce the annual expenditure requirement by making expenditure savings or increasing the level of fees and charges;
- Increase the level of Council Tax.

Conscious of the service impact as well as the financial burden on its residents, the Council has increased the average Band D council tax by £5 this year whilst also achieving savings through service improvements and other efficiencies.

The outcome is a considered balance that protects essential services and reduces reliance on one-off income. Applying further efficiency savings would increase the risk of reducing current service levels. A combination of market forces and statutory guidelines together prevent further increases in fees and charges.

The Council's key aim in setting the council tax for 2019/20 has been to maintain, if not improve, value for money to the local taxpayer for the services it provides and to continue to reduce its dependence on central government grants.

The Comprehensive Spending Review 2015 (CSR15), part of the Chancellor's Autumn Statement on 25 November 2015, included the announcement of the complete phasing out of Revenue Support Grant (RSG) by 2019/20.

Other announcements affecting local government finances:

- Hertsmere's negative RSG of £217k for 2019/20 will be eliminated by the government. This will be funded through the Government's share of business rates;

- An increase to the referendum limit for Council Tax from 2% to 3% from 2018/19;
- Proposals for new 75% Business Rates Pilots in 2019/20 have been approved for 15 areas including Hertfordshire, which will see an additional £11.9m of business rates growth retained within the County, Hertsmere's share anticipated to be around £1.1m;
- A £180m balance on the national Levy Account will be distributed based on need, Hertsmere will receive a one-off payment of £41k in 2019/20;
- The latest business rates revaluation was implemented from 1 April 2017; the revaluation cycle will now switch from five years to three years following the next revaluation, planned for 2022.

This summarised revenue budget statement represents, in financial terms, the policies, aims and objectives of Hertsmere Borough Council for the financial year 2019/20. It includes statistics and background information supporting the budget figures and a brief explanation of the duties and responsibilities of the Executive, committees and business units of the Council.

## The Revenue Budget Setting Process

Setting an achievable revenue budget is dependent upon resolving the fundamental conflict between the desire to improve services whilst at the same time ensuring that the cost of those services to the taxpayer is acceptable.

In order to resolve these conflicting aims, the Council needs to gain a clear understanding of the following factors:

- Which areas the Council considers to be its priorities for allocating funding. (see the section on Corporate Planning below);
- What level of funding is required to provide each service for the forthcoming year;
- Whether any efficiency savings or innovative service delivery solutions are possible for each service (e.g. through partnerships);
- Whether any additional income can be generated, either in the form of government grants or through fees and charges levied;
- After consideration of all of the above factors, what will be an acceptable level of council tax for the forthcoming year.



In order to gain a clear understanding of each of the factors listed above, consultation is undertaken formally with the following groups prior to presenting a proposed budget to full council for approval:

- Service Managers;
- The Portfolio Holder for Finance and the Leader of the Council;
- The Budget Panel;
- The Executive as a whole;
- Policy Review and Operations Review Committees and all Members;
- Business Ratepayers;
- Residents, through the Corporate and Community Planning processes outlined below.

The Council's Budget must be approved at a meeting of the full council in order for it to be enacted. Full council agreed the 2019/20 budget presented in this book on 27th February 2019.

## Corporate Planning and the Annual Budget

The revenue budget needs to be considered in the context of the Council's wider aims and objectives for delivering its services. In order for the Council to be able to meet its targets for delivering services, it is necessary to ensure that the right amount of funding is available for each service in the revenue budget. Equally, the provision of services is constrained by the level of financial resource available through the revenue budget. Thus service delivery and financial planning are closely linked.

In order to deliver best value to its taxpayers, Hertsmere is continually reviewing its services, operational structure, and systems. The Council is committed to seek value for money from all its services and has a record of significant improvements in the efficiency and effectiveness of its services to the benefit of council taxpayers and users of services.

To support this aim, the Council carries out consultation with local residents, including regular community surveys and more specific surveys with a panel of local residents. These surveys have also been used to establish local priorities for service delivery and are articulated through the Council's Corporate Plan Review.

Hertsmere Borough Council has a leading role to play in improving the quality of life for people who live and work in the Borough. The Corporate Plan sets out the vision, values and corporate goals of the Council and builds on the achievements of the previous Corporate Plan. The Plan contains an agenda for further improvements with a number of priority

actions. The actions in the plan seek to address the important issues identified by local people in the Place & Residents' Survey.

It will be possible to monitor progress on the range of activities that the Council will be doing throughout the year to improve council services and quality of life for residents through a number of ways, but primarily through our community magazine, Hertsmere News and via our website ([www.hertsmere.gov.uk](http://www.hertsmere.gov.uk)) as well as through social networking sites such as Facebook and Twitter.

The Council's current corporate plan "2020 Vision" sets out the vision, values and priorities of the Council.

The 2020 Vision will aid decision making by keeping the council focused on what matters to residents and other key stakeholders and is a vital means of communicating the priorities of the Council to these groups.

It will be supported by an Annual Corporate Action Plan setting out high level proposed actions for the forthcoming year and a retrospective Annual Report which will detail work done by the council from the previous year. The Performance Strategy will also be refreshed to reflect this approach and a revised set of performance indicators will be produced to reflect the council's updated priorities.

The **2020 Vision** identifies three high level priorities:

- **Being an Enterprising Council:** Financial resilience, self-sufficiency, innovative ways to deliver services, use of collaborative working, optimisation of our assets;
- **Planning for the future:** Enable growth to meet the demands of our residents, support a thriving economy, increase the supply of local housing, protect and enhance the environment;
- **Supporting our communities:** Support residents to be healthier and live longer, work in partnership to build safe, strong and cohesive communities, provide opportunities to enable all people to live fulfilling lives.

The content of the Annual Corporate Action Plan will be developed in conjunction with Senior Officers and the Executive and will reflect high level priority actions for the Council over the next 12 months. It is intended that each line in the Corporate Action Plan will also be subject to separate, more detailed project and risk management processes, which will include the establishment of qualitative and quantitative performance indicators and regular monitoring of these at both Officer and Member level.

The Corporate Actions will then be reflected in relevant Departmental Service Plans which are being produced across the council. It should be noted that Departmental Service Plans will continue to reflect the wider work carried out by each service area in addition to that identified as a corporate priority for action. The budget process will be based on information contained within each service plan.

Departmental Service Plan actions will, in turn, feed down to individual staff Key Result Areas which are monitored through the existing appraisal process.

The major constraint to this process is the limited resources that the Council has available. Hertsmere is in the difficult position of having inadequate ongoing revenue resources available to meet all of the needs contained within each service plan.

This is due in part to additional funds being required for issues outside the Council's control and increases due to government legislative requirements. However the main constraint is the sustained decline in central government grant. Since 2010 Hertsmere has had a reduction in general government grant of £4.8m or 64%, which means that the cost of providing the council's services is falling increasingly on taxpayers.

The Council has prioritised its service improvement programme for 2019/20 in line with the service priorities mentioned above.

## Services Provided by the Council

Under the Council's constitution many varied services are provided, a few of which are listed below. (Full details can be found under each service area)

- Building Control\*
- Council Tax and Business Rates
- Community Safety
- Drainage
- Electoral Services
- Environmental Health
- Housing
- Land Charges
- Licensing

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\* Service now provided by Hertfordshire Building Control Limited – a borough wide partnership

- Local Plan
- Property Management
- Planning Applications
- Parking
- Parks
- Cemeteries
- Recycling / Waste collection
- Street Cleansing

## Funding the Annual Revenue Budget

### Revenue Support Grant (RSG), Redistributed National Non-Domestic Rates (NNDR), and other government grants

Central Government sets the level of grants payable to Hertsmere each year. The Council therefore has very limited control over the level of these sources of income.

### Fees and Charges and Rental Income

The Council also receives income from fees & charges and property rental. However, the scope for significantly increasing the income from these sources is limited because:

- For rental income and certain fees and charges, the Council must remain competitive with other providers;
- Some fees and charges are determined by Central Government guidelines;
- Other fees and charges relate to services provided for the benefit of the community where the Council aims to make the service accessible by making it available at a reasonable cost.

### Council Tax

Setting council tax at the correct level is one of the main ways that the Council can achieve a balanced budget.

In setting the council tax each year, the Council needs to balance the requirements for additional funding with our aim to keep the financial burden on residents at a reasonable level.

## Council Tax Collected in Hertsmere

Hertsmere Borough Council acts as the billing authority for all council tax payments on behalf of Hertfordshire County Council, Hertfordshire Police & Crime Commissioner and the Parish/Town Councils of Aldenham, Elstree and Borehamwood, Shenley, and South Mimms.

Although all of the council tax is collected by Hertsmere Borough Council, the share that we retain is just 10%.

| Council Tax to be collected 2019/20 | Hertfordshire County Council | Police & Crime Commissioner | Parish & Town Councils | Hertsmere Borough Council |
|-------------------------------------|------------------------------|-----------------------------|------------------------|---------------------------|
|                                     | 77%<br>£53,130,164           | 11%<br>£7,759,512           | 2%<br>£1,234,562       | 10%<br>£7,319,669         |

All council tax receipts are paid into a ring fenced account called the collection fund. The receipts arising from council tax remain in the fund until specified dates when payments are made to all precepting authorities and the Borough Council.

The average total council tax levy for band D residents in Hertsmere is £1755.19. Parish Precepts vary depending upon location but are on average 2% of the total bill as shown above. The average total council tax levy for other bands is determined as a fixed proportion of the band D charge. For example, band A is calculated as 6/9 of the band D charge and band H is calculated as 2 times the band D charge.

| A   | B   | C   | D | E    | F    | G    | H    |
|-----|-----|-----|---|------|------|------|------|
| 6/9 | 7/9 | 8/9 | 1 | 11/9 | 13/9 | 15/9 | 18/9 |

## Analysis of Council Tax Levy 2019/20

Table 1 below shows final precepts, allocation of grant and district expenditure for 2019/20.

| Table 1                            | Band D £ | Multiplied No. | Total £   |
|------------------------------------|----------|----------------|-----------|
| Aldenham Parish Council            | 130.29   | 5,146          | 670,486   |
| Elstree & Borehamwood Town Council | 36.26    | 13,037         | 472,718   |
| Shenley Parish Council             | 43.29    | 1,797          | 77,776    |
| South Mimms Parish                 | 42.47    | 320            | 13,852    |
| Bushey, Potters Bar and Ridge      | 0        | 20,974         | 0         |
| <b>Total parish precepts</b>       |          | 41,274         | 1,234,562 |
| Hertsmere BC special expenses      |          | 41,274         | 604,389   |
| Hertsmere BC general expenses      | 162.70   |                | 6,715,280 |
| <b>Total Hertsmere BC precepts</b> | 162.70   | 41,274         | 7,319,669 |
| <b>Total district expenditure</b>  |          |                | 8,554,230 |

## Presentation of Financial Information - Budget Format

The budget book is prepared on a direct cost basis and therefore excludes capital charges and recharges.

The budget format is based on the standard classification of accounts as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA).

## CIPFA budget categories

The major items of income and expenditure contained under each heading are below:

### Employees

Expenditure on all employees is included, significant items are:

- Salaries and wages;
- National Insurance;
- Superannuation;
- Training and staff development.

### Premises and Related

This expenditure covers repairs, maintenance, alterations and annual running costs of all Council buildings, fixed plant and land. Expenditure includes:

- Utilities (e.g. gas, electricity, and water);
- Rents and NNDR;
- Cleaning;
- Premises insurance.

### Transport

The costs under this heading include:

- Car mileage allowance;
- Fuel and maintenance of Councils fleet vehicles.

### Supplies and Services

This covers expenditure incurred on:

- Equipment purchase;
- Clothing and uniforms;
- Printing, stationery and postage;
- Telephones;
- Individual unit I.T. requirements;
- Members' allowances and conferences expenses;
- Grants and subscriptions.

### Third Party Payments

The costs under this heading include:

- Payments to other local authorities;
- Government departments;
- Private contractors;
- Consultants.

### Transfer Payments

Transfer payments include:

- Housing Benefit Payments;
- Debits arising from soft loans.

### Income

Income receivable includes:

- Fees and charges;
- Contributions towards service costs;
- Sales and court costs;
- Government grants.

## Factors affecting the 2019/20 revenue budget

2019/20 is shaping up to be another year when the council has difficult choices to make about which services to prioritise. There are a number of factors driving this which have been building over a number of years. The main pressures affecting the council are:

- **Increased employee costs** - 2% pay award & contractual increments;
- **Service improvements & increments** - Increased costs to support recycling, business rates for the civic offices & contractual increments;
- **Decreases in income** Borehamwood street market & specific grant funding.

The pressures noted above have been managed by increases in income from fees and charges, identification of budget savings and efficiencies and to a small extent the utilisation of earmarked reserves. The table on page 13 breaks down the budget movements by service

| GENERAL FUND SAVINGS & PRESSURES    | Page | NET BUDGET<br>2018/19<br>£'000 | Employee<br>costs<br>£'000 | Business<br>Transformation<br>£'000 | Service improvements<br>and increments<br>£'000 | Changes in<br>Income<br>£'000 | Net Budget<br>2019/20<br>£'000 | Total Change<br>(FAV) / ADV<br>£'000 |
|-------------------------------------|------|--------------------------------|----------------------------|-------------------------------------|---|-------------------------------|--------------------------------|--------------------------------------|
| Planning & Economic Development     | 23   | 1,114                          | 8                          | (6)                                 | 16  | 5                             | 1,138                          | 24                                   |
| Housing Services                    | 28   | 953                            | 47                         | (2)                                 | 10  | 0                             | 1,007                          | 54                                   |
| Environmental Health                | 30   | 1,045                          | (30)                       | (8)                                 | 0   | 5                             | 1,012                          | (33)                                 |
| Street Scene Services               | 36   | 4,138                          | 80                         | (96)                                | 187   | (66)                          | 4,242                          | 104                                  |
| Engineering Services                | 45   | 52                             | 11                         | 98                                  | 22  | (59)                          | 124                            | 72                                   |
| Asset Management                    | 48   | (2,988)                        | 22                         | (16)                                | 20  | (474)                         | (3,436)                        | (448)                                |
| Partnerships & Community Engagement | 57   | 1,159                          | 13                         | (6)                                 | 2   | 0                             | 1,169                          | 10,100                               |
| Finance & Business Services         | 66   | 2,556                          | 28                         | (46)                                | 19  | 37                            | 2,594                          | 39                                   |
| Legal & Democratic Services         | 77   | 1,384                          | 74                         | (18)                                | 25  | (1)                           | 1,464                          | 80                                   |
| Human Resources & Customer Services | 87   | 1,193                          | (14)                       | (28)                                | 0   | 16                            | 1,167                          | (26)                                 |
| Executive Directors                 | 95   | 499                            | 10                         | (1)                                 | 0   | 0                             | 509                            | 9                                    |
| Audit & Assurance                   | 96   | 98                             | 0                          | 0                                   | 0   | 0                             | 98                             | 0                                    |
| <b>Total for directorates</b>       |      | <b>11,203</b>                  | <b>250</b>                 | <b>(128)</b>                        | <b>300</b>                                      | <b>(537)</b>                  | <b>11,088</b>                  | <b>(115)</b>                         |
| Audit Fees, Bank Charges            | 101  | 142                            | 0                          | 0                                   | 0   | 0                             | 142                            | 0                                    |
| General Expenses                    | 100  | 132                            | 0                          | 0                                   | 0   | 0                             | 132                            | 0                                    |
| Pension Auto Enrolment              | 103  | 10                             | 0                          | 0                                   | 0   | 0                             | 10                             | 0                                    |
| Apprenticeship Levy                 | 104  | 31                             | 0                          | 0                                   | 0   | 0                             | 31                             | 0                                    |
| Central Contingency                 | 105  | 300                            | 0                          | 0                                   | 0   | 0                             | 300                            | 0                                    |
| Minimum Revenue Provision (MRP)     | 106  | 242                            | 0                          | 0                                   | 0   | 0                             | 242                            | 0                                    |
| Investment Income                   | 107  | (200)                          | 0                          | 0                                   | 0   | (200)                         | (400)                          | (200)                                |
| <b>Total Council expenditure</b>    |      | <b>11,860</b>                  | <b>250</b>                 | <b>(128)</b>                        | <b>300</b>                                      | <b>(737)</b>                  | <b>11,545</b>                  | <b>(315)</b>                         |
| <b>FUNDING</b>                      |      |                                |                            |                                     |   |                               |                                |                                      |
| New Homes Bonus Grant               |      | (1,200)                        | 0                          | 0                                   | 0   | 83                            | (1,117)                        | 83                                   |
| Revenue Support Grant               |      | (221)                          | 0                          | 0                                   | 0   | 221                           | 0                              | 221                                  |
| Business Rate Retention Scheme      |      | (2,619)                        | 0                          | 0                                   | 0   | (60)                          | (2,679)                        | (60)                                 |
| Collection Fund Surplus             |      | (427)                          | 0                          | 0                                   | 0   | 427                           | 0                              | 427                                  |
| Business Rates Growth               |      | (380)                          | 0                          | 0                                   | 0   | (8)                           | (388)                          | (8)                                  |
| Business Rates Levy Account Surplus |      | 0                              | 0                          | 0                                   | 0   | (41)                          | (41)                           | (41)                                 |
| <b>Central Government Grants</b>    |      | <b>(4,847)</b>                 | <b>0</b>                   | <b>0</b>                            | <b>0</b>  | <b>580</b>                    | <b>(4,225)</b>                 | <b>580</b>                           |
| <b>Council Tax Requirement</b>      |      | <b>7,013</b>                   |                            |                                     |   |                               | <b>7,320</b>                   | <b>265</b>                           |
| <b>Balanced budget</b>              |      | <b>0</b>                       |                            |                                     |   |                               | <b>0</b>                       |                                      |
| <b>Band D equivalent £pp</b>        |      | <b>Band D</b>                  |                            |                                     |   |                               | <b>Band D</b>                  | <b>% Change</b>                      |
| Hertsmere Borough Council           | 11   | £172.32                        |                            |                                     |   |                               | £177.34                        | 2.91%                                |
| Hertfordshire County Council        |      | £1,320.46                      |                            |                                     |   |                               | £1,359.94                      | 2.99%                                |
| Police & Crime commissioner         |      | £164.00                        |                            |                                     |   |                               | £188.00                        | 14.63%                               |
| Parish & Town Council Precept       |      | £29.62                         |                            |                                     |   |                               | £29.91                         | 0.98%                                |
|                                     |      | <b>£1,686.40</b>               |                            |                                     |   |                               | <b>£1,755.19</b>               |                                      |

