



**WATFORD  
BOROUGH  
COUNCIL**

# **COUNCIL MEETING**

## **Item 9 - Financial Planning**

**29 January 2019**

**7.30 pm**

**Town Hall, Watford**

### **Contact**

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**Publication date: 25 January 2019**

**9. Financial Planning** (Pages 3 - 119)

Report of [Cabinet](#) 21 January 2019

Report of Director of Finance

## Report to Council – 29 January 2019

## Report of Cabinet – 21 January 2019

Cabinet met on 21 January 2019. The minutes are published on the Council's website.

The following Members were present at the meeting:

Present: Mayor Taylor (Chair)  
Councillor Collett (Deputy Mayor and Portfolio Holder for Community)  
Councillor Williams (Portfolio Holder for Client Services)  
Councillor S Johnson (Portfolio Holder for Property and Housing)  
Councillor Watkin (Portfolio Holder for Resources and Customer Service)  
Councillor Bolton (Cabinet member without Portfolio)

Officers: Managing Director  
Deputy Managing Director and Director of Place Shaping and Corporate Performance  
Director of Finance  
Head of Finance  
Head of Democracy and Governance  
Head of Corporate Strategy and Communications  
Head of Community and Environmental Services  
Regeneration and Property Section Head  
Leisure and Community Contract Monitoring Officer  
Mayor's Political Assistant  
Democratic Services Manager

Also present: Councillor Nigel Bell, Labour (for minute no. 57-59)  
Councillor Asif Khan, Labour (for minute no. 57-59)  
Councillor Jagtar Singh Dhindsa, Labour (for minute no. 57-59)  
Councillor Sohail Bashir, Labour (for minute no. 57-59)  
Chris Hornung – Lambert Smith Hampton Investment Management (for minute no. 57-59)  
Robert Stokely – Lambert Smith Hampton Investment Management (for minute no. 57-59)  
Patrick Morris – Trowers and Hamlin LLP (for minute no. 57-59)

Paul McDermott – Trowers and Hamlin LLP (for minute no. 57-59)  
Ian Tasker – Grant Thornton (for minute no. 57-59)  
David Longbottom – Grant Thornton (for minute no. 57-59)

The following was a recommendation to Council:

**56. Financial Planning**

The report was introduced by Councillor Watkin who drew members attention to a document circulated at the meeting which explained the revised budget gap if the council approved the Croxley Park item at its Extraordinary Council meeting on 23 January.

Councillor Watkin continued that within the budget there would be funding for the Mayor's priorities for on-demand transport and cycle schemes. The council would borrow £50m to fund the transformational Hart Homes building projects which would then generate significant revenue for the council. It was proposed to increase council tax by 2.2%, which would mean £5.76pa increase for a Band D council tax payer in 2019/20. Officers had worked on the principal that only the increase in the upcoming financial year is included in the MTFS in order not to fetter the discretion of council in future years. The council continued to review its fees and charges and these would have an overall increase in line with inflation. In 2019 the council would conduct an in depth review on the basis of all fees and charges.

Councillor Watkin explained that in an era of political and financial uncertainty the council must be prudent and yet bold in addressing the needs of the community. If the Croxley Business Park report was approved by Extraordinary Council then the net overspend would be just under £2m and there was over £2m in the economic impact reserve which could be used to fund any overspend in that period. Should the council not agree the Croxley Business Park proposal then there would be plans to implement a different strategy. With regards to the capital budget over the next four years, there would be planned expenditure of around £154m on capital projects including £53m on housing, £33m on the Riverwell development project and other large schemes including improvements to Clarendon Road, the Town Hall and Watford Business Park. The council could afford these schemes through prudential borrowing and the use of capital reserves.

The Mayor noted the extract of minutes which had been received from Budget Panel. The Mayor also queried the figures regarding charges for filming and asked that these be updated as necessary. (See appendix 1 of the minutes for

updated fees and charges extract).

In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014 the votes were recorded as follows –

Those in favour

Mayor Taylor, Councillors Collett, Bolton, Johnson, Williams and Watkin

The resolutions as set out in the report were CARRIED by 6 votes to 0.

RESOLVED

**That Cabinet:**

1. Delegates to the Director of Finance and Portfolio Holder the ability to amend the budget figures in accordance with decisions taken at the Cabinet meeting, Council on 23 January 2019 and any minor variations that may occur before the Council meeting.

**That Cabinet recommends**

**That Council:**

2. Resolves in accordance with the *Local Authorities (Calculation of Tax Base) Regulations 1992*, the amount calculated by Watford Borough Council as its Council Tax Base for the year 2019/20 is **32,840.6** as outlined in the report.
3. Approves the continuation of the Local Council Tax Reduction Scheme for 2019/20.
4. Approves the budget (**Attachment 1**) as laid out in the report, including:
  - the base budget for 2019/20
  - the growth and savings
  - the Capital Investment Programme 2018-22
5. Approves the schedule of fees and charges & income charging policy (**Attachment 2**)
6. Approves the Capital Strategy for 2019/20, amended as necessary for the decisions of Council on 23 January 2019, and delegates to the Director of Finance and Portfolio Holder Resources responsibility for agreeing and maintaining the Treasury Management policy. (**Attachment 3**)
7. Agrees to increase the annual Council Tax for a Band D property in 2019/20 by 2.2%. This will apply to all other bands.

8. Notes the key risks identified and approves their proposed mitigations.
9. Notes the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves.
10. Notes the indicative budgets for 2020/21 and 2021/22 and the need for further work to close the budget gap.

**Where the filming company is given no exclusivity and cannot exclude others from access, the income is treated as 'Standard rated'. Admin fees for VAT purposes would follow the same treatment as the main supply.**

|  |           |   |   |   |   |   |           |          |
|--|-----------|---|---|---|---|---|-----------|----------|
| On street and non-council land                   | £140.00   | ✓ | ✗ | ✗ | ✗ | ✗ | £175.00   | 25.00 %  |
| Town Hall (per hour)                             | £280.00   | ✓ | ✗ | ✗ | ✗ | ✗ | £200.00   | -28.57 % |
| Town Hall over (7+hrs)                           | £615.00   | ✓ | ✗ | ✗ | ✗ | ✗ | £1,500.00 | 143.90 % |
| Parks and other council land/property (per hour) | £915.00   | ✓ | ✗ | ✗ | ✗ | ✗ | £150.00   | -83.61 % |
| Parks and other council land/property (7+hrs)    | £1,400.00 | ✓ | ✗ | ✗ | ✗ | ✗ | £1,500.00 | 7.14 %   |
| Students   | £0.00     | ✗ | ✗ | ✗ | ✓ | ✗ | £0.00     |          |
| Use of KGV Car Park                              | £700.00   | ✓ | ✗ | ✗ | ✗ | ✗ | £500.00   | -28.57 % |

## Part A

**Report to:** Council  
**Date of meeting:** 29 January 2019  
**Report of:** Director of Finance  
**Title:** Budget and Council Tax Resolution 2019/20

### **1.0 Summary**

1.1 The purpose of this report is to enable the Council to set the 2019/20 budget and pass the statutory Council Tax Resolutions for 2019/20 for Watford Borough Council's own tax requirements.

1.2 At the time of writing this report, the precept demand from both Hertfordshire County Council and the Police and Crime Commissioner for Hertfordshire have not been set. A report will be submitted to the Functions Committee on 27 February 2019 to set the overall Council Tax, which will include these precepts.

1.3 Copies of the Budget Report to the Cabinet meeting on 21 January 2019 were circulated separately to all councillors as they contain information relevant to the recommendations.

1.4 Cabinet on 21 January 2019 delegated to the Director of Finance the ability to amend the budget figures in accordance with the decisions taken at Council on 23 January 2019. The key tables within the budget report have been updated in accordance with this decision and are attached to this report.

1.5 **The Director of Finance confirms the estimates have been correctly calculated under the assumptions used. The council would have sufficient balances to fund the 2019/20 budget as amended for the decisions taken at Council on 23 January 2019, including the gap for the remaining period of the MTFs, recognising that work will continue during 2019/20 to close the gap in future years.**

### **2.0 Recommendations**

2.1 **To agree proposals recommended by Cabinet on 21 January 2019, as amended for the decision taken at Council on 23 January 2019, that Council:**

- a) Resolves in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the amount calculated by Watford Borough Council as its Council Tax Base for the year 2019/20 is 32,840.6 as outlined in the report.
- b) Approves the continuation of the Local Council Tax Reduction Scheme for 2019/20.
- c) Approves the budget (Attachment 1) as laid out in the report, as amended for the decision taken at Council on 23 January, including:
- the base budget for 2019/20
  - the growth and savings
  - the Capital Investment Programme 2018-22
- d) Approves the schedule of fees and charges & income charging policy (Attachment 2)
- e) Approves the Capital Strategy for 2019/20, amended as necessary for the decisions of Council on 23 January 2019,
- that the Council's operational boundary be £194M
  - that the Council's authorised limit be £209M
  - that the Director of Finance be authorised to make appropriate investment of the Croxley Park top up fund of £88m in accordance with the financial model, providing the right balance between security, liquidity and yield, based on advice from the Council's investment manager.
- and delegates to the Director of Finance and Portfolio Holder Resources responsibility for agreeing and maintaining the Treasury Management policy. (Attachment 3)
- f) Agrees to increase the annual Council Tax for a Band D property in 2019/20 by 2.2%. This will apply to all other bands.
- g) Notes the key risks identified and approves their proposed mitigations.
- h) Notes the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves.
- i) Notes the indicative budgets for 2020/21 and 2021/22 and the need for further work to close the budget gap.

### **Setting the amount of Council Tax for Watford Borough Council**

- 2.2 That the Council's net General Fund expenditure for 2019/20 shall be £12.696 million.

2.3 That the 2019/20 band D precept is set at £268.23 and other bands and amounts are set in accordance with the table at paragraph 2.3 (E)

2.4 That Watford Borough Council's Council Tax Base for 2019/20 has been calculated at **32,840.6** in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 made under Section 31B (1) of the Local Government Finance Act 1992, as amended.

2.5 That the following amounts be now calculated by the Council for the year 2019/20 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992:

(A) *Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act. (Effectively the gross expenditure and transfers to reserves)* **£74,281,208**

(B) *Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act. (Effectively the gross income and transfers from reserves)* **£65,472,374**

(C) *Being the amount by which the aggregate at 2.3 (A) above exceeds the aggregate at 2.3 (B) above calculated by the Council in accordance with Section 31A (4) of the Act as its Council Tax Requirement for the year* **£8,808,834**

(D) *Being the amount at paragraph 2.3 (C) divided by amount at 2.2 above, calculated by the Council, in accordance with Section 33 (1) of the Act as the basic amount of its Council Tax for the year (at Band D)* **£268.23**

(E)

| <b>Council Tax Valuation Bands</b> | <b>Conversion Factor to Band D</b> | <b>Watford's Share (£)</b> |
|------------------------------------|------------------------------------|----------------------------|
| A                                  | 6 / 9                              | 178.82                     |
| B                                  | 7 / 9                              | 208.62                     |
| C                                  | 8 / 9                              | 238.43                     |
| <b>D</b>                           | <b>1</b>                           | <b>268.23</b>              |
| E                                  | 11 / 9                             | 327.84                     |
| F                                  | 13 / 9                             | 387.44                     |
| G                                  | 15 / 9                             | 447.05                     |
| H                                  | 2                                  | 536.46                     |

*Being the amounts given by multiplying the amount at paragraph 2.3 (D) above by the number which, in the proportion set out in Section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year 2019/20 in respect of categories of dwellings listed in different valuation bands.*

- 2.6 That a report including precepts of both the Police Authority be presented to the Functions Committee on 27 February 2019 to set the total Council Tax.

**Contact Officer:** Alison Scott, Head of Finance, telephone extension 7188, email [alison.scott@threerivers.gov.uk](mailto:alison.scott@threerivers.gov.uk)

### **3.0 Budget Process**

- 3.1 At its meeting on the 21 January 2019 the Cabinet approved the budget proposals for 2019/20. The decisions made by Cabinet are reflected in the formal resolutions set out above.
- 3.2 Subsequent to Cabinet on the 21 January 2019, the Extraordinary Council on the 23 January 2019 met to approve the Council's acquisition of Croxley Park. The council decision included a £1.5 million p.a. contribution to the Council's revenue budget and changes to the prudential borrowing limits for the Council, these are incorporated into this resolution.
- 3.3 The Council is recommended to approve Cabinet's budget proposals, as amended, and to make the necessary formal resolutions to set the level of Council Tax.
- 3.4 Members are required to have regard to the Director of Finance's assessment of risks and the adequacy of balances as set out in this report. This updates that set out in the 21 January 2019 Cabinet report and concludes that the level of balances should be adequate.
- 3.5 Budget Panel considered Cabinet's proposals at its meeting on 15 January 2019 and its minutes were circulated to Cabinet prior to any decisions being taken.
- 3.6 The precepts for Hertfordshire County Council and The Police and Crime Commissioner for Hertfordshire have not yet been notified to the Council. A report will be submitted to the Functions Committee on 27 February 2019 detailing the tax requirement for Watford Borough Council's own purposes with those of the preceptors, to formally set the overall level of Council Tax.
- 3.7 Watford's net revenue expenditure for 2019/20 is forecast to be £12.696 million. Council tax is estimated to be the band D charge multiplied by the tax base (adjusted for the collection rate) which gives an estimated Council tax precept of £8.808 million. Other funding is £4.955 million and the balance will be met from the Council's reserves. The council tax base for 2018/19 is **32,840.6** (Band D equivalents).
- 3.8 This results in a council tax for Band D of £268.23 and the Watford Borough Council's Council Tax has increased by £5.77 from the precept set in 2018/19.

#### **4.0 Implications**

- 4.1 The implications contained in the report to Cabinet on 21 January 2019 are equally applicable to this report and Members are invited to refer to them to avoid unnecessary duplication.

#### Background Papers

Report to Cabinet of 21 January 2019

**Table 1 – Budget Gap, as amended for the decision of Council 23 January 2019.**

| Revenue Account  | Current      | MTFS           |              |              |              | Forecast       | Total<br>2019/20 to<br>2022/23<br>£000 |
|--|--------------|----------------|--------------|--------------|--------------|----------------|--|
|  | 2018/19      | 2019/20        | 2020/21      | 2021/22      | 2022/23      |                |  |
|  | £000         | £000           | £000         | £000         | £000         |                |  |
| <b>Gap in MTFS at 1 April (approved in January 2018)</b>   | <b>1,358</b> | <b>1,612</b>   | <b>(116)</b> | <b>(116)</b> | <b>(116)</b> | <b>1,264</b>   |  |
| In year changes through budget monitoring                  | (506)        | 70             | 70           | 70           | 70           | 280            |  |
| <b>Changes by Service</b>                                  |              |                |              |              |              |                |  |
| Corporate Strategy & Communications                        | 0            | 135            | 134          | 148          | 148          | 563            |  |
| Strategic Finance  | 0            | 941            | 540          | 412          | 412          | 2,304          |  |
| Place Shaping & Performance                                | 0            | 65             | 65           | 65           | 65           | 260            |  |
| Service Transformation                                     | 0            | 296            | 201          | 285          | 285          | 1,067          |  |
| Community & Environmental                                  | 0            | 24             | 20           | 29           | 29           | 102            |  |
| Democracy & Governance                                     | 0            | 12             | 1            | 6            | 6            | 24             |  |
| HR Shared Service  | 0            | 0              | 0            | 0            | 0            | 0              |  |
| <b>Other Changes</b>                                       |              |                |              |              |              |                |  |
| Waste Contract (Extension based on current service levels) | 0            | 0              | 300          | 300          | 300          | 900            |  |
| Changes to Business Rates on Council Property              | 0            | 30             | 35           | 50           | 50           | 165            |  |
| Changes from Shared Services                               | 0            | (96)           | (18)         | (37)         | (37)         | (189)          |  |
| Watford 2020   | 550          | 330            | 0            | 0            | 0            | 330            |  |
| Watford 2020 Met from Reserves                             | (550)        | (330)          | 0            | 0            | 0            | (330)          |  |
| Town Hall reduced rent                                     | 0            | 130            | 666          | 666          | 666          | 2,129          |  |
| Additional income from Hart Homes                          | 0            | (128)          | (803)        | (1,750)      | (2,323)      | (5,004)        |  |
| Croxley Park   | 0            | (1,500)        | (1,500)      | (1,500)      | (1,500)      | (6,000)        |  |
| Borrowing costs  | 0            | 800            | 1,600        | 2,100        | 2,400        | 6,900          |  |
| Revenue impact of Capital bids                             | 0            | (3)            | (3)          | (3)          | (3)          | (12)           |  |
| <b>Net changes</b>   | <b>(506)</b> | <b>806</b>     | <b>1,253</b> | <b>815</b>   | <b>542</b>   | <b>3,416</b>   |  |
| <b>Revised gap</b>   | <b>852</b>   | <b>2,418</b>   | <b>1,137</b> | <b>699</b>   | <b>426</b>   | <b>4,680</b>   |  |
| <b>Funding Changes</b>                                     |              |                |              |              |              |                |  |
| New Homes Bonus  | 0            | (62)           | (62)         | 0            | 0            | (124)          |  |
| Business rates   | 0            | (550)          | (150)        | (150)        | (150)        | (1,000)        |  |
| Council tax  | 0            | (222)          | (224)        | (313)        | (403)        | (1,162)        |  |
| Additional Government Funding                              | 0            | (400)          | 0            | 0            | 0            | (400)          |  |
| <b>Sub Total</b>   | <b>0</b>     | <b>(1,233)</b> | <b>(436)</b> | <b>(463)</b> | <b>(553)</b> | <b>(2,685)</b> |  |
| <b>Revised gap</b>   | <b>852</b>   | <b>1,185</b>   | <b>701</b>   | <b>236</b>   | <b>(127)</b> | <b>1,994</b>   |  |

## Medium Term Financial Strategy (MTFS) 2019 -2022, as amended for the decision of Council 23 January 2019

|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b><br><small>BE BOLD</small> | 2018/19<br>Original | 2018/19<br>Forecast<br>REVISED | 2019/20<br>Draft | 2020/21<br>Draft | 2021/22<br>Draft |
|--|---------------------|--------------------------------|------------------|------------------|------------------|
|  | £000s               | £000s                          | £000s            | £000s            | £000s            |
| Corporate Strategy & Communications  | 890                 | 992                            | 912              | 933              | 933              |
| Place Shaping & Performance  | (5,329)             | (5,648)                        | (5,365)          | (5,582)          | (5,582)          |
| Strategic Finance  | 2,201               | 2,241                          | 2,207            | 2,227            | 2,227            |
| Service Transformation   | 2,207               | 3,212                          | 2,504            | 1,206            | 1,206            |
| Community & Environmental  | 8,758               | 9,100                          | 8,641            | 8,522            | 8,522            |
| Democracy & Governance   | 3,587               | 3,542                          | 3,377            | 2,980            | 2,980            |
| HR Shared Service  | 629                 | 609                            | 644              | 660              | 660              |
| <b>Net cost of services</b>  | <b>12,943</b>       | <b>14,048</b>                  | <b>12,920</b>    | <b>10,948</b>    | <b>10,948</b>    |
| <b>Corporate Budgets</b>   |                     |                                |                  |                  |                  |
| Dividends & Interest earned  | (1,412)             | (1,312)                        | (3,126)          | (501)            | (501)            |
| Vacancy provision  | (95)                | 0                              | (95)             | (95)             | (95)             |
| Apprentice Levy  | 30                  | 30                             | 30               | 30               | 30               |
| Internal support to capital programme  | (677)               | (677)                          | (677)            | (677)            | (677)            |
| Contingency  | 218                 | 214                            | 216              | 214              | 214              |
| Interest payable & borrowing costs   | 163                 | 163                            | 242              | 130              | 130              |
| Investments Advisers - Property  | 0                   | 300                            | 0                | 0                | 0                |
| Pension Fund deficit payments  | 2,349               | 2,349                          | 2,449            | 2,449            | 2,449            |
| Croxley Park   | 0                   | 0                              | (1,500)          | (1,500)          | (1,500)          |
| Major Projects (PMB/Commercialisation)   | 0                   | 0                              | 0                | 0                | 0                |
| <b>Sub-Total</b>   | <b>577</b>          | <b>1,068</b>                   | <b>(2,460)</b>   | <b>51</b>        | <b>51</b>        |
| <b>Financial Planning</b>  |                     |                                |                  |                  |                  |
| Salary Changes   | 0                   | 0                              | (7)              | (184)            | (52)             |
| Changes from Shared Services   | 0                   | 0                              | (96)             | (18)             | (37)             |
| Unavoidable Growth   | 0                   | 0                              | 321              | 285              | 265              |
| Discretionary growth   | 0                   | 0                              | 1,261            | 864              | 692              |
| Income & Efficiencies  | 0                   | 0                              | (301)            | (258)            | (185)            |
| Waste Contract Extension   | 0                   | 0                              | 0                | 300              | 300              |
| Changes to Business Rates on Council Property  | 0                   | 0                              | 30               | 35               | 50               |
| Net effect of Fees & Charges   | 0                   | 0                              | 228              | 198              | 198              |
| Impact of Capital Programme  | 0                   | 0                              | (3)              | (3)              | (3)              |
| Additional income from Hart Homes  | 0                   | 0                              | (128)            | (803)            | (1,750)          |
| Reduced rent from Town Hall  | 0                   | 0                              | 130              | 666              | 666              |
| Additional Borrowing costs   | 0                   | 0                              | 800              | 1,600            | 2,100            |
| <b>Sub-Total</b>   | <b>0</b>            | <b>0</b>                       | <b>2,236</b>     | <b>2,683</b>     | <b>2,245</b>     |
| <b>Total Net Expenditure</b>   | <b>13,520</b>       | <b>15,116</b>                  | <b>12,696</b>    | <b>13,681</b>    | <b>13,243</b>    |
| <b>Planned Use of Reserves</b>   |                     |                                |                  |                  |                  |
| Contributions to reserves  | 1,082               | 1,700                          | 2,782            | 157              | 157              |
| Contributions from reserves- Incl W2020  | (100)               | (2,821)                        | (530)            | (200)            | (200)            |
| <b>Sub-Total</b>   | <b>982</b>          | <b>(1,121)</b>                 | <b>2,252</b>     | <b>(43)</b>      | <b>(43)</b>      |
| <b>Funding</b>   |                     |                                |                  |                  |                  |
| Council Tax  | (8,502)             | (8,502)                        | (8,809)          | (8,897)          | (8,986)          |
| Revenue Support Grant  | (114)               | (114)                          | 0                | 0                | 0                |
| Business Rates   | (3,332)             | (3,331)                        | (3,002)          | (3,002)          | (3,002)          |
| Increase Business Rates  | 0                   | 0                              | (550)            | (150)            | (150)            |
| New Homes Bonus  | (1,015)             | (1,015)                        | (753)            | (639)            | (577)            |
| (Surplus)/Deficit on collection fund   | (181)               | (181)                          | (250)            | (250)            | (250)            |
| Additional Government Funding  | 0                   | 0                              | (400)            | 0                | 0                |
| <b>Sub-Total</b>   | <b>(13,144)</b>     | <b>(13,143)</b>                | <b>(13,764)</b>  | <b>(12,938)</b>  | <b>(12,965)</b>  |
| Total Funding & Use of Reserves  | (12,162)            | (14,264)                       | (11,512)         | (12,981)         | (13,008)         |
| <b>Gap</b>   | <b>1,358</b>        | <b>852</b>                     | <b>1,184</b>     | <b>700</b>       | <b>235</b>       |
| <b>Reserves - opening balances</b>   |                     |                                |                  |                  |                  |
| Reserves - opening balances  | (13,478)            | (14,655)                       | (12,683)         | (13,751)         | (13,008)         |
| Planned use of reserves  | (4,858)             | 1,121                          | (2,252)          | 43               | 43               |
| Planned use of reserves - Watford 2020 - Re FRB  | 0                   | (1)                            | 0                | 0                | 0                |
| Gap funded from reserves   | 1,358               | 852                            | 1,184            | 700              | 235              |
| <b>Reserves - closing balances</b>   | <b>(16,978)</b>     | <b>(12,683)</b>                | <b>(13,751)</b>  | <b>(13,008)</b>  | <b>(12,729)</b>  |
| <b>Council Tax Rate Calculation</b>  |                     |                                |                  |                  |                  |
| Council tax base   | 32,393.9            | 32,393.9                       | 32,840.6         | 33,169.0         | 33,500.7         |
| Council tax charge for band D  | £ 262.46            | £ 262.46                       | £ 268.23         | £ 268.23         | £ 268.23         |
| <b>£</b>   | <b>8502.09</b>      | <b>8502.09</b>                 | <b>8808.97</b>   | <b>8897.06</b>   | <b>8986.03</b>   |



**CABINET**  
21 January 2019

**COUNCIL**  
29 January 2019

**FINANCIAL PLANNING**

**Council Finances 2018/19-2021/22: Medium Term Financial Strategy  
Capital Strategy 2019/20**

## Part A

**Report to:** Cabinet  
**Date of meeting:** 21 January 2019  
**Report of:** Director of Finance  
**Title:** Financial Planning

### 1.0 Summary

1.1 The purpose of this report is to enable the Cabinet to consider service level expenditure, funding and council tax levels for the medium term 2019/20 to 2021/22, including the use of reserves. This budget is a component part of the 2019/20 Council Tax calculations.

1.2 The report sets out:

- the revenue budgets for the period 2019-22 and a revised budget for 2018/19
- the capital programme for the period 2018-22
- the Council's income charging policy (including the individual Service fees and charges)
- the Capital Strategy 2019/20

all of which are subject to Council approval.

1.3 The Cabinet is recommended to agree the Council Tax Base to apply for 2019/20.

1.4 The report includes advice from the Director of Finance on the adequacy of general reserves and balances in the context of the three year planning horizon 2019-22.

### 2.0 Risks

2.1 The potential risks in this report are shown below; (based on a calculation of severity of impact (1 – 4) and likelihood of risk materialising (1 - 4); 1= very low risk, 16 = a very high risk)

| <b>Nature of Risk</b>  | <b>Consequence</b>                         | <b>Suggested Control Measures</b>           | <b>Response<br/>(Treat, tolerate, terminate, transfer)</b> | <b>Risk Rating<br/>(combination of severity and likelihood)</b> |
|--|--|---|--|---|
| That Cabinet does not agree the council tax base before the statutory date           | The Council tax charge is not set          | Revert to prior year's tax base             | Treat  | 1   |
| That Cabinet does not recommend revenue and capital estimates for 2019/20 to Council | The Council does not legally set a budget  | Revert to previous MTFS                     | Treat  | 1   |
| That the Council will exceed its borrowing parameters                                | Breach of Treasury Management Policy (TMP) | Revision of TMP Prudential indicators       | Treat  | 1   |
| That the Council will be unable to service its annual borrowing costs                | Budget Pressure                            | Provision in MTFS for anticipated borrowing | Tolerate   | 1   |
| Investment with a counterparty that subsequently defaults                            | Recovery of principal will take longer     | Invest in accordance with TMP               | Tolerate   | 2   |
|  |  |   |  |   |

|   |                    |   |       |   |
|---|--------------------|---|-------|---|
| That the estimates used in the preparation of the report will not be sufficiently accurate. | Budget not correct | Mitigate through in year budget monitoring . Reset Budget at period 8 | Treat | 3 |
| That the Council will not have adequate reserves to manage emerging risks.                  | Reserves diminish  | General fund balance is £2M   | Treat | 3 |

### 3.0 Recommendations

#### That Cabinet:

- 3.1 Delegates to the Director of Finance and Portfolio Holder the ability to amend the budget figures in accordance with decisions taken at the Cabinet meeting, Council on 23 January 2019 and any minor variations that may occur before the Council meeting.

#### That Cabinet recommends

#### That Council:

- 3.2 Resolves in accordance with the *Local Authorities (Calculation of Tax Base) Regulations 1992*, the amount calculated by Watford Borough Council as its Council Tax Base for the year 2019/20 is **32,840.6** as outlined in the report.
- 3.3 Approves the continuation of the Local Council Tax Reduction Scheme for 2019/20.
- 3.4 Approves the budget (**Attachment 1**) as laid out in the report, including:
  - the base budget for 2019/20
  - the growth and savings
  - the Capital Investment Programme 2018-22
- 3.5 Approves the schedule of fees and charges & income charging policy (**Attachment 2**)
- 3.6 Approves the Capital Strategy for 2019/20, amended as necessary for the decisions of Council on 23 January 2019, and delegates to the Director of Finance and Portfolio Holder Resources responsibility for agreeing and maintaining the Treasury Management policy. (**Attachment 3**)
- 3.7 Agrees to increase the annual Council Tax for a Band D property in 2019/20 by 2.2%. This will apply to all other bands.
- 3.8 Notes the key risks identified and approves their proposed mitigations.
- 3.9 Notes the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves.
- 3.10 Notes the indicative budgets for 2020/21 and 2021/22 and the need for further work to close the budget gap.

## **4.0 Consultation**

- 4.1 Budget Panel has been fully engaged throughout this process and feedback from its meeting will be circulated prior to the Cabinet meeting.
- 4.2 As part of the statutory consultation with business ratepayers, copies of this report have been sent to the Watford Business Improvement District, the Watford Chamber of Commerce and the borough's Local Strategic Partnership-One Watford. Any feedback will be reported at the meeting.

## **5.0 Implications**

### **5.1 Financial Implications**

These are covered within the report.

### **5.2 Legal Implications**

- 5.2.1 In the Constitution it is Council who is required to set the budget, which includes the Council Tax Base and setting the level of Council Tax. Cabinet therefore must forward its recommendations on the budget to Council. The Constitution also requires that any recommendation from Cabinet to Council regarding the budget must be submitted before the 8 February in the preceding financial year to enable the Mayor to have the opportunity to call in any decision of Council on the budget. The Council must set its 2019/20 budget by 11 March 2019. The Local Council Tax Reduction Scheme has to be approved by Council by 31 January each year for the next financial year.
- 5.2.2 It is a statutory requirement that the Capital Strategy and the Treasury Management Policy are reviewed annually. The report meets the requirement of CIPFA's Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities and complies with the Local Government Act 2003.
- 5.2.3 It is a statutory requirement that the Chief Financial Officers provides a report under Section 25 of the Local Government Act 2003 on the robustness of estimates used in the budget and the sufficiency of the Council's reserves. This is included in the report.

## **6.0 Equalities**

- 6.1 Watford Borough Council is committed to equality and diversity as an employer, service provider and as a strategic partner. In order to fulfil this commitment and its duties under the Equality Act 2010 it is important to demonstrate how policies, practices, and decisions impact on people with different protected characteristics. It is also important that the Council is not discriminating unlawfully when carrying out any of its functions.
- 6.2 This report provides an over view of Budget proposals and equalities issues will need to be specifically considered before any changes to existing service levels are introduced.

**Contact Officers:**

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Report approved by Joanne Wagstaffe, Director of Finance.

**Attachments:**

1. Budget Setting report
2. Income Charging Policy (including the fees & charges schedule)
3. Capital Strategy (including the Treasury Management policy)

# **BUDGET SETTING**

**2018/19 to 2021/22**

## **Medium Term Financial Strategy**



Watford Borough Council · TOWN HALL · WATFORD, HERTS WD17 3EX

A table of contents is shown below together with the appropriate page number.

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## Executive Summary

The Medium Term Financial Strategy (MTFS) provides Members with information on the overall financial position of the Council over the next three years, and brings together the previous budget set by Council in January 2018, the budget monitoring activities carried out during the current year and the latest developments in funding, legislation and service delivery. The strategy sets the budget for financial year 2019/20 and indicative budgets for the following two years (2020/21 and 2021/22).

Regular budget monitoring reports are presented to both the Council's Leadership Team and Budget Panel throughout the year. The latest budget monitoring report (Finance Digest) is available as at the end of November.

The preparation of the MTFS has been completed against a backdrop of cuts in government funding, increasing pressure on services and continuing expectations from stakeholders.

Each year the Council is required to set a realistic, achievable in-year balanced budget and indicative budgets for the following two years. With the reduction in revenue support grant funding Heads of Service have been encouraged to remain within budgets, find efficiency savings, achieve additional income and to minimise any discretionary growth in order to continue to provide value for money services to the public.

The table below shows the impact on this 'budget gap' over a four year period, 2019/20 to 2022/23, based on the current understanding of likely financial impacts of the proposed budgets (Jan 19) and the longer term major projects. This table shows an additional year to the MTFS.

The table demonstrates that the cumulative overall gap for the next four years amounts to approximately **£10.6 million**. After taking account of the effect of a 2.2% increase in council tax in 2019/20, additional projected income from NDR, the cumulative gap amounts to **£7.9 million**. The council would not have sufficient balances to fund this gap. Detailed work described below is continuing in order to address the projected shortfall between the MTFS and resources.

The gap could be managed by a combination of the following options:

- a full cost review of service expenditure.
- reducing the capital programme on discretionary schemes and reviewing our existing partnership funding in joint ventures.
- taking initiatives to increase commercial income through the work of the Mayor's commercial strategy board and in line with the commercial strategy approved by Cabinet.
- taking further property investment decisions through the Mayor's Property Investment Board to dispose of non strategic low yield assets to generate improved rental returns, borrowing to invest commercially and seeking new acquisitions with a strong yield through property markets. Opportunities in this area are being pursued currently.
- Considering further options for council tax levels.

The impact of a mix of the above would reduce the corresponding revenue and capital spend and cut the costs of borrowing.

The Council's existing reserves would allow the first year of the MTFS budget (19/20) set out in Table 1 below to be approved to provide the timescales to enable the review to take place.

**Table1 Budget Gap**

| Revenue Account  | Current      | MTFS           |              |              | Forecast     | Total<br>2019/22 to<br>2022/23<br>£000 |
|--|--------------|----------------|--------------|--------------|--------------|--|
|  | 2018/19      | 2019/20        | 2020/21      | 2021/22      | 2022/23      |  |
|  | £000         | £000           | £000         | £000         | £000         |  |
| <b>Gap in MTFS at 1 April (approved in January 2018)</b>   | <b>1,358</b> | <b>1,612</b>   | <b>(116)</b> | <b>(116)</b> | <b>(116)</b> | <b>1,264</b>                           |
| In year changes through budget monitoring                  | (506)        | 70             | 70           | 70           | 70           | 280                                    |
| <b><u>Changes by Service</u></b>                           |              |                |              |              |              |  |
| Corporate Strategy & Communications                        | 0            | 135            | 134          | 148          | 148          | 563                                    |
| Strategic Finance  | 0            | 941            | 540          | 412          | 412          | 2,304                                  |
| Place Shaping & Performance                                | 0            | 65             | 65           | 65           | 65           | 260                                    |
| Service Transformation                                     | 0            | 296            | 201          | 285          | 285          | 1,067                                  |
| Community & Environmental                                  | 0            | 24             | 20           | 29           | 29           | 102                                    |
| Democracy & Governance                                     | 0            | 12             | 1            | 6            | 6            | 24                                     |
| HR Shared Service  | 0            | 0              | 0            | 0            | 0            | 0                                      |
| <b><u>Other Changes</u></b>                                |              |                |              |              |              |  |
| Waste Contract (Extension based on current service levels) | 0            | 0              | 300          | 300          | 300          | 900                                    |
| Changes to Business Rates on Council Property              | 0            | 30             | 35           | 50           | 50           | 165                                    |
| Changes from Shared Services                               | 0            | (96)           | (18)         | (37)         | (37)         | (189)                                  |
| Watford 2020   | 550          | 330            | 0            | 0            | 0            | 330                                    |
| Watford 2020 Met from Reserves                             | (550)        | (330)          | 0            | 0            | 0            | (330)                                  |
| Town Hall reduced rent                                     | 0            | 130            | 666          | 666          | 666          | 2,129                                  |
| Additional income from Hart Homes                          | 0            | (128)          | (803)        | (1,750)      | (2,323)      | (5,004)                                |
| Borrowing costs  | 0            | 800            | 1,600        | 2,100        | 2,400        | 6,900                                  |
| Revenue impact of Capital bids                             | 0            | (3)            | (3)          | (3)          | (3)          | (12)                                   |
| <b>Net changes</b>   | <b>(506)</b> | <b>2,306</b>   | <b>2,753</b> | <b>2,315</b> | <b>2,042</b> | <b>9,416</b>                           |
| <b>Revised gap</b>   | <b>852</b>   | <b>3,918</b>   | <b>2,637</b> | <b>2,199</b> | <b>1,926</b> | <b>10,680</b>                          |
| <b><u>Funding Changes</u></b>                              |              |                |              |              |              |  |
| New Homes Bonus  | 0            | (62)           | (62)         | 0            | 0            | (124)                                  |
| Business rates   | 0            | (550)          | (150)        | (150)        | (150)        | (1,000)                                |
| Council tax  | 0            | (222)          | (224)        | (313)        | (403)        | (1,162)                                |
| Additional Government Funding                              | 0            | (400)          | 0            | 0            | 0            | (400)                                  |
| <b>Sub Total</b>   | <b>0</b>     | <b>(1,233)</b> | <b>(436)</b> | <b>(463)</b> | <b>(553)</b> | <b>(2,685)</b>                         |
| <b>Revised gap</b>   | <b>852</b>   | <b>2,685</b>   | <b>2,201</b> | <b>1,736</b> | <b>1,373</b> | <b>7,994</b>                           |

Appendix 1 contains a detailed analysis of the changes between the currently approved MTFS and the revised gap.

## Medium Term Financial Strategy (MTFS) 2019 -2022

|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b><br>BE BOLD | 2018/19<br>Original | 2018/19<br>Forecast<br>REVISED | 2019/20<br>Draft | 2020/21<br>Draft | 2021/22<br>Draft |
|---|---------------------|--------------------------------|------------------|------------------|------------------|
|   | £000s               | £000s                          | £000s            | £000s            | £000s            |
| Corporate Strategy & Communications   | 890                 | 992                            | 912              | 933              | 933              |
| Place Shaping & Performance   | (5,329)             | (5,648)                        | (5,365)          | (5,582)          | (5,582)          |
| Strategic Finance   | 2,201               | 2,241                          | 2,207            | 2,227            | 2,227            |
| Service Transformation  | 2,207               | 3,212                          | 2,504            | 1,206            | 1,206            |
| Community & Environmental   | 8,758               | 9,100                          | 8,641            | 8,522            | 8,522            |
| Democracy & Governance  | 3,587               | 3,542                          | 3,377            | 2,980            | 2,980            |
| HR Shared Service   | 629                 | 609                            | 644              | 660              | 660              |
| <b>Net cost of services</b>   | <b>12,943</b>       | <b>14,048</b>                  | <b>12,920</b>    | <b>10,948</b>    | <b>10,948</b>    |
| <b>Corporate Budgets</b>  |                     |                                |                  |                  |                  |
| Dividends & Interest earned   | (1,412)             | (1,312)                        | (3,126)          | (501)            | (501)            |
| Vacancy provision   | (95)                | 0                              | (95)             | (95)             | (95)             |
| Apprentice Levy   | 30                  | 30                             | 30               | 30               | 30               |
| Internal support to capital programme   | (677)               | (677)                          | (677)            | (677)            | (677)            |
| Contingency   | 218                 | 214                            | 216              | 214              | 214              |
| Interest payable & borrowing costs  | 163                 | 163                            | 242              | 130              | 130              |
| Investments Advisers - Property   | 0                   | 300                            | 0                | 0                | 0                |
| Pension Fund deficit payments   | 2,349               | 2,349                          | 2,449            | 2,449            | 2,449            |
| Major Projects (PMB/Commercialisation)  | 0                   | 0                              | 0                | 0                | 0                |
| <b>Sub-Total</b>  | <b>577</b>          | <b>1,068</b>                   | <b>(960)</b>     | <b>1,551</b>     | <b>1,551</b>     |
| <b>Financial Planning</b>   |                     |                                |                  |                  |                  |
| Salary Changes  | 0                   | 0                              | (7)              | (184)            | (52)             |
| Changes from Shared Services  | 0                   | 0                              | (96)             | (18)             | (37)             |
| Unavoidable Growth  | 0                   | 0                              | 321              | 285              | 265              |
| Discretionary growth  | 0                   | 0                              | 1,261            | 864              | 692              |
| Income & Efficiencies   | 0                   | 0                              | (301)            | (258)            | (185)            |
| Waste Contract Extension  | 0                   | 0                              | 0                | 300              | 300              |
| Changes to Business Rates on Council Property   | 0                   | 0                              | 30               | 35               | 50               |
| Net effect of Fees & Charges  | 0                   | 0                              | 228              | 198              | 198              |
| Impact of Capital Programme   | 0                   | 0                              | (3)              | (3)              | (3)              |
| Additional income from Hart Homes   | 0                   | 0                              | (128)            | (803)            | (1,750)          |
| Reduced rent from Town Hall   | 0                   | 0                              | 130              | 666              | 666              |
| Additional Borrowing costs  | 0                   | 0                              | 800              | 1,600            | 2,100            |
| <b>Sub-Total</b>  | <b>0</b>            | <b>0</b>                       | <b>2,236</b>     | <b>2,683</b>     | <b>2,245</b>     |
| <b>Total Net Expenditure</b>  | <b>13,520</b>       | <b>15,116</b>                  | <b>14,196</b>    | <b>15,181</b>    | <b>14,743</b>    |
| <b>Planned Use of Reserves</b>  |                     |                                |                  |                  |                  |
| Contributions to reserves   | 1,082               | 1,700                          | 2,782            | 157              | 157              |
| Contributions from reserves- Incl W2020   | (100)               | (2,821)                        | (530)            | (200)            | (200)            |
| <b>Sub-Total</b>  | <b>982</b>          | <b>(1,121)</b>                 | <b>2,252</b>     | <b>(43)</b>      | <b>(43)</b>      |
| <b>Funding</b>  |                     |                                |                  |                  |                  |
| Council Tax   | (8,502)             | (8,502)                        | (8,809)          | (8,897)          | (8,986)          |
| Revenue Support Grant   | (114)               | (114)                          | 0                | 0                | 0                |
| Business Rates  | (3,332)             | (3,331)                        | (3,002)          | (3,002)          | (3,002)          |
| Increase Business Rates   | 0                   | 0                              | (550)            | (150)            | (150)            |
| New Homes Bonus   | (1,015)             | (1,015)                        | (753)            | (639)            | (577)            |
| (Surplus)/Deficit on collection fund  | (181)               | (181)                          | (250)            | (250)            | (250)            |
| Additional Government Funding   | 0                   | 0                              | (400)            | 0                | 0                |
| <b>Sub-Total</b>  | <b>(13,144)</b>     | <b>(13,143)</b>                | <b>(13,764)</b>  | <b>(12,938)</b>  | <b>(12,965)</b>  |
| Total Funding & Use of Reserves   | (12,162)            | (14,264)                       | (11,512)         | (12,981)         | (13,008)         |
| <b>Gap</b>  | <b>1,358</b>        | <b>852</b>                     | <b>2,684</b>     | <b>2,200</b>     | <b>1,735</b>     |
| <b>Reserves - opening balances</b>  |                     |                                |                  |                  |                  |
| Planned use of reserves   | (4,858)             | 1,037                          | (2,252)          | 43               | 43               |
| Gap funded from reserves  | 1,358               | 852                            | 2,684            | 2,200            | 1,735            |
| <b>Reserves - closing balances</b>  | <b>(16,978)</b>     | <b>(12,767)</b>                | <b>(12,335)</b>  | <b>(10,092)</b>  | <b>(8,313)</b>   |
| <b>Council Tax Rate Calculation</b>   |                     |                                |                  |                  |                  |
| Council tax base  | 32,393.9            | 32,393.9                       | 32,840.6         | 33,169.0         | 33,500.7         |
| Council tax charge for band D   | £ 262.46            | £ 262.46                       | £ 268.23         | £ 268.23         | £ 268.23         |
| £   | 8502.09             | 8502.09                        | 8808.97          | 8897.06          | 8986.03          |

## 1. Revenue

1.1. The gap in the MTFS is shown above. The high level numbers from it and their impact are summarised below.

1.2. Base budget changes. These are adjustments to the base budget through:

A. In year changes. These are changes to the base budgets that have been identified and reported in the Finance Digest throughout the 2018/19 financial year. These changes amount to a saving of **£0.506 million**. These are shown at **Appendix 2**

B. Salary changes. This year there are salary changes due to re-aligning the council's establishment to reflect the true position and in-year pressures from the reset 2018/19 budgets (Jan 19). These changes have been brought about by increments, pay awards and restructures and the new salary banding to be introduced from 1 April 2019. The net result is a total saving of **£0.242 million** over the four year period. The large reduction in 2020/21 is predominantly due to the employment of two development control officers coming to an end of their fixed term contracts.

1.3. Unavoidable Growth

This is growth due to unavoidable pressures such as statutory legislation, contractual uplift and changes in demand for services due to demographics. The unavoidable growth is listed in detail at **Appendix 3** and amounts to an increase in the budget of **£0.872 million** over the MTFS.

1.4 Discretionary growth.

This is growth that has been put forward by service areas in conjunction with their Portfolio Holders and although not statutory has been deemed as offering continuing or enhanced service to the local taxpayer or in response to service cost pressures. The discretionary growth amounts to an increase in the budget of **£2.818 million** over the five year period. Further details are shown at **Appendix 4**.

1.5 Efficiency savings.

These are reductions in the base budget from efficiency measures within the council and do not affect the provision of services to local residents. Details of these efficiencies are shown at **Appendix 5** and amount to a **£0.743 million** reduction in the Council's costs over the five year period. This relates in the main to a reduction in scanning costs.

1.6 Fees and charges

Each year the Council reviews its fees and charges in conjunction with its agreed income charging policy and adjusts the anticipated income accordingly. The individual fees and charges are listed in the annual budget setting report, variations to projected fees and charges amount to **£0.623 million** over the MTFS. **Appendix 6** shows a summary of the implications of the 2019/20 fees & charges proposals. The Council's income charging policy is at **Attachment 2** with individual charges listed by service area.

1.7 Waste Contract

This represents the cost of extending the current contract with Veolia based on existing service provision. The increase amounts to **£0.600 million** over the MTFS.

1.8 Changes to Business Rates on Council Properties

This relates to the business rates levied on the properties/sites that the Council uses in its provision of its services these are predominantly the Town Hall and car parks. The increase amounts to **£0.115 million** over the MTFS.

1.9 Changes from Shared Services

The Council shares its human resources, ICT, finance, revenues and benefits services with Three Rivers District Council (TRDC) under a lead authority model whereby WBC are the lead for ICT and human resources and TRDC are the lead for finance and revenues & benefits. The change represents a reduction in the staffing costs of the revenues & benefits service.

1.10 Reduction in rent from Town Hall

The redevelopment of the Town Hall site is currently on hold until further site options are evaluated. It is considered that the anticipated future rental streams will not be achieved in the medium term, these amounts to **£1.463 million**.

1.11 Additional Income from Hart Homes

The Council is currently in joint venture with Watford Community Housing to develop a mixture of affordable, social and open market housing. The Council will receive interest on its investment loans to the companies and this will amount to **£2.681 million** over the MTFS.

1.12 Borrowing costs

Based on the proposed capital programme it is currently predicted that the Council may need to prudentially borrow over the MTFS. The revenue cost of the debt financing for this borrowing is estimated to be **£2.4 million**, based on allowing for the payment of interest on both longer term borrowing for the councils direct investment in assets and shorter term borrowing for the joint ventures along with the repayment of debt for the councils direct investments in assets over a forty year period. The final cost will depend upon the agreed capital programme along with factors such as the phasing of the capital programme and any additional contributions from outside bodies.

