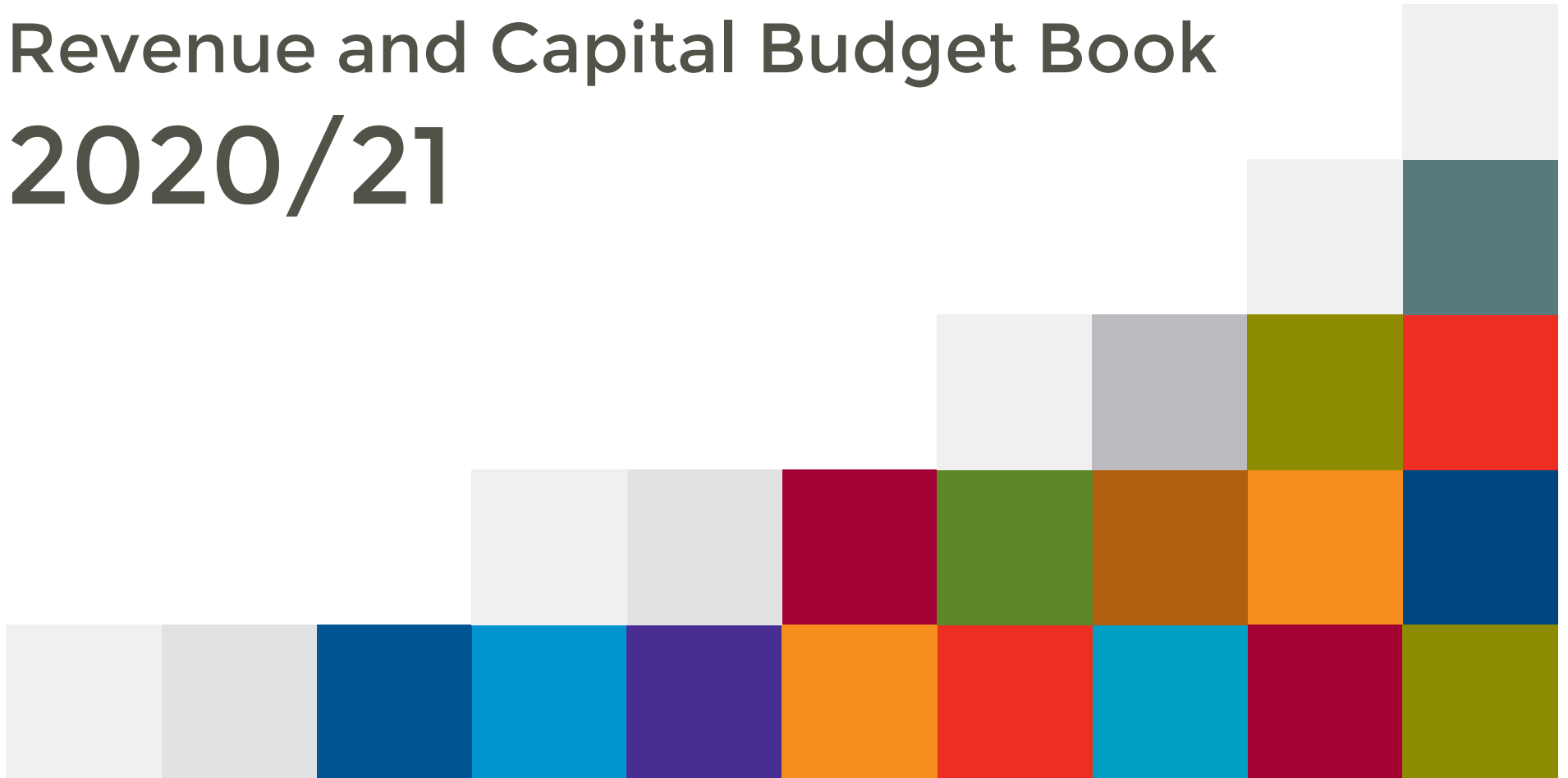


Revenue and Capital Budget Book 2020/21



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Preface

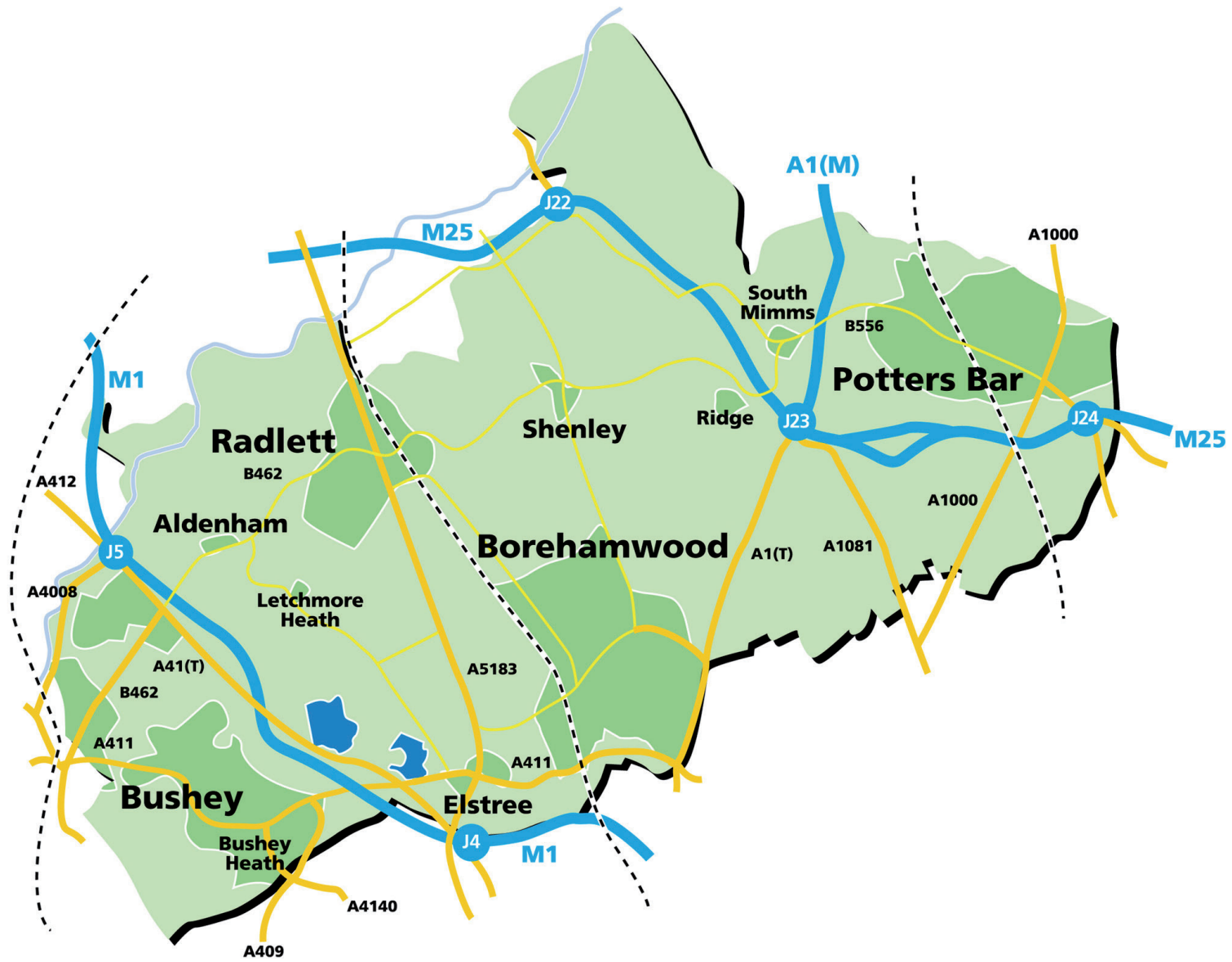
Welcome to Hertsmere Borough Council's 2020/21 Budget Book.

