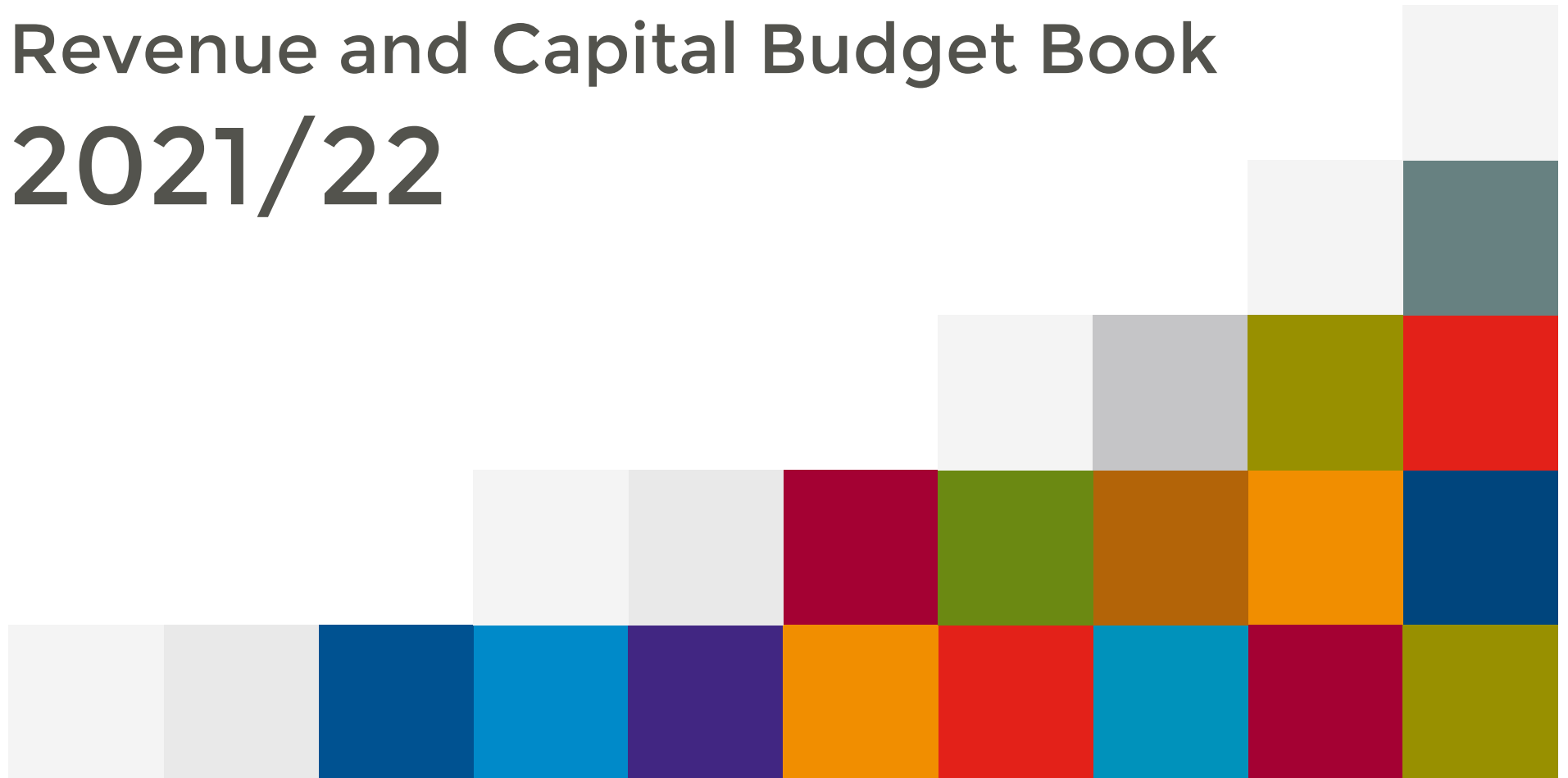


Revenue and Capital Budget Book 2021/22



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Preface

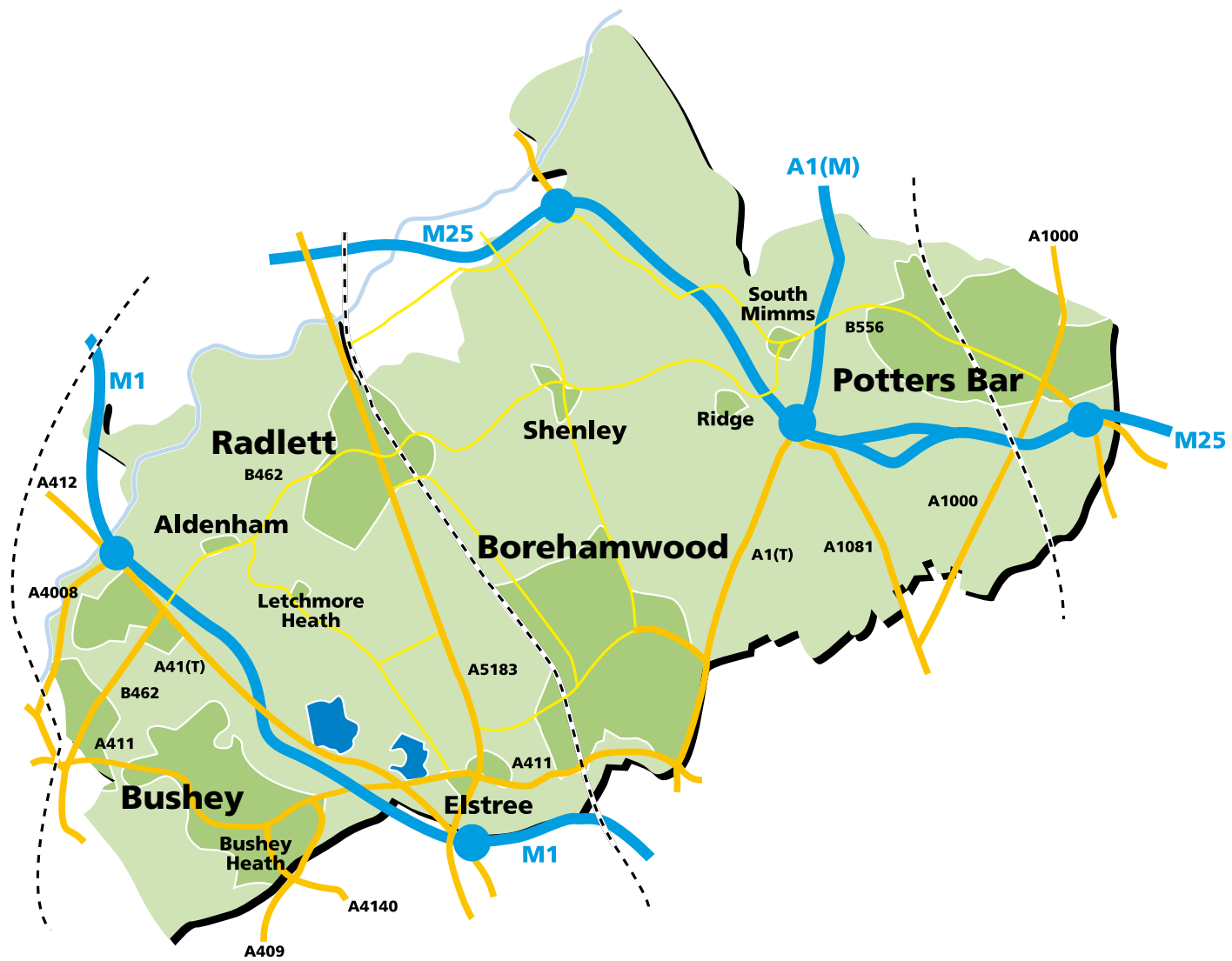
Welcome to Hertsmere Borough Council's 2021/22 Budget Book.