1.13 Impact of capital growth bids

When the Council sets its annual capital programme, there are often revenue impacts from this investment and can either be in the form of on-going revenue maintenance or an income stream. These total a saving of **£0.009 million** over the MTFS. **Appendix 7** shows those capital schemes that have a revenue implication.

1.14 Impact of funding changes

The Council receives its income from various sources to fund its revenue expenditure on the services it provides. These are subject to fluctuation. The table below shows the adjustments to the budgets for the funding streams over the five year period. This totals an increase of **£2.133 million** over the MTFS. It should be noted that the business rates forecast is reduced from 2019/20 due to the business rates retention system being “re-set” for 2020-21 as a result of which the Council is likely to lose resources. The re-set will establish new baseline funding levels and business rates baselines for each local authority that is party to the rates retention system. Baseline funding levels will be based on the spending control totals for 2020-21 and the distribution formulas that will be put in place through the Fair Funding Review.

**Table 2 Changes in Funding Against Budget**

| Change in Funding against Budget             | 2019/20      | 2020/21      | 2021/22      | Total          |
|--|--------------|--------------|--------------|----------------|
|  | £'000        | £'000        | £'000        | £'000          |
| Growth in Council Tax base                   | (32)         | (33)         | (111)        | (176)          |
| 2.2% Change in Council Tax                   | (190)        | (192)        | (202)        | (583)          |
| Additional Government Funding in Lieu of RSG | 0            | (400)        | 0            | (400)          |
| New Homes Bonus                              | (62)         | (62)         | 0            | (124)          |
| Business Rates                               | (550)        | (150)        | (150)        | (850)          |
| <b>TOTAL</b>                                 | <b>(834)</b> | <b>(836)</b> | <b>(463)</b> | <b>(2,133)</b> |

- 1.15 The MTFS shown above indicates that the total Net Expenditure of the Council in 2019/20 is **£14.196 million**. The Council needs to set a budget that gives an acceptable level of council tax, and is sustainable in the medium term using the balances it has at its disposal.
- 1.16 The number of properties (known as the Council Tax Base) is calculated by adjusting for banding (so that a total number of Band D properties are known) and the effects of the Local Council Tax Reduction Scheme. The analysis of dwellings in **Appendix 8** for the 2019/20 Council Tax Base results in a figure of **32,840.6** after allowing for the Council Tax Reduction Scheme and a collection rate of 97%.
- 1.17 The average Band D Council Tax charge for 2019/20 will be **£268.23**. This means that the Council expects to receive **£8.808 million** of Council Tax income in 2019/20. The current council tax figure is based upon a 2.2% increase in council tax in 2019/20 only. This compares to the maximum amount allowed under the council tax referenda rules of 3%. The Mayor's policy is to keep council tax increases below the rate of inflation. The latest inflation figures, November, are 2.3% for CPI and 3.1% for RPI.

## 2.0 Capital

- 2.1 The Capital Investment Programme relates to the three different types of scheme – business as usual (regular improvements and replacement of key Council assets such as buildings, vehicles and ICT), existing schemes, and new schemes. Much of the capital expenditure which relates to major projects will be returned to the Council in future years as capital receipts.
- 2.2 Services have put forward proposals for new capital schemes for 2019-22 which will assist the Council in delivering its corporate objectives and improving services for residents. Table 3 shows all the new capital proposals and the impact on the capital programme over a five-year period based on the current understanding of the likely financial impact of these large scale projects. Funding the capital programme is shown at Table 5. Further detail on the proposed changes is shown at **Appendix 7**.

**Table 3 MTFS - Capital**

| Capital   | 2018/19<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | 2022/23<br>£'000 | TOTAL<br>£'000 |
|---|------------------|------------------|------------------|------------------|------------------|----------------|
| MTFS Capital Programme                            | 32,766           | 21,448           | 17,302           | -                | -                | 71,516         |
| Re-phasing from 2017/18                           | 7,547            | -                | -                | -                | -                | 7,547          |
| <b>Approved Capital Programme as at June 2018</b> | <b>40,313</b>    | <b>21,448</b>    | <b>17,302</b>    | <b>-</b>         | <b>-</b>         | <b>79,063</b>  |
| <b>Capital Programme Proposed Changes</b>         | <b>(11,162)</b>  | <b>36,609</b>    | <b>36,463</b>    | <b>32,394</b>    | <b>11,005</b>    | <b>105,309</b> |
| <b>TOTAL</b>                                      | <b>29,151</b>    | <b>58,057</b>    | <b>53,765</b>    | <b>32,394</b>    | <b>11,005</b>    | <b>184,372</b> |

2.3 The 2018-23 Capital Investment Programme by service is presented for approval is shown in the table below with further details shown in **Appendix 9**.

**Table 4 Capital Programme**

| Capital Programme 2018-22                         | 2018/19<br>Revised<br>£000's | 2019/20<br>Original<br>£000's | 2020/21<br>Original<br>£000's | 2021/22<br>Original<br>£000's | 2022/23<br>Original<br>£000's |
|---|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Community & Environmental                         | 9,089                        | 7,399                         | 9,332                         | 3,388                         | 465                           |
| Democracy & Governance                            | 2,881                        | 11,876                        | 782                           | 400                           | 400                           |
| Place Shaping & Performance                       | 7,477                        | 13,815                        | 10,565                        | 5,761                         | 50                            |
| Service Transformation                            | 433                          | 1,311                         | 530                           | 530                           | 530                           |
| Strategic Finance                                 | 677                          | 979                           | 679                           | 681                           | 682                           |
| Watford Riverwell                                 | 6,682                        | 14,241                        | 8,392                         | 2,855                         | 8,878                         |
| Property Investment Board                         | 212                          | 75                            | 50                            | 50                            | 0                             |
| Hart Homes LLP                                    | 1,700                        | 8,360                         | 23,435                        | 18,730                        | 0                             |
| <b>Annual Capital Investment Programme</b>        | <b>29,151</b>                | <b>58,057</b>                 | <b>53,765</b>                 | <b>32,395</b>                 | <b>11,005</b>                 |
| <b>Total Capital Investment Programme 2018-22</b> |                              |                               |                               |                               | <b>184,373</b>                |

### ***Funding the Capital Strategy & Investment Programme***

- 2.4 The Council funds its capital programme from its reserves, capital receipts, and any capital grants and contributions. Subject to prudential and affordable limits, the Council may also borrow to support its capital aspirations.
- 2.5 It is anticipated that over time the Capital outlay from projects such as the Watford Riverwell and Property Investment Board will be recouped from the receipts received in terms of return of equity investment and the disposal of land and property.
- 2.6 Where the Council does not have sufficient contributions, receipts, reserves or revenue available to finance long term investment, it may use prudential borrowing to do so. This is subject to the affordability and prudential limits set out at a high level by the Government and in detail by the Council in its strategies. This borrowing may be from external providers, or internally from cash the Council holds day to day and its own reserves.

- 2.7 The Council's ambitious programme of major projects and investment in service delivery means that it expects to have a borrowing requirement in 2019/20. The Council's Capital Strategy including the Treasury Management policy for 2019/20 is shown at **Attachment 3**. The table below shows how the capital programme is to be funded:

**Table 5 Funding the Capital Programme**

| FUNDING                              | Forecast    | Budget      | Budget      | Budget      | Budget      |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
|                                      | Outturn     | 2019/20     | 2020/21     | 2021/22     | 2022/23     |
|                                      | 2018/19     | 2019/20     | 2020/21     | 2021/22     | 2022/23     |
|                                      | £m          | £m          | £m          | £m          | £m          |
| Grants and Contributions             | 1.8         | 2.0         | 2.0         | 0.0         | 0.0         |
| Use of Capital Reserves              | 1.5         | 0.0         | 0.0         | 0.0         | 0.0         |
| Use of Capital receipts              | 12.3        | 9.8         | 11.3        | 6.3         | 0.9         |
| S106 and CIL contributions           | 0.6         | 0.6         | 0.6         | 0.6         | 0.6         |
| Borrowing - internal and external    | 11.8        | 44.3        | 38.5        | 26.0        | 10.1        |
| <b>TOTAL CAPITAL FUNDING APPLIED</b> | <b>29.2</b> | <b>58.1</b> | <b>53.8</b> | <b>32.3</b> | <b>11.0</b> |

### 3.0 Reserves

- 3.1 The Council has set aside specific amounts as reserves for future policy purposes and to cover contingencies. The full schedule of reserves and the anticipated position is attached at **Appendix 10**. The proposed use of reserves for revenue in 2019-22 is as follows:

- £0.600 million - The Council has set aside funds to cover the costs of future pension payments. Some of these funds are to be applied to the additional payments required by the scheme actuary for 2019/20, 2020/21 and 2021/22.
- In 2016/17 there was a deficit on the business rates account of £3.3 million which was funded from the economic impact reserve. This is to be returned in 2018/19.
- Where there is a gap for 2019/20 this is expected to be met from the Economic Impact and other earmarked reserves.
- The general fund working balance has been increased to a prudent level of **£2.0 million**.

### 4.0 Key Risk Areas

- 4.1 The Council's budget is exposed to risks that can potentially impact on service level provision and financial stability. The consequences of the key risks are shown at **Appendix 11** together with a risk matrix that shows the likelihood and impact of each consequence if they were to materialise.
- 4.2 The matrix shows that there is an element of risk in setting the budget, and in particular for undertaking the large scale capital projects. The Council has a risk management framework and strong governance arrangements in place e.g. Property Investment Board, Major Projects Board and Budget Panel to monitor these risks.
- 4.3 Under section 25 of the Local Government Act 2003 there is a duty on the Chief Finance Officer to report on the robustness of the estimates and the adequacy of reserves when considering the budget requirement and for Members to have regard to this advice. **The Director of Finance confirms the estimates have been correctly calculated under the assumptions used. The council would have sufficient balances to fund the 2019/20 budget but would be insufficient to fund the gap for the remaining period of the MTFs. Detailed work is still continuing in order to address the projected shortfall between the MTFs and resources.**

- 4.4 The General Fund balance is a general reserve providing a working balance to cushion the impact of uneven cash flows, avoid unnecessary temporary borrowing and provide a contingency to meet unexpected events and emergencies.
- 4.5 The external auditors, as part of their wider responsibilities, consider whether the Council has adequate arrangements with regard to balances and reserves. The Council's Director of Finance considers that a prudent minimum balance on the general fund should be £2.000 million.

**REPORT PREPARED BY:**

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Alison Scott - Head of Finance  
Martin Henwood – Interim Finance Manager (Projects)

**BACKGROUND PAPERS:**

2018/19 Finance Digests  
Cabinet Reports  
2018-21 Financial Planning Report

**APPENDICES:**

|             |   |
|-------------|---|
| Appendix 1  | Detailed Analysis of Budget Gap           |
| Appendix 2  | In Year Base budget changes               |
| Appendix 3  | Unavoidable growth                        |
| Appendix 4  | Discretionary Growth                      |
| Appendix 5  | Efficiency measures and additional income |
| Appendix 6  | Summary Fees & Charges 2019/20            |
| Appendix 7  | Capital bids including revenues impacts   |
| Appendix 8  | Council Tax base and calculation 2019/20  |
| Appendix 9  | Capital programme 2018-2023               |
| Appendix 10 | Reserves and balances                     |
| Appendix 11 | Risk Matrix                               |

## Detailed Analysis of Budget Gap

## APPENDIX 1

| Revenue Account   | Current    | MTFS           |              |              | Forecast     | Total                 |
|---|------------|----------------|--------------|--------------|--------------|-----------------------|
|   | 2018/19    | 2019/20        | 2020/21      | 2021/22      | 2022/23      | 2019/22 to<br>2022/23 |
|   | £000       | £000           | £000         | £000         | £000         | £000                  |
| <b>Gap in MTFS at 1 April (approved in January 2018)</b>              | 1358       | 1,612          | (116)        | (116)        | (116)        | 1,264                 |
| In year changes through budget monitoring                             | (506)      | 70             | 70           | 70           | 70           | 280                   |
| Salary changes  | 0          | (7)            | (184)        | (52)         | (52)         | (294)                 |
| Reduced Income from Hostel and Dwellings Rents                        | 0          | 181            | 181          | 181          | 181          | 723                   |
| Reduced income from licencing   | 0          | 31             | 0            | 0            | 0            | 31                    |
| Changes from Shared Services  | 0          | (96)           | (18)         | (37)         | (37)         | (189)                 |
| EH and Pest Control net income from TRDC                              | 0          | (179)          | (180)        | (108)        | (108)        | (575)                 |
| Other reductions in Fees and Charges                                  | 0          | 17             | 17           | 17           | 17           | 67                    |
| Efficiency savings  | 0          | (122)          | (77)         | (77)         | (77)         | (354)                 |
| Waste Contract (Extension based on current service levels)            | 0          | 0              | 300          | 300          | 300          | 900                   |
| Changes to Business Rates on Council Property                         | 0          | 30             | 35           | 50           | 50           | 165                   |
| Additional interest income from Hart Homes                            | 0          | (128)          | (803)        | (1,750)      | (2,323)      | (5,004)               |
| Reduced Rent town Hall  | 0          | 130            | 666          | 666          | 666          | 2,128                 |
| Reduction in housing benefit grant                                    | 0          | 65             | 65           | 65           | 65           | 260                   |
| Increased Costs of the Market   | 0          | 80             | 0            | 0            | 0            | 80                    |
| Watford 2020  | 550        | 330            | 0            | 0            | 0            | 330                   |
| Watford 2020 funded from reserves                                     | -550       | (330)          | 0            | 0            | 0            | (330)                 |
| Borrowing costs   | 0          | 800            | 1,600        | 2,100        | 2,400        | 6,900                 |
| Revenue impact of Capital bids  | 0          | (3)            | (3)          | (3)          | (3)          | (12)                  |
| Paddling pools  | 0          | 152            | 160          | 157          | 157          | 626                   |
| Utility costs   | 0          | 22             | 22           | 22           | 22           | 89                    |
| Single poll elections   | 0          | 18             | 18           | 0            | 0            | 36                    |
| Payroll contract costs  | 0          | 18             | 19           | 20           | 20           | 76                    |
| Applicant tracking system   | 0          | 2              | 1            | 1            | 1            | 6                     |
| Organisational Development - Yr 2                                     | 0          | 44             | 0            | 0            | 0            | 44                    |
| HR Reward Scheme  | 0          | 40             | 40           | 40           | 40           | 160                   |
| Seasonal support for the Cassiobury Park team                         | 0          | 15             | 16           | 16           | 16           | 63                    |
| Due diligence on the Veolia contract                                  | 0          | 50             | 25           | 0            | 0            | 75                    |
| Council's contribution to the delivery of Destination Management Plan | 0          | 120            | 120          | 120          | 120          | 480                   |
| System Supervisor support for the IDOX business system                | 0          | 60             | 60           | 60           | 60           | 240                   |
| Part time Safeguarding Officer  | 0          | 24             | 24           | 24           | 24           | 96                    |
| Cycle Hire Scheme - related capital bid                               | 0          | 290            | 322          | 330          | 330          | 1,272                 |
| On - Demand Transport   | 0          | 550            | 250          | 95           | 95           | 990                   |
| Transport application - related capital bid                           | 0          | 25             | 0            | 0            | 0            | 25                    |
| Replacement of PDR system   | 0          | 7              | 7            | 7            | 7            | 30                    |
| <b>Revised gap</b>  | <b>852</b> | <b>3,918</b>   | <b>2,637</b> | <b>2,198</b> | <b>1,925</b> | <b>10,677</b>         |
| <b>Funding Changes</b>  |            |                |              |              |              |                       |
| New Homes Bonus   | 0          | (62)           | (62)         | 0            | 0            | (124)                 |
| Business rates  | 0          | (550)          | (150)        | (150)        | (150)        | (1,000)               |
| Council tax Surplus/deficit   | 0          | 0              | 0            | 0            | 0            | 0                     |
| Council tax   | 0          | (222)          | (224)        | (313)        | (403)        | (1,162)               |
| Additional Government Funding (RSG)                                   | 0          | (400)          | 0            | 0            | 0            | (400)                 |
| <b>Sub Total</b>  | <b>0</b>   | <b>(1,233)</b> | <b>(436)</b> | <b>(463)</b> | <b>(553)</b> | <b>(2,685)</b>        |
| <b>Revised gap</b>  | <b>852</b> | <b>2,684</b>   | <b>2,201</b> | <b>1,735</b> | <b>1,372</b> | <b>7,992</b>          |

In Year Base Budget Changes

| Service                   | Description                   | Details of Changes Reported  | £  |          |
|---------------------------|-------------------------------|--|--|----------|
| Service Transformation    | Employees                     | Change in projected salary spend for 2018/19 - This includes amendments in scale points and any vacancies in year. | 12,500   |          |
|                           | Watford 2020                  | Agreed as above, however these funds will be required in 2019/20   | (21,850)   |          |
|                           | Information Unit              | Anticipated underspend on subscriptions  | (12,800)   |          |
|                           | Printing Section              | Underspend on the use of printing materials  | (18,900)   |          |
|                           | ICT                           | Recharge to TRDC - 100% client employee cost   | (38,205)   |          |
|                           |                               | Underspend on project costs  | (5,000)  |          |
|                           | Other Variances               | (1,084)  | (85,339)   |          |
| <b>TOTAL</b>              |                               |  | <b>(85,339)</b>                                  |          |
| Community & Environmental | Employees                     | Change in projected salary spend for 2018/19 - This includes amendments in scale points and any vacancies in year. | (32,498)   |          |
|                           | Environmental Health Team     | Cost of bailiff for travellers eviction  | 7,000  |          |
|                           | Licensing Act 2003            | Net increase in income   | 0  |          |
|                           | Housing Standards             | New HMOs under licensing scheme, fund to deliver projects  | (85,000)   |          |
|                           | Arts & Events                 | Additional film income   | (25,000)   |          |
|                           | Town Centre Special Events    | Additional income for fireworks event  | (10,000)   |          |
|                           |                               | Additional spend in relation to fireworks night  | 7,000  |          |
|                           | Play Management               | Budget on projects will not be required for rest of the year   | (11,790)   |          |
|                           | Health & Safety at Work       | One off Investigation into fatality at work procedures   | 20,000   |          |
|                           |                               | Projected parking income will not be received  | 50,000   |          |
|                           |                               | Additional cost for the maintenance of the paddling pools  | 111,000  |          |
|                           |                               | Additional income from Daisy's and other activities  | (15,300)   |          |
|                           |                               | Traffic management as requested by local councillors for event management  | 6,400  |          |
|                           |                               | Extra design fee and works to the Hub  | 9,325  |          |
|                           |                               | Income targets will not be met   | 12,000   |          |
|                           |                               | costs to EDF - previous disagreements now resolved   | 45,000   |          |
|                           |                               | Income as part of the Hertfordshire Partnership Funding  | (30,000)   |          |
|                           |                               | Project work funded through health grants  | 20,000   |          |
|                           |                               | Animal Control Service   | Contract has ceased                              | (13,000) |
|                           |                               | Cemeteries   | Agreement has ended - no income expected in year | 21,330   |
|                           | Parks & Open Spaces           | Increase in unspecified works for the Environmental contract   | 40,000   |          |
|                           | Market                        | Costs for emergency Health & Safety works  | 47,000   |          |
|                           | Pest Control                  | Net increase in income from pest control services & licencing income   | (27,900)   |          |
|                           | Other Variances               |  | (1,109)  |          |
| <b>TOTAL</b>              |                               |  | <b>144,458</b>                                   |          |
| Democracy & Governance    | Employees                     | Change in projected salary spend for 2018/19 - This includes amendments in scale points and any vacancies in year. | (19,110)   |          |
|                           | Legal Services                | Savings due to vacancies   | (8,800)  |          |
|                           |                               | Additional income in relation to S106 work   | (5,000)  |          |
|                           | Town Hall Off & Council Suite | Increase spend on all utilities, including a 20% increase on gas & electric  | 44,272   |          |
|                           | Elections                     | Reimbursement of costs for EU referendum & PCC elections   | (65,000)   |          |
|                           | Other Variances               |  | 3,808  |          |
| <b>TOTAL</b>              |                               |  | <b>(49,830)</b>                                  |          |

|  |   |   |                  |
|--|---|---|------------------|
| <b>Place Shaping &amp; Performance</b>   | Employees   | Change in projected salary spend for 2018/19 - This includes amendments in scale points and any vacancies in year.  | (185,763)        |
|  | Investment Assets Outsourced  | Rental income due to a combination of new properties, rent reviews as confirmed by LSH and revision of incorrect budgets  | (1,381,104)      |
|  |   | Loss of rental income mainly due to surrender of leases and rental income budget corrections  | 418,589          |
|  |   | Repairs and maintenance costs on outsourced properties  | 23,500           |
|  | General Property Administration   | Additional anticipated rental income has now been achieved - (see above)  | 687,808          |
|  | Valuation & Estates Group   | Contract costs and rental income management fee payable to LSH  | 176,000          |
|  | Policy Team   | Allocated spend to cover costs of new Project officer in Corporate Strategy   | (33,050)         |
|  | Development Control   | Increased income from Planning Application and Pre Planning application fee   | (295,000)        |
|  |   | Additional income from staff monitoring of S106 agreements  | (47,000)         |
|  | Building Control  | Increased income from inspection and regulation fees  | (38,500)         |
|  | Implementation Team   | Allocated spend to cover costs of new Project officer in Corporate Strategy   | (39,289)         |
|  |   | Loss of income as no work being undertaken for our partners   | 23,000           |
|  | Parking Service   | Additional costs supporting the Public Realm (High Street project) (£34k) and increase in staffing costs for issuing parking permits at the Library at weekends. Both these will be funded from the CPZ reserve | 0                |
|  | Housing   | DCLG flexible homelessness grant receipt  | (467,002)        |
|  |   | Net saving on homelessness B&B costs due to decrease in demand  | (74,500)         |
| Net income decrease due to fewer hostel rooms now being occupied                     |   | 30,000  |                  |
| Increase costs on homelessness preventing measures & accessing private accommodation |   | 255,400   |                  |
| Implementing the Homelessness Reduction Act  |   | 58,000  |                  |
|  | Significant increase in legal actions of which we are now required to pay out | 192,000   |                  |
|  | Other Variances   | 430   |                  |
|  | <b>TOTAL</b>  | <b>(696,481)</b>  |                  |
| <b>Corporate Strategy &amp; Communications</b>                                       | Employees   | Change in projected salary spend for 2018/19 - This includes amendments in scale points and any vacancies in year.  | (40,000)         |
|  | Partnerships & Performance  | Cost of 5 new project officers, part funded from other services (as shown above) and rest to be capitalised to various projects   | 157,400          |
|  |   | Cost of Project Officers to be charged to relevant capital projects   | (85,601)         |
|  |   | Other Variances   | (16,810)         |
|  | <b>TOTAL</b>  | <b>14,989</b>   |                  |
| <b>Human Resource</b>  | HR  | Change in projected salary spend for 2018/19 - This includes amendments in scale points and any vacancies in year.  | (94,880)         |
|  |   | Revised charge to TRDC based on salary savings as above   | 24,272           |
|  |   | Northgate Contract costs  | 25,000           |
|  |   | Training needs analysis costs 2018/19 only  | 10,800           |
|  |   | Income from TRDC due to increased shared service costs  | (11,460)         |
|  |   | HR Client - Additional web costs , clear review & Gallanach   | 28,600           |
|  | HR Client - reflect the income levels expected in 18/19                       | (11,000)  |                  |
|  | <b>TOTAL</b>  | <b>(28,668)</b>   |                  |
| <b>Strategic Finance</b>   | Employees   | Change in projected salary spend for 2018/19 - This includes amendments in scale points and any vacancies in year.  | 95,180           |
|  | Interest earned   | Reduction in investment income due to resources to be used for the capital programme and any purchases of property in year.   | 100,000          |
|  | <b>TOTAL</b>  | <b>195,180</b>  |                  |
|  |   |   | 0                |
|  | <b>GRAND TOTAL</b>  |   | <b>(505,691)</b> |

**Unavoidable Growth**

| Unavoidable Growth  | 2019/20        | 2020/21        | 2021/22        | Total          |
|---|----------------|----------------|----------------|----------------|
|   | £              | £              | £              | £              |
| <b>Service Transformation</b>   |                |                |                |                |
| <i>None</i>   | 0              | 0              | 0              | 0              |
| <b>Total</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Community &amp; Environmental</b>  |                |                |                |                |
| <i>Paddling Pools staffing/Maintenance and replacement of Equipment</i>                 | 152,000        | 160,000        | 157,000        | <b>469,000</b> |
| <b>Total</b>  | <b>152,000</b> | <b>160,000</b> | <b>157,000</b> | <b>469,000</b> |
| <b>Democracy &amp; Governance</b>   |                |                |                |                |
| <i>Increase in utility costs for the Town Hall, Pond Parade and Public Conveniences</i> | 22,220         | 22,220         | 22,220         | <b>66,660</b>  |
| <i>Costs associated with Single poll elections</i>                                      | 18,000         | 18,000         | 0              | <b>36,000</b>  |
| <b>Total</b>  | <b>40,220</b>  | <b>40,220</b>  | <b>22,220</b>  | <b>102,660</b> |
| <b>Place Shaping &amp; Performance</b>  |                |                |                |                |
| <i>None</i>   | 0              | 0              | 0              | 0              |
| <b>Total</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Corporate Strategy &amp; Comms</b>   |                |                |                |                |
| <i>None</i>   | 0              | 0              | 0              | 0              |
| <b>Total</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Human Resources</b>  |                |                |                |                |
| <i>Increase in Northgate payroll contract- WBC share of costs with TRDC</i>             | 17,850         | 18,740         | 19,680         | <b>56,270</b>  |
| <i>Applicant tracking system</i>  | 1,900          | 1,400          | 1,400          | <b>4,700</b>   |
| <i>Second year costs of new Organisation &amp; Development Partner</i>                  | 44,000         | 0              | 0              | <b>44,000</b>  |
| <b>Total</b>  | <b>63,750</b>  | <b>20,140</b>  | <b>21,080</b>  | <b>104,970</b> |
| <b>Strategic Finance</b>  |                |                |                |                |
| <i>Reduction in Housing Benefit grant</i>   | 65,000         | 65,000         | 65,000         | <b>195,000</b> |
| <b>Total</b>  | <b>65,000</b>  | <b>65,000</b>  | <b>65,000</b>  | <b>195,000</b> |
| <b>TOTAL</b>  | <b>320,970</b> | <b>285,360</b> | <b>265,300</b> | <b>871,630</b> |

**Discretionary Growth**

| Discretionary Growth  | 2019/20          | 2020/21        | 2021/22        | Total            |
|---|------------------|----------------|----------------|------------------|
|   | £                | £              | £              | £                |
| <b>Service Transformation</b>                                       |                  |                |                |                  |
| <i>None</i>   | 0                | 0              | 0              | 0                |
| <b>Total</b>  | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>         |
| <b>Community &amp; Environmental</b>                                |                  |                |                |                  |
| <i>Six month seasonal support for the Cassiobury Park team</i>      | 15,000           | 15,500         | 16,000         | <b>46,500</b>    |
| <i>Due diligence on the Veolia contract</i>                         | 50,000           | 25,000         | 0              | <b>75,000</b>    |
| <i>Council's contribution to the delivery of Destination Plan</i>   | 120,000          | 120,000        | 120,000        | <b>360,000</b>   |
| <i>Supervisor support for the IDOX business system</i>              | 60,000           | 60,000         | 60,000         | <b>180,000</b>   |
| <i>Part time Safeguarding Officer</i>                               | 24,000           | 24,000         | 24,000         | <b>72,000</b>    |
| <i>Additional costs of the Market</i>                               | 80,000           | 0              | 0              | <b>80,000</b>    |
| <b>Total</b>  | <b>349,000</b>   | <b>244,500</b> | <b>220,000</b> | <b>813,500</b>   |
| <b>Democracy &amp; Governance</b>                                   |                  |                |                |                  |
| <i>None</i>   | 0                | 0              | 0              | 0                |
| <b>Total</b>  | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>         |
| <b>Place Shaping &amp; Performance</b>                              |                  |                |                |                  |
| <i>Cycle Hire Scheme - part of capital bid</i>                      | 290,000          | 322,250        | 329,860        | <b>942,110</b>   |
| <i>On - Demand Transport</i>  | 550,000          | 250,000        | 95,000         | <b>895,000</b>   |
| <i>Transport application - part of capital bid</i>                  | 25,000           | 0              | 0              | <b>25,000</b>    |
| <b>Total</b>  | <b>865,000</b>   | <b>572,250</b> | <b>424,860</b> | <b>1,862,110</b> |
| <b>Corporate Strategy &amp; Comms</b>                               |                  |                |                |                  |
| <i>None</i>   | 0                | 0              | 0              | 0                |
| <b>Total</b>  | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>         |
| <b>Human Resources</b>  |                  |                |                |                  |
| <i>Replacement of PDR system- WBC cost of shared cost with TRDC</i> | 7,480            | 7,480          | 7,480          | <b>22,440</b>    |
| <i>Reward Strategy</i>  | 40,000           | 40,000         | 40,000         | <b>120,000</b>   |
| <b>Total</b>  | <b>47,480</b>    | <b>47,480</b>  | <b>47,480</b>  | <b>142,440</b>   |
| <b>Strategic Finance</b>  |                  |                |                |                  |
| <i>None</i>   | 0                | 0              | 0              | 0                |
| <b>Total</b>  | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>         |
| <b>TOTAL</b>  | <b>1,261,480</b> | <b>864,230</b> | <b>692,340</b> | <b>2,818,050</b> |

**Efficiency Savings**

| Efficiency Savings   | 2019/20          | 2020/21          | 2021/22          | Total            |
|--|------------------|------------------|------------------|------------------|
|  | £                | £                | £                | £                |
| <b>Service Transformation</b>  |                  |                  |                  |                  |
| <i>None</i>  | 0                | 0                | 0                | 0                |
| <b>Total</b>   | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>Community &amp; Environmental</b>   |                  |                  |                  |                  |
| <i>Staffing changes</i>  | (8,000)          | (8,000)          | (8,000)          | (24,000)         |
| <i>Redevelopment of Centrepoint Community Centre for Social Housing</i>  | (68,000)         | (68,000)         | (68,000)         | (204,000)        |
| <i>Net income from from new Environmental Health contract with TRDC for a five year period commencing 1 April 2019</i> | (103,640)        | (105,410)        | (107,240)        | (316,290)        |
| <i>Two year extension of the Pest control contract with TRDC - Fixed at £75K.</i>                                      | (75,000)         | (75,000)         | 0                | (150,000)        |
| <b>Total</b>   | <b>(254,640)</b> | <b>(256,410)</b> | <b>(183,240)</b> | <b>(694,290)</b> |
| <b>Democracy &amp; Governance</b>  |                  |                  |                  |                  |
| <i>None</i>  | 0                | 0                | 0                | 0                |
| <b>Total</b>   | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>Place Shaping &amp; Performance</b>   |                  |                  |                  |                  |
| <i>None</i>  | 0                | 0                | 0                | 0                |
| <b>Total</b>   | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>Corporate Strategy &amp; Comms</b>  |                  |                  |                  |                  |
| <i>None</i>  | 0                | 0                | 0                | 0                |
| <b>Total</b>   | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>Human Resources</b>   |                  |                  |                  |                  |
| <i>Various savings found to fund new growth items above</i>  | (45,900)         | (1,400)          | (1,400)          | (48,700)         |
| <b>Total</b>   | <b>(45,900)</b>  | <b>(1,400)</b>   | <b>(1,400)</b>   | <b>(48,700)</b>  |
| <b>Strategic Finance</b>   |                  |                  |                  |                  |
| <i>None</i>  | 0                | 0                | 0                | 0                |
| <b>Total</b>   | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>TOTAL</b>   | <b>(300,540)</b> | <b>(257,810)</b> | <b>(184,640)</b> | <b>(742,990)</b> |

**Summary Fees & Charges 2019/20**

| Service Area   | (A)                | (B)                                   | (B) - (A)             | (C)                | (C) - (B)                  | Comments   |
|--|--------------------|---------------------------------------|-----------------------|--------------------|----------------------------|--|
|  | 2018/19            | 2019/20                               | Variance Year on Year | 2019/20            | Variance Draft to Proposed |  |
|  | Original Budget    | Draft Budget already included in MTFS | 2018/19 to 2019/20    | Proposed Budget    |                            |  |
|  | £                  | £                                     | £                     | £                  | £                          |  |
| <b>COMMUNITY &amp; ENVIRONMENTAL</b>                   |                    |                                       |                       |                    |                            |  |
| Parks, Pitches & Woods                                 | (16,260)           | (16,260)                              | 0                     | (15,460)           | 800                        |  |
| Community Centres                                      | (14,500)           | (14,500)                              | 0                     | 0                  | 14,500                     | Redevelopment of Centrepoint Community Centre for Social Housing |
| Cemeteries   | (368,500)          | (368,500)                             | 0                     | (368,500)          | 0                          |  |
| Allotments   | 0                  | 0                                     | 0                     | 0                  | 0                          |  |
| Cheslyn  | (1,000)            | (1,000)                               | 0                     | (1,000)            | 0                          |  |
| SLM  | (473,632)          | (748,835)                             | (275,203)             | (749,485)          | (650)                      |  |
| Waste  | (56,200)           | (59,300)                              | (3,100)               | (59,380)           | (80)                       |  |
| Specials & Street Cleansing                            | (50,480)           | (51,130)                              | (650)                 | (51,130)           | 0                          |  |
| Arts, Events and Heritage                              | (19,450)           | (20,500)                              | (1,050)               | (24,000)           | (3,500)                    |  |
| Licenses   | (187,500)          | (182,500)                             | 5,000                 | (151,800)          | 30,700                     | 3 year renewal, less due this year (19/20)                       |
| Other Licenses   | (27,650)           | (27,650)                              | 0                     | (32,860)           | (5,210)                    |  |
| Gaming Licenses  | (100,910)          | (100,910)                             | 0                     | (97,627)           | 3,283                      |  |
| Stray Dogs   | (2,300)            | (2,300)                               | 0                     | (2,400)            | (100)                      |  |
| Pests  | (29,900)           | (29,900)                              | 0                     | (35,150)           | (5,250)                    |  |
| Environmental Abandoned Vehicles                       | (800)              | (800)                                 | 0                     | (1,200)            | (400)                      |  |
| Environmental Miscellaneous                            | (26,500)           | (26,500)                              | 0                     | (34,096)           | (7,596)                    | Increased income due to revised charging fee structure           |
|  | (1,375,582)        | (1,650,585)                           | (275,003)             | (1,624,088)        | 26,497                     |  |
| <b>SERVICE TRANSFORMATION</b>                          |                    |                                       |                       |                    |                            |  |
| Customer Services (including Information Unit)         | (12,500)           | (12,500)                              | 0                     | (12,500)           | 0                          |  |
|  | (12,500)           | (12,500)                              | 0                     | (12,500)           | 0                          |  |
| <b>PLACE SHAPING &amp; PERFORMANCE</b>                 |                    |                                       |                       |                    |                            |  |
| Housing  | (626,010)          | (626,010)                             | 0                     | (445,283)          | 180,727                    | Decrease in rents from hostel & dwellings                        |
| Parking - Controlled Parking Zones (see below)         | (1,520,900)        | (1,520,900)                           | 0                     | (1,520,900)        | 0                          |  |
| Parking - Other (incl. Avenue, Longspring & Town Hall) | (252,000)          | (252,000)                             | 0                     | (231,000)          | 21,000                     | Decrease in income from Town Hall carpark                        |
| Building Control                                       | (278,000)          | (281,000)                             | (3,000)               | (281,000)          | 0                          |  |
| Development Control (including Policy Team)            | (710,000)          | (785,000)                             | (75,000)              | (785,000)          | 0                          |  |
| Land Searches  | (120,000)          | (120,000)                             | 0                     | (120,000)          | 0                          |  |
|  | (3,506,910)        | (3,584,910)                           | (78,000)              | (3,383,183)        | 201,727                    |  |
| <b>DEMOCRACY &amp; GOVERNANCE</b>                      |                    |                                       |                       |                    |                            |  |
| Town Hall Facilities                                   | (214,300)          | (214,300)                             | 0                     | (214,300)          | 0                          |  |
| Elections Unit   | (3,500)            | (3,500)                               | 0                     | (3,500)            | 0                          |  |
|  | (217,800)          | (217,800)                             | 0                     | (217,800)          | 0                          |  |
| <b>STRATEGIC FINANCE</b>                               |                    |                                       |                       |                    |                            |  |
| Council Tax (Single Person Discount)                   | (2,000)            | (2,000)                               | 0                     | (2,000)            | 0                          |  |
|  | (2,000)            | (2,000)                               | 0                     | (2,000)            | 0                          |  |
| <b>TOTAL</b>   | <b>(5,114,792)</b> | <b>(5,467,795)</b>                    | <b>(353,003)</b>      | <b>(5,239,571)</b> | <b>228,224</b>             |  |

**Capital Growth Bids and Revenue Impact**

| Cost Centre | Project Details   | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | Budget 2022/23 | Budget 2019/20                             | Budget 2020/21 | Budget 2021/22 | Budget 2022/23 |
|-------------|---|----------------|----------------|----------------|----------------|--|----------------|----------------|----------------|
| New Scheme  | <b>Cycle Hub</b> - Mayoral commitment and priority to include necessary work on the Cycle Hub building to make it weathertight.   | 350,000        | 0              | 0              | 0              | 0  | 0              | 0              | 0              |
| WAA991      | <b>Veolia Capital Improvements (Rollover Scheme)</b> - Contractual obligations with external provider (subject to contract indexation)  | 0              | 0              | 0              | 100,230        | 0  | 0              | 0              | 0              |
| WAA211      | <b>Watford Market</b> - Improvements required to existing market infrastructure.  | 750,000        | 0              | 0              | 0              | 80,000 Cost                                | 0              | 0              | 0              |
| New Scheme  | <b>Delivery of Cultural Plan</b> - Destination Management Plan (as agreed at Cabinet on October 7th 2018) for supporting visitors to the town.  | 0              | 400,000        | 300,000        | 0              | 0  | 0              | 0              | 0              |
| New Scheme  | <b>New Cemetery Provision</b> - Watford will run out of cemetery space in approximately 7 - 9 years. This is an out-of-borough solution as there are limited opportunities within Watford itself.   | 1,000,000      | 1,000,000      | 0              | 0              | Operational details still being worked on. |                |                |                |
| WAJ300      | <b>Private Sector Housing Renewal Schemes</b> - Additional funding required to deliver the objectives of the private sector renewal policy approved at Cabinet across the town. Examples of schemes currently underway are Riverside and Harebreaks solid wall insulation schemes.                                  | 100,000        | 100,000        | 100,000        | 0              | 0  | 0              | 0              | 0              |
| New Scheme  | <b>Street Improvement Programme</b> - To deliver further area based improvements building on the success of Cassio Road. The project will seek to utilise match funding from other public and private sector organisations. The decision on 'where and what' will be decided through consultation with councillors. | 100,000        | 100,000        | 100,000        | 0              | 0  | 0              | 0              | 0              |
| WAJ300      | <b>Decent Homes Assistance (Rollover Scheme)</b>  | 0              | 0              | 0              | 100,000        | 0  | 0              | 0              | 0              |

|            |   |           |           |           |    |  |                |                |                |
|------------|---|-----------|-----------|-----------|----|--|----------------|----------------|----------------|
| New Scheme | <p><b>Woodside Sports Village</b> - The Council has adopted a 10 year Sports Facilities Strategy with its priorities to focus on 4 key strategic sites with Woodside the council's principal location for delivering sport and activity. A number of options have been identified to increase opportunities at this location which include:-</p> <p>a) Restoration of depot and creation of facilities including cafe, ranger base, improved facilities for the Boxing Club and changing facilities</p> <p>b) Demolition of current cricket pavilion and new build to link to existing depot and changing facilities and inclusion of new community hall</p> <p>c) Relocation of Veolia depot on site</p> <p>d) Improved play offer including adventurous play facilities</p> <p>e) High ropes facility</p> <p>f) Adventurous golf facility</p> <p>g) Conversion of the Indoor Bowls Building into a Multi-Activity Centre</p> <p>h) Extra car parking spaces</p> | 1,000,000 | 6,000,000 | 2,150,000 | 0  | This proposed scheme through financial modelling would generate a number of revenue opportunities including cafe, high ropes and adventurous golf through franchise / lease. |                |                |                |
| New Scheme | <p><b>Callowland Allotments Enhancements</b> - A number of opportunities are available for possible further enhancements that including plot improvements, biodiversity enhancements and open days. A number of plots are planned to be managed for wildlife purposes and require further works to assist in biodiversity management.</p>   | 10,000    | 0         | 0         | 0  | 0  | 0              | 0              | 0              |
| New Scheme | <p><b>All Saints Churchyard Improvements</b> - The churchyard has significant local history and has been subject to anti social behaviour, declining condition and a very poor boundary wall that must be repaired and rebuilt. HLF may be able to fund up to 100K of works but to aid the bid, some match funding would assist (if the bid is unsuccessful, the Council are obliged to rebuild the boundary wall). Supported by ward councillors and PFH.</p>  | 40,000    | 0         | 0         | 0  | 0  | 0              | 0              | 0              |
| New Scheme | <p><b>Cassiobury Park Croquet Club Pavilion</b> - With only a small 'shed' as its base, the Croquet Club require a better off the shelf prefabricated pavilion to support two new croquet lawns. An indicative market rent of circa £1k per annum to the Council would replace the current peppercorn arrangement.</p>  | 40,000    | 0         | 0         | 20 | 0  | (1,000) Saving | (1,000) Saving | (1,000) Saving |

|            |   |           |           |           |         |                |                |                |                |
|------------|---|-----------|-----------|-----------|---------|----------------|----------------|----------------|----------------|
| New Scheme | <b>Play Area Improvement Programme</b> - Audit of play areas over 10 years of age require investment to conform with current European standards as well as improve accessibility for those with disabilities. With a current revenue strain on the Veolia contract, capital investment would see a reduction in day to day repairs. This was approved by PMB in Feb 2018 after a report was presented summarising the key issues.   | 360,000   | 425,000   | 255,000   | 0       | (3,000) Saving | (3,000) Saving | (3,000) Saving | (3,000) Saving |
| New Scheme | <b>Vicarage Road Cemetery Feasibility Study and Heritage Assessment</b> - Vicarage Road Cemetery is a historic open space and currently has a number of issues that require addressing including poor quality of the environment, use of redundant buildings, historic graves, poor quality infrastructure and anti social behaviour. It has the potential of a HLF funded project longer term but requires initial work to assess the heritage value of the cemetery and feasibility of longer term restoration. | 25,000    | 5,000     | 0         | 0       | 0              | 0              | 0              | 0              |
| New Scheme | <b>Whippendell Wood SSSI Enhancements</b> - After securing circa £40k from Natural England, capital works are required to supplement those underway including entrance improvements, new signage, improved access, veteran tree work, thinning/coppicing, and removal of invasive species.  | 15,000    | 15,000    | 20,000    | 0       | 0              | 0              | 0              | 0              |
| New Scheme | <b>Paddock Road Depot Enhancements</b> - Options investigated and proposals to carry out demolition of all buildings (some have asbestos in them), develop a small secure depot space for storage, installation of 4-6 containers for storage to be accessible for Watford Cycle Hub (Community Connections CIC), re-instate some of the site to Green Belt land with possible option for woodland burials and create silos for composting green waste to be re-used in parks as compost / mulch.                 | 800,000   | 500,000   | 0         | 0       | 1,000 Cost     | 1,000 Cost     | 1,000 Cost     | 1,000 Cost     |
| WAB972     | <b>Tree Planting Programme</b> - Annual tree planting provision within the public realm   | 0         | 0         | 0         | 15,000  | 0              | 0              | 0              | 0              |
| WAA954     | <b>Green Spaces Strategy</b> - Annual programme requirement   | 0         | 0         | 0         | 250,000 | 0              | 0              | 0              | 0              |
|            |   | 4,590,000 | 8,545,000 | 2,925,000 | 465,230 | 77,000 Cost    | (3,000) Saving | (3,000) Saving | (3,000) Saving |

|            |  |         |   |   |         |   |   |   |   |
|------------|--|---------|---|---|---------|---|---|---|---|
| New Scheme | <b>Migration to the Cloud</b> - Total capital cost of £260k which is a shared IT project with TRDC (WBC £156k (60%) & TRDC £104k (40%)), this project embraces a key initiative of the 2017-2020 ICT Strategy approved by both Councils in 2017, to investigate the viability of transferring on site infrastructure to a cloud based solution including SQL database cluster and Cloud viability study. | 156,000 | 0 | 0 | 0       | Revenue implications remain unknown at this stage of the bidding process. |   |   |   |
| WAA109     | <b>ICT-Hardware Replacement Programme (Rollover Scheme)</b>  | 0       | 0 | 0 | 200,000 | 0   | 0 | 0 | 0 |
| WAA191     | <b>Shared Services-Business Application Upgrade (Rollover Scheme)</b>  | 0       | 0 | 0 | 165,000 | 0   | 0 | 0 | 0 |
| WAA221     | <b>ICT-Project Management Provision (Rollover Scheme)</b>  | 0       | 0 | 0 | 120,000 | 0   | 0 | 0 | 0 |
| WAA982     | <b>Shared Services-Hardware Replace Programme (Rollover Scheme)</b>  | 0       | 0 | 0 | 45,000  | 0   | 0 | 0 | 0 |
|            |  | 156,000 | 0 | 0 | 530,000 | 0   | 0 | 0 | 0 |
| WAA995     | <b>Buildings Investment Programme (Rollover Scheme)</b> - Annual maintenance programme   | 0       | 0 | 0 | 400,000 | 0   | 0 | 0 | 0 |
|            |  | 0       | 0 | 0 | 400,000 | 0   | 0 | 0 | 0 |
| WAA601     | <b>Support Services (Rollover Scheme)</b>  | 0       | 0 | 0 | 552,470 | 0   | 0 | 0 | 0 |
| WAA602     | <b>Major Projects - Finance Business Partner &amp; Quantity Surveyor (Rollover Scheme)</b>   | 0       | 0 | 0 | 129,550 | 0   | 0 | 0 | 0 |
| New Scheme | <b>Investment Advisors</b> - Continuation to maximise investment opportunities working with the private sector.  | 300,000 | 0 | 0 | 0       | 0   | 0 | 0 | 0 |
|            |  | 300,000 | 0 | 0 | 682,020 | 0   | 0 | 0 | 0 |

|            |  |           |           |           |        |               |               |               |               |
|------------|--|-----------|-----------|-----------|--------|---------------|---------------|---------------|---------------|
| New Scheme | <b>Cycle Hire Scheme</b> - A Mayoral priority to improve the towns cycling capability and infrastructure.  | 730,800   | 10,800    | 10,800    | 0      | 290,000 Cost  | 322,250 Cost  | 329,681 Cost  | 329,681 Cost  |
| New Scheme | <b>Cycle &amp; Road Infrastructure / Network Improvements</b> - Support implementation of Mayoral priorities of bike share and demand responsive transport.          | 300,000   | 300,000   | 300,000   | 0      | 0             | 0             | 0             | 0             |
| New Scheme | <b>Clarendon Road Phase III</b> - Total scheme costs circa £9m funded by various income streams  | 1,989,000 | 1,989,000 | 5,000,000 | 0      | 0             | 0             | 0             | 0             |
| WAA987     | <b>Retained Housing Stock (Rollover Scheme)</b>  | 0         | 0         | 0         | 50,000 | 0             | 0             | 0             | 0             |
| New Scheme | <b>Transport App</b> - A Mayoral priority to improve the functionality of local public transport.  | 200,000   | 0         | 0         | 0      | 25,000 Cost   | 0             | 0             | 0             |
| New Scheme | <b>Accelerating Housing Provision</b> - Site preparation works on seven housing infill sites.  | 1,380,000 | 0         | 0         | 0      | 0             | 0             | 0             | 0             |
| New Scheme | <b>Equity Interest (Land Transfer) to Hart Homes LLP</b> - Land transfer (Croxley View Phase 2) as part of housing development proposal between WCS and WCHT.        | 3,000,000 | 0         | 0         | 0      | To be decided | To be decided | To be decided | To be decided |
| New Scheme | <b>Equity Interest (Land Transfer) to Hart Homes LLP</b> - Land transfer (Croxley View Phase 3) as part of housing development proposal between WCS and WCHT.        | 0         | 0         | 3,130,000 | 0      | To be decided | To be decided | To be decided | To be decided |
| New Scheme | <b>Equity Interest (Land Transfer) to Hart Homes LLP</b> - Land transfer (land to rear of High Street) as part of housing development proposal between WCS and WCHT. | 660,000   | 0         | 0         | 0      | To be decided | To be decided | To be decided | To be decided |

|            |  |                   |                   |                   |                   |                       |                         |                           |                           |
|------------|--|-------------------|-------------------|-------------------|-------------------|-----------------------|-------------------------|---------------------------|---------------------------|
| New Scheme | <b>Equity Interest (Land Transfer) to Hart Homes LLP</b> - Land transfer (scheme A) as part of housing development proposal between WCS and WCHT.  | 0                 | 605,000           | 0                 | 0                 | To be decided         | To be decided           | To be decided             | To be decided             |
| New Scheme | <b>Equity Interest (Land Transfer) to Hart Homes LLP</b> - Land transfer (scheme B) as part of housing development proposal between WCS and WCHT.  | 0                 | 530,000           | 0                 | 0                 | To be decided         | To be decided           | To be decided             | To be decided             |
| New Scheme | <b>Loan to Hart Homes Watford LLP</b> - Loan in connection to phased housing development proposals between WCS and WCHT.   | 4,000,000         | 13,200,000        | 10,500,000        | 0                 | -(128,000) Net Saving | -(803,000) Net Saving   | -(1,750,000) Net Saving   | -(2,323,000) Net Saving   |
| New Scheme | <b>Loan to Hart Homes Watford Ltd</b> - Loan in connection to phased housing development proposals between WCS and WCHT.   | 700,000           | 9,100,000         | 5,100,000         | 0                 |                       |                         |                           |                           |
| New Scheme | <b>St Albans Road Improvement Works</b> - Mayoral priority to improve public realm works in St Albans Road.  | 200,000           | 100,000           | 100,000           | 0                 | 0                     | 0                       | 0                         | 0                         |
| WAA185     | <b>Watford Business Park</b> - The funds will be used to redevelop 4 acres of land at the front of Watford Business Park known as the Gateway site, acquiring remaining third party interests, funding the CPO as well as proposed development expenditure. Watford Business Park is a priority area for the Council creating 100,000 sqm of new industrial space as well as other potential redevelopment opportunities. An application subject to approval for LEP grant funding totalling £5m towards this project should be known by March 2019. | 1,400,000         | 7,800,000         | 300,000           | 0                 | 0                     | 0                       | 0                         | 0                         |
| WAA944     | <b>PIB Renovations</b> - Landlord obligations including structural repairs required in order to maintain tenant and rental income streams.   | 75,000            | 50,000            | 50,000            | 0                 | 0                     | 0                       | 0                         | 0                         |
| WA6541     | <b>Watford Riverwell</b> - This scheme is a long term regeneration project that requires on going funding in order to fulfil it's objectives of creating a new community within Watford encompassing both commercial and residential development.  | 0                 | 0                 | 892,950           | 8,878,000         | 0                     | 0                       | 0                         | 0                         |
|            |  | 14,634,800        | 33,684,800        | 25,383,750        | 8,928,000         | 187,000 Cost          | (480,750) Saving        | (1,420,319) Saving        | (1,993,319) Saving        |
|            |  | <b>19,680,800</b> | <b>42,229,800</b> | <b>28,308,750</b> | <b>11,005,250</b> | <b>264,000 Cost</b>   | <b>(483,750) Saving</b> | <b>(1,423,319) Saving</b> | <b>(1,996,319) Saving</b> |