## General Fund Budget Summary 2019/20

| GENERAL FUND                             | NET BUDGET 2018/19<br>£'000 | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET 2019/20<br>£'000 |
|--|-----------------------------|----------------------------|-----------------------|-----------------------------|
| NET EXPENDITURE                          |                             |                            |                       |                             |
| Planning & Economic Development          | 1,114                       | 2,061                      | (923)                 | 1,138                       |
| Housing Services                         | 953                         | 2,170                      | (1,163)               | 1,007                       |
| Environmental Health                     | 1,045                       | 1,321                      | (309)                 | 1,012                       |
| Street Scene Services                    | 4,138                       | 8,452                      | (4,210)               | 4,242                       |
| Engineering Services                     | 52                          | 599                        | (475)                 | 124                         |
| Asset Management                         | (2,981)                     | 2,012                      | (5,448)               | (3,436)                     |
| Partnerships & Community Engagement      | 1,198                       | 1,421                      | (253)                 | 1,168                       |
| Finance & Business Services              | 2,556                       | 9,212                      | (6,618)               | 2,594                       |
| Housing Benefits and Council Tax Support | 0                           | 44,242                     | (44,242)              | 0                           |
| Legal & Democratic Services              | 1,384                       | 1,744                      | (280)                 | 1,464                       |
| Human Resources & Customer Services      | 1,147                       | 1,384                      | (217)                 | 1,167                       |
| Executive Directors                      | 499                         | 509                        | 0                     | 509                         |
| Audit & Assurance                        | 98                          | 98                         | 0                     | 98                          |
| <b>Total for directorates</b>            | <b>11,203</b>               | <b>69,484</b>              | <b>(58,396)</b>       | <b>11,087</b>               |
| Audit Fees, Bank Charges                 | 142                         | 142                        |                       | 142                         |
| General Expenses                         | 132                         | 132                        |                       | 132                         |
| Pension Auto Enrolment                   | 10                          | 10                         |                       | 10                          |
| Apprenticeship Levy                      | 31                          | 31                         |                       | 31                          |
| Central Contingency                      | 300                         | 300                        |                       | 300                         |
| Minimum Revenue Provision (MRP)          | 242                         | 242                        |                       | 242                         |
| Investment Income                        | (200)                       |                            | (400)                 | (400)                       |
| <b>Total Council expenditure</b>         | <b>11,860</b>               | <b>70,341</b>              | <b>(58,796)</b>       | <b>11,544</b>               |

| GENERAL FUND                                       | NET BUDGET 2019/19<br>£'000 | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET 2019/20<br>£'000 |
|--|-----------------------------|----------------------------|-----------------------|-----------------------------|
| <b>FUNDING</b>                                     |                             |                            |                       |                             |
| New Homes Bonus Grant                              | (1,200)                     |                            |                       | (1,117)                     |
| Collection Fund Surplus                            | (427)                       |                            |                       | 0                           |
| Business Rates - Growth Income                     | (380)                       |                            |                       | (388)                       |
| Business Rates - Account Surplus                   |                             |                            |                       | (41)                        |
| <b>Other Specific and Special Revenue Grants</b>   | <b>(2,007)</b>              |                            |                       | <b>(1,546)</b>              |
| Revenue Support Grant                              | (221)                       |                            |                       | 0                           |
| Business Rate Retention Scheme                     | (2,619)                     |                            |                       | (2,679)                     |
| Council Tax Requirement                            | (7,013)                     |                            |                       | (7,320)                     |
| <b>Central Government Grants &amp; Council Tax</b> | <b>(9,853)</b>              |                            |                       | <b>(9,999)</b>              |
| <b>Total Funding</b>                               | <b>(11,860)</b>             |                            |                       | <b>(11,545)</b>             |

## General Fund Summary 2019/20 BY SUBJECTIVE £

|                                 | PLANNING & ECONOMIC DEVELOPMENT | HOUSING SERVICES | ENVIRONMENTAL HEALTH | STREET SCENE SERVICES | ENGINEERING SERVICES | ASSET MANAGEMENT | PARTNERSHIPS & COMMUNITY ENGAGEMENT | FINANCE & BUSINESS SERVICES | LEGAL & DEMOCRATIC SERVICES | HUMAN RESOURCES & CUSTOMER SERVICES | EXECUTIVE DIRECTORS | AUDIT & ASSURANCE | NET BUDGET 2019/20 |
|---------------------------------|---------------------------------|------------------|----------------------|-----------------------|----------------------|------------------|-------------------------------------|-----------------------------|-----------------------------|-------------------------------------|---------------------|-------------------|--------------------|
| SERVICE EXPENDITURE             | £'000                           | £'000            | £'000                | £'000                 | £'000                | £'000            | £'000                               | £'000                       | £'000                       | £'000                               | £'000               | £'000             | £'000              |
| Employees                       | 1,738                           | 853              | 1,087                | 4,346                 | 315                  | 541              | 617                                 | 2,546                       | 1,281                       | 1,119                               | 490                 | 0                 | 14,933             |
| Premises and Related            | 0                               | 0                | 0                    | 424                   | 24                   | 1,324            | 0                                   | 0                           | 11                          | 0                                   | 0                   | 0                 | 1,783              |
| Transport                       | 6                               | 2                | 8                    | 936                   | 33                   | 2                | 3                                   | 10                          | 16                          | 2                                   | 2                   | 0                 | 1,020              |
| Supplies and Services           | 190                             | 1,270            | 97                   | 1,044                 | 16                   | 76               | 729                                 | 709                         | 427                         | 95                                  | 17                  | 0                 | 4,670              |
| Third Party Payments            | 127                             | 45               | 26                   | 1,223                 | 196                  | 9                | 57                                  | 205                         | 9                           | 168                                 | 0                   | 98                | 2,163              |
| Transfer Payments               | 0                               | 0                | 103                  | 479                   | 15                   | 60               | 15                                  | 38,500                      | 0                           | 0                                   | 0                   | 0                 | 39,172             |
| Income                          | (923)                           | (1,163)          | (309)                | (4,210)               | (475)                | (5,448)          | (253)                               | (39,376)                    | (280)                       | (217)                               | 0                   | 0                 | (52,654)           |
| <b>Net Expenditure</b>          | <b>1,138</b>                    | <b>1,007</b>     | <b>1,012</b>         | <b>4,242</b>          | <b>124</b>           | <b>(3,436)</b>   | <b>1,168</b>                        | <b>2,594</b>                | <b>1,464</b>                | <b>1,167</b>                        | <b>509</b>          | <b>98</b>         | <b>11,087</b>      |
| <b>CORPORATE EXPENDITURE</b>    |                                 |                  |                      |                       |                      |                  |                                     |                             |                             |                                     |                     |                   |                    |
| Audit Fees, Bank Charges        |                                 |                  |                      |                       |                      |                  |                                     |                             |                             |                                     |                     |                   | 142                |
| General Expenses                |                                 |                  |                      |                       |                      |                  |                                     |                             |                             |                                     |                     |                   | 132                |
| Pension Auto Enrolment          |                                 |                  |                      |                       |                      |                  |                                     |                             |                             |                                     |                     |                   | 10                 |
| Apprenticeship Levy             |                                 |                  |                      |                       |                      |                  |                                     |                             |                             |                                     |                     |                   | 31                 |
| Central Contingency             |                                 |                  |                      |                       |                      |                  |                                     |                             |                             |                                     |                     |                   | 300                |
| Minimum Revenue Provision (MRP) |                                 |                  |                      |                       |                      |                  |                                     |                             |                             |                                     |                     |                   | 242                |
| Investment Income               |                                 |                  |                      |                       |                      |                  |                                     |                             |                             |                                     |                     |                   | (400)              |
| <b>Total Expenditure</b>        | <b>1,138</b>                    | <b>1,007</b>     | <b>1,012</b>         | <b>4,242</b>          | <b>124</b>           | <b>(3,436)</b>   | <b>1,168</b>                        | <b>2,594</b>                | <b>1,464</b>                | <b>1,167</b>                        | <b>509</b>          | <b>98</b>         | <b>11,544</b>      |



| BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2019/20 | Page | Total Budgeted Staff | Net Budget 2019/20<br>£'000 |
|---|------|----------------------|-----------------------------|
| Strategic Planning  | 24   | 8.0                  | 415                         |
| Development Management                                    | 25   | 25.6                 | 660                         |
| Building Control  | 26   | -                    | 49                          |
| Economic Development & Regeneration                       | 27   | -                    | 14                          |
| <b>Planning &amp; Economic Development</b>                |      | <b>33.6</b>          | <b>1,138</b>                |
| Housing Services  | 29   | 17.4                 | 1,007                       |
| <b>Housing</b>  |      | <b>17.4</b>          | <b>1,007</b>                |
| Miscellaneous Services                                    | 31   | -                    | (213)                       |
| Community Toilet Scheme                                   | 32   | -                    | 12                          |
| Emergency Planning  | 33   | 1.0                  | 0                           |
| Environmental Health Unit                                 | 33   | 19.9                 | 1,113                       |
| Disabled Facilities Grant                                 | 34   | -                    | 100                         |
| <b>Environmental Health</b>                               |      | <b>20.9</b>          | <b>1,012</b>                |
| Waste & Street Scene Unit                                 | 36   | 13.4                 | 969                         |
| Waste Services  | 37   | 44.0                 | 1,692                       |
| Trade Waste   | 38   | 2.0                  | (218)                       |
| Cleaning Services   | 39   | 22.0                 | 1,071                       |
| Parks & Open Spaces                                       | 40   | 5.3                  | 1,177                       |
| Allotments  | 41   | -                    | 4                           |
| Allum Lane Cemetery & Closed Grounds                      | 42   | -                    | 67                          |
| Parking Services  | 43   | 29.0                 | (520)                       |
| <b>Street Scene</b>                                       |      | <b>115.7</b>         | <b>4,242</b>                |

| BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2019/20 | Page | Total Budgeted Staff | Net Budget 2019/20 £'000 |
|---|------|----------------------|--------------------------|
| Highways Related Expenditure                              | 45   | -                    | 11                       |
| Engineering Services Unit                                 | 46   | 6.4                  | 113                      |
| <b>Engineering Services</b>                               |      | <b>6.4</b>           | <b>124</b>               |
| Civic Offices   | 48   | -                    | 341                      |
| Depot Sites   | 49   | -                    | 16                       |
| Residential Properties                                    | 50   | -                    | (817)                    |
| Commercial Properties                                     | 51   | -                    | (3,440)                  |
| Garages   | 52   | -                    | (628)                    |
| Leisure & Community Buildings                             | 53   | -                    | 111                      |
| Building Maintenance Programme                            | 54   | -                    | 416                      |
| Asset Management Unit                                     | 55   | 10.5                 | 565                      |
| <b>Asset Management</b>                                   |      | <b>10.5</b>          | <b>(3,436)</b>           |
| Partnership Unit  | 57   | 12.1                 | 651                      |
| Corporate Communications                                  | 58   | -                    | 75                       |
| Youth Services  | 59   | -                    | 5                        |
| Sports Development  | 60   | -                    | 12                       |
| Community Development                                     | 61   | -                    | 15                       |
| Community Safety  | 62   | -                    | 8                        |
| CCTV  | 63   | -                    | 0                        |
| Voluntary Sector Aid Grant                                | 64   | -                    | 402                      |
| <b>Partnerships &amp; Community Engagement</b>            |      | <b>12.1</b>          | <b>1,168</b>             |
| Finance Unit  | 66   | 15.2                 | 937                      |
| Council Tax & Non Domestic Rates Administration           | 67   | 14.0                 | 304                      |
| Benefits Administration                                   | 68   | 12.9                 | 205                      |

| BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2019/20 | Page | Total Budgeted Staff | Net Budget 2019/20 £'000 |
|---|------|----------------------|--------------------------|
| Housing Benefit (Local Schemes)                           | 69   | -                    | 8                        |
| Rent Allowance Benefit Payments                           | 70   | -                    | 0                        |
| Council Tax Benefit (Local Schemes)                       | 71   | -                    | 0                        |
| Information Digital Services                              | 72   | 13.0                 | 1,022                    |
| Civic Office Telephones                                   | 73   | -                    | 20                       |
| Procurement   | 74   | 0.4                  | 16                       |
| Shared Anti-Fraud Service (SAFS)                          | 75   | -                    | 82                       |
| <b>Finance &amp; Business Services</b>                    |      | <b>55.5</b>          | <b>2,594</b>             |
| Local Land Charges  | 77   | 2.0                  | (49)                     |
| Electoral Registration                                    | 78   | 2.6                  | 199                      |
| Elections   | 79   | -                    | 34                       |
| Legal Services Business Unit                              | 80   | 5.5                  | 510                      |
| Mayoral Budget  | 81   | -                    | 44                       |
| Surgeries   | 82   | -                    | 1                        |
| Members Allowances  | 83   | -                    | 390                      |
| Costs Associated with Members / Meetings                  | 84   | -                    | 72                       |
| Democratic Services Business Unit                         | 85   | 5.6                  | 263                      |
| <b>Legal &amp; Democratic Services</b>                    |      | <b>15.7</b>          | <b>1,464</b>             |
| Human Resources Unit                                      | 87   | 6.1                  | 328                      |
| Customer Relationship Management                          | 88   | 18.5                 | 723                      |
| Civic Office Keepers                                      | 89   | 1.0                  | 88                       |
| Design & Print Services                                   | 90   | 2.5                  | (5)                      |
| Health & Safety   | 91   | -                    | 3                        |
| Strategic Training  | 92   | -                    | 30                       |
| <b>Human Resources &amp; Customer Services</b>            |      | <b>28.1</b>          | <b>1,167</b>             |

| BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2019/20 | Page | Total Budgeted Staff | Net Budget 2019/20<br>£'000 |
|---|------|----------------------|-----------------------------|
| Executive Directors                                       | 93   | 4.0                  | 509                         |
| <b>Executive Directors</b>                                |      | <b>4.0</b>           | <b>509</b>                  |
| Shared Internal Audit Services (SIAS)                     | 95   | -                    | 93                          |
| Risk Management   | 96   | -                    | 5                           |
| <b>Audit &amp; Assurance</b>                              |      | <b>-</b>             | <b>98</b>                   |
| General Expenses  | 98   | -                    | 132                         |
| Audit Fees, Bank Charges                                  | 99   | -                    | 142                         |
| Auto Enrolment  | 100  | -                    | 10                          |
| Apprenticeship Levy                                       | 101  | -                    | 31                          |
| Central Contingency                                       | 102  | -                    | 300                         |
| Minimum Revenue Provision                                 | 103  | -                    | 242                         |
| Investment Income   | 104  | -                    | (400)                       |
| <b>Corporate Budgets</b>                                  |      | <b>-</b>             | <b>457</b>                  |
| <b>Total FTE / Net Budget</b>                             |      | <b>319.9</b>         | <b>11,544</b>               |

# Hertsmere Borough Council **Service Budgets**



# Service Heads

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| Adrien Waite<br>Head of Planning & Economic Development<br>Ext 5160     |         |
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| Hilary Shade<br>Head of Partnerships & Community Engagement<br>Ext 5710 |         |
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| Steve Burton<br>Head of Street Scene Services<br>Ext 5242               |         |
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| Simon Payton<br>Head of Asset Management and Engineering.<br>Ext 4020   |         |
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| Harvey Patterson<br>Head of Legal & Democratic Services<br>Ext 2880 |      |
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| Donald Graham<br>Chief Executive<br>Ext 2101                        |      |
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| Matthew Bunyon<br>Head of Finance & Business Services<br>Ext 5320   |      |

# Planning & Economic Development

Planning & Economic Development Control has the responsibility for:

## Strategic Planning

- Preparation of the Local Plan;
- Preparation of other policy documents set out in the Local Development Scheme (LDS);
- Delivering obligations and community infrastructure levy through collection and allocation;
- Promoting economic prosperity within the borough;
- Delivering a Joint Strategic Plan within Hertfordshire;
- Seeking new funding streams through grants to improve the borough.

## Development Management

- Promoting good development which meets the current and future needs of the borough;
- Processing of planning and other applications (including provision of advice, consideration and defending our decisions),
- Taking enforcement action when appropriate.

## Building Control (now Hertfordshire Building Control Limited)

- Application and enforcement of national Building Regulations.
- Applications for the demolition of buildings and the making safe of dangerous structures.

