



**WATFORD
BOROUGH
COUNCIL**

CABINET

21 January 2019

7.00 pm

Town Hall Watford

Contact

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Cabinet Membership

Mayor	P Taylor	(Chair)
Councillor	K Collett	(Deputy Mayor)
Councillors	S Bolton, S Johnson, I Sharpe, M Watkin and T Williams	

Agenda

Part A – Open to the Public

1. Apologies for absence

2. Disclosure of interests (if any)

3. Minutes of previous meeting

The [minutes](#) of the meeting held on 3 December 2018 to be submitted and signed.

4. Conduct of meeting

The Cabinet may wish to consider whether there are any items on which there is general agreement which could be considered now, to enable discussion to focus on those items where the Cabinet sees a need for further debate.

5. Watford Authority Monitoring Report 2018 (Pages 4 - 105)

Report of Planning Policy Section Head to ask Cabinet to note the Authority Monitoring Report 2018.

6. Redevelopment of land, community centre and shop at 32 Raphael Drive and Centrepoint Community Centre (Pages 106 - 146)

Report of Head of Community and Environmental Services

7. Voluntary Sector Commissioning Framework (VSCF) 2019 - 2023 (Pages 147 - 177)

Report of Head of Community and Environmental Services to ask Cabinet to agree the new Voluntary Sector Commissioning Framework 2019 - 2023 priorities and areas of focus

8. Financial Planning (Pages 178 - 281)

Report of Director of Finance 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.

9. Acquisition of Leasehold Interest in Croxley Business Park - Part A (Pages 282 - 309)

Report of Managing Director

10. Exclusion of press & public

The Chair to move: that, under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during consideration of the item there would be disclosure to them of exempt information as defined in Section 100(1) of the Act for the reasons stated below in terms of Schedule 12A.

Note: if approved, the Chair will ask members of the press and public to leave the meeting at this point.

11. Acquisition of leasehold interest in Croxley Business Park - Part B

Report of Managing Director

This report is considered Part B in accordance with Paragraph 3, Part 1, Schedule 12A as it contains information relating to the financial and business affairs of the Council.

Agenda Item 5

Part A

Report to: Cabinet

Date of meeting: 21 January 2019

Report author: Planning Policy Section Head

Title: Watford Authority Monitoring Report 2018

1.0 Summary

- 1.1 Watford's Authority Monitoring Report ('**AMR**') outlines progress made against the local plan timetable and assesses the effectiveness of planning policies against various targets and indicators to see whether the local plan objectives are being achieved. As part of this work mandatory information is required to be included within AMRs in accordance with current planning regulations
- 1.2 Watford's AMR 2018 (Appendix 1) covers the period 1 April 2017 to 31 March 2018. Where relevant more recent information is available this is noted in the commentary in order to provide as up to date a picture as possible.
- 1.3 The AMR 2018 supplies key information on the delivery of the Local Plan Core Strategy key objectives. The AMR 2018 including the Executive Summary forms Appendix 1 to this Cabinet Report; it will also be available to download separately on our website www.watford.gov.uk
- 1.4 Members' attention is drawn to Appendix 2, which is a quick reference table providing a range of results on target led indicators and trends from the AMR 2018.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Instances of planning policies not performing as intended	Criticism of performance of planning decisions	The AMR identifies how the council is meeting its planning policy and provides the opportunity to identify areas for	Tolerate	4

		greater attention through decision making and policy review		
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3.0 Recommendations

- 3.1 That the AMR 2018 be noted and delegates any minor amendments or corrections to the Planning Policy Section Head.

Contact Officer:

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Report approved by: Ian Dunsford, Planning Policy Section Head

4.0 Detailed proposal

- 4.1 AMRs have an important role in the ongoing management of planning policy by identifying changing circumstances and providing the context against which to consider the need for any review of the planning policies in place at the time.
- 4.2 Watford's AMR 2018 currently presents contextual information and reports on a range of indicators and targets relating to the Watford Local Plan Core Strategy.
- 4.3 The scope of the report was reviewed and a more concise report is published this year which also reflects better what the local plan can influence. Previous comments received on last year's report have been noted and incorporated.

5.0 Implications

5.1 Financial

- 5.1.1 The Shared Director of Finance comments that there are no financial implications.

5.2 Legal Issues (Monitoring Officer)

5.2.1 The Head of Democracy and Governance comments that there are no legal implications in this report

5.3 **Equalities, Human Rights and Data Protection**

5.3.1 There are no direct equalities impacts arising from this report. The application of existing policies will be covered by existing equalities assessments and the review and preparation of new policies will be subject to assessments at the appropriate time.