**Council Tax Base and Calculation 2019/20**

| WATFORD                              |                 | Properties by Band |                |                 |                 |                |                |                |              |                 |
|--------------------------------------|-----------------|--------------------|----------------|-----------------|-----------------|----------------|----------------|----------------|--------------|-----------------|
| 2019/20                              | Band A Disabled | Band A             | Band B         | Band C          | Band D          | Band E         | Band F         | Band G         | Band H       | Total           |
| 1. Dwellings                         | 0.0             | 493.0              | 4,259.0        | 14,515.0        | 12,708.0        | 3,606.0        | 2,171.0        | 1,902.0        | 78.0         | 39,732.0        |
| 2. Demolished                        | 0.0             | 0.0                | 0.0            | 0.0             | 1.0             | 1.0            | 0.0            | 0.0            | 0.0          | 2.0             |
| 3. Exemptions                        | 0.0             | 37.0               | 78.0           | 168.0           | 123.0           | 35.0           | 20.0           | 13.0           | 1.0          | 475.0           |
| 4. Long Term Empty Premium           | 0.0             | 0.0                | 8.0            | 18.0            | 19.0            | 3.0            | 2.0            | 7.0            | 0.0          | 57.0            |
| 5. Disabled Relief                   | 0.0             | 0.0                | 2.0            | 29.0            | 49.0            | 33.0           | 19.0           | 17.0           | 5.0          | 154.0           |
| <b>6. Chargeable Dwellings (H)</b>   | <b>0.0</b>      | <b>456.0</b>       | <b>4,187.0</b> | <b>14,385.0</b> | <b>12,642.5</b> | <b>3,604.5</b> | <b>2,171.0</b> | <b>1,909.5</b> | <b>82.0</b>  | <b>39,437.5</b> |
| 7. Discounts x 25% SPD               | 0.0             | 282.0              | 2,347.0        | 4,806.0         | 2,932.0         | 677.0          | 323.0          | 217.0          | 4.0          | 11,588.0        |
| 8. Discounts x 25%                   | 0.0             | 2.0                | 37.0           | 175.0           | 147.0           | 31.0           | 24.0           | 17.0           | 0.0          | 433.0           |
| 9. Discounts x 50%                   | 0.0             | 0.0                | 0.0            | 2.0             | 14.0            | 9.0            | 4.0            | 11.0           | 8.0          | 48.0            |
| <b>10. Discount Deduction (Q)</b>    | <b>0.0</b>      | <b>71.0</b>        | <b>596.0</b>   | <b>1,246.3</b>  | <b>776.8</b>    | <b>181.5</b>   | <b>88.8</b>    | <b>64.0</b>    | <b>5.0</b>   | <b>3,029.3</b>  |
| 11. Additions/ Reductions            | 0.0             | 17.0               | 159.0          | 225.0           | 29.0            | 8.0            | 7.0            | 0.0            | 7.0          | 452.0           |
| <b>12. Total Adjustments (J)</b>     | <b>0.0</b>      | <b>17.0</b>        | <b>159.0</b>   | <b>225.0</b>    | <b>29.0</b>     | <b>8.0</b>     | <b>7.0</b>     | <b>0.0</b>     | <b>7.0</b>   | <b>452.0</b>    |
| <b>13. Sub-Total (H-Q+J)</b>         | <b>0.0</b>      | <b>402.0</b>       | <b>3,750.0</b> | <b>13,363.8</b> | <b>11,894.8</b> | <b>3,431.0</b> | <b>2,089.3</b> | <b>1,845.5</b> | <b>84.0</b>  | <b>36,860.3</b> |
| <b>14. Reduction Scheme (Z)</b>      | 0.0             | 74.8               | 863.5          | 1,668.8         | 1,046.4         | 180.8          | 40.9           | 15.5           | 0.0          | <b>3,890.7</b>  |
| <b>15. Net Dwellings ((H-Q+J)-Z)</b> | <b>0.0</b>      | <b>327.2</b>       | <b>2,886.5</b> | <b>11,695.0</b> | <b>10,848.4</b> | <b>3,250.2</b> | <b>2,048.4</b> | <b>1,830.0</b> | <b>84.0</b>  | <b>32,969.6</b> |
| <b>16. Band Proportion (F)</b>       | <b>5.0</b>      | <b>6.0</b>         | <b>7.0</b>     | <b>8.0</b>      | <b>9.0</b>      | <b>11.0</b>    | <b>13.0</b>    | <b>15.0</b>    | <b>18.0</b>  |                 |
| <b>17. Band D Proportion (G)</b>     | <b>9.0</b>      | <b>9.0</b>         | <b>9.0</b>     | <b>9.0</b>      | <b>9.0</b>      | <b>9.0</b>     | <b>9.0</b>     | <b>9.0</b>     | <b>9.0</b>   |                 |
| <b>18. Band D Equivalentents</b>     | <b>0.0</b>      | <b>218.1</b>       | <b>2,245.1</b> | <b>10,395.5</b> | <b>10,848.4</b> | <b>3,972.5</b> | <b>2,958.7</b> | <b>3,050.0</b> | <b>168.0</b> | <b>33,856.2</b> |
| <b>TAX BASE CALCULATION</b>          |                 |                    |                |                 |                 |                |                |                |              |                 |
| Total Band D Equivalentents          | 33,856.2        |                    |                |                 |                 |                |                |                |              |                 |
| Collection Rate                      | 97.00%          |                    |                |                 |                 |                |                |                |              |                 |
| Adjusted Band D                      | <b>32,840.6</b> |                    |                |                 |                 |                |                |                |              |                 |

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## Capital Programme

| Capital Scheme                            | Revised Budget 2018/19 | Draft Budget 2019/20            | Draft Budget 2020/21            | Draft Budget 2021/22            | Draft Budget 2022/23            |
|---|------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|   | £                      | (incl rephasings & growth)<br>£ |
| <b>SERVICE TRANSFORMATION</b>             |                        |                                 |                                 |                                 |                                 |
| <b>Customer Services</b>                  |                        |                                 |                                 |                                 |                                 |
| CSI Project                               | 86,711                 | 0                               | 0                               | 0                               | 0                               |
| <b>ICT Shared Services</b>                |                        |                                 |                                 |                                 |                                 |
| ShS-Business Application Upgrade          | 0                      | 0                               | 0                               | 0                               | 165,000                         |
| ShS-Hardware Replacement Programme        | 300,000                | 45,000                          | 45,000                          | 45,000                          | 45,000                          |
| <b>ICT Client Services</b>                |                        |                                 |                                 |                                 |                                 |
| ICT-Hardware Replacement Programme        | 45,796                 | 345,000                         | 200,000                         | 200,000                         | 200,000                         |
| ICT-Business Application Upgrade          | 0                      | 565,000                         | 165,000                         | 165,000                         | 0                               |
| ICT-Project Management Provision          | 0                      | 200,000                         | 120,000                         | 120,000                         | 120,000                         |
| <b>New Capital Schemes</b>                |                        |                                 |                                 |                                 |                                 |
| Migration to the Cloud                    |                        | 156,000                         | 0                               | 0                               | 0                               |
| <b>COMMUNITY &amp; ENVIRONMENTAL</b>      |                        |                                 |                                 |                                 |                                 |
| <b>Waste &amp; Recycling (inc Veolia)</b> |                        |                                 |                                 |                                 |                                 |
| Replacement Domestic Bins                 | 42,185                 | 0                               | 0                               | 0                               | 0                               |
| Veolia Contract Fleet Requirements        | 292,500                | 2,232,500                       | 0                               | 0                               | 0                               |
| Recycling Boxes                           | 36,940                 | 0                               | 0                               | 0                               | 0                               |
| Veolia Capital Improvements               | 95,380                 | 96,810                          | 96,810                          | 98,260                          | 100,230                         |
| Additional Green Waste Bins               | 36,000                 | 0                               | 0                               | 0                               | 0                               |
| <b>Parks &amp; Open Spaces</b>            |                        |                                 |                                 |                                 |                                 |
| Green Spaces Strategy                     | 272,207                | 170,000                         | 250,000                         | 250,000                         | 250,000                         |
| Cassiobury Park HLF Project               | 282,713                | 0                               | 0                               | 0                               | 0                               |
| Cassiobury Dev't (Fullerians)             | 200,000                | 0                               | 0                               | 0                               | 0                               |
| Oxhey Park North Enhancements             | 6,125                  | 0                               | 0                               | 0                               | 0                               |
| Oxhey Park North                          | 3,688,270              | 0                               | 0                               | 0                               | 0                               |
| Tree Planting Programme                   | 15,000                 | 15,000                          | 15,000                          | 15,000                          | 15,000                          |
| River Colne Restoration                   | 100,000                | 25,000                          | 25,000                          | 0                               | 0                               |
| Cassiobury Park Car Park Imps             | 1,000,000              | 0                               | 0                               | 0                               | 0                               |
| Garston Park Improvments                  | 250,000                | 50,000                          | 0                               | 0                               | 0                               |
| Oxhey Park North Project Mgmt             | 75,000                 | 0                               | 0                               | 0                               | 0                               |
| <b>Cemeteries</b>                         |                        |                                 |                                 |                                 |                                 |
| Cemetery Improvements                     | 250,000                | 0                               | 0                               | 0                               | 0                               |
| Cemetery Reprovision                      | 50,000                 | 50,000                          | 50,000                          | 0                               | 0                               |
| North Watford Cemetery Imps               | 150,000                | 50,000                          | 0                               | 0                               | 0                               |
| <b>Leisure &amp; Play</b>                 |                        |                                 |                                 |                                 |                                 |
| Play Review                               | 1,743                  | 0                               | 0                               | 0                               | 0                               |
| Gaelic Football Relocation                | 60,908                 | 0                               | 0                               | 0                               | 0                               |
| Herons F.C.                               | 25,000                 | 0                               | 0                               | 0                               | 0                               |
| Leisure Centres (SLM)                     | 1,313,200              | 20,000                          | 250,000                         | 0                               | 0                               |
| Watford Tennis Partnership                | 25,000                 | 0                               | 0                               | 0                               | 0                               |
| Southwold Road Play Area                  | 20,000                 | 0                               | 0                               | 0                               | 0                               |
| <b>Culture &amp; Heritage</b>             |                        |                                 |                                 |                                 |                                 |
| Watford Museum HLF Matchfunding           | 421,690                | 0                               | 0                               | 0                               | 0                               |
| Improvements Community Centres            | 59,160                 | 0                               | 0                               | 0                               | 0                               |
| Cultural Quarter Phase 1                  | 31,394                 | 0                               | 0                               | 0                               | 0                               |
| Little Cassiobury Match Funding           | 50,000                 | 0                               | 0                               | 0                               | 0                               |
| <b>Environmental Health</b>               |                        |                                 |                                 |                                 |                                 |
| Idox (GDPR)                               | 8,500                  | 0                               | 0                               | 0                               | 0                               |
| Decent Homes Assistance                   | 198,204                | 200,000                         | 200,000                         | 200,000                         | 100,000                         |

| Capital Scheme                           | Revised Budget 2018/19 | Draft Budget 2019/20       | Draft Budget 2020/21       | Draft Budget 2021/22       | Draft Budget 2022/23       |
|--|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|  |                        | (incl rephasings & growth) |
|  | £                      | £                          | £                          | £                          | £                          |
| <b>Community Projects</b>                |                        |                            |                            |                            |                            |
| Guidepost Renovation Works               | 4,009                  | 0                          | 0                          | 0                          | 0                          |
| SLM Disabled Access Improvements         | 28,044                 | 0                          | 0                          | 0                          | 0                          |
| <b>New Capital Schemes</b>               |                        |                            |                            |                            |                            |
| Cycle Hub                                |                        | 350,000                    | 0                          | 0                          | 0                          |
| Watford Market                           |                        | 750,000                    | 0                          | 0                          | 0                          |
| Delivery of Cultural Plan                |                        | 0                          | 400,000                    | 300,000                    | 0                          |
| New Cemetery Provision                   |                        | 1,000,000                  | 1,000,000                  | 0                          | 0                          |
| Street Improvement Programme             |                        | 100,000                    | 100,000                    | 100,000                    | 0                          |
| Woodside Sports Village                  |                        | 1,000,000                  | 6,000,000                  | 2,150,000                  | 0                          |
| Callowland Allotments Enhancements       |                        | 10,000                     | 0                          | 0                          | 0                          |
| All Saints Churchyard Improvements       |                        | 40,000                     | 0                          | 0                          | 0                          |
| Cassiobury Park Croquet Club Pavilion    |                        | 40,000                     | 0                          | 0                          | 0                          |
| Play Area Improvement Programme          |                        | 360,000                    | 425,000                    | 255,000                    | 0                          |
| Vicarage Road Cemetery Feasibility Study |                        | 25,000                     | 5,000                      | 0                          | 0                          |
| Whippendell Wood SSSI Enhancements       |                        | 15,000                     | 15,000                     | 20,000                     | 0                          |
| Paddock Road Enhancements                |                        | 800,000                    | 500,000                    | 0                          | 0                          |
| <b>DEMOCRACY &amp; GOVERNANCE</b>        |                        |                            |                            |                            |                            |
| <b>Buildings &amp; Projects</b>          |                        |                            |                            |                            |                            |
| Redevelop Town Hall & Collos'm           | 2,310,000              | 10,861,000                 | 382,000                    | 0                          | 0                          |
| Building Investment Programme            | 570,959                | 1,015,000                  | 400,000                    | 400,000                    | 400,000                    |
| <b>PLACE SHAPING &amp; PERFORMANCE</b>   |                        |                            |                            |                            |                            |
| <b>Watford Business Park</b>             |                        |                            |                            |                            |                            |
| Watford Business Park                    | 1,564,042              | 4,900,000                  | 7,800,000                  | 300,000                    | 0                          |
| <b>Watford Riverwell</b>                 |                        |                            |                            |                            |                            |
| Watford Riverwell Project (see below)    | 6,682,000              | 14,241,000                 | 8,392,000                  | 2,855,003                  | 8,878,000                  |
| <b>Housing</b>                           |                        |                            |                            |                            |                            |
| Private Sector Stock Condition           | 65,850                 | 0                          | 0                          | 0                          | 0                          |
| Retained Housing Stock                   | 125,374                | 50,000                     | 50,000                     | 50,000                     | 50,000                     |
| York House Boiler Replacement            | 75,000                 | 0                          | 0                          | 0                          | 0                          |
| <b>Transport &amp; Infrastructure</b>    |                        |                            |                            |                            |                            |
| Clarendon Road Streetscape Improvements  | 18,000                 | 0                          | 0                          | 0                          | 0                          |
| Intro Electric Vehicle Charging          | 25,058                 | 0                          | 0                          | 0                          | 0                          |
| Public Realm (High Street)               | 1,797,720              | 0                          | 0                          | 0                          | 0                          |
| Public Realm (Cl'dn Rd-Palace)           | 1,557,040              | 0                          | 0                          | 0                          | 0                          |
| Watford Junction Masterplan              | 30,000                 | 0                          | 0                          | 0                          | 0                          |
| Watford 3D Planning Model                | 41,500                 | 15,000                     | 15,000                     | 0                          | 0                          |
| Public Realm (Watford Junct'n)           | 100,000                | 100,000                    | 0                          | 0                          | 0                          |
| High St Phase 2 (St Mary's)              | 0                      | 300,000                    | 300,000                    | 0                          | 0                          |
| Upgrading/Resurfacing Car Parks          | 4,573                  | 0                          | 0                          | 0                          | 0                          |
| Watford Junction Cycle Pk Hub            | 12,362                 | 0                          | 0                          | 0                          | 0                          |
| Watford Cycle Hire Study                 | 20,000                 | 0                          | 0                          | 0                          | 0                          |
| <b>Development Control</b>               |                        |                            |                            |                            |                            |
| CIL Review                               | 80,000                 | 0                          | 0                          | 0                          | 0                          |
| <b>Property Investment Board</b>         |                        |                            |                            |                            |                            |
| PIB Investment Strategy                  | 212,000                | 75,000                     | 50,000                     | 50,000                     | 0                          |
| <b>Property Management</b>               |                        |                            |                            |                            |                            |
| New Market                               | 4,365                  | 0                          | 0                          | 0                          | 0                          |
| Modular Housing Accommodation            | 604,064                | 2,000,000                  | 0                          | 0                          | 0                          |
| Loan to HHW                              | 1,500,000              | 0                          | 0                          | 0                          | 0                          |

| Capital Scheme                                    | Revised Budget 2018/19        | Draft Budget 2019/20        | Draft Budget 2020/21        | Draft Budget 2021/22        | Draft Budget 2022/23        |
|---|-------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|   |                               | (incl rephasings & growth)  |
|   | £                             | £                           | £                           | £                           | £                           |
| Temp Housing Accommodation                        | 352,100                       | 0                           | 0                           | 0                           | 0                           |
| Hart Homes Equity WDLLP                           | 200,000                       | 0                           | 0                           | 0                           | 0                           |
| Social Rented Housing                             | 1,000,000                     | 1,650,000                   | 0                           | 0                           | 0                           |
| <b>New Capital Schemes</b>                        |                               |                             |                             |                             |                             |
| Cycle Hire Scheme                                 |                               | 730,800                     | 10,800                      | 10,800                      | 0                           |
| Cycle & Road Infrastructure / Network Imps        |                               | 300,000                     | 300,000                     | 300,000                     | 0                           |
| Clarendon Road Phase III                          |                               | 1,989,000                   | 1,989,000                   | 5,000,000                   | 0                           |
| Transport App                                     |                               | 200,000                     | 0                           | 0                           | 0                           |
| Accelerating Housing Provision                    |                               | 1,380,000                   | 0                           | 0                           | 0                           |
| Equity Interest (Land Transfer) to Hart Homes LLP |                               | 3,000,000                   | 0                           | 0                           | 0                           |
| Equity Interest (Land Transfer) to Hart Homes LLP |                               | 0                           | 0                           | 3,130,000                   | 0                           |
| Equity Interest (Land Transfer) to Hart Homes LLP |                               | 660,000                     | 0                           | 0                           | 0                           |
| Equity Interest (Land Transfer) to Hart Homes LLP |                               | 0                           | 605,000                     | 0                           | 0                           |
| Equity Interest (Land Transfer) to Hart Homes LLP |                               | 0                           | 530,000                     | 0                           | 0                           |
| Loan to Hart Homes Watford LLP                    |                               | 4,000,000                   | 13,200,000                  | 10,500,000                  | 0                           |
| Loan to Hart Homes Watford Ltd                    |                               | 700,000                     | 9,100,000                   | 5,100,000                   | 0                           |
| St Albans Road Improvement Works                  |                               | 200,000                     | 100,000                     | 100,000                     | 0                           |
| <b>STRATEGIC FINANCE</b>                          |                               |                             |                             |                             |                             |
| <b>Capital Support Services</b>                   |                               |                             |                             |                             |                             |
| Support Services                                  | 552,470                       | 552,470                     | 552,470                     | 552,470                     | 552,470                     |
| Major Projects - FBP and QS                       | 125,000                       | 127,000                     | 127,000                     | 128,270                     | 129,550                     |
| <b>New Capital Schemes</b>                        |                               |                             |                             |                             |                             |
| Investment Advisors                               |                               | 300,000                     | 0                           | 0                           | 0                           |
|   |                               |                             |                             |                             |                             |
| <b>TOTAL CURRENT CAPITAL PROGRAMME</b>            | <b>29,151,156</b>             | <b>58,056,580</b>           | <b>53,765,080</b>           | <b>32,394,803</b>           | <b>11,005,250</b>           |
|   |                               |                             |                             |                             |                             |
|   |                               |                             |                             |                             |                             |
| <b>Analysis of Watford Riverwell Scheme</b>       | <b>Revised Budget 2018/19</b> | <b>Draft Budget 2019/20</b> | <b>Draft Budget 2020/21</b> | <b>Draft Budget 2021/22</b> | <b>Draft Budget 2022/23</b> |
|   |                               | (incl rephasings & growth)  |
|   | £                             | £                           | £                           | £                           | £                           |
| Riverwell - Waterside (all phases) & School       | 3,006,000                     | 3,840,000                   | 6,163,000                   | 1,999,000                   | 0                           |
| Riverwell - Woodlands & Mayfield                  | 445,000                       | 0                           | 0                           | 0                           | 0                           |
| Riverwell - Other Developments incl Car Park      | 3,231,000                     | 10,401,000                  | 2,229,000                   | 856,003                     | 8,878,000                   |
| Total   | 6,682,000                     | 14,241,000                  | 8,392,000                   | 2,855,003                   | 8,878,000                   |

## Reserves and Balances

| Description                         | Balance at      | Movement     | Balance at      | Movement   | Balance at      | Movement  | Balance at      | Movement  | Balance at      | Purpose  |
|-------------------------------------|-----------------|--------------|-----------------|------------|-----------------|-----------|-----------------|-----------|-----------------|--|
|                                     | 1 April         | 2018/19      | 31 March        | 2019/20    | 31 March        | 2020/21   | 31 March        | 2021/22   | 31 March        |  |
|                                     | £000            | £000         | £000            | £000       | £000            | £000      | £000            | £000      | £000            |  |
| <b>Revenue Reserves</b>             |                 |              |                 |            |                 |           |                 |           |                 |  |
| Area Based Grant                    | (86)            | 0            | (86)            | 0          | (86)            | 0         | (86)            | 0         | (86)            | Extremism and anti-social behaviour prevention                                       |
| Budget Carry Forward                | (1,058)         | 1,058        | 0               | 0          | 0               | 0         | 0               | 0         | 0               | Budgets carried forward from prior years   |
| Car Parking Zones                   | (333)           | (66)         | (399)           | (157)      | (556)           | (157)     | (713)           | (157)     | (870)           | Ring fenced for parking projects   |
| Charter Place Tenants               | (93)            | 0            | (93)            | 0          | (93)            | 0         | (93)            | 0         | (93)            | Tenants' contributions to major works  |
| Climate Change                      | (56)            | 0            | (56)            | 0          | (56)            | 0         | (56)            | 0         | (56)            | Energy saving initiatives  |
| Crematorium                         | (150)           | 0            | (150)           | 0          | (150)           | 0         | (150)           | 0         | (150)           | Funding repairs and maintenance  |
| Economic Impact                     | (1,421)         | (974)        | (2,395)         | 2,395      | 0               | 0         | 0               | 0         | 0               | Provide resources to offset economic downturn  |
| Housing Benefit Subsidy             | (997)           | 0            | (997)           | 619        | (378)           | 0         | (378)           | 0         | (378)           | Provision if Dept for Work & Pensions claw back funds                                |
| Housing Planning Delivery Grant     | (266)           | 0            | (266)           | 0          | (266)           | 0         | (266)           | 0         | (266)           | Improve planning outcomes and delivery of housing                                    |
| Invest to Save                      | (839)           | 700          | (139)           | 0          | (139)           | 0         | (139)           | 0         | (139)           | Support expenditure producing savings  |
| Le Marie Centre Repairs             | (13)            | 0            | (13)            | 0          | (13)            | 0         | (13)            | 0         | (13)            | Funding Council obligations as landlord  |
| Leisure Structured Maintenance      | (423)           | 0            | (423)           | 0          | (423)           | 0         | (423)           | 0         | (423)           | Funding unforeseen maintenance not covered in contract                               |
| Local Development Framework         | (178)           | 0            | (178)           | 0          | (178)           | 0         | (178)           | 0         | (178)           | Support local plan production and inspection   |
| Multi-Storey Car Park Repair        | (181)           | 0            | (181)           | 0          | (181)           | 0         | (181)           | 0         | (181)           | Funding major structural works   |
| Parks, Waste & Street Strategy      | (60)            | 0            | (60)            | 0          | (60)            | 0         | (60)            | 0         | (60)            | Support Street Projects  |
| Pension Funding                     | (2,249)         | 100          | (2,149)         | 200        | (1,949)         | 200       | (1,749)         | 200       | (1,549)         | Reduction of pension deficit   |
| Performance Reward Grant (Revenue)  | (28)            | 0            | (28)            | 0          | (28)            | 0         | (28)            | 0         | (28)            | Grant allocated by Local Strategic Partnership                                       |
| Project and Programme Management    | (359)           | 179          | (180)           | 0          | (180)           | 0         | (180)           | 0         | (180)           | Support major project work   |
| Rent Deposit Guarantee Scheme       | (100)           | 0            | (100)           | 0          | (100)           | 0         | (100)           | 0         | (100)           | Assist in providing homelessness accommodation                                       |
| Riverwell Project                   | (3,249)         | (660)        | (3,909)         | (2,625)    | (6,534)         | 0         | (6,534)         | 0         | (6,534)         | To cover any guarantees, repayments of outstanding loans and fund future investment. |
| Weekly Collection Support Grant     | (30)            | 0            | (30)            | 0          | (30)            | 0         | (30)            | 0         | (30)            | Supporting weekly collections of waste   |
| Collection fund                     | (2,486)         | 700          | (1,786)         | 0          | (1,786)         | 0         | (1,786)         | 0         | (1,786)         | Equalisation fund to smooth impact of surplus/deficit                                |
| <b>Total</b>                        | <b>(14,655)</b> | <b>1,037</b> | <b>(13,618)</b> | <b>432</b> | <b>(13,186)</b> | <b>43</b> | <b>(13,143)</b> | <b>43</b> | <b>(13,100)</b> |  |
| <b>General Fund Working Balance</b> | <b>(1,414)</b>  | <b>(586)</b> | <b>(2,000)</b>  | <b>0</b>   | <b>(2,000)</b>  | <b>0</b>  | <b>(2,000)</b>  | <b>0</b>  | <b>(2,000)</b>  | Prudent balance  |

**Risk Matrix**

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| No. | Type of Consequence  | Comment   | Likelihood | Impact | Overall Score |
|-----|--|---|------------|--------|---------------|
| 1   | Project overruns   | Most projects tend to lean towards 'optimism bias (over estimating that the project will be delivered on time and on budget) to avoid this it is important that the technical specification and outcome of each project is carefully considered at the project design stage.                    | 3          | 3      | 9             |
| 2   | Cost overruns  | Cost overrun in project could be as a result of scope change. Any change in the project scope during execution will mean that the entire initial project plan will have to be reviewed such that a reviewed budget, schedule and quality will have to be developed.                             | 3          | 3      | 9             |
| 3   | Delays in project initiation   | The complexity of project could also be a contributing factor to delay and cost overrun. This will may cause a cash flow problem, but is merely a timing difference. This can be affected by unforeseen works, extreme weather conditions resource availability and changes in material prices. | 3          | 3      | 9             |
| 4   | Capital receipts and Interest/dividends are deferred                               | This may result in a cash flow issue and short term borrowing may be necessary to support the funding of projects that are in progress  | 3          | 3      | 9             |
| 5   | Returns are lower than expected  | This is a key risk as failure to achieve the returns will increase the pressure on the budget gap and the Council's financial stability   | 2          | 4      | 8             |
| 6   | Partners cease to collaborate  | This is very unlikely, however it should not be discounted. If this were to happen it will have a detrimental effect on the Council's financial position and its reputation.  | 2          | 4      | 8             |
| 7   | Revenue balances insufficient to meet estimate pay award increases                 | The medium term planning period takes into account the pay increases for the period 2019/20 - 2021/22   | 2          | 2      | 4             |
| 8   | Revenue balances insufficient to meet estimate of Employers' pension contributions | Employee revenue contributions have been included in the budgets.   | 2          | 2      | 4             |
| 9   | Revenue balances insufficient to meet other inflationary increases                 | Other than contractual agreements, budgets have been cash limited where possible.   | 2          | 2      | 4             |
| 10  | Interest rates resulting in significant variations in estimated interest income    | The interest rate has a significant impact on the proceeds from capital receipts that are invested in the money market. The volatility of the global economy following the EU referendum continues to place uncertainty on the investment strategy.   | 3          | 3      | 9             |
| 11  | Inaccurate estimates of fees and charges income                                    | See Key Income Streams are shown in the latest Finance Digest   | 2          | 3      | 6             |
| 12  | Revenue balances insufficient to meet loss of partial exemption for VAT            | If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vat able expenditure, then the Council may lose its ability to recover VAT on all of its exempt inputs.  | 2          | 3      | 6             |

|                                     |   |   |                   |               |                      |
|-------------------------------------|---|---|-------------------|---------------|----------------------|
| 13                                  | Major emergency   | Major Emergency requires funds beyond Bellwin scheme and causes serious drain on balances   | 1                 | 1             | 1                    |
| 14                                  | The estimated cost reductions and additional income gains are not achieved        | Savings identified are monitored as part of the monthly budget monitoring process.  | 2                 | 3             | 6                    |
| 15                                  | The income received from Commercial rents decreases                               | The rental income received from the Councils property portfolio is a significant proportion of the total income the Council receives.   | 2                 | 4             | 8                    |
| 16                                  | The Council is faced with potential litigation and other employment related risks | The Council has one outstanding litigation case.  | 2                 | 3             | 6                    |
| 17                                  | The amount of government grant is adversely affected                              | The provisional grant settlement has been factored into the MTFS.   | 2                 | 3             | 6                    |
| 18                                  | The amount of New Homes Bonus grant is adversely affected                         | The grant for 2019/20 has been factored into the MTFS .   | 3                 | 3             | 9                    |
| 19                                  | Fluctuations in Business Rates Retention  | The Council is legally obliged to cover the first 7.5% loss on its pre determined baseline level. The Council is currently in a safety net position   | 2                 | 2             | 4                    |
| 20                                  | Right to Buy Receipts & VAT Shelter Receipts                                      | Under the Housing stock transfer with Watford Community Housing (WCH) the Council is entitled to use its share of the proceeds to fund the capital programme. The level of activity on both these income streams are outside the Council's control. | 2                 | 3             | 6                    |
| 1= VERY LOW RISK 4 = VERY HIGH RISK |   |   |                   |               |                      |
|                                     |   |   | <b>Likelihood</b> | <b>Impact</b> | <b>Overall Score</b> |
|                                     |   | very low risk   | 1                 | 1             | 1                    |
|                                     |   | low risk  | 2                 | 2             | 4                    |
|                                     |   | high risk   | 3                 | 3             | 9                    |
|                                     |   | very high risk  | 4                 | 4             | 16                   |

# **Income (Charging Policy)**

## **2019/20**

### **Medium Term Financial Strategy**



Watford Borough Council · TOWN HALL · WATFORD, HERTS WD17 3EX

## **Summary**

This policy is set against the Audit Commission's review of charging in the public sector which recommended that;

- Councils should undertake regular reviews of their approaches to charging, both within service areas and across the council;
- Managers should ensure that income from charges, and the level of subsidy this provides, are transparent and inform the decision-making process;
- Councillors and managers should better understand the non-financial contribution charging has to strategic and service objectives.
- Councils do not make an effective use of their charging powers, and authorities need to change their approach to charging if they are to achieve their financial and strategic objectives. At a time when pressure on services is increasing in the public sector and revenues decreasing, councils need to understand, address and improve the way they charge for services.

## **Key Principles for a Charging Policy**

In general a charge will be levied for all discretionary services on the principle "the user pays". Charges should seek to optimise potential income. The decision of whether to charge for a specific service will be subject to an assessment of the impact of charging on the delivery of the Councils corporate priorities and priority outcomes.

- In undertaking an 'impact assessment' the following questions will be asked:
- Why are we providing the service?
- Which of the Council's corporate priorities and priority outcomes are achieved by the service?
- What impact will charging have on the achievement of the Council's corporate priorities and priority outcomes?
- Do other similar or neighbouring Councils charge for the service and what is the impact of any such change?
- Are alternate service providers operating in the market and if so what is their level of charging?
- What is the estimated net additional income that is likely to be generated by the charge (i.e. impact on our financial position)?
- There are different levels, or basis, for the charging of service. The actual level, or basis of the charge, will be influenced by the impact assessments.

The objectives for differing charging strategies are shown below in table 1.

*Table 1: Charging Strategy*

| <b>Charging Strategy</b> | <b>Objective</b>   |
|--------------------------|--|
| Commercial Charges       | The Council aims to cover the cost of providing the service and make a surplus used to fund other priority services. The full cost of the service, including an element for capital financing costs, support services and corporate overheads, will be the starting point for calculating charges. |
| Full Cost Recovery       | The council aims to recover the costs of providing this service from those who use it. The full cost of the service, including an element for capital financing costs, support services and corporate overheads, will be the starting point for calculating charges.                               |
| Subsidised               | Users of the service to make a contribution to the costs of providing it. This might be to meet a service objective or allow competition with other providers.   |
| Free                     | The Council chooses to make the service available at no charge to meet a service objective - cost of service met by all Council Tax payers.  |
| Statutory                | Charges are determined in line with legal requirements.  |

### **Service Responsibilities**

Service Managers should initially assess current chargeable services and allocate these to one of the categories above.

To maximise income from fees and charges in accordance with an Income policy, Service Managers are responsible for –

- Annually reviewing their services to identify any aspects that could be charged for and to introduce such charges unless Cabinet considers it would be inappropriate.
- Reviewing and varying fees and charges at least annually for services under their control, after consultation with the relevant Portfolio Holder and, in doing so, they shall –
  - ensure that relevant legislation is complied with,
  - have regard to the charges of any alternative service providers with whom the Council is competing, seek to maximise income, net of applicable costs, unless it will have a clearly detrimental impact on the achievement of the Council objectives.
  - introduce differential pricing to particular client groups where these are expected to stimulate demand and generate additional net income which would otherwise not be obtained.
  - set prices lower than could be reasonably achieved if this is the most cost effective way of achieving Council objectives and the necessary funding is available. Use of this option requires approval of Cabinet,
  - set fees and charges that allow an element of discretion if it can be demonstrated that this will lead to an overall benefit to the Council. It is important that any use of discretion is recorded so that it can be clearly shown that decisions have been made fairly and consistently.

## **Concessions**

Concessions will be available to residents on identified income related benefits and discounts. These benefits and discounts include;

- Housing Benefit, in the form of Rent Allowance or Local Housing Allowance for people living in rented accommodation.
- Local Council Tax Reduction Scheme discount
- Income Support
- Job Seekers Allowance (income based)
- Working Tax credit
- Child Tax Credit
- Guaranteed Pension Credit (not Savings Pension Credit)
- Employment and Support Allowance (income based)
- Universal Credit

This list will change as changes are made to the names of the benefits or benefits themselves.

No concession is applied on the grounds of age (except Under 18 teams hiring football pitches) or disability unless the resident is in receipt of benefits.

### **Proof of Benefits and Discounts**

Residents will need to confirm the type of the benefit or discount they are claiming and to give permission for a check to be made with the Councils' Revenues & Benefits section that this is the case.

### **Amount of Concessions**

The amount of concession will be to apply a 50% reduction for all fees and charges.

### **Variations**

For use of the Council's sports pitches the existing arrangements that provide for subsidised fees for junior (under 18) sports teams to use pitches is to continue so as to encourage usage and participation.

The Council's externally managed Leisure Centres operate specific concessions for particular activities.

Fees and Charges 2019/20 - Budget Movement Reconciliation

|   | (A)<br>2018/19<br>Original<br>Budget<br>£ | (B)<br>2019/20<br>Draft Budget<br>already<br>included in<br>MTFS<br>£ | (B) - (A)<br>Variance Year<br>on Year<br>2018/19 to<br>2019/20<br>£ | (C)<br>2019/20<br>Proposed<br>Budget<br>£ | (C) - (B)<br>Variance Draft<br>to Proposed<br>£ | Comments  |
|---|---|---|---|---|---|---|
| <b>COMMUNITY &amp; ENVIRONMENTAL</b>                    |   |   |   |   |   |   |
| Parks, Pitches & Woods                                  | (16,260)                                  | (16,260)  | 0   | (15,460)                                  | 800   |   |
| Community Centres                                       | (14,500)                                  | (14,500)  | 0   | 0   | 14,500  | No community centre prices as the centre is being closed down next year and turned into flat:   |
| Cemeteries  | (368,500)                                 | (368,500)   | 0   | (368,500)                                 | 0   |   |
| Allotments  | 0   | 0   | 0   | 0   | 0   |   |
| Cheslyn   | (1,000)                                   | (1,000)   | 0   | (1,000)                                   | 0   |   |
| SLM   | (473,632)                                 | (748,835)   | (275,203)   | (749,485)                                 | (650)   | New contractor has been appointed there will be an increase in the management fee payable to the Council and is shown separately in the budget setting report |
| Waste   | (56,200)                                  | (59,300)  | (3,100)   | (59,380)                                  | (80)  |   |
| Specials & Street Cleansing                             | (50,480)                                  | (51,130)  | (650)   | (51,130)                                  | 0   |   |
| Arts, Events and Heritage                               | (19,450)                                  | (20,500)  | (1,050)   | (24,000)                                  | (3,500)   |   |
| Licenses  | (187,500)                                 | (182,500)   | 5,000   | (151,800)                                 | 30,700  | 3 year renewal, less due this year (19/20)  |
| Other Licenses  | (27,650)                                  | (27,650)  | 0   | (32,860)                                  | (5,210)   |   |
| Gaming Licenses   | (100,910)                                 | (100,910)   | 0   | (97,627)                                  | 3,283   |   |
| Stray Dogs  | (2,300)                                   | (2,300)   | 0   | (2,400)                                   | (100)   |   |
| Pests   | (29,900)                                  | (29,900)  | 0   | (35,150)                                  | (5,250)   |   |
| Environmental Abandoned Vehicles                        | (800)                                     | (800)   | 0   | (1,200)                                   | (400)   |   |
| Environmental Miscellaneous                             | (26,500)                                  | (26,500)  | 0   | (34,096)                                  | (7,596)   | Increased income due to revised charging fee structure  |
|   | <b>(1,375,582)</b>                        | <b>(1,650,585)</b>  | <b>(275,003)</b>  | <b>(1,624,088)</b>                        | <b>26,497</b>                                   |   |
| <b>SERVICE TRANSFORMATION</b>                           |   |   |   |   |   |   |
| Customer Services (including Information Unit)          | (12,500)                                  | (12,500)  | 0   | (12,500)                                  | 0   |   |
|   | <b>(12,500)</b>                           | <b>(12,500)</b>   | <b>0</b>  | <b>(12,500)</b>                           | <b>0</b>  |   |
| <b>PLACE SHAPING &amp; PERFORMANCE</b>                  |   |   |   |   |   |   |
| Housing   | (626,010)                                 | (626,010)   | 0   | (445,283)                                 | 180,727   | Decrease in rents from hostel & dwellings   |
| Parking - Controlled Parking Zones (see below)          | (1,520,900)                               | (1,520,900)   | 0   | (1,520,900)                               | 0   |   |
| Parking - Other (incl. Avenue, Longspring & Town H      | (252,000)                                 | (252,000)   | 0   | (231,000)                                 | 21,000  | Decrease in income from Town Hall carpark   |
| Building Control  | (278,000)                                 | (281,000)   | (3,000)   | (281,000)                                 | 0   |   |
| Development Control (including Policy Team)             | (710,000)                                 | (785,000)   | (75,000)  | (785,000)                                 | 0   |   |
| Land Searches   | (120,000)                                 | (120,000)   | 0   | (120,000)                                 | 0   |   |
|   | <b>(3,506,910)</b>                        | <b>(3,584,910)</b>  | <b>(78,000)</b>   | <b>(3,383,183)</b>                        | <b>201,727</b>                                  |   |
| <b>DEMOCRACY &amp; GOVERNANCE</b>                       |   |   |   |   |   |   |
| Town Hall Facilities                                    | (214,300)                                 | (214,300)   | 0   | (214,300)                                 | 0   |   |
| Elections Unit  | (3,500)                                   | (3,500)   | 0   | (3,500)                                   | 0   |   |
|   | <b>(217,800)</b>                          | <b>(217,800)</b>  | <b>0</b>  | <b>(217,800)</b>                          | <b>0</b>  |   |
| <b>STRATEGIC FINANCE</b>                                |   |   |   |   |   |   |
| Council Tax (Single Person Discount)                    | (2,000)                                   | (2,000)   | 0   | (2,000)                                   | 0   |   |
|   | <b>(2,000)</b>                            | <b>(2,000)</b>  | <b>0</b>  | <b>(2,000)</b>                            | <b>0</b>  |   |
| Sub Total   | <b>(5,114,792)</b>                        | <b>(5,467,795)</b>  | <b>(353,003)</b>  | <b>(5,239,571)</b>                        | <b>228,224</b>                                  |   |
| Less : Parking - Controlled Parking Zones (v see above) | 1,520,900                                 | 1,520,900   | 0   | 1,520,900                                 | 0   |   |
| Total   | <b>(3,593,892)</b>                        | <b>(3,946,895)</b>  | <b>(353,003)</b>  | <b>(3,718,671)</b>                        | <b>228,224</b>                                  |   |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
PARKS / SPORTS PITCHES & WOODS**

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|----------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |          |
| <b>Standard rated &amp; inclusive of VAT</b>             |                |                  |               |            |      |           |                         |                                  |          |
| <b>PARKS &amp; SPORTS PITCHES</b>                        |                |                  |               |            |      |           |                         |                                  |          |
| <b>CRICKET</b>   |                |                  |               |            |      |           |                         |                                  |          |
| Other wickets - per match (adults)                       | £52.00         | x                | x             | ✓          | x    | x         | £53.50                  | 2.88 %                           |          |
| Other wickets - per match (Juniors)                      | £27.00         | x                | x             | ✓          | x    | x         | £28.00                  | 3.70 %                           |          |
| <b>FOOTBALL</b>  |                |                  |               |            |      |           |                         |                                  |          |
| Seniors with changing facilities & showers               | £58.00         | x                | x             | ✓          | x    | x         | £59.50                  | 2.59 %                           |          |
| Juniors with changing facilities & showers               | £26.00         | x                | x             | ✓          | x    | x         | £27.00                  | 3.85 %                           |          |
| <b>HURLING/RUGBY</b>                                     |                |                  |               |            |      |           |                         |                                  |          |
| Per match including corner flags                         | £52.00         | x                | x             | ✓          | x    | x         | £53.50                  | 2.88 %                           |          |
| <b>Exempt from VAT</b>                                   |                |                  |               |            |      |           |                         |                                  |          |
| <b>FOOTBALL</b>  |                |                  |               |            |      |           |                         |                                  |          |
| Seniors with changing facilities & showers (15 games)    | £755.00        | x                | x             | ✓          | x    | x         | £775.00                 | 2.65 %                           |          |
| Juniors with changing facilities & showers (12 games)    | £243.00        | x                | x             | ✓          | x    | x         | £250.00                 | 2.88 %                           |          |
| Seniors with no changing facilities & showers (15 games) | £450.00        | x                | x             | ✓          | x    | x         | £460.00                 | 2.22 %                           |          |
| Juniors with no changing facilities & showers (12 games) | £186.00        | x                | x             | ✓          | x    | x         | £190.00                 | 2.15 %                           |          |
| Under 11s (small size pitch per season)                  | £103.00        | x                | x             | ✓          | x    | x         | £105.00                 | 1.94 %                           |          |
| <b>FOOTBALL TRAINING</b>                                 |                |                  |               |            |      |           |                         |                                  |          |
| KGVPF, Oxhey Park (per hour)                             | £15.50         | x                | x             | ✓          | x    | x         | £16.00                  | 3.23 %                           |          |
| Changing accommodation / showers (per event)             | £21.00         | x                | x             | ✓          | x    | x         | £21.50                  | 2.38 %                           |          |
| <b>PARKS &amp; SPORTS PITCHES</b>                        |                |                  |               |            |      |           |                         |                                  |          |
| <b>BOWLS</b>   |                |                  |               |            |      |           |                         |                                  |          |
| Club hire of rinks (per season)                          | £1,135.00      | x                | x             | ✓          | x    | x         | £1,165.00               | 2.64 %                           |          |
| <b>CRICKET</b>   |                |                  |               |            |      |           |                         |                                  |          |
| Enclosed wicket (per season)                             | £3,100.00      | x                | x             | ✓          | x    | x         | £3,175.00               | 2.42 %                           |          |
| <b>CROQUET</b>   |                |                  |               |            |      |           |                         |                                  |          |
| Seasonal charges :-                                      |                |                  |               |            |      |           |                         |                                  |          |
| Adults   | £52.00         | x                | x             | ✓          | x    | x         | £53.50                  | 2.88 %                           |          |
| OAPs   | £26.00         | x                | x             | ✓          | x    | x         | £26.75                  | 2.88 %                           |          |
| <b>TENNIS - club charges</b>                             |                |                  |               |            |      |           |                         |                                  |          |
| Hire of court per season (May-Sept inc)                  | £1,185.00      | x                | x             | ✓          | x    | x         | £1,220.00               | 2.95 %                           |          |
| <b>Zero Rated</b>  |                |                  |               |            |      |           |                         |                                  |          |
| Orienteering maps up to 5 copies                         | free           | x                | x             | x          | ✓    | x         | free                    |                                  |          |
| Subsequent copies each                                   | £2.50          | x                | ✓             | x          | x    | x         | £2.50                   | NO CHANGE                        |          |