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

- The Revenue Budget 2021/22;
- The Capital Programme 2020/21 – 2023/24;
(see capital preface – page 105)

The introduction section provides information on:

- Hertsmere Borough Council – a brief profile;
- How the council operates;
- General statistics;
- Services provided by the council;
- The Council's Revenue Budget;
 - Covid 19;
 - Achieving a balanced budget;
 - The revenue budget setting process;
 - Factors affecting the 2021/22 budget;
 - Funding the annual revenue budget;
- Council tax collected in Hertsmere ;
 - Analysis of council tax levy 2021/22;
- Presentation of financial information – Budget Format;
- CIPFA budget categorisation.



Introduction

Hertsmere Borough Council - a Brief Profile

The borough has a population of almost 105,000 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 by train 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 Executive 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 2019 (Office of National Statistics estimates)		104,919
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		44,590
Parliamentary constituency		Hertsmere
Number of electors on register		75,481

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 within the revenue budget pages of this budget book).

- Building Control*
- Cemeteries
- Council Tax and Business Rates
- Community Safety
- Drainage
- Electoral Services
- Environmental Health
- Housing
- Housing Benefit
- Land Charges
- Licensing
- Local Plan
- Property Management
- Planning Applications
- Parking
- Parks
- Recycling / Waste collection
- Street Cleansing

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.

Covid-19

During 2020/21, the Covid pandemic had a significant impact on the revenue budget with additional spending in response to the pandemic and a significant loss of income from fees and charges, rental income and tax revenues mainly as a result of lockdown restrictions. The net impact on the 2020/21 budget (forecast as at January 2021) was an unfavourable variance of c.£2.7m, however this deficit is forecast to be fully funded from additional Government funding including emergency Covid funding, specific grants, new burdens funding and loss of income funding, with any remaining funding to be set aside to manage ongoing pressures in 2021/22.

Whilst the impact of Covid is expected to continue well into 2021/22, this budget reflects normal service provision and does not reflect potential cost pressures and lost income resulting from the council's ongoing response to and the financial impact of Covid-19. By keeping budgets at a level that reflect normal service provision the financial impact of Covid continues to be transparent and can be clearly reported reflecting the impact of Covid against the council's normal budget provision. New and set-aside Government funding and the council's own contingency funding will continue to be applied to meet any resulting funding gap during 2021/22 identified through regular monitoring against the original budget.

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 2021/22 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 for 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.

Subsequently, the impact of the Covid pandemic has become the Government's main priority and the funding reviews and multi-year settlement have again been delayed by a further year resulting in continued uncertainty. The focus of the Chancellor's autumn statement followed by his March budget statement was mainly in relation to tackling Covid and the UK's economic recovery post the pandemic.

The key budget announcements affecting local government finances were:

- With the exception of pay rises for NHS workers and lower paid workers, earning less than £24k, who will receive a pay rise of no less than £250, the government will pause pay rises in the public sector for 2021/22. No pay award has therefore been budgeted for in 2021/22;
- Covid-19 funding of £2.2bn was announced to support local government in 2021/22, alongside support for local tax income and spreading of deficits. Hertsmere has received funding allocations under the Lower Tier Services Grant of £116k and the Council Tax Support Grant of £165k. The irrecoverable income losses grant fund has also been extended to June 2021. Further emergency funding will be allocated early in 2021/22;
- Negative RSG, c.£223k for Hertsmere for 2021/22, will continue to be funded centrally by the Treasury through the Government's share of business rates;

- The referendum limit for increasing council tax remains at 2% however the £5 limits for District Councils remain, whichever is greater;
- Core Spending Power assumptions showed a real terms increase in funding of 4.5% including council tax;
- The allocation of New Homes Bonus (NHB) for 2021/22 would be for one year only with no legacy payments as was the case under the one year spending round for 2020/21 (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 2021/22. 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 would 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

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 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 2021/22 budget presented in this book on 24 February 2021.

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, Hertsmer 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.

Hertsmer 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, "Hertsmer'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. Whilst the plan was due to be reviewed during 2020, this was delayed to enable Hertsmer to prioritise its response to the Covid pandemic and the plan will now be reviewed during 2021.

Hertsmer's 2020 Vision aids 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, Hertsmer 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.

Since 2010 Hertsmere has had a reduction in general government grant of £6.0m or 69%, 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 2021/22 in line with the service priorities mentioned above.