5.3.2 Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report.

5.4 **Staffing**

5.4.1 The Annual Monitoring Officer retired in 2017. The work is now integrated into the work programme of the individual planning policy team members.

5.5 **Accommodation**

5.5.1 N/a

5.6 **Community Safety/Crime and Disorder**

5.6.1 N/a

5.7 **Sustainability**

5.7.1 N/A

Appendices

Appendix 1. Watford's Monitoring Report 2018 including Exec Summary.

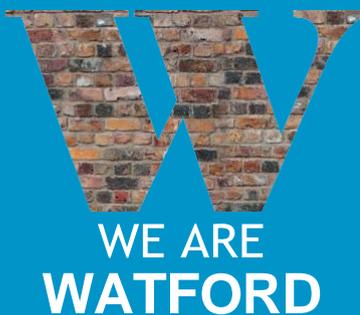
Appendix 2. A range of target led results and trends from the AMR 2018

Background papers

The Monitoring Data uses the CDP Smart system from the Information Unit at Hertfordshire County Council for a large source of data. Furthermore, there are a large number of data sources from the ONS etc. These are sourced within the main body of the report.

No specific papers were used in the preparation of this report. However attention is drawn to the National Planning Policy Framework 2018 for all planning related reports.

Watford's Authority Monitoring Report 2018



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Glossary of Terms

Accessibility

The ability of everybody to go conveniently where they need, including elderly people, people with disabilities and those with children, particularly in relation to services and facilities.

Affordable housing

Affordable housing includes social rented and intermediate housing, provided to specific eligible households whose needs are not met by the market (see National Planning Policy Framework for full definition). This includes not only newly built affordable housing delivered through planning policy, but also acquisitions and conversions but it does not include 'low cost market' housing.

AMR – Authority's Monitoring Report

A report by local planning authorities assessing Local Plan production progress and policy effectiveness.

CIL – Community Infrastructure Levy

A levy on new developments to support infrastructure delivery, introduced by the Planning Act 2008, coming into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010.

Core Strategy

The Core Strategy sets out the key elements of the council's planning vision and spatial strategy for the Borough. This will be replaced by the new Local Plan currently being prepared.

DCLG – Department for Communities and Local Government

The DCLG was created on 5 May 2006, with a powerful remit to promote community cohesion and equality, as well as responsibility for housing, urban regeneration, planning and local government. This department has now been renamed MHCLG

EELGA – East of England Local Government Association

Establish 1 April 2010, the East of England LGA – www.eelga.gov.uk, is a politically-led, cross party organisation which works on behalf of the 52 local councils in the East of England.

G.I.S – Geographic Information System

Computerised mapping system.

HERC - Hertfordshire Environmental Records Centre

Manages information on habitats, species and sites across the county.

HCC

Hertfordshire County Council

Hectare

10,000 square metres (about 2.5 acres)

IMD – Index of Multiple Deprivation

The Government publishes the Indices of Multiple Deprivation (IMD), combining 37 separate indicators, within seven domains (three of which contain sub-domains); the domains are Income; Employment; Health and Disability; Education, Skills and Training; Crime; Barriers to Housing and Services; and Living Environment. In addition to the domains and their sub-domains there are two supplementary income deprivation Indices: Income Deprivation Affecting Children Index (IDACI) and Income Deprivation Affecting Older People Index (IDAOPI). These are grouped together to provide an overall Index of Multiple Deprivation, the most recent being the 2015 IMD. A ranking of '1' for neighbourhoods or LSOAs equates to the most deprived and '32,844' equates to the least deprived in England.

LDS – Local Development Scheme

A document setting out a timetable for the preparation of the different documents which make up the Local Plan.

LEP – Local Enterprise Partnership

Local enterprise partnerships are partnerships between local authorities and businesses. They play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. Watford is part of the Hertfordshire LEP which covers the whole of Hertfordshire.

Local Plan

The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community.

LSOAs – Lower Super Output Areas

LSOAs are small areas or neighbourhoods of relatively even size (around 1,500 people); there are 32,844 LSOAs in England; 53 of these are in Watford.

LSP – Local Strategic Partnership

A partnership that brings together organisations from the public, private, community and voluntary sector within a local authority area, with the objective of improving people's quality of life. Watford's LSP is called One Watford and is responsible for producing the Sustainable Community Strategy.

NPPF – National Planning Policy Framework

The NPPF sets out the Government's planning policies for England. It provides a framework within which local councils can produce their own distinctive local plans which reflect the needs and priorities of their communities.