**Number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 33.6**

| PLANNING & ECONOMIC DEVELOPMENT | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|---------------------------------|----------------------------|-----------------------|---------------------|
| Employees                       | 1,738                      | 0                     | 1,738               |
| Premises and Related            | 0                          | 0                     | 0                   |
| Transport                       | 6                          | 0                     | 6                   |
| Supplies and Services           | 190                        | 0                     | 190                 |
| Third Party Payments            | 127                        | 0                     | 127                 |
| Transfer Payments               | 0                          | 0                     | 0                   |
| Income                          | 0                          | (923)                 | (923)               |
| <b>Net Expenditure</b>          | <b>2,061</b>               | <b>(923)</b>          | <b>1,138</b>        |

## Strategic Planning

HG300, HG310

### Purposes:

- Formulating and updating local planning policies and guidance through the implementation of the Local Development Scheme (LDS) and in particular the preparation of a new Local Plan, as part of the revision of the 2013 Core Strategy, 2016 Site allocation and Development Management Plan;
- Supporting the development management process, providing policy advice on development proposals prior to and following submission of a planning application;
- Working with Development Management to provide affordable housing within the borough via the delivery of development schemes;
- Providing advice and commenting on consultation documents from other statutory organisations, in particular, the Department for Communities and Local Government and neighbouring authorities;
- Providing support for CIL, s106, appeals and other planning data

| <b>STRATEGIC PLANNING</b> | <b>GROSS EXPENDITURE<br/>£'000</b> | <b>GROSS INCOME<br/>£'000</b> | <b>NET BUDGET<br/>£'000</b> |
|---------------------------|------------------------------------|-------------------------------|-----------------------------|
| Employees                 | 432                                | 0                             | 432                         |
| Premises and Related      | 0                                  | 0                             | 0                           |
| Transport                 | 1                                  | 0                             | 1                           |
| Supplies and Services     | 52                                 | 0                             | 52                          |
| Third Party Payments      | 30                                 | 0                             | 30                          |
| Transfer Payments         | 0                                  | 0                             | 0                           |
| Income                    | 0                                  | (100)                         | (100)                       |
| <b>Net Expenditure</b>    | <b>515</b>                         | <b>(100)</b>                  | <b>415</b>                  |



## Development Management

HG200

### Purposes:

- Promoting good development which meets the current and future needs of the Borough;
- Processing of planning and other applications (including provision of advice, consideration and defending our decisions);
- Taking enforcement action when appropriate.

| DEVELOPMENT MANAGEMENT | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 1,306                      | 0                     | 1,306               |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 5                          | 0                     | 5                   |
| Supplies and Services  | 124                        | 0                     | 124                 |
| Third Party Payments   | 48                         | 0                     | 48                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (823)                 | (823)               |
| <b>Net Expenditure</b> | <b>1,483</b>               | <b>(823)</b>          | <b>660</b>          |

## Building Control (Service now provided by Hertfordshire Building Control Ltd)

HG100

### Purposes:

In July 2016, seven district councils joined together to create an independent company to deliver building control services with an Approved Inspector subsidiary across the county.

The new company, Hertfordshire Building Control Limited, is based at Hertsmere Borough Council's Civic Offices in Borehamwood and aims to offer greater flexibility and value for money for anyone seeking approval for building work.

Previously, each local authority provided its own separate building control services. Under the new arrangement, it is expected that the councils will be able to compete more effectively in an increasingly commercial market.

| BUILDING CONTROL       | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 49                         | 0                     | 49                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>49</b>                  | <b>0</b>              | <b>49</b>           |

## Economic Development

HG500

### Purposes:

Work carried out by local policy makers and organisations to improve the local economy and quality of life of local people. This entails supporting local businesses, attracting investment in the area, ensuring local people are skilled and employed, and improving our high streets and shopping areas.

| ECONOMIC DEVELOPMENT & REGENERATION | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-------------------------------------|----------------------------|-----------------------|---------------------|
| Employees                           | 0                          | 0                     | 0                   |
| Premises and Related                | 0                          | 0                     | 0                   |
| Transport                           | 0                          | 0                     | 0                   |
| Supplies and Services               | 14                         | 0                     | 14                  |
| Third Party Payments                | 0                          | 0                     | 0                   |
| Transfer Payments                   | 0                          | 0                     | 0                   |
| Income                              | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>              | <b>14</b>                  | <b>0</b>              | <b>14</b>           |

# Housing

## Purposes

- Register housing needs and allocate people to empty social housing;
- Prevent homelessness, give advice and, where there is a statutory duty, house homeless people;
- Improve housing standards, including energy efficiency;
- Develop a local strategy to meet housing need and facilitate development of new affordable housing;
- Develop housing-led regeneration initiatives;
- Bring empty properties back into use;
- Ensure a good range of housing options for people with special needs;
- Make best use of both publicly and privately owned housing.

**Number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 17.4**

| HOUSING SERVICES       | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 853                        | 0                     | 853                 |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 2                          | 0                     | 2                   |
| Supplies and Services  | 1,270                      | 0                     | 1,270               |
| Third Party Payments   | 45                         | 0                     | 45                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (1,163)               | (1,163)             |
| <b>Net Expenditure</b> | <b>2,170</b>               | <b>(1,163)</b>        | <b>1,007</b>        |

## Housing Services

HJ100, HJ120, HJ500, HJ700

### Purposes:

- Responsibility for carrying out the Council's statutory duties regarding homelessness decisions;
- In-house provision of the statutory homeless and housing advisory service, including homelessness prevention;
- Provision of temporary accommodation when required;
- Development and monitoring of homelessness services to homeless people in the borough;
- Management of the statutory register of applicants for housing (Housing Act 1996), making nominations to housing associations properties and monitoring the various nominations agreements with housing associations;
- Development and implementation of the Council's Housing Strategy, Homelessness Strategy, Affordable Warmth Strategy, a Housing Renewal Assistance Policy, Private Sector Housing Strategy and the Tenancy Strategy;
- Reporting to Central Government the annual progress made on energy savings in residential dwellings, in accordance with the Home Energy Conservation Act;
- Development of policy and promotion of energy conservation best practices both internally and in the wider community;
- Development of partnerships to maximise grant funding and energy efficiency opportunities to residents of Hertsmere;
- Development and management of bond rent scheme and other initiatives such as the private sector leasing scheme and the development of partnerships with private landlords,
- Working towards meeting local housing need through development of new affordable housing;
- Driving up standards in housing in all tenures by working in partnership and taking enforcement action where necessary and appropriate;
- Provision of secretarial services and Lead Officer to the Housing Forum;
- Working in partnership sub-regionally.

| HOUSING SERVICES       | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 853                        | 0                     | 853                 |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 2                          | 0                     | 2                   |
| Supplies and Services  | 1,270                      | 0                     | 1,270               |
| Third Party Payments   | 45                         | 0                     | 45                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (1,163)               | (1,163)             |
| <b>Net Expenditure</b> | <b>2,170</b>               | <b>(1,163)</b>        | <b>1,007</b>        |

# Environmental Health

## Purposes:

- Air quality, contaminated land, pollution control, stray dogs and animal welfare;
- Food safety and hygiene, infectious disease control and health and safety in commercial premises;
- Licensing regulated entertainment, alcohol sales, hackney carriages and private hire vehicles;
- Emergency planning, providing a corporate response in relation to natural disasters, emergencies and major incidents within the borough;
- The Chief Environmental Health Officer acts as the Council's lead officer in the interface with the health economy.

**Number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 20.9**

| ENVIRONMENTAL HEALTH   | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 1,087                      | 0                     | 1,087               |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 8                          | 0                     | 8                   |
| Supplies and Services  | 97                         | 0                     | 97                  |
| Third Party Payments   | 26                         | 0                     | 26                  |
| Transfer Payments      | 103                        | 0                     | 103                 |
| Income                 | 0                          | (309)                 | (309)               |
| <b>Net Expenditure</b> | <b>1,321</b>               | <b>(309)</b>          | <b>1,012</b>        |

## Miscellaneous Services

HE100, HE800, HE801, HE803, HE850, HE851, HE860, HE861, HE862, HE863, HE865, HE920

### Purposes:

- **Health & Safety in the Workplace** – Enforcing health and safety legislation at over 1,600 workplace premises in the borough. Accident investigations;
- **Licensing and Registration** – Public entertainment licensing. Registration and control of tattooists and ear piercing. Licensing of private hire vehicles and hackney carriages. Administration and the enforcement of the Licensing Act 2003 and Gambling Act 2006;
- **Animal Welfare** – Inspection and licensing of pet shops, boarding kennels and breeding kennels, dangerous wild animals and riding establishments. Control of stray dogs;
- **Drinking Water Safety** – Liaising with the Water Company on the testing and analysis of drinking water supplies. Monitoring of private supplies e.g. wells, bore holes etc;
- **Infectious Disease Control** – Investigation of infectious diseases and food poisoning cases in liaison with the Health Protection Agency;
- **Health Education** – Talks, lectures and stands on environmental health and health improvement issues. Food Hygiene training courses. Health and safety training courses. Information on home safety, pollution and environmental topics;
- **Public Health** – Supervision of the exhumation of human remains. Taking action in respect of dirty/verminous persons/premises;
- **Air Pollution Control** – Authorisation of those processes capable of causing pollution. Investigation of air pollution complaints and monitoring of air quality in order to formulate an air quality strategy;
- **Noise Pollution Complaints** – Assessment of planning applications in order to minimise noise problems. Investigation of all noise complaints. Control of noise from construction sites;
- **Food Hygiene and Safety** – A full food safety service including the inspection of all 1,036 food premises in the borough. Sampling of food. Investigation of food complaints. Provision of a register of all food premises. Acting as “Home Authority” for a large national food company, providing advice and evaluation of the company’s food system;
- **Land Pollution** – Investigation of contaminated sites and formulation of a register, prioritisation of detailed site investigations and remediation

| MISCELLANEOUS SERVICES | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 35                         | 0                     | 35                  |
| Third Party Payments   | 26                         | 0                     | 26                  |
| Transfer Payments      | 2                          | 0                     | 2                   |
| Income                 | 0                          | (276)                 | (276)               |
| <b>Net Expenditure</b> | <b>63</b>                  | <b>(276)</b>          | <b>(213)</b>        |

## Community Toilet Scheme

HE882

### Purposes:

- The community toilet scheme was piloted in Borehamwood and has been expanded across the major conurbations across the borough. Several of these contain accessible toilets and baby changing facilities.
- As a result of the successful roll out of the community toilet scheme, all public conveniences (except those situated in parks and controlled by the Parks department) have now been closed.

| COMMUNITY TOILET SCHEME | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-------------------------|----------------------------|-----------------------|---------------------|
| Employees               | 0                          | 0                     | 0                   |
| Premises and Related    | 0                          | 0                     | 0                   |
| Transport               | 0                          | 0                     | 0                   |
| Supplies and Services   | 12                         | 0                     | 12                  |
| Third Party Payments    | 0                          | 0                     | 0                   |
| Transfer Payments       | 0                          | 0                     | 0                   |
| Income                  | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>  | <b>12</b>                  | <b>0</b>              | <b>12</b>           |



## Environmental Health Admin Unit

HF700

### Purposes:

- Acting as an interface between the Council and other agencies involved in the Environmental Health and Licensing fields;
- Determining, on behalf of the Council, responses to consultation documents produced by other agencies in relation to Environmental Health, Licensing and related issues;
- Health education/home safety relating to Environmental Health including facilitating training for food handlers, responsibility for marketing and organising various seminars and workshops within the borough specially tailored to individual requirements. Developing and organising promotional activities and initiatives;
- Providing technical/administrative support to the whole unit. Responsibility for procurement of goods and services;
- Co-ordinating the work of Hertsmeres Safety Advisory Group (a multi-agency team) and providing administrative and secretarial support;
- Municipal/paupers funerals: taking responsibility when a Hertsmeres resident dies without next of kin (and reprioritising workload), to comply with the National Assistance Act 1948;
- Ensuring reports of infectious diseases, hazard food warnings and other reports to the Unit requiring an immediate response are actioned in the appropriate manner;
- Providing administrative support to the Commercial Team in preparation of routine food inspections, maintaining all paperwork relating to commercial properties and issuing, where necessary, 'scores on the doors' certificates;
- A wide range of other administrative tasks are dealt with on a day-to-day basis to include: nuisance matters, stray dogs, accident reporting/logging, diary sheets, CIPFA returns, responding to Calm hotline, intruder alarms etc

| ENVIRONMENTAL HEALTH ADMINISTRATION | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-------------------------------------|----------------------------|-----------------------|---------------------|
| Employees                           | 1,087                      | 0                     | 1,087               |
| Premises and Related                | 0                          | 0                     | 0                   |
| Transport                           | 8                          | 0                     | 8                   |
| Supplies and Services               | 50                         | 0                     | 50                  |
| Third Party Payments                | 0                          | 0                     | 0                   |
| Transfer Payments                   | 1                          | 0                     | 1                   |
| Income                              | 0                          | (33)                  | (33)                |
| <b>Net Expenditure</b>              | <b>1,146</b>               | <b>(33)</b>           | <b>1,113</b>        |

## Disabled Facilities Grants

HJ550

### Purposes:

- Disabled facilities grants are mandatory grants that enable the disabled to remain within their homes;
- These grants are part funded by Central Government (Better Care Fund) with Hertsmere Borough Council funding the remainder. This budget represents the council's contribution to DFG;
- The **total amounts** spent and budgeted for DFG can be seen in the capital programme against project code **HV162**.

| DISABLED FACILITIES GRANTS | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|----------------------------|----------------------------|-----------------------|---------------------|
| Employees                  | 0                          | 0                     | 0                   |
| Premises and Related       | 0                          | 0                     | 0                   |
| Transport                  | 0                          | 0                     | 0                   |
| Supplies and Services      | 0                          | 0                     | 0                   |
| Third Party Payments       | 0                          | 0                     | 0                   |
| Transfer Payments          | 100                        | 0                     | 100                 |
| Income                     | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>     | <b>100</b>                 | <b>0</b>              | <b>100</b>          |

# Street Scene Services

Street Scene Services has responsibility for:

## Waste Services

- Household waste collection (funded through council tax);
- Special collection of bulky household items, and fridges and freezers (a chargeable service);
- Kerbside Recycling Scheme: Collection of recyclables from domestic premises such as paper, green waste, plastic and cans & glass;
- Collection of materials from the Borough's recycling banks. These collections incur costs but also generate an income for the Council for the materials collected;
- Clinical Waste: provide and collect "sharps boxes" and collect and arrange for the safe disposal of other clinical waste (a chargeable service).

## Trade Waste Services

- Trade waste collection (a chargeable service).

## Street Cleansing & Pest Control

- Keeping Hertsmere's streets and open spaces clean;
- Commercial contracts for the cleansing of outdoor spaces that generate an income;
- Fly-tipping removal;
- Weed killing on highways in partnership with Hertfordshire County Council;
- Pest control.

## Depot Overheads & Service Management

- The running costs of the Waste Depot and the management team.

## Management of Parks & Open Spaces:

- Parks and amenity areas.
- Grounds maintenance and building cleaning.
- Allotments.
- Allum Lane cemetery.
- Bushey Rose Garden.

## Parking Services:

- Implementation of the Council's Parking Policy (1991 Road Traffic Act [Decriminalisation]);
- Administration of enforcement of parking restrictions throughout the borough;
- Administration and enforcement of Controlled Parking Zones (CPZ) and Council owned and operated car parks;
- Maintenance of Council car parks;
- Abandoned Vehicles;
- Creating new and amended Traffic Regulation Orders to enable off-street car parking measures to be introduced, including Controlled Parking Zones;
- Partnership arrangement with Three Rivers District Council.

## Number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 115.7

| STREET SCENE SERVICES  | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 4,346                      | 0                     | 4,346               |
| Premises and Related   | 424                        | 0                     | 424                 |
| Transport              | 936                        | 0                     | 936                 |
| Supplies and Services  | 1,044                      | 0                     | 1,044               |
| Third Party Payments   | 1,223                      | 0                     | 1,223               |
| Transfer Payments      | 479                        | 0                     | 479                 |
| Income                 | 0                          | (4,210)               | (4,210)             |
| <b>Net Expenditure</b> | <b>8,452</b>               | <b>(4,210)</b>        | <b>4,242</b>        |

## Waste & Street Scene Unit

HF710

### Purposes:

- **Salary and other employment costs:** This budget includes the cost of the management team comprising of the Head of Waste Management, Operations Manager, Trade Waste Officer, Area Officers and Admin Support;
- **Premises related costs:** This includes rates, utilities and building repair costs for the depot;
- **Transport related costs:** This budget represents primarily the costs of operating the area officer's vans;
- **Supplies & Services:** This budget includes insurance costs, clothing and uniforms for all operatives, as well as telephone and stationery costs

| WASTE AND STREET SCENE UNIT | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-----------------------------|----------------------------|-----------------------|---------------------|
| Employees                   | 725                        | 0                     | 725                 |
| Premises and Related        | 80                         | 0                     | 80                  |
| Transport                   | 49                         | 0                     | 49                  |
| Supplies and Services       | 91                         | 0                     | 91                  |
| Third Party Payments        | 0                          | 0                     | 0                   |
| Transfer Payments           | 24                         | 0                     | 24                  |
| Income                      | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>      | <b>969</b>                 | <b>0</b>              | <b>969</b>          |

## Waste Services

HF100, HF110, HF120

### Purposes:

The Council has a duty under the Environmental Protection Act to provide a household waste collection service free of charge and comply with government targets for the recycling of domestic waste.

The recycling operation includes contractor costs for the servicing and maintenance of Recycling Banks. In addition, Hertsmere provides in-house 'kerbside' collections of newspapers, magazines, plastic and cans as well as green waste from domestic properties.