Factors affecting the 2021/22 revenue budget

2021/22 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** – £250 pay award for lower paid workers earning below £24k & contractual increments;
- **Service improvements & increments** – Increased costs to support recycling, and waste management, fleet insurance and maintenance and contractual increments i.e. grounds maintenance;
- **Decreases in income** from recycling, specific grant funding and investment income.

The pressures noted above have been managed by increases in rental income from council assets, fees and charges and identification of budget savings and efficiencies. The table on page 14 breaks down the budget movements by service.

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 2021/22.

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 66% 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 2021/22 £79,594,476	Hertfordshire County Council	Police & Crime Commissioner	Parish & Town Councils	Hertsmere Borough Council
	77%	11%	2%	10%
	£61,600,426	£8,921,952	£1,225,248	£7,846,850

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 £1,900.21. 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 2021/22

Table 1 below shows the final parish / town precepts and district expenditure.

Table 1	Band D £	Multiplied by No.	Total £
Aldenham Parish Council	121.63	5,237	636,934
Elstree & Borehamwood Town Council	36.99	13,398	495,577
Ridge	0	92	0
Shenley Parish Council	44.23	1,803	79,738
South Mimms Parish	40.76	319	13,001
Bushey and Potters Bar	0	21,093	0
Total parish precepts		41,887	1,225,248
Hertsmere BC special expenses			612,948
Hertsmere BC general expenses	172.70	41,887	7,233,902
Total Hertsmere BC precepts	172.70	41,887	7,846,850
Total district expenditure			9,072,098

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

Analysis of 2021/22 Budgets

GENERAL FUND BUDGET CHANGES	NET BUDGET 2020/21 £'000	Employee incr (decr) £'000	Other Expenses incr (decr) £'000	Income incr (decr) £'000	NET BUDGET 2021/22 £'000	TOTAL CHANGE fav (adv) £'000
Planning & Economic Development	1,087	75	17	65	1,115	(28)
Housing Services	1,037	11	(174)	(190)	1,065	(28)
Partnerships & Community Engagement	1,224	(20)	(6)		1,198	26
Environmental Health	1,042	36	(38)		1,040	2
Street Scene Services	4,374	(125)	321	(48)	4,619	(245)
Asset Management & Engineering Services	(3,321)	(50)	(5)	110	(3,486)	166
Finance & Business Services	2,524	5	(2)	63	2,464	60
Legal & Democratic Services	1,501	7	11	10	1,510	(8)
Human Resources & Customer Services	1,216	(13)	19	5	1,218	(2)
Executive Directors	488	(14)			474	14
Assurance Services	205		(14)		191	14
Total for directorates	11,377	(87)	130	15	11,406	(29)
Audit Fees, Bank Charges	142	0	(7)	0	135	7
General Expenses	132	0	0	0	132	0
Apprenticeship Levy	31	0	0	0	31	0
Central Contingency	300	0	0	0	300	0
Minimum Revenue Provision (MRP)	242	0	0	0	242	0
Investment Income	(500)	0	0	(100)	(400)	(100)
Total Council expenditure	11,725	(87)	123	(85)	11,846	(122)
FUNDING						
New Homes Bonus Grant	(800)	0	0	(200)	(600)	(200)
Business Rate Retention Scheme	(2,723)	0	0	0	(2,723)	
Business Rates Growth	(547)	0	0	(87)	(460)	(87)
Business Rates Redistributed Levy	(17)	0	0	(17)	0	(17)
Lower Tier Services Grant	0	0	0	116	(116)	116
CTS Loss funded from Reserve	0	0	0	100	(100)	100
Central Government Grants	(4,087)	0	0	(87)	(3,999)	(88)
Council Tax Requirement	7,638				7,847	(209)
Balanced budget	0				0	
Band D equivalent £pp	Band D				Band D	% Change
Hertsmere Borough Council	£182.34				£187.33	2.74%
Hertfordshire County Council	£1,414.20				£1,470.63	3.99%
Police & Crime commissioner	£198.00				£213.00	7.58%
Parish & Town Council Precept	£30.39				£29.25	-3.75%
	£1,824.93				£1,900.21	

General Fund Budget Summary 2021/22

GENERAL FUND	NET BUDGET 2020/21 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2021/22 £'000
NET EXPENDITURE				
Planning & Economic Development	1,087	2,429	(1,314)	1,115
Housing Services	1,037	2,030	(965)	1,065
Environmental Health	1,042	1,297	(257)	1,040
Street Scene Services	4,374	8,904	(4,285)	4,619
Asset Management and Engineering	(3,321)	2,647	(6,133)	(3,486)
Partnerships & Community Engagement	1,224	1,451	(253)	1,198
Finance & Business Services	2,524	3,476	(1,012)	2,464
Housing Benefits and Council Tax Support	0	37,000	(37,000)	0
Legal & Democratic Services	1,501	1,796	(286)	1,510
Human Resources & Customer Services	488	1,442	(224)	1,218
Executive Directors	1,216	474	0	474
Audit & Assurance	205	191	0	191
Total for directorates	11,377	63,137	(51,729)	11,406
Audit Fees, Bank Charges	142	135		135
General Expenses	132	132		132
Apprenticeship Levy	31	31		31
Central Contingency	300	300		300
Minimum Revenue Provision (MRP)	242	242		242
Investment Income	(500)		(400)	(400)
Total Council expenditure	11,725	63,977	(52,129)	11,846

GENERAL FUND	NET BUDGET 2020/21 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2021/22 £'000
FUNDING				
Business Rate Retention Scheme	(2,723)			(2,723)
Business Rate Redistributed Levy	(17)			0
Lower Tier Services Grant	0			(116)
Council Tax Support Grant	0			(100)
New Homes Bonus Grant	(800)			(600)
Business Rate Retention Scheme Growth Income	(547)			(460)
Council Tax Requirement	(7,638)			(7,847)
Total Funding	(11,725)			(11,846)

General Fund Summary 2021/22 (by subjective)