**BUDGET POSITION SUMMARY - PARKS, PITCHES & WOODS**

| Income Code & Description                | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments               | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|------------------------|-------------------------|-------------------------|
| <b>SALES</b>                             |                         |                       |                         |                                  |                        |                         |                         |
| <b>FEES &amp; CHARGES</b>                |                         |                       |                         |                                  |                        |                         |                         |
| <b>LAND &amp; PROPERTY BASED CHARGES</b> |                         |                       |                         |                                  |                        |                         |                         |
| KPS000-10901 - Rent                      | (8,240)                 | (8,240)               | (8,240)                 | NO CHANGE                        |                        | (8,240)                 | (8,240)                 |
| KPS000-10902 - Rent - Advertising Site   | (7,220)                 | (7,220)               | (7,220)                 | NO CHANGE                        | Roundabout sponsorship | (7,220)                 | (7,220)                 |
| KPS000-10906 - Rent - Wayleaves          | (800)                   | (800)                 | 0                       | 0                                |                        | 0                       | 0                       |
|  | (16,260)                | (16,260)              | (15,460)                |                                  |                        | (15,460)                | (15,460)                |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-**  
**CENTREPOINT COMMUNITY CENTRE**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments  |
|---|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|---|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |   |
| <b>HIRE OF FACILITIES</b>                                 |                |                  |               |            |      |           |                         |                                  |   |
| Commercial / Functions Main Hall (Evenings & Weekends)    | £32.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  | no community centre prices as the centre is being closed down next year and turned into housing |
| Commercial / Functions I.T Suite (Evenings & Weekends)    | £32.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Commercial / Functions Annexe Rooms (Evenings & Weekends) | £22.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Commercial / Functions Main Hall (Weekdays)               | £26.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Commercial / Functions I.T Suite (Weekdays)               | £26.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Commercial / Functions Annexe Rooms (Weekdays)            | £16.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Community Rate Main Hall (Evenings & Weekends)            | £16.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Community Rate I.T Suite (Evenings & Weekends)            | £16.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Community Rate Annexe Rooms (Evenings & Weekends)         | £12.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Community Rate Main Hall (Weekdays)                       | £12.50         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Community Rate I.T Suite (Weekdays)                       | £12.50         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Community Rate Annexe Rooms (Weekdays)                    | £8.50          | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Charity Rate Main Hall (Evenings & Weekends)              | £13.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Charity Rate I.T Suite (Evenings & Weekends)              | £13.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Charity Rate Annexe Rooms (Evenings & Weekends)           | £9.00          | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Charity Rate Main Hall (Weekdays)                         | £9.00          | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Charity Rate I.T Suite (Weekdays)                         | £9.00          | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Charity Rate Annexe Rooms (Weekdays)                      | £6.00          | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Additional staff member                                   | £8.00          | x                | x             | ✓          | x    | x         | £0.00                   |                                  |   |
| Promotional Childrens Parties                             | £60            | x                | ✓             | x          | x    | x         | £0.00                   |                                  |   |

**BUDGET POSITION SUMMARY - COMMUNITY CENTRES**

| Income Code & Description                 | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments  | Proposed Budget 2020/21 | Proposed Budget 2021/22 |  |
|---|-------------------------|-----------------------|-------------------------|----------------------------------|---|-------------------------|-------------------------|--|
| <b>FEES &amp; CHARGES</b>                 |                         |                       |                         |                                  |   |                         |                         |  |
| JCE000-I0650 - Centrepoint CC - Room Hire | (10,000)                | (10,000)              | 0                       | 0                                | no community centre prices as the centre is being closed down next year and turned into housing | 0                       | 0                       |  |
| <b>LAND &amp; PROPERTY BASED CHARGES</b>  |                         |                       |                         |                                  |   |                         |                         |  |
| DHE000-I0901 - Woodside CC - Rent         | (4,500)                 | (4,500)               | 0                       | 0                                |   | 0                       | 0                       |  |
|   | (14,500)                | (14,500)              | 0                       |                                  |   | 0                       | 0                       |  |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
ALLOTMENTS**

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments   |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|--|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |  |
| <b>Outside Scope for VAT purposes</b>  |                |                  |               |            |      |           |                         |                                  |  |
| <b>Allotments</b><br>Per pole per annum<br><br>50% reduction for the disabled and those in receipt of income related benefit | £5.10          | x                | x             | ✓          | x    | x         | £5.47                   | 7.25 %                           | uplifted further after some feedback from Veolia |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
EVENTS AND HIRE OF CHESLYN GARDENS**

| Description   | 2018/19 Charge   | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|---|------------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|----------|
|   |                  | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |          |
| <b>Standard rated &amp; inclusive of VAT</b>            |                  |                  |               |            |      |           |                         |                                  |          |
| <b>CHESLYN GARDENS</b>                                  |                  |                  |               |            |      |           |                         |                                  |          |
| Hire of garden for wedding photos                       | £40.00           | x                | x             | ✓          | x    | x         | £41.00                  | 2.50 %                           |          |
| <b>Exempt from VAT</b>                                  |                  |                  |               |            |      |           |                         |                                  |          |
| <b>CHESLYN HOUSE</b>                                    |                  |                  |               |            |      |           |                         |                                  |          |
| Hire of 2 meeting rooms & kitchen per hour              | £38.00           | x                | x             | ✓          | x    | x         | £39.00                  | 2.63 %                           |          |
| Reduced charge for recognised voluntary groups per hour | £13.00           | x                | x             | ✓          | x    | x         | £13.50                  | 3.85 %                           |          |
| <b>PARKS - GENERAL</b>                                  |                  |                  |               |            |      |           |                         |                                  |          |
| <b>HIRE OF FACILITIES</b>                               |                  |                  |               |            |      |           |                         |                                  |          |
| Commercial rate per day up to 1500 people               | £1,550.00        | x                | x             | x          | x    | x         | £1,600.00               | 3.23 %                           |          |
| Commercial rate per day up to 1500-5000 people          | £5,150.00        | x                | x             | x          | x    | x         | £5,300.00               | 2.91 %                           |          |
| Commercial rate per day 5000 +<br>to be negotiated      | to be negotiated | x                | x             | x          | x    | x         | to be negotiated        | NO CHANGE                        |          |
| Non commercial rate per day                             | £670.00          | x                | x             | x          | x    | x         | £690.00                 | 2.99 %                           |          |
| Local charities and community groups                    | £80.00           | x                | x             | x          | ✓    | x         | £80.00                  |                                  |          |
| *Bandstand Hire (community organisations)               | Free             |                  |               |            |      |           | Free                    | NO CHANGE                        |          |
| *Bandstand Hire (private party)                         | £100.00          |                  |               |            |      |           | £100.00                 |                                  |          |
| *Cassiobury Hub Education Room Hire per hour            | £20.00           |                  |               |            |      |           | £20.00                  | NO CHANGE                        |          |
| *Events and activities                                  | depends on event |                  |               |            |      |           | depends on event        |                                  |          |

\*New lines added

**BUDGET POSITION SUMMARY - CHESLYN GARDENS**

| Income Code & Description        | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|----------------------------------|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>        |                         |                       |                         |                                  |          |                         |                         |
| KRA000-10676 - Use of Facilities | (1,000)                 | (1,000)               | (1,000)                 | NO CHANGE                        |          | (1,000)                 | (1,000)                 |
|                                  | (1,000)                 | (1,000)               | (1,000)                 |                                  |          | (1,000)                 | (1,000)                 |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
CEMETERIES (continued)**

*RESIDENT.....continued*

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|----------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |          |
| <b>Outside Scope for VAT purposes</b>  |                |                  |               |            |      |           |                         |                                  |          |
| <b>Kerbs</b>   |                |                  |               |            |      |           |                         |                                  |          |
| * a) Enclosing a space not exceeding 7ft x 3ft   | £105.00        | x                | x             | ✓          | x    | x         | £108.00                 | 2.86 %                           |          |
| * b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and Children's Section  | £50.00         | x                | x             | ✓          | x    | x         | £51.50                  | 3.00 %                           |          |
| <b>Vases</b>   |                |                  |               |            |      |           |                         |                                  |          |
| * For each vase, maximum size 12"x12"x12"  | £35.00         | x                | x             | ✓          | x    | x         | £36.00                  | 2.86 %                           |          |
| a) Separate, or as an addition to a headstone, not exceeding 18" x 12"   | £55.00         | x                | x             | ✓          | x    | x         | £56.50                  | 2.73 %                           |          |
| b) Where an inscription table or plate takes the place of a memorial   | £105.00        | x                | x             | ✓          | x    | x         | £108.00                 | 2.86 %                           |          |
| * Complete memorial, consisting of headstone & Kerbs   | £360.00        | x                | x             | ✓          | x    | x         | £370.00                 | 2.78 %                           |          |
| <b>THE FEES INDICATED FOR THE VARIOUS HEADS OF THIS PART INCLUDE THE ORIGINAL INSCRIPTION(S) WHEN THE MEMORIAL IS APPROVED</b>           |                |                  |               |            |      |           |                         |                                  |          |
| Fees for each subsequent inscription to an existing memorial   | £65.00         | x                | x             | ✓          | x    | x         | £67.00                  | 3.08 %                           |          |
| * Any other replacement works not covered by above   |                |                  |               |            |      |           |                         |                                  |          |
| <b>Standard rated &amp; exclusive of VAT</b>   |                |                  |               |            |      |           |                         |                                  |          |
| <b>PART 4</b>  |                |                  |               |            |      |           |                         |                                  |          |
| <b>Miscellaneous</b>   |                |                  |               |            |      |           |                         |                                  |          |
| The Burial Register - fee for transfer of grave grant for the exclusive right of burial  | £42.00         | x                | x             | ✓          | x    | x         | £43.00                  | 2.38 %                           |          |
| Fee for the searches of Burial Register and for copies of extract to be taken there from   | £58.00         | x                | x             | ✓          | x    | x         | £60.00                  | 3.45 %                           |          |
| Fee for the use of the Chapel  | £135.00        | x                | x             | ✓          | x    | x         | £138.00                 | 2.22 %                           |          |
| <b>Outside Scope for VAT purposes</b>  |                |                  |               |            |      |           |                         |                                  |          |
| <b>PART 5</b>  |                |                  |               |            |      |           |                         |                                  |          |
| <b>Maintenance of Grave spaces</b>   |                |                  |               |            |      |           |                         |                                  |          |
| Turfing a grave  | £105.00        | x                | x             | ✓          | x    | x         | £108.00                 | 2.86 %                           |          |
| Partial burying of headstone following failure of safety test  | £130.00        | x                | x             | ✓          | x    | x         | £133.00                 | 2.31 %                           |          |
| Supply soil for memorial inset   | £105.00        | x                | x             | ✓          | x    | x         | £108.00                 | 2.86 %                           |          |
| * Any other replacement works not covered by above   |                |                  |               |            |      |           |                         |                                  |          |
| <b>NOTE:</b>   |                |                  |               |            |      |           |                         |                                  |          |
| <b>Memorials can now be placed on graves of stillborn children FREE of CHARGE Size: 12" x 12" x 2". To be laid flat on grave surface</b> |                |                  |               |            |      |           |                         |                                  |          |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
CEMETERIES**

**RESIDENT**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|---|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|----------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |          |
| <b>Outside Scope for VAT purposes</b>   |                |                  |               |            |      |           |                         |                                  |          |
| If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made   |                |                  |               |            |      |           |                         |                                  |          |
| <b>TABLE OF FEES</b>  |                |                  |               |            |      |           |                         |                                  |          |
| <b>PART 1</b>   |                |                  |               |            |      |           |                         |                                  |          |
| <b>Exclusive rights of burial in earthen grave</b>  |                |                  |               |            |      |           |                         |                                  |          |
| Exclusive right of burial for 50 yrs in an earthen grave on all sections including Muslim section   | £1,350.00      | x                | x             | ✓          | x    | x         | £1,385.00               | 2.59 %                           |          |
| <b>Walled graves &amp; vaults:</b>  |                |                  |               |            |      |           |                         |                                  |          |
| For the right to construct & build a walled grave or vault & for the exclusive right of burial for 50 yrs on all sections 8ftx4ft   | £2,500.00      | x                | x             | ✓          | x    | x         | £2,570.00               | 2.80 %                           |          |
| <b>The Garden of Rest</b>   |                |                  |               |            |      |           |                         |                                  |          |
| For the exclusive right of burial for 50 yrs of cremated remains in the Garden of Rest at North Watford 4ft X 2ft   | £650.00        | x                | x             | ✓          | x    | x         | £670.00                 | 3.08 %                           |          |
| <b>The Garden of Remembrance</b>  |                |                  |               |            |      |           |                         |                                  |          |
| For the exclusive rights of burial for 50 yrs of cremated remains in the Garden of Remembrance at North Watford Cemetery size 2ft X 1ft   | £575.00        | x                | x             | ✓          | x    | x         | £590.00                 | 2.61 %                           |          |
| <b>CHILDREN'S SECTION</b>   |                |                  |               |            |      |           |                         |                                  |          |
| For the exclusive right of burial for 50 years 4ft x 2ft  | £100.00        | x                | x             | ✓          | x    | x         | £0.00                   |                                  |          |
| For the exclusive right of burial for 50 years of a single depth grave for a child aged 5 years or over but not an adult  | £200.00        | x                | x             | ✓          | x    | x         | £0.00                   |                                  |          |
| <b>PART 2</b>   |                |                  |               |            |      |           |                         |                                  |          |
| <b>Interments - the fees indicated for various heads :-</b>   |                |                  |               |            |      |           |                         |                                  |          |
| a) include the digging of the grave and   |                |                  |               |            |      |           |                         |                                  |          |
| b) Apply only where the interment is made between the hours of 9.30 am & 3.30 pm, or on the Certificate of a Coroner or Registered Medical Practitioner that immediate interment necessary. In any other case, an additional sum is payable | £85.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |          |
| <b>For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-</b>   |                |                  |               |            |      |           |                         |                                  |          |
| a) All sections   | £700.00        | x                | x             | ✓          | x    | x         | £720.00                 | 2.86 %                           |          |
| b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft x 2ft  | £165.00        | x                | x             | ✓          | x    | x         | £0.00                   |                                  |          |
| d) For the interment / scattering of cremated remains in / on any grave on any section including Garden of Rest/Remembrance   | £240.00        | x                | x             | ✓          | x    | x         | £245.00                 | 2.08 %                           |          |
| e) For a stillborn child, or child whose age at the time of death did not exceed 1 month  | £38.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |          |
| f) Non viable foetus burial   | £38.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |          |
| g) Shrouded burial fee  | £100.00        | x                | x             | ✓          | x    | x         | £105.00                 | 5.00 %                           |          |
| <b>For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-</b>   |                |                  |               |            |      |           |                         |                                  |          |
| a) For a stillborn child, or child whose age at the time of death did not exceed 1 month  | £37.00         | x                | x             | ✓          | x    | x         | £0.00                   |                                  |          |
| b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 years   | £100.00        | x                | x             | ✓          | x    | x         | £0.00                   |                                  |          |
| c) For a child over 5 years or an adult   | £280.00        | x                | x             | ✓          | x    | x         | £0.00                   |                                  |          |
| <b>PART 3</b>   |                |                  |               |            |      |           |                         |                                  |          |
| <b>Fees for memorial work and monumental work for the right to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted</b>  |                |                  |               |            |      |           |                         |                                  |          |
| <b>Headstones, or any other type of monument</b>  |                |                  |               |            |      |           |                         |                                  |          |
| a) Not exceeding 3ft 6ins in height   | £210.00        | x                | x             | ✓          | x    | x         | £215.00                 | 2.38 %                           |          |
| b) Not exceeding 2ft 6inc in the Garden of Rest and in the children's section   | £102.00        | x                | x             | ✓          | x    | x         | £105.00                 | 2.94 %                           |          |
| c) Garden of Remembrance-as approved-sole design allowed  | £95.00         | x                | x             | ✓          | x    | x         | £97.00                  | 2.11 %                           |          |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
CEMETERIES (continued)**

**NON RESIDENT**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|---|----------------|------------------|---------------|------------|------|-------------------------|----------------------------------|----------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE |                         |                                  |          |
| <b>Outside Scope for VAT purposes</b>   |                |                  |               |            |      |                         |                                  |          |
| If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made   |                |                  |               |            |      |                         |                                  |          |
| <b>PART 1</b>   |                |                  |               |            |      |                         |                                  |          |
| <b>Exclusive rights of burial in earthen grave</b>  |                |                  |               |            |      |                         |                                  |          |
| Exclusive right of burial for 50 yrs in an earthen grave on all sections including Muslim section   | £4,100.00      | *                | *             | ✓          | *    | *                       | £4,200.00                        | 2.44 %   |
| <b>Walled graves &amp; vaults:</b>  |                |                  |               |            |      |                         |                                  |          |
| For the right to construct & build a walled grave or vault & for the exclusive right of burial for 50 yrs on all sections 8ftx4ft   | £7,500.00      | *                | *             | ✓          | *    | *                       | £7,700.00                        | 2.67 %   |
| <b>The Garden of Rest</b>   |                |                  |               |            |      |                         |                                  |          |
| For the exclusive right of burial for 50 yrs of cremated remains in the Garden of Rest at North Watford 4ft X 2ft   | £1,950.00      | *                | *             | ✓          | *    | *                       | £2,000.00                        | 2.56 %   |
| <b>The Garden of Remembrance</b>  |                |                  |               |            |      |                         |                                  |          |
| For the exclusive rights of burial for 50 yrs of cremated remains in the Garden of Remembrance at North Watford Cemetery size 2ft X 1ft   | £1,750.00      | *                | *             | ✓          | *    | *                       | £1,800.00                        | 2.86 %   |
| <b>CHILDREN'S SECTION</b>   |                |                  |               |            |      |                         |                                  |          |
| For the exclusive right of burial for 50 years 4ft x 2ft  | £310.00        | *                | *             | ✓          | *    | *                       | £0.00                            |          |
| For the exclusive right of burial for 50 years of a single depth grave for a child aged 5 years or over but not an adult  | £630.00        | *                | *             | ✓          | *    | *                       | £0.00                            |          |
| <b>PART 2</b>   |                |                  |               |            |      |                         |                                  |          |
| <b>Interments - the fees indicated for various heads :-</b>   |                |                  |               |            |      |                         |                                  |          |
| a) Include the digging of the grave and   |                |                  |               |            |      |                         |                                  |          |
| b) Apply only where the interment is made between the hours of 9.30 am & 3.30 pm, or on the Certificate of a Coroner or Registered Medical Practitioner that immediate interment necessary. In any other case, an additional sum is payable and |                |                  |               |            |      |                         |                                  |          |
| c) Apply provided that the interment is made within 15 minutes of the time arranged with the "superintendent". If not an additional sum is payable  | £250.00        | *                | *             | ✓          | *    | *                       | £255.00                          | 2.00 %   |
| <b>For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-</b>   |                |                  |               |            |      |                         |                                  |          |
| a) All sections   | £2,100.00      | *                | *             | ✓          | *    | *                       | £2,150.00                        | 2.38 %   |
| b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft X2ft   | £170.00        | *                | *             | ✓          | *    | *                       | £0.00                            |          |
| c) caskets including extra digging required   | £2,800.00      | *                | *             | ✓          | *    | *                       | £0.00                            |          |
| d) For the interment / scattering of cremated remains in / on any grave on any section including Garden in/on any grave on any section including Garden of Rest/Remembrance   | £725.00        | *                | *             | ✓          | *    | *                       | £745.00                          | 2.76 %   |
| e) For a stillborn child, or child whose age at the time of death did not exceed 1 month of death did not exceed 1 month  | £38.00         | *                | *             | ✓          | *    | *                       | £0.00                            |          |
| f) Non viable foetus burial   | £38.00         | *                | *             | ✓          | *    | *                       | £0.00                            |          |
| g) Shrouded burial fee  | £290.00        | *                | *             | ✓          | *    | *                       | £105.00                          | -63.79 % |
| <b>For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-</b>   |                |                  |               |            |      |                         |                                  |          |
| a) For a stillborn child, or child whose age at the time of death did not exceed 1 month  | £38.00         | *                | *             | ✓          | *    | *                       | £0.00                            |          |
| b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 yrs.  | £100.00        | *                | *             | ✓          | *    | *                       | £0.00                            |          |
| c) For a child over 5 years or an adult   | £850.00        | *                | *             | ✓          | *    | *                       | £0.00                            |          |
| <b>PART 3</b>   |                |                  |               |            |      |                         |                                  |          |
| <b>Fees for memorial work &amp; monumental work for the right to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted</b>  |                |                  |               |            |      |                         |                                  |          |
| <b>Outside Scope for VAT purposes</b>   |                |                  |               |            |      |                         |                                  |          |
| <b>PART 3</b>   |                |                  |               |            |      |                         |                                  |          |
| <b>Fees for memorial work &amp; monumental work for the right to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted</b>  |                |                  |               |            |      |                         |                                  |          |
| <b>Headstone, or any other type of monument</b>   |                |                  |               |            |      |                         |                                  |          |
| a) Not exceeding 3ft 6inc in height   | £620.00        | *                | *             | ✓          | *    | *                       | £635.00                          | 2.42 %   |
| b) Not exceeding 2ft 6inc in the Garden of rest and in the children's section   | £315.00        | *                | *             | ✓          | *    | *                       | £323.00                          | 2.54 %   |
| c) Garden of Remembrance - as approved-sole design allowed  | £280.00        | *                | *             | ✓          | *    | *                       | £288.00                          | 2.86 %   |
| <b>LEDGERS</b>  |                |                  |               |            |      |                         |                                  |          |
| * A ledger not exceeding 7ft x 3ft  | £310.00        | *                | *             | ✓          | *    | *                       | £318.00                          | 2.58 %   |
| <b>KERBS</b>  |                |                  |               |            |      |                         |                                  |          |
| * a) Enclosing a space not exceeding 7ft x 3ft  | £310.00        | *                | *             | ✓          | *    | *                       | £318.00                          | 2.58 %   |
| * b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and children's Section   | £155.00        | *                | *             | ✓          | *    | *                       | £160.00                          | 3.23 %   |
| <b>Vases</b>  |                |                  |               |            |      |                         |                                  |          |
| * For each vase, maximum size 12" x 12" x 12"   | £100.00        | *                | *             | ✓          | *    | *                       | £102.00                          | 2.00 %   |
| a) separate, or as an addition to a headstone, not exceeding 18" x 12"  | £160.00        | *                | *             | ✓          | *    | *                       | £164.00                          | 2.50 %   |
| b) Where an inscription table or plate takes the place of a headstone, either at the foot or head of a memorial   | £310.00        | *                | *             | ✓          | *    | *                       | £318.00                          | 2.58 %   |
| * Complete memorial, consisting of headstone and kerbs  | £1,100.00      | *                | *             | ✓          | *    | *                       | £1,130.00                        | 2.73 %   |
| <b>MEMORIAL BENCHES</b>   |                |                  |               |            |      |                         |                                  |          |
| David Ogilvie Steel bench - supply and install with plaque  | £2,000.00      | ✓                | *             | *          | *    | *                       | £2,050.00                        | 2.50 %   |
| Plaque on existing bench - supply and install with maintenance  | £250.00        | ✓                | *             | *          | *    | *                       | £257.00                          | 2.80 %   |
| <b>MEMORIAL TREES</b>   |                |                  |               |            |      |                         |                                  |          |
| Supply and plant Standard tree with 5 years maintenance   | £1,000.00      | ✓                | *             | *          | *    | *                       | £1,025.00                        | 2.50 %   |
| <b>THE FEES INDICATED FOR THE VARIOUS HEADS OF THIS PART INCLUDED THE ORIGINAL INSCRIPTION(S) WHEN THE MEMORIAL IS APPROVED</b>   |                |                  |               |            |      |                         |                                  |          |
| Fees for each subsequent inscription to an existing memorial  | £60.00         | *                | *             | ✓          | *    | *                       | £67.00                           | 11.67 %  |
| * Any other replacement works not covered by above  |                |                  |               |            |      |                         |                                  |          |
| <b>GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY</b>  |                |                  |               |            |      |                         |                                  |          |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
CEMETERIES (continued)**

*NON RESIDENT.....continued*

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|--|----------------|------------------|---------------|------------|------|-------------------------|----------------------------------|----------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE |                         |                                  |          |
| <b>Standard rated &amp; exclusive of VAT</b>   |                |                  |               |            |      |                         |                                  |          |
| * Any other replacement works not covered by above                                       |                |                  |               |            |      |                         |                                  |          |
| * GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY                                    |                |                  |               |            |      |                         |                                  |          |
| <b>PART 4</b>  |                |                  |               |            |      |                         |                                  |          |
| <b>Miscellaneous</b>   |                |                  |               |            |      |                         |                                  |          |
| The Burial Register - fee for transfer of grave grant for the exclusive right of burial  | £42.00         | *                | *             | ✓          | *    | *                       | £43.00                           | 2.38 %   |
| Fee for the searches of Burial Register and for copies of extract to be taken there from | £60.00         | *                | *             | ✓          | *    | *                       | £67.00                           | 11.67 %  |
| Fee for the use of the Chapel  | £400.00        | *                | *             | ✓          | *    | *                       | £410.00                          | 2.50 %   |
| <b>PART 5</b>  |                |                  |               |            |      |                         |                                  |          |
| <b>Outside Scope for VAT purposes</b>  |                |                  |               |            |      |                         |                                  |          |
| <b>Maintenance of Grave spaces</b>   |                |                  |               |            |      |                         |                                  |          |
| Turfing a grave  | £110.00        | *                | *             | ✓          | *    | *                       | £113.00                          | 2.73 %   |
| Partial burying of headstone following failure of safety test                            | £130.00        | *                | *             | ✓          | *    | *                       | £133.00                          | 2.31 %   |
| Supply soil for memorial inset   | £110.00        | *                | *             | ✓          | *    | *                       | £113.00                          | 2.73 %   |
| * Any other replacement works not covered by above                                       |                |                  |               |            |      |                         |                                  |          |
| <b>NOTE:</b>   |                |                  |               |            |      |                         |                                  |          |
| <b>Memorials can now be placed on graves of stillborn children</b>                       |                |                  |               |            |      |                         |                                  |          |
| <b>FREE of CHARGE Size: 12" x 12" x 2". To be laid flat on grave surface</b>             |                |                  |               |            |      |                         |                                  |          |
| <b>PART 6</b>  |                |                  |               |            |      |                         |                                  |          |
| <b>Weekend Burials</b>   |                |                  |               |            |      |                         |                                  |          |
| Metal liner requirement  | £500.00        |                  |               |            |      |                         | £515.00                          | 3.00 %   |
| Gardens of Peace fee   | £435.00        |                  |               |            |      |                         | £445.00                          | 2.30 %   |

**BUDGET POSITION SUMMARY - CEMETERIES**

| Income Code & Description                | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>                |                         |                       |                         |                                  |          |                         |                         |
| KNA000-I0520 - Sale of Grave Spaces      | (175,000)               | (175,000)             | (175,000)               | NO CHANGE                        |          | (175,000)               | (175,000)               |
| KNA000-I0522 - Burial Fees               | (150,000)               | (150,000)             | (150,000)               | NO CHANGE                        |          | (150,000)               | (150,000)               |
| KNA000-I0524 - Memorial Fees             | (30,000)                | (30,000)              | (30,000)                | NO CHANGE                        |          | (30,000)                | (30,000)                |
| KNA000-I0526 - Use of Chapel             | (5,000)                 | (5,000)               | (5,000)                 | NO CHANGE                        |          | (5,000)                 | (5,000)                 |
| KNA000-I0527 - Transfer Fees             | (2,500)                 | (2,500)               | (2,500)                 | NO CHANGE                        |          | (2,500)                 | (2,500)                 |
| <b>LAND &amp; PROPERTY BASED CHARGES</b> |                         |                       |                         |                                  |          |                         |                         |
| KNA000-I0901 - Rent                      | (6,000)                 | (6,000)               | (6,000)                 | NO CHANGE                        |          | (6,000)                 | (6,000)                 |
|  | <b>(368,500)</b>        | <b>(368,500)</b>      | <b>(368,500)</b>        |                                  |          | <b>(368,500)</b>        | <b>(368,500)</b>        |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
LEISURE CENTRES - OPERATED BY SLM**

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Affected By 2019/20 |                 | Comments                            |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|---------------------|-----------------|-------------------------------------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  | PROPOSAL SAVINGS    | GROWTH PROPOSAL |                                     |
|  |                |                  |               |            |      |           |                         |                                  |                     |                 |                                     |
| <b>Standard rated &amp; incl of VAT if applicable</b>                        |                |                  |               |            |      |           |                         |                                  |                     |                 |                                     |
| <b>Main Hall / Dry Side Activities :-</b>                                    |                |                  |               |            |      |           |                         |                                  |                     |                 |                                     |
| Half hall hire - Woodside - Adult  | £63.00         | ✓                | x             | x          | x    | x         | £64.89                  | 3.00 %                           |                     |                 |                                     |
| - Junior   | £31.50         | ✓                | x             | x          | x    | x         | £32.45                  | 3.00 %                           |                     |                 |                                     |
| Whole Hall hire - Woodside - Adult   | £127.00        | ✓                | x             | x          | x    | x         | £130.81                 | 3.00 %                           |                     |                 |                                     |
| - Junior   | £63.00         | ✓                | x             | x          | x    | x         | £64.89                  | 3.00 %                           |                     |                 |                                     |
| Whole Hall hire - Central - Adult  | £63.00         | ✓                | x             | x          | x    | x         | £64.89                  | 3.00 %                           |                     |                 |                                     |
| - Junior   | £31.50         | ✓                | x             | x          | x    | x         | £32.45                  | 3.00 %                           |                     |                 |                                     |
| Cricket  | £62.80         | ✓                | x             | x          | x    | x         | £64.68                  | 3.00 %                           |                     |                 |                                     |
| <b>Parties with food, party leader up to 16 kids</b>                         |                |                  |               |            |      |           |                         |                                  |                     |                 |                                     |
| Dry side (football / allsportz, bouncy castle)                               | £194.00        | ✓                | x             | x          | x    | x         | £201.88                 | 3.00 %                           |                     |                 |                                     |
| Wetside (mini, mega wet and wild)  | £215.00        | ✓                | x             | x          | x    | x         | £226.60                 | 3.00 %                           |                     |                 |                                     |
| Wetside (inflatable)   | £222.00        | ✓                | x             | x          | x    | x         | £231.75                 | 3.00 %                           |                     |                 |                                     |
| Trampoline and Dance Party   | £215.00        | ✓                | x             | x          | x    | x         | £221.45                 | 3.00 %                           |                     |                 |                                     |
| Additional children  | £9.80          | ✓                | x             | x          | x    | x         | £10.09                  | 3.00 %                           |                     |                 |                                     |
| Additional party leader  | £17.80         | ✓                | x             | x          | x    | x         | £18.33                  | 3.00 %                           |                     |                 |                                     |
| Cost per head for food   | £3.60          | ✓                | x             | x          | x    | x         | £3.71                   | 3.00 %                           |                     |                 |                                     |
| <b>Parties (self catering, party leader, up to 16 kids)</b>                  |                |                  |               |            |      |           |                         |                                  |                     |                 |                                     |
| Dry side (football/allsportz,bouncy castle)                                  | £137.00        | ✓                | x             | x          | x    | x         | £201.88                 | 3.00 %                           |                     |                 |                                     |
| Wetside (mini, mega wet and wild)  | £160.00        | ✓                | x             | x          | x    | x         | £226.60                 | 3.00 %                           |                     |                 |                                     |
| Wetside (inflatable)   | £170.00        | ✓                | x             | x          | x    | x         | £231.75                 | 3.00 %                           |                     |                 |                                     |
| Trampoline and Dance Party   | £162.00        | ✓                | x             | x          | x    | x         | £221.45                 | 3.00 %                           |                     |                 |                                     |
| Additional children  | £6.20          | ✓                | x             | x          | x    | x         | £10.00                  | 2.04 %                           |                     |                 |                                     |
| Additional party leader  | £17.80         | ✓                | x             | x          | x    | x         | £18.33                  | 3.00 %                           |                     |                 |                                     |
| <b>Junior Activities</b>   |                |                  |               |            |      |           |                         |                                  |                     |                 |                                     |
| Active antz  | £5.80          | ✓                | x             | x          | x    | x         | £5.95                   | 2.59 %                           |                     |                 |                                     |
| Crafty tots  | £6.45          | ✓                | x             | x          | x    | x         | £0.00                   | 3.00 %                           |                     |                 | remove we don't to this anymore     |
| Mini gym   | £5.80          | ✓                | x             | x          | x    | x         | £5.95                   | 2.59 %                           |                     |                 |                                     |
| Mini dribblers   | £5.80          | ✓                | x             | x          | x    | x         | £5.95                   | 2.59 %                           |                     |                 |                                     |
| Mini bouncers  | £5.80          | ✓                | x             | x          | x    | x         | £5.95                   | 2.59 %                           |                     |                 |                                     |
| <b>Sports Course - Adult - Dry</b>   |                |                  |               |            |      |           |                         |                                  |                     |                 |                                     |
| Trampolining (drop-in adults)  | £6.80          | ✓                | x             | x          | x    | x         | £7.50                   | 10.29 %                          |                     |                 |                                     |
| Pilates (3 wks - 45mins)   | £6.90          | ✓                | x             | x          | x    | x         | £7.50                   | 8.70 %                           |                     |                 |                                     |
| Pilates (members)  | £19.60         | ✓                | x             | x          | x    | x         | £20.00                  | 2.04 %                           |                     |                 |                                     |
| Swimming Course - Adult  | £0.00          | ✓                | x             | x          | x    | x         | £0.00                   |                                  |                     |                 |                                     |
| Swimming Coaching 1 hour (Sat am only)                                       | £5.80          | ✓                | x             | x          | x    | x         | £7.50                   | 15.38 %                          |                     |                 | bring in line with Adult tramp      |
| Swimming Coaching 1 hour (Sat am only)                                       | £5.80          | ✓                | x             | x          | x    | x         | £7.50                   | 15.38 %                          |                     |                 |                                     |
| <b>Everyone Active card - Watford &amp; Three Rivers</b>                     |                |                  |               |            |      |           |                         |                                  |                     |                 |                                     |
| Everyone Active card - Non resident adult                                    | £0.00          | x                | x             | x          | ✓    | x         | £0.00                   |                                  |                     |                 |                                     |
| Everyone Active card - Non resident junior                                   | £25.50         | ✓                | x             | x          | x    | x         | £26.27                  | 3.00 %                           |                     |                 |                                     |
| Everyone Active card - Non resident - family (2 adults and up to 3 children) | £15.70         | ✓                | x             | x          | x    | x         | £16.17                  | 3.00 %                           |                     |                 |                                     |
| Everyone Active card - Non resident - family (2 adults and up to 3 children) | £62.25         | ✓                | x             | x          | x    | x         | £64.12                  | 3.00 %                           |                     |                 |                                     |
| Lost card/replacement  | £0.00          | ✓                | x             | x          | x    | x         | £5.00                   |                                  |                     |                 |                                     |
| 50+ Short Mat Bowls  | £2.85          | ✓                | x             | x          | x    | x         | £2.90                   | 1.75 %                           |                     |                 | New for 19/20                       |
| 50+ Keep Fit   | £2.85          | ✓                | x             | x          | x    | x         | £2.90                   | 1.75 %                           |                     |                 | Target Group no signifiant increase |
| 50+ Line Dancing   | £3.50          | ✓                | x             | x          | x    | x         | £3.55                   | 1.43 %                           |                     |                 | Target Group no signifiant increase |
| 50+ Tap  | £3.70          | ✓                | x             | x          | x    | x         | £3.75                   | 1.35 %                           |                     |                 | Target Group no signifiant increase |
| 50+ Water Workout  | £3.50          | ✓                | x             | x          | x    | x         | £3.55                   | 1.43 %                           |                     |                 | Target Group no signifiant increase |
| 50+ Badminton  | £4.70          | ✓                | x             | x          | x    | x         | £4.75                   | 1.06 %                           |                     |                 | Target Group no signifiant increase |
| 50+ Badminton  | £2.30          | ✓                | x             | x          | x    | x         | £2.35                   | 2.17 %                           |                     |                 | Target Group no signifiant increase |
| 50+ Badminton  | £3.45          | ✓                | x             | x          | x    | x         | £3.50                   | 1.45 %                           |                     |                 | Target Group no signifiant increase |
| Back to Netbal   | £3.80          | ✓                | x             | x          | x    | x         | 3.9                     | 3.00 %                           |                     |                 | Target Group no signifiant increase |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
LEISURE CENTRES - OPERATED BY SLM (Continued)**