The budget book presents information on setting the council tax, together with the following budgets:

- The Revenue Budget 2020/21;
- The Capital Programme 2019/20 – 2022/23.

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 2020/21 council tax levy for Hertsmere residents;
- CIPFA budget categorisation;
- Factors affecting the 2020/21 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 44,000 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 four 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 2018 (Office of National Statistics estimates)		104,205
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		44,285
Parliamentary constituency		Hertsmere
Number of electors on register		73,971

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;
- Generate new income through innovation and commercialisation;
- 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 2020/21 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.

Whilst the Comprehensive Spending Review of 2015 (CSR15) showed a continual decline in Central Government general funding, the four-year settlement did at least give local authorities some degree of funding certainty.

This four-year settlement, which saw the end of the Revenue Support Grant (RSG), came to an end in 2019/20 and Local Government had been anticipating another multi-year

settlement from 2020/21. However, due to other Central Government priorities in relation to Brexit, the Chancellor in his Autumn Statement 2019 announced a single year settlement from 2020/21, essentially rolling forward the four-year settlement for a further year. He also announced a delay in the Fair Funding Review and the review of the system of business rates distribution until 2021/22 which has been long awaited.

Other announcements affecting local government finances:

- Negative RSG, £220k for Hertsmere for 2020/21 will continue to be funded centrally by the Treasury through the Government's share of business rates;
- The referendum limit for council tax would revert back to 2% from 3% from 2020/21 however the £5 limits for District Councils would remain, whichever is greater;
- Core Spending Power assumptions showed a real terms increase in funding of 4.3% including council tax;
- Existing 75% Business Rates Pilots such as the Hertfordshire Pilot of which Hertsmere is a member, would cease in March 2020 with no new pilots planned for 2020/21. Hertsmere has since re-formed a 50% Business Rates Pool with other Hertfordshire authorities, which it is estimated will raise additional retained growth for Hertsmere of more than £600k in 2020/21;
- The allocation of New Homes Bonus (NHB) for 2020/21 would be for one year only with no legacy payments (previously NHB was paid for four years). Existing legacy payments would however continue.

This summarised revenue budget statement represents, in financial terms, the policies, aims and objectives of Hertsmere Borough Council for the financial year 2020/21. 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 & Property and the Leader of the Council;
- The Budget Panel;
- The Executive as a whole;
- Policy Review Committee and all Members;
- Business Ratepayers;
- Residents;
- All stakeholders.

N.B. Consultation is invited via a dedicated email address: budget.consultation@hertsmere.gov.uk which is promoted through local press releases, on the council website and via social media. The council also carries out more targeted resident consultation and feedback 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 2020/21 budget presented in this book on 26 February 2020.

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, "Hertsmere's 2020 Vision", 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.

Hertsmere's 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.

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, via our website (www.hertsmere.gov.uk) as well as through social networking sites such as Facebook and Twitter.

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 2020/21 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*
- Cemeteries
- Council Tax and Business Rates
- Community Safety
- Drainage

* Service now provided by Hertfordshire Building Control Limited – a county-wide partnership.

- Electoral Services
- Environmental Health
- Housing
- Housing Benefit
- Land Charges
- Licensing
- Local Plan
- Property Management
- Planning Applications
- Parking
- Parks
- Recycling / Waste collection
- Street Cleansing

Funding the Annual Revenue Budget

Central Government Funding

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.

The system of general government grants is in a period of change and funding has been in decline over the past ten years. More recently, over the period of the four-year spending review 2015, the Revenue Support Grant (RSG) has completely disappeared.

Hertsmere's general government grant funding now comes from redistributed national non-domestic rates (NNDR or Business Rates) and the New Homes Bonus, both of which will be reviewed by MPs during 2020/21.

Fees and Charges and Rental Income

The council also receives income from fees and 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.

With the decline in Central Government funding in recent years, council tax levies now contribute more than 65% of the funding required to deliver the revenue budget, compared to just 45% ten years ago.

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 2020/21	Hertfordshire County Council	Police & Crime Commissioner	Parish & Town Councils	Hertsmere Borough Council
	77%	11%	2%	10%
	£59,239,707	£8,294,062	£1,273,227	£7,637,966

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 £1,824.93. 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 two 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 2020/21

Table 1 below shows final precepts, allocation of grant and district expenditure for 2020/21.

Table 1	Band D £	Multiplied by No.	Total £
Aldenham parish council	131.27	5,231	686,613
Elstree & Borehamwood town council	36.99	13,352	493,879
Ridge	0	92	0
Shenley parish council	44.23	1,803	79,734
South Mimms parish	40.76	319	13,001
Bushey and Potters Bar	0	21,093	0
Total parish precepts		41,889	1,273,227
Hertsmere BC special expenses			613,147
Hertsmere BC general expenses	167.70	41,889	7,024,819
Total Hertsmere BC precepts	167.70	41,889	7,637,966
Total district expenditure			8,911,193

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 council's fleet vehicles.

Supplies and Services

This covers expenditure incurred on:

- Equipment purchase;
- Clothing & 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 2020/21 revenue budget

2020/21 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, and waste management, strategic planning, legislative changes including GDPR and contractual increments;
- **Decreases in income** from recycling licensing and specific grant funding.

The pressures noted above have been managed by increases in rental income from council assets, fees and charges, investment income and identification of budget savings and efficiencies. The table on page 13 breaks down the budget movements by service.