	PLANNING & ECONOMIC DEVELOPMENT	HOUSING SERVICES	ENVIRONMENTAL HEALTH	STREET SCENE SERVICES	ASSET MANAGEMENT & ENGINEERING SERVICES	PARTNERSHIPS & COMMUNITY ENGAGEMENT	FINANCE & BUSINESS SERVICES	LEGAL & DEMOCRATIC SERVICES	HUMAN RESOURCES & CUSTOMER SERVICES	EXECUTIVE DIRECTORS	ASSURANCE SERVICES	NET BUDGET 2021/22
SERVICE EXPENDITURE	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees	2,005	885	1,082	4,379	856	638	2,582	1,079	1,200	455	0	15,161
Premises and Related	0	0	2	459	1,391	0	0	1	0	0	0	1,853
Transport	8	3	10	1,008	36	3	8	8	2	2	0	1,088
Supplies and Services	251	1,117	157	1,050	102	732	30,729	658	120	17	4	34,937
Third Party Payments	165	25	44	1,547	177	63	157	9	113	0	187	2,487
Transfer Payments	0	0	2	460	85	15	7,000	41	7	0	0	7,610
Income	(1,314)	(965)	(257)	(4,284)	(6,133)	(253)	(38,012)	(286)	(224)	0	0	(51,728)
Net Expenditure	1,115	1,065	1,040	4,619	(3,486)	1,198	2,464	1,510	1,218	474	191	11,406
CORPORATE EXPENDITURE												
Audit Fees, Bank Charges												135
General Expenses												132
Apprenticeship Levy												31
Central Contingency												300
Minimum Revenue Provision (MRP)												242
Investment Income												(400)
Total Expenditure	1,115	1,065	1,040	4,619	(3,486)	1,198	2,553	1,510	1,218	474	102	11,846

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2021/22	Total Budgeted Staff	Net Budget 2021/22 £'000
Planning Strategy	11.6	470
Development Management	25.4	520
Building Control	0.0	46
Economic Development & Regeneration	1.0	79
Planning & Economic Development	38.0	1,115
Housing Services	17.4	1,065
Housing	17.4	1,065
Partnership Unit	11.8	674
Corporate Communications	0.0	68
Sports Development	0.0	13
Community Development	0.0	15
Community Safety	0.0	15
CCTV	0.0	6
Voluntary Sector Grant Aid	0.0	407
Partnerships & Community Engagement	11.8	1,198
Miscellaneous Services	0.0	(195)
Community Toilet Scheme	0.0	12
Emergency Planning	0.0	25
Environmental Health Unit	19.6	1,098
Disabled Facilities Grant	0.0	100
Environmental Health	19.6	1,040

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2021/22	Total Budgeted Staff	Net Budget 2021/22 £'000
Waste & Street Scene Unit	13.4	989
Waste Services	42.0	2,133
Trade Waste	2.0	(207)
Cleansing Services	22.0	1,091
Parks & Amenity Areas	6.3	1,249
Allotments	0.0	4
Allum Lane Cemetery & Closed Grounds	0.0	23
Parking Services	27.8	(663)
Street Scene	113.5	4,619
Highways Related Expenditure	0.0	11
Engineering Services Unit	6.4	307
Civic Offices	0.0	323
Depot Sites	0.0	16
Residential Properties	0.0	(875)
Commercial Properties	0.0	(3,722)
Garages	0.0	(608)
Leisure & Community Buildings	0.0	104
Building Maintenance Programme	0.0	416
Asset Management Unit	10.5	542
Engineering & Asset Management	16.9	(3,486)

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2021/22	Total Budgeted Staff	Net Budget 2021/22 £'000
Finance Unit	15.1	928
Revenues & Benefits Unit	26.0	1,059
Council Tax & Non Domestic Rates Administration	-	(337)
Benefits Administration	-	(315)
Housing Benefit (Local Schemes)	-	8
Rent Allowance Benefit Payments	-	0
Council Tax Benefit (Local Schemes)	-	0
Information Digital Services	13.0	1,068
Procurement	0.4	53
Finance & Business Services	54.5	2,464
Local Land Charges	2.2	(42)
Electoral Registration	3.0	213
Elections	-	42
Legal Services Business Unit	9.5	504
Mayoral Budget	-	40
Surgeries	-	1
Members Allowances	-	399
Costs Associated with Members / Meetings	-	80
Democratic Services Business Unit	5.0	273
Legal & Democratic Services	19.7	1,510

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2021/22	Total Budgeted Staff	Net Budget 2021/22 £'000
Human Resources Unit	5.3	337
Customer Relationship Management	16.9	671
Digital Transformation	2.0	71
Civic Office Keepers	2.0	106
Design & Print Services	2.4	0
Health & Safety		3
Strategic Training	-	30
Human Resources & Customer Services	28.6	1,218
Executive Directors	4.0	474
Executive Directors	4.0	474
Shared Internal Audit Services (SIAS)	-	97
Shared Anti-Fraud Service (SAFS)	-	89
Risk Management	-	5
Audit & Assurance	-	191
General Expenses	-	132
Audit Fees, Bank Charges	-	135
Apprenticeship Levy	-	31
Central Contingency	-	300
Minimum Revenue Provision	-	242
Investment Income	-	(400)
Corporate Budgets	-	440
Total FTE / Net Budget	324.0	11,846

Hertsmere Borough Council **Service Budgets**



Service Heads

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Hilary Shade Head of Housing / Partnerships and Community Engagement Ext 5710	
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Paul Sawyer Chief Environmental Health Officer Ext 4660	
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Ian Kershaw Head of Street Scene Services Ext 5242	
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Harvey Patterson Head of Legal & Democratic Services Ext 2880	
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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);
- Delivery of a Joint Strategic Plan within Hertfordshire;
- Assistance within the preparation of Neighbourhood Plans;
- Administration, collection and monitoring of Community Infrastructure Levy (CIL) and Section 106 monies/obligations; and
- Infrastructure Planning.

Development Management (including Planning Processing and Validations)

- Promoting high quality development which meets the current and future needs of the borough;
- Validation and processing of planning and other applications (including provision of advice, consideration of planning applications and defending our decisions at planning appeal);
- Taking enforcement action when appropriate; and
- Managing the service's complaints and FOI processes.

Building Control (now Hertfordshire Building Control Limited)

- Application and enforcement of national building regulations; and
- Applications for the demolition of buildings and the making safe of dangerous structures.