Income is derived from the sale of material collected and from the government-funded 'recycling credits' paid by Hertfordshire County Council.

As part of the control of infectious disease, Waste Services provide and collect "sharps boxes" and collect and arrange for the safe disposal of other clinical waste.

In addition to the regular weekly and fortnightly collection, ad hoc collections are also made at over 100 domestic dwellings each year.

| Description                                 | Actual 2016/17 | Actual 2017/18 |
|---|----------------|----------------|
| % of household waste recycled and composted | 44.4%          | 45%            |

| WASTE SERVICES         | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 1,552                      | 0                     | 1,552               |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 655                        | 0                     | 655                 |
| Supplies and Services  | 135                        | 0                     | 135                 |
| Third Party Payments   | 200                        | 0                     | 200                 |
| Transfer Payments      | 210                        | 0                     | 210                 |
| Income                 | 0                          | (1,060)               | (1,060)             |
| <b>Net Expenditure</b> | <b>2,752</b>               | <b>(1,060)</b>        | <b>1,692</b>        |

## Trade Services

HF300

### Purposes:

The Council has a duty under the Environmental Protection Act to provide, where requested, a commercial waste service for which a charge is made. The council serves approximately 600 commercial properties for refuse collection.

| TRADE REFUSE           | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 67                         | 0                     | 67                  |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 38                         | 0                     | 38                  |
| Supplies and Services  | 271                        | 0                     | 271                 |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 15                         | 0                     | 15                  |
| Income                 | 0                          | (609)                 | (609)               |
| <b>Net Expenditure</b> | <b>391</b>                 | <b>(609)</b>          | <b>(218)</b>        |

## Cleansing Services

HE840, HE900, HE910

### Purposes:

This Council has a duty to ensure that all land in its direct control, which is open to the air and to which the public has access, is kept clear of litter and refuse in line with the Government's Litter Code.

This Act also transferred the responsibility for cleaning all public roads within the borough, except motorways, from the Highway Authority to Hertsmere.

From April 2014, this service has taken over the Pest Control duties under the Prevention of Damage by Pests Act and the Public Health Acts from Environmental Health.

| CLEANING SERVICES      | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 782                        | 0                     | 782                 |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 172                        | 0                     | 172                 |
| Supplies and Services  | 47                         | 0                     | 47                  |
| Third Party Payments   | 45                         | 0                     | 45                  |
| Transfer Payments      | 80                         | 0                     | 80                  |
| Income                 | 0                          | (55)                  | (55)                |
| <b>Net Expenditure</b> | <b>1,126</b>               | <b>(55)</b>           | <b>1,071</b>        |

## Parks & Open Spaces

HD300, HD301, HD302, HD370, HD371, HD372, HD373, HD380, HD390, HD391, HD392, HD393, HD394, HD395, HD396

### Purposes:

Hertsmere is responsible for 43 parks and play areas covering some 148 hectares, as well as a variety of other amenity areas, nature reserves and woodland areas.

This department is responsible for overseeing the maintenance of trees and woodlands in Hertsmere's parks and amenity areas and ensuring that the Council's statutory functions in respect of Tree Preservation Orders are delivered.

### Facilities include:

- 27** equipped play areas
- 2** skate parks
- 20** 11 a side football pitches
- 5** 7 a side football pitches
- 9** tennis courts
- 5** basketball / multi use courts
- 1** splash park
- 4** parks with exercise equipment

### Rose Garden

Following a successful restoration project in conjunction with the Heritage Lottery Fund, the Rose Garden in Bushey was reopened to the public on July 2010. A full time gardener and team of volunteers now work to maintain the gardens.

| PARKS AND AMENITY AREAS | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-------------------------|----------------------------|-----------------------|---------------------|
| Employees               | 237                        | 0                     | 237                 |
| Premises and Related    | 133                        | 0                     | 133                 |
| Transport               | 1                          | 0                     | 1                   |
| Supplies and Services   | 25                         | 0                     | 25                  |
| Third Party Payments    | 843                        | 0                     | 843                 |
| Transfer Payments       | 10                         | 0                     | 10                  |
| Income                  | 0                          | (72)                  | (72)                |
| <b>Net Expenditure</b>  | <b>1,249</b>               | <b>(72)</b>           | <b>1,177</b>        |



## Allotments

HD350

### Purpose:

The Council owns and provides for rental, 204.5 plots over 5 sites throughout the borough.

| ALLOTMENTS             | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 3                          | 0                     | 3                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 11                         | 0                     | 11                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (10)                  | (10)                |
| <b>Net Expenditure</b> | <b>14</b>                  | <b>(10)</b>           | <b>4</b>            |

## Allum Lane Cemetery and Closed Grounds

HE101

### Purposes:

The Council has duties in respect of the provision and regulation of cemeteries. The Allum Lane Cemetery is available for burials and Hertsmere has entered into a joint agreement with four other authorities to provide and manage the West Herts Crematorium at Garston; there are no costs associated with this agreement.

Additionally, Hertsmere is responsible for the maintenance of closed cemeteries (not available for burials) at St James, Bushey; Mutton Lane, Potters Bar; and St Botolph's, Shenley. These are maintained under the Grounds Maintenance Contract.

Grounds Maintenance and grave digging works at Allum Lane are also part of the Grounds Maintenance Contract.

The Cemetery is available for burial of non-Hertsmere residents, for which triple the normal charge is made. The cemetery is open at the following times:

Daily 9 am - 5 pm - 365 days a year.

| ALLUM LANE CEMETERY AND CLOSED GROUNDS | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|--|----------------------------|-----------------------|---------------------|
| Employees                              | 0                          | 0                     | 0                   |
| Premises and Related                   | 13                         | 0                     | 13                  |
| Transport                              | 0                          | 0                     | 0                   |
| Supplies and Services                  | 42                         | 0                     | 42                  |
| Third Party Payments                   | 96                         | 0                     | 96                  |
| Transfer Payments                      | 0                          | 0                     | 0                   |
| Income                                 | 0                          | (84)                  | (84)                |
| <b>Net Expenditure</b>                 | <b>151</b>                 | <b>(84)</b>           | <b>67</b>           |

## Parking Services

HH800, HH810

### Purposes:

- Implementation of the Council's Parking Policy (1991 Road Traffic Act – Decriminalisation);
- Administration of enforcement of parking restrictions throughout the borough;
- Administration and enforcement of Controlled Parking Zones (CPZ) and Council owned and operated car parks;
- Maintenance of Council car parks;
- The team is responsible for the design and implementation of Controlled Parking Schemes and the Council's car parking policies;
- Creating new and amended Traffic Regulation Orders to enable off-street car parking measures to be introduced, including Controlled Parking Zones;
- Partnership arrangement with Three Rivers District Council.

### Controlled Parking Zones and Decriminalisation

The Council first decided to introduce Controlled Parking Zones (CPZs) in 1989 as a means of reducing commuter parking in residential streets to ease traffic congestion and to maintain and improve road safety. Following extensive public consultation over several years, CPZ schemes were introduced in the central areas of Borehamwood and Radlett in 1996.

Since implementation, the two parking schemes have been continually monitored and subsequently modified as requested by local residents, members and others to suit constant changes in local circumstances and to minimise the effects of parking transfer. All proposed changes were discussed with local members prior to approval.

On 30th January 2006 the Council assumed responsibility, under what is known as decriminalisation (DPE), for the enforcement of all parking restrictions throughout the Borough. Furthermore, the provisions of Part 6 of the Traffic Management Act 2004 were implemented in Hertsmere on the 31st of March 2008.

### Car Parks and Parking

The Council's aim is to maintain adequate parking facilities throughout the borough to support local needs.

The objectives of the service are to implement appropriate actions to properly control and enforce both off and on street parking in all main town centres to make optimum use of all available spaces.

### Key Statistics:

The Council provides 13 car parks throughout the Borough providing approximately 1,652 spaces in total.

| PARKING SERVICES       | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 983                        | 0                     | 983                 |
| Premises and Related   | 195                        | 0                     | 195                 |
| Transport              | 21                         | 0                     | 21                  |
| Supplies and Services  | 433                        | 0                     | 433                 |
| Third Party Payments   | 28                         | 0                     | 28                  |
| Transfer Payments      | 140                        | 0                     | 140                 |
| Income                 | 0                          | (2,320)               | (2,320)             |
| <b>Net Expenditure</b> | <b>1,800</b>               | <b>(2,320)</b>        | <b>(520)</b>        |

# Engineering Services

## Engineering

- The delivery of the programme of flood defence works;
- Maintenance of strategic sections of the land drainage system within the borough;
- Provision of a 24 hr x 365 days a year emergency response to flooding, pollution, blockages and other emergency situations;
- Residual highway functions within the borough, including maintenance of the bus shelter, street furniture, street nameplates, unadopted roads and street market management;
- Provision of planning consultation and advice on drainage related issues.

**The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 6.4**

| ENGINEERING SERVICES   | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 315                        | 0                     | 315                 |
| Premises and Related   | 24                         | 0                     | 24                  |
| Transport              | 33                         | 0                     | 33                  |
| Supplies and Services  | 16                         | 0                     | 16                  |
| Third Party Payments   | 196                        | 0                     | 196                 |
| Transfer Payments      | 15                         | 0                     | 15                  |
| Income                 | 0                          | (475)                 | (475)               |
| <b>Net Expenditure</b> | <b>599</b>                 | <b>(475)</b>          | <b>124</b>          |

## Highways Related Maintenance Items

HH400, HH410, HH420, HH430, HH500, HH700, HH710, HG528

### Purposes:

This budget covers all of the Council's residual highway functions and responsibilities following termination of the highways agency agreement.

- **Bus Shelters** - The aim is to provide and maintain to a safe standard all remaining bus shelters in Hertsmere, not incorporated within the Adshel Agreement signed by HCC, in liaison with the Parish and Town Councils and bus operators;
- **Street Furniture** - The provision and maintenance of general street furniture;
- **Footway Lighting** - Inspection and Maintenance of lighting on footpaths owned by Hertsmere;
- **Street Nameplates** - The aim of this service is to co-ordinate the proper naming and numbering of new streets as development occurs, ensuring that all proposed names are acceptable to all parties. The Public Health Act imposes a duty on Hertsmere to ensure that streets are properly named and identified. The purpose of this budget is to repair or replace existing street nameplates;
- **Traffic Management Scheme** - In order to assist in identifying problem areas, the Council funds a limited programme of traffic surveys and associated activities;
- **Town Centre Management** - The continuing programme of town centre enhancement requires a budget for routine repair to ensure the quality of the street scene is maintained;
- **Inspection of Unadopted Roads and Footpaths** - The council is responsible for maintaining unadopted roads and footpaths owned by the council, and is required to carry out routine inspection and maintenance of them;
- **Street Markets** - The Council introduced a regular street market operating on Tuesdays and Saturdays in Shenley Road, Borehamwood during 1994. A private company manages the market on the Council's behalf under the provisions of an operating contract.

| HIGHWAY RELATED - RESIDUAL MAINTENANCE ITEMS | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|--|----------------------------|-----------------------|---------------------|
| Employees                                    | 0                          | 0                     | 0                   |
| Premises and Related                         | 0                          | 0                     | 0                   |
| Transport                                    | 0                          | 0                     | 0                   |
| Supplies and Services                        | 0                          | 0                     | 0                   |
| Third Party Payments                         | 36                         | 0                     | 36                  |
| Transfer Payments                            | 0                          | 0                     | 0                   |
| Income                                       | 0                          | (25)                  | (25)                |
| <b>Net Expenditure</b>                       | <b>36</b>                  | <b>(25)</b>           | <b>11</b>           |

## Engineering Services Unit

HE600, HE610, HE620, HE640

### Purposes:

- The delivery of the programme of flood defence works;
- Maintenance of strategic sections of the land drainage system within the borough;
- Provision of a 24 hr x 365 days a year emergency response to flooding, pollution, blockages and other emergency situations;
- The provision of assistance to stakeholders, including advice to other Council units, working in partnership with other, external agencies and the acquisition of commercial opportunities;
- Main River maintenance contract with the Environment Agency.

### Activity Levels/Statistics:

- Maintenance of approximately 45 km of ditches and culverted watercourses, including ancillary assets;
- 120 requests for flood investigations from residents per annum;
- 307 drainage related planning consultations per annum;
- 450 Consultancy projects for fee paying customers undertaken per annum;
- 675 properties reported as affected by flooding on HBC's flooding database.

| ENGINEERING SERVICES UNIT             | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|---------------------------------------|----------------------------|-----------------------|---------------------|
| Employees                             | 315                        | 0                     | 315                 |
| Premises and Related                  | 24                         | 0                     | 24                  |
| Transport                             | 33                         | 0                     | 33                  |
| Supplies and Services                 | 16                         | 0                     | 16                  |
| Third Party Payments                  | 160                        | 0                     | 160                 |
| Transfer Payments                     | 15                         | 0                     | 15                  |
| Income                                | 0                          | (450)                 | (450)               |
| <b>Net Expenditure above the line</b> | <b>563</b>                 | <b>(450)</b>          | <b>113</b>          |

# Asset Management

Please see the following pages for detailed commentary on each of the following services:

- Civic Offices (page 48)
- Depot Sites (page 49)
- Residual Residential Properties (page 50)
- Commercial Properties (page 51)
- Garages (page 52)
- Leisure & Community Buildings (page 53)
- Building Maintenance Programme (page 54)
- Asset Management Unit (page 55)

**The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 10.5**

| ASSET MANAGEMENT       | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 541                        | 0                     | 541                 |
| Premises and Related   | 1,324                      | 0                     | 1,324               |
| Transport              | 2                          | 0                     | 2                   |
| Supplies and Services  | 76                         | 0                     | 76                  |
| Third Party Payments   | 9                          | 0                     | 9                   |
| Transfer Payments      | 60                         | 0                     | 60                  |
| Income                 | 0                          | (5,448)               | (5,448)             |
| <b>Net Expenditure</b> | <b>2,012</b>               | <b>(5,448)</b>        | <b>(3,436)</b>      |

## Civic Offices

HN700

### Purposes:

The Council's functions are in the main centralised, at the Civic Offices (completed in 1977) in Borehamwood. The offices also incorporate the Council Chamber and Committee rooms, which are available for hire to accommodate meetings, seminars and conferences.

All costs associated with maintaining the Offices are charged here. These costs are then recharged to all Business Units of the Council on a square metre basis.

The Council also generates additional income from renting of the ground floor Civic Office space to external tenants.

| CIVIC OFFICES          | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 567                        | 0                     | 567                 |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 35                         | 0                     | 35                  |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 55                         | 0                     | 55                  |
| Income                 | 0                          | (316)                 | (316)               |
| <b>Net Expenditure</b> | <b>657</b>                 | <b>(316)</b>          | <b>341</b>          |



## Depot Sites

HG525, HG560, HG561

### Purposes:

There are 3 depots that the Council uses for its own purposes:

- Balmoral Drive - Utilised by the Council to archive data and for corporate storage;
- Meadow Road - Utilised by Engineering Services;
- Stanborough Avenue - Utilised by Environmental Health.

The costs associated with the Street Scene Services depot at Cranborne Road are charged under the Street Scene Services budget.

| DEPOT SITES            | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 16                         | 0                     | 16                  |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>16</b>                  | <b>0</b>              | <b>16</b>           |

## Residual Residential Properties

HK100, HK120, HK150, HK151, HK152, HK153, HK155, HK157, HK158, HK159

### Purposes:

This includes 33 residential properties that were excluded from the housing transfer, and used for temporary accommodation for the homeless.

### Council New Builds

In addition to the above properties the council has recently constructed:

- 2 semi-detached two-bedroom houses in Hackney Close, in Borehamwood on a derelict children's playground to be used as temporary accommodation for people in housing need.
- Construction of 4 dwellings on the former garage site on Buckingham road for open market rent.

### Eastbury Road Caravan Site

There are 13 plots located on this site. Of these 12 are owner occupied with the remaining plot being occupied by a Council tenant.

### Income from Places for People Housing Association

This is the income due for the management by the Places for People Housing Association of the key worker homes situated on the Studio Estate. These properties were not included in the transfer to Ridgehill and Aldwyck Housing Associations and consequently the Council has retained the freehold.

| RESIDUAL RESIDENTIAL PROPERTIES | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|---------------------------------|----------------------------|-----------------------|---------------------|
| Employees                       | 0                          | 0                     | 0                   |
| Premises and Related            | 8                          | 0                     | 8                   |
| Transport                       | 0                          | 0                     | 0                   |
| Supplies and Services           | 4                          | 0                     | 4                   |
| Third Party Payments            | 0                          | 0                     | 0                   |
| Transfer Payments               | 0                          | 0                     | 0                   |
| Income                          | 0                          | (829)                 | (829)               |
| <b>Net Expenditure</b>          | <b>12</b>                  | <b>(829)</b>          | <b>(817)</b>        |

## Commercial Properties

HD700, HG520, HG521, HG522, HG523, HG524, HG526, HG527, HG580

### Purposes:

This budget reflects the running costs, management costs and the income due under lease agreements, for the following sites:

- In the region of 70 shops;
- Elstree Studios;
- The Metropolis Centre;
- Other commercial properties under the Councils management;
- Cranborne Industrial Estate.

Any major repair/renovation programmes are charged to the Council's Capital Programme or to the planned maintenance programme as appropriate.

The majority of the shops are within the following parades:

- Aycliffe/Leeming Road;
- Hartforde Road;
- Howard Drive;
- Croxdale Road;
- Bournhall Avenue;
- Rossington Avenue.