GENERAL FUND BUDGET CHANGES	Page	NET BUDGET 2019/20 £'000	Employee incr (decr) £'000	Other Expenses incr (decr) £'000	Income incr (decr) £'000	NET BUDGET 2020/21 £'000	TOTAL CHANGE fav (adv) £'000
Planning & Economic Development	21	1,138	192	58	301	1,087	51
Housing Services	26	1,007	21	1	(8)	1,037	(30)
Partnerships & Community Engagement	28	1,169	41	14	0	1,224	(55)
Environmental Health	36	1,012	(42)	20	(52)	1,042	(31)
Street Scene Services	42	4,242	125	110	103	4,374	(132)
Engineering Services	51	124	20	2	(200)	346	(222)
Asset Management	54	(3,436)	30	13	274	(3,666)	230
Finance & Business Services	63	2,512	32	91	96	2,539	(27)
Legal & Democratic Services	73	1,464	83	17	77	1,487	(22)
Human Resources & Customer Services	83	1,167	93	(42)	3	1,216	(48)
Executive Directors	90	509	(21)	0	0	488	21
Assurance Services	91	180	0	25	0	205	(25)
Total for directorates		11,088	574	309	593	11,377	(290)
Audit Fees, Bank Charges	97	142	0	0	0	142	0
General Expenses	96	132	0	0	0	132	0
Pension Auto Enrolment	n/a	10	(10)	0	0	0	10
Apprenticeship Levy	98	31	0	0	0	31	0
Central Contingency	99	300	0	0	0	300	0
Minimum Revenue Provision (MRP)	100	242	0	0	0	242	0
Investment Income	101	(400)	0	0	100	(500)	100
Total Council expenditure		11,545	564	309	693	11,725	(180)
FUNDING							
New Homes Bonus Grant		(1,117)	0	0	(317)	(800)	(317)
Business Rate Retention Scheme		(2,679)	0	0	44	(2,723)	44
Business Rates Growth		(388)	0	0	176	(564)	176
Business Rates Levy Account Surplus		(41)	0	0	(41)	0	(41)
Central Government Grants		(4,225)	0	0	220	(4,087)	(138)
Council Tax Requirement		7,320				7,638	(318)
Balanced budget		0				0	
Band D equivalent £pp		Band D				Band D	% Change
Hertsmere Borough Council		£177.34				£182.34	2.82%
Hertfordshire County Council		£1,359.94				£1,414.20	3.99%
Police & Crime commissioner		£188.00				£198.00	5.32%
Parish & Town Council Precept		£29.91				£30.39	1.60%
		£1,755.19				£1,824.93	

General Fund Budget Summary 2020/21

GENERAL FUND	NET BUDGET 2019/20 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2020/21 £'000
NET EXPENDITURE				
Planning & Economic Development	1,138	2,311	(1,224)	1,087
Housing Services	1,007	2,193	(1,155)	1,037
Partnerships & Community Engagement	1,169	1,458	(233)	1,224
Environmental Health	1,012	1,299	(257)	1,042
Street Scene Services	4,242	8,687	(4,313)	4,374
Asset Management and Engineering	(3,312)	2,677	(5,997)	(3,321)
Finance & Business Services	2,512	3,352	(813)	2,539
Housing Benefits and Council Tax Support	0	44,300	(44,300)	0
Legal & Democratic Services	1,464	1,763	(276)	1,487
Human Resources & Customer Services	1,167	1,436	(220)	1,216
Executive Directors	509	488	0	488
Assurance Services	180	205	0	205
Total for directorates	11,088	70,169	(58,788)	11,378
Audit Fees, Bank Charges	142	142	0	142
General Expenses	132	132	0	132
Apprenticeship Levy	31	31	0	31
Pension Auto-enrolment	10	0	0	0
Central Contingency	300	300	0	300
Minimum Revenue Provision (MRP)	242	242	0	242
Investment Income	(400)	0	(500)	(500)
Total Council expenditure	11,545	71,016	(59,288)	11,725

GENERAL FUND	NET BUDGET 2019/20 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2020/21 £'000
FUNDING				
New Homes Bonus Grant	(1,117)			(800)
Collection Fund Surplus	0			0
Business Rate Retention Scheme Growth Income	(388)			(547)
Business Rate Retention Scheme Account Surplus	(41)			0
Other Specific and Special Revenue Grants	(1,546)			(1,347)
Revenue Support Grant	0			0
Business Rate Retention Scheme	(2,679)			(2,740)
Council Tax Requirement	(7,320)			(7,638)
Central Government Grants & Council Tax	(9,999)			(10,378)
Total Funding	(11,545)			(11,725)

General Fund Summary 2020/21 BY SUBJECTIVE

	PLANNING & ECONOMIC DEVELOPMENT	HOUSING SERVICES	PARTNERSHIPS & COMMUNITY ENGAGEMENT	ENVIRONMENTAL HEALTH	STREET SCENE SERVICES	ASSET MANAGEMENT & ENGINEERING SERVICES	FINANCE & BUSINESS SERVICES	LEGAL & DEMOCRATIC SERVICES	HUMAN RESOURCES & CUSTOMER SERVICES	EXECUTIVE DIRECTORS	ASSURANCE SERVICES	NET BUDGET 2020/21
SERVICE EXPENDITURE	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees	1,930	874	658	1,045	4,470	906	2,579	1,058	1,212	469	0	15,201
Premises and Related	0	0	0	1	415	1,357	0	1	0	0	0	1,774
Transport	6	3	3	9	965	35	9	12	2	2	0	1,046
Supplies and Services	233	1,290	738	98	1,048	96	740	649	110	17	4	5,023
Third Party Payments	142	25	63	44	1,254	207	125	9	112	0	201	2,182
Transfer Payments	0	0	15	102	534	75	44,300	34	0	0	0	45,060
Income	(1,224)	(1,155)	(253)	(257)	(4,312)	(5,997)	(45,214)	(276)	(220)	0	0	(58,908)
Net Expenditure	1,087	1,037	1,224	1,042	4,374	(3,321)	2,539	1,487	1,216	488	205	11,378
CORPORATE EXPENDITURE												
Audit Fees, Bank Charges												142
General Expenses												132
Apprenticeship Levy												31
Central Contingency												300
Minimum Revenue Provision (MRP)												242
Investment Income												(500)
Total Expenditure	1,087	1,037	1,224	1,042	4,374	(3,321)	2,626	1,487	1,216	488	118	11,725

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2020/21	Page	Total Budgeted Staff	Net Budget 2020/21 £'000
Strategic Planning	22	10.6	451
Development Management	23	25.8	563
Building Control	24	0.0	49
Economic Development & Regeneration	25	1.0	24
Planning & Economic Development		37.4	1,087
Housing Services	29	17.4	1,037
Housing		17.4	1,037
Partnership Unit	29	12.8	693
Corporate Communications	30	0.0	75
Youth Services	n/a	0.0	0
Sports Development	31	0.0	12
Community Development	32	0.0	16
Community Safety	33	0.0	15
CCTV	34	0.0	6
Voluntary Sector Grant Aid	35	0.0	407
Partnerships & Community Engagement		12.8	1,224
Miscellaneous Services	37	0.0	(196)
Community Toilet Scheme	38	0.0	12
Emergency Planning	39	0.0	25
Environmental Health Unit	40	20.1	1,101
Disabled Facilities Grant	41	0.0	100
Environmental Health		20.1	1,042