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Affected By      |                  | Comments  |                 |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|------------------|------------------|---|-----------------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  | 2019/20 PROPOSAL | SAVINGS PROPOSAL |   | GROWTH PROPOSAL |
|  |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
| <b>Standard rated &amp; incl of VAT if applicable</b>  |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
| Hire Prices (A refundable deposit of £5.00 is required per each item hired)                    |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
| Badminton Racquets   | £2.55          | ✓                | ✗             | ✗          | ✗    | ✗         | £2.63                   | 3.00 %                           |                  |                  |   |                 |
| Table Tennis Bats  | £2.55          | ✓                | ✗             | ✗          | ✗    | ✗         | £2.63                   | 3.00 %                           |                  |                  |   |                 |
| Squash racquets  | £2.55          | ✓                | ✗             | ✗          | ✗    | ✗         | £2.63                   |                                  |                  |                  |   |                 |
| Trampoline per hour  | £14.10         | ✓                | ✗             | ✗          | ✗    | ✗         |                         |                                  |                  |                  |   |                 |
| <b>Equipment purchase :-</b>   |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
| Squash balls   | £2.55          | ✓                | ✗             | ✗          | ✗    | ✗         | £2.63                   | 3.00 %                           |                  |                  |   |                 |
| Shuttlecocks   | £2.30          | ✓                | ✗             | ✗          | ✗    | ✗         | £2.37                   | 3.00 %                           |                  |                  |   |                 |
| <b>Meetings :-</b>   |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
| Conference Room & Executive Suite (WLC)  | 21.00 - 27.00  | ✓                | ✗             | ✗          | ✗    | ✗         | £25.00                  |                                  |                  |                  |   |                 |
| <b>Studios :-</b>  |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
| Studio 1 (14.7 x 11.7)   | £33.00         | ✓                | ✗             | ✗          | ✗    | ✗         | £33.99                  | 3.00 %                           |                  |                  |   |                 |
| Studio 2 (12.5 x 9.8)  | £28.60         | ✓                | ✗             | ✗          | ✗    | ✗         | £29.46                  | 3.00 %                           |                  |                  |   |                 |
| Studio 3 - (8.9 x 9.9)   | £23.00         | ✓                | ✗             | ✗          | ✗    | ✗         | £23.69                  | 3.00 %                           |                  |                  |   |                 |
| Studio 1 (Central)   | £28.20         | ✓                | ✗             | ✗          | ✗    | ✗         | £29.05                  | 3.00 %                           |                  |                  |   |                 |
| Creche   | £22.80         | ✓                | ✗             | ✗          | ✗    | ✗         | £23.48                  | 3.00 %                           |                  |                  |   |                 |
| Schools per half hour per teacher  | £32.40         | ✓                | ✗             | ✗          | ✗    | ✗         | £33.37                  | 3.00 %                           |                  |                  |   |                 |
| Second teacher per pool  | £21.70         | ✓                | ✗             | ✗          | ✗    | ✗         | £22.35                  | 3.00 %                           |                  |                  |   |                 |
| Gym, per student   | £3.10          | ✓                | ✗             | ✗          | ✗    | ✗         | £3.15                   | 3.20 %                           |                  |                  |   |                 |
| <b>Woodside Stadium :-</b>   |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
| Public Training - Adult  | £4.90          | ✓                | ✗             | ✗          | ✗    | ✗         | £5.05                   | 3.00 %                           |                  |                  |   |                 |
| - Junior   | £2.75          | ✓                | ✗             | ✗          | ✗    | ✗         | £2.80                   | 1.82 %                           |                  |                  |   |                 |
| Adult (Watford Harriers Club Members)  | £4.25          | ✓                | ✗             | ✗          | ✗    | ✗         | £4.40                   | 3.53 %                           |                  |                  |   |                 |
| Junior (Watford Harriers Club Members)   | £1.75          | ✓                | ✗             | ✗          | ✗    | ✗         | £1.80                   | 3.00 %                           |                  |                  | encouraging to take out a DD or Annual Membership |                 |
| Direct Debit - Harriers Member   | £0.00          |                  |               |            |      |           | £18.00                  | #DIV/0!                          |                  |                  | New price for members                             |                 |
| Season Tickets adults - Summer   | £89.00         | ✓                | ✗             | ✗          | ✗    | ✗         | £91.67                  | 3.00 %                           |                  |                  |   |                 |
| - Winter   | £67.50         | ✓                | ✗             | ✗          | ✗    | ✗         | £69.53                  | 3.00 %                           |                  |                  |   |                 |
| - Yearly   | £129.00        | ✓                | ✗             | ✗          | ✗    | ✗         | £132.87                 | 3.00 %                           |                  |                  |   |                 |
| Season Tickets junior - Summer   | £41.50         | ✓                | ✗             | ✗          | ✗    | ✗         | £42.75                  | 3.00 %                           |                  |                  |   |                 |
| - Winter   | £31.25         | ✓                | ✗             | ✗          | ✗    | ✗         | £32.19                  | 3.00 %                           |                  |                  |   |                 |
| - Yearly   | £62.00         | ✓                | ✗             | ✗          | ✗    | ✗         | £63.86                  | 3.00 %                           |                  |                  |   |                 |
|  |                |                  |               |            |      |           | £0.00                   |                                  |                  |                  |   |                 |
| Athletics Meet (Up to 8 hours Mon - Fri up to 5pm)   | £160.00        | ✓                | ✗             | ✗          | ✗    | ✗         | £164.80                 | 3.00 %                           |                  |                  |   |                 |
| Athletics Meet (Up to 8 hours Weekend or Bank Holiday)   | £250.00        | ✓                | ✗             | ✗          | ✗    | ✗         | £257.50                 | 3.00 %                           |                  |                  |   |                 |
| Athletics Meet (Up to 4 hours Midweek evening from 6pm)  | £98.50         | ✓                | ✗             | ✗          | ✗    | ✗         | £101.46                 | 3.00 %                           |                  |                  |   |                 |
| Athletics Meet - Additional hours  | £54.50         | ✓                | ✗             | ✗          | ✗    | ✗         | £56.14                  | 3.00 %                           |                  |                  |   |                 |
| School Athletic Meet/Sports Day (Up to 5pm weekdays)   | £98.50         | ✓                | ✗             | ✗          | ✗    | ✗         | £101.46                 | 3.00 %                           |                  |                  |   |                 |
| Member of staff  | £17.75         | ✓                | ✗             | ✗          | ✗    | ✗         | £18.28                  | 3.00 %                           |                  |                  |   |                 |
| Additional colleagues / person   | £17.75         | ✓                | ✗             | ✗          | ✗    | ✗         | £18.28                  | 3.00 %                           |                  |                  |   |                 |
| Car Park Steward for large events  | £12.60         | ✓                | ✗             | ✗          | ✗    | ✗         | £12.98                  | 3.00 %                           |                  |                  |   |                 |
| Athletic Meet - Set up time per hr   | £21.85         | ✓                | ✗             | ✗          | ✗    | ✗         | £22.51                  | 3.00 %                           |                  |                  |   |                 |
| Athletic Meet - Clean Up time per hr   | £21.85         | ✓                | ✗             | ✗          | ✗    | ✗         | £22.51                  | 3.00 %                           |                  |                  |   |                 |
| <b>Harriers Charges</b>  |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
|  |                |                  |               |            |      |           | £0.00                   |                                  |                  |                  |   |                 |
| Hire for training/coaching purposes, day time inc  | £26.25         | ✓                | ✗             | ✗          | ✗    | ✗         | £27.04                  | 3.00 %                           |                  |                  |   |                 |
| As Above including Flood Lights in Evening, plus a colleague                                   | £41.50         | ✓                | ✗             | ✗          | ✗    | ✗         | £42.75                  | 3.00 %                           |                  |                  |   |                 |
| <b>Block Booking (standard price less VAT where bookings are 10 consecutive weeks or more)</b> |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
| ATP 1x5v5 - Adult  | £36.50         | ✓                | ✗             | ✗          | ✗    | ✗         | £36.50                  | NO CHANGE                        |                  |                  |   |                 |
| ATP 1x5v5 - Junior   | £19.00         | ✓                | ✗             | ✗          | ✗    | ✗         | £19.50                  | 2.63 %                           |                  |                  |   |                 |
| Badminton Clubs - Adult  | £12.65         | ✓                | ✗             | ✗          | ✗    | ✗         | £13.03                  | 3.00 %                           |                  |                  |   |                 |
| Sports Activity - Adult  | £48.75         | ✓                | ✗             | ✗          | ✗    | ✗         | £50.21                  | 3.00 %                           |                  |                  |   |                 |
| - Junior   | £24.70         | ✓                | ✗             | ✗          | ✗    | ✗         | £25.44                  | 3.00 %                           |                  |                  |   |                 |
| Cricket (Nets only) - Adult  | £50.75         | ✓                | ✗             | ✗          | ✗    | ✗         | £52.27                  | 3.00 %                           |                  |                  |   |                 |
| - Junior   |                | ✓                | ✗             | ✗          | ✗    | ✗         | £0.00                   |                                  |                  |                  |   |                 |
| Treatment room 1 (per month)   | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗         | £0.00                   |                                  |                  |                  |   |                 |
| Treatment room 2 (per month)   | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗         | £0.00                   |                                  |                  |                  |   |                 |
| Learner pool (1 hour) - Central  | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗         | £0.00                   |                                  |                  |                  |   |                 |
| Learner pool (1 hour) - woodside   | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗         | £0.00                   |                                  |                  |                  |   |                 |
| <b>Gala Prices</b>   |                |                  |               |            |      |           |                         |                                  |                  |                  |   |                 |
| Swim Clubs (general) incl timing equip   | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗         | £0.00                   |                                  |                  |                  |   |                 |
| Watford Swim Club / voluntary organisations  | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗         | £0.00                   |                                  |                  |                  |   |                 |
| Waterpolo  | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗         | £0.00                   |                                  |                  |                  |   |                 |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
LEISURE CENTRES - OPERATED BY SLM (Continued)**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Affected By 2019/20 |                  | Comments   |                 |
|---|----------------|------------------|---------------|------------|------|-------------------------|----------------------------------|---------------------|------------------|--|-----------------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE |                         |                                  | STATUTORY           | SAVINGS PROPOSAL |  | GROWTH PROPOSAL |
|   |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| <b>Standard rated &amp; incl of VAT if applicable</b> |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| <b>Main Hall / Dry Side Activities :-</b>             |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| Badminton - Adult                                     | £15.10         | ✓                | ✗             | ✗          | ✗    | ✗                       | £13.24                           | -12.32 %            |                  | reduction in price to promote usage              |                 |
| - Junior  | £7.55          | ✓                | ✗             | ✗          | ✗    | ✗                       | £7.75                            | 2.65 %              |                  |  |                 |
| (8-4 weekdays and 8 - close weekends)                 | £7.55          | ✓                | ✗             | ✗          | ✗    | ✗                       | £7.75                            | 2.65 %              |                  |  |                 |
| Drop-in Adult (Friday night)                          | £6.85          | ✓                | ✗             | ✗          | ✗    | ✗                       | £7.10                            | 3.65 %              |                  |  |                 |
| Drop-in Junior  | £4.40          | ✓                | ✗             | ✗          | ✗    | ✗                       | £4.55                            | 3.41 %              |                  |  |                 |
| Table Tennis - Adult                                  | £12.35         | ✓                | ✗             | ✗          | ✗    | ✗                       | £12.72                           | 3.00 %              |                  |  |                 |
| Table Tennis - Junior                                 | £6.25          | ✓                | ✗             | ✗          | ✗    | ✗                       | £6.44                            | 3.00 %              |                  |  |                 |
| ATP 5 V 5 a side - Adult                              | £44.40         | ✓                | ✗             | ✗          | ✗    | ✗                       | £44.50                           | 0.23 %              |                  |  |                 |
| - Junior  | £22.70         | ✓                | ✗             | ✗          | ✗    | ✗                       | £23.38                           | 3.00 %              |                  |  |                 |
| Squash - Adult  | £12.35         | ✓                | ✗             | ✗          | ✗    | ✗                       | £12.72                           | 3.00 %              |                  |  |                 |
| - Junior  | £6.25          | ✓                | ✗             | ✗          | ✗    | ✗                       | £6.44                            | 3.00 %              |                  |  |                 |
| Squash (off peak) - Adult                             | £6.25          | ✓                | ✗             | ✗          | ✗    | ✗                       | £6.44                            | 3.00 %              |                  | 1st price increase in 2 or more years.           |                 |
| Squash (off peak) - Junior                            | £3.60          | ✓                | ✗             | ✗          | ✗    | ✗                       | £3.71                            | 3.00 %              |                  |  |                 |
| Squash League ( Monday nights off peak ) - Adults     | £6.25          | ✓                | ✗             | ✗          | ✗    | ✗                       | £6.00                            | -4.00 %             |                  | encourage more members                           |                 |
| Climbing Wall - Adult                                 | £5.50          | ✓                | ✗             | ✗          | ✗    | ✗                       | £5.67                            | 3.00 %              |                  |  |                 |
| Climbing Wall - Junior                                | £4.30          | ✓                | ✗             | ✗          | ✗    | ✗                       | £4.43                            | 3.00 %              |                  |  |                 |
| Climbing Wall - registration                          | £5.30          | ✓                | ✗             | ✗          | ✗    | ✗                       | £5.46                            | 3.00 %              |                  |  |                 |
| <b>Parties :-</b>                                     |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| Children's Activities                                 |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| Creche - 1 hour                                       | £3.30          | ✓                | ✗             | ✗          | ✗    | ✗                       | £3.40                            | 3.00 %              |                  |  |                 |
| - 2 hours   | £5.60          | ✓                | ✗             | ✗          | ✗    | ✗                       | £5.77                            | 3.00 %              |                  |  |                 |
| <b>Courses :-</b>                                     |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| Sports Course Junior - Dry                            | £6.50          | ✓                | ✗             | ✗          | ✗    | ✗                       | £7.50                            | 15.38 %             |                  | Badges will be included currently not, also free |                 |
| Swimming Lessons Junior - Wet                         | £6.50          | ✓                | ✗             | ✗          | ✗    | ✗                       | £7.50                            | 15.38 %             |                  | swimming inc                                     |                 |
| <b>Fitness Activities :-</b>                          |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| Group Exercise (45min and 1 hr)                       | £6.65          | ✓                | ✗             | ✗          | ✗    | ✗                       | £6.85                            | 3.00 %              |                  |  |                 |
| Group Exercise (30min)                                | £3.25          | ✓                | ✗             | ✗          | ✗    | ✗                       | £3.35                            | 3.00 %              |                  |  |                 |
| Induction (1:1) - Adult                               | £25.70         | ✓                | ✗             | ✗          | ✗    | ✗                       | £26.47                           | 3.00 %              |                  |  |                 |
| - Junior  | £12.80         | ✓                | ✗             | ✗          | ✗    | ✗                       | £13.18                           | 3.00 %              |                  |  |                 |
| Gym Casual use  | £8.65          | ✓                | ✗             | ✗          | ✗    | ✗                       | £8.91                            | 3.00 %              |                  |  |                 |
| 60+ Gym   | £3.15          | ✓                | ✗             | ✗          | ✗    | ✗                       | £3.24                            | 3.00 %              |                  |  |                 |
| Gym Active teen (11 - 16yrs)                          | £3.15          | ✓                | ✗             | ✗          | ✗    | ✗                       | £3.24                            | 3.00 %              |                  |  |                 |
| Three Rivers junior gym                               | £3.10          | ✓                | ✗             | ✗          | ✗    | ✗                       | £3.19                            | 3.00 %              |                  |  |                 |
| GP Referral   | £3.65          | ✓                | ✗             | ✗          | ✗    | ✗                       | £3.50                            | NO CHANGE           |                  |  |                 |
| Special w/out Groups (eg Parkinsons)                  | £2.20          | ✓                | ✗             | ✗          | ✗    | ✗                       | £2.20                            | NO CHANGE           |                  | target group for contract                        |                 |
| <b>Toning Chairs :-</b>                               |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| 1 session   | £8.80          | ✓                | ✗             | ✗          | ✗    | ✗                       | £9.06                            | 3.00 %              |                  |  |                 |
| 6 sessions  | £51.00         | ✓                | ✗             | ✗          | ✗    | ✗                       | £52.53                           | 3.00 %              |                  |  |                 |
| 12 sessions   | £87.50         | ✓                | ✗             | ✗          | ✗    | ✗                       | £90.13                           | 3.00 %              |                  |  |                 |
| Toning Chairs + special work out                      | £5.00          | ✓                | ✗             | ✗          | ✗    | ✗                       | £0.00                            |                     |                  | remove price not used                            |                 |
| Toning Chairs Induction                               | £9.80          | ✓                | ✗             | ✗          | ✗    | ✗                       | £10.09                           | 3.00 %              |                  | remove price not used                            |                 |
| <b>Swimming :-</b>                                    |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| Adult   | £4.55          | ✓                | ✗             | ✗          | ✗    | ✗                       | £4.70                            | 3.30 %              |                  |  |                 |
| Junior  | £3.05          | ✓                | ✗             | ✗          | ✗    | ✗                       | £3.15                            | 3.28 %              |                  |  |                 |
| 60+   | £2.30          | ✓                | ✗             | ✗          | ✗    | ✗                       | £2.35                            | 2.17 %              |                  |  |                 |
| 50+   | £2.30          | ✓                | ✗             | ✗          | ✗    | ✗                       | £2.35                            | 2.17 %              |                  |  |                 |
| Under 3 (free)  | £0.00          | ✗                | ✗             | ✗          | ✓    | ✗                       | £0.00                            |                     |                  | new inflatables                                  |                 |
| Fun Session - Jr                                      | £3.85          | ✓                | ✗             | ✗          | ✗    | ✗                       | £4.00                            | 3.90 %              |                  |  |                 |
| Three Rivers Junior U19's                             | £3.15          | ✓                | ✗             | ✗          | ✗    | ✗                       | £3.24                            | 3.00 %              |                  |  |                 |
| Three Rivers 60+                                      |                | ✓                | ✗             | ✗          | ✗    | ✗                       | 2.35                             | 2.17 %              |                  |  |                 |
| Shower /Admission - Adult                             | £2.25          | ✓                | ✗             | ✗          | ✗    | ✗                       | £2.32                            | 2.17 %              |                  |  |                 |
| - Junior  | £1.50          | ✓                | ✗             | ✗          | ✗    | ✗                       | £1.55                            | 3.00 %              |                  |  |                 |
| Spectator   | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗                       | £0.00                            |                     |                  |  |                 |
| Sauna   | £4.25          | ✓                | ✗             | ✗          | ✗    | ✗                       | £0.00                            |                     |                  | removing price due to members abusing the system |                 |
| Sauna and Swim  | £5.40          | ✓                | ✗             | ✗          | ✗    | ✗                       | £5.60                            | 3.70 %              |                  |  |                 |
| <b>Memberships (direct debits) :-</b>                 |                |                  |               |            |      |                         |                                  |                     |                  |  |                 |
| Group Exercise - Single                               | £33.00         | ✓                | ✗             | ✗          | ✗    | ✗                       | £0.00                            |                     |                  |  |                 |
| - Couple  | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗                       | £0.00                            |                     |                  |  |                 |
| - Annual (single)                                     | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗                       | £0.00                            |                     |                  |  |                 |
| - Annual (Joint)                                      | £0.00          | ✓                | ✗             | ✗          | ✗    | ✗                       | £0.00                            |                     |                  |  |                 |
| Total Fitness - Single                                | £39.50         | ✓                | ✗             | ✗          | ✗    | ✗                       | £39.50                           | NO CHANGE           |                  |  |                 |
| - Couple  | £68.00         | ✓                | ✗             | ✗          | ✗    | ✗                       | £68.00                           | NO CHANGE           |                  |  |                 |
| - Annual (single)                                     | £395.00        | ✓                | ✗             | ✗          | ✗    | ✗                       | £395.00                          | NO CHANGE           |                  |  |                 |
| - Annual (Joint)                                      | £680.00        | ✓                | ✗             | ✗          | ✗    | ✗                       | £680.00                          | NO CHANGE           |                  |  |                 |
| Corporate Single Only - Monthly                       | £33.00         | ✓                | ✗             | ✗          | ✗    | ✗                       | £33.00                           | NO CHANGE           |                  |  |                 |
| - Annual  | £330.00        | ✓                | ✗             | ✗          | ✗    | ✗                       | £330.00                          | NO CHANGE           |                  |  |                 |
| Junior Active - Monthly                               | £13.99         | ✓                | ✗             | ✗          | ✗    | ✗                       | £13.99                           | NO CHANGE           |                  |  |                 |
| - Annual  | £139.90        | ✓                | ✗             | ✗          | ✗    | ✗                       | £139.90                          | NO CHANGE           |                  |  |                 |
| Total Fit 60+ - Monthly                               | £27.00         | ✓                | ✗             | ✗          | ✗    | ✗                       | £27.00                           | NO CHANGE           |                  |  |                 |
| - Annual  | £270.00        | ✓                | ✗             | ✗          | ✗    | ✗                       | £270.00                          | NO CHANGE           |                  |  |                 |
| Total Fitness Joining Fee - Single                    | £40.00         | ✓                | ✗             | ✗          | ✗    | ✗                       | £40.00                           | NO CHANGE           |                  |  |                 |
| Splash Fitness (swim) - Monthly                       | £25.00         | ✓                | ✗             | ✗          | ✗    | ✗                       | £25.00                           | NO CHANGE           |                  |  |                 |
| - Annual  | £250.00        | ✓                | ✗             | ✗          | ✗    | ✗                       | £250.00                          | NO CHANGE           |                  |  |                 |
| Gym 16-18 - Monthly                                   | £17.99         | ✓                | ✗             | ✗          | ✗    | ✗                       | £17.99                           | NO CHANGE           |                  |  |                 |
| - Annual  | £179.90        | ✓                | ✗             | ✗          | ✗    | ✗                       | £179.90                          | NO CHANGE           |                  |  |                 |
| Student and Concessions - Monthly                     | £27.00         | ✓                | ✗             | ✗          | ✗    | ✗                       | £27.00                           | NO CHANGE           |                  |  |                 |
| - Annual  | £270           | ✓                | ✗             | ✗          | ✗    | ✗                       | £270                             | NO CHANGE           |                  |  |                 |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-**  
**LEISURE CENTRES - OPERATED BY SLM (Continued)**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|---|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|----------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |          |
| <b>Standard rated &amp; incl of VAT if applicable</b> |                |                  |               |            |      |           |                         |                                  |          |
| Watford Borough Council - Monthly                     | £27.00         | ✓                | x             | x          | x    | x         | £27.00                  | NO CHANGE                        |          |
| - Annual  | £270.00        | ✓                | x             | x          | x    | x         | £270.00                 | NO CHANGE                        |          |
| Watford Harriers - Monthly                            | £31.00         | ✓                | x             | x          | x    | x         | £31.99                  | 3.00 %                           |          |
| - Annual  | £310.00        | ✓                | x             | x          | x    | x         | £310.00                 | NO CHANGE                        |          |
| <b>Pool hire - standard charge :-</b>                 |                |                  |               |            |      |           |                         |                                  |          |
| Watford Woodside - Main pool (4 lanes)                | £60.00         | ✓                | x             | x          | x    | x         | £61.80                  | 3.00 %                           |          |
| Watford Woodside - Main pool (whole)                  | £119.00        | ✓                | x             | x          | x    | x         | £122.57                 | 3.00 %                           |          |
| Watford Central - Main pool (3 lanes)                 | £51.50         | ✓                | x             | x          | x    | x         | £53.05                  | 3.00 %                           |          |
| Watford Central - Main pool (whole)                   | £103.00        | ✓                | x             | x          | x    | x         | £106.09                 | 3.00 %                           |          |
| <b>Pool hire - Club / School rate :-</b>              |                |                  |               |            |      |           |                         |                                  |          |
| We have agreed to hold Club rates for 2 years         |                |                  |               |            |      |           |                         |                                  |          |
| Watford Woodside - Main pool (4 lanes)                | £51.50         | ✓                | x             | x          | x    | x         | £53.05                  | 3.00 %                           |          |
| Watford Woodside - Main pool (whole)                  | £103.00        | ✓                | x             | x          | x    | x         | £106.09                 | 3.00 %                           |          |
| Watford Central - Main pool (3 lanes)                 | £45.35         | ✓                | x             | x          | x    | x         | £46.71                  | 3.00 %                           |          |
| Watford Central - Main pool (whole)                   | £89.65         | ✓                | x             | x          | x    | x         | £92.34                  | 3.00 %                           |          |

**BUDGET POSITION SUMMARY - LEISURE CENTRES**

| Income Code & Description                                 | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|---|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>                                 |                         |                       |                         |                                  |          |                         |                         |
| DLM000-I0630 - Service Provider                           | (418,632)               | (692,835)             | (692,835)               | 65.50 %                          |          | (1,009,227)             | (1,009,227)             |
| DLM000-I0630-WJ0079 - Service Provider West Herts College | (55,000)                | (56,000)              | (56,650)                | 3.00 %                           |          | (56,650)                | (56,650)                |
|   | <b>(473,632)</b>        | <b>(748,835)</b>      | <b>(749,485)</b>        |                                  |          | <b>(1,065,877)</b>      | <b>(1,065,877)</b>      |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
WASTE SERVICES INCLUDING TRADE WASTE**

| Description                                    | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments                  |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|---------------------------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |                           |
| <b>Outside Scope &amp; exclusive of VAT</b>    |                |                  |               |            |      |           |                         |                                  |                           |
| <b>TRADE WASTE</b>                             |                |                  |               |            |      |           |                         |                                  |                           |
| 1100L Euro bin                                 |                |                  |               |            |      |           |                         |                                  |                           |
| Container per empty (Schools/Charities)        | £10.90         | *                | ✓             | ✓          | *    | ✓         | £11.15                  | 2.29 %                           | Shared income 8.2% to WBC |
| 1100L Euro bin hire                            | £2.05          | *                | ✓             | ✓          | *    | ✓         | £2.10                   | 2.44 %                           | Shared income 8.2% to WBC |
| Container per empty (recycling) (schools)      | £9.80          | *                | ✓             | ✓          | *    | ✓         | £10.05                  | 2.55 %                           | Shared income 8.2% to WBC |
| 940L Chamberlain bin Container                 |                |                  |               |            |      |           |                         |                                  |                           |
| Container per empty (Schools/Charities)        | £9.80          | *                | ✓             | ✓          | *    | ✓         | £10.05                  | 2.55 %                           | Shared income 8.2% to WBC |
| 660L Euro bin container                        |                |                  |               |            |      |           |                         |                                  |                           |
| Container per empty (Schools/Charities)        | £8.75          | *                | ✓             | ✓          | *    | ✓         | £9.00                   | 2.86 %                           | Shared income 8.2% to WBC |
| 360L wheeled bins                              |                |                  |               |            |      |           |                         |                                  |                           |
| Container per empty (Schools/Charities)        | £7.40          | *                | ✓             | ✓          | *    | ✓         | £7.60                   | 2.70 %                           | Shared income 8.2% to WBC |
| 240L Wheeled bins                              |                |                  |               |            |      |           |                         |                                  |                           |
| Container per empty (Schools/Charities)        | £6.20          | *                | ✓             | ✓          | *    | ✓         | £6.35                   | 2.42 %                           | Shared income 8.2% to WBC |
| <b>ADDITIONAL DOMESTIC COLLECTION SCENARIO</b> |                |                  |               |            |      |           |                         |                                  |                           |
| 1100L Euro bin                                 |                |                  |               |            |      |           |                         |                                  |                           |
| Container per empty                            | £10.80         | *                | ✓             | ✓          | *    | ✓         | £11.05                  | 2.31 %                           | Veolia income             |
| 660L Euro bin container                        |                |                  |               |            |      |           |                         |                                  |                           |
| Container per empty                            | £8.75          | *                | ✓             | ✓          | *    | ✓         | £9.00                   | 2.86 %                           | Veolia income             |
| 240L Wheeled bins                              |                |                  |               |            |      |           |                         |                                  |                           |
| Container per empty                            | £6.20          | *                | ✓             | ✓          | *    | ✓         | £6.35                   | 2.42 %                           | Veolia income             |
| <b>DOMESTIC WASTE</b>                          |                |                  |               |            |      |           |                         |                                  |                           |
| Delivery of recycling boxes and wheeled bins   | £5.65          | *                | *             | ✓          | *    | *         | £5.80                   | 2.65 %                           | Veolia income             |
| <b>DOMESTIC SACKS</b>                          |                |                  |               |            |      |           |                         |                                  |                           |
| Excess Waste Sack                              | £2.60          | *                | ✓             | *          | *    | *         | £2.65                   | 1.92 %                           | Veolia and CSC income     |
| Nappy Sack                                     | £0.55          | *                | ✓             | *          | *    | *         | £0.55                   | NO CHANGE                        | Veolia and CSC income     |
| <b>ADDITIONAL GREEN BIN CHARGE</b>             |                |                  |               |            |      |           |                         |                                  |                           |
| Per additional bin                             | £35.00         | *                | ✓             | *          | *    | *         | £35.00                  | NO CHANGE                        | WBC income                |
| Compostable liners (roll of 52)                | £2.50          |                  |               |            |      |           | £2.50                   | NO CHANGE                        | Veolia and CSC income     |

**CHARGES TO DEVELOPERS FOR WASTE CONTAINERS**

| Description                               | Actual 2017/18 | Original Budget 2018/19 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | COMMENTS      |
|---|----------------|-------------------------|-------------------------|----------------------------------|---------------|
| <b>WASTE BINS FOR NEW DEVELOPMENTS</b>    |                |                         |                         |                                  |               |
| Euro 660 litre residual bin               | 0              | £270.00                 | £280.00                 | 3.70 %                           | Veolia income |
| Euro 1100 litre residual bin              | 0              | £295.00                 | £305.00                 | 3.39 %                           | Veolia income |
| Euro 1100 litre recycling bin             | 0              | £110                    | £305.00                 | 177.27 %                         | Veolia income |
| <b>CHARGES TO EMPTY CONTAMINATED BINS</b> |                |                         |                         |                                  |               |
| Euro 660 and 1100 litre bins              | 0              | £87.50                  | £90.00                  | 2.86 %                           | Veolia income |
| 240 litre bin                             | 0              | £66.00                  | £68.00                  | 3.03 %                           | Veolia income |

**BUDGET POSITION SUMMARY - WASTE SERVICES INCLUDING TRADE WASTE**

| Income Code & Description                        | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments                                 | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|--|-------------------------|-------------------------|
| <b>SALES</b>                                     |                         |                       |                         |                                  |  |                         |                         |
| KMG000-I0113 - Sales of Paper                    | 0                       | 0                     |                         | NO CHANGE                        |  | 0                       | 0                       |
| KMH000-I0706 - Green Bin Charges                 | (38,000)                | (39,000)              | (39,000)                | 2.63 %                           |  | (39,000)                | (39,000)                |
| <b>FEES &amp; CHARGES</b>                        |                         |                       |                         |                                  |  |                         |                         |
| KMD000-I0531 WJ0371 - Fees - Trade Refuse        | (1,900)                 | 0                     | 0                       | 0                                | Revised with job code WJ0505 (see below) | 0                       | 0                       |
| KMD000-I0531 WJ0505 - Veolia Unspecified         | 0                       | (4,000)               | (4,080)                 |                                  |  | (4,160)                 | (4,160)                 |
| KME000-I0537 WJ0082 - Misc Fees & Charges (TRDC) | (2,400)                 | (2,400)               | (2,400)                 | NO CHANGE                        |  | (2,400)                 | (2,400)                 |
| KMG000-I0538 - Recycling Textiles                | (5,500)                 | (5,500)               | (5,500)                 | NO CHANGE                        |  | (5,500)                 | (5,500)                 |
| KMH000-I0537 WJ0082 - Misc Fees & Charges (TRDC) | (8,400)                 | (8,400)               | (8,400)                 | NO CHANGE                        |  | (8,400)                 | (8,400)                 |
|  | (56,200)                | (59,300)              | (59,380)                |                                  |  | (59,460)                | (59,460)                |

**COMMUNITY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
SPECIAL COLLECTIONS & STREET CLEANSING**

*Prices quoted below are exclusive of VAT*

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments       |
|---|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|----------------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |                |
| Where Commercial Special Collections are made, the charge would be subject to VAT at the Standard rate.                         |                |                  |               |            |      |           |                         |                                  |                |
| Where Household Special Collections are made, the charge would be Outside Scope for VAT purposes.                               |                |                  |               |            |      |           |                         |                                  |                |
| <b>SPECIAL COLLECTIONS</b>  |                |                  |               |            |      |           |                         |                                  |                |
| Up to four bulky Items *  | £29.00         | x                | x             | ✓          | x    | x         | £30.00                  | 3.45 %                           | WBC income     |
| Up to 3 bulky items   |                |                  |               |            |      |           |                         |                                  |                |
| Each additional bulky item :-   |                |                  |               |            |      |           |                         |                                  |                |
| White Goods   | £29.00         | x                | x             | ✓          | x    | x         | £30.00                  | 3.45 %                           | WBC income     |
| Other bulky/garden clearance collections and disposal minimum charge  | £73.50         | x                | x             | ✓          | x    | x         | £75.00                  | 2.04 %                           | WBC income     |
| Hazardous Waste*  |                |                  |               |            |      |           |                         |                                  | WBC income     |
| (TV/Electrical)   | £31.50         | x                | x             | ✓          | x    | x         | £32.00                  | 1.59 %                           | WBC income     |
| American fridge freezer   |                | x                | x             | ✓          | x    | x         | £55.00                  | 100.00 %                         | WBC income NEW |
| <b>ABANDONED SHOPPING TROLLEY (Non prescribed statutory charges) (Outside Scope for VAT)</b>                                    |                |                  |               |            |      |           |                         |                                  |                |
| <b>Seizure</b>  |                |                  |               |            |      |           |                         |                                  |                |
| From highway & open spaces - per trolley  | £33.80         | ✓                | ✓             | x          | x    | ✓         | £35.00                  | 3.55 %                           | Veolia income  |
| From river/riverside areas - per trolley  | £45.95         | ✓                | ✓             | x          | x    | ✓         | £48.00                  | 4.46 %                           | Veolia income  |
| From private land - per trolley   | £52.25         | ✓                | ✓             | x          | x    | ✓         | £55.00                  | 5.26 %                           | Veolia income  |
| <b>Storage</b>  |                |                  |               |            |      |           |                         |                                  |                |
| Trolleys not collected within the statutory 6 week disposal notice period - per trolley   | £7.40          | ✓                | ✓             | x          | x    | ✓         | £7.60                   | 2.70 %                           | Veolia income  |
| <b>ABANDONED SHOPPING TROLLEY (Non statutory charges) (Standard Rated for VAT)</b>  |                |                  |               |            |      |           |                         |                                  |                |
| Requested return delivery charge - per trolley  | Quotation      | ✓                | ✓             | x          | x    | x         | Quotation               | NO CHANGE                        | Veolia income  |
| <b>GRAFFITI &amp; FLY POSTER REMOVAL (Statutory Duty - Outside Scope for VAT) (Non Statutory Duty - Standard Rated for VAT)</b> |                |                  |               |            |      |           |                         |                                  |                |
| <b>GRAFFITI REMOVAL</b>   |                |                  |               |            |      |           |                         |                                  |                |
| Removal from private Property up to 2 sqm   | £35.40         | ✓                | ✓             | x          | ✓    | x         | £36.30                  | 2.54 %                           |                |
| Removal from private Property additional sqm's  | £17.50         | ✓                | ✓             | x          | ✓    | x         | £18.00                  | 2.86 %                           |                |
| Removal - any type affixed 2.4 m above ground level   | quotation      | ✓                | ✓             | x          | ✓    | x         | quotation               | NO CHANGE                        |                |
| <b>FLYPOSTER REMOVAL</b>  |                |                  |               |            |      |           |                         |                                  |                |
| Removal - minimum each - tied or clamped on   | £22.70         | ✓                | ✓             | x          | ✓    | x         | £23.30                  | 2.64 %                           |                |
| Removal - minimum each - glued on/self adhering   | £40.60         | ✓                | ✓             | x          | ✓    | x         | £41.60                  | 2.46 %                           |                |
| Removal - any type affixed 2.4 m above ground level   | quotation      | ✓                | ✓             | x          | ✓    | x         | quotation               | NO CHANGE                        |                |

**BUDGET POSITION SUMMARY - SPECIAL COLLECTIONS & STREET CLEANSING**

| Income Code & Description                                   | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|---|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>                                   |                         |                       |                         |                                  |          |                         |                         |
| KMF000-I0532 - WJ0327 Fees - Bulky Domestic                 | (43,280)                | (43,930)              | (43,930)                | 1.50 %                           |          | (43,930)                | (43,930)                |
| KSC000-I0537 - Miscellaneous Fees & Charges - WJ0082 (TRDC) | (7,200)                 | (7,200)               | (7,200)                 | NO CHANGE                        |          | (7,200)                 | (7,200)                 |
|   | (50,480)                | (51,130)              | (51,130)                |                                  |          | (51,130)                | (51,130)                |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
ARTS, EVENTS & HERITAGE**

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments  |
|--|----------------|------------------|---------------|------------|------|-------------------------|----------------------------------|-----------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE |                         |                                  |           |
| <b>Exempt from VAT</b>   |                |                  |               |            |      |                         |                                  |           |
| Workshops  | £8.00          | x                | ✓             | x          | x    | x                       | £8.50                            | 6.25 %    |
| Ghost walks  | £8.00          | x                | ✓             | x          | x    | x                       | £8.50                            | 6.25 %    |
| High street trail  | £4.50          | x                | ✓             | x          | x    | x                       | £5.00                            | 11.11 %   |
| Study day  | £15.00         | x                | ✓             | x          | x    | x                       | £18.00                           | 20.00 %   |
| Group talk or trail  | £4.50          | x                | ✓             | x          | x    | x                       | £5.00                            | 11.11 %   |
| Community use of one space (per hour) days   | £18.00         | x                | ✓             | x          | x    | x                       | £19.00                           | 5.56 %    |
| Community use of one space (per hour) eve *  | £33.00         | x                | ✓             | x          | x    | x                       | £34.00                           | 3.03 %    |
| Community use of one space (per hour) Sun *  | £42.00         | x                | ✓             | x          | x    | x                       | £44.00                           | 4.76 %    |
| Private/commercial (per hour) days   | £42.00         | ✓                | x             | x          | x    | x                       | £44.00                           | 4.76 %    |
| Private/commercial (per hour) eve *  | £52.00         | ✓                | x             | x          | x    | x                       | £54.00                           | 3.85 %    |
| Private/commercial (per hour) Sun *  | £82.00         | ✓                | x             | x          | x    | x                       | £85.00                           | 3.66 %    |
| * Additional charge for staff time applicable (charged @ £30 per hour x 2 staff)   |                |                  |               |            |      |                         |                                  |           |
| <b>Standard rated &amp; inclusive of VAT</b>   |                |                  |               |            |      |                         |                                  |           |
| Percentage share to Museum on artist sales   | 33.00%         | ✓                | x             | x          | x    | x                       | 33%                              | NO CHANGE |
| Percentage share to Museum on foyer sales  | 12.00%         | ✓                | x             | x          | x    | x                       | 12%                              | NO CHANGE |
| Photocopying per sheet   | £0.20          | x                | ✓             | x          | x    | x                       | £0.20                            | NO CHANGE |
| Museum digitised images (per image)  | £6.00          | x                | ✓             | x          | x    | x                       | £6.50                            | 8.33 %    |
| Museum digitised images CD charge  | £4.00          | x                | ✓             | x          | x    | x                       | £4.50                            | 12.50 %   |
| Museum un digitised images incurring an hourly scanning rate   | £17.00         | x                | ✓             | x          | x    | x                       | £17.50                           | 2.94 %    |
| Reproduction image one country one language (non commercial)   | £32.00         | ✓                | x             | x          | x    | x                       | £33.00                           | 3.13 %    |
| Reproduction Image world right inc web (non commercial)  | £42.00         | ✓                | x             | x          | x    | x                       | £44.00                           | 4.76 %    |
| Reproduction image one country one language (commercial)   | £62.00         | ✓                | x             | x          | x    | x                       | £64.00                           | 3.23 %    |
| Reproduction image world right inc web (commercial)  | £82.00         | ✓                | x             | x          | x    | x                       | £85.00                           | 3.66 %    |
| <b>Where the filming company is given exclusive rights to a defined area and they can exclude others from access, the income is 'Exempt' from VAT. This is subject to an 'option to tax' not being in force. Admin fees for VAT purposes would follow the same treatment as the main supply.</b> |                |                  |               |            |      |                         |                                  |           |
| <b>Where the filming company is given no exclusivity and cannot exclude others from access, the income is treated as 'Standard rated'. Admin fees for VAT purposes would follow the same treatment as the main supply.</b>   |                |                  |               |            |      |                         |                                  |           |
| Admin Fee  | £140.00        | ✓                | x             | x          | x    | x                       | £175.00                          | 25.00 %   |
| Up to 1 Hour   | £280.00        | ✓                | x             | x          | x    | x                       | £200.00                          | -28.57 %  |
| 1- 4 Hours   | £615.00        | ✓                | x             | x          | x    | x                       | £1,500.00                        | 143.90 %  |
| 4-6 Hours  | £915.00        | ✓                | x             | x          | x    | x                       | £150.00                          | -83.61 %  |
| 6 Hours and over (Whole Day)   | £1,400.00      | ✓                | x             | x          | x    | x                       | £1,500.00                        | 7.14 %    |
| Students   | £0.00          | x                | x             | x          | ✓    | x                       | £0.00                            |           |
| Use of KGV Car Park  | £700.00        | ✓                | x             | x          | x    | x                       | £500.00                          | -28.57 %  |

**BUDGET POSITION SUMMARY - ARTS, EVENTS & HERITAGE**

| Income Code & Description                      | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments                | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|-------------------------|-------------------------|-------------------------|
| <b>SALES</b>                                   |                         |                       |                         |                                  |                         |                         |                         |
| DEA000-I0101 - Miscellaneous Sales             | (3,000)                 | (3,000)               | (3,000)                 | NO CHANGE                        |                         | (3,000)                 | (3,000)                 |
| DEA000-I0118 - Sales Exhibitions               | (950)                   | (1,500)               | (1,500)                 | 57.89 %                          |                         | (1,500)                 | (1,500)                 |
| DEA000-I0118 WJ0146 - Exhibition Donations     | (1,000)                 | (1,000)               | (1,000)                 | NO CHANGE                        |                         | (1,000)                 | (1,000)                 |
| <b>FEES &amp; CHARGES</b>                      |                         |                       |                         |                                  |                         |                         |                         |
| DDI000-I0661- WJ0332 - Catering & Food Vendors | (2,750)                 | (3,000)               | (3,500)                 | 27.27 %                          | Change cost code to DDS | (3,500)                 | (3,500)                 |
| DDI000-I0697 - Filming Income                  | (11,750)                | (12,000)              | (15,000)                | 27.66 %                          |                         | (15,000)                | (15,000)                |
|  | (19,450)                | (20,500)              | (24,000)                |                                  |                         | (24,000)                | (24,000)                |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL HEALTH & LICENSING**

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (%) | Comments   |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|--------------------------------|--|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                |  |
| <b>Outside Scope for VAT purposes</b>  |                |                  |               |            |      |           |                         |                                |  |
| <b>Taxi &amp; Private Hire Vehicle Licences</b>  |                |                  |               |            |      |           |                         |                                |  |
| Annual Vehicle Licence - Initial Application   | £235.00        | x                | ✓             | x          | x    | x         | £235.00                 | NO CHANGE                      | <p><b>Note all taxi charges are calculated on a cost recovery basis.</b><br/>any changes require full public consultation legally. No increase justified<br/>Lose 6 monthly inspection for limousines, instead ask for MOT to be submitted, and charge admin fee for reprint of plate / licence (£38.50).<br/>Consistent with light touch regime laid out in policy<br/>Propose to charge full fee for courtesy vehicles (currently ¼ fee for 3 months) to reflect costs</p> |
| Annual Vehicle Licence - Initial Application(wholly electric vehicles)                           | £117.50        | x                | x             | ✓          | x    | x         | £117.50                 | NO CHANGE                      |  |
| Annual Vehicle Licence - Initial Application (Limousines)  | £235.00        | x                | ✓             | x          | x    | x         | £235.00                 | NO CHANGE                      |  |
| Annual Vehicle Licence - Initial Application (Courtesy vehicles)                                 | £235.00        | x                | ✓             | x          | x    | x         | £235.00                 | NO CHANGE                      |  |
| Annual Vehicle Licence - Renewal   | £225.00        | x                | ✓             | x          | x    | x         | £225.00                 | NO CHANGE                      |  |
| Annual Vehicle Licence - Renewal (wholly electric vehicles)                                      | £112.50        | x                | x             | ✓          | x    | x         | £112.50                 | NO CHANGE                      |  |
| Transfer of vehicle ownership (payable by buyer)   | £17.50         | x                | ✓             | x          | x    | x         | £17.50                  | NO CHANGE                      |  |
| Taximeter tests  | £17.50         | x                | ✓             | x          | x    | x         | £17.50                  | NO CHANGE                      |  |
| Replacement vehicle plates   | £21.00         | x                | ✓             | x          | x    | x         | £21.00                  | NO CHANGE                      |  |
| Optional plate fitting brackets  | £21.00         | x                | ✓             | x          | x    | x         | £21.00                  | NO CHANGE                      |  |
| Compulsory door signs for hackney carriages (vinyl, per pair)                                    | £10.50         | x                | ✓             | x          | x    | x         | £10.50                  | NO CHANGE                      |  |
| Compulsory door signs for hackney carriages (magnetic, per pair)                                 | £19.50         | x                | ✓             | x          | x    | x         | £19.50                  | NO CHANGE                      |  |
| Advertising approval on hackney carriages (agency)   | £150.00        | x                | ✓             | x          | x    | x         | £150.00                 | NO CHANGE                      |  |
| Advertising approval per hackney carriage  | £50.00         | x                | ✓             | x          | x    | x         | £50.00                  | NO CHANGE                      |  |
| Advertising approval (Licensing Committee referral)  | £250.00        | x                | ✓             | x          | x    | x         | £250.00                 | NO CHANGE                      |  |
| Private Hire Operators - initial application (5 yrs)   | £771.00        | x                | ✓             | x          | x    | x         | £771.00                 | NO CHANGE                      |  |
| Private Hire Operators - renewal (5 yrs)   | £769.00        | x                | ✓             | x          | x    | x         | £769.00                 | NO CHANGE                      |  |
| Driver Licences - initial application (3 yrs)  | £329.00        | x                | ✓             | x          | x    | x         | £329.00                 | NO CHANGE                      |  |
| Driver Licences - renewal application (3 yrs)  | 325            | x                | ✓             | x          | x    | x         | £325.00                 | NO CHANGE                      |  |
| Theory Knowledge Test  | £99.00         | x                | ✓             | x          | x    | x         | £99.00                  | NO CHANGE                      |  |
| Repeat Knowledge Test with Training  | £68.50         | x                | ✓             | x          | x    | x         | £68.50                  | NO CHANGE                      |  |
| Repeat Knowledge Test (Test Only)  | £30.75         | x                | ✓             | x          | x    | x         | £30.75                  | NO CHANGE                      |  |
| Replacement drivers badges   | £17.75         | x                | ✓             | x          | x    | x         | £17.75                  | NO CHANGE                      |  |
| Duplicate documents  | £17.75         | x                | ✓             | x          | x    | x         | £17.75                  | NO CHANGE                      |  |
| Driver change of address   | £7.00          | x                | ✓             | x          | x    | x         | £7.00                   | NO CHANGE                      |  |
| <b>Street Trading</b>  |                |                  |               |            |      |           |                         |                                |  |
| Street Trading Consent (per annum)   | £473.00        | x                | ✓             | x          | x    | x         | £485.00                 | 2.54 %                         |  |
| Street Trading Consent (per annum) - Vicarage Road   | £473.00        | x                | ✓             | x          | x    | x         | £485.00                 | 2.54 %                         |  |
| Street Trading Consent daily rate (if less than one year)  | £21.50         | x                | ✓             | x          | x    | x         | £22.00                  | 2.33 %                         |  |
| Street Trading Consent (Town Centre Markets per stall per day, waived for charitable etc stalls) | £21.50         | x                | ✓             | x          | x    | x         | £22.00                  | 2.33 %                         |  |
| <b>Permit for Tables &amp; Chairs on the Highway</b>   |                |                  |               |            |      |           |                         |                                |  |
| Initial application (1 year permit)  | £376.00        | x                | ✓             | x          | x    | x         | £385.00                 | 2.39 %                         |  |
| Renewal of annual permit   | £102.50        | x                | ✓             | x          | x    | x         | £105.00                 | 2.44 %                         |  |
| <b>Free Printed Matter Distribution</b>  |                |                  |               |            |      |           |                         |                                |  |
| First distributor  | £51.25         | x                | ✓             | x          | x    | x         | £52.50                  | 2.44 %                         |  |
| Each additional distributor  | £30.75         | x                | ✓             | x          | x    | x         | £31.50                  | 2.44 %                         |  |
| Additional fee for each distributor between 1700 and 0900  | £20.50         | x                | ✓             | x          | x    | x         | £21.00                  | 2.44 %                         |  |

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

| Income Code & Description                           | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (%) | Comments                                 | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|---|-------------------------|-----------------------|-------------------------|--------------------------------|--|-------------------------|-------------------------|
| <b>SALES</b>  |                         |                       |                         |                                |  |                         |                         |
| EGA000-10101 - Miscellaneous Sales                  | (3,000)                 | (3,000)               | (2,500)                 | -16.67 %                       | customer accounts likely to reduce sales | (2,500)                 | (2,500)                 |
| <b>FEES &amp; CHARGES</b>                           |                         |                       |                         |                                |  |                         |                         |
| EGA000-10541 - Drivers' Licences (Private Hire)     | (8,000)                 | (10,000)              | (10,000)                | 25.00 %                        |  | (10,000)                | (10,000)                |
| EGA000-10542 - Vehicle Licences (Private Hire)      | (37,000)                | (40,000)              | (40,000)                | 8.11 %                         |  | (40,000)                | (40,000)                |
| EGA000-10543 - Operator Licences (Private Hire)     | (2,000)                 | (2,000)               | (3,800)                 | 90.00 %                        |  | (3,800)                 | (3,800)                 |
| EGA000-10545 - Drivers' Licences (Hackney Carriage) | (66,000)                | (56,000)              | (28,000)                | -57.58 %                       | 3 year renewal, less due this year       | (28,000)                | (56,000)                |
| EGA000-10546 - Vehicle Licences (Hackney Carriage)  | (65,000)                | (65,000)              | (65,000)                | NO CHANGE                      |  | (65,000)                | (65,000)                |
| EGA000-10548 - Fees - Drivers' Tests                | (6,000)                 | (6,000)               | (2,000)                 | -66.67 %                       | less new drivers                         | (2,000)                 | (2,000)                 |
| EGA000-10549 - Fees - Record Transfers              | (500)                   | (500)                 | (500)                   | NO CHANGE                      |  | (500)                   | (500)                   |
|   | (187,500)               | (182,500)             | (151,800)               |                                |  | (151,800)               | (179,800)               |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

*Prices quoted below are exclusive of VAT*

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments                                 |           |
|---|----------------|------------------|---------------|------------|------|-------------------------|----------------------------------|--|-----------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE |                         |                                  |  | STATUTORY |
| <b>Outside Scope for VAT purposes</b>   |                |                  |               |            |      |                         |                                  |  |           |
| <b>Sex Establishment Licence</b>  |                |                  |               |            |      |                         |                                  |  |           |
| Grant of Licence  | £516.00        | *                | ✓             | *          | *    | £529.00                 | 2.52 %                           |  |           |
| Annual renewal fee  | £129.00        | *                | ✓             | *          | *    | £132.00                 | 2.33 %                           |  |           |
| <b>Sexual Entertainment Venue Licence</b>   |                |                  |               |            |      |                         |                                  |  |           |
| Application for grant of licence  | £614.00        | *                | ✓             | *          | *    | £629.00                 | 2.44 %                           |  |           |
| Renewal of licence  | £226.00        | *                | ✓             | *          | *    | £232.00                 | 2.65 %                           |  |           |
| Major variations (at officer's discretion)  | £497.00        | *                | ✓             | *          | *    | £509.00                 | 2.41 %                           |  |           |
| Minor variations (at officer's discretion)  | £109.50        | *                | ✓             | *          | *    | £112.00                 | 2.28 %                           |  |           |
| <b>Skin Piercing</b>  |                |                  |               |            |      |                         |                                  |  |           |
| Operator (each)   | £51.25         | *                | ✓             | *          | *    | £52.50                  | 2.44 %                           |  |           |
| Premises  | £164.00        | *                | ✓             | *          | *    | £168.00                 | 2.44 %                           |  |           |
| <b>Animal Welfare Licensing (New applications excl. veterinary fees)</b>  |                |                  |               |            |      |                         |                                  |  |           |
| Day care residential  |                | *                | ✓             |            |      | £161.07                 |                                  | New licensing and fee calculating regime |           |
| Day care commercial   |                | *                | ✓             |            |      | £207.85                 |                                  |  |           |
| Breeding residential  |                | *                | ✓             |            |      | £181.12                 |                                  |  |           |
| Breeding commercial   |                | *                | ✓             |            |      | £207.85                 |                                  |  |           |
| Home boarding   |                | *                | ✓             |            |      | £161.07                 |                                  |  |           |
| Kennels   |                | *                | ✓             |            |      | £221.22                 |                                  |  |           |
| Cattery   |                | *                | ✓             |            |      | £221.22                 |                                  |  |           |
| Hiring Horses   |                | *                | ✓             |            |      | £241.27                 |                                  |  |           |
| Pet Vending Commercial  |                | *                | ✓             |            |      | £221.22                 |                                  |  |           |
| Pet Vending Small / domestic  |                | *                | ✓             |            |      | £161.07                 |                                  |  |           |
| Exhibiting of Animals Commercial  |                | *                | ✓             | *          | *    | £221.22                 |                                  |  |           |
| Exhibiting of Animals Domestic  |                | *                | ✓             | *          | *    | £161.07                 |                                  |  |           |
| <b>Animal Welfare Licensing (renewals excl. veterinary fees)</b>  |                |                  |               |            |      |                         |                                  |  |           |
| Day care residential  |                | *                | ✓             |            |      | £124.31                 |                                  |  |           |
| Day care commercial   |                | *                | ✓             |            |      | £171.09                 |                                  |  |           |
| Breeding residential  |                | *                | ✓             |            |      | £144.36                 |                                  |  |           |
| Breeding commercial   |                | *                | ✓             |            |      | £171.09                 |                                  |  |           |
| Home boarding   |                | *                | ✓             |            |      | £124.31                 |                                  |  |           |
| Kennels   |                | *                | ✓             |            |      | £184.46                 |                                  |  |           |
| Cattery   |                | *                | ✓             |            |      | £184.46                 |                                  |  |           |
| Hiring Horses   |                | *                | ✓             |            |      | £204.51                 |                                  |  |           |
| Pet Vending Commercial  |                | *                | ✓             |            |      | £184.46                 |                                  |  |           |
| Pet Vending Small / domestic  |                | *                | ✓             |            |      | £124.31                 |                                  |  |           |
| Exhibiting of Animals Commercial  |                | *                | ✓             | *          | *    | £184.46                 |                                  |  |           |
| Exhibiting of Animals Domestic  |                | *                | ✓             | *          | *    | £124.31                 |                                  |  |           |
| <b>Scrap metal Dealers</b>  |                |                  |               |            |      |                         |                                  |  |           |
| Grant of Licence  | £245.48        | *                | ✓             | *          | *    | £252.00                 | 2.66 %                           |  |           |
| Renewal of Licence  | £191.50        | *                | ✓             | *          | *    | £196.00                 | 2.35 %                           |  |           |
| Variation of Licence  | £51.00         | *                | ✓             | *          | *    | £52.00                  | 1.96 %                           |  |           |
| Change of Name  | £51.00         | *                | ✓             | *          | *    | £52.00                  | 1.96 %                           |  |           |
| Change of Site  | £51.00         | *                | ✓             | *          | *    | £52.00                  | 1.96 %                           |  |           |
| <b>A request for a CRB check would be subject to VAT at the Standard rate.</b>                                      |                |                  |               |            |      |                         |                                  |  |           |
| <b>A request for a CRB check which forms part of a Licence application would be Outside Scope for VAT purposes.</b> |                |                  |               |            |      |                         |                                  |  |           |
| <b>CRB checks</b>   |                |                  |               |            |      |                         |                                  |  |           |
| Criminal Records Bureau check for selected licences   | £44.00         | *                | ✓             | *          | ✓    | £44.00                  | NO CHANGE                        |  |           |
| Fee charged by processing company.  | £8.00          | *                | ✓             | *          | *    | £8.00                   | NO CHANGE                        |  |           |