ONS - Office for National Statistics

The Office for National Statistics (ONS) is the UK's largest independent producer of official statistics and is the recognized national statistical institute for the UK. It is responsible for collecting and publishing statistics related to the economy, population and society at

national, regional and local levels. It also conducts the census in England and Wales every ten years.

PDL – Previously Developed Land

Previously developed land (also known as brownfield land) is land that is or has been occupied by a permanent structure excluding agricultural or forestry buildings; also excluding land in built-up areas such as private residential gardens, parks, recreation grounds and allotments – see the NPPF for a full definition.

SA – Sustainability Appraisal

An assessment of the social, economic and environmental impacts of the policies and proposals contained within the Local Plan.

SCI – Statement of Community Involvement

A document that sets out how the council will engage with the community in preparing and reviewing the Local Plan, and also in major planning application decisions. In effect it is the council's planning policy on consultation. A statement demonstrating how the local planning authority has complied with the Statement of Community Involvement is required for all Local Plan documents. This was updated in 2017.

Section 106 Planning Agreement

Section 106 (S106) of the Town and Country Planning Act 1990 allows a local planning authority to enter into a legal agreement or planning obligation with a landowner in association with the granting of planning permission. They tend to apply to major development schemes and are often made in order to secure contributions towards community infrastructure to meet the needs of residents in new developments and/or to mitigate the impact of new developments upon existing community facilities.

SPD – Supplementary Planning Document

These documents provide additional guidance to policies contained in Local Plan documents.

WDP 2000 – Watford District Plan 2000

The Watford District Plan was adopted in December 2003. Following adoption of the Core Strategy in January 2013, some policies remain in existence from the Watford District Plan 2000, as listed in Appendix 4, and form part of the development plan until replaced by the Local Plan Part 2. For more information, please see <http://www.watford.gov.uk/ccm/content/planning-and-development/planning---local-plans-information.en>

Windfalls

Sites which have not been specifically allocated or identified for development in the Local Plan process. They normally comprise previously-developed sites that have unexpectedly become available during the lifetime of a plan.

Executive Summary

Authority Monitoring Reports ('AMRs') are required to outline the progress made on the local plan timetable and assess the effectiveness of planning policies against various targets and indicators to see whether local planning authorities are achieving local plan objectives.

Watford's Monitoring Report 2018 covers the period 1 April 2017 to 31 March 2018. Additional information relating to more recent developments is supplied within the commentary where it is practical to do so, in order to provide as up to date a picture as possible.

Key results on the delivery of the New Local Plan and impacts being made on the Core Strategy key objectives are supplied here in the Executive Summary.

The current plan policies being monitored related to relevant saved policies of the Watford District Plan 2000, but more specifically this monitoring report is based on the Watford Core Strategy 2013.

Duty to Cooperate

Watford Borough Council continues to work with neighbouring authorities as well as Hertfordshire County Council and the Greater London Authority. Along with St. Albans, Dacorum, Hertsmere and Three Rivers, Watford is pursuing a joined up initiative in the form of the South West Herts Strategic Plan.

Local Development Scheme

The current Local Development Scheme is out of the date and refers to the completion of the now discontinued Local Plan Part 2 and the timetable to review it. Due to the decision to not pursue the Local Plan Part 2 and opt for a new plan, as well as the need to identify new evidence, a new timetable has been identified. A new LDS will be prepared for Cabinet in early 2019 based on this. The Issues and Options Consultation for this new plan will have been completed by October 2018.

Contextual Characteristics of Watford

The MYE population estimates published in June 2018 indicate that Watford's Population is currently 96,675 persons, an estimated increase from the 90,300 person on census day 2011. The largest cohort (5 year age bands) is the 35-39 cohort [8.8%] and the 30-34 cohort [8.7%], while Watford has a high number of people in the 26-40 age band [25%] when compared to the national average of 19.9%. In the 0 -14 cohort 21.1% of the population of Watford are between those ages, compared with 18% nationally.

The 2016 based population projections indicate that Watford's population figure will be 104,801 persons in 2025 and 110,295 in 2035. The household projections envisaged that there will be 43,000 households in Watford in 2025, an increase from 39,000 in 2016. This is 2000 homes fewer than envisaged by the 2014 based projections.

Average household size in Watford is 2.45 (2014 based projections) and is expected to drop to 2.43 in 2024. Furthermore the largest household type in Watford is households with 2 or more adults (35.9%) with single person households accounting for 30.8%. 33.3% of households have dependent children.