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2020/21	Page	Total Budgeted Staff	Net Budget 2020/21 £'000
Waste & Street Scene Unit	43	13.1	976
Waste Services	44	44.0	1,840
Trade Waste	45	2.0	(215)
Cleansing Services	46	22.0	1,083
Parks & Amenity Areas	47	6.3	1,213
Allotments	48	0.0	4
Allum Lane Cemetery & Closed Grounds	49	0.0	69
Parking Services	50	29.0	(596)
Street Scene		116.4	4,374
Highways Related Expenditure	52	0.0	11
Engineering Services Unit	53	6.4	335
Civic Offices	55	0.0	328
Depot Sites	56	0.0	16
Residential Properties	57	0.0	(837)
Commercial Properties	58	0.0	(3,682)
Garages	59	0.0	(618)
Leisure & Community Buildings	60	0.0	113
Building Maintenance Programme	61	0.0	416
Asset Management Unit	62	10.5	597
Engineering & Asset Management		16.9	(3,321)

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2020/21	Page	Total Budgeted Staff	Net Budget 2020/21 £'000
Finance Unit	64	15.7	921
Revenues & Benefits Unit	65	26.9	1,134
Council Tax & Non Domestic Rates Administration	66	-	(337)
Benefits Administration	67	-	(307)
Housing Benefit (Local Schemes)	68	-	8
Housing Benefit	69	-	0
Council Tax Support	70	-	0
Information Digital Services	71	13.0	1,076
Civic Office Telephones	n/a	-	20
Procurement	72	0.4	44
Finance & Business Services		56.0	2,539
Local Land Charges	74	2.0	(49)
Electoral Registration	75	3.0	212
Elections	76	-	35
Legal Services Business Unit	77	5.5	496
Mayoral Budget	78	-	44
Surgeries	79	-	1
Members Allowances	80	-	397
Costs Associated with Members / Meetings	81	-	76
Democratic Services Business Unit	82	5.0	275
Legal & Democratic Services		15.5	1,487

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2020/21	Page	Total Budgeted Staff	Net Budget 2020/21 £'000
Human Resources Unit	84	5.1	335
Customer Relationship Management	85	19	746
Civic Office Keepers	86	2.0	105
Design & Print Services	87	2.5	(3)
Health & Safety	88	-	3
Strategic Training	89	-	30
Human Resources & Customer Services		28.6	1,216
Executive Directors	90	4.0	488
Executive Directors		4.0	488
Shared Internal Audit Services (SIAS)	92	-	113
Shared Anti-Fraud Service (SAFS)	93	-	87
Risk Management	94	-	5
Assurance Services		-	205
General Expenses	96	-	132
Audit Fees, Bank Charges	97	-	142
Apprenticeship Levy	98	-	31
Central Contingency	99	-	300
Minimum Revenue Provision	100	-	242
Investment Income	101	-	(500)
Corporate Budgets		-	347
Total FTE / Net Budget		1,048.7	11,745

Hertsmere Borough Council **Service Budgets**



Service Heads

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Steve Burton Head of Street Scene Services Ext 5242	
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Matthew Bunyon Head of Finance & Business Services Ext 5320	

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Sajida Bijle Managing Director Ext 5000	
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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;
- Delivering a Joint Strategic Plan within Hertfordshire;
- Seeking new funding streams through grants to improve the borough;
- Monitoring of CIL and s106.

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;
- Collection of the Community Infrastructure Levy (CIL).

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.

Economic Development

- Promoting economic prosperity within the borough;
- Climate change and sustainability.

Number of Full Time Equivalent Staff (FTE) budgeted for 2020/21: 37.4

PLANNING & ECONOMIC DEVELOPMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,930	0	1,930
Premises and Related	0	0	0
Transport	6	0	6
Supplies and Services	233	0	233
Third Party Payments	142	0	142
Transfer Payments	0	0	0
Income	0	(1,224)	(1,224)
Net Expenditure	2,311	(1,224)	1,087

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 Ministry of Housing, Communities and Local Government and neighbouring authorities.
- Providing support for appeals and other planning data.
- The monitoring and administration of CIL and s106 receipts from developments.

STRATEGIC PLANNING	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	563	0	563
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	92	0	92
Third Party Payments	30	0	30
Transfer Payments	0	0	0
Income	0	(235)	(235)
Net Expenditure	686	(235)	451

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;
- Collection of the Community Infrastructure Levy (CIL).

DEVELOPMENT MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,319	0	1,319
Premises and Related	0	0	0
Transport	5	0	5
Supplies and Services	126	0	126
Third Party Payments	50	0	50
Transfer Payments	0	0	0
Income	0	(937)	(937)
Net Expenditure	1,500	(937)	563

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. Dacorum District Council joined the partnership company during 2019/20 becoming the eighth shareholder.

The company, Hertfordshire Building Control Limited, 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.

This budget covers the statutory non-fee earning elements of the Building Control function including dangerous structures and building notices for disabled applications.

The eight local authority shareholders are:

- Hertsmere Borough Council;
- Borough of Broxbourne Council;
- East Herts District Council;
- Three Rivers District Council;
- Stevenage Borough Council;
- North Herts District Council;
- Welwyn Hatfield Borough Council;
- Dacorum Borough Council.

BUILDING CONTROL	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	1	0	1
Third Party Payments	52	0	52
Transfer Payments	0	0	0
Income	0	(4)	(4)
Net Expenditure	53	(4)	49

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.

This department is also responsible for developing and implementing the council's climate change and sustainability strategy.

ECONOMIC DEVELOPMENT & REGENERATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	48	0	48
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	14	0	14
Third Party Payments	10	0	10
Transfer Payments	0	0	0
Income	0	(48)	(48)
Net Expenditure	72	(48)	24

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 2020/21: 17.4

HOUSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	874	0	874
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	1,290	0	1,290
Third Party Payments	25	0	25
Transfer Payments	0	0	0
Income	0	(1,155)	(1,155)
Net Expenditure	2,192	(1,155)	1,037

Housing Services

HJ100, 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, 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 rent schemes 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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	874	0	874
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	1,290	0	1,290
Third Party Payments	25	0	25
Transfer Payments	0	0	0
Income	0	(1,155)	(1,155)
Net Expenditure	2,192	(1,155)	1,037

Partnerships & Community Engagement

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

- Partnership Unit;
- Corporate Communications;
- Sports Development;
- Partnerships & Community Development (including Youth Services);
- Community Safety & PCSOs;
- CCTV;
- Voluntary Grant Aid.

Number of Full Time Equivalent Staff (FTE) budgeted for 2020/21: 12.8

PARTNERSHIPS & COMMUNITY ENGAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	658	0	658
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	738	0	738
Third Party Payments	63	0	63
Transfer Payments	15	0	15
Income	0	(253)	(253)
Net Expenditure	1,477	(253)	1,224

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 leisure contract which came into force 1st 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	658	0	658
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	20	0	20
Third Party Payments	12	0	12
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	693	0	693

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 Information and Digital Services;
- 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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	75	0	75

Sports Development

HD253

Purposes:

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

Corporate Goal:

- Healthy Thriving Communities.

SPORTS DEVELOPMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	12	0	12

Community Development

HG600

Purposes:

Corporate Support

- Corporate performance;
- Corporate improvement programmes.

Community Development

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

Youth Services

- Provision of the annual Youth Conference.

Year of Culture

- Promoting and facilitating activities for the 2020 Year of Culture.