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

| Income Code & Description                              | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>                              |                         |                       |                         |                                  |          |                         |                         |
| EBL000-10559 - Motor Salvage Operator                  | 0                       | 0                     | 0                       | NO CHANGE                        |          | 0                       | 0                       |
| ECE000-10578 - Skin Piercing / Tattooing               | (800)                   | (800)                 | (1,000)                 | 25.00 %                          |          | (1,000)                 | (1,000)                 |
| ECJ000-10502 - Training Course Fees                    | (5,000)                 | (5,000)               | (5,000)                 | NO CHANGE                        |          | (5,000)                 | (5,000)                 |
| ECJ000-10689 - Food Certificates                       | (12,000)                | (12,000)              | (15,000)                | 25.00 %                          |          | (15,000)                | (15,000)                |
| EGA000-10551 - Fees-Criminal Records Bureau            | (6,500)                 | (6,500)               | (8,500)                 | 30.77 %                          |          | (8,500)                 | (8,500)                 |
| EGD000-10558-WJ0108 - Fees - Street Trading - Pavement | (3,000)                 | (3,000)               | (3,000)                 | NO CHANGE                        |          | (3,000)                 | (3,000)                 |
| EGE000-10556 - Other Licences (incl Sex Establishment) | (350)                   | (350)                 | (360)                   | 2.86 %                           |          | (360)                   | (360)                   |
|  | <b>(27,650)</b>         | <b>(27,650)</b>       | <b>(32,860)</b>         |                                  |          | <b>(32,860)</b>         | <b>(32,860)</b>         |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments                     |                             |
|---|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|------------------------------|-----------------------------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |                              |                             |
| <b>Outside Scope for VAT purposes</b>                         |                |                  |               |            |      |           |                         |                                  |                              |                             |
| <b>GAMBLING ACT 2005</b>                                      |                |                  |               |            |      |           |                         |                                  |                              |                             |
| <b>New applications</b>                                       |                |                  |               |            |      |           |                         |                                  |                              |                             |
| Bingo   | £864.00        | x                | ✓             | x          | x    | x         | £886.00                 | 2.55 %                           | Subject to statutory maxima  |                             |
| Betting (off-course)  | £864.00        | x                | ✓             | x          | x    | x         | £886.00                 | 2.55 %                           |                              |                             |
| Betting (track)   | £864.00        | x                | ✓             | x          | x    | x         | £886.00                 | 2.55 %                           |                              |                             |
| Adult Gaming Centre   | £864.00        | x                | ✓             | x          | x    | x         | £886.00                 | 2.55 %                           |                              |                             |
| Family Entertainment Centre                                   | £864.00        | x                | ✓             | x          | x    | x         | £886.00                 | 2.55 %                           |                              |                             |
| Family Entertainment Centre with permit                       | £320.00        | x                | ✓             | x          | x    | x         | £300.00                 | -6.25 %                          |                              |                             |
| Licensed Premises Gaming Machine Notification                 | £50.00         | x                | x             | x          | x    | ✓         | £50.00                  | NO CHANGE                        |                              |                             |
| Licensed Premises Gaming Machine Notification permit          | £100.00        | x                | x             | x          | x    | ✓         | £100.00                 | NO CHANGE                        |                              |                             |
| Club Gaming Permit  | £100.00        | x                | x             | x          | x    | ✓         | £100.00                 | NO CHANGE                        |                              |                             |
| Club Gaming Machine Permit                                    | £100.00        | x                | x             | x          | x    | ✓         | £100.00                 | NO CHANGE                        |                              |                             |
| Small society lottery   | £40.00         | x                | x             | x          | x    | ✓         | £40.00                  | NO CHANGE                        |                              |                             |
| Prize Gaming Permit   | £100.00        | x                | x             | x          | x    | ✓         | £100.00                 | NO CHANGE                        |                              |                             |
| <b>Miscellaneous fees</b>                                     |                |                  |               |            |      |           |                         |                                  |                              |                             |
| Duplicate licences  | £25.00         | x                | ✓             | x          | x    | x         | £25.00                  | NO CHANGE                        |                              | Subject to statutory maxima |
| Change of circumstances                                       | £50.00         | x                | ✓             | x          | x    | x         | £50.00                  | NO CHANGE                        | Fee set to statutory maximum |                             |
| Provisional statements  | £803.00        | x                | ✓             | x          | x    | x         | £823.00                 | 2.49 %                           |                              |                             |
| Transfer of licence re-instatement of licence                 | £864.00        | x                | ✓             | x          | x    | x         | £886.00                 | 2.55 %                           |                              |                             |
| Variation of licence  | £864.00        | x                | ✓             | x          | x    | x         | £886.00                 | 2.55 %                           |                              |                             |
| Change of name of prize gaming or entertainment centre permit | £25.00         | x                | x             | x          | x    | ✓         | £25.00                  | NO CHANGE                        |                              |                             |
| copy of prize gaming or family                                | £25.00         | x                | x             | x          | x    | ✓         | £25.00                  | NO CHANGE                        |                              |                             |
| copy of family entertainment centre permit                    | £25.00         | x                | x             | x          | x    | ✓         | £15.00                  | -40.00 %                         |                              |                             |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|---|----------------|------------------|---------------|------------|------|-------------------------|----------------------------------|----------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE |                         |                                  |          |
| <b>Outside Scope for VAT purposes</b>                   |                |                  |               |            |      |                         |                                  |          |
| <b>GAMBLING ACT 2005</b>                                |                |                  |               |            |      |                         |                                  |          |
| <b>Annual Fee</b>                                       |                |                  |               |            |      |                         |                                  |          |
| Bingo   | £1,025.00      | x                | ✓             | x          | x    | £1,051.00               | 2.54 %                           |          |
| Betting (off-course)                                    | £464.00        | x                | ✓             | x          | x    | £475.00                 | 2.37 %                           |          |
| Betting (track)   | £1,025.00      | x                | ✓             | x          | x    | £1,051.00               | 2.54 %                           |          |
| Adult Gaming Centre                                     | £1,025.00      | x                | ✓             | x          | x    | £1,051.00               | 2.54 %                           |          |
| Family Entertainment Centre                             | £768.00        | x                | ✓             | x          | x    | £787.00                 | 2.47 %                           |          |
| Family Entertainment Centre with permit                 | £307.50        | x                | ✓             | x          | x    | £315.00                 | 2.44 %                           |          |
| Licensed Premises Gaming Machine Notification           | £50.00         | x                | x             | x          | ✓    | £50.00                  | NO CHANGE                        |          |
| Licensed Premises Gaming Machine permit                 | £50.00         | x                | x             | x          | ✓    | £50.00                  | NO CHANGE                        |          |
| Club Gaming Permit                                      | £50.00         | x                | x             | x          | ✓    | £50.00                  | NO CHANGE                        |          |
| Club Gaming Machine Permit                              | £50.00         | x                | x             | x          | ✓    | £50.00                  | NO CHANGE                        |          |
| Small society lottery                                   | £20.00         | x                | x             | x          | ✓    | £20.00                  | NO CHANGE                        |          |
| Prize Gaming Permit                                     | £300.00        | x                | x             | x          | ✓    | £300.00                 | NO CHANGE                        |          |
| <b>Licensing Act 2003</b>                               |                |                  |               |            |      |                         |                                  |          |
| <b>(Statutory fees)</b>                                 |                |                  |               |            |      |                         |                                  |          |
| <b>Premises Licence/Club Premises Application fees</b>  |                |                  |               |            |      |                         |                                  |          |
| Rateable value £0-4300                                  | £100.00        | x                | x             | x          | ✓    | £100.00                 | NO CHANGE                        |          |
| Rateable value £ 4301 - £33,000                         | £190.00        | x                | x             | x          | ✓    | £190.00                 | NO CHANGE                        |          |
| Rateable value £ 33,001 - £ 87,000                      | £315.00        | x                | x             | x          | ✓    | £315.00                 | NO CHANGE                        |          |
| Rateable value £87001 - £125,000                        | £450.00        | x                | x             | x          | ✓    | £450.00                 | NO CHANGE                        |          |
| Rateable value £125,001 and above                       | £635.00        | x                | x             | x          | ✓    | £635.00                 | NO CHANGE                        |          |
| <b>Premises Licence/Club Premises Annual Fees</b>       |                |                  |               |            |      |                         |                                  |          |
| Rateable value £0- £4300                                | £70.00         | x                | x             | x          | ✓    | £70.00                  | NO CHANGE                        |          |
| Rateable value £ 4301 - £33,000                         | £180.00        | x                | x             | x          | ✓    | £180.00                 | NO CHANGE                        |          |
| Rateable value £ 33,001 - £ 87,000                      | £295.00        | x                | x             | x          | ✓    | £295.00                 | NO CHANGE                        |          |
| Rateable value £87001 - £125,000                        | £320.00        | x                | x             | x          | ✓    | £320.00                 | NO CHANGE                        |          |
| Rateable value £125,001 and above                       | £350.00        | x                | x             | x          | ✓    | £350.00                 | NO CHANGE                        |          |
| <b>Replacement licence</b>                              |                |                  |               |            |      |                         |                                  |          |
| Application for provisional licence                     | £315.00        | x                | x             | x          | ✓    | £315.00                 | NO CHANGE                        |          |
| Change of licence details (name or address)             | £10.50         | x                | x             | x          | ✓    | £10.50                  | NO CHANGE                        |          |
| Variation of designated premises supervisor             | £23.00         | x                | x             | x          | ✓    | £23.00                  | NO CHANGE                        |          |
| Transfer of premises licence                            | £23.00         | x                | x             | x          | ✓    | £23.00                  | NO CHANGE                        |          |
| Interim authority notice                                | £23.00         | x                | x             | x          | ✓    | £23.00                  | NO CHANGE                        |          |
| Variation of designated premises supervisor             | £23.00         | x                | x             | x          | ✓    | £23.00                  | NO CHANGE                        |          |
| Variation of premises                                   | £315.00        | x                | x             | x          | ✓    | £315.00                 | NO CHANGE                        |          |
| Minor variation of premises                             | £89.00         | x                | x             | x          | ✓    | £89.00                  | NO CHANGE                        |          |
| <b>Notification of change of name or club rules</b>     |                |                  |               |            |      |                         |                                  |          |
| Change of relevant registered address of club           | £10.50         | x                | x             | x          | ✓    | £10.50                  | NO CHANGE                        |          |
| Temporary event notice                                  | £21.00         | x                | x             | x          | ✓    | £21.00                  | NO CHANGE                        |          |
| Replacement temporary event notice                      | £10.50         | x                | x             | x          | ✓    | £10.50                  | NO CHANGE                        |          |
| Application for personal licence                        | £37.00         | x                | x             | x          | ✓    | £37.00                  | NO CHANGE                        |          |
| Replacement personal licence                            | £10.50         | x                | x             | x          | ✓    | £10.50                  | NO CHANGE                        |          |
| Notification of change of name etc for personal licence | £10.50         | x                | x             | x          | ✓    | £10.50                  | NO CHANGE                        |          |
| Entry on freeholder register                            | £21.00         | x                | x             | x          | ✓    | £21.00                  | NO CHANGE                        |          |

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

| Income Code & Description                                | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments                       | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|--------------------------------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>                                |                         |                       |                         |                                  |                                |                         |                         |
| EGB000-10553 WJ0090 - LA 2003 Prem Lic App Fee           | (2,000)                 | (2,000)               | (2,000)                 | NO CHANGE                        |                                | (2,000)                 | (2,000)                 |
| EGB000-10553 WJ0091 - LA 2003 Prem Lic Annual Fee        | (74,000)                | (74,000)              | (74,000)                | NO CHANGE                        |                                | (74,000)                | (74,000)                |
| EGB000-10553 WJ0092 - LA 2003 Prem Lic Var Fee           | (3,000)                 | (3,000)               | (1,000)                 | -66.67 %                         | very few variations now        | (1,000)                 | (1,000)                 |
| EGB000-10553 WJ0093 - LA 2003 Prem Lic Misc Fee          | (500)                   | (500)                 | (500)                   | NO CHANGE                        |                                | (500)                   | (500)                   |
| EGB000-10553 WJ0095 - LA 2003 Club Cert Annual Fee       | (3,060)                 | (3,060)               | (3,325)                 | 8.66 %                           |                                | (3,325)                 | (3,325)                 |
| EGB000-10553 WJ0098 - LA 2003 Personal Licences App Fee  | (1,000)                 | (1,000)               | (1,500)                 | 50.00 %                          |                                | (1,500)                 | (1,500)                 |
| EGB000-10553 WJ0099 - LA 2003 Personal Licences Misc Fee | (300)                   | (300)                 | (300)                   | NO CHANGE                        |                                | (300)                   | (300)                   |
| EGB000-10553 WJ0100 - LA 2003 Temp Event Notices App Fee | (4,500)                 | (4,500)               | (1,500)                 | -66.67 %                         | far fewer TENS under new rules | (1,500)                 | (1,500)                 |
| EGC000-10552 - GA 2005 Registration Fees                 | (1,500)                 | (1,500)               | (1,600)                 | 6.67 %                           |                                | (1,600)                 | (1,600)                 |
| EGC000-10554 - Fees - Amusement Machines                 | (750)                   | (750)                 | (800)                   | 6.67 %                           |                                | (800)                   | (800)                   |
| EGC000-10557 WJ0102 - GA 2005 Adult Gaming Centres       | (1,000)                 | (1,000)               | (1,051)                 | 5.10 %                           |                                | (1,051)                 | (1,051)                 |
| EGC000-10557 WJ0103 - GA 2005 Betting Shops              | (7,700)                 | (7,700)               | (8,500)                 | 10.39 %                          |                                | (8,500)                 | (8,500)                 |
| EGC000-10557 WJ0104 - GA 2005 Clubs                      | (600)                   | (600)                 | (500)                   | -16.67 %                         |                                | (500)                   | (500)                   |
| EGC000-10557 WJ0106 - GA 2005 Bingo                      | (1,000)                 | (1,000)               | (1,051)                 | 5.10 %                           |                                | (1,051)                 | (1,051)                 |
|  | (100,910)               | (100,910)             | (97,627)                |                                  |                                | (97,627)                | (97,627)                |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL HEALTH & LICENSING (continued)**

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments  |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|---|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |   |
| <b>Standard rated &amp; inclusive of VAT</b>   |                |                  |               |            |      |           |                         |                                  |   |
| <b>Pest Control</b><br>Note commercial treatments quoted individually on request   |                |                  |               |            |      |           |                         |                                  |   |
| <b>Pest control treatment for residential properties :-</b><br><b>NOTE : Fees are inclusive of VAT</b><br><b>Rats &amp; Mice</b> |                |                  |               |            |      |           |                         |                                  |   |
| NOTE : Fees are inclusive of VAT   |                |                  |               |            |      |           |                         |                                  |   |
| Rats (max 3 visits)  | £61.50         | *                | *             | ✓          | *    | *         | £63.00                  | 2.44 %                           |   |
| Rats Concession (max 3 visits)   | £15.50         | *                | *             | ✓          | *    | *         | £16.00                  | 3.23 %                           |   |
| Rats (repeat visits - not following advice) (max 3 visits)   | £102.50        | *                | *             | ✓          | *    | *         | £105.00                 | 2.44 %                           |   |
| Rats (repeat visits, not following advice)(Concession) (max 3 visits)  | £31.00         | *                | *             | ✓          | *    | *         | £32.00                  | 3.23 %                           |   |
| Rats HMO (max 3 visits)  | £154.00        | *                | *             | ✓          | *    | *         | £158.00                 | 2.60 %                           |   |
| Mice(inside) (max 3 visits)  | £61.50         | *                | *             | ✓          | *    | *         | £63.00                  | 2.44 %                           |   |
| Mice(inside) Concession (max 3 visits)   | £15.50         | *                | *             | ✓          | *    | *         | £16.00                  | 3.23 %                           |   |
| Mice(inside) (repeat visits - not following advice) (max 3 visits)   | £102.50        | *                | *             | ✓          | *    | *         | £105.00                 | 2.44 %                           |   |
| Mice(inside) (repeat visits, not following advice)(Concession) (max 3 visits)  | £31.00         | *                | *             | ✓          | *    | *         | £32.00                  | 3.23 %                           |   |
| Mice(inside) HMO (max 3 visits)  | £154.00        | *                | *             | ✓          | *    | *         | £158.00                 | 2.60 %                           |   |
| <b>Wasps/Honets Nests</b>  |                |                  |               |            |      |           |                         |                                  |   |
| Single nest  | £51.50         | *                | ✓             | *          | *    | *         | £53.00                  | 2.91 %                           |   |
| Single nest concession   | £26.00         | *                | *             | ✓          | *    | *         | £26.50                  | 1.92 %                           |   |
| Each additional nest treated at the same time  | £15.50         | *                | ✓             | *          | *    | *         | £16.00                  | 3.23 %                           |   |
| Each additional nest treated at the same time concession   | £8.00          | *                | *             | ✓          | *    | *         | £8.00                   | NO CHANGE                        |   |
| <b>Fleas</b>   |                |                  |               |            |      |           |                         |                                  |   |
| Fleas - Upto and inc 3 bed house (per visit)   | £87.00         | *                | *             | ✓          | *    | *         | £89.00                  | 2.30 %                           |   |
| >3 bed house   |                | *                | *             | ✓          | *    | *         | £100.00                 |                                  | New Fee   |
| Concessionary Rate   | £23.00         | *                | *             | ✓          | *    | *         | £23.50                  | 2.17 %                           |   |
| >3 bed house   |                | *                | *             | ✓          | *    | *         | £35.00                  |                                  | New Fee   |
| Fleas - per visit HMO  | £205.00        | *                | *             | ✓          | *    | *         | £210.00                 | 2.44 %                           |   |
| <b>Cockroaches</b>   |                |                  |               |            |      |           |                         |                                  |   |
| Cockroaches  | £82.00         | *                | ✓             | *          | *    | *         | £84.00                  | 2.44 %                           |   |
| Cockroaches Concession   | £41.00         | *                | *             | ✓          | *    | *         | £42.00                  | 2.44 %                           |   |
| Cockroaches HMO  | £184.50        | *                | ✓             | *          | *    | *         | £189.00                 | 2.44 %                           |   |
| <b>Bedbugs</b>   |                |                  |               |            |      |           |                         |                                  |   |
| Bed bugs - Upto and inc 3 bed house (per visit)  | £102.50        | *                | ✓             | *          | *    | *         | £105.00                 | 2.44 %                           | Full instructions are provided prior to treatment. Failure to prepare room will result in treatment not being carried out & fee will not be refunded, we will if possible carry out some treatment but will not return without further payment. |
| >3 beds  |                | *                | *             | ✓          | *    | *         | £130.00                 |                                  | If the house/flat has been well prepared we will revisit if required after 2 weeks, but within a month. We will recharge for visits >1month   |
| Bed Bugs Concession  | £41.00         | *                | *             | ✓          | *    | *         | £42.00                  | 2.44 %                           | New Fee   |
| >3 beds  |                | *                | *             | ✓          | *    | *         | £55.00                  |                                  | New Fee   |
| Bed bugs HMO   | £205.00        | *                | *             | ✓          | *    | *         | £210.00                 | 2.44 %                           |   |
| Squirrels(internal only, 3 visits )  | £154           | *                | ✓             | *          | *    | *         | £157.00                 | 1.95 %                           |   |
| Glis Glis  |                |                  |               |            |      |           |                         |                                  |   |
| Annual charge  | £400           |                  |               | ✓          |      |           | £410.00                 | 2.5 %                            |   |
| Annual charge concession   | £75            |                  |               | ✓          |      |           | £77.00                  | 2.67 %                           |   |
| Weekly treatment - Daily (mon- Fri)  |                |                  |               |            |      |           | £130.00                 |                                  | New fee- Based on Initial visit £66 + each additional visit £16 up to 4 visits)   |
| <b>Ants (pharaoh only)</b>   |                |                  |               |            |      |           |                         |                                  |   |
| Ants   | £102.50        | *                | ✓             | *          | *    | *         | £105.00                 | 2.44 %                           |   |
| Ants concession  | £51.25         | *                | ✓             | *          | *    | *         | £52.50                  | 2.44 %                           |   |
| <b>Other insects (Inside)</b>  |                |                  |               |            |      |           |                         |                                  |   |
| Other insects (Inside)   | £102.50        | *                | ✓             | *          | *    | *         | £105.00                 | 2.44 %                           |   |
| Other insects (Inside) Concession  | £51.25         | *                | ✓             | *          | *    | *         | £52.50                  | 2.44 %                           |   |
| Advice visit to identify pest.   |                | *                | ✓             | *          | *    | *         | £30.00                  |                                  | New fee to cover call outs to identify species  |
| Advice visit to identify pest (Concession).  |                | *                | ✓             | *          | *    | *         | £15.00                  |                                  | New fee to cover call outs to identify species  |

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

| Income Code & Description             | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|---------------------------------------|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>             |                         |                       |                         |                                  |          |                         |                         |
| EFG000-10562 - Wasps Nests            | (8,500)                 | (8,500)               | (8,500)                 | NO CHANGE                        |          | (8,500)                 | (8,500)                 |
| EFG000-10563 - Pest Control Contracts | (6,400)                 | (6,400)               | (9,000)                 | 40.63 %                          |          | (9,000)                 | (9,000)                 |
| EFG000-10565 - Other Pests            | (4,500)                 | (4,500)               | (5,000)                 | 11.11 %                          |          | (5,000)                 | (5,000)                 |
| EFG000-10566 - Animal Fleas           | (500)                   | (500)                 | (650)                   | 30.00 %                          |          | (650)                   | (650)                   |
| EFG000-10567 - Rats & Mice            | (10,000)                | (10,000)              | (12,000)                | 20.00 %                          |          | (12,000)                | (12,000)                |
|                                       | (29,900)                | (29,900)              | (35,150)                |                                  |          | (35,150)                | (35,150)                |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

*Prices quoted below are exclusive of VAT*

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) %   | Comments |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|--|----------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |  |          |
| Where an <b>agreement is in place</b> , the charge would be subject to VAT at the Standard rate. |                |                  |               |            |      |           |                         |  |          |
| Where an <b>agreement is NOT in place</b> , the charge would be Outside Scope for VAT purposes.  |                |                  |               |            |      |           |                         |  |          |
| <b>STRAY DOGS</b>  |                |                  |               |            |      |           |                         |  |          |
| Stray dogs fine (set by statute)   | £25.00         | x                | x             | x          | x    | £25.00    | NO CHANGE               |  |          |
| <b>1st Day Kennelling charge &amp; administration</b>  | £78.50         | x                | x             | x          | x    | £80.50    | 2.55 %                  |  |          |
| Concessionary rate   | £39.50         | x                | x             | ✓          | x    | £40.50    | 2.53 %                  |  |          |
| <b>Additional daily Kennel Charges</b>   | £11.00         | x                | x             | ✓          | x    | £12.00    | 9.09 %                  | The costs of kennelling have increased >2.5%<br>The costs of kennelling have increased >2.5% |          |
| Concessionary rate   | £5.50          | x                | x             | ✓          | x    | £6.00     | 9.09 %                  |  |          |

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

| Income Code & Description                    | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>                    |                         |                       |                         |                                  |          |                         |                         |
| EFC000-10555 - Pet/Dog Breeding/Game Dealers | (300)                   | (300)                 | (300)                   | NO CHANGE                        |          | (300)                   | (300)                   |
| EFC000-10568 - Income from Kennelling        | (2,000)                 | (2,000)               | (2,100)                 | 5.00 %                           |          | (2,100)                 | (2,100)                 |
|  | (2,300)                 | (2,300)               | (2,400)                 |                                  |          | (2,400)                 | (2,400)                 |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL ABANDONED VEHICLES**

*Prices quoted below are exclusive of VAT*

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments                  |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|---------------------------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |                           |
| <b>ABANDONED VEHICLES (Statutory Charges)</b><br>(On Road - Outside Scope for VAT)<br>(Off Road E.G. Private Land - Standard Rated)  |                |                  |               |            |      |           |                         |                                  |                           |
| <b>Removal of vehicle on road not substantially damaged, or 2 wheeled vehicle on or off road</b><br>equal to or less than 3.5 tonnes                                       | £150.00        | x                | x             | x          | x    | ✓         | £150.00                 | NO CHANGE                        | As set in the legislation |
| exceeding 3.5 tonnes but less than 7.5 tonnes  | £200.00        | x                | x             | x          | x    | ✓         | £200.00                 | NO CHANGE                        | As set in the legislation |
| exceeding 7.5 tonnes   | £350.00        | x                | x             | x          | x    | ✓         | £350.00                 | NO CHANGE                        | As set in the legislation |
| <b>Removal of vehicle on road substantially damaged excluding 2 wheeled vehicle</b><br>equal to or less than 3.5 tonnes  | £250.00        | x                | x             | x          | x    | ✓         | £250.00                 | NO CHANGE                        | As set in the legislation |
| exceeding 3.5 tonnes but less than 7.5 tonnes  | £650.00        | x                | x             | x          | x    | ✓         | £650.00                 | NO CHANGE                        | As set in the legislation |
| exceeding 7.5 tonnes *   | £2,000.00      | x                | x             | x          | x    | ✓         | £2,000.00               | NO CHANGE                        | As set in the legislation |
| <b>Removal of vehicle off road not substantially damaged excluding 2 wheeled vehicle</b><br>equal to or less than 3.5 tonnes   | £200.00        | x                | x             | x          | x    | ✓         | £200.00                 | NO CHANGE                        | As set in the legislation |
| exceeding 3.5 tonnes but less than 7.5 tonnes  | £400.00        | x                | x             | x          | x    | ✓         | £400.00                 | NO CHANGE                        | As set in the legislation |
| exceeding 7.5 tonnes*  | £1,000.00      | x                | x             | x          | x    | ✓         | £1,000.00               | NO CHANGE                        | As set in the legislation |
| <b>Removal of vehicle off road substantially damaged excluding 2 wheeled vehicle</b><br>equal to or less than 3.5 tonnes   | £300.00        | x                | x             | x          | x    | ✓         | £300.00                 | NO CHANGE                        | As set in the legislation |
| exceeding 3.5 tonnes but less than 7.5 tonnes  | £850.00        | x                | x             | x          | x    | ✓         | £850.00                 | NO CHANGE                        | As set in the legislation |
| exceeding 7.5 tonnes *   | £3,000.00      | x                | x             | x          | x    | ✓         | £3,000.00               | NO CHANGE                        | As set in the legislation |
| <b>Storage charge per day</b><br>equal to or less than 3.5 tonnes  | £20.00         | x                | x             | x          | x    | ✓         | £20.00                  | NO CHANGE                        | As set in the legislation |
| exceeding 3.5 tonnes but less than 7.5 tonnes  | £25.00         | x                | x             | x          | x    | ✓         | £25.00                  | NO CHANGE                        | As set in the legislation |
| exceeding 7.5 tonnes   | £30.00         | x                | x             | x          | x    | ✓         | £30.00                  | NO CHANGE                        | As set in the legislation |
| <b>Destruction / disposal</b><br>equal to or less than 3.5 tonnes  | £75.00         | x                | x             | x          | x    | ✓         | £75.00                  | NO CHANGE                        | As set in the legislation |
| exceeding 3.5 tonnes but less than 7.5 tonnes  | £100.00        | x                | x             | x          | x    | ✓         | £100.00                 | NO CHANGE                        | As set in the legislation |
| exceeding 7.5 tonnes unladen   | £125.00        | x                | x             | x          | x    | ✓         | £125.00                 | NO CHANGE                        | As set in the legislation |
| <b>Note:</b> Additional removal charges apply where non standard measures are required to seize and transport vehicles from and across private land to the nearest highway |                |                  |               |            |      |           |                         |                                  |                           |
| *unladen weight only   |                |                  |               |            |      |           |                         |                                  |                           |
| <b>ABANDONED VEHICLES (Non Statutory Charges)</b><br>(On Road - Outside Scope for VAT)<br>(Off Road E.G. Private Land - Standard Rated)                                    |                |                  |               |            |      |           |                         |                                  |                           |
| <b>Return of seized vehicle - cost per mile</b><br>equal to or less than 3.5 tonnes  | £2.40          | ✓                | x             | x          | x    | x         | £2.40                   | NO CHANGE                        |                           |
| exceeding 3.5 tonnes less than 7.5 tonnes  | £4.45          | ✓                | x             | x          | x    | x         | £4.45                   | NO CHANGE                        |                           |
| equal to or exceeding 7.5 tonnes   | Quotation      | ✓                | x             | x          | x    | x         |                         | NO CHANGE                        |                           |
| <b>Private Land</b><br>Administration Cost to organise AV removal on Private Land.   | £100.00        | x                | ✓             | x          | x    | x         | £102.50                 | 2.50 %                           |                           |
| Per additional vehicle on same land  | £30            |                  |               |            |      |           | £31.00                  | 3.33 %                           |                           |

**BUDGET POSITION SUMMARY - ENVIRONMENTAL ABANDONED VEHICLES**

| Income Code & Description                  | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>SALES</b>                               |                         |                       |                         |                                  |          |                         |                         |
| KKB004-I0112 - Sales of Abandoned Vehicles | (800)                   | (800)                 | (1,200)                 | 50.00 %                          |          | (1,200)                 | (1,200)                 |
|  | (800)                   | (800)                 | (1,200)                 |                                  |          | (1,200)                 | (1,200)                 |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL HEALTH & LICENSING (continued)**

*Prices quoted below are exclusive of VAT*

| Description  | 2018/19 Charge                                      | PRICING STRATEGY |                          |      |           | Proposed 2019/20 Charge                             | Annual Increase / Decrease (%) | Comments   |
|--|---|------------------|--------------------------|------|-----------|---|--------------------------------|--|
|  |   | COMMERCIAL       | SUBSIDISED FULL COST REC | FREE | STATUTORY |   |                                |  |
| <b>Standard rated &amp; exclusive of VAT</b>   |   |                  |                          |      |           |   |                                |  |
| <b>All commercial, non statutory work not listed will be undertaken after provision of a quote and agreeing of a contract.</b>   |   |                  |                          |      |           |   |                                |  |
| Officer charges per hour for carrying out Works in default (no VAT)  |   |                  |                          |      |           |   |                                |  |
| Business Compliance Officer  | £43.75  | ✓                | ✗                        | ✗    | ✗         | £51.48  | 17.67 %                        |  |
| Business development Officer   | £48.95  | ✗                | ✗                        | ✗    | ✗         | £51.48  | 5.17 %                         |  |
| Strategic Project Manager  | £43.75  | ✓                | ✗                        | ✗    | ✗         | £51.48  | 17.67 %                        |  |
| Energy and Renewal Officer   | £47.05  | ✓                | ✗                        | ✗    | ✗         | £51.48  | 9.42 %                         |  |
| Community Safety Coordinator   | £43.75  | ✓                | ✗                        | ✗    | ✗         | £51.48  | 17.67 %                        |  |
| Assistant Licensing Officer  | £35.45  | ✓                | ✗                        | ✗    | ✗         | £42.63  | 20.25 %                        |  |
| Licensing Officer  | £42.90  | ✓                | ✗                        | ✗    | ✗         | £46.94  | 9.42 %                         |  |
| Support Officer  | £31.95  | ✓                | ✗                        | ✗    | ✗         | £42.63  | 33.43 %                        |  |
| Support Team Co-ordinator  | £39.10  | ✓                | ✗                        | ✗    | ✗         | £42.63  | 9.03 %                         |  |
| Environmental Health Technical Officer   | £40.10  | ✓                | ✗                        | ✗    | ✗         | £42.63  | 6.31 %                         |  |
| Senior Environmental Crime Officer   | £42.90  | ✓                | ✗                        | ✗    | ✗         | £51.48  | 20.00 %                        |  |
| Environmental Crime Officer  | £43.75  | ✓                | ✗                        | ✗    | ✗         | £46.94  | 7.29 %                         |  |
| Town Enforcement Officer   | £39.10  | ✓                | ✗                        | ✗    | ✗         | £42.63  | 9.03 %                         |  |
| Environmental Health Officer   | £48.80  | ✓                | ✗                        | ✗    | ✗         | £51.48  | 5.49 %                         |  |
| Environmental Health Manager   | £55.20  | ✓                | ✗                        | ✗    | ✗         | £60.70  | 9.96 %                         |  |
| Section Head   | £59.50  | ✓                | ✗                        | ✗    | ✗         | £65.49  | 10.05 %                        |  |
| <b>Report for solicitor / victim for use in legal action / claim (such as health &amp; safety reports, noise nuisance, reports etc).</b>   |   |                  |                          |      |           |   |                                |  |
| Work as above Amount to be submitted with request  | hourly rate as above                                | ✓                | ✗                        | ✗    | ✗         | hourly rate as above                                |                                |  |
| <b>List of authorised processes and other pollution registers</b>  |   |                  |                          |      |           |   |                                |  |
| 10p per photocopy  | 10p per photocopy                                   | ✓                | ✗                        | ✗    | ✗         | 10p per photocopy                                   |                                | NO CHANGE  |
| Hard copy of Food Premises Register  | 10p per photocopy                                   | ✓                | ✗                        | ✗    | ✗         | 10p per photocopy                                   |                                | NO CHANGE  |
| Hard copy of Licensed HMO Public Register  | 10p per photocopy                                   | ✓                | ✗                        | ✗    | ✗         | 10p per photocopy                                   |                                | NO CHANGE  |
| (Where allowed by law) per single sheet of A4 paper  | 10p per photocopy                                   | ✓                | ✗                        | ✗    | ✗         | 10p per photocopy                                   |                                | NO CHANGE  |
| <b>More complex work</b>   |   |                  |                          |      |           |   |                                |  |
| Probably including active date gathering, site visits, interviews etc. Minimum charge first two hours where additional time charged in 15 minute blocks - only where not covered by FOI Act. Amount to be submitted with request | As per officer charges above plus 10p per photocopy | ✓                | ✗                        | ✗    | ✗         | As per officer charges above plus 10p per photocopy |                                | NO CHANGE  |
| <b>Environmental Information Requests</b>  |   |                  |                          |      |           |   |                                |  |
| EIR Request (Per hour)   | £67.00  | ✓                | ✗                        | ✗    | ✗         | £69.00  | £2.99<br>£0.00                 |  |
| <b>Housing standards inspection for immigration purposes</b>   |   |                  |                          |      |           |   |                                |  |
| (customer has the choice to use either the local authority or the private sector)  |   |                  |                          |      |           |   |                                |  |
| Standard Service (within 10 days)  | £158.00   | ✓                | ✗                        | ✗    | ✗         | £162.00   | 2.53 %                         |  |
| Priority Service (within 3 days)   | £256.00   | ✓                | ✗                        | ✗    | ✗         | £263.00   | 2.73 %                         |  |
| <b>Exempt for VAT purposes</b>   |   |                  |                          |      |           |   |                                |  |
| Level 2 Award in Food Safety in Catering Candidate Fee   | £65.00  | ✓                | ✗                        | ✗    | ✗         | £65.00  |                                | NO CHANGE MARKET PRICE                                     |
| <b>Outside Scope for VAT purposes</b>  |   |                  |                          |      |           |   |                                |  |
| Food Export Certificate  | £43.00  | ✓                | ✗                        | ✗    | ✗         | £44.00  | 2.33 %                         |  |
| Food Hygiene Rating Scheme re-assessment charge if before 3 month period)  | £122.00   | ✓                | ✗                        | ✗    | ✗         | £125.00   | 2.46 %                         |  |
| <b>Houses in Multiple Occupation (HMO)</b>   |   |                  |                          |      |           |   |                                |  |
| Fast track process licensing application for new or renewals. ( within 5 days )  | £300.00   | ✓                | ✗                        | ✗    | ✗         | £307.00   | 0.03 %                         |  |
| <b>HMO Licensing New Application Fee</b>   |   |                  |                          |      |           |   |                                |  |
| Concessionary rate for Charities (20% discount)  | £1,143.00   | ✗                | ✓                        | ✗    | ✗         | £1,172.00   | 2.54 %                         |  |
| HMO Licensing Renewal Application Fee  | £914.00   | ✗                | ✓                        | ✗    | ✗         | £937.00   | 2.52 %                         |  |
| Concessionary rate for Charities (20% discount)  | £951.00   | ✗                | ✓                        | ✗    | ✗         | £975.00   | 2.52 %                         |  |
| HMO Assisted Licence Application Fee   | £761.00   | ✗                | ✓                        | ✗    | ✗         | £780.00   | 2.50 %                         |  |
| Extra copy of HMO licence document (where release agreed/requested by landlord)  | £265.00   | ✗                | ✓                        | ✗    | ✗         | £272.00   | 2.64 %                         |  |
| HMO Survey - 2 storey or less  | £26.00  | ✓                | ✗                        | ✗    | ✗         | £27.00  | 3.85 %                         |  |
| HMO Survey - 3 storey  | £361.40   | ✓                | ✗                        | ✗    | ✗         | £371.00   | 2.66 %                         | First hour free in the office then the chargeable service. |
| Rental Housing Condition Survey  | £534.20   | ✓                | ✗                        | ✗    | ✗         | £548.00   | 2.58 %                         | First hour free in the office then the chargeable service. |
| Housing Enforcement Charges  | £312.78   | ✓                | ✗                        | ✗    | ✗         | £321.00   | 2.63 %                         | First hour free in the office then the chargeable service. |
| Charge to cover expenses if an enforcement notice is served under the Housing Act 2004   | £256.00   | ✓                | ✗                        | ✗    | ✗         | £262.00   | 2.34 %                         |  |

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

| Income Code & Description                           | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (%) | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|---|-------------------------|-----------------------|-------------------------|--------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>                           |                         |                       |                         |                                |          |                         |                         |
| ECE000-10537 - Health & Safety - Miscellaneous Fees | (3,000)                 | (3,000)               | (4,500)                 | 50.00 %                        |          | (4,500)                 | (4,500)                 |
| EDC000-10504 - Inspection Fees                      | (4,000)                 | (4,000)               | (5,000)                 | 25.00 %                        |          | (5,000)                 | (5,000)                 |
| EDC000-10631 - Income HMO Registration Fees         | (10,500)                | (10,500)              | (15,598)                | 48.53 %                        |          | (15,598)                | (15,598)                |
| EDD000-10572 - Fees-EPA 1990                        | (4,000)                 | (4,000)               | (4,000)                 | NO CHANGE                      |          | (4,000)                 | (4,000)                 |
| EDH000-10501 - Envirocrime - Fixed Penalty Notice   | (5,000)                 | (5,000)               | (5,000)                 | NO CHANGE                      |          | (5,000)                 | (5,000)                 |
|   | (26,500)                | (26,500)              | (34,098)                |                                |          | (34,098)                | (34,098)                |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
INFORMATION UNIT & CUSTOMER SERVICES**

| Description   | 2018/19 Charge  | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|---|---|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|----------|
|   |   | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |          |
| <b>Outside Scope for VAT purposes</b>   |   |                  |               |            |      |           |                         |                                  |          |
| Street Naming and Numbering :-<br>Change to existing property<br><u>New Build</u>                 | £60.00  | ✓                | ✗             | ✗          | ✗    | ✗         | £110.00                 | 83.33 %                          |          |
| 1 Plot  | £100.00   | ✓                | ✗             | ✗          | ✗    | ✗         | £110.00                 | 10.00 %                          |          |
| For each additional plot/unit   | £20.00  |                  |               |            |      |           | £30.00                  | 50.00 %                          |          |
| New street name and postal numbers for a new development  | £200.00 fee for street name plus postal nos based on nos of plots shown above | ✓                | ✗             | ✗          | ✗    | ✗         | £500.00                 | 150.00 %                         |          |
| Existing property - registration of property details with Royal Mail and / or utility companies   | £55.00 per  | ✓                | ✗             | ✗          | ✗    | ✗         | £110.00                 | 100.00 %                         |          |
| Renaming a street at the request of residents   | £200.00 plus £30.00   | ✓                | ✗             | ✗          | ✗    | ✗         | £500.00                 | 150.00 %                         |          |
| <b>GIS system search</b><br>(when operational)<br>with letter amount to be submitted with request | £150.00   | ✗                | ✓             | ✗          | ✗    | ✗         | £200.00                 | 33.33 %                          |          |

**BUDGET POSITION SUMMARY - INFORMATION UNIT & CUSTOMER SERVICES**

| Income Code & Description            | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments   | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--------------------------------------|-------------------------|-----------------------|-------------------------|----------------------------------|--|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>            |                         |                       |                         |                                  |  |                         |                         |
| ADW000-10536 - Miscellaneous Charges | (12,500)                | (12,500)              | (12,500)                | NO CHANGE                        | never hit our income target - hoping our new fees structure would allow us to hit it | (12,500)                | (12,500)                |
|                                      | (12,500)                | (12,500)              | (12,500)                |                                  |  | (12,500)                | (12,500)                |

**COMMUNITY & CUSTOMER SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
HOUSING**

| Description                                     | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments  |
|---|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|---|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |   |
| <b>Outside Scope for VAT purposes</b>           |                |                  |               |            |      |           |                         |                                  |   |
| Average weekly hostel rents and service charges | £167.50        | *                | ✓             | *          | *    | *         | £167.50                 | NO CHANGE                        | The charges vary depending on the units size, less rent is charged for the smaller units. For B&B and nightly lets we have got out of the larger units we only have a few smaller units in uses hence lower average rent. The rent we can charge of managed dwelling needs to be within HB limits, HB limits have reduced hence rent reduced. |
| Managed dwelling rents                          | £199.27        | *                | ✓             | *          | *    | *         | £130.94                 | -34.29 %                         |   |
| Bed & Breakfast/Nightly let weekly Charge       | £218.97        | *                | ✓             | *          | *    | *         | £178.50                 | -18.48 %                         |   |

**BUDGET POSITION SUMMARY - HOUSING**

| Income Code & Description                         | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments   | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|---|-------------------------|-----------------------|-------------------------|----------------------------------|--|-------------------------|-------------------------|
| <b>LAND &amp; PROPERTY BASED CHARGES</b>          |                         |                       |                         |                                  |  |                         |                         |
| JWP000-I0901- Rent - WJ0316 - Hostels & Dwellings | (626,010)               | (626,010)             | (445,283)               | -28.87 %                         | There will be a reduction in number of Hostel units let out, primarily Aldenham and Tiibbles Close, while we look at redevelopment and future use of sites | (445,283)               | (445,283)               |
|   | (626,010)               | (626,010)             | (445,283)               |                                  |  | (445,283)               | (445,283)               |

**PLANNING SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
PARKING SERVICES**

*Prices quoted below are exclusive of VAT except for car parking at The Avenue, Town Hall and Longspring*

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|---|----------------|------------------|---------------|------------|------|-------------------------|----------------------------------|----------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE |                         |                                  |          |
| <b>Outside Scope for VAT purposes</b>                                       |                |                  |               |            |      |                         |                                  |          |
| <b>On Street pay and display</b>  |                |                  |               |            |      |                         |                                  |          |
| Inner CPZ P&D charge per hour   | £1.60          | *                | ✓             | *          | *    | £1.60                   | NO CHANGE                        |          |
| Outer CPZ P&D charge per hour   | £1.10          | *                | ✓             | *          | *    | £1.10                   | NO CHANGE                        |          |
| <b>Standard rated &amp; inclusive of VAT</b>                                |                |                  |               |            |      |                         |                                  |          |
| <b>The Avenue Car Park</b>  |                |                  |               |            |      |                         |                                  |          |
| 7 a.m. to 5 p.m. - 60p per hour   |                |                  |               |            |      |                         |                                  |          |
| 1 Hour  | £0.80          | ✓                | *             | ✓          | *    | £0.80                   | NO CHANGE                        |          |
| 2 Hours   | £1.60          | ✓                | *             | ✓          | *    | £1.60                   | NO CHANGE                        |          |
| 3 Hours   | £2.40          | ✓                | *             | ✓          | *    | £2.40                   | NO CHANGE                        |          |
| 4 Hours   | £3.20          | ✓                | *             | ✓          | *    | £3.20                   | NO CHANGE                        |          |
| All day till midnight   | £5.50          | ✓                | *             | ✓          | *    | £5.50                   | NO CHANGE                        |          |
| 5 p.m. to midnight  | £2.50          | ✓                | *             | ✓          | *    | £2.50                   | NO CHANGE                        |          |
| Season tickets per annum  | £800.00        | ✓                | *             | ✓          | *    | £800.00                 | NO CHANGE                        |          |
| <b>Town Hall Car Park</b>   |                |                  |               |            |      |                         |                                  |          |
| Monday - Friday 5 p.m. to midnight and Saturday & Sunday 5 p.m. to midnight | £2.50          | ✓                | *             | ✓          | *    | £2.50                   | NO CHANGE                        |          |
| 1 Hour  | £0.80          | ✓                | *             | ✓          | *    | £0.80                   | NO CHANGE                        |          |
| 2 Hours   | £1.60          | ✓                | *             | ✓          | *    | £1.60                   | NO CHANGE                        |          |
| 3 Hours   | £2.40          | ✓                | *             | ✓          | *    | £2.40                   | NO CHANGE                        |          |
| 4 Hours   | £3.20          | ✓                | *             | ✓          | *    | £3.20                   | NO CHANGE                        |          |
| All day till midnight   | £5.50          | ✓                | *             | ✓          | *    | £5.50                   | NO CHANGE                        |          |
| 5 p.m. to midnight  | £2.50          | ✓                | *             | ✓          | *    | £2.50                   | NO CHANGE                        |          |
| <b>Longspring Charges</b>   |                |                  |               |            |      |                         |                                  |          |
| Monday - Saturday   |                |                  |               |            |      |                         |                                  |          |
| 1 hour  | £0.60          | ✓                | *             | ✓          | *    | £0.60                   | NO CHANGE                        |          |
| Up to 4 hours   | £1.20          | ✓                | *             | ✓          | *    | £1.20                   | NO CHANGE                        |          |
| All day   | £2.40          | ✓                | *             | ✓          | *    | £2.40                   | NO CHANGE                        |          |
| <b>Harebreaks Car park</b>  |                |                  |               |            |      |                         |                                  |          |
| Monday - Saturday   |                |                  |               |            |      |                         |                                  |          |
| 1 hour  | £0.50          | ✓                | *             | ✓          | *    | £0.50                   | NO CHANGE                        |          |
| 4 hours (maximum stay)  | £1.00          | ✓                | *             | ✓          | *    | £1.00                   | NO CHANGE                        |          |
| <b>Outside Scope for VAT purposes</b>                                       |                |                  |               |            |      |                         |                                  |          |
| <b>Parking Penalties</b>  |                |                  |               |            |      |                         |                                  |          |
| Serious Contravention   | £50.00         | *                | ✓             | *          | *    | £50.00                  | NO CHANGE                        |          |
| More Serious Contravention  | £70.00         | *                | ✓             | *          | *    | £70.00                  | NO CHANGE                        |          |
| <b>Permit Charges</b>   |                |                  |               |            |      |                         |                                  |          |
| full cpz 1st permit   | £25.00         | *                | ✓             | *          | *    | £25.00                  | NO CHANGE                        |          |
| full cpz 2nd permit   | £55.00         | *                | ✓             | *          | *    | £55.00                  | NO CHANGE                        |          |
| fullcpz V Vouchers 40 1hour   | £4.50          | *                | ✓             | *          | *    | £4.50                   | NO CHANGE                        |          |
| fullcpz V Vouchers 20 4hour   | £7.00          | *                | ✓             | *          | *    | £7.00                   | NO CHANGE                        |          |
| fullcpz 1 day vouchers 5  | £4.50          | *                | ✓             | *          | *    | £4.50                   | NO CHANGE                        |          |
| fullcpz 1 week v voucher  | £4.50          | *                | ✓             | *          | *    | £4.50                   | NO CHANGE                        |          |
| fullcpz Business permit inner zone  | £300.00        | *                | ✓             | *          | *    | £300.00                 | NO CHANGE                        |          |
| fullcpz Business permit outer zone  | £150.00        | *                | ✓             | *          | *    | £150.00                 | NO CHANGE                        |          |
| Match Day 1st Permit  | £6.00          | *                | ✓             | *          | *    | £6.00                   | NO CHANGE                        |          |
| Match Day 2nd permit  | £12.00         | *                | ✓             | *          | *    | £12.00                  | NO CHANGE                        |          |
| MD V Vouchers 1 Day for 5   | £4.50          | *                | ✓             | *          | *    | £4.50                   | NO CHANGE                        |          |
| MD Business permit  | £60.00         | *                | ✓             | *          | *    | £60.00                  | NO CHANGE                        |          |
| Medical Permits (DHV)   | £25.00         | *                | ✓             | *          | *    | £25.00                  | NO CHANGE                        |          |
| subsequent  | £55.00         | *                | ✓             | *          | *    | £55.00                  | NO CHANGE                        |          |
| Car Park pass cards for disabled residents                                  | £10.00         | *                | ✓             | *          | *    | £10.00                  | NO CHANGE                        |          |
| <b>Parking Dispensations/bay suspensions :-</b>                             |                |                  |               |            |      |                         |                                  |          |
| Per bay per day   | £20.00         | *                | ✓             | *          | *    | £20.00                  | NO CHANGE                        |          |
| Per bay per week first 2 weeks  | £120.00        | *                | ✓             | *          | *    | £120.00                 | NO CHANGE                        |          |
| Per bay per week 3 weeks or more  | £100.00        | *                | ✓             | *          | *    | £100.00                 | NO CHANGE                        |          |