National Context

There have been significant national changes to government policy in the past year. In September 2017 the Government set out its intention to revisit how housing need is calculated as part of the '[Planning for the right homes in the right places consultation](#)'. The Government aims to see the number of new homes being completed each year across the country rise to 300,000. As a result, local authorities across the South East England where affordability is an important issue are likely to see increasing pressure to deliver new homes at a faster delivery rate than previously experienced.

This was followed on in March 2018 with the Government's consultation on the '[draft revised National Planning Policy Framework](#)'. A standardised methodology to calculate housing need was proposed which could increase Watford's housing from 577 dwellings per year as currently required to approximately 700 dwellings per year. As of 31 March 2018, this approach has yet to be confirmed by the Government. The council submitted responses to the consultations highlighting its concerns over the increased housing figures and the way they may be calculated. Clarity of the Government's approach is expected to be provided during the next monitoring period (1 April 2018 – 31 March 2019).

Housing

There were 329 housing completions in Watford in 2017/18, 137 units of which were affordable units. 93.3% of all new housing completions occurred on PDL. 1 and 2 bed units accounting for 83.7% of all units. Housing density build out rates were approximately 61 dwellings per hectare.

Employment

Since 2006, there has been a net loss of 85,374sqm of employment floor space with the largest being losses in the B1a (Office). Although designated employment areas do see net gains in employment floorspace with the loss chiefly occurring outside of designated employment areas. There is 89,100sqm of floor space with planning permission, which is not yet completed, a substantial part of which is on Clarendon Road.

Watford's job density is estimated at 1.21 which is higher than the average in neighbouring authorities. There is an estimated 76,800 jobs in Watford. While in terms of education, Hertfordshire had 12,373 pupils enrolled with an average attainment score of 51.4 which is the second best in the region, after Southend on Sea. While 87.7% of Watford's working age population have a NVQ1 and above.

Sustainable Development

No planning permissions were granted contrary to the advice of the Environmental Agency in 2017/18. While Watford's water use is estimated to be 143.4 l/h/d. The most recent estimates for carbon dioxide emissions for Watford is currently 3.8 kt CO₂ per capita emission rate and is more akin to London (3.5 kt CO₂) rather than the 5.4 kt CO₂ rate for the east of England generally.

The main air pollutants of interest in Watford continue to be NO₂ and PM₁₀. Averages have remained fairly constant in recent years with some increases and exceedances of objectives in some cases. There have been 737 noise complaints equivalent to 7.6 per 1,000 population. This is broadly similar to past years with little change since 2013/14.

Green Infrastructure

There has been no change in the area of important biodiversity habitats in Watford. While Paddock Road Allotments, Goodwood Recreation Ground and North Watford Cemetery, joined eight other parks in gaining a Green Flag award.

Urban Design and Conservation

Revised Appraisals for the Square and Grove Mill Conservation Area, were adopted in January 2017. With the MacDonnell Gardens Appraisal being reappraised this past year. 63 to 65 High Street elevation has recently been restored, and permission has now been approved for a suitable scheme for the restoration of Frogmore House and work is expected to commence in 2019

Transport and Infrastructure Provision.

Watford is relatively accessible location overall, with most key services easily accessible from 100% of new homes, although hospital services are slightly less accessible. Section 106 contributions administered by Watford Borough Council that was used to fund schemes was £687,642.49 While CIL receipts were up to £762,986.63 from £433,900 last year.

1. Introduction

1.1 Purpose of the Report

1.1.1 Authority Monitoring Reports have an important purpose in the ongoing management of planning policy by identifying changing circumstances and providing the context against which to consider the need for any review of the planning policies in place at the time. This Monitoring Report covers the period 1 April 2017 to 31 March 2018. However, additional information beyond this period relating to more recent developments is supplied within the commentary where it was practical to do so.

1.1.2 'The Town and Country Planning (Local Planning) (England) Regulations 2012' set out that an Authority's Monitoring Report should:

- Report progress on the timetable for the preparation of documents set out in the local development scheme including the stages that each document has met or the reasons where they are not being met
- Identify where a local planning authority are not implementing a policy specified in a local plan together with the steps (if any) that the local planning authority intend to take to secure that the policy is implemented
- Include information on net additional dwellings and net additional affordable dwellings
- Report where a local planning authority have made a neighbourhood development order or a neighbourhood development plan
- Where a local planning authority has prepared a report in accordance with regulation 62 of the Community Infrastructure Levy Regulations 2010(b), the local planning authority's monitoring report must contain the information specified in regulation 62(4) of those Regulations i.e. details of CIL expenditure and receipts
- Any action taken during the monitoring period where a local planning authority have co-operated with another local planning authority, county council, or relevant body
- A local planning authority must make any up-to-date information, which they have collected for monitoring purposes, available in accordance with regulation 35 as soon as possible after the information becomes available.