COMMUNITY DEVELOPMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	8	0	8
Third Party Payments	8	0	8
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	16	0	16

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 nine PCSOs (in partnership with the police), funded from parking surpluses.

COMMUNITY SAFETY	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	143	0	143
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(128)	(128)
Net Expenditure	143	(128)	15

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.

Hertsmere has also purchased two additional mobile CCTV cameras.

CCTV	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	53	0	53
Third Party Payments	43	0	43
Transfer Payments	15	0	15
Income	0	(105)	(105)
Net Expenditure	111	(105)	6

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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	427	0	427
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(20)	(20)
Net Expenditure	427	(20)	407

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 2020/21: 20.1

ENVIRONMENTAL HEALTH	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,045	0	1,045
Premises and Related	1	0	1
Transport	9	0	9
Supplies and Services	98	0	98
Third Party Payments	44	0	44
Transfer Payments	102	0	102
Income	0	(257)	(257)
Net Expenditure	1,299	(257)	1,042

Miscellaneous Services

HE100, HE800, HE801, HE803, HE850, HE851, HE860, HE861, HE862, HE863, HE864, 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 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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	1	0	1
Transport	1	0	1
Supplies and Services	34	0	34
Third Party Payments	24	0	24
Transfer Payments	1	0	1
Income	0	(257)	(257)
Net Expenditure	61	(257)	(196)

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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	12	0	12

Emergency Planning

HB900

Purposes:

- Discharge the statutory responsibilities placed upon the council as a designated “Category One” responder as a consequence of the Civil Contingencies Act;
- Provision of maintenance and training for the authority’s emergency plan to cover any emergency or disaster that may occur within Hertsmere’s boundaries such as train or rail crash, severe flooding or other natural disasters;
- This service is now provided in partnership with Welwyn Hatfield Borough Council.

EMERGENCY PLANNING	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	5	0	5
Third Party Payments	20	0	20
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	25	0	25

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 Hertsmere's Safety Advisory Group (a multi-agency team) and providing administrative and secretarial support;
- Municipal/paupers funerals: taking responsibility when a Hertsmere 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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,045	0	1,045
Premises and Related	0	0	0
Transport	8	0	8
Supplies and Services	47	0	47
Third Party Payments	0	0	0
Transfer Payments	1	0	1
Income	0	0	0
Net Expenditure	1,101	0	1,101

Disabled Facilities Grants

HJ550

Purposes:

- Disabled facilities grants (DFG) 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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	100	0	100

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 2020/21: 116.4

STREET SCENE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	4,470	0	4,470
Premises and Related	415	0	415
Transport	965	0	965
Supplies and Services	1,048	0	1,048
Third Party Payments	1,254	0	1,254
Transfer Payments	534	0	534
Income	0	(4,312)	(4,312)
Net Expenditure	8,686	(4,312)	4,374

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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	719	0	719
Premises and Related	81	0	81
Transport	47	0	47
Supplies and Services	95	0	95
Third Party Payments	0	0	0
Transfer Payments	34	0	34
Income	0	0	0
Net Expenditure	976	0	976

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 2017/18	Actual 2018/19
% of household waste recycled and composted (as per Herts Waste Partnership)	43.6%	44.3%

WASTE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,598	0	1,598
Premises and Related	0	0	0
Transport	685	0	685
Supplies and Services	136	0	136
Third Party Payments	228	0	228
Transfer Payments	245	0	245
Income	0	(1,052)	(1,052)
Net Expenditure	2,892	(1,052)	1,840

Trade Services

HF300

Purpose:

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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	68	0	68
Premises and Related	0	0	0
Transport	36	0	36
Supplies and Services	256	0	256
Third Party Payments	0	0	0
Transfer Payments	20	0	20
Income	0	(595)	(595)
Net Expenditure	380	(595)	(215)

Cleansing Services

HE840, HE900, HE910

Purposes:

The 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.

CLEANSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	798	0	798
Premises and Related	0	0	0
Transport	173	0	173
Supplies and Services	47	0	47
Third Party Payments	35	0	35
Transfer Payments	85	0	85
Income	0	(55)	(55)
Net Expenditure	1,138	(55)	1,083

Parks & Amenity Areas

HD300, HD301, HD302, HD310, 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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	275	0	275
Premises and Related	122	0	122
Transport	3	0	3
Supplies and Services	30	0	30
Third Party Payments	854	0	854
Transfer Payments	10	0	10
Income	0	(81)	(81)
Net Expenditure	1,294	(81)	1,213

Allotments

HD350

Purpose:

The council owns and provides for rental, 204.5 plots over five sites throughout the borough.

ALLOTMENTS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	3	0	3
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	12	0	12
Transfer Payments	0	0	0
Income	0	(11)	(11)
Net Expenditure	15	(11)	4

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 9am – 5pm, 365 days a year.

ALLUM LANE CEMETERY AND CLOSED GROUNDS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	14	0	14
Transport	0	0	0
Supplies and Services	42	0	42
Third Party Payments	97	0	97
Transfer Payments	0	0	0
Income	0	(84)	(84)
Net Expenditure	153	(84)	69

Parking Services

HH800, HH810, HH820

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 30 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 31 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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,012	0	1,012
Premises and Related	195	0	195
Transport	21	0	21
Supplies and Services	442	0	442
Third Party Payments	28	0	28
Transfer Payments	140	0	140
Income	0	(2,434)	(2,434)
Net Expenditure	1,838	(2,434)	(596)

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 hour 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 2020/21: 6.4

ENGINEERING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	335	0	335
Premises and Related	25	0	25
Transport	33	0	33
Supplies and Services	17	0	17
Third Party Payments	196	0	196
Transfer Payments	15	0	15
Income	0	(275)	(275)
Net Expenditure	621	(275)	346

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 £'000	GROSS INCOME £'000	NET BUDGET £'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)
Net Expenditure	36	(25)	11

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.

Activity Levels/Statistics:

- Maintenance of approximately 45 km of ditches and culverted watercourses, including ancillary assets;
- 70 requests for flood investigations from residents per annum;
- 320 drainage related planning consultations per annum;
- 530 consultancy projects for fee paying customers undertaken per annum;
- 680 properties reported as affected by flooding on Hertsmere Borough Council's flooding database.

ENGINEERING SERVICES UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	335	0	335
Premises and Related	25	0	25
Transport	33	0	33
Supplies and Services	17	0	17
Third Party Payments	160	0	160
Transfer Payments	15	0	15
Income	0	(250)	(250)
Net Expenditure	585	(250)	335

Asset Management

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

- Civic Offices;
- Depot Sites;
- Residual Residential Properties;
- Commercial Properties;
- Garages;
- Leisure and Community Buildings;
- Building Maintenance Programme;
- Asset Management Unit.