**BUDGET POSITION SUMMARY - PARKING SERVICES**

| Income Code & Description                           | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments           | Proposed Budget |             |
|---|-------------------------|-----------------------|-------------------------|----------------------------------|--------------------|-----------------|-------------|
|   |                         |                       |                         |                                  |                    | 2020/21         | 2021/22     |
| <b>FEES &amp; CHARGES</b>                           |                         |                       |                         |                                  |                    |                 |             |
| <b>Longspring</b>                                   |                         |                       |                         |                                  |                    |                 |             |
| KFB000-10623 - Income-Parking Fees                  | (34,000)                | (34,000)              | (34,000)                | NO CHANGE                        |                    | (34,000)        | (34,000)    |
| <b>The Avenue</b>                                   |                         |                       |                         |                                  |                    |                 |             |
| KFC000-10623 - Income-Parking Fees                  | (127,000)               | (127,000)             | (127,000)               | NO CHANGE                        |                    | (127,000)       | (127,000)   |
| KFC000-10624 - Income-Season Tickets                | (10,000)                | (10,000)              | (10,000)                | NO CHANGE                        |                    | (10,000)        | (10,000)    |
| <b>Town Hall</b>                                    |                         |                       |                         |                                  |                    |                 |             |
| BEA001-10623 - Income-Parking Fees (Staff)          | (20,000)                | (20,000)              | (20,000)                | NO CHANGE                        |                    | (20,000)        | (20,000)    |
| KFD000-10623 - Income-Parking Fees                  | (61,000)                | (61,000)              | (40,000)                | -34.43 %                         | Expected reduction | (40,000)        | (40,000)    |
| <b>Controlled Parking Zone</b>                      |                         |                       |                         |                                  |                    |                 |             |
| HDR000-10620 - Permit Charges                       | (265,000)               | (265,000)             | (265,000)               | NO CHANGE                        |                    | (265,000)       | (265,000)   |
| HDR000-10621 - Pay & Display Receipts               | (475,000)               | (475,000)             | (475,000)               | NO CHANGE                        |                    | (475,000)       | (475,000)   |
| HDR000-10623 - Income - Parking Fees                | (150,000)               | (150,000)             | (150,000)               | NO CHANGE                        |                    | (150,000)       | (150,000)   |
| HDR000-10683 - Penalty Charges                      | (550,000)               | (550,000)             | (550,000)               | NO CHANGE                        |                    | (550,000)       | (550,000)   |
| HDR001-10622 WJ0134 - Dacorum Borough Council (Net) | (15,200)                | (15,200)              | (15,200)                | NO CHANGE                        |                    | (15,200)        | (15,200)    |
| HDR002-10622 WJ0082 - TRDC (Net)                    | (65,700)                | (65,700)              | (65,700)                | NO CHANGE                        |                    | (65,700)        | (65,700)    |
|   | (1,772,900)             | (1,772,900)           | (1,751,900)             |                                  |                    | (1,751,900)     | (1,751,900) |

**PLANNING SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR - BUILDING CONTROL**

| Description  | 2018/19 Charge | PRICING STRATEGY |                     |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (%) | Comments |
|--|----------------|------------------|---------------------|------|-----------|-------------------------|--------------------------------|----------|
|  |                | COMMERCIAL       | FULL COST RECOVERED | FREE | STANDARD  |                         |                                |          |
| <b>Standard rated &amp; exclusive of VAT</b>                                     |                |                  |                     |      |           |                         |                                |          |
| <b>BUILDING CONTROL FEES (TABLE 1)</b>   |                |                  |                     |      |           |                         |                                |          |
| <b>FULL PLANS</b>  |                |                  |                     |      |           |                         |                                |          |
| <b>New Dwellings</b>   |                |                  |                     |      |           |                         |                                |          |
| 1 new dwelling   |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £370.00        | ✓                | ✓                   | ✓    | £370.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £525.00        | ✓                | ✓                   | ✓    | £525.00   | NO CHANGE               |                                |          |
| 2 new dwellings  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £420.00        | ✓                | ✓                   | ✓    | £420.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £680.00        | ✓                | ✓                   | ✓    | £680.00   | NO CHANGE               |                                |          |
| 3 new dwellings  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £470.00        | ✓                | ✓                   | ✓    | £470.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £760.00        | ✓                | ✓                   | ✓    | £760.00   | NO CHANGE               |                                |          |
| 4 new dwellings  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £630.00        | ✓                | ✓                   | ✓    | £630.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £1,115.00      | ✓                | ✓                   | ✓    | £1,115.00 | NO CHANGE               |                                |          |
| Conversion of dwelling into 2 flats  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £370.00        | ✓                | ✓                   | ✓    | £370.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £520.00        | ✓                | ✓                   | ✓    | £520.00   | NO CHANGE               |                                |          |
| Conversion of dwelling into 3 flats  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £470.00        | ✓                | ✓                   | ✓    | £470.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £655.00        | ✓                | ✓                   | ✓    | £655.00   | NO CHANGE               |                                |          |
| Conversion of dwelling into 4 flats  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £630.00        | ✓                | ✓                   | ✓    | £630.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £825.00        | ✓                | ✓                   | ✓    | £825.00   | NO CHANGE               |                                |          |
| Fees for additional dwellings are based on volumes built                         |                |                  |                     |      |           |                         |                                |          |
| <b>BUILDING CONTROL FEES (TABLE 2)</b>   |                |                  |                     |      |           |                         |                                |          |
| <b>FULL PLANS</b>  |                |                  |                     |      |           |                         |                                |          |
| <b>Domestic Extensions</b>   |                |                  |                     |      |           |                         |                                |          |
| Extension - Internal floor area under 10m <sup>2</sup>                           |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £370.00        | ✓                | ✓                   | ✓    | £370.00   | NO CHANGE               |                                |          |
| Extension - Over 10m <sup>2</sup> and under 40m <sup>2</sup>                     |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £515.00        | ✓                | ✓                   | ✓    | £515.00   | NO CHANGE               |                                |          |
| Extension - Over 40m <sup>2</sup> and under 100m <sup>2</sup>                    |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £630.00        | ✓                | ✓                   | ✓    | £630.00   | NO CHANGE               |                                |          |
| Loft Conversion under 40m <sup>2</sup>   |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £440.00        | ✓                | ✓                   | ✓    | £440.00   | NO CHANGE               |                                |          |
| Loft Conversion over 40m <sup>2</sup> under 100m <sup>2</sup>                    |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £515.00        | ✓                | ✓                   | ✓    | £515.00   | NO CHANGE               |                                |          |
| <b>DETACHED GARAGE OR CAR PORT</b>   |                |                  |                     |      |           |                         |                                |          |
| Internal floor area below 40m <sup>2</sup>                                       |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £210.00        | ✓                | ✓                   | ✓    | £210.00   | NO CHANGE               |                                |          |
| Internal floor area over 40m <sup>2</sup> and under 100m <sup>2</sup>            |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £260.00        | ✓                | ✓                   | ✓    | £260.00   | NO CHANGE               |                                |          |
| Garage Conversion  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £210.00        | ✓                | ✓                   | ✓    | £210.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £160.00        | ✓                | ✓                   | ✓    | £160.00   | NO CHANGE               |                                |          |
| Upgrading thermal elements   |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £80.00         | ✓                | ✓                   | ✓    | £80.00    | NO CHANGE               |                                |          |
| Inspection Fee   | £130.00        | ✓                | ✓                   | ✓    | £130.00   | NO CHANGE               |                                |          |
| Alterations up to £5000  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £105.00        | ✓                | ✓                   | ✓    | £105.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £130.00        | ✓                | ✓                   | ✓    | £130.00   | NO CHANGE               |                                |          |
| Alterations over £5000 up to 20,000  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £105.00        | ✓                | ✓                   | ✓    | £105.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £290.00        | ✓                | ✓                   | ✓    | £290.00   | NO CHANGE               |                                |          |
| Installation of replacement windows  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £80.00         | ✓                | ✓                   | ✓    | £80.00    | NO CHANGE               |                                |          |
| Inspection Fee   | £110.00        | ✓                | ✓                   | ✓    | £110.00   | NO CHANGE               |                                |          |
| Electrical works (test by consultant)  |                |                  |                     |      |           |                         |                                |          |
| Test Fee   | £340.00        | ✓                | ✓                   | ✓    | £340.00   | NO CHANGE               |                                |          |
| <b>BUILDING CONTROL FEES (TABLE 3)</b>   |                |                  |                     |      |           |                         |                                |          |
| <b>Non-domestic extensions (institutional)</b>                                   |                |                  |                     |      |           |                         |                                |          |
| Extension - Internal floor area under 10m <sup>2</sup>                           |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £370.00        | ✓                | ✓                   | ✓    | £370.00   | NO CHANGE               |                                |          |
| Extension - Over 10m <sup>2</sup> and under 40m <sup>2</sup>                     |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £600.00        | ✓                | ✓                   | ✓    | £600.00   | NO CHANGE               |                                |          |
| Extension - Over 40m <sup>2</sup> and under 100m <sup>2</sup>                    |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £705.00        | ✓                | ✓                   | ✓    | £705.00   | NO CHANGE               |                                |          |
| Upgrading thermal elements   |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £210.00        | ✓                | ✓                   | ✓    | £210.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £220.00        | ✓                | ✓                   | ✓    | £220.00   | NO CHANGE               |                                |          |
| Internal alterations under £5000   |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £210.00        | ✓                | ✓                   | ✓    | £210.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £600.00        | ✓                | ✓                   | ✓    | £600.00   | NO CHANGE               |                                |          |
| Internal alterations over £5000 up to £10,000                                    |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £210.00        | ✓                | ✓                   | ✓    | £210.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £220.00        | ✓                | ✓                   | ✓    | £220.00   | NO CHANGE               |                                |          |
| <b>BUILDING CONTROL FEES (TABLE 3)</b>   |                |                  |                     |      |           |                         |                                |          |
| <b>Non-domestic extensions (industrial)</b>                                      |                |                  |                     |      |           |                         |                                |          |
| Extension - Internal floor area under 10m <sup>2</sup>                           |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £325.00        | ✓                | ✓                   | ✓    | £325.00   | NO CHANGE               |                                |          |
| Extension - Over 10m <sup>2</sup> and under 40m <sup>2</sup>                     |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £435.00        | ✓                | ✓                   | ✓    | £435.00   | NO CHANGE               |                                |          |
| Extension - Over 40m <sup>2</sup> and under 100m <sup>2</sup>                    |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £605.00        | ✓                | ✓                   | ✓    | £605.00   | NO CHANGE               |                                |          |
| Upgrading thermal elements   |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £210.00        | ✓                | ✓                   | ✓    | £210.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £220.00        | ✓                | ✓                   | ✓    | £220.00   | NO CHANGE               |                                |          |
| Internal alterations under £5000   |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £210.00        | ✓                | ✓                   | ✓    | £210.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £600.00        | ✓                | ✓                   | ✓    | £600.00   | NO CHANGE               |                                |          |
| Internal alterations over £5000 up to £10,000                                    |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £210.00        | ✓                | ✓                   | ✓    | £210.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £220.00        | ✓                | ✓                   | ✓    | £220.00   | NO CHANGE               |                                |          |
| Window, door, shopfront replacement  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £210.00        | ✓                | ✓                   | ✓    | £210.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £115.00        | ✓                | ✓                   | ✓    | £115.00   | NO CHANGE               |                                |          |
| Installation of a mezzanine floor up 100m <sup>2</sup>                           |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £380.00        | ✓                | ✓                   | ✓    | £380.00   | NO CHANGE               |                                |          |
| Shop refurbishment under £15000  |                |                  |                     |      |           |                         |                                |          |
| Plan Fee   | £235.00        | ✓                | ✓                   | ✓    | £235.00   | NO CHANGE               |                                |          |
| Inspection Fee   | £275.00        | ✓                | ✓                   | ✓    | £275.00   | NO CHANGE               |                                |          |
| Fees for domestic alterations are subject to floor area and type of construction |                |                  |                     |      |           |                         |                                |          |
| Administrative fees associated with S106 agreements :-                           |                |                  |                     |      |           |                         |                                |          |
| Minor Works  | £370.00        | ✓                | ✓                   | ✓    | £370.00   | NO CHANGE               |                                |          |
| Major Works  | £525.00        | ✓                | ✓                   | ✓    | £525.00   | NO CHANGE               |                                |          |
| With contribution to healthcare  | £105.00        | ✓                | ✓                   | ✓    | £105.00   | NO CHANGE               |                                |          |

**BUDGET POSITION SUMMARY - BUILDING CONTROL**

| Income Code & Description                           | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (%) | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|---|-------------------------|-----------------------|-------------------------|--------------------------------|----------|-------------------------|-------------------------|
| GCA000-01104 - Publications / Copy Documents        | (1,000)                 | (1,000)               | (1,000)                 | NO CHANGE                      |          | (1,000)                 | (1,000)                 |
| <b>FEES &amp; CHARGES</b>                           |                         |                       |                         |                                |          |                         |                         |
| GCA000-05003 - Building Regulation-Application Fees | (160,000)               | (160,000)             | (160,000)               | NO CHANGE                      |          | (160,000)               | (160,000)               |
| GCA000-05004 - Inspection Fees                      | (110,000)               | (110,000)             | (110,000)               | NO CHANGE                      |          | (110,000)               | (110,000)               |
| GCA000-05118 - Building Regs - Regularisation       | (5,500)                 | (7,000)               | (7,000)                 | 27.27 %                        |          | (7,000)                 | (7,000)                 |
| GCA000-05119 - Building Control Partnership         | (2,500)                 | (4,000)               | (4,000)                 | 60.00 %                        |          | (4,000)                 | (4,000)                 |
| <b>Building Control</b>                             | <b>(278,000)</b>        | <b>(281,000)</b>      | <b>(281,000)</b>        |                                |          | <b>(281,000)</b>        | <b>(281,000)</b>        |

**PLANNING SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
DEVELOPMENT CONTROL**

| Description   | 2018/19 Charge                   | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge     | Annual Increase / Decrease (-) % | Comments |
|---|----------------------------------|------------------|---------------|------------|------|-----------|-----------------------------|----------------------------------|----------|
|   |                                  | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                             |                                  |          |
| <b>Outside Scope for VAT purposes</b>   |                                  |                  |               |            |      |           |                             |                                  |          |
| <b>DEVELOPMENT CONTROL FEES</b>   |                                  |                  |               |            |      |           |                             |                                  |          |
| <b>OPERATIONS</b>   |                                  |                  |               |            |      |           |                             |                                  |          |
| <b>Outline applications</b> for development in Categories 1,2 & 3   |                                  |                  |               |            |      |           |                             |                                  |          |
| a) where the site area does not exceed 2.5 hectares   | £462 per 0.1 hectare             | *                | *             | *          | *    | ✓         | £462 per 0.1 hectare        | NO CHANGE                        |          |
| b) where the site area exceeds 2.5 hectares - □ see below   | £11,432.40                       | *                | *             | *          | *    | ✓         | £11,432.40                  | NO CHANGE                        |          |
| □ - Indicates a further charge for each additional 0.1 hectare in excess of 2.5 hectares  | £138.00                          | *                | *             | *          | *    | ✓         | £138.00                     | NO CHANGE                        |          |
| <b>Category 1 - New dwellings</b>   |                                  |                  |               |            |      |           |                             |                                  |          |
| a) where the no of dwellings created is 50 or fewer   | £462 per dwelling                | *                | *             | *          | *    | ✓         | 462 per dwelling            | NO CHANGE                        |          |
| a) where the no of dwellings created is more than 50 - ● see below  | £22,858.80                       | *                | *             | *          | *    | ✓         | £22,858.80                  | NO CHANGE                        |          |
| ● - Indicates a further charge for each dwelling in excess of 50  | £138.00                          | *                | *             | *          | *    | ✓         | £138.00                     | NO CHANGE                        |          |
| <b>Category 2 - Erection of buildings</b> except those in Categories 1,3,4,5 or 7   |                                  |                  |               |            |      |           |                             |                                  |          |
| a) where no floorspace is to be created   | £234.00                          | *                | *             | *          | *    | ✓         | £234.00                     | NO CHANGE                        |          |
| b) where the gross floorspace does not exceed 40m <sup>2</sup>  | £234.00                          | *                | *             | *          | *    | ✓         | £234.00                     | NO CHANGE                        |          |
| c) where the gross floorspace exceeds 40m <sup>2</sup> but not 75m <sup>2</sup>   | £462.00                          | *                | *             | *          | *    | ✓         | £462.00                     | NO CHANGE                        |          |
| d) where the gross floorspace exceeds 75m <sup>2</sup> but not 3750m <sup>2</sup>   | £462 per 75 sqm                  | *                | *             | *          | *    | ✓         | £462 per 75 sqm             | NO CHANGE                        |          |
| e) where the gross floorspace exceeds 3750m <sup>2</sup> - ✦ see below  | £22,858.80                       | *                | *             | *          | *    | ✓         | £22,858.80                  | NO CHANGE                        |          |
| ✦ - Indicates a further charge for each 75m <sup>2</sup> in excess of 3750m <sup>2</sup>  | £138.00                          | *                | *             | *          | *    | ✓         | £138.00                     | NO CHANGE                        |          |
| <b>Category 3 - Agricultural buildings</b> except glasshouses   |                                  |                  |               |            |      |           |                             |                                  |          |
| a) where gross floorspace does not exceed 465 m <sup>2</sup>  | £96.00                           | *                | *             | *          | *    | ✓         | £96.00                      | NO CHANGE                        |          |
| b) where gross floorspace exceeds 465m <sup>2</sup> but < 540m <sup>2</sup>   | £462.00                          | *                | *             | *          | *    | ✓         | £462.00                     | NO CHANGE                        |          |
| c) where gross floorspace exceeds 540m <sup>2</sup> but < 4215m <sup>2</sup>  | £462 for first 520 sqm plus plus | *                | *             | *          | *    | ✓         | £462 for first 520 sqm plus | NO CHANGE                        |          |
|   | £462.00 each extra 75 sq m       | *                | *             | *          | *    | ✓         | £462.00 each extra 75 sqm   | NO CHANGE                        |          |
| d) where gross floorspace exceeds 4215m <sup>2</sup> - ► see below  | £22,858.80                       | *                | *             | *          | *    | ✓         | £22,858.80                  | NO CHANGE                        |          |
| ► - Indicates a further charge for each 75m <sup>2</sup> in excess of 4215m <sup>2</sup>  | £138.00                          | *                | *             | *          | *    | ✓         | £138.00                     | NO CHANGE                        |          |
| <b>Category 4 - Glasshouses</b>   |                                  |                  |               |            |      |           |                             |                                  |          |
| a) where gross floorspace does not exceed 465 m <sup>2</sup>  | £96.00                           | *                | *             | *          | *    | ✓         | £96.00                      | NO CHANGE                        |          |
| b) where gross floorspace exceeds 465m <sup>2</sup>   | £2,580.00                        | *                | *             | *          | *    | ✓         | £2,580.00                   | NO CHANGE                        |          |
| <b>Category 5 - Erection, alteration or replacement of plant or machinery</b>   |                                  |                  |               |            |      |           |                             |                                  |          |
| a) where the site area does not exceed 5 hectares   | £462.00 per 0.1 hectare          | *                | *             | *          | *    | ✓         | £462.00 per 0.1 hectare     | NO CHANGE                        |          |
| b) where the site area exceeds 5 hectares - ▲ see below   | £22,858.80                       | *                | *             | *          | *    | ✓         | £22,858.80                  | NO CHANGE                        |          |
| ▲ - Indicates a further charge for each 0.1 hectare in excess of 5 hectares   | £138.00                          | *                | *             | *          | *    | ✓         | £138.00                     | NO CHANGE                        |          |
| <b>Category 6 - Enlargement, improvement or other alteration of existing dwellings</b>  |                                  |                  |               |            |      |           |                             |                                  |          |
| a) where the application relates to 1 dwelling  | £206.40                          | *                | *             | *          | *    | ✓         | £206.40                     | NO CHANGE                        |          |
| b) where the application relates to 2 or more dwellings   | £406.80                          | *                | *             | *          | *    | ✓         | £406.80                     | NO CHANGE                        |          |
| <b>Category 7 - Operations within the curtilage of an existing dwelling</b> for purposes ancillary to the enjoyment of the dwelling, including the erection or construction of gates, fences, walls or other means of enclosure along the boundary of the curtilage |                                  |                  |               |            |      |           |                             |                                  |          |
|   | £206.40                          | *                | *             | *          | *    | ✓         | £206.40                     | NO CHANGE                        |          |
| <b>Category 8 - Construction of car parks, service roads and other means of access</b> on land used for the purpose of a single undertaking, where the development is required for a purpose incidental to the existing use of land                                 |                                  |                  |               |            |      |           |                             |                                  |          |
|   | £234.00                          | *                | *             | *          | *    | ✓         | £234.00                     | NO CHANGE                        |          |
| <b>Category 9 - Operations connected with exploratory drilling</b> for oil or natural gas   |                                  |                  |               |            |      |           |                             |                                  |          |
| a) where the site area does not exceed 7.5 hectares   | £462.00 per 0.1 hectare          | *                | *             | *          | *    | ✓         | £462.00 per 0.1 hectare     | NO CHANGE                        |          |
| b) where the site area exceeds 7.5 hectares - ◀ see below   | £34,500.00                       | *                | *             | *          | *    | ✓         | £34,500.00                  | NO CHANGE                        |          |
| ◀ - Indicates a further charge for each 0.1 hectare in excess of 7.5 hectares   | £138.00                          | *                | *             | *          | *    | ✓         | £138.00                     | NO CHANGE                        |          |
| <b>Category 10 - Other operations</b> not within Categories 1-9   |                                  |                  |               |            |      |           |                             |                                  |          |
| a) in cases of mining extraction  |                                  |                  |               |            |      |           |                             |                                  |          |
| i) where the site area does not exceed 15 hectares  | £234.00 per 0.1 hectare          | *                | *             | *          | *    | ✓         | £234.00 per 0.1 hectare     | NO CHANGE                        |          |
| ii) where the site area exceeds 15 hectares - ▼ see below   | £34,934.40                       | *                | *             | *          | *    | ✓         | £34,934.40                  | NO CHANGE                        |          |
| ▼ - Indicates a further charge for each 0.1 hectare in excess of 15 hectares  | £138.00                          | *                | *             | *          | *    | ✓         | £138.00                     | NO CHANGE                        |          |
| b) in any other case  | £234.00 per 0.1 hectare          | *                | *             | *          | *    | ✓         | £234.00 per hectare         | NO CHANGE                        |          |

**PLANNING SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
DEVELOPMENT CONTROL (continued)**

| Description   | 2018/19 Charge                                  | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge                         | Annual Increase / Decrease (-) % | Comments |
|---|---|------------------|---------------|------------|------|-----------|---|----------------------------------|----------|
|   |   | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |   |                                  |          |
| <b>Outside Scope for VAT purposes</b>   |   |                  |               |            |      |           |   |                                  |          |
| <b>DEVELOPMENT CONTROL FEES</b>   |   |                  |               |            |      |           |   |                                  |          |
| <b>OPERATIONS (Continued)</b>   |   |                  |               |            |      |           |   |                                  |          |
| <b>Category 11 - Change of use of a building to residential</b>   |   |                  |               |            |      |           |   |                                  |          |
| a) from an existing dwelling  |   |                  |               |            |      |           |   |                                  |          |
| i) to 2 to 50 dwellings   | £492.00 for each additional dwelling            | *                | *             | *          | *    | ✓         | £492.00 for each additional dwelling            | NO CHANGE                        |          |
| ii) to more than 50 dwellings - ♦ see below   | £22,858.80                                      | *                | *             | *          | *    | ✓         | £22,858.80                                      | NO CHANGE                        |          |
| ♦ - Indicates a further charge for each dwelling in excess of 50  | £138.00   | *                | *             | *          | *    | ✓         | £138.00   | NO CHANGE                        |          |
| b) from a building other than a dwelling  |   |                  |               |            |      |           |   |                                  |          |
| i) up to 50 dwellings   | £462.00 per dwelling                            | *                | *             | *          | *    | ✓         | £462.00   | NO CHANGE                        |          |
| ii) to more than 50 dwellings - ♦ see below   | £22,858.80                                      | *                | *             | *          | *    | ✓         | £22,858.80                                      | NO CHANGE                        |          |
| ♦ - Indicates a further charge for each dwelling in excess of 50  | £138.00   | *                | *             | *          | *    | ✓         | £138.00   | NO CHANGE                        |          |
| <b>Category 12 - Use of land for disposal of refuse or waste materials or as open mineral storage</b>   |   |                  |               |            |      |           |   |                                  |          |
| a) where the site area does not exceed 15 hectares  | £234.00 per 0.1 hectare                         | *                | *             | *          | *    | ✓         | £234.00 per 0.1 hectare                         | NO CHANGE                        |          |
| b) where the site area exceeds 15 hectares - — see below  | £34,934.40                                      | *                | *             | *          | *    | ✓         | £34,934.40                                      | NO CHANGE                        |          |
| — - Indicates a further charge for each 0.1 hectare in excess of 15 hectares  | £138.00   | *                | *             | *          | *    | ✓         | £138.00   | NO CHANGE                        |          |
| <b>Category 13 - Material change of use except one falling within Categories 11 and 12</b>  |   |                  |               |            |      |           |   |                                  |          |
|   | £462.00   | *                | *             | *          | *    | ✓         | £462.00   | NO CHANGE                        |          |
| <b>ADVERTISEMENTS</b>   |   |                  |               |            |      |           |   |                                  |          |
| <b>Category 14 - Advertisement relating to business on the premises</b>   |   |                  |               |            |      |           |   |                                  |          |
|   | £132.00   | *                | *             | *          | *    | ✓         | £132.00   | NO CHANGE                        |          |
| <b>Category 15 - Advance directional sign</b>   |   |                  |               |            |      |           |   |                                  |          |
|   | £132.00   | *                | *             | *          | *    | ✓         | £132.00   | NO CHANGE                        |          |
| <b>Category 16 - All other advertisements</b>   |   |                  |               |            |      |           |   |                                  |          |
|   | £462.00   | *                | *             | *          | *    | ✓         | £462.00   | NO CHANGE                        |          |
| <b>DETERMINATIONS</b>   |   |                  |               |            |      |           |   |                                  |          |
| <b>Category 17 - Prior approval</b>   |   |                  |               |            |      |           |   |                                  |          |
| a) agricultural or forestry buildings   | £96.00  | *                | *             | *          | *    | ✓         | £96.00  | NO CHANGE                        |          |
| b) demolition of buildings  | £96.00  | *                | *             | *          | *    | ✓         | £96.00  | NO CHANGE                        |          |
| c) telecommunications installations   | £462.00   | *                | *             | *          | *    | ✓         | £462.00   | NO CHANGE                        |          |
| d) development involving a material change of use   | £96.00  | *                | *             | *          | *    | ✓         | £96.00  | NO CHANGE                        |          |
| e) development involving a material change of use and building operations in connection with that change of use   | £206.40   | *                | *             | *          | *    | ✓         | £206.40   | NO CHANGE                        |          |
| <b>ALTERATION OF PERMISSION</b>   |   |                  |               |            |      |           |   |                                  |          |
| <b>Category 18 - Variation of condition</b>   |   |                  |               |            |      |           |   |                                  |          |
|   | £234.00   | *                | *             | *          | *    | ✓         | £234.00   | NO CHANGE                        |          |
| <b>Category 19 - Non material amendment</b>   |   |                  |               |            |      |           |   |                                  |          |
| a) householder development  | £33.60  | *                | *             | *          | *    | ✓         | £33.60  | NO CHANGE                        |          |
| b) other development  | £234.00   | *                | *             | *          | *    | ✓         | £234.00   | NO CHANGE                        |          |
| <b>COMPLIANCE WITH CONDITIONS</b>   |   |                  |               |            |      |           |   |                                  |          |
| <b>Category 20 - Confirmation of compliance with conditions</b>   |   |                  |               |            |      |           |   |                                  |          |
| a) relating to development within Categories 6 and 7  | £33.60 per request                              | *                | *             | *          | *    | ✓         | £33.60  | NO CHANGE                        |          |
| b) relating to any other development  | £116.40 per request                             | *                | *             | *          | *    | ✓         | £116.40   | NO CHANGE                        |          |
| <b>RENEWAL OF PLANNING PERMISSION</b>   |   |                  |               |            |      |           |   |                                  |          |
| <b>Category 21 - Renewal of planning permission where the development has not commenced</b>   |   |                  |               |            |      |           |   |                                  |          |
| a) householder development  | £68.40  | *                | *             | *          | *    | ✓         | £68.40  | NO CHANGE                        |          |
| b) major development  | £690.00   | *                | *             | *          | *    | ✓         | £690.00   | NO CHANGE                        |          |
| c) other development  | £234.00   | *                | *             | *          | *    | ✓         | £234.00   | NO CHANGE                        |          |
| <b>LAWFUL DEVELOPMENT</b>   |   |                  |               |            |      |           |   |                                  |          |
| <b>Category 22 - Lawful Development Certificate</b>   |   |                  |               |            |      |           |   |                                  |          |
| a) for an existing use of land or operational development   | Same fee for an equivalent planning application | *                | *             | *          | *    | ✓         | Same fee for an equivalent planning application | NO CHANGE                        |          |
| b) for non compliance with a condition  | £234.00   | *                | *             | *          | *    | ✓         | £234.00   | NO CHANGE                        |          |
| c) for a proposed use of land or operational development  | Half fee of an equivalent planning application  | *                | *             | *          | *    | ✓         | Half fee of an equivalent planning application  | NO CHANGE                        |          |
| <b>APPROPRIATE ALTERNATIVE DEVELOPMENT</b>  |   |                  |               |            |      |           |   |                                  |          |
| <b>Category 23 - Certificate of appropriate alternative development</b>   |   |                  |               |            |      |           |   |                                  |          |
|   | £234.00   | *                | *             | *          | *    | ✓         | £234.00   | NO CHANGE                        |          |
| <b>CONCESSION FEES AND EXEMPTIONS</b>   |   |                  |               |            |      |           |   |                                  |          |
| a) reserved matters application where the applicant's earlier reserved matters applications have incurred total fees at least equal to the fee payable for a reserved matters application for the entire scheme | £462.00   | *                | *             | ✓          | *    | ✓         | £462.00   | NO CHANGE                        |          |
| b) extensions and alterations to a dwelling or works within its curtilage for the benefit of people with disabilities   | Free of charge                                  | *                | *             | *          | ✓    | ✓         | Free of charge                                  | NO CHANGE                        |          |
| c) alterations to public buildings in order to provide access for people with disabilities  | Free of charge                                  | *                | *             | *          | ✓    | ✓         | Free of charge                                  | NO CHANGE                        |          |
| d) applications required by reason of the removal of 'permitted development' rights either by a planning condition or by an Article 4 Direction   | Free of charge                                  | *                | *             | *          | ✓    | ✓         | Free of charge                                  | NO CHANGE                        |          |

**PLANNING SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-**  
**DEVELOPMENT CONTROL (continued)**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |                | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments  |
|---|----------------|------------------|---------------|------------|----------------|-------------------------|----------------------------------|-----------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE STATUTORY |                         |                                  |           |
| <b>Outside Scope for VAT purposes</b>   |                |                  |               |            |                |                         |                                  |           |
| <b>DEVELOPMENT CONTROL FEES</b>   |                |                  |               |            |                |                         |                                  |           |
| <b>CONCESSION FEES AND EXEMPTIONS (Continued)</b>   |                |                  |               |            |                |                         |                                  |           |
| e) a revised or new application for development of the same character or description submitted within 12 months of the refusal or withdrawal of an earlier application or within 12 months of the expiry of the statutory 8 week period where the applicant has appealed on grounds of 'non determination'  | Free of charge | x                | x             | x          | ✓              | ✓                       | free of charge                   | NO CHANGE |
| f) a revised or new application for development of the same character or description submitted within 12 months of the grant of permission on an earlier application  | Free of charge | x                | x             | x          | ✓              | ✓                       | free of charge                   | NO CHANGE |
| g) application for listed building consent or conservation area consent   | Free of charge | x                | x             | x          | ✓              | ✓                       | free of charge                   | NO CHANGE |
| h) application made by or on behalf of a club, society or other organisation which is not established or conducted for profit and whose objects are the provision of facilities for sport or recreation which relates to the change of use of land to playing fields or the carrying out of operations (other than the erection of a building) for purposes ancillary to the use of the land as a playing field | £462.00        | x                | x             | ✓          | x              | ✓                       | £462.00                          | NO CHANGE |
| i) a prior approval application for a material change of use made on the same date and by or on behalf of the same applicant as an application for planning permission for the same development   | Free of charge | x                | x             | x          | ✓              | ✓                       | free of charge                   | NO CHANGE |
| j) a planning application which is only for the demolition of an unlisted building in a conservation area   | Free of charge | x                | x             | x          | ✓              | ✓                       | free of charge                   | NO CHANGE |
| <b>Standard rated &amp; inclusive of VAT</b>  |                |                  |               |            |                |                         |                                  |           |
| <b>DEVELOPMENT CONTROL FEES</b>   |                |                  |               |            |                |                         |                                  |           |
| <b>PRE APPLICATION ADVICE</b>   |                |                  |               |            |                |                         |                                  |           |
| <b>CATEGORY 1 covers :-</b>   |                |                  |               |            |                |                         |                                  |           |
| a) 75 or more residential units   | £9,000.00      | x                | ✓             | x          | x              | x                       | £9,000.00                        | NO CHANGE |
| <b>CATEGORY 2 covers :-</b>   |                |                  |               |            |                |                         |                                  |           |
| a) 50 - 74 residential units  | £6,000.00      | x                | ✓             | x          | x              | x                       | £6,000.00                        | NO CHANGE |
| b) 5,000 sq m or more of commercial floorspace  |                |                  |               |            |                |                         |                                  |           |
| <b>CATEGORY 3 covers :-</b>   |                |                  |               |            |                |                         |                                  |           |
| a) 25 or more residential units or where the site area exceeds 1 hectare  | £4,500.00      | x                | ✓             | x          | x              | x                       | £4,500.00                        | NO CHANGE |
| b) 2000 sq m or more of commercial floorspace   |                |                  |               |            |                |                         |                                  |           |
| c) mixed use developments on a site exceeding one hectare   |                |                  |               |            |                |                         |                                  |           |
| d) development requiring an EIA   |                |                  |               |            |                |                         |                                  |           |
| e) planning brief   |                |                  |               |            |                |                         |                                  |           |
| f) master planning exercise   |                |                  |               |            |                |                         |                                  |           |
| <b>CATEGORY 4 covers :-</b>   |                |                  |               |            |                |                         |                                  |           |
| a) from 10 to 24 residential units or where the site area is 0.5 hectare to 1 hectare   | £2,500.00      | x                | ✓             | x          | x              | x                       | £2,500.00                        | NO CHANGE |
| b) from 1000 sq m to 1999 sq m of commercial floorspace   |                |                  |               |            |                |                         |                                  |           |
| c) mixed use developments on a site between 0.5 hectare and 1 hectare   |                |                  |               |            |                |                         |                                  |           |
| d) change of use of land or buildings involving 500 sq m or more  |                |                  |               |            |                |                         |                                  |           |
| <b>CATEGORY 5 covers :-</b>   |                |                  |               |            |                |                         |                                  |           |
| a) less than 10 residential units or where the site area is less than 0.5 hectare   | £500.00        | x                | ✓             | x          | x              | x                       | £500.00                          | NO CHANGE |
| b) from 100 sq m to 999 sq m of commercial floorspace   |                |                  |               |            |                |                         |                                  |           |
| c) mixed use developments on a site less than 0.5 hectare   |                |                  |               |            |                |                         |                                  |           |
| d) advertisement consent  |                |                  |               |            |                |                         |                                  |           |
| e) telecommunications proposals   |                |                  |               |            |                |                         |                                  |           |
| <b>CATEGORY 6 covers :-</b>   |                |                  |               |            |                |                         |                                  |           |
| a) householder proposals  | £100.00        | x                | x             | x          | ✓              | x                       | £100.00                          | NO CHANGE |
| b) proposals involving less than 100 sq m of commercial floorspace  |                |                  |               |            |                |                         |                                  |           |
| c) lawful development certificates  |                |                  |               |            |                |                         |                                  |           |
| d) listed building consent  |                |                  |               |            |                |                         |                                  |           |
| e) conservation area consent  |                |                  |               |            |                |                         |                                  |           |

**PLANNING SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
DEVELOPMENT CONTROL (continued)**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|---|----------------|------------------|---------------|------------|------|-------------------------|----------------------------------|----------|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE |                         |                                  |          |
| <b>Standard rated &amp; inclusive of VAT</b>  |                |                  |               |            |      |                         |                                  |          |
| <b>DEVELOPMENT CONTROL FEES<br/>PRE APPLICATION ADVICE (Continued)</b>  |                |                  |               |            |      |                         |                                  |          |
| N.B. If a pre-application advice request is withdrawn prior to the preparation of a written response, half of the charge that has been paid will be refunded. |                |                  |               |            |      |                         |                                  |          |

**BUDGET POSITION SUMMARY - DEVELOPMENT CONTROL**

| Income Code & Description                | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>                |                         |                       |                         |                                  |          |                         |                         |
| GBA000-I0505 - Pre-Application Advice    | (55,000)                | (60,000)              | (60,000)                | 9.09 %                           |          | (60,000)                | (60,000)                |
| GBA000-I0508 - Planning Application Fees | (650,000)               | (720,000)             | (720,000)               | 10.77 %                          |          | (720,000)               | (720,000)               |
| GBA000-I0517 - UU Drafting Fees          | (5,000)                 | (5,000)               | (5,000)                 | NO CHANGE                        |          | (5,000)                 | (5,000)                 |
| <b>Development Control</b>               | <b>(710,000)</b>        | <b>(785,000)</b>      | <b>(785,000)</b>        |                                  |          | <b>(785,000)</b>        | <b>(785,000)</b>        |
| <b>Total</b>                             | <b>(710,000)</b>        | <b>(785,000)</b>      | <b>(785,000)</b>        |                                  |          | <b>(785,000)</b>        | <b>(785,000)</b>        |

**PLANNING SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-**  
**LAND CHARGES**

| Description  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|----------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |          |
| <b>Outside Scope for VAT purposes</b>  |                |                  |               |            |      |           |                         |                                  |          |
| Residential Search   | £80.00         | x                | ✓             | x          | x    | x         | £80.00                  | NO CHANGE                        |          |
| Commercial Search  | £150.00        | x                | ✓             | x          | x    | x         | £150.00                 | NO CHANGE                        |          |
| Con 29 optional enquiry  | £7.50          | x                | ✓             | x          | x    | x         | £7.50                   | NO CHANGE                        |          |
| Additional enquiry (E.G. Solicitor)  | £10.00         | x                | ✓             | x          | x    | x         | £10.00                  | NO CHANGE                        |          |
| Enquiry by letter  | £14.50         | x                | ✓             | x          | x    | x         | £14.50                  | NO CHANGE                        |          |
| Additional parcel of land  | £13.50         | x                | ✓             | x          | x    | x         | £13.50                  | NO CHANGE                        |          |
| Question 22 enquiry  | £16.59         | x                | ✓             | x          | x    | x         | £16.59                  | NO CHANGE                        |          |
| <b>Fees for Local Land Charges excluding Con29.</b>  |                |                  |               |            |      |           |                         |                                  |          |
| 1. Registration of a charge in Part 11 of the register (light obstruction notices)   | £67.00         | x                | ✓             | x          | x    | x         | £67.00                  | NO CHANGE                        |          |
| 2. Filing a definitive certificate of the Lands Tribunal under rule 10(3)  | £2.50          | x                | ✓             | x          | x    | x         | £2.50                   | NO CHANGE                        |          |
| 3. Filing a judgement, order or application for the variation or cancellation of any entry in Part 11 of the register (light obstruction charges)                | £7.00          | x                | ✓             | x          | x    | x         | £7.00                   | NO CHANGE                        |          |
| 4. Inspection of documents filed under rule 10 in respect of each parcel of land   | £2.50          | x                | ✓             | x          | x    | x         | £2.50                   | NO CHANGE                        |          |
| 5. Personal search in the whole or in part of the register   | £0.00          | x                | x             | x          | ✓    | x         | £0.00                   | NO CHANGE                        |          |
| In addition, in respect of each parcel of land above one, where under rule 11(2) the search extends to more than one parcel, subject to a maximum of £16         | £0.00          | x                | x             | x          | ✓    | x         | £0.00                   | NO CHANGE                        |          |
| 5a. Enhanced personal search service   | £13.00         | x                | ✓             | x          | x    | x         | £13.00                  | NO CHANGE                        |          |
| 6. Official Search (including issue of official certificate of search) in respect of one parcel of land:   |                |                  |               |            |      |           |                         |                                  |          |
| (a) in any one part of the register (previous statutory fee £2)  | £2.00          | x                | ✓             | x          | x    | x         | £2.00                   | NO CHANGE                        |          |
| (b) in the whole of the register   |                |                  |               |            |      |           |                         |                                  |          |
| (i) Where the requisition is made by electronic means in accordance with rule 16 (previous statutory fee £4)   | £13.00         | x                | ✓             | x          | x    | x         | £13.00                  | NO CHANGE                        |          |
| (ii) and in any other case (previous statutory fee £6)   | £13.00         | x                | ✓             | x          | x    | x         | £13.00                  | NO CHANGE                        |          |
| In respect of each additional parcel of land (previous statutory fee £1)   | £4.00          | x                | ✓             | x          | x    | x         | £4.00                   | NO CHANGE                        |          |
| 7. Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to the Rules - previous statutory fee £1.50) | £1.50          | x                | ✓             | x          | x    | x         | £1.50                   | NO CHANGE                        |          |

**BUDGET POSITION SUMMARY - LAND CHARGES**

| Income Code & Description  | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|----------------------------|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>FEES &amp; CHARGES</b>  |                         |                       |                         |                                  |          |                         |                         |
| AHC000-I0506 - Search Fees | (120,000)               | (120,000)             | (120,000)               | NO CHANGE                        |          | (120,000)               | (120,000)               |
|                            | (120,000)               | (120,000)             | (120,000)               |                                  |          | (120,000)               | (120,000)               |

**LEGAL AND PROPERTY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
TOWN HALL FACILITIES**

| Description  | PMO     | NPMO   | PRICING STRATEGY |               |            |      | PROFIT MAKING ORGS (PMO) |                         | NON PROFIT MAKING ORGS (NPMO)    |                         | Comments |
|--|---------|--------|------------------|---------------|------------|------|--------------------------|-------------------------|----------------------------------|-------------------------|----------|
|  | 2018/19 |        | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY                | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Proposed 2019/20 Charge |          |
| <b>Exempt from VAT</b>   |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| <b>COMMITTEE ROOM 1 (16 seats)</b>   |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| 1-3 Hours  | £105.00 | £0.00  | x                | x             | ✓          | ✓    | x                        | £108.00                 | 2.86 %                           | £0.00                   |          |
| Each additional hour<br>(Weekend bookings will incur an additional charge)                   | £35.00  | £0.00  | x                | x             | ✓          | ✓    | x                        | £36.00                  | 2.86 %                           | £0.00                   |          |
| <b>COMMITTEE ROOM 2 (24 seats)</b>   |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| 1-3 Hours  | £135.00 | £0.00  | x                | x             | ✓          | ✓    | x                        | £138.50                 | 2.59 %                           | £0.00                   |          |
| Each additional hour<br>(Weekend bookings will incur an additional charge)                   | £45.00  | £0.00  | x                | x             | ✓          | ✓    | x                        | £46.50                  | 3.33 %                           | £0.00                   |          |
| <b>COUNCIL CHAMBER (44 seats)</b><br>(Refreshments are not permitted in the Council Chamber) |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| 1-3 Hours  | £165.00 | £0.00  | x                | x             | ✓          | ✓    | x                        | £169.00                 | 2.42 %                           | £0.00                   |          |
| Each additional hour<br>(Weekend bookings will incur an additional charge)                   | £55.00  | £0.00  | x                | x             | ✓          | ✓    | x                        | £56.50                  | 2.73 %                           | £0.00                   |          |
| <b>TRAINING ROOM 1 (20 seats)</b>  |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| 1-3 Hours  | £105.00 | £0.00  | x                | x             | ✓          | ✓    | x                        | £108.00                 | 2.86 %                           | £0.00                   |          |
| Each additional hour<br>(Weekend bookings will incur an additional charge)                   | £35.00  | £0.00  | x                | x             | ✓          | ✓    | x                        | £36.00                  | 2.86 %                           | £0.00                   |          |
| <b>TRAINING ROOM 2 (20 seats)</b>  |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| 1-3 Hours  | £135.00 | £0.00  | x                | x             | ✓          | ✓    | x                        | £138.50                 | 2.59 %                           | £0.00                   |          |
| Each additional hour<br>(Weekend bookings will incur an additional charge)                   | £45.00  | £0.00  | x                | x             | ✓          | ✓    | x                        | £46.50                  | 3.33 %                           | £0.00                   |          |
| <b>MEETING ROOM B (10 SEATS)</b>   |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| 1-3 Hours  | £105.00 | £0.00  | x                | x             | ✓          | ✓    | x                        | £108.00                 | 2.86 %                           | £0.00                   |          |
| Each additional hour<br>(Weekend bookings will incur an additional charge)                   | £35.00  | £0.00  | x                | x             | ✓          | ✓    | x                        | £36.00                  | 2.86 %                           | £0.00                   |          |
| <b>Committee Room 3 (20 seats)</b>   |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| 1-3 Hours  |         |        | x                | x             | ✓          | ✓    | x                        | £138.50                 |                                  | £0.00                   |          |
| Each Additional Hour<br>(weekend bookings will incur and additional charge)                  |         |        | x                | x             | ✓          | ✓    | x                        | £46.50                  |                                  | £0.00                   |          |
| <b>Standard rated &amp; exclusive of VAT</b>   |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| <b>OTHER CHARGES</b>   |         |        |                  |               |            |      |                          |                         |                                  |                         |          |
| Hire of laptop for period of hire  | £10.00  | £10.00 | x                | x             | ✓          | x    | x                        | £10.50                  | 5.00 %                           | £0.00                   |          |
| Hire of projector for period of hire   | £10.00  | £10.00 | x                | x             | ✓          | x    | x                        | £10.50                  | 5.00 %                           | £0.00                   |          |
| Flipchart pad (each) incl of pens (conditions apply)   | £5.00   | £5.00  | x                | x             | ✓          | x    | x                        | £5.50                   | 10.00 %                          | £0.00                   |          |
| Weekend hire per hour on Saturdays (Staffing Costs)  | £51.68  | £51.68 | x                | x             | ✓          | x    | x                        | £53.00                  | 2.55 %                           | £0.00                   |          |
| Weekend hire per hour on Sundays (Staffing Costs)  | £68.90  | £68.90 | x                | x             | ✓          | x    | x                        | £71.00                  | 3.05 %                           | £0.00                   |          |