Included within this budget are the costs and income receivable from the Council owned flats situated within the shopping parades.

### Cranborne Industrial Estate

This site is made up of 7 parcels of land leased to light industrial users. In addition the Council owns the freehold interest in the Enterprise Centre, which is let to Watford Enterprise Agency. The Council receives a share of the rental income for the small workshop and office units.

| COMMERCIAL PROPERTIES  | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 128                        | 0                     | 128                 |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 11                         | 0                     | 11                  |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (3,579)               | (3,579)             |
| <b>Net Expenditure</b> | <b>139</b>                 | <b>(3,579)</b>        | <b>(3,440)</b>      |

## Garages

HK110

### Purpose:

The Council owns 1,688 garages in the following locations:

|                          |     |
|--------------------------|-----|
| Borehamwood/Elstree      | 965 |
| Shenley/ Radlett/ Bushey | 512 |
| South Mimms, Potters Bar | 211 |

| GARAGES                | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 75                         | 0                     | 75                  |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 5                          | 0                     | 5                   |
| Income                 | 0                          | (708)                 | (708)               |
| <b>Net Expenditure</b> | <b>80</b>                  | <b>(708)</b>          | <b>(628)</b>        |

## Leisure and Community Buildings

HD100, HD121, HD202, HD210, HD211, HD213, HD217

### Purposes:

#### Leisure Buildings

- These are the costs associated with the 'landlord responsibility' of providing leisure facilities;
- The costs include building maintenance and the necessary insurance premiums to maintain the fabric of the building;
- Council has to ensure that all facilities are in place to meet health and safety at work legislation;
- The council's leisure buildings are managed under a contract with InspireAll (formerly Hertsmere Leisure Trust).

#### Community Halls

- This budget relates to costs associated with the 'landlord responsibility' for the Community Centres that are under leasing/management agreements.

#### Bushey Museum

- Bushey Museum Trust occupies the premises at Rudolph Road Bushey (the former base of Bushey Urban District Council). The cost of maintaining the building is shown here. The cost of operating the Museum is reported under Community Services.

| LEISURE & COMMUNITY BUILDINGS | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-------------------------------|----------------------------|-----------------------|---------------------|
| Employees                     | 0                          | 0                     | 0                   |
| Premises and Related          | 114                        | 0                     | 114                 |
| Transport                     | 0                          | 0                     | 0                   |
| Supplies and Services         | 3                          | 0                     | 3                   |
| Third Party Payments          | 0                          | 0                     | 0                   |
| Transfer Payments             | 0                          | 0                     | 0                   |
| Income                        | 0                          | (6)                   | (6)                 |
| <b>Net Expenditure</b>        | <b>117</b>                 | <b>(6)</b>            | <b>111</b>          |

## Building Maintenance Programme

HD201

### Purpose:

- This budget is for planned maintenance for the Council's property portfolio. A programme is developed annually, based on condition surveys and seeks to move from the reactive maintenance of buildings to planned maintenance in accordance with good practice.

| BUILDING MAINTENANCE PROGRAMME | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|--------------------------------|----------------------------|-----------------------|---------------------|
| Employees                      | 0                          | 0                     | 0                   |
| Premises and Related           | 416                        | 0                     | 416                 |
| Transport                      | 0                          | 0                     | 0                   |
| Supplies and Services          | 0                          | 0                     | 0                   |
| Third Party Payments           | 0                          | 0                     | 0                   |
| Transfer Payments              | 0                          | 0                     | 0                   |
| Income                         | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>         | <b>416</b>                 | <b>0</b>              | <b>416</b>          |

## Asset Management Unit

HB270

### Purposes:

The Asset Management Unit is responsible for securing the best use of the Council's land and buildings with the aim of maximising revenue and reducing costs.

Surplus assets are regularly reviewed and disposed of where opportunities exist.

The Unit is responsible for the management and maintenance of the following:

- Public offices;
- Community halls;
- Residual residential properties;
- Cranborne industrial estate;
- Garages;
- Commercial properties.

| ASSET MANAGEMENT UNIT  | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 541                        | 0                     | 541                 |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 2                          | 0                     | 2                   |
| Supplies and Services  | 23                         | 0                     | 23                  |
| Third Party Payments   | 9                          | 0                     | 9                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (10)                  | (10)                |
| <b>Net Expenditure</b> | <b>575</b>                 | <b>(10)</b>           | <b>565</b>          |

# Partnerships & Community Engagement

Please see the following pages for detailed commentary on each of the following services:

- Partnership Unit (page 57)
- Corporate Communications (page 58)
- Youth Services (page 59)
- Sports Development (page 60)
- Partnerships & Community Development (page 61)
- Community Safety (page 62)
- CCTV (page 63)
- Voluntary Grant Aid (page 64)

Please note that the provision of the 50+ Programme, Outreach Play & Special Events was transferred to Hertsmere Leisure Trust as part of the new leisure contract which came into force 1<sup>st</sup> February 2012.

**Number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 12.1**

| PARTNERSHIPS & COMMUNITY ENGAGEMENT | GROSS EXPENDITURE £'000 | GROSS INCOME £'000 | NET BUDGET £'000 |
|-------------------------------------|-------------------------|--------------------|------------------|
| Employees                           | 617                     | 0                  | 617              |
| Premises and Related                | 0                       | 0                  | 0                |
| Transport                           | 3                       | 0                  | 3                |
| Supplies and Services               | 729                     | 0                  | 729              |
| Third Party Payments                | 57                      | 0                  | 57               |
| Transfer Payments                   | 15                      | 0                  | 15               |
| Income                              | 0                       | (253)              | (253)            |
| <b>Net Expenditure</b>              | <b>1,421</b>            | <b>(253)</b>       | <b>1,168</b>     |



## Partnership Unit

HD600

### Purposes:

Partnership Unit has responsibility for ensuring that the Council complies with its legislative duties in relation to:

- Community planning primarily through the Local Strategic Partnership;
- Crime and disorder primarily through the Community Safety Partnership.

It also manages the following direct community services:

- Close circuit television services;
- Museums and heritage services;
- Sports development;
- Youth projects;
- Voluntary sector grant aid / Ward Improvement Initiative Scheme (WIIS).

The Unit provides the following functions:

### Leisure Services Contract

The unit provides a liaison function to ensure that InspireAll (formerly Hertsmere Leisure Trust) is delivering a leisure facility management service in line with agreements made as part of the new leisure contract which came into force 1<sup>st</sup> February 2012.

### Community Safety Agencies / Police Liaison

As well as having responsibility for the Council's approach to community safety, the unit has a distinct role in maintaining positive links with Hertfordshire Constabulary and the Police and Crime Commissioner.

### Voluntary Sector Liaison

The unit has a responsibility to develop and maintain links with the voluntary sector. This work is in addition to links that are formed as part of the grant aid function

### Corporate Support

The Unit has responsibility for performance management and improvement programmes as well as producing the following corporate strategic documents:

- The Community Strategy;
- The Corporate Plan;
- The Community Safety Partnership Plan;
- Quarterly Performance Reports.

| PARTNERSHIPS & COMMUNITY ENGAGEMENT UNIT | GROSS EXPENDITURE £'000 | GROSS INCOME £'000 | NET BUDGET £'000 |
|--|-------------------------|--------------------|------------------|
| Employees                                | 617                     | 0                  | 617              |
| Premises and Related                     | 0                       | 0                  | 0                |
| Transport                                | 3                       | 0                  | 3                |
| Supplies and Services                    | 19                      | 0                  | 19               |
| Third Party Payments                     | 12                      | 0                  | 12               |
| Transfer Payments                        | 0                       | 0                  | 0                |
| Income                                   | 0                       | 0                  | 0                |
| <b>Net Expenditure</b>                   | <b>651</b>              | <b>0</b>           | <b>651</b>       |

## Corporate Communications

HB250

### Purposes:

- Management and development of the council's communications strategy;
- Press Office – a central point of contact for the media; production, co-ordination and dispatch of press releases; photo calls and launches; and media coverage analysis;
- Corporate event management;
- Production of a range of internal and external corporate publications – including Hertsmere News and information leaflets;
- Development and maintenance of internal communication channels;
- Management of the Council's corporate social media channels;
- Management of the content of the Council's internet and intranet in partnership with IS;
- Advice and assistance on communication and promotional campaigns and branding;
- Co-ordination of corporate consultation programme, management of the Hertsmere Panel, advice and support on consultation matters

| CORPORATE COMMUNICATIONS | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|--------------------------|----------------------------|-----------------------|---------------------|
| Employees                | 0                          | 0                     | 0                   |
| Premises and Related     | 0                          | 0                     | 0                   |
| Transport                | 0                          | 0                     | 0                   |
| Supplies and Services    | 75                         | 0                     | 75                  |
| Third Party Payments     | 0                          | 0                     | 0                   |
| Transfer Payments        | 0                          | 0                     | 0                   |
| Income                   | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>   | <b>75</b>                  | <b>0</b>              | <b>75</b>           |

## Youth Services

HD250

### Purpose:

- Improving facilities and services for young people across Hertsmere.

| YOUTH SERVICES         | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 5                          | 0                     | 5                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>5</b>                   | <b>0</b>              | <b>5</b>            |

## Sports Development

HD253

### Purpose:

- To develop sporting opportunities across Hertsmere;
- Monitoring of the new leisure contract

### Corporate Goal:

- Healthy Thriving Communities

| SPORTS DEVELOPMENT     | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 12                         | 0                     | 12                  |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>12</b>                  | <b>0</b>              | <b>12</b>           |

## Community Development

HG600

### Purposes:

#### Corporate Support

- Corporate Performance;
- Corporate improvement programmes.

#### Community Development

- Production of the Community Strategy;
- Facilitation of the Local Strategic Partnership.

| COMMUNITY DEVELOPMENT  | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 7                          | 0                     | 7                   |
| Third Party Payments   | 8                          | 0                     | 8                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>15</b>                  | <b>0</b>              | <b>15</b>           |

## Community Safety

HE330, HE500

### Purposes:

- Carry out Strategic Assessment to inform a Crime & Disorder Reduction Strategy for the borough;
- Production of the Community Safety Partnership Plan;
- Co-ordinate activities of the Community Safety Partnership;
- Service level agreement for Police Community Support Officers (PCSOs);
- The council currently pays for 9 PCSOs (in partnership with the Police), funded from parking surpluses.

| COMMUNITY SAFETY       | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 1                          | 0                     | 1                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 136                        | 0                     | 136                 |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (128)                 | (128)               |
| <b>Net Expenditure</b> | <b>137</b>                 | <b>(128)</b>          | <b>9</b>            |

## CCTV

HE400

### Purposes:

In April 2010, the council joined the Hertfordshire CCTV Partnership, one of the UK's biggest and strongest partnerships. The cameras are monitored at a control room in Stevenage 24 hours a day, seven days a week. There are 23 cameras across the borough and these are situated in locations in Borehamwood, Bushey and Potters Bar. These costs are funded from parking surpluses.

| CCTV                   | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 53                         | 0                     | 53                  |
| Third Party Payments   | 37                         | 0                     | 37                  |
| Transfer Payments      | 15                         | 0                     | 15                  |
| Income                 | 0                          | (105)                 | (105)               |
| <b>Net Expenditure</b> | <b>105</b>                 | <b>(105)</b>          | <b>0</b>            |

## Voluntary Sector Grant Aid

HD110, HD111

### Purpose:

Distribution of the Council's grant aid budget to voluntary sector organisations through the community grants scheme and Partnership Agreements for the delivery of defined services plus administration of the WIIS (Ward Improvement Initiatives Scheme).

| VOLUNTARY SECTOR GRANT AID | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|----------------------------|----------------------------|-----------------------|---------------------|
| Employees                  | 0                          | 0                     | 0                   |
| Premises and Related       | 0                          | 0                     | 0                   |
| Transport                  | 0                          | 0                     | 0                   |
| Supplies and Services      | 422                        | 0                     | 422                 |
| Third Party Payments       | 0                          | 0                     | 0                   |
| Transfer Payments          | 0                          | 0                     | 0                   |
| Income                     | 0                          | (20)                  | (20)                |
| <b>Net Expenditure</b>     | <b>422</b>                 | <b>(20)</b>           | <b>402</b>          |



# Finance & Business Services

## Finance & Business Services

### Purposes:

- Financial strategy and planning;
- Capital and revenue budget setting and financial monitoring;
- Setting the council tax;
- Financial management and control;
- Financial accounting;
- The administration and collection of revenues - council tax and national non-domestic rates;
- The administration of the housing and council tax benefit schemes as determined by current statutory requirements;
- Treasury management strategy and the administration of the treasury function including insurance and VAT;
- Payroll - including the payments of salaries, wages and members' allowances;
- Payment of creditors;
- Raising Debtors invoices and collection and management of debt owed to the Council;
- Risk analysis and risk management strategies;
- Procurement;
- Anti-Fraud;
- Information digital Services including Civic Office telephones.

**The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 55.5**

| FINANCE & BUSINESS SERVICES           | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|---------------------------------------|----------------------------|-----------------------|---------------------|
| Employees                             | 2,546                      | 0                     | 2,546               |
| Premises and Related                  | 0                          | 0                     | 0                   |
| Transport                             | 10                         | 0                     | 10                  |
| Supplies and Services                 | 709                        | 0                     | 709                 |
| Third Party Payments                  | 205                        | 0                     | 205                 |
| Transfer Payments                     | 38,500                     | 0                     | 38,500              |
| Income                                | 0                          | (39,376)              | (39,376)            |
| <b>Net Expenditure above the line</b> | <b>41,970</b>              | <b>(39,376)</b>       | <b>2,594</b>        |

### Performance Indicators

|                            | 2015/16 | 2016/17 | 2017/18 |
|----------------------------|---------|---------|---------|
| Invoices paid on time      | 97.08%  | 97.09%  | 97.40%  |
| % of council tax collected | 98.30%  | 98.50%  | 98.30%  |
| % of NDR collected         | 98.70%  | 99.10%  | 99.70%  |

## Finance Unit

HN100

### Purposes:

#### Financial Services

- Financial Strategy;
- Medium Term Financial Plan;
- Preparing capital and revenue budgets and setting the council tax;
- Managing & monitoring financial performance;
- Budgetary control and producing financial monitoring reports;
- Closure of the accounts by the statutory deadline;
- Statutory Statement of Accounts;
- Bank reconciliation;
- Statistical, Government & CIPFA returns;
- Prudential code, use of resources statement, value for money.

#### Treasury

- Treasury Management Strategy;
- Cash flow management, investments and loans;
- Insurance and risk management;
- VAT accounting and managing the timely submission of returns to Customs & Excise;
- Banking services.

#### Payroll

- Payments of salaries, wages and Members' allowances;
- Payroll advice and information;
- Car loan administration.

### Creditors & Debtors

- Payment of creditors within specified terms;
- Payment and management of the Construction Industry Taxation scheme;
- Raising invoices and credit notes and providing Debtors enquiry service;
- Collection and management of debt owed to the Council.

| FINANCE UNIT           | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 811                        | 0                     | 811                 |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 2                          | 0                     | 2                   |
| Supplies and Services  | 121                        | 0                     | 121                 |
| Third Party Payments   | 1                          | 0                     | 1                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (24)                  | (24)                |
| <b>Net Expenditure</b> | <b>935</b>                 | <b>(24)</b>           | <b>911</b>          |

## Council Tax & Non Domestic Rates Administration

HB610, HN160, HB600

### Purposes:

The local authority is responsible for raising two forms of local taxation - Council Tax which is levied against households and NDR which is levied against non-domestic properties in the borough.

The amount of tax charged is based on a valuation from the valuation office and can be reduced by discounts / exemptions in council tax and reliefs / exemptions in NDR.

The costs of administering and collecting these are reflected here.

| COUNCIL TAX & NON DOMESTIC RATES ADMINISTRATION | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|---|----------------------------|-----------------------|---------------------|
| Employees                                       | 573                        | 0                     | 573                 |
| Premises and Related                            | 0                          | 0                     | 0                   |
| Transport                                       | 5                          | 0                     | 5                   |
| Supplies and Services                           | 132                        | 0                     | 132                 |
| Third Party Payments                            | 18                         | 0                     | 18                  |
| Transfer Payments                               | 0                          | 0                     | 0                   |
| Income  | 0                          | (424)                 | (424)               |
| <b>Net Expenditure</b>                          | <b>728</b>                 | <b>(424)</b>          | <b>304</b>          |

## Benefits Administration

HB630, HN170

### Purposes:

This section records the cost of administering Housing Benefit and Council Tax Support claims. The authority receives a grant from the Department of Works and Pensions (DWP) for housing benefit and a separate grant from the Ministry of Housing, Communities and Local Government (MHCLG) for council tax support to part fund these expenses.

| BENEFITS ADMINISTRATION | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-------------------------|----------------------------|-----------------------|---------------------|
| Employees               | 544                        | 0                     | 544                 |
| Premises and Related    | 0                          | 0                     | 0                   |
| Transport               | 1                          | 0                     | 1                   |
| Supplies and Services   | 62                         | 0                     | 62                  |
| Third Party Payments    | 0                          | 0                     | 0                   |
| Transfer Payments       | 0                          | 0                     | 0                   |
| Income                  | 0                          | (402)                 | (402)               |
| <b>Net Expenditure</b>  | <b>607</b>                 | <b>(402)</b>          | <b>205</b>          |

## Housing Benefit (Local Schemes)

HJ800

### Purposes:

The Council operates a discretionary scheme for war pensioners which disregards some or all of War Disablement Pension or War Widow's/War Widower's Pensions over and above the statutory limits.