The number of Full Time Equivalent Staff (FTE) budgeted for 2020/21: 10.5

ASSET MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	571	0	571
Premises and Related	1,332	0	1,332
Transport	2	0	2
Supplies and Services	79	0	79
Third Party Payments	11	0	11
Transfer Payments	60	0	60
Income	0	(5,722)	(5,722)
Net Expenditure	2,055	(5,722)	(3,667)

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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	572	0	572
Transport	0	0	0
Supplies and Services	36	0	36
Third Party Payments	0	0	0
Transfer Payments	55	0	55
Income	0	(335)	(335)
Net Expenditure	663	(335)	328

Depot Sites

HG525, HG560, HG561

Purposes:

There are three 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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	16	0	16

Residual Residential Properties

HK100, HK120, HK150, HK151, HK152, HK153, HK155, HK157, HK158, HK159, HK160

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 constructed:
 - two 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 four 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 Ridgeway and Aldwyck Housing Associations and consequently the council has retained the freehold.

RESIDUAL RESIDENTIAL PROPERTIES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	8	0	8
Transport	0	0	0
Supplies and Services	6	0	6
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(851)	(851)
Net Expenditure	14	(851)	(837)

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 Point Centre;
- Other commercial properties under the council's 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 seven 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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	129	0	129
Transport	0	0	0
Supplies and Services	11	0	11
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(3,822)	(3,822)
Net Expenditure	140	(3,822)	(3,682)

Garages

HK110

Purpose:

The council owns 1,655 garages in the following locations:

Borehamwood / Elstree	932
Shenley/ Radlett / Bushey	512
South Mimms, Potters Bar	211

GARAGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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	(698)	(698)
Net Expenditure	80	(698)	(618)

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;
- The 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 landlord cost of maintaining the building is shown here. The cost of operating the museum is reported under Partnerships and Community Engagement.

LEISURE & COMMUNITY BUILDINGS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	116	0	116
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)
Net Expenditure	119	(6)	113

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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	416	0	416

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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	571	0	571
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	23	0	23
Third Party Payments	11	0	11
Transfer Payments	0	0	0
Income	0	(10)	(10)
Net Expenditure	607	(10)	597

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 benefit and council tax support 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;
- Information Digital Services including infrastructure, systems support and Civic Office telephones.

The number of Full Time Staff (FTE) budgeted for 2020/21: 56.0

FINANCE & BUSINESS SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	2,579	0	2,579
Premises and Related	0	0	0
Transport	9	0	9
Supplies and Services	740	0	740
Third Party Payments	125	0	125
Transfer Payments	44,300	0	44,300
Income	0	(45,214)	(45,214)
Net Expenditure	47,753	(45,214)	2,539

Performance Indicators

	2016/17	2017/18	2018/19
Invoices paid on time	97.1%	97.4%	97.5%
% of council tax collected	98.5%	98.3%	97.7%
% of NDR collected	99.1%	99.7%	98.2%

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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	820	0	820
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	122	0	122
Third Party Payments	1	0	1
Transfer Payments	0	0	0
Income	0	(24)	(24)
Net Expenditure	945	(24)	921

Revenues and Benefits Unit

HN150 (previously HN160, HN170)

Purposes:

- The administration and collection of revenues – council tax and national non-domestic rates;
- The administration of the housing benefit and council tax support schemes as determined by current statutory requirements.

REVENUES AND BENEFITS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,118	0	1,118
Premises and Related	0	0	0
Transport	5	0	5
Supplies and Services	112	0	112
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(101)	(101)
Net Expenditure	1,235	(101)	1,134

Council Tax & Non Domestic Rates Administration

HB610, 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.

Employee and overhead costs are included within the Revenues and Benefits Unit budget HN150, see page 65.

COUNCIL TAX & NON DOMESTIC RATES ADMINISTRATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	80	0	80
Third Party Payments	7	0	7
Transfer Payments	0	0	0
Income	0	(424)	(424)
Net Expenditure	87	(424)	(337)

Benefits Administration

HB630

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.

Employee and overhead costs are included within the Revenues and Benefits Unit budget HN150, see page 65.

BENEFITS ADMINISTRATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	32	0	32
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(339)	(339)
Net Expenditure	32	(339)	(307)

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 local authority of the local scheme.

Employee and overhead costs are included within the Revenues and Benefits Unit budget HN150, see page 65.

HOUSING BENEFIT (LOCAL SCHEMES)	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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)
Net Expenditure	28	(20)	8

Housing Benefit

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 Department of Works and Pensions (DWP).

HOUSING BENEFIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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)
Net Expenditure	38,500	(38,500)	0

Council Tax Support

HB640

Purpose:

This section shows the value of all council tax support awarded under the council's local Council Tax Support (CTS) Schemes.

From 2020/21 Hertsmere will operate two local CTS schemes:

The first scheme, which was introduced in 2013/14 to replace the outgoing system of Council Tax Benefit, applies for claimants of legacy benefits such as Job Seekers Allowance and applies similar principles to determine the level of CTS award.

The **NEW Banded CTS** scheme will be introduced from 1 April 2020 and is for **working age Universal Credit claimants ONLY** and has been designed to align with the changing nature of UC as earnings fluctuate.

COUNCIL TAX SUPPORT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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	5,800	0	5,800
Income	0	(5,800)	(5,800)
Net Expenditure	5,800	(5,800)	0

Information Digital Services

HN200, HN210

Purposes:

- The Information Services Strategy of the council;
- Specialist advice and guidance on the use of technology in the organisation;
- A corporate information processing facility;
- 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;
- Intranet provision;
- GIS support provision;
- Cyber security provision;
- Cloud computing technologies.

The Information Services Department is split into three distinct sections:

- Infrastructure and Technical Security: support and maintain all PC, laptop, server, networking and telecommunications hardware and operating system support. Cyber security and cloud technologies;
- Business Systems and Projects Support Service: support and maintain all the authority's line of business applications including working closely with business units to ensure maximum benefits are obtained from applications. The team also provide a project management to major corporate projects.
- Service Desk: provide first line ICT support to staff and members.

The IDS 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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	624	0	624
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	366	0	366
Third Party Payments	90	0	90
Transfer Payments	0	0	0
Income	0	(6)	(6)
Net Expenditure	1,082	(6)	1,076

Procurement

HN800

Purposes:

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

The Procurement Service is delivered through a partnership arrangement with Stevenage Borough Council.

PROCUREMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	17	0	17
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
Net Expenditure	44	0	44

Legal and Democratic Services

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

- Land Charges;
- Electoral Registration;
- Local Elections;
- Legal and Democratic Services Business Unit;
- Mayoral Budget;
- Surgeries;
- Members Allowances;
- Mayoral and Members Support;
- Committee Administration.

The number of Full Time Equivalent Staff (FTE) budgeted for 2020/21: 15.5

LEGAL & DEMOCRATIC SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,058	0	1,058
Premises and Related	1	0	1
Transport	12	0	12
Supplies and Services	649	0	649
Third Party Payments	9	0	9
Transfer Payments	34	0	34
Income	0	(276)	(276)
Net Expenditure	1,763	(276)	1,487

Local Land Charges

HC100

Purposes:

- 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. Non-residential search is £126 (Including replies to enquiries Con 29R).