Economic Development

- Promoting economic prosperity within the borough; and
- Seeking new funding streams through grants to improve the borough.

Climate Change

- Climate Change and sustainability strategy and mitigation.

Number of Full Time Equivalent Staff (FTE) budgeted for 2021/22: 38.0

PLANNING & ECONOMIC DEVELOPMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	2,005	0	2,005
Premises and Related	0	0	0
Transport	8	0	8
Supplies and Services	251	0	251
Third Party Payments	165	0	165
Transfer Payments	0	0	0
Income	0	(1,314)	(1,314)
Net Expenditure	2,429	(1,314)	1,115

Planning Strategy

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 Policies, and Elstree Way Corridor Area Action Plan (2015);
- 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;
- The team is also responsible for developing and implementing the council's climate change and sustainability strategy.

PLANNING STRATEGY	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	625	0	625
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	110	0	110
Third Party Payments	55	0	55
Transfer Payments	0	0	0
Income	0	(322)	(322)
Net Expenditure	792	(322)	470

Development Management (including Planning Processing and Validations)

HG200

Purposes:

- Promoting high quality development that meets the current and future needs of the borough;
- Validation and processing of planning and other applications (including provision of advice, consideration of planning applications and defending our decisions at planning appeal);
- Taking enforcement action when appropriate;
- Managing the service's complaints and FOI processes.

DEVELOPMENT MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,326	0	1,326
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	(987)	(987)
Net Expenditure	1,507	(987)	520

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	50	0	50
Transfer Payments	0	0	0
Income	0	(5)	(5)
Net Expenditure	51	(5)	46

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.

Climate change and sustainability strategy and mitigation.

ECONOMIC DEVELOPMENT & REGENERATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	54	0	54
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	14	0	14
Third Party Payments	10	0	10
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	79	0	79

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 2021/22: 17.4

HOUSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	885	0	885
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	1,117	0	1,117
Third Party Payments	25	0	25
Transfer Payments	0	0	0
Income	0	(965)	(965)
Net Expenditure	2,030	(965)	1,065

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;
- Working in partnership sub-regionally.

HOUSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	885	0	885
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	1,117	0	1,117
Third Party Payments	25	0	25
Transfer Payments	0	0	0
Income	0	(965)	(965)
Net Expenditure	2,030	(965)	1,065

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;
- Community Safety & PCSOs;
- CCTV;
- Voluntary Grant Aid.

Number of Full Time Equivalent Staff (FTE) budgeted for 2021/22: 11.8

PARTNERSHIPS & COMMUNITY ENGAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	638	0	638
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	732	0	732
Third Party Payments	63	0	63
Transfer Payments	15	0	15
Income	0	(253)	(253)
Net Expenditure	1,451	(253)	1,198

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;
- 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	638	0	638
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	21	0	21
Third Party Payments	12	0	12
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	674	0	674

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	68	0	68
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	68	0	68

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	13	0	13
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	13	0	13

Community Development

HG600

Purposes:

Corporate Support

- Corporate performance;
- Corporate improvement programmes.

Community Development

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

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

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 2021/22: 19.6

ENVIRONMENTAL HEALTH	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,082	0	1,082
Premises and Related	2	0	2
Transport	10	0	10
Supplies and Services	157	0	157
Third Party Payments	44	0	44
Transfer Payments	2	0	2
Income	0	(257)	(257)
Net Expenditure	1,297	(257)	1,040

Environmental Health - 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	2	0	2
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	62	(257)	(195)

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	1,040	0	1,040
Premises and Related	0	0	0
Transport	9	0	9
Supplies and Services	48	0	48
Third Party Payments	0	0	0
Transfer Payments	1	0	1
Income	0	0	0
Net Expenditure	1,098	0	1,098

Disabled Facilities Grants

HJ550

Purposes:

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

DISABLED FACILITIES GRANTS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	42	0	42
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	58	0	58
Third Party Payments	0	0	0
Transfer Payments	0	0	0
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 2021/22: 113.5

STREET SCENE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	4,379	0	4,379
Premises and Related	459	0	459
Transport	1,008	0	1,008
Supplies and Services	1,050	0	1,050
Third Party Payments	1,547	0	1,547
Transfer Payments	460	0	460
Income	0	(4,284)	(4,284)
Net Expenditure	8,903	(4,284)	4,619

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	757	0	757
Premises and Related	90	0	90
Transport	51	0	51
Supplies and Services	91	0	91
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	989	0	989

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 2018/19	Actual 2019/20
% of household waste recycled and composted (as per Herts Waste Partnership)	44.3%	44.4%

WASTE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,477	0	1,477
Premises and Related	0	0	0
Transport	717	0	717
Supplies and Services	139	0	139
Third Party Payments	490	0	490
Transfer Payments	245	0	245
Income	0	(935)	(935)
Net Expenditure	3,068	(935)	2,133

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	72	0	72
Premises and Related	0	0	0
Transport	41	0	41
Supplies and Services	259	0	259
Third Party Payments	0	0	0
Transfer Payments	20	0	20
Income	0	(599)	(599)
Net Expenditure	392	(599)	(207)

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	809	0	809
Premises and Related	0	0	0
Transport	175	0	175
Supplies and Services	42	0	42
Third Party Payments	35	0	35
Transfer Payments	85	0	85
Income	0	(55)	(55)
Net Expenditure	1,146	(55)	1,091

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 the Council's parks and open spaces development programme, increasing local amenity through application of S106 and Community Infrastructure Levy. It is responsible for 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.

PARKS AND AMENITY AREAS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	278	0	278
Premises and Related	124	0	124
Transport	3	0	3
Supplies and Services	32	0	32
Third Party Payments	886	0	886
Transfer Payments	10	0	10
Income	0	(84)	(84)
Net Expenditure	1,333	(84)	1,249

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 9.00 am - 5.00 pm, 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	43	0	43
Third Party Payments	105	0	105
Transfer Payments	0	0	0
Income	0	(139)	(139)
Net Expenditure	162	(139)	23

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 aims to manage competing demand for kerbside space and manage our surface and multi-storey car parks.