The Council receives a 0.2% addition to its annual subsidy, capped at 75% of the total benefit cost to the LA of the local scheme.

| HOUSING BENEFIT<br>(LOCAL SCHEMES) | GROSS<br>EXPENDITURE<br>£'000 | GROSS<br>INCOME<br>£'000 | NET<br>BUDGET<br>£'000 |
|------------------------------------|-------------------------------|--------------------------|------------------------|
| Employees                          | 0                             | 0                        | 0                      |
| Premises and Related               | 0                             | 0                        | 0                      |
| Transport                          | 0                             | 0                        | 0                      |
| Supplies and Services              | 28                            | 0                        | 28                     |
| Third Party Payments               | 0                             | 0                        | 0                      |
| Transfer Payments                  | 0                             | 0                        | 0                      |
| Income                             | 0                             | (20)                     | (20)                   |
| <b>Net Expenditure</b>             | <b>28</b>                     | <b>(20)</b>              | <b>8</b>               |

## Housing Benefits

HJ820

### Purposes:

This represents the Housing Benefit paid to private sector tenants (including Housing Associations) throughout the Borough. The Council, under the Housing Act 1985, must operate the statutory rent allowance scheme (or a scheme no less favourable).

Subsidy at 100% of the payments made is receivable from the Government together with a small additional subsidy as a contribution to the administration costs based on caseload.

| HOUSING BENEFIT        | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 38,500                     | 0                     | 38,500              |
| Income                 | 0                          | (38,500)              | (38,500)            |
| <b>Net Expenditure</b> | <b>38,500</b>              | <b>(38,500)</b>       | <b>0</b>            |

## Council Tax Support

HB640

### Purposes:

This section shows the value of all council tax support awards.

| COUNCIL TAX SUPPORT    | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 5,742                      | 0                     | 5,742               |
| Income                 | 0                          | (5,742)               | (5,742)             |
| <b>Net Expenditure</b> | <b>5,742</b>               | <b>(5,742)</b>        | <b>0</b>            |

## Information Digital Services

HN200

### Purposes:

- The ICT Strategy of the Council;
- Specialist advice and guidance on the use of technology in the organisation;
- Support of all units in terms of hardware, software, communications and networking;
- Procurement of all hardware, software and communication equipment at optimum prices;
- Business Application systems support;
- Website and Intranet technical support;
- LLPG and GIS provision;
- Cyber and Technical Security provision;
- 24/7 network and infrastructure monitoring.

The Information Services Department is split into three distinct sections:

- Infrastructure, supports the core infrastructure, server, networking and telecommunications hardware and operating systems. Cyber security and monitoring, cloud services;
- Business Systems and Project Support, supports all phases of system implementation, from identifying a business need, defining business requirements, supporting the procurement process through to implementation. Supporting and maintaining systems, helping to identify and implement improvements to business processes to provide service efficiency and cost saving;
- Service Desk, Single point of contact and resolution for ICT incidents, problems, change requests, software licenses and IT services continuity management.

The IS service's primary objective is to support the organisation in achieving its corporate goals. In addition to working within the organisation, the service works in partnership with other district authorities, Hertfordshire County Council, other public sector institutions and private sector companies.

| INFORMATION DIGITAL SERVICES | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------------|----------------------------|-----------------------|---------------------|
| Employees                    | 602                        | 0                     | 602                 |
| Premises and Related         | 0                          | 0                     | 0                   |
| Transport                    | 2                          | 0                     | 2                   |
| Supplies and Services        | 346                        | 0                     | 346                 |
| Third Party Payments         | 78                         | 0                     | 78                  |
| Transfer Payments            | 0                          | 0                     | 0                   |
| Income                       | 0                          | (6)                   | (6)                 |
| <b>Net Expenditure</b>       | <b>1,028</b>               | <b>(6)</b>            | <b>1,022</b>        |



## Civic Office Telephones

HN210

### Purposes:

- Costs relating to the provision of the Council's switchboard and telephone system.

| CIVIC OFFICE TELEPHONES | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-------------------------|----------------------------|-----------------------|---------------------|
| Employees               | 0                          | 0                     | 0                   |
| Premises and Related    | 0                          | 0                     | 0                   |
| Transport               | 0                          | 0                     | 0                   |
| Supplies and Services   | 20                         | 0                     | 20                  |
| Third Party Payments    | 0                          | 0                     | 0                   |
| Transfer Payments       | 0                          | 0                     | 0                   |
| Income                  | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>  | <b>20</b>                  | <b>0</b>              | <b>20</b>           |

## Procurement

HN800

### Purposes:

This unit is responsible for implementing and monitoring the Council's Procurement Strategy, including managing the procurement process.

The post of Head of Procurement is shared with Welwyn Hatfield Borough Council.

| PROCUREMENT            | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 16                         | 0                     | 16                  |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 27                         | 0                     | 27                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>43</b>                  | <b>0</b>              | <b>43</b>           |

## Shared Anti-Fraud Service

HJ830

### Purposes:

To detect, investigate and prevent fraud.

To support and facilitate the Council's aims and objectives by delivering an efficient and effective service, by working with both internal and external partners and by promoting a culture of honesty, openness and accountability.

All investigations are undertaken strictly within current legislation.

The Council's anti-fraud service is provided by the Shared Anti-Fraud Service (SAFS).

The following councils are partners in the shared anti-fraud service:

- Broxbourne Borough Council;
- East Herts Council;
- Hertsmere Borough Council;
- Hertfordshire County Council;
- North Herts District Council;
- Stevenage Borough Council.

| SHARED ANTI FRAUD SERVICE (SIAS) | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|----------------------------------|----------------------------|-----------------------|---------------------|
| Employees                        | 0                          | 0                     | 0                   |
| Premises and Related             | 0                          | 0                     | 0                   |
| Transport                        | 0                          | 0                     | 0                   |
| Supplies and Services            | 0                          | 0                     | 0                   |
| Third Party Payments             | 82                         | 0                     | 82                  |
| Transfer Payments                | 0                          | 0                     | 0                   |
| Income                           | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>           | <b>82</b>                  | <b>0</b>              | <b>82</b>           |

## Legal and Democratic Services

Please see the following pages for detailed commentary on each of the following services:

- Land Charges (page 77)
- Electoral Registration (page 78)
- Local Elections (page 79)
- Legal and Democratic Services Business Unit (page 80)
- Mayoral Budget (page 81)
- Surgeries (page 82)
- Members Allowances (page 83)
- Mayoral and Members Support (page 84)
- Committee Administration (page 85)

**The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 15.7**

| LEGAL & DEMOCRATIC SERVICES | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-----------------------------|----------------------------|-----------------------|---------------------|
| Employees                   | 1,281                      | 0                     | 1,281               |
| Premises and Related        | 11                         | 0                     | 11                  |
| Transport                   | 16                         | 0                     | 16                  |
| Supplies and Services       | 427                        | 0                     | 427                 |
| Third Party Payments        | 9                          | 0                     | 9                   |
| Transfer Payments           | 0                          | 0                     | 0                   |
| Income                      | 0                          | (280)                 | (280)               |
| <b>Net Expenditure</b>      | <b>1,744</b>               | <b>(280)</b>          | <b>1,464</b>        |

## Local Land Charges

HC100

### Purpose:

- Delivery of a Land Charges Service, which is a statutory function.

A Statutory Instrument requires that the Council make a reasonable charge based on the cost of providing the service for supply of the CON 29A. These charges therefore differ between Authorities.

### Fees & Charges:

The fee for official certificates of search based on cost recovery is £18 electronically.

The charge for a full residential is £93.00. Non-residential search is £126.00 (Including replies to enquiries Con 29R).

| LOCAL LAND CHARGES     | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 73                         | 0                     | 73                  |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 40                         | 0                     | 40                  |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (162)                 | (162)               |
| <b>Net Expenditure</b> | <b>113</b>                 | <b>(162)</b>          | <b>(49)</b>         |

## Electoral Registration

HB810

### Purposes:

To deliver an Electoral Service which is a statutory function.

From 16th February 2001 new regulations introduced a rolling registration, which enables residents to register monthly instead of between fixed qualifying dates. Deletions and amendments may also be made monthly causing numbers to fluctuate.

Hertsmere's registered electorate totals approximately 77K.

Further regulations effective from 1<sup>st</sup> December 2002 required the Electoral Registration Officer to compile two versions of the register of electors, a full version and an edited version. The full version contains all electors and is only available for limited purposes. The edited version contains the names of people who have not opted out of inclusion and is available for general use.

| ELECTORAL REGISTRATION | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 132                        | 0                     | 132                 |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 1                          | 0                     | 1                   |
| Supplies and Services  | 67                         | 0                     | 67                  |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (2)                   | (2)                 |
| <b>Net Expenditure</b> | <b>200</b>                 | <b>(2)</b>            | <b>198</b>          |

## Elections

HB801

### Purposes:

The Council is responsible for organising Borough Council, County Council, Parish Council, Parliamentary and European Parliamentary elections.

Following changes to the Council election in May 2015, all Councillors are now up for election every four years.

| LOCAL ELECTIONS        | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 72                         | 0                     | 72                  |
| Premises and Related   | 10                         | 0                     | 10                  |
| Transport              | 4                          | 0                     | 4                   |
| Supplies and Services  | 25                         | 0                     | 25                  |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (77)                  | (77)                |
| <b>Net Expenditure</b> | <b>111</b>                 | <b>(77)</b>           | <b>34</b>           |

## Legal Services Business Unit

HN300

### Purposes:

All legal matters affecting the Council:

- Providing an efficient and effective legal service ensuring the Council carries out its functions both lawfully and properly;
- Providing legal advice to all service groups within the Authority on matters, which they undertake as part of their function/duties and primarily its aim is to protect the Council's interests;
- Drafting documents and legal agreements as necessary for the Council on a variety of subjects;
- Providing advice to the all committees at the Council in particular Executive, Council and other quasi-judicial decision making bodies such as planning and licensing;
- Providing advice to Members and Directors as required;
- Prosecution/injunctions across the Authority's functions;
- Commercial conveyancing/litigation. Other general litigation;
- Planning matters, which include Section 106 Agreements and planning enquiries;
- Debt recovery.

| LEGAL SERVICES BUSINESS UNIT | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------------|----------------------------|-----------------------|---------------------|
| Employees                    | 504                        | 0                     | 504                 |
| Premises and Related         | 0                          | 0                     | 0                   |
| Transport                    | 0                          | 0                     | 0                   |
| Supplies and Services        | 41                         | 0                     | 41                  |
| Third Party Payments         | 0                          | 0                     | 0                   |
| Transfer Payments            | 0                          | 0                     | 0                   |
| Income                       | 0                          | (35)                  | (35)                |
| <b>Net Expenditure</b>       | <b>545</b>                 | <b>(35)</b>           | <b>510</b>          |



## Mayoral Budget (Civic Expenses)

HB150, HB151

### Purposes:

These costs represent the expenditure associated with the Civic events and Mayoral duties.

| MAYORAL BUDGET<br>(CIVIC EXPENSES) | GROSS<br>EXPENDITURE<br>£'000 | GROSS<br>INCOME<br>£'000 | NET<br>BUDGET<br>£'000 |
|------------------------------------|-------------------------------|--------------------------|------------------------|
| Employees                          | 0                             | 0                        | 0                      |
| Premises and Related               | 0                             | 0                        | 0                      |
| Transport                          | 8                             | 0                        | 8                      |
| Supplies and Services              | 40                            | 0                        | 40                     |
| Third Party Payments               | 0                             | 0                        | 0                      |
| Transfer Payments                  | 0                             | 0                        | 0                      |
| Income                             | 0                             | (4)                      | (4)                    |
| <b>Net Expenditure</b>             | <b>48</b>                     | <b>(4)</b>               | <b>44</b>              |

## Surgeries

HB120

### Purposes:

Members may organise their own surgeries. Where they are arranged on a ward basis, some funding is available for hall hire and publicity for up to two surgeries a year.

| SURGERIES              | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 1                          | 0                     | 1                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>1</b>                   | <b>0</b>              | <b>1</b>            |

## Members Allowances

HB140

### Purposes:

All members receive a basic allowance but no payment for attending meetings. Special responsibility allowances are paid in addition to this to those with the most demanding roles.

| MEMBERS ALLOWANCES     | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 249                        | 0                     | 249                 |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 2                          | 0                     | 2                   |
| Supplies and Services  | 139                        | 0                     | 139                 |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>390</b>                 | <b>0</b>              | <b>390</b>          |

## Costs Associated with Meetings/Members

HB130, HB141, HB142, HB143, HB144

### Purpose:

This includes the printing of minutes and agendas, newspaper cuttings, stationery and postage costs. The cost of printing of minutes and agendas has reduced following the introduction of tablets for members to access information electronically.

### Committee Costs

The budget for Overview and Scrutiny Committees is for the payment of expenses and fees to outside witnesses and to permit them to undertake independent research and consultation together with appropriate training. The expenses of the Independent Remuneration Panel are for the preparation and publication of their reports, payments to panel members and the mandatory advertising of the Panel's proposals. The costs of the Standards Committees are for probity training for Councillors, allowances for co-opted Members and for investigations.

### Cabinet Expenses

These cover general expenses incurred by the Executive.

| COSTS ASSOCIATED WITH MEETINGS / MEMBER COSTS | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|---|----------------------------|-----------------------|---------------------|
| Employees                                     | 5                          | 0                     | 5                   |
| Premises and Related                          | 0                          | 0                     | 0                   |
| Transport                                     | 0                          | 0                     | 0                   |
| Supplies and Services                         | 58                         | 0                     | 58                  |
| Third Party Payments                          | 9                          | 0                     | 9                   |
| Transfer Payments                             | 0                          | 0                     | 0                   |
| Income  | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>                        | <b>72</b>                  | <b>0</b>              | <b>72</b>           |

## Democratic Services Business Unit

HN310

### Purposes:

The Unit exists to provide advice and support for the work of Councillors in Hertsmere.

| DEMOCRATIC SERVICES BUSINESS UNIT | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-----------------------------------|----------------------------|-----------------------|---------------------|
| Employees                         | 246                        | 0                     | 246                 |
| Premises and Related              | 0                          | 0                     | 0                   |
| Transport                         | 1                          | 0                     | 1                   |
| Supplies and Services             | 16                         | 0                     | 16                  |
| Third Party Payments              | 0                          | 0                     | 0                   |
| Transfer Payments                 | 0                          | 0                     | 0                   |
| Income                            | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>            | <b>263</b>                 | <b>0</b>              | <b>263</b>          |

## Human Resources & Customer Services

### Purposes:

Please see the following pages for commentary on the following areas of work undertaken by this Unit:

- Human Resources (page 87)
- Customer Relationship Management (page 88)
- Civic Offices Keepers (page 89)
- Design & Print Services (page 90)
- Health & Safety (page 91)
- Strategic Training (page 92)

**The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 28.1**

| HUMAN RESOURCES & CUSTOMER SERVICES | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-------------------------------------|----------------------------|-----------------------|---------------------|
| Employees                           | 1,119                      | 0                     | 1,119               |
| Premises and Related                | 0                          | 0                     | 0                   |
| Transport                           | 2                          | 0                     | 2                   |
| Supplies and Services               | 95                         | 0                     | 95                  |
| Third Party Payments                | 168                        | 0                     | 168                 |
| Transfer Payments                   | 0                          | 0                     | 0                   |
| Income                              | 0                          | (217)                 | (217)               |
| <b>Net Expenditure</b>              | <b>1,384</b>               | <b>(217)</b>          | <b>1,167</b>        |

## Human Resources Unit

HN500

### Purposes:

Human Resources provide the people management strategy for the Council with the aim of building capacity in the organization and getting the best from the workforce. Human Resources lead on Equality and Diversity in relation to the employment of staff.

The Unit:

- Provides a centre of expertise, support, information and advice to facilitate effective workforce planning and excellence in the selection, management, development and reward of Hertsmere employees;
- Supports Service Managers and Directors in the day-to-day people management of their staff, including recruitment and selection, induction, terms and conditions of employment, job evaluation, remuneration, appraisal, training and development, discipline, re-organisation and all employee relations matters;
- Develops flexible learning and development solutions in response to training needs;
- Organises corporate training, using both internal and external training providers, e-learning and other learning methodology;
- Designs, implements and provides advice on human resources policies and procedures ensuring compliance with employment law, regulations and codes of best practice;
- Provides an occupational health service and an employee assistance programme to support employees and advise managers in relation to health issues, sickness absence management or other personal needs of employees;
- Monitors and provides regular management information on trends in sickness absence; use and deployment of agency temps; pay and benefits; staff turn-over and workforce profiling including equalities and diversity;
- Responds to local and national consultation documents and surveys associated with all employment issues including establishment, pay and benefits, terms and conditions of employment, equality and diversity in employment, local government policy and regulation amendments;
- Develops equality and diversity policies and schemes and supports service heads and managers in integrating equality and diversity dimensions into people management.

| HUMAN RESOURCES UNIT   | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 281                        | 0                     | 281                 |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 1                          | 0                     | 1                   |
| Supplies and Services  | 15                         | 0                     | 15                  |
| Third Party Payments   | 31                         | 0                     | 31                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>328</b>                 | <b>0</b>              | <b>328</b>          |

## Customer Relationship Management

HO100

### Purposes:

The Customer Service Centre is the gateway to Council Services and the team makes a major contribution to ensuring that customers are aware of the range of services available, including those from partner organisations. Customers can access our services at three locations, the Civic Offices in Borehamwood and our Area Offices in Rudolph Rd Bushey and Wyllyotts Centre Potters Bar. Bushey Area Office is open between 9:30am to 14:00pm on Thursday. Potters Bar is open between 9.30am to 14.00pm on Tuesdays. Both are staffed by one person who provides the same face-to-face service and facilities as the Civic Offices, to resolve enquiries ranging from asking for directions, to assistance in completing forms.