LOCAL LAND CHARGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	80	0	80
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	33	0	33
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(162)	(162)
Net Expenditure	113	(162)	(49)

Electoral Registration

HB810

Purposes:

To deliver an Electoral Service which is a statutory function.

From 16 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 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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	139	0	139
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	74	0	74
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(2)	(2)
Net Expenditure	214	(2)	212

Elections

HB801

Purposes:

The council is responsible for organising borough council, county council, parish council, parliamentary and police and crime commissioner elections, neighbourhood referendums and parish polls.

Following changes to the borough council elections in May 2015, all councillors are now up for election every four years.

A contribution is therefore made to an elections earmarked reserve annually to offset the cost of the borough elections in the fourth year. The next borough election will take place in May 2023.

LOCAL ELECTIONS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	1	0	1
Third Party Payments	0	0	0
Transfer Payments	34	0	34
Income	0	0	0
Net Expenditure	35	0	35

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 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;
- General Data Protection Regulation (GDPR).

LEGAL SERVICES BUSINESS UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	561	0	561
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	47	0	47
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(112)	(112)
Net Expenditure	608	(112)	496

Mayoral Budget (Civic Expenses)

HB150, HB151

Purpose:

These costs represent the expenditure associated with civic events and mayoral duties.

MAYORAL BUDGET (CIVIC EXPENSES)	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	8	0	8
Supplies and Services	36	0	36
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	44	0	44

Surgeries

HB120

Purpose:

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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	1	0	1

Members Allowances

HB140

Purpose:

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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	15	0	15
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	380	0	380
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	397	0	397

Costs Associated with Meetings/Members

HB130, HB141, HB142, HB143, HB144

Purposes:

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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	5	0	5
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	62	0	62
Third Party Payments	9	0	9
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	76	0	76

Democratic Services Business Unit

HN310

Purpose:

The unit exists to provide advice and support for the work of councillors in Hertsmere.

DEMOCRATIC SERVICES BUSINESS UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	258	0	258
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
Net Expenditure	275	0	275

Human Resources & Customer Services

Purposes:

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

- Human Resources;
- Customer Relationship Management;
- Civic Offices Keepers;
- Design & Print Services;
- Health & Safety;
- Strategic Training.

The number of Full Time Equivalent Staff (FTE) budgeted for 2020/21: 28.6

HUMAN RESOURCES & CUSTOMER SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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)
Net Expenditure	1,384	(217)	1,167

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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	328	0	328

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 Road, Bushey and Wyllyotts Centre, Potters Bar. Bushey Area Office is open between 9.30am and 2pm on Thursday. Potters Bar Area Office is open between 9.30am and 2pm 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, 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 £'000	GROSS INCOME £'000	NET BUDGET £'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)
Net Expenditure	728	(5)	723

Civic Office Keepers

HO300

Purpose:

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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	88	0	88

Design & Print Services

HN900

Purposes:

Design & Print Services 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's 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 £'000	GROSS INCOME £'000	NET BUDGET £'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)
Net Expenditure	207	(212)	(5)

Health & Safety

HE820

Purposes:

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 council's 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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	3	0	3

Strategic Training

HB210

Purpose:

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

STRATEGIC TRAINING	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET '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
Net Expenditure	30	0	30

Executive Directors

HN400

Executive Directors

These costs consist of the Managing Director, Executive Director and their personal assistants.

The number of Full Time Equivalent Staff (FTE) budgeted for 2020/21: 4.0

EXECUTIVE DIRECTORS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	509	0	509

Assurance Services

Purpose:

Those activities and costs concerned with the provision of internal audit, anti-fraud and risk management services. 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.

ASSURANCE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	4	0	4
Third Party Payments	201	0	201
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	205	0	205

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 £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	113	0	113
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	113	0	113

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;
- Luton Borough Council.

SHARED ANTI FRAUD SERVICE (SIAS)	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	4	0	4
Third Party Payments	83	0	83
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	87	0	87

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 with Hertfordshire County Council

RISK MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure	5	0	5

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;
- Apprenticeship Levy;
- Central Contingency;
- Minimum Revenue Provision;
- Investment Income.

CORPORATE BUDGETS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	90	0	90
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	(500)	(500)
Net Expenditure above the line	847	(500)	347

General Expenses

HB100

Purpose:

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

GENERAL EXPENSES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure above the line	132	0	132

Audit fees, bank charges

HB220

Purpose:

Relates to bank charges and audit fees.

AUDIT FEES, BANK CHARGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	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
Net Expenditure above the line	142	0	142

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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure above the line	31	0	31

Central contingency

HP200

Purpose:

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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure above the line	300	0	300

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 £'000	GROSS INCOME £'000	NET BUDGET £'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
Net Expenditure above the line	242	0	242

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 £'000	Investment Income earned £'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	55,900	567	0.94%
2019/20 Forecast	56,100	720	0.94%
2020/21 Budget	44,000	500	1.14%

INVESTMENT INCOME	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'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	(500)	(500)
Net Expenditure above the line	0	(500)	(500)

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 council's 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 four year capital budget and the critical review of capital bids by the Asset Management Panel (AMP) supports the achievement of the council's strategic objectives, and timely decisions made by full council prior to the start of the new financial year 2020/21 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:

- Civic Offices car park decking;
- Development sites at Orchard Close and St John's Church and Hall;
- Meadow Park phase II;
- Disabled Facilities Grants;
- CIL funded community projects.

Capital Programme 2019/20 – 2022/23

PROJECT CODE	4 YEAR CAPITAL ESTIMATES					FUNDING SOURCES									
	2019/20	2020/21	2021/22	2022/23	Total 4 Year Estimate plus current year	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investment Fund	Revenue Contribution	Loan	Grants	CIL / S106	Total 4 Year Funding Sources
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ASSET MANAGEMENT	3,602	7,950	0	0	11,552	(5,721)	0	(315)	(134)	(476)	(38)	0	(268)	(4,600)	(11,552)
DEVELOPMENT COMPANY	303	0	0	0	303	0	0	0	0	(303)	0	0	0	0	(303)
PLANNING & ECONOMIC DEVELOPMENT	1,375	0	0	0	1,375	0	0	0	0	0	0	0	0	(1,375)	(1,375)
ENVIRONMENTAL HEALTH	1,690	689	689	690	3,758	0	(2,535)	(823)	0	0	(400)	0	0	0	(3,758)
HOUSING & PARTNERSHIPS	1,810	0	0	0	1,810	0	0	0	0	0	0	(1,810)	0	(0)	(1,810)
STREET SCENE SERVICES	1,174	820	530	0	2,524	0	0	(1,630)	0	0	0	0	0	(893)	(2,524)
FINANCE AND BUSINESS SERVICES	761	0	0	0	761	0	0	(690)	0	(71)	0	0	0	0	(761)
HUMAN RESOURCES & CUSTOMER SERVICES	150	0	0	0	150	0	0	0	0	(150)	0	0	0	0	(150)
TOTAL FOUR YEAR CAPITAL ESTIMATES	10,866	9,459	1,219	690	22,234	(5,721)	(2,535)	(3,458)	(134)	(1,000)	(438)	(1,810)	(268)	(6,869)	(22,234)