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	986	0	986
Premises and Related	227	0	227
Transport	21	0	21
Supplies and Services	444	0	444
Third Party Payments	20	0	20
Transfer Payments	100	0	100
Income	0	(2,461)	(2,461)
Net Expenditure	1,798	(2,461)	(663)

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 2021/22: 6.4

ENGINEERING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	343	0	343
Premises and Related	27	0	27
Transport	34	0	34
Supplies and Services	18	0	18
Third Party Payments	156	0	156
Transfer Payments	15	0	15
Income	0	(275)	(275)
Net Expenditure	593	(275)	318

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 hour 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	343	0	343
Premises and Related	27	0	27
Transport	34	0	34
Supplies and Services	18	0	18
Third Party Payments	120	0	120
Transfer Payments	15	0	15
Income	0	(250)	(250)
Net Expenditure	557	(250)	307

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 2021/22: 10.5

ASSET MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	513	0	513
Premises and Related	1,364	0	1,364
Transport	2	0	2
Supplies and Services	84	0	84
Third Party Payments	21	0	21
Transfer Payments	70	0	70
Income	0	(5,858)	(5,858)
Net Expenditure	2,054	(5,858)	(3,804)

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	577	0	577
Transport	0	0	0
Supplies and Services	36	0	36
Third Party Payments	0	0	0
Transfer Payments	55	0	55
Income	0	(345)	(345)
Net Expenditure	668	(345)	323

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 thirteen plots located on this site. Of these twelve are owner-occupied with the remaining plot being occupied by a council tenant.

Income from Places for People Housing Association

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

RESIDUAL RESIDENTIAL PROPERTIES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	24	0	24
Transport	0	0	0
Supplies and Services	8	0	8
Third Party Payments	0	0	0
Transfer Payments	10	0	10
Income	0	(917)	(917)
Net Expenditure	42	(917)	(875)

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;
- Bournehall 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	149	0	149
Transport	0	0	0
Supplies and Services	11	0	11
Third Party Payments	10	0	10
Transfer Payments	0	0	0
Income	0	(3,892)	(3,892)
Net Expenditure	170	(3,892)	(3,722)

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	(688)	(688)
Net Expenditure	80	(688)	(608)

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	107	0	107
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	110	(6)	104

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	513	0	513
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	26	0	26
Third Party Payments	11	0	11
Transfer Payments	0	0	0
Income	0	(10)	(10)
Net Expenditure	552	(10)	542

Finance & Business Services

Finance & Business Services

Purposes:

- Financial strategy and planning;
- Capital and revenue budget setting and financial monitoring;
- Setting the council tax;
- Financial management, support 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;
- Insurance;
- 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 2021/22: 54.5

FINANCE & BUSINESS SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	2,582	0	2,582
Premises and Related	0	0	0
Transport	8	0	8
Supplies and Services	30,729	0	30,729
Third Party Payments	157	0	157
Transfer Payments	7,000	0	7,000
Income	0	(38,012)	(38,012)
Net Expenditure	40,476	(38,012)	2,464

Performance Indicators

	2017/18	2018/19	2019/20
Invoices paid on time	97.4%	97.5%	98.1%
% of council tax collected	98.3%	97.7%	98.0%
% of NDR collected	99.7%	98.2%	98.1%

Finance Unit

HN100

Purposes:

Financial Services

- Financial Strategy;
- Medium term financial plan;
- Preparing capital and revenue budgets and setting the council tax;
- Financial support and management and 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;
- Grant claims;
- Prudential code, use of resources statement, value for money.

Treasury and Banking

- Treasury Management Strategy;
- Cash flow management, investments and loans;
- Financial modelling and project appraisal;
- Insurance and risk management;
- VAT accounting and managing the timely submission of returns to Customs & Excise;
- Banking and merchant 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	825	0	825
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	125	0	125
Third Party Payments	1	0	1
Transfer Payments	0	0	0
Income	0	(24)	(24)
Net Expenditure	952	(24)	928

Revenues and Benefits Unit

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	1,097	0	1,097
Premises and Related	0	0	0
Transport	5	0	5
Supplies and Services	112	0	112
Third Party Payments	39	0	39
Transfer Payments	0	0	0
Income	0	(194)	(194)
Net Expenditure	1,253	(194)	1,059

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 Non-Domestic Rates (NDR), also referred to as Business Rates, which is levied against non-domestic properties in the borough.

The amount of tax charged is based on a valuation from the Valuation Office Agency (VOA) 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 - see page 65. The council receives administration grant funding in relation to these costs.

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	76	0	76
Third Party Payments	6	0	6
Transfer Payments	0	0	0
Income	0	(419)	(419)
Net Expenditure	82	(419)	(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 - see page 65. The council receives administration grant funding in relation to these costs.

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	34	0	34
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(349)	(349)
Net Expenditure	34	(349)	(315)

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 - 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	30,000	0	30,000
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(30,000)	(30,000)
Net Expenditure	30,000	(30,000)	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 replacing the previous 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 introduced from 1 April 2020 is for **working age Universal Credit (UC) 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	7,000	0	7,000
Income	0	(7,000)	(7,000)
Net Expenditure	7,000	(7,000)	0

Information Digital Services

HN200, HN210

Purposes:

Information Digital Services (IDS) provide specialist support, advice and guidance on the use of information technology and provide strategic direction in relation to information services to support the organisation in achieving its corporate goals

IDS comprises of three distinct business units:

- **Infrastructure and Technical Security**

Development and implementation of the Information Services Strategy. Procurement of and support and maintenance for all PC, laptop, server, networking and telecommunications hardware, and operating system support. Internet and intranet, cyber security, disaster recovery, business continuity 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 through procurement, implementation and use of applications. The team also provide a project management to major corporate projects;

- **Service Desk**

Provide first line ICT support to staff and members.

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	643	0	643
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	354	0	354
Third Party Payments	75	0	75
Transfer Payments	0	0	0
Income	0	(6)	(6)
Net Expenditure	1,074	(6)	1,068

Procurement

HN800

Purposes:

This unit is responsible for development, implementation and monitoring of the council's Procurement Strategy, and Contract Procedure Rules and for ensuring compliance with current legislation and guidance.