The aim of the Customer Services Centre is to ensure that customers' experience of our services is as smooth and as well supported as possible and trying to resolve enquiries at the first point of contact. We have a range of facilities to help customer's access services, including induction loops for those who are hard of hearing, Browse Aloud software for the visually impaired and language interpreters are available when essential. Above all, the Customer Service Team is welcoming, friendly and put the customer first.

The Customer Service Centre provides a detailed enquiry handling service for people phoning the Council for a range of key services within the organisation. The aim of this is to resolve customers' enquiries straight away wherever possible. However, customers can also telephone the direct dial number of the department they wish to contact. Through our main telephone number, we have a voice recognition system to direct customers to the right place.

| CUSTOMER RELATIONSHIP MANAGEMENT | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|----------------------------------|----------------------------|-----------------------|---------------------|
| Employees                        | 662                        | 0                     | 662                 |
| Premises and Related             | 0                          | 0                     | 0                   |
| Transport                        | 1                          | 0                     | 1                   |
| Supplies and Services            | 32                         | 0                     | 32                  |
| Third Party Payments             | 33                         | 0                     | 33                  |
| Transfer Payments                | 0                          | 0                     | 0                   |
| Income                           | 0                          | (5)                   | (5)                 |
| <b>Net Expenditure</b>           | <b>728</b>                 | <b>(5)</b>            | <b>723</b>          |



## Civic Office Keepers

HO300

### Purposes:

The Civic Office Keepers are also part of the Customer Services Team. They open and close the Civic Offices, set up meeting rooms, liaise with and monitor contractors and other visitors to the building. They work with and support the Customer Service Team to ensure smooth service delivery

| CIVIC OFFICE KEEPERS   | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 46                         | 0                     | 46                  |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 42                         | 0                     | 42                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>88</b>                  | <b>0</b>              | <b>88</b>           |

## Design & Print Services

HN900

### Purposes:

The Design & Print Services Section is a central resource, producing specialist design and print solutions to both internal and external customers. Using 'cutting edge' equipment, its services include procuring the councils lithographic printing, design, high quality digital colour printing, wide format poster production, high volume digital black/white printing and document finishing.

The department is able to provide solutions for all of our customers' needs, through the use of skilled designers and knowledgeable staff, the unit provides advice, support and manages design projects, working with its customers to deliver a variety of publications and designs that meets Hertsmere Borough Council corporate standards.

Design & Print Services is also responsible for:

- Postal services for the Authority including the provision of all post distribution internally and externally;
- Scanning;
- Multi-Functional Devices contract and maintenance;
- Collection of the recycled paper for the Council.

| DESIGN & PRINT SERVICES | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|-------------------------|----------------------------|-----------------------|---------------------|
| Employees               | 100                        | 0                     | 100                 |
| Premises and Related    | 0                          | 0                     | 0                   |
| Transport               | 0                          | 0                     | 0                   |
| Supplies and Services   | 45                         | 0                     | 45                  |
| Third Party Payments    | 62                         | 0                     | 62                  |
| Transfer Payments       | 0                          | 0                     | 0                   |
| Income                  | 0                          | (212)                 | (212)               |
| <b>Net Expenditure</b>  | <b>207</b>                 | <b>(212)</b>          | <b>(5)</b>          |

## Health & Safety

HE820

### Purpose:

The provision of health and safety advice is a requirement of legislation, for which the Council employs a Health and Safety and Training Coordinator in partnership with Herts County Council. The main purpose of this position is to:

- Advise the Council on legislation requirements, in relation to employees and third parties that could be affected by the Councils activities or condition of properties;
- Develop and review health and safety policies and procedures to assist in compliance with legislation;
- Identify health and safety training needs, deliver health and safety training and arrange for specialist trainers where required;
- Provide advice and support to all employees in the day-to-day implementation of health and safety policies and legislation;
- Monitor and review incident reports;
- Ensure that emergency provisions are in place, including suitable numbers of trained first aiders and fire marshals;
- Identify and advise on corporate health and safety risks;
- Ensure consultation with employees on health and safety matters, including through establishing and maintaining a Safety Group of staff representatives.

| HEALTH & SAFETY        | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 3                          | 0                     | 3                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>3</b>                   | <b>0</b>              | <b>3</b>            |

## Strategic Training

HB210

### Purpose:

Centralised budget for the training needs of the council as a whole.

| STRATEGIC TRAINING     | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>'000 |
|------------------------|----------------------------|-----------------------|--------------------|
| Employees              | 30                         | 0                     | 30                 |
| Premises and Related   | 0                          | 0                     | 0                  |
| Transport              | 0                          | 0                     | 0                  |
| Supplies and Services  | 0                          | 0                     | 0                  |
| Third Party Payments   | 0                          | 0                     | 0                  |
| Transfer Payments      | 0                          | 0                     | 0                  |
| Income                 | 0                          | 0                     | 0                  |
| <b>Net Expenditure</b> | <b>30</b>                  | <b>0</b>              | <b>30</b>          |

# Executive Directors

HN400

## Executive Directors

These costs consist of the Chief Executive, Corporate Director and their Personal Assistants.

**The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 4.0**

| EXECUTIVE DIRECTORS    | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 490                        | 0                     | 490                 |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 2                          | 0                     | 2                   |
| Supplies and Services  | 17                         | 0                     | 17                  |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>509</b>                 | <b>0</b>              | <b>509</b>          |

# Audit & Assurance

## Purposes:

Those activities and costs concerned with the provision of internal audit services and risk management. Audit & Assurance services provide independent, objective and professional services that improve the quality of information, or its context, for Management and Members. The service covers many areas of information, both financial and non-financial.

| AUDIT & ASSURANCE      | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 98                         | 0                     | 98                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>98</b>                  | <b>0</b>              | <b>98</b>           |

## Shared Internal Audit Services (SIAS)

HN600

### Purposes:

To provide an independent and objective opinion on the Council's control environment – comprising internal controls, governance arrangements and risk management arrangements.

To support and facilitate the Council's aims and objectives by delivering a comprehensive and professional service across the organisation, by assisting management in the effective discharge of their responsibilities and by promoting good practice across the Council.

The Team's work is planned to ensure efficient use of resources and it is reviewed to ensure that it meets the prescribed standards of best practice and so that it is relied upon by the Council's External Auditors.

From 1 June 2011 the Council's internal audit function has been provided by the Shared Internal Audit Service (SIAS). SIAS is formed of a partnership between the following Councils:

- East Hertfordshire District Council;
- Hertfordshire County Council (HCC);
- Hertsmere Borough Council (HBC);
- North Hertfordshire District Council;
- Stevenage Borough Council;
- Welwyn Hatfield Borough Council.

| INTERNAL AUDIT         | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 93                         | 0                     | 93                  |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>93</b>                  | <b>0</b>              | <b>93</b>           |

## Risk Management

HN610

### Purposes:

To co-ordinate and facilitate the process of identifying risks, evaluating their potential consequences and determining and implementing the most effective way of controlling and monitoring them.

The aim of the process is to manage those risks, which would impact on the Council's ability to achieve its objectives. The Council's Risk Management arrangements are based on prescribed standards of best practice.

This function is provided through a shared service.

| RISK MANAGEMENT        | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 5                          | 0                     | 5                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>5</b>                   | <b>0</b>              | <b>5</b>            |



# Corporate Budgets

## Purposes:

Please see the following pages for commentary on the following areas of work undertaken by this Unit:

- General Expenses;
- Audit Fees, Bank Charges;
- Pension Auto Enrolment;
- Apprenticeship Levy;
- Central Contingency;
- Minimum Revenue Provision;
- Investment Income

| CORPORATE BUDGETS                     | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|---------------------------------------|----------------------------|-----------------------|---------------------|
| Employees                             | 100                        | 0                     | 100                 |
| Premises and Related                  | 242                        | 0                     | 242                 |
| Transport                             | 0                          | 0                     | 0                   |
| Supplies and Services                 | 515                        | 0                     | 515                 |
| Third Party Payments                  | 0                          | 0                     | 0                   |
| Transfer Payments                     | 0                          | 0                     | 0                   |
| Income                                | 0                          | (400)                 | (400)               |
| <b>Net Expenditure above the line</b> | <b>857</b>                 | <b>(400)</b>          | <b>457</b>          |

## General Expenses

HP100

### Purposes:

Includes items of general expenditure that do not relate to a specific service. (i.e. Long Service Awards, Recruitment Advertising, Subscriptions, Postage & Software Licences.)

| PENSION AUTO-ENROLMENT | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 59                         | 0                     | 59                  |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 73                         | 0                     | 73                  |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>132</b>                 | <b>0</b>              | <b>132</b>          |

## Audit fees, bank charges

HB220

### Purposes:

Relates to bank charges and audit fees.

| PENSION AUTO-ENROLMENT | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 10                         | 0                     | 10                  |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 142                        | 0                     | 142                 |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>142</b>                 | <b>0</b>              | <b>142</b>          |

## Pension Auto-Enrolment

HP100

### Purposes:

Government legislation makes it compulsory for employers to offer all eligible workers a workplace pension.

There is a potential cost where new employees replace employees who were not in the pension scheme. Therefore a contingency budget has been set aside to cover any new in-year pension costs.

| PENSION AUTO-ENROLMENT | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 10                         | 0                     | 10                  |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>10</b>                  | <b>0</b>              | <b>10</b>           |

## Apprenticeship Levy

HP100

### Purposes:

All UK employers with a pay bill over £3 million each year, are required to pay an apprenticeship levy from 6 April 2017. The levy is reported and paid to HMRC through the PAYE system. The Apprenticeship Levy is charged at 0.5% of our annual pay bill.

The levy will help to deliver new apprenticeships and it will support quality training by putting employers at the centre of the system. Employers who are committed to training will be able to get back more than they put in by training sufficient numbers of apprentices.

| APPRENTICESHIP LEVY    | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 31                         | 0                     | 31                  |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>31</b>                  | <b>0</b>              | <b>31</b>           |

## Central contingency

HP200

### Purposes:

This is a centrally held budget used to pay for any unexpected “one off” costs that are incurred during the year, that are outside the control of managers and could not have been reasonably budgeted for at the time of setting the revenue budget. As this resource is limited, it is only to be used in exceptional circumstances.

| CENTRAL CONTINGENCY    | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 300                        | 0                     | 300                 |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b> | <b>300</b>                 | <b>0</b>              | <b>300</b>          |

## Minimum Revenue Provision

HP300

### Purposes:

Under regulation 27 of The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, the Council must charge the general fund for each financial year a Minimum Revenue Provision (MRP) to account for the cost of debt (in relation to capital expenditure) as at that financial year.

This sum has been allowed for within the existing revenue budget and has been set at a level to ensure that all historic unfinanced capital expenditure is written down over a period that is commensurate with the life of the assets to which it relates.

| MINIMUM REVENUE PROVISION | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|---------------------------|----------------------------|-----------------------|---------------------|
| Employees                 | 0                          | 0                     | 0                   |
| Premises and Related      | 242                        | 0                     | 242                 |
| Transport                 | 0                          | 0                     | 0                   |
| Supplies and Services     | 0                          | 0                     | 0                   |
| Third Party Payments      | 0                          | 0                     | 0                   |
| Transfer Payments         | 0                          | 0                     | 0                   |
| Income                    | 0                          | 0                     | 0                   |
| <b>Net Expenditure</b>    | <b>242</b>                 | <b>0</b>              | <b>242</b>          |

## Investment Income

HP500

### Purposes:

This budget contains investment returns generated from the Council's cash balances.

The Council's investment priorities are to ensure:

- (a) the Security of capital;
- (b) the Liquidity of its investments; and
- (c) the Yield.

The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is generally low in order to give priority to security of our investments.

| Year           | Average Investment Balance<br>£'000 | Investment Income earned<br>£'000 | Return |
|----------------|-------------------------------------|-----------------------------------|--------|
| 2015/16        | 41,112                              | 393                               | 0.96%  |
| 2016/17        | 43,600                              | 270                               | 0.62%  |
| 2017/18        | 52,000                              | 280                               | 0.54%  |
| 2018/19 Est.   | 55,000                              | 470                               | 0.86%  |
| 2019/20 Budget | 37,000                              | 400                               | 1.08%  |

| INVESTMENT INCOME      | GROSS EXPENDITURE<br>£'000 | GROSS INCOME<br>£'000 | NET BUDGET<br>£'000 |
|------------------------|----------------------------|-----------------------|---------------------|
| Employees              | 0                          | 0                     | 0                   |
| Premises and Related   | 0                          | 0                     | 0                   |
| Transport              | 0                          | 0                     | 0                   |
| Supplies and Services  | 0                          | 0                     | 0                   |
| Third Party Payments   | 0                          | 0                     | 0                   |
| Transfer Payments      | 0                          | 0                     | 0                   |
| Income                 | 0                          | (400)                 | (400)               |
| <b>Net Expenditure</b> | <b>0</b>                   | <b>(400)</b>          | <b>(400)</b>        |



## The Council's Capital Budget

The CIPFA Prudential Code provides the framework for the Council's capital investment. It requires the Council to make reasonable estimates of the total of capital expenditure that it plans to incur during the forthcoming financial year and at least the following two financial years. When setting its capital programme, the Council must have regard to:

- The councils service objectives;
- Stewardship of the Council's assets;
- Value for money offered by the plans;
- Prudence and sustainability;
- Affordability of its plans;
- The practicality of the capital expenditure plan.

The Council's Capital Strategy and the Prudential Code require that the Council has a clear plan for its Capital Expenditure in the medium term, as well as ensuring that the revenue implications of any capital programme are also budgeted.

The capital programme is funded from a mix of capital and revenue reserves, specific grant funding, developer contributions (S106 and CIL) and prudential borrowing. However funding decisions, in particular in relation to borrowing, will be taken as part of the individual project appraisals and the most appropriate funding source will be applied.

The adoption of this three year capital budget and the critical review of capital bids by the Asset Management Panel (AMP) supports the achievement of the Councils strategic objectives and timely decisions made by full Council prior to the start of the new financial year 2019/20 will enable Officers to plan for expenditure, enabling good cash flow management and effective monitoring of capital expenditure versus budget.

The capital programme identifies schemes that have been approved by the Council.

Major capital projects in the programme include:

- Hertsmere Leisure Trust equipment replacement;
- Crown Road modular units;
- Street Scene vehicle replacement;
- Disabled Facilities Grants;
- CIL funded community projects.

# Capital Programme 2018/19 – 2021/22

| PROJECT CODE                        | CAPITAL ESTIMATES |              |              |            |                      | FUNDING SOURCES  |                              |                       |                |                   |                   |  |                |                |                       |
|-------------------------------------|-------------------|--------------|--------------|------------|----------------------|------------------|------------------------------|-----------------------|----------------|-------------------|-------------------|--|----------------|----------------|-----------------------|
|                                     | 2018/19 Revised   | 2019/20      | 2020/21      | 2021/22    | Total Capital Budget | Capital Receipts | Innovation & Investment Fund | Housing Enabling Fund | S106 / CIL     | Investment Income | Specific Reserves | RCCO (Revenue contribution to capital) | Grants         | Borrowing      | Total Funding Sources |
|                                     | £'000             | £'000        | £'000        | £'000      | £'000                | £'000            | £'000                        | £'000                 | £'000          | £'000             | £'000             | £'000                                  | £'000          | £'000          | £'000                 |
| ASSET MANAGEMENT                    | 4,608             | 230          | 995          | 0          | 5,833                | (3,733)          | (524)                        | (134)                 | (203)          | 0                 | (679)             | 0                                      | (560)          | 0              | (5,833)               |
| PLANNING & ECONOMIC DEVELOPMENT     | 80                | 1,355        | 0            | 0          | 1,435                | 0                | 0                            | 0                     | (1,435)        | 0                 | 0                 | 0                                      | 0              | 0              | (1,435)               |
| ENVIRONMENTAL HEALTH                | 1,172             | 1,189        | 689          | 689        | 3,739                | 0                | 0                            | 0                     | 0              | 0                 | (983)             | (400)                                  | (2,356)        | 0              | (3,739)               |
| HOUSING & PARTNERSHIPS              | 5,000             | 200          | 0            | 0          | 5,200                | 0                | 0                            | 0                     | (200)          | 0                 | 0                 | 0                                      | 0              | (5,000)        | (5,200)               |
| STREET SCENE SERVICES               | 1,837             | 0            | 0            | 0          | 1,837                | (238)            | 0                            | 0                     | (830)          | 0                 | (761)             | (8)                                    | 0              | 0              | (1,837)               |
| FINANCE AND BUSINESS SERVICES       | 497               | 0            | 0            | 0          | 497                  | 0                | (344)                        | 0                     | 0              | 0                 | (153)             | 0                                      | 0              | 0              | (497)                 |
| HUMAN RESOURCES & CUSTOMER SERVICES | 0                 | 150          | 0            | 0          | 150                  | 0                | (150)                        | 0                     | 0              | 0                 | 0                 | 0                                      | 0              | 0              | (150)                 |
| <b>TOTAL CAPITAL ESTIMATES</b>      | <b>13,194</b>     | <b>3,124</b> | <b>1,684</b> | <b>689</b> | <b>18,691</b>        | <b>(3,971)</b>   | <b>(1,018)</b>               | <b>(134)</b>          | <b>(2,668)</b> | <b>0</b>          | <b>(2,576)</b>    | <b>(408)</b>                           | <b>(2,916)</b> | <b>(5,000)</b> | <b>(18,691)</b>       |