Asset Management

Project Code	Capital Scheme Description	3 YEAR CAPITAL ESTIMATES					FUNDING SOURCES									
		2019/20 Revised Budget	2020/21	2021/22	2022/23	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing Fund	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV108	Refurbishment of lock-up garages	156	175	0	0	331	(331)	0	0	0	0	0	0	0	0	(331)
HV169	Asbestos Removal HBC buildings	51	0	0	0	51	(51)	0	0	0	0	0	0	0	0	(51)
HV170	Housing Site Feasibility Studies	54	0	0	0	54	0	0	0	(54)	0	0	0	0	0	(54)
HV171	Works to Council Owned Shops	44	130	0	0	174	(174)	0	0	0	0	0	0	0	0	(174)
HV172	Furze field Centre Roof	177	0	0	0	177	(55)	0	(84)	0	0	(38)	0	0	0	(177)
HV212	Civic Offices Extension EX1733	76	0	0	0	76	0	0	0	0	(76)	0	0	0	0	(76)
HV213	Development Sites EX1636	25	0	0	0	25	0	0	0	0	(25)	0	0	0	0	(25)
HV214	Development Sites COB 7.02.17	15	0	0	0	15	0	0	0	0	(15)	0	0	0	0	(15)
HV224	Crown Road EX1788	2,348	0	0	0	2,348	(2,081)	0	0	0	0	0	0	(268)	0	(2,348)
HV225	111 Strafford Gate - CPO	168	0	0	0	168	0	0	(88)	(80)	0	0	0	0	0	(168)
HV230	Directors Arms	123	0	0	0	123	0	0	(123)	0	0	0	0	0	0	(123)
HV231	Croxdale Road & Rossington Ave Roof	95	0	0	0	95	(95)	0	0	0	0	0	0	0	0	(95)

Asset Management (cont)

Project Code	3 YEAR CAPITAL ESTIMATES						FUNDING SOURCES										
	Capital Scheme Description	2019/20 Revised Budget	2020/21	2021/22	2022/23	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing Fund	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV235	Installation of Solar PV Panels to Civic Offices	21	0	0	0	21	0	0	(21)	0	0	0	0	0	0	0	(21)
HV237	27 Croxdale Road	250	0	0	0	250	0	0	0	0	(250)	0	0	0	0	0	(250)
HV238	Civic Offices Car Park Decking	0	2,750	0	0	2,750	(2,750)	0	0	0	0	0	0	0	0	0	(2,750)
HV239	Window Replacement and Loft Insulation	0	185	0	0	185	(185)	0	0	0	0	0	0	0	0	0	(185)
HV240	Orchard Close	0	1,500	0	0	1,500	0	0	0	0	0	0	0	0	0	(1,500)	(1,500)
HV215	St Johns Church and Hall	0	3,100	0	0	3,100	0	0	0	0	0	0	0	0	0	(3,100)	(3,100)
HV242	Development Sites	0	110	0	0	110	0	0	0	0	(110)	0	0	0	0	0	(110)
TOTAL		3,602	7,950	0	0	11,552	(5,721)	0	(315)	(134)	(476)	(38)	0	(268)	(4,600)	(11,552)	

Hertsmere Development Ltd

Project Code	3 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2019/20 Revised Budget	2020/21	2021/22	2022/23	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing Fund	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV206	Working Capital Loan Herts Dev Ltd	303	0	0	0	303	0	0	0	0	(303)	0	0	0	0	(303)
TOTAL		303	0	0	0	303	0	0	0	0	(303)	0	0	0	0	(303)

Planning & Economic Development

Project Code	3 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2019/20 Revised Budget	2020/21	2021/22	2022/23	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing Fund	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CIL	CIL Projects	1,375	0	0	0	1,375	0	0	0	0	0	0	0	0	(1,375)	(1,375)
TOTAL		1,375	0	0	0	1,375	0	0	0	0	0	0	0	0	(1,375)	(1,375)

Environmental Health

Project Code	3 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2019/20 Revised Budget	2020/21	2021/22	2022/23	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing Fund	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV162	Disabled Facilities Grant (DFG)	1,690	689	689	690	3,758	0	(2,535)	(823)	0	0	(400)	0	0	0	(3,758)
TOTAL		1,690	689	689	690	3,758	0	(2,535)	(823)	0	0	(400)	0	0	0	(3,758)

Housing & Partnerships

Project Code	3 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2019/20 Revised Budget	2020/21	2021/22	2022/23	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing Fund	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV228	Loan to InspireAll	1,810	0	0	0	1,810	0	0	0	0	0	0	(1,810)	0	0	(1,810)
HV232	Liberty Court - Social Housing	0	0	0	0	0	0	0	0	0	0	0	0	0	(0)	(0)
TOTAL		1,810	0	0	0	1,810	0	0	0	0	0	0	(1,810)	0	(0)	(1,810)

Street Scene Services

Project Code	3 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2019/20 Revised Budget	2020/21	2021/22	2022/23	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing Fund	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV141	Borehamwood Bowling Green	73	0	0	0	73	0	0	0	0	0	0	0	0	(73)	(73)
HV164	Purchase of Street Scene Vehicles	980	0	0	0	980	0	0	(980)	0	0	0	0	0	0	(980)
HV211	Moatfield Greenway	32	0	0	0	32	0	0	0	0	0	0	0	0	(32)	(32)
HV226	Improvement Plans - Meadow Road Park	88	0	0	0	88	0	0	0	0	0	0	0	0	(88)	(88)
HV229	Meadow Parks Phase II	0	820	530	0	1,350	0	0	(650)	0	0	0	0	0	(700)	(1,350)
TOTAL		1,174	820	530	0	2,524	0	0	(1,630)	0	0	0	0	0	(893)	(2,524)

Finance & Business Services

Project Code	3 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2019/20 Revised Budget	2020/21	2021/22	2022/23	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing Fund	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV158	New Financial System	81	0	0	0	81	0	0	(81)	0	0	0	0	0	0	(81)
HV218	Civica Icon Upgrade	51	0	0	0	51	0	0	(51)	0	0	0	0	0	0	(51)
HV222	Disaster Recovery - Depot	71	0	0	0	71	0	0	0	0	(71)	0	0	0	0	(71)
HV236	Civica Enterprise	248	0	0	0	248	0	0	(248)	0	0	0	0	0	0	(248)
HV241	IT Desktop Devices	310	0	0	0	310	0	0	(310)	0	0	0	0	0	0	(310)
TOTAL		761	0	0	0	761	0	0	(690)	0	(71)	0	0	0	0	(761)

Human Resources and Customer Services

Project Code	3 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2019/20 Revised Budget	2020/21	2021/22	2022/23	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing Fund	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV233	CRM Replacement	150	0	0	0	150	0	0	0	0	(150)	0	0	0	0	(150)
TOTAL		150	0	0	0	150	0	0	0	0	(150)	0	0	0	0	(150)