**BUDGET POSITION SUMMARY - TOWN HALL FACILITIES**

| Income Code & Description                  | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments                         | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|----------------------------------|-------------------------|-------------------------|
| <b>LAND &amp; PROPERTY BASED CHARGES</b>   |                         |                       |                         |                                  |                                  |                         |                         |
| KEC000-10901 - Rent (from BBC)             | (72,000)                | (72,000)              | (72,000)                | NO CHANGE                        | Rent reviewed in 2016 to £72,000 | (72,000)                | (72,000)                |
| KEC000-10908 - Service Charge (from BBC)   | (68,000)                | (68,000)              | (68,000)                | NO CHANGE                        |                                  | (68,000)                | (68,000)                |
| KEC000-10908 - Service Charge (HCC - CLCH) | (74,300)                | (74,300)              | (74,300)                | NO CHANGE                        |                                  | (74,300)                | (74,300)                |
| KEC000-10901 - Rent (HCC - CLCH)           |                         |                       |                         |                                  | Rent Review not due until 2021   |                         |                         |
|  | (214,300)               | (214,300)             | (214,300)               |                                  |                                  | (214,300)               | (214,300)               |

**LEGAL AND PROPERTY SERVICES**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
ELECTIONS UNIT**

| Description   | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments  |
|---|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|---|
|   |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |   |
| <b>Outside Scope for VAT purposes</b>   |                |                  |               |            |      |           |                         |                                  |   |
| <u>Register of Electors</u>   |                |                  |               |            |      |           |                         |                                  |   |
| Electronic version - * (see below)  | £20.00         | x                | x             | x          | x    | ✓         | £20.00                  | NO CHANGE                        | Fee is statutory and fixed  |
| Hardcopy version - ** (see below)   | £10.00         | x                | x             | x          | x    | ✓         | £10.00                  | NO CHANGE                        |   |
| * - Indicates that per 1000 electorate (and part thereof), an additional levy of £1.50 is chargeable<br>** - Indicates that per 1000 electorate (and part thereof), an additional levy of £5.00 is chargeable |                |                  |               |            |      |           |                         |                                  |   |
| <u>Marked Register of Electors</u>  |                |                  |               |            |      |           |                         |                                  |   |
| Electronic version - ○ (see below)  | £10.00         | x                | x             | x          | x    | ✓         | £10.00                  | NO CHANGE                        | Fee is statutory and fixed  |
| Hardcopy version - ○○ (see below)   | £10.00         | x                | x             | x          | x    | ✓         | £10.00                  | NO CHANGE                        |   |
| ○ - Indicates that per 1000 electorate (and part thereof), an additional levy of £1.00 is chargeable<br>○○ - Indicates that per 1000 electorate (and part thereof), an additional levy of £2.00 is chargeable |                |                  |               |            |      |           |                         |                                  |   |
| <u>Confirmation Letter Fees</u>   |                |                  |               |            |      |           |                         |                                  |   |
| Single name - single address (current year)   | £17.00         | x                | ✓             | x          | x    | x         | £17.50                  | 2.94 %                           | Provision of confirmation letters has historically provided a service with all actual costs adequately covered. GDPR requirements now enable many if not most such requests to be provided free of charge. However, increased charges should enable some income to be maintained even if decreased?<br>Full effect of GDPR legislation in this area will be realised fully in due course, but as stated in the interim stated increases may serve to maintain some level of income. |
| Multiple name - single address (current year)   | £21.50         | x                | ✓             | x          | x    | x         | £22.00                  | 2.33 %                           |   |
| Single name - single address (up to 3 yrs)  | £21.50         | x                | ✓             | x          | x    | x         | £22.00                  | 2.33 %                           |   |
| Single name - single address (4-10 yrs) - ◆ (see below)   | £21.50         | x                | ✓             | x          | x    | x         | £22.00                  | 2.33 %                           |   |
| ◆ - An additional levy of £2.00 is chargeable for each extra year   |                |                  |               |            |      |           | £2.50                   | 25.00 %                          |   |
| More than one name - single address (up to 3 yrs)   | £26.50         | x                | ✓             | x          | x    | x         | £27.00                  | 1.89 %                           |   |
| More than one name - single address (4-10 yrs) - ◆◆ (see below)   | £26.50         | x                | ✓             | x          | x    | x         | £27.00                  | 1.89 %                           |   |
| ◆◆ - An additional levy of £2.00 is chargeable for each extra year  |                |                  |               |            |      |           | £2.50                   | 25.00 %                          |   |
| Where confirmation required for an individual / household at more than one address :-   |                |                  |               |            |      |           |                         |                                  |   |
| Single name - multiple addresses (up to 3 & current year)   | £21.50         | x                | ✓             | x          | x    | x         | £22.00                  | 2.33 %                           |   |
| Multiple name - multiple but same addresses (up to 3 & current year)  | £26.50         | x                | ✓             | x          | x    | x         | £27.00                  | 1.89 %                           |   |
| Certification of overseas pension forms   | £10.00         | x                | ✓             | x          | x    | x         | £10.50                  | 5.00 %                           |   |

**BUDGET POSITION SUMMARY - ELECTIONS UNIT**

| Income Code & Description                                  | Original Budget 2018/19 | Latest Budget 2019/20 | Proposed Budget 2019/20 | Annual Increase / Decrease (-) % | Comments | Proposed Budget 2020/21 | Proposed Budget 2021/22 |
|--|-------------------------|-----------------------|-------------------------|----------------------------------|----------|-------------------------|-------------------------|
| <b>SALES</b>   |                         |                       |                         |                                  |          |                         |                         |
| AGB000-I0103 - Register of Electors (Publications-Minutes) | (3,500)                 | (3,500)               | (3,500)                 | NO CHANGE                        |          | (3,500)                 | (3,500)                 |
|  | (3,500)                 | (3,500)               | (3,500)                 | NO CHANGE                        |          | (3,500)                 | (3,500)                 |

**REVENUES & BENEFITS**

**2019/20 FEES & CHARGES PROPOSED FOR :-  
COUNCIL TAX**

| Description                                  | 2018/19 Charge | PRICING STRATEGY |               |            |      |           | Proposed 2019/20 Charge | Annual Increase / Decrease (-) % | Comments      |
|--|----------------|------------------|---------------|------------|------|-----------|-------------------------|----------------------------------|---------------|
|  |                | COMMERCIAL       | FULL COST REC | SUBSIDISED | FREE | STATUTORY |                         |                                  |               |
| <b>Outside Scope &amp; exclusive of VAT</b>  |                |                  |               |            |      |           |                         |                                  |               |
| Penalty Charge (Re : Single Person Discount) | £70.00         | x                | x             | x          | x    | ✓         | £70.00                  | NO CHANGE                        | statutory fee |

**BUDGET POSITION SUMMARY - COUNCIL TAX**

| Income Code & Description               | <u>Original Budget 2018/19</u> | <u>Latest Budget 2019/20</u> | <u>Proposed Budget 2019/20</u> | Annual Increase / Decrease (-) % | Comments | <u>Proposed Budget 2020/21</u> | <u>Proposed Budget 2021/22</u> |
|---|--------------------------------|------------------------------|--------------------------------|----------------------------------|----------|--------------------------------|--------------------------------|
| <b>FEES &amp; CHARGES</b>               |                                |                              |                                |                                  |          |                                |                                |
| BAD900-I0683 - Income - Penalty Charges | (2,000)                        | (2,000)                      | (2,000)                        | NO CHANGE                        |          | (2,000)                        | (2,000)                        |
|   | (2,000)                        | (2,000)                      | (2,000)                        |                                  |          | (2,000)                        | (2,000)                        |

# **Watford Borough Council**

## **Capital Strategy**

**2019/20**



## 1. Introduction

- 1.1 The purpose of the capital strategy (the Strategy) is to tell a story that gives a clear and concise view of how the council determines its priorities for capital investment, decides how much it can afford to borrow and sets its risk appetite. It is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 1.2 The framework the government uses to control how much councils can afford to spend on capital investment is known as the Prudential Framework. The objectives of the Prudential Code, which sets out how this framework is to be applied, are to ensure that local authorities' capital investment plans are:
  - affordable, prudent and sustainable;
  - that treasury management decisions are taken in accordance with good professional practice; and
  - that local strategic planning, asset management planning and proper option appraisal are supported.
- 1.3 This capital strategy sets out how Watford Borough Council will achieve the objectives set out above.

## 2. CAPITAL INVESTMENT PROGRAMME

### *Capital Investment Programme - Expenditure*

- 2.1 Capital Investment is the term used to cover all expenditure by the council that can be classified as capital under legislation and proper accounting practice. This includes expenditure on:
  - property, plant and equipment
  - heritage assets, and
  - investment properties.
- 2.2 Property plant and equipment includes assets that have physical substance and are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes. They are expected to be used during more than one financial year. Expenditure on the acquisition, creation or enhancement of these assets is capitalised on an accruals basis, provided that the Council is likely to benefit from the future economic benefits or service potential and the cost of the item can be measured reliably. Expenditure on repairs and maintenance is charged to the revenue account when it is incurred.
- 2.3 Heritage Assets are held with the objective of increasing knowledge, understanding and the appreciation of the Council's history and local area.

- 2.4 Investment properties are those that are used solely to earn rentals and/or for increases in value. The definition is not met if the property is used in any way for the delivery of services or production of goods or is held for sale.
- 2.5 The Council is currently has no external debt, with the exception of a loan from the Local Enterprise Partnership, so does not capitalise borrowing costs incurred whilst assets are under construction.
- 2.6 Detailed accounting policies in relation to assets and capital expenditure may be found in the annual statement of accounts.
- 2.7 Appendix 1 shows the latest MTFS position on the capital programme.

### ***Capital Investment Programme - Funding***

- 2.8 The Capital Investment Programme can be funded from the following sources:
- 2.9 Government Grants & Other Contributions: These are grants for specific purposes which may be available from the Government, e.g. Disabled Facility Grants. The Council can also attract partnership funding from other local authorities and agencies e.g. Local Enterprise Partnership (LEP). The Council has also benefited in the past from other funding such as lottery grants.
- 2.10 Section 106 Contributions: These are contributions from developers to the public services and amenities required for the development. These have been in part replaced by the Community Infrastructure Levy.
- 2.11 Capital Receipts: Capital receipts are derived when selling assets such as land. The main receipt relates to the arrangements made when the Council sold its housing stock to Watford Community Housing; the Transfer Agreement included a Right to Buy (RTB) Sharing Agreement whereby the Council is entitled to a share of the post-transfer receipts from RTB sales and a 'VAT Shelter Agreement' whereby the Council benefits from the recovery of VAT on continuing works carried out by Watford Community Housing.
- 2.12 Revenue Contributions: Revenue balances from the General Fund may be used to support capital expenditure.
- 2.13 Capital Expenditure Reserves: The Council has reserves which it has put aside for capital expenditure.
- 2.14 Borrowing: The Council is allowed to borrow to support its capital expenditure as long as this is prudent, sustainable, and affordable. Whilst the Council does not currently borrow, with the exception of LEP funding, it is likely that borrowing will be required to finance the future capital programme.

- 2.15 The capital programme includes an assessment of likely available resources to finance capital expenditure this is included at Appendix 2.

### **Property investment**

- 2.16 Lambert Smith Hampton (LSH) were commissioned by the Council in 2014 to undertake a strategic property review. The outcome of this process was reported to the March 2015 Cabinet which resulted in a number of decisions on the general aims of the Council, including establishing a Property Investment Board. The terms of reference include authority to agree a reinvestment programme and to determine the level of receipts to be recycled into new investments to support the Council's capital or revenue programme.
- 2.17 The Portfolio Holder for Property and Housing has delegated powers to agree to acquisitions and disposals up to £5,000,000 and the Deputy Managing Director/ Property Section Head have delegated powers to agree to acquisitions and disposals up to £3,000,000. Both of these subject to a full written business case being prepared and signed off by Finance and Legal and the acquisition/disposal being in line with the Property Investment Board Investment Strategy.
- 2.18 The LSH review identified that the property investment portfolio is unbalanced with an overloading of retail property. Re-profiling of the portfolio over time in accordance with a property investment strategy has been agreed by the Property Investment Board with some non-conforming properties being replaced by higher yielding conforming properties.

### **Other investments**

- 2.19 Watford Borough has established a commercial trading company Watford Commercial Services Ltd, of which it has 100% ownership. At present the only activity carried out through the company is Watford's investment in Hart Homes Development LLP, of which it has a 50% share. This is a joint venture with Watford Community Housing set up to deliver housing development within the area. In addition Watford Borough Council has a direct 50% share in Hart Homes (Watford) Ltd which was set up for the ongoing management of rental properties developed by Hart Homes Development LLP.
- 2.20 Watford Borough Council has set up a Local Asset Backed Vehicle (LABV) with Kier to develop Watford Health Campus. Under the LABV model, the public sector transfers land into to the partnership and the private sector matches the value of the asset to deliver the joint venture's objectives. Empowering the joint venture (by way of land and money) to deliver the regeneration and transformation activities agreed between the parties.
- 2.21 All investment activity in relation to other investments is managed through the capital programme and revenue budget process. The activity of the joint venture and

investments in partnerships and companies is included within the Group Accounts which are prepared as part of the Annual Statement of Accounts.

### ***Future Investment***

2.22 Future Investment Schemes will be assessed on the basis of a full business case which will include full resourcing for the project and an assessment of affordability. Priority areas for future capital investment are:

- ***Schemes through the joint ventures that generate a surplus and increase the supply of housing locally.***
- ***Schemes that generate revenue budget savings or income.***
- ***Schemes that allow the council to benefit from future economic regeneration potential within the local area.***

## **3. TREASURY MANAGEMENT**

3.1 The Council is required to operate a balanced budget over the medium term which, after allowing for contributions to and from reserves, broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing the requisite liquidity before considering investment return. The Council has purchased investment properties to improve the yield on its longer term surplus cash.

3.2 The Treasury Management Policy Statement, details the policies, practices, objectives and approaches to risk management of its treasury management activities, which is to be monitored by the Audit Committee. The Council's investment strategy's primary objectives are safeguarding the repayment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective. The strategy allows the Director of Finance, in consultation with the Portfolio Holder, the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than one year and also to invest in other investment instruments i.e Government bonds, Gilts and investment property with a view of maximising the Council's returns without significantly increasing risk.

### ***The Council's Borrowing Need - The Capital Financing Requirement (CFR)***

3.3 The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure, which has not immediately been paid for, will increase the CFR. An increase in the CFR does not necessarily mean that the council will borrow externally to fund the increase. The Council manages its cash balances as a whole and may choose to use internal cash

(generated by holding reserves and through timing differences between income and expenditure).

- 3.4 The table below shows the estimate of the CFR for 2019/20 and 2020/21 along with an analysis of forecast resources for 2021/22 and beyond.

|                            | 2017/18     | 2018/19     | 2019/20     | 2020/21      | 2021/22      |
|----------------------------|-------------|-------------|-------------|--------------|--------------|
|                            | Actual      | Forecast    | Estimate    | Estimate     | Estimate     |
|                            | £M          | £M          | £M          | £M           | £M           |
| Total Proposed Capex       |             | 29.2        | 58.1        | 53.8         | 32.4         |
| <u>Capital Financing -</u> |             |             |             |              |              |
| Grants                     |             | 1.8         | 2           | 2            | 0            |
| Reserves                   |             | 1.5         | 0           | 0            | 0            |
| Capital Receipts           |             | 12.3        | 9.8         | 11.3         | 6.3          |
| s.106 and CIL              |             | 0.6         | 0.6         | 0.6          | 0.6          |
| Closing CFR                | <b>29.1</b> | <b>42.1</b> | <b>87.7</b> | <b>127.6</b> | <b>153.1</b> |
| Movement in the CFR*       |             | 13.0        | 45.7        | 39.9         | 25.5         |

At the end of 2017/18, the Council had no external borrowing, using the cash in its balance sheet arising from reserves to fund 'internal' borrowing. It is expected that this element of 'internal' borrowing will continue over the medium term.

#### ***Minimum Revenue Provision (MRP) Strategy and Policy Statement***

- 3.5 The Minimum Revenue Provision (MRP) is designed to pay off an element of the capital spend which has not already been financed from existing revenue or capital resources. The Council is required to make prudent provision, by way of a charge to the revenue account, which means that the repayment of debt is enabled over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.
- 3.6 The Council is also able to increase the rate it reduces its CFR by undertaking additional voluntary payments (voluntary revenue provision - VRP) in addition to any MRP; this is not currently the Council's policy.
- 3.7 Government Regulations require the Council to approve a MRP Statement in advance of each year. The following is Watford's MRP statement:

*For all unsupported borrowing (including PFI and finance leases) the MRP policy will be:*

- ***Asset life method*** – *MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3)*

*This option provides for a reduction in the borrowing need over the asset's estimated life.*

- 3.8 Watford Borough Council's process is to produce for approval by the Director of Finance, in consultation with the Portfolio Holder, a business case for each scheme intended to be unfunded from other resources. This will clearly show the level of MRP which is proposed to ensure that the repayment of any debt can be made in a period commensurate with the period over which the expenditure provides benefits or makes returns.
- 3.9 No MRP provision is made in respect of investments or payments in to Watford Commercial Services or the joint ventures as such investments are intended to be time-limited and allow for the repayment of debt. For finance leases the council will charge MRP to its General Fund each year dependant on the life of the underlying asset.

### **Revenue Cost of Borrowing**

- 3.10 Where the council decides to borrow to fund capital expenditure the annual cost of borrowing is included within the revenue budget.

### **Prudential Indicators**

- 3.11 There are two limits on external debt: the 'Operational Boundary' and the 'Authorised Limit'. Both are consistent with existing plans and the proposals in the budget report for capital expenditure and financing, and with approved treasury management policy statement and practices.
- 3.12 The first key control over the treasury activity is a Performance Indicator (PI) to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2018/19 and next two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

#### Treasury Management Indicator - The Operational Boundary

- 3.13 This is the limit beyond which external borrowing is not normally expected to exceed. In most cases this would link directly to the authority's plans for capital expenditure, its estimates for CFR and its estimate of cashflow requirements for the year for all purposes. The Council may need to borrow, this limit represents a contingency should the need arise.

| <b>Operational Boundary</b> | <b>2018/19 Estimate</b> | <b>2019/20 Estimate</b> | <b>2020/21 Estimate</b> | <b>2021/22 Estimate</b> |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Borrowing                   | £10M                    | £40M                    | £90M                    | £100M                   |

## Treasury Management Indicator - The Authorised Limit for External Borrowing

3.14 This PI, which is required to be set and revised by Members, controls the overall level of borrowing and represents the limit beyond which external long and short term borrowing is prohibited, and this limit needs to be set or revised by the Council. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (2) of the Local Government Act 2003.

| Authorised Limit | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate | 2021/22 Estimate |
|------------------|------------------|------------------|------------------|------------------|
| Borrowing        | £12M             | £55M             | £100M            | £120M            |

## 4. Future Investments

4.1 The Council will continue to seek opportunities to work in partnership with others to promote economic development and the provision of housing within Watford's wider economic area. Current partners include Kier for the Watford Health Campus, along with Watford Community Housing as the main local registered social provider.

4.2 The council has established Watford Commercial Services to allow it to work more closely with providers and exploit future commercial opportunities. The Council currently has a joint venture with Watford Community Housing through Hart Homes Development LLP and Hart Homes Ltd.

## 5. Skills and Knowledge and Professional Advice

5.1 The Council has a shared service with Three Rivers District Council for the provision of the finance function allowing access to a greater range of professional skills than would otherwise be available if each council had a separate team.

5.2 Watford Borough Council uses Lambert Smith Hampton (LSH) to provide advice on and management of its investment property portfolio. LSH also provide ad-hoc advice where required on other projects. The Council has framework agreements in place with Grant Thornton to provide finance and accountancy advice and Trowers for legal advice. The council uses external advisers on all major projects.

5.3 The Council contracts with Link Asset Services for the provision of Treasury advice. Link Asset Services provide non-regulated advice on the management of the council's cash flows, investments and borrowings and a markets information service. The Councils VAT advisers are PSTax.

## **6. Risk**

- 6.1 Financial risks are closely monitored as a separately identifiable part of the corporate risk management framework. The Council's risk appetite is evolving as it becomes involved in a wider range of major property lead investments both within its economic area linked to regeneration and more widely for income generation purposes.
- 6.2 The Council takes advice from its professional advisers to both identify and mitigate the key risks it faces and ensures that all decisions are made with an understanding of the risks involved. The ongoing management of risk is a key function of the Council's Property Investment Board which routinely takes advice from LSH.
- 6.3 The council currently has an income target of £7.3M pa from its commercial investment activities. This is equivalent to 28% of its total gross income (excluding housing benefit reimbursements from government) of £26.3M in 2018/19. The Council does not receive RSG and is entirely dependent upon locally raised taxes and locally generated income to fund services. The general fund balance as at 1<sup>st</sup> April 2018 was £2M.
- 6.4 Whilst recognising the importance of generating income to support services, the Council will ensure that its external income is actively managed to safeguard the future financial sustainability of the council. In this respect it will continue to seek to balance income from its commercial investment activities against its overall level of risk and the amount of reserves available to mitigate this risk.
- 6.5 In assessing the risk of its commercial investments the Council will consider the level of risk inherent in the income stream, the security held, its ability to realise assets or other security should the need arise and the level of income received from commercial investments compared to the total income of the council.

## Capital Forecast

The capital forecast shows the forecast for the period of the current MTFS. New major schemes will be subject to individual business cases, including identification of resources and an assessment of affordability.

| Capital   | 2018/19<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 | 2022/23<br>£'000 | TOTAL<br>£'000 |
|---|------------------|------------------|------------------|------------------|------------------|----------------|
| MTFS Capital Programme                            | 32,766           | 21,448           | 17,302           | -                | -                | 71,516         |
| Re-phasing from 2017/18                           | 7,547            | -                | -                | -                | -                | 7,547          |
| <b>Approved Capital Programme as at June 2018</b> | <b>40,313</b>    | <b>21,448</b>    | <b>17,302</b>    | <b>-</b>         | <b>-</b>         | <b>79,063</b>  |
|   |                  |                  |                  |                  |                  |                |
| Capital Programme Existing items changes          | (694)            | 2,468            | 0                | 0                | 0                | 1,774          |
|   |                  |                  |                  |                  |                  |                |
| Capital Programme Proposed Changes                | (10,468)         | 34,141           | 36,463           | 32,394           | 11,005           | 103,535        |
|   |                  |                  |                  |                  |                  |                |
| <b>TOTAL</b>                                      | <b>29,151</b>    | <b>58,057</b>    | <b>53,765</b>    | <b>32,394</b>    | <b>11,005</b>    | <b>184,372</b> |

| Capital Programme 2018-23                 | 2018/19<br>Revised<br>£000s | 2019/20<br>Original<br>£000s | 2020/21<br>Original<br>£000s | 2021/22<br>Original<br>£000s | 2022/23<br>Original<br>£000's |
|---|-----------------------------|------------------------------|------------------------------|------------------------------|-------------------------------|
| Community & Environmental                 | 9,089                       | 7,399                        | 9,332                        | 3,388                        | 465                           |
| Democracy & Governance                    | 2,881                       | 11,876                       | 782                          | 400                          | 400                           |
| Place Shaping & Performance               | 7,477                       | 13,890                       | 10,615                       | 5,811                        | 50                            |
| Service Transformation                    | 433                         | 1,311                        | 530                          | 530                          | 530                           |
| Strategic Finance                         | 677                         | 979                          | 679                          | 681                          | 682                           |
| Watford Riverwell                         | 6,682                       | 14,241                       | 8,392                        | 2,855                        | 8,878                         |
| Property Investment Board                 | 212                         | 0                            | 0                            | 0                            | 0                             |
| Hart Homes LLP                            | 1,700                       | 8,360                        | 23,435                       | 18,730                       | 0                             |
| <b>Capital Investment Programme</b>       | <b>29,151</b>               | <b>58,057</b>                | <b>53,765</b>                | <b>32,395</b>                | <b>11,005</b>                 |
| <b>Total Capital Investment Programme</b> |                             |                              | <b>184,373</b>               |                              |                               |

## Capital Funding 2018-2021

| <b>FUNDING</b>                       | <b>Forecast<br/>Outturn<br/>2018/19<br/>£m</b> | <b>Budget<br/>2019/20<br/>£m</b> | <b>Budget<br/>2020/21<br/>£m</b> | <b>Budget<br/>2021/22<br/>£m</b> | <b>Budget<br/>2022/23<br/>£m</b> |
|--------------------------------------|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Grants and Contributions             | 1.8  | 2.0                              | 2.0                              | 0.0                              | 0.0                              |
| Use of Capital Reserves              | 1.5  | 0.0                              | 0.0                              | 0.0                              | 0.0                              |
| Use of Capital receipts              | 12.3   | 9.8                              | 11.3                             | 6.3                              | 0.9                              |
| S106 and CIL contributions           | 0.6  | 0.6                              | 0.6                              | 0.6                              | 0.6                              |
| Borrowing - internal and external    | 11.8   | 44.3                             | 38.5                             | 26.0                             | 10.1                             |
| <b>TOTAL CAPITAL FUNDING APPLIED</b> | <b>29.2</b>                                    | <b>58.1</b>                      | <b>53.8</b>                      | <b>32.3</b>                      | <b>11.0</b>                      |

# Treasury Management Policy

## 2019/20



## Summary

- 1.1. The purpose of this report is to set out the Council's Treasury Management Policy
- 1.2. The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as: "the management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".
- 1.3. This report supports the Council's Capital Strategy and provides additional detail on how the Council manages its Treasury Management Activity
- 1.4. The Treasury Management Policy details the policies, practices, objectives and approaches to risk management of its treasury management activities, which is to be monitored by the Audit Committee. The Council's investment policy's primary objectives are safeguarding the repayment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective. The policy allows the Portfolio Holder, in consultation with the Director of Finance, the delegated authority to approve any variation to the Treasury Management Policy during the year with the objective of maximising the Council's returns without significantly increasing risk.

## 2. Risks

- 2.1. The strategy details the approach taken to management of Treasury Risk. This is principally through ensuring that the main Treasury risks are managed. These risks are:

liquidity risk – that the Council may not have the cash it needs on a day to day basis to pay its bills. This risk is managed through forecasting and the retention by the Council of an adequate working capital balance. In addition, through the Public Works Loan Board and other organisations, the Council is able to access short term borrowing, usually within 24 hours.

interest rate risk – that the costs and benefits expected do not materialise due to changes in interest rates. This risk is managed through the placing of different types and maturities of investments, the forecasting and monitoring of the interest budget (with assistance from the Council's retained advisors).

exchange rate risk – that losses or gains are made due to fluctuations in the prices of currency. The Council does not engage in any significant non-sterling transactions.

credit and counterparty risk – that the entity holding Council funds is unable to repay them when due. This risk is managed through the maintenance of a list of authorised counterparties, with separate limits to ensure that the exposure to this risk is limited

refinancing risk – that the loans taken by the Council will become due for repayment and need replacing at a time when there is limited finance available or interest rates are significantly higher. The timing of loan maturities is monitored along with interest rate forecasts. Officers ensure that due dates are monitored and seek advice from the Council's advisors about when to raise any finance needed.

legal and regulatory risk – that the Council operates outside its legal powers. This risk is managed through the Council's training and development of Officers involved in Treasury Management, the independent oversight of Internal and External Audit,

and the advice (for example on the contents of this strategy) taken from the Council's Treasury advisors.

fraud, error and corruption – that risk that losses will be caused by impropriety or incompetence is managed through the controls in the Council's financial procedures. For example, the segregation of duties between those making investment decisions and those transferring funds

market risk – that the price of investments held fluctuates, principally in secondary markets. The majority of the Council's investments are not traded, but where they are (e.g. Property investment portfolio) the main investments' value comes from the income they generate which is generally long term and secure.

### 3. Treasury Indicators: Limits to Borrowing Activity

- 3.1. There are two limits on external debt: the 'Operational Boundary' and the 'Authorised Limit'. Both are consistent with existing plans and the proposals in the budget report for capital expenditure and financing, and with approved treasury management policy statement and practices.
- 3.2. The key difference is that the Authorised Limit cannot be breached without prior approval of the Council. The Operational Boundary is a more realistic indicator of the likely position. The difference between the authorised limit and operational boundary for borrowing is that the authorised limit includes a head room for borrowing for future known capital needs now. The Authorised Limit represents the limit beyond which borrowing is prohibited, and needs to be revised if necessary by members.
- 3.3. These indicators are set out in the Capital Strategy.

### 4. Borrowing Strategy

- 4.1. The Council's treasury team maintains a cashflow forecast and works its liquidity requirements within this forecast; it may, on rare occasions, be necessary to borrow short-term for cashflow purposes. This will be in the form of short term debt or overdraft facilities and is normally for small amounts for minimum durations. As this is based on need and has a defined repayment period it is not normally included within the limits set above.
- 4.2. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated (ie: the cost of holding does not outweigh the benefits of early borrowing) and that the Council can ensure the security of such funds. Any associated risks will be approved and reported through the standard reporting method.

### 5. Investment Policy

- 5.1. The Council's investment policy has regard to the DCLG's Guidance on Local Government Investments and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are security first, liquidity second, then yield.
- 5.2. Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices Schedules and are detailed at Annex A.

5.3. As part of its diversification of investments, the Council has invested some of its core funds (ie: funds not immediately required for cashflow reasons) in longer-term investment property instruments. These are in the form of individual assets directly owned by the council. Although the Council has no current investments or plans to invest in pooled property funds, these are an option that could be considered in the future. All property investments are controlled through the Property Investment Board (PIB) and each investment is subject to its own business case and appraisal before a decision to invest is taken and before any Council funds are committed.

## 6. Creditworthiness policy

6.1. The Council will ensure:

- It maintains a policy covering both the categories of investment types it will invest in and the criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the Specified and Non-Specified investment sections below.
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

6.2. The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary and will provide an overall pool of counterparties considered high quality.

6.3. Credit rating information is supplied by our treasury consultants on all active counterparties that comply with the Council's criteria. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.

## 7. Counterparty Categories

7.1. The Council uses the following criteria in choosing the categories of institutions in which to invest:

- **Banks 1 - Good Credit Quality**  
The Council will only use UK banks or foreign banks trading in the UK in sterling denomination and which meet the Rating criteria.
- **Banks 2 – The Council's Own Banker**  
For transactional purposes, if the bank falls below the above criteria, it will be included, although in this case balances will be minimised as far as possible in both monetary size and time within operational constraints.
- **Bank Subsidiary and Treasury Operations**  
The Council will use these where the parent bank has the necessary ratings outlined above and the parent has provided an indemnity guarantee.
- **Building Societies**

The Council will use all Societies which meet the ratings for banks outlined above.

- Specific Public Bodies

The Council may lend to Public Bodies other than Local Authorities. The criterion for lending to these bodies is that the loan has been approved by Council.

- Money Market Funds AAA Rated

The Council may lend to Money Market Funds in order to spread its investment risk.

- Local Authorities

A limit of £5m per authority will be applied.

- Debt Management Deposit Account Facility

A Government body which accepts local authority deposits.

- Council Subsidiaries (non-specified)

The Council will lend to its subsidiaries subject to approval of a business case by the Portfolio Holder, in consultation with the Director of Finance. Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.

7.2. For details of Specified and Non-Specified Investments see below.

## 8. Use of Additional Information Other Than Credit Ratings

8.1. Additional requirements under the Code of Practice require the Council to supplement credit rating information. Whilst the above criteria rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

## 9. Time and Monetary Limits Applying to Investments

9.1. The time and monetary limits for institutions on the Council's Counterparty List summarised in the table below, are driven by the above criteria. These limits will cover both Specified and Non-Specified Investments.

## 10. Exceptional Circumstances

10.1. The criteria for choosing counterparties set out above provide a sound approach to investment in "normal" market circumstances. Whilst Members are asked to approve this base criteria above, under the exceptional current market conditions Director of Finance may temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out for approval. These restrictions will remain in place until the banking system returns to "normal" conditions. Similarly, the time periods for investments will be restricted.

10.2. Examples of these restrictions would be the greater use of the Debt Management Deposit Account Facility (DMO) – a Government body which accepts local authority

deposits, money Market Funds, and strongly rated institutions. The credit criteria have been amended to reflect these facilities.

## 11. Investment Strategy

- 11.1. In-House Funds - investments will be made with reference to the core balance and cashflow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
- 11.2. Investment Treasury Indicator and Limit - total principal funds invested for greater than one year. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

| Treasury Indicator & Limit   | 2018/19 | 2019/20 | 2020/21 |
|--|---------|---------|---------|
| Maximum Principal Sums invested for greater than one year (excluding property investment and loans to Council subsidiaries). | £5m     | £5m     | £5m     |

## 12. Investment Risk & Security Benchmarking

12.1. These benchmarks are simple guides to maximum risk and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmarks is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual Report. In line with the Treasury Management Strategy, the Council has managed to invest with those institutions who offered the best rate and the investment portfolio is above the overall benchmark during the year to date.

### Security

12.2. Security of the investments is measured by credit ratings, which is supplied by the three main credit rating agencies (Fitch, Moodys and Standard & Poors). Where investments are made to Council subsidiaries (non-listed), the security is measured through a business case with independent viability assessment.

### Liquidity

12.3. The Council set liquidity facilities/benchmarks to maintain:

- Authorised bank overdraft - nil.
- Liquid short term deposits of at least £5m available with a week's notice.
- Weighted Average Life benchmark is expected to be 0.5 years, with a maximum of 10 years for an individual loan with a public body (excluding loans to institutions the Council has an interest in).

12.4. The Council has the benefit of instant access to its funds on the general account with Lloyds.

Yield

12.5. The measure of yield on Investments is a return of 0.12% above average bank rate. In accordance with the Code of Practice on Treasury Management this used as a performance indicator. The results of this indicator have been reported in the Treasury Annual Report and the mid-year report.

### 13. Reporting Requirements

13.1. End of Year Investment Report - the Council will report on its investment activity for the financial year completed as part of its Annual Treasury Management Report after the end of the financial year.

13.2. Mid-year Investment Report – the Council will report on its investment activity for that financial year as part of its Mid Year Treasury Management Report at the end of September of that financial year.

13.3. Capital Strategy – the Council will produce the Strategy for the next three financial years towards the end of the current financial year.

### 14. Policy on the Use of External Service Providers

14.1. The contract for external treasury management advisors was re-tendered in October 2016, and following this, Capita Asset Services Treasury Solutions (now Link Asset Services) have been appointed as the advisors to the Council until October 2019. The Council recognises that responsibility for treasury management decisions remains with the Council at all times and will ensure that undue reliance is not placed upon our external service providers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

14.2. The Council will also, from time to time, procure specialist advice for ad-hoc pieces of work; this will be procured in accordance with the Council's normal procedure rules.

### 15. Member and Officer Training

15.1. The increased Member consideration of treasury management matters and the need to ensure officers dealing with treasury management are trained and kept up to date requires a suitable training process for Members and officers. This Council has addressed this important issue by:

- Ensuring that officers attend suitable courses and seminars to keep their technical knowledge up to date;
- Keeping up to date with CIPFA publications on Treasury Management. From December 2017 there are new codes for Capital Finance in Local Authorities and also a new Treasury Management Code;
- Regular briefings both by email and face to face with the Council's Treasury advisors;
- Reports and briefing sessions to Members on major changes to Treasury policies and strategies.

## Annual Investment Strategy

The investment policy for the Council is:

Strategy Guidelines – the main strategy guidelines are contained in the body of the Capital Strategy and Treasury Management Policy

Specified Investments – these investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments with:

- The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
- A local authority, parish council or community council.
- A body that is considered of a high credit quality (such as a bank or building society) with a minimum short term rating of F-1 (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies or a Building Society with assets over £1,000m. Non rated Building Societies are non-specified investments.
- Money Market Funds (triple AAA rated only).

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are defined in the Treasury Management Strategy.

The ratings criteria and exposure limits are detailed at Schedule 1.

Non-Specified Investments – non-specified investments are any other type of investment (i.e. not defined as Specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

| Non Specified Investment Category  | Limit (£ or %)  |
|--|---|
| Any bank or building society that has a minimum long term credit rating of A (or equivalent), for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment). | £5m   |
| The Council's own banker if it fails to meet the basic credit criteria.  | In this instance balances will be minimised as much as possible |
| Building Societies not meeting the basic security requirements under the specified investments.<br>The operation of some building societies does not require a   | £2m   |

|   |                                |
|---|--------------------------------|
| <p>credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies which were originally considered Eligible Institutions and have a minimum asset size of £5,000m, but will restrict these types of investments to £2m for up to six months.</p>  |                                |
| <p><b>Specific Public Bodies</b></p> <p>The Council can seek Member approval to make loans to other public bodies for periods of more than one year.</p>  | £10m                           |
| <p><b>Loans to Council Subsidiaries</b></p> <p>The Council will lend to its subsidiaries subject to approval of a business case by the Portfolio Holder, in consultation with the Director of Finance. Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.</p>   | £10m limit for any single loan |
| <p><b>Other unspecified investments</b></p> <p>The strategy allows the Portfolio Holder, in consultation with the Director of Finance, in consultation with the Lead Member, the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than one year and also to invest in other investment instruments i.e Government bonds, Gilts and investment property with a view of to maximising the Council's returns without significantly increasing risk. This allows the addition of further unspecified investments, subject to conditions which will be generally similar to (e).</p> | £10m                           |

The Council will also consider investment in property in accordance with its Property Investment Strategy. All property investments will be dependent on a standalone business case being proven.

#### The Monitoring of Investment Counterparties

The credit rating of counterparties is monitored regularly. The main rating agencies (Fitch, Moody's and Standard & Poor's) provide credit ratings for financial institutions. The Council receives credit rating information (changes, rating watches and rating outlooks) from Capita Asset Services Treasury Solutions as and when ratings change, and counterparties are checked promptly. The Council considers minimum short term ratings as key criteria in the choice of creditworthy investment counterparties; F1+, P-1 and A-1+ are the highest short term credit ratings of Fitch, Moody's and Standard & Poor's respectively. Minimum Short Term Ratings, where given, must be met for all categories. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the

Director of Finance, and if required new counterparties which meet the criteria will be added to the list.

For non-specified investments (e.g. e-f above) the progress of the entity against the approved, independently verified business case will be monitored by the Director of Finance.

|  |                            |         |     |   |  |   |  |  |
|--|----------------------------|---------|-----|---|--|---|--|--|
| Institution Type   | Max Amount:                |         |     | £10m  | £10m   | £10m  | £10m                                       | £10m                                       |
|  | Max Length:                |         |     | 10 Years  | 364 Days   | 6 Months  | 3 Months                                   | 1 Month                                    |
|  | Minimum Short Term Ratings |         |     |   |  |   |  |  |
|  | Fitch                      | Moody's | S&P |   |  |   |  |  |
| UK Banks   |                            |         |     |   |  |   |  |  |
| The Council's own Bankers  | F1m                        | P-1     | A-1 | If Council's own bankers fall below the minimum long term criteria for UK banks, cash balances will be managed within operational liquidity constraints and balances will be minimised as much as possible. |  |   |  |  |
| Wholly Owned Subsidiaries of UK Clearing Banks - Parent Ratings    | F1                         | P-1     | A-1 |   | Backed up by AA(F), Aa2(M) and AA(S&P) long term credit rating | Backed up by single A long term ratings by all agencies | Backed up by lower than A long term rating | Backed up by lower than A long term rating |
| Partially Owned Subsidiaries of UK Clearing Banks - Parent Ratings | F1                         | P-1     | A-1 |   | Backed up by AA(F), Aa2(M) and AA(S&P) long term credit rating | Backed up by single A long term ratings by all agencies | Backed up by lower than A long term rating | Backed up by lower than A long term rating |

|  |    |     |     |   |  |   |  |  |
|--|----|-----|-----|---|--|---|--|--|
| UK Building Societies                            |    |     |     |   |  |   |  |  |
| Either   | F1 | P-1 | A-1 |   | Backed up by AA(F), Aa2(M) and AA(S&P) long term credit rating | Backed up by single A long term ratings by all agencies | Backed up by lower than A long term rating | Backed up by lower than A long term rating |
| Or   |    |     |     |   | Assets over £15,000m   | Assets over £5,000m                                     | Assets of £2,500m                          | Assets of £1,000m                          |
| Specific Public Bodies                           |    |     |     | As approved by Members  |  |   |  |  |
| Debt Management Deposit Facility (UK Government) |    |     |     |   |  | Unlimited   |  |  |
| Money Market Funds (AAA Rated)                   |    |     |     |   |  |   |  | £5m per fund                               |
| Municipal Bond Agency                            |    |     |     | As approved by Members  |  |   |  |  |
| UK Local Authorities                             |    |     |     | The Council can invest in all UK Local Authorities whether rated or not |  |   |  |  |

Notes:-

1. F1+, P-1 and A-1+ are the highest short term credit ratings of Fitch, Moody's and Standard and Poor's respectively.
2. Minimum Short Term Ratings - Where given, these must be met, for all categories (except RBS Group).
3. Building Societies - A Building Society has to meet either the ratings criteria or the assets criterion to be included in the category, not both.
4. Maximum amount is the maximum, in total, over all investments, with any one institution (with the exception of RBS Group).

## **PROPERTY INVESTMENT STRATEGY**

### **Property Investment Policy**

The council is restricted in the different investment vehicles it is legally allowed to invest in notwithstanding the over-riding need for prudence. Of the few options open one is Property and the returns from investing in property have generally been, and currently are, greater than the limited opportunities in the money markets. This should be read in conjunction with the Asset Management Policy.

In broad terms the returns can be higher because the risks are greater. Factors to be taken into account when deciding the principle of investing in property include:

- investment will be for the long term since it may not be possible, or wise, to sell quickly
- the costs of acquisition and disposal
- there are management costs, risk of rent default and failure to honour maintenance agreements
- generally property tends to appreciate in value, although this will vary by type and area; however, in some cases the value may go down
- property can become functionally obsolete necessitating major refurbishment
- without regular repair and maintenance the condition will deteriorate and the responsibility for repairs/maintenance may not always rest with the tenant
- certain types of property may become less desirable as time goes by; this can make re-letting difficult or attract a lower calibre of tenant.

### **How much is invested?**

Approximately £100 million is currently held in the property portfolio and £ 30 million is invested in treasury investments (short term investments (less than 1 year) with UK building societies and banks).

### **What type of property?**

There are different types of property investment as follows:

- Retail
- Office
- Industrial
- Leisure

For risk management purposes it is recommended that no single asset should comprise more than 10% of the whole portfolio and locations should be diverse as should property types. Convention has often dictated an ideal balance of 30% of monies invested in each retail, office and industrial sectors, and the remaining 10% into leisure and miscellaneous uses. The mix helps to protect the fund against movements that might adversely affect one specific sector which would otherwise have a disproportionate impact.

### **What level of financial return?**

In general, property can be categorised as prime, secondary or tertiary in terms of its desirability. 'Rack-rented' means that the maximum market rental achievable is being received. Yield derives from both capital and rent. Lower yields can indicate that the investment attracts a lower degree of risk due to the ratio of rent to capital and other factors such as location, security and regularity of income.

Property investment returns will differ depending upon the market and the nature of the asset.

The Investment Portfolio Database (IPD) index tracks total returns (income return and capital growth) on a combined portfolio of all property types and is frequently used as a benchmark by which to measure the performance of individual portfolios. Over the last 12 months the Index has demonstrated All Property returns of 16.2%, comprised of retail at 10.6%, office at 21.3%, and industrial at 20.7%. The long term average total return is 8.3%, which would be a more reliable benchmark moving forward.

The Council has a target to grow the income from the portfolio by 5% per annum. This is to be benchmarked against the income return element of the IPD Index to demonstrate that value for money has been achieved and to promote accountability.

### **Where should it be located?**

Within the UK the location will influence the return and the type of property and may make management more or less difficult depending on distance from the Council offices. Only property located in the UK will be considered.

Wherever possible, stock to be selected should support local regeneration and provide a community benefit, although the Council may have to consider opportunities outside the Borough in order to achieve the required results.

## INVESTMENT PORTFOLIO ASSESSMENT MATRIX

A scoring matrix allows the relative merits of an investment opportunity to be measured. The resultant score can then be assessed against a target measure or used for comparison against other opportunities. The key financial elements are covered in the following table:

| SCORING CRITERIA        | Score            | 4  | 3  | 2  | 1  |
|-------------------------|------------------|--|--|--|--|
|                         | Weighting Factor | Excellent / Very Good                                      | Good   | Acceptable   | Not Acceptable   |
| Location                | 5                | Major prime  | Micro prime  | Secondary  | Tertiary   |
| Tenant Covenant         | 5                | Single tenant with strong financial covenant               | Multiple tenants with strong financial covenant                        | Single or Multiple tenants with good financial covenant                | Tenants with poor financial covenant strength                            |
| Building Quality        | 4                | Modern or recently refurbished with nominal capex required | Good quality with capex likely to be required within the next 20 years | Good quality with capex likely to be required within the next 10 years | Older style or non-compliant with capex required within the next 5 years |
| Occupier's Lease Length | 4                | Greater than 10 years                                      | Between 6 and 10 years   | Between 3 and 6 years  | Less than 3 years or vacant  |
| Tenure                  | 3                | Freehold   | Lease 125 years plus   | Lease between 100 and 125 years  | Lease between 60 and 100 years   |
| Lot Size                | 3                | Between £3m & £5m  | Between £2m & £3m or £5m & £7m   | Between £1m & £2m or £7m & £10m  | Greater than £15m  |
| Max Score               |                  | 96   | 72   | 48   | 24   |

The threshold score should be set at 60.