This service provides support, guidance and training to support managers through the procurement process and with ongoing contract management.

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	36	0	36
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	53	0	53

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 2021/22: 19.7

LEGAL & DEMOCRATIC SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,079	0	1,079
Premises and Related	1	0	1
Transport	8	0	8
Supplies and Services	658	0	658
Third Party Payments	9	0	9
Transfer Payments	41	0	41
Income	0	(286)	(286)
Net Expenditure	1,796	(286)	1,510

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	93	0	93
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	37	0	37
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(172)	(172)
Net Expenditure	130	(172)	(42)

Electoral Registration

HB810

Purposes:

To deliver an Electoral Service which is a statutory function.

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

Hertsmere's registered electorate totals approximately 74K.

Further regulations effective from 1st 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	75	0	75
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(2)	(2)
Net Expenditure	216	(2)	213

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	41	0	41
Income	0	0	0
Net Expenditure	42	0	42

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	570	0	570
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	46	0	46
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(112)	(112)
Net Expenditure	616	(112)	504

Mayoral Budget (Civic Expenses)

HB150, HB151

Purpose:

These costs represent the expenditure associated with the 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	4	0	4
Supplies and Services	36	0	36
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	40	0	40

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	382	0	382
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	399	0	399

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	66	0	66
Third Party Payments	9	0	9
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	80	0	80

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	257	0	257
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	15	0	15
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	273	0	273

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;
- Digital Transformation;
- Civic Office Keepers;
- Design & Print Services;
- Health & Safety;
- Strategic Training.

The number of Full Time Equivalent Staff (FTE) budgeted for 2021/22: 28.6

HUMAN RESOURCES & CUSTOMER SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,200	0	1,200
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	120	0	120
Third Party Payments	113	0	113
Transfer Payments	7	0	7
Income	0	(224)	(224)
Net Expenditure	1,442	(224)	1,218

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	290	0	290
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	337	0	337

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 14:00pm on Thursday. Potters Bar Area Office is open between 9.30am and 14.00pm on Tuesdays. Both are staffed by one person who provides the same face-to-face service and facilities as the Civic Offices, working to resolve enquiries ranging from asking for directions to assistance in completing forms. Please check our website or call our Customer Service Centre to confirm our opening hours before visiting.

The aim of the Customer Service 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 customers to 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 puts 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	624	0	624
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	58	0	58
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(12)	(12)
Net Expenditure	683	(12)	671

Digital Transformation

HO101

Purpose:

The website is often the first place our customers visit for information so the aim is to develop the website and the digital delivery of our services and support the introduction and implementation of new digital business processes for transactions through the website. Customer online accounts are planned to enable customers to log and track service requests providing proactive updates.

Customer Services, including the Digital Transformation team will:

- Continue to provide services for those who are unable to access our services online;
- Monitor the content on the website and work with Corporate Communications and the website co-ordinators to control the quality of all information that is published on the website, ensuring that data is transparent, easily understood and accessible;
- Identify and recommend new technologies that could be adopted to improve access to council services seeking out best practice on website and digital transformation in other organisations to recommend how service areas could improve efficiencies and quality of service;
- Use analytics to report on the effectiveness, engagement and use of the website.

DIGITAL TRANSFORMATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	71	0	71
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	71	0	71

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	85	0	85
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	1	0	1
Third Party Payments	20	0	20
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	106	0	106

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 meet 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	43	0	43
Third Party Payments	62	0	62
Transfer Payments	7	0	7
Income	0	(212)	(212)
Net Expenditure	212	(212)	0

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 2021/22: 4.0

EXECUTIVE DIRECTORS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	455	0	455
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	474	0	474

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..

AUDIT & ASSURANCE	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	187	0	187
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	191	0	191

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.

Since 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	97	0	97
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	97	0	97

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 (SAFS)	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	85	0	85
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	89	0	89

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	88	0	88
Premises and Related	242	0	242
Transport	0	0	0
Supplies and Services	545	0	545
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(435)	(435)
Net Expenditure above the line	875	(435)	440

General Expenses

HB100

Purpose:

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

General Expenses - Exceptional Items

HB101

During 2020/21 an additional cost centre was created to account for additional costs arising due to the Covid pandemic. Whilst these costs were not budgeted, during 2020/21 they were funded from emergency government funding, specific grants, new burdens funding and from the council's contingency budget. Any remaining funding will be carried forward to 2021/22 to fund any ongoing costs relating to the pandemic.

GENERAL EXPENSES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	57	0	57
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 above the line	132	0	132

Audit fees, bank charges

HB220

Purpose:

- **Audit Fees:**

Fees of the Council's external auditor, Ernst & Young LLP, in relation to their audit of the Council Financial Statements, other information included in those statements, the Council's arrangements for securing economy, efficiency and effectiveness and their audit of the Housing Benefit subsidy claim.

- **Bank Charges:**

Various fees associated with the Council's banking arrangements including bank charges, merchant charges and other card fees.

AUDIT FEES, BANK CHARGES	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	170	0	170
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(35)	(35)
Net Expenditure above the line	170	(35)	135

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
2016/17	43,600	270	0.62%
2017/18	52,000	280	0.54%
2018/19	55,900	567	0.94%
2019/20	61,900	848	1.94%
2020/21 Forecast	66,800	654	0.91%
2021/22 Budget	68,000	400	0.59%

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	(400)	(400)
Net Expenditure above the line	0	(400)	(400)

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 2021/22 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:

- Elstree Film Studios new sound stages and workshops;
- Meadow Park development;
- Development sites at Orchard Close and St John's Church and Hall;
- Disabled Facilities Grants;
- CIL funded community projects.