## Asset Management

| Project Code | Capital Scheme Description         | CAPITAL ESTIMATES        |                  |                  |                  |                               | FUNDING SOURCES           |                                       |                                |                     |                           |                            |   |                 |                    |                                |
|--------------|------------------------------------|--------------------------|------------------|------------------|------------------|-------------------------------|---------------------------|---------------------------------------|--------------------------------|---------------------|---------------------------|----------------------------|---|-----------------|--------------------|--------------------------------|
|              |                                    | 2018/19 Revised<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | Total Capital Budget<br>£'000 | Capital Receipts<br>£'000 | Innovation & Investment Fund<br>£'000 | Housing Enabling Fund<br>£'000 | S106 / CIL<br>£'000 | Investing Income<br>£'000 | Specific Reserves<br>£'000 | RCCO (Revenue contribution to capital)<br>£'000 | Grants<br>£'000 | Borrowing<br>£'000 | Total Funding Sources<br>£'000 |
| HV106        | Wyllyots Centre Improvements       | 0                        | 0                | 995              | 0                | 995                           | (995)                     | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (995)                          |
| HV108        | Refurbishment of lock-up garages   | 191                      | 0                | 0                | 0                | 191                           | (191)                     | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (191)                          |
| HV169        | Asbestos Removal HBC buildings     | 55                       | 0                | 0                | 0                | 55                            | (55)                      | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (55)                           |
| HV170        | Housing Site Feasibility Studies   | 54                       | 0                | 0                | 0                | 54                            | 0                         | 0                                     | (54)                           | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (54)                           |
| HV171        | Works to Council Owned Shops       | 130                      | 0                | 0                | 0                | 130                           | (130)                     | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (130)                          |
| HV172        | Furzeffield Centre Roof            | 85                       | 55               | 0                | 0                | 140                           | (55)                      | 0                                     | 0                              | 0                   | 0                         | (85)                       | 0   | 0               | 0                  | (140)                          |
| HV180        | Buckingham Road                    | 118                      | 0                | 0                | 0                | 118                           | (118)                     | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (118)                          |
| HV181        | Hackney Close                      | 13                       | 0                | 0                | 0                | 13                            | (13)                      | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (13)                           |
| HV206        | Working Capital Loan Herts Dev Ltd | 336                      | 0                | 0                | 0                | 336                           | 0                         | (336)                                 | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (336)                          |
| HV212        | Civic Offices Extension EX1733     | 76                       | 0                | 0                | 0                | 76                            | 0                         | (76)                                  | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (76)                           |
| HV213        | Development Sites EX1636           | 44                       | 0                | 0                | 0                | 44                            | 0                         | (44)                                  | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (44)                           |
| HV214        | Development Sites COB 7.02.17      | 24                       | 0                | 0                | 0                | 24                            | 0                         | (24)                                  | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (24)                           |

## Asset Management (cont)

| Project Code | Capital Scheme Description          | CAPITAL ESTIMATES        |                  |                  |                  |                               | FUNDING SOURCES           |                                       |                                |                     |                           |                            |   |                 |                    |                                |
|--------------|-------------------------------------|--------------------------|------------------|------------------|------------------|-------------------------------|---------------------------|---------------------------------------|--------------------------------|---------------------|---------------------------|----------------------------|---|-----------------|--------------------|--------------------------------|
|              |                                     | 2018/19 Revised<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | Total Capital Budget<br>£'000 | Capital Receipts<br>£'000 | Innovation & Investment Fund<br>£'000 | Housing Enabling Fund<br>£'000 | S106 / CIL<br>£'000 | Investing Income<br>£'000 | Specific Reserves<br>£'000 | RCCO (Revenue contribution to capital)<br>£'000 | Grants<br>£'000 | Borrowing<br>£'000 | Total Funding Sources<br>£'000 |
| HV215        | St Johns Church EX1722              | 19                       | 0                | 0                | 0                | 19                            | 0                         | (19)                                  | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (19)                           |
| HV217        | Andrew Mitchell Roof & retention    | 25                       | 0                | 0                | 0                | 25                            | 0                         | (25)                                  | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (25)                           |
| HV224        | Crown Road EX1788                   | 2,641                    | 0                | 0                | 0                | 2,641                         | (2,081)                   | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | (560)           | 0                  | (2,641)                        |
| HV225        | 111 Strafford Gate - CPO            | 94                       | 80               | 0                | 0                | 174                           | 0                         | 0                                     | (80)                           | 0                   | 0                         | (94)                       | 0   | 0               | 0                  | (174)                          |
| HV227        | Franklin Court -s106 (Isopad)       | 203                      | 0                | 0                | 0                | 203                           | 0                         | 0                                     | 0                              | (203)               | 0                         | 0                          | 0   | 0               | 0                  | (203)                          |
| HV230        | Directors Arms                      | 500                      | 0                | 0                | 0                | 500                           | 0                         | 0                                     | 0                              | 0                   | 0                         | (500)                      | 0   | 0               | 0                  | (500)                          |
| HV231        | Croxdale Road & Rossington Ave Roof | 0                        | 95               | 0                | 0                | 95                            | (95)                      | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (95)                           |
| <b>TOTAL</b> |                                     | <b>4,608</b>             | <b>230</b>       | <b>995</b>       | <b>0</b>         | <b>5,833</b>                  | <b>(3,733)</b>            | <b>(524)</b>                          | <b>(134)</b>                   | <b>(203)</b>        | <b>0</b>                  | <b>(679)</b>               | <b>0</b>  | <b>(560)</b>    | <b>0</b>           | <b>(5,833)</b>                 |

## Planning & Economic Development

| Project Code | Capital Scheme Description     | CAPITAL ESTIMATES        |                  |                  |                  |                               | FUNDING SOURCES           |                                       |                                |                     |                           |                            |   |                 |                    |                                |
|--------------|--------------------------------|--------------------------|------------------|------------------|------------------|-------------------------------|---------------------------|---------------------------------------|--------------------------------|---------------------|---------------------------|----------------------------|---|-----------------|--------------------|--------------------------------|
|              |                                | 2018/19 Revised<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | Total Capital Budget<br>£'000 | Capital Receipts<br>£'000 | Innovation & Investment Fund<br>£'000 | Housing Enabling Fund<br>£'000 | S106 / CIL<br>£'000 | Investing Income<br>£'000 | Specific Reserves<br>£'000 | RCCO (Revenue contribution to capital)<br>£'000 | Grants<br>£'000 | Borrowing<br>£'000 | Total Funding Sources<br>£'000 |
| HV202        | Potters Bar Community Hospital | 80                       | 0                | 0                | 0                | 80                            | 0                         | 0                                     | 0                              | (80)                | 0                         | 0                          | 0   | 0               | 0                  | (80)                           |
| CIL          | CIL Projects                   | 0                        | 1,355            | 0                | 0                | 1,355                         | 0                         | 0                                     | 0                              | (1,355)             | 0                         | 0                          | 0   | 0               | 0                  | (1,355)                        |
| <b>TOTAL</b> |                                | <b>80</b>                | <b>1,355</b>     | <b>0</b>         | <b>0</b>         | <b>1,435</b>                  | <b>0</b>                  | <b>0</b>                              | <b>0</b>                       | <b>(1,435)</b>      | <b>0</b>                  | <b>0</b>                   | <b>0</b>  | <b>0</b>        | <b>0</b>           | <b>(1,435)</b>                 |

## Environmental Health

| Project Code | Capital Scheme Description      | CAPITAL ESTIMATES        |                  |                  |                  |                               | FUNDING SOURCES           |                                       |                                |                     |                           |                            |   |                 |                    |                                |
|--------------|---------------------------------|--------------------------|------------------|------------------|------------------|-------------------------------|---------------------------|---------------------------------------|--------------------------------|---------------------|---------------------------|----------------------------|---|-----------------|--------------------|--------------------------------|
|              |                                 | 2018/19 Revised<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | Total Capital Budget<br>£'000 | Capital Receipts<br>£'000 | Innovation & Investment Fund<br>£'000 | Housing Enabling Fund<br>£'000 | S106 / CIL<br>£'000 | Investing Income<br>£'000 | Specific Reserves<br>£'000 | RCCO (Revenue contribution to capital)<br>£'000 | Grants<br>£'000 | Borrowing<br>£'000 | Total Funding Sources<br>£'000 |
| HV162        | Disabled Facilities Grant (DFG) | 1,172                    | 1,189            | 689              | 689              | 3,739                         | 0                         | 0                                     | 0                              | 0                   | 0                         | (983)                      | (400)   | (2,356)         | 0                  | (3,739)                        |
| <b>TOTAL</b> |                                 | <b>1,172</b>             | <b>1,189</b>     | <b>689</b>       | <b>689</b>       | <b>3,739</b>                  | <b>0</b>                  | <b>0</b>                              | <b>0</b>                       | <b>0</b>            | <b>0</b>                  | <b>(983)</b>               | <b>(400)</b>                                    | <b>(2,356)</b>  | <b>0</b>           | <b>(3,739)</b>                 |

## Housing & Partnerships

| Project Code | Capital Scheme Description     | CAPITAL ESTIMATES        |                  |                  |                  |                               | FUNDING SOURCES           |                                       |                                |                     |                           |                            |   |                 |                    |                                |
|--------------|--------------------------------|--------------------------|------------------|------------------|------------------|-------------------------------|---------------------------|---------------------------------------|--------------------------------|---------------------|---------------------------|----------------------------|---|-----------------|--------------------|--------------------------------|
|              |                                | 2018/19 Revised<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | Total Capital Budget<br>£'000 | Capital Receipts<br>£'000 | Innovation & Investment Fund<br>£'000 | Housing Enabling Fund<br>£'000 | S106 / CIL<br>£'000 | Investing Income<br>£'000 | Specific Reserves<br>£'000 | RCCO (Revenue contribution to capital)<br>£'000 | Grants<br>£'000 | Borrowing<br>£'000 | Total Funding Sources<br>£'000 |
| HV228        | Loan to InspireAll             | 5,000                    | 0                | 0                | 0                | 5,000                         | 0                         | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | 0               | (5,000)            | (5,000)                        |
| HV232        | Liberty Court - Social Housing | 0                        | 200              | 0                | 0                | 200                           | 0                         | 0                                     | 0                              | (200)               | 0                         | 0                          | 0   | 0               | 0                  | (200)                          |
| <b>TOTAL</b> |                                | <b>5,000</b>             | <b>200</b>       | <b>0</b>         | <b>0</b>         | <b>5,200</b>                  | <b>0</b>                  | <b>0</b>                              | <b>0</b>                       | <b>(200)</b>        | <b>0</b>                  | <b>0</b>                   | <b>0</b>  | <b>0</b>        | <b>(5,000)</b>     | <b>(5,200)</b>                 |

## Street Scene Services

| Project Code | Capital Scheme Description           | CAPITAL ESTIMATES        |                  |                  |                  |                               | FUNDING SOURCES           |                                       |                                |                     |                           |                            |   |                 |                    |                                |
|--------------|--------------------------------------|--------------------------|------------------|------------------|------------------|-------------------------------|---------------------------|---------------------------------------|--------------------------------|---------------------|---------------------------|----------------------------|---|-----------------|--------------------|--------------------------------|
|              |                                      | 2018/19 Revised<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | Total Capital Budget<br>£'000 | Capital Receipts<br>£'000 | Innovation & Investment Fund<br>£'000 | Housing Enabling Fund<br>£'000 | S106 / CIL<br>£'000 | Investing Income<br>£'000 | Specific Reserves<br>£'000 | RCCO (Revenue contribution to capital)<br>£'000 | Grants<br>£'000 | Borrowing<br>£'000 | Total Funding Sources<br>£'000 |
| HV107        | Enhance Sports Pavilions / Pitches   | 238                      | 0                | 0                | 0                | 238                           | (238)                     | 0                                     | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (238)                          |
| HV137        | Parking - Car Parks                  | 150                      | 0                | 0                | 0                | 150                           | 0                         | 0                                     | 0                              | 0                   | 0                         | (150)                      | 0   | 0               | 0                  | (150)                          |
| HV139        | Parks Development Programme          | 8                        | 0                | 0                | 0                | 8                             | 0                         | 0                                     | 0                              | 0                   | 0                         | (8)                        | 0   | 0               | 0                  | (8)                            |
| HV164        | Purchase of Street Scene Vehicles    | 611                      | 0                | 0                | 0                | 611                           | 0                         | 0                                     | 0                              | 0                   | 0                         | (611)                      | 0   | 0               | 0                  | (611)                          |
| HV210        | Tykes Water Greenway                 | 6                        | 0                | 0                | 0                | 6                             | 0                         | 0                                     | 0                              | (6)                 | 0                         | 0                          | 0   | 0               | 0                  | (6)                            |
| HV211        | Moatfield Greenway                   | 74                       | 0                | 0                | 0                | 74                            | 0                         | 0                                     | 0                              | (74)                | 0                         | 0                          | 0   | 0               | 0                  | (74)                           |
| HV226        | Improvement Plans - Meadow Road Park | 750                      | 0                | 0                | 0                | 750                           | 0                         | 0                                     | 0                              | (750)               | 0                         | 0                          | 0   | 0               | 0                  | (750)                          |
| <b>TOTAL</b> |                                      | <b>1,837</b>             | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>1,837</b>                  | <b>(238)</b>              | <b>0</b>                              | <b>0</b>                       | <b>(830)</b>        | <b>0</b>                  | <b>(761)</b>               | <b>(8)</b>                                      | <b>0</b>        | <b>0</b>           | <b>(1,837)</b>                 |



## Finance & Business Services

| Project Code | Capital Scheme Description | CAPITAL ESTIMATES        |                  |                  |                  |                               | FUNDING SOURCES           |                                       |                                |                     |                           |                            |   |                 |                    |                                |
|--------------|----------------------------|--------------------------|------------------|------------------|------------------|-------------------------------|---------------------------|---------------------------------------|--------------------------------|---------------------|---------------------------|----------------------------|---|-----------------|--------------------|--------------------------------|
|              |                            | 2018/19 Revised<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | Total Capital Budget<br>£'000 | Capital Receipts<br>£'000 | Innovation & Investment Fund<br>£'000 | Housing Enabling Fund<br>£'000 | S106 / CIL<br>£'000 | Investing Income<br>£'000 | Specific Reserves<br>£'000 | RCCO (Revenue contribution to capital)<br>£'000 | Grants<br>£'000 | Borrowing<br>£'000 | Total Funding Sources<br>£'000 |
| HV158        | New Financial System       | 94                       | 0                | 0                | 0                | 94                            | 0                         | 0                                     | 0                              | 0                   | 0                         | (94)                       | 0   | 0               | 0                  | (94)                           |
| HV166        | Disaster Recovery - Cloud  | 13                       | 0                | 0                | 0                | 13                            | 0                         | (13)                                  | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (13)                           |
| HV197        | Telephone System           | 8                        | 0                | 0                | 0                | 8                             | 0                         | 0                                     | 0                              | 0                   | 0                         | (8)                        | 0   | 0               | 0                  | (8)                            |
| HV218        | Civica Icon Upgrade        | 51                       | 0                | 0                | 0                | 51                            | 0                         | 0                                     | 0                              | 0                   | 0                         | (51)                       | 0   | 0               | 0                  | (51)                           |
| HV222        | Disaster Recovery - Depot  | 331                      | 0                | 0                | 0                | 331                           | 0                         | (331)                                 | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (331)                          |
| <b>TOTAL</b> |                            | <b>497</b>               | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>497</b>                    | <b>0</b>                  | <b>(344)</b>                          | <b>0</b>                       | <b>0</b>            | <b>0</b>                  | <b>(153)</b>               | <b>0</b>  | <b>0</b>        | <b>0</b>           | <b>(497)</b>                   |

## Human Resources and Customer Services

| Project Code | Capital Scheme Description | CAPITAL ESTIMATES        |                  |                  |                  |                               | FUNDING SOURCES           |                                       |                                |                     |                           |                            |   |                 |                    |                                |
|--------------|----------------------------|--------------------------|------------------|------------------|------------------|-------------------------------|---------------------------|---------------------------------------|--------------------------------|---------------------|---------------------------|----------------------------|---|-----------------|--------------------|--------------------------------|
|              |                            | 2018/19 Revised<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | Total Capital Budget<br>£'000 | Capital Receipts<br>£'000 | Innovation & Investment Fund<br>£'000 | Housing Enabling Fund<br>£'000 | S106 / CIL<br>£'000 | Investing Income<br>£'000 | Specific Reserves<br>£'000 | RCCO (Revenue contribution to capital)<br>£'000 | Grants<br>£'000 | Borrowing<br>£'000 | Total Funding Sources<br>£'000 |
| HV233        | CRM Replacement            | 0                        | 150              | 0                | 0                | 150                           |                           | (150)                                 | 0                              | 0                   | 0                         | 0                          | 0   | 0               | 0                  | (150)                          |
| <b>TOTAL</b> |                            | <b>0</b>                 | <b>150</b>       | <b>0</b>         | <b>0</b>         | <b>150</b>                    | <b>0</b>                  | <b>(150)</b>                          | <b>0</b>                       | <b>0</b>            | <b>0</b>                  | <b>0</b>                   | <b>0</b>  | <b>0</b>        | <b>0</b>           | <b>(150)</b>                   |