Capital Programme 2020/21 – 2023/24

PROJECT CODE	4 YEAR CAPITAL ESTIMATES					FUNDING SOURCES									
	2020/21	2021/22	2022/23	2023/24	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	2,443	19,065	216	0	21,724	3,806	0	6,547	362	167	0	0	6,000	4,842	21,724
DEVELOPMENT COMPANY	303	0	0	0	303	0	0	0	0	303	0	0	0	0	303
PLANNING & ECONOMIC DEVELOPMENT	347	471	0	0	818	0	0	0	0	0	0	0	0	818	818
ENVIRONMENTAL HEALTH	1,332	750	750	750	3,582	0	3,405	0	0	0	177	0	0	0	3,582
HOUSING & PARTNERSHIPS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
STREET SCENE SERVICES	142	1,425	0	0	1,567	0	0	650	0	0	0	0	0	917	1,567
FINANCE AND BUSINESS SERVICES	203	0	0	0	203	0	0	203	0	0	0	0	0	0	203
HUMAN RESOURCES & CUSTOMER SERVICES	110	0	0	0	110	0	0	35	0	75	0	0	0	0	110
TOTAL FOUR YEAR CAPITAL ESTIMATES	4,880	21,711	966	750	28,307	3,806	3,405	7,435	362	545	177	0	6,000	6,577	28,307

Asset Management

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES										
	Capital Scheme Description	2020/21	2021/22	2022/23	2023/24	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Housing Enabling Fund	Innovation and Investing 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	£'000
HV108	Refurbishment of lock-up garages	150	210	85	0	445	445	0	0	0	0	0	0	0	0	0	445
HV171	Works to Council Owned Shops	150	24	0	0	174	174	0	0	0	0	0	0	0	0	0	174
HV172	Furzeffield Centre Roof	10	0	0	0	10	0	0	10	0	0	0	0	0	0	0	10
HV215	St Johns Church	30	2,985	77	0	3,092	0	0	0	0	0	0	0	0	3,092	0	3,092
HV224	Crown Road	157	0	0	0	157	157	0	0	0	0	0	0	0	0	0	157
HV225	111 Strafford Gate - CPO	183	179	0	0	362	0	0	0	362	0	0	0	0	0	0	362
HV238	Civic Offices Car Park Decking	750	2,000	0	0	2,750	2,750	0	0	0	0	0	0	0	0	0	2,750
HV239	Window Replacement and Loft Insulation	150	35	0	0	185	185	0	0	0	0	0	0	0	0	0	185
HV240	Orchard Close	30	1,676	44	0	1,750	0	0	0	0	0	0	0	0	1,750	0	1,750
HV243	Purchase of Vehicle	72	0	0	0	72	0	0	72	0	0	0	0	0	0	0	72
HV255	Elstree Studios New Sound Stages and Workshop	510	11,490	0	0	12,000	0	0	6,000	0	0	0	0	6,000	0	0	12,000
HV231	Elstree Studios Ancillary Block Roof	0	300	10	0	310	0	0	310	0	0	0	0	0	0	0	310
Sub-Total Asset Management - Capitalised Projects		2,192	18,899	216	0	21,307	3,711	0	6,392	362	0	0	0	6,000	4,842	0	21,307

Asset Management (cont)

Project Code	Capital Scheme Description	4 YEAR CAPITAL ESTIMATES					FUNDING SOURCES									
		2020/21	2021/22	2022/23	2023/24	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
HV170, HV213, HV214, HV242	Development Sites Feasibility Studies	176	26	0	0	202	0	0	110	0	92	0	0	0	0	202
HV212	Civic Offices Extension	30	45	0	0	75	0	0	0	0	75	0	0	0	0	75
HV231	Croxdale Road & Rossington Ave Roof	0	95	0	0	95	95	0	0	0	0	0	0	0	0	95
HV230	Directors Arms	45	0	0	0	45	0	0	45	0	0	0	0	0	0	45
Sub-Total Asset Management – Non-Capitalised Projects		251	166	0	0	417	95	0	155	0	167	0	0	0	0	417
TOTAL Asset Management		2,443	19,065	216	0	21,724	3,806	0	6,547	362	167	0	0	6,000	4,842	21,724

Hertsmere Development Ltd

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2020/21	2021/22	2022/23	2023/24	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 Hertsmere Developments Ltd		303	0	0	0	303	0	0	0	0	(303)	0	0	0	0	(303)

Planning & Economic Development

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2020/21	2021/22	2022/23	2023/24	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	177	471	0	0	648	0	0	0	0	0	0	0	0	648	648
HV256	Elstree Way Corridor Improvements	170	0	0	0	170	0	0	0	0	0	0	0	0	170	170
TOTAL Planning & Economic Development		347	471	0	0	818	0	0	0	0	0	0	0	0	818	818

Environmental Health

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2020/21	2021/22	2022/23	2023/24	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)	1,332	750	750	750	3,582	0	3,405	0	0	0	177	0	0	0	3,582
TOTAL Environmental Health		1,322	750	750	750	3,582	0	3,405	0	0	0	177	0	0	0	3,582

Housing & Partnerships

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2020/21	2021/22	2022/23	2023/24	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
	None	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Street Scene Services

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2020/21	2021/22	2022/23	2023/24	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
HV211	Moatfield Greenway	32	0	0	0	32	0	0	0	0	0	0	0	0	32	32
HV226	Improvement Plans - Meadow Road Park	12	75	0	0	87	0	0	0	0	0	0	0	0	87	87
HV229	Meadow Parks Phase II	0	1,350	0	0	1,350	0	0	650	0	0	0	0	0	700	1,350
HV244	Byron Avenue Play Area	98	0	0	0	98	0	0	0	0	0	0	0	0	98	98
HV229	Meadow Parks Phase II	0	820	530	0	1,350	0	0	(650)	0	0	0	0	0	(700)	(1,350)
TOTAL Street Scene Services		142	1,425	0	0	1,567	0	0	650	0	0	0	0	0	917	1,567

Finance & Business Services

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2020/21	2021/22	2022/23	2023/24	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
HV175	IT Desktop Devices	71	0	0	0	71	0	0	71	0	0	0	0	0	0	71
TOTAL Finance and Business Services		203	0	0	0	203	0	0	203	0	0	0	0	0	0	203

Human Resources and Customer Services

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES									
	Capital Scheme Description	2020/21	2021/22	2022/23	2023/24	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	75	0	0	0	75	0	0	0	0	75	0	0	0	0	75
	Purchase of Colour Printers	35	0	0	0	35	0	0	35	0	0	0	0	0	0	i
TOTAL Human Resources and Customer Services		110	0	0	0	110	0	0	35	0	75	0	0	0	0	110