1.1.3 Watford's Local Plan Core Strategy was formally adopted on the 30 January 2013 and the development plan for Watford currently consists of:

- Watford Local Plan Part 1 – Core Strategy 2006 - 2031
- Remaining saved policies of the Watford District Plan 2000, until replaced
- The Waste Core Strategy and Development Management policies 2011-2026 within the Minerals and Waste Local Plan, prepared by Hertfordshire County Council.

- 1.1.4 This means that the Core Strategy forms part of the development plan and is being used in determining planning applications. The council will continue to have regard to the remaining saved policies of the Watford District Plan 2000.
- 1.1.5 For monitoring purposes, the Core Strategy identifies a monitoring framework. This AMR is based on this monitoring framework. In some cases, it was no longer practical to do this and this has been noted in the relevant section.
- 1.1.6 The AMR is published on the council's website at:
https://www.watford.gov.uk/downloads/download/83/watfords_monitoring_reports
- 1.1.7 The council welcome views on the AMR's format and content so that we can make improvements on future reports. Please note that every effort has been made to ensure the accuracy of the data provided. However, in the event of any honest errors please send these or any other comments to the address below, or alternatively, you can email comments to strategy@watford.gov.uk

Planning Policy
Place Shaping and Corporate Performance
Watford Borough Council
Town Hall
Watford WD17 3EX

2. Duty to Cooperate

2.1 How we respond

- 2.1.1 The Duty to Co-operate (the Duty) is set out in Section 33A of the Planning and Compulsory Purchase Act 2004 (as amended by Section 110 of the Localism Act 2011). This applies to all local planning authorities, county councils in England, and to a number of other “prescribed” bodies.
- 2.1.2 Local planning authorities, county councils and other “prescribed” bodies are required to co-operate with each other to address strategic matters relevant to their areas in the preparation of a development plan document.
- 2.1.3 The duty requires councils and public bodies to “engage constructively, actively and on an ongoing basis” to develop strategic policy, to set out planning policies to address such issues; and to consider joint approaches to plan making
- 2.1.4 The council had been working with neighbouring authorities to prepare evidence to inform the now discontinued Local Plan Part 2: Site Allocations and Development Management Policies. WBC is currently working on a new Local Plan and regularly liaisons are on-going with neighbours on a number of local plan related matters including an updated evidence base.
- 2.1.5 A Memorandum of Understanding has been prepared to identify the key strategic issues relevant to the Duty to Cooperate. Over the past year the council has engaged with neighbouring districts Dacorum, Hertsmere, Three Rivers and St Albans on their local plan preparation. WBC is currently keeping a log of meetings with neighbours and other stakeholder authorities.
- 2.1.6 This joint working has so far included potential work on shared evidence bases to inform the preparation of the respective local plans in the South West Herts area.
- 2.1.7 Watford Borough Council along with Hertsmere, Three Rivers, St. Albans and Dacorum have established a joined up approach for preparing a South West Herts Joint Strategic Plan. This is a new initiative to ensure a coordinated approach to the delivery of new homes, employment facilities and infrastructure. Liaisons between the local authorities are on-going with regard to this work.
- 2.1.8 The council are working closely with Hertfordshire County Council including on the Hertfordshire Local Transport Plan 4 and the draft SW Herts Growth and Transport Plan as well as the emerging Minerals and Waste Local Plans. As part of the transport

work, the council regularly hold joint meetings to progress local transport schemes, particularly with Hertfordshire County Council. These meetings cover new road and junction improvement schemes, enhancements to the public realm including improvements to assist pedestrians and cyclists, long term land use and transport planning including transport modelling work and enhancements to public transport.

- 2.1.9 At the Hertfordshire County Wide level, Watford has played an active role in the Hertfordshire Infrastructure and Planning Partnership, the Hertfordshire Planning Group and the Hertfordshire Development Plans Group. The work of these groups is helping to progress a number of joined up strategies including on infrastructure needs, development viability and agreeing future joint working arrangements. The Council also responded to the Mayors Draft Transport Strategy 2017.

3. Local Development Scheme

3.1 Timetable

3.1.1 The timetable setting out the programme for production of Local Plan Documents is known as the Local Development Scheme ('LDS'). Authority Monitoring Reports set out how progress with preparing local plan documents during the monitoring year meets targets set in the LDS, and whether changes to the LDS are required.

3.1.2 Watford Local Plan Part 2 was identified for Adoption in 2018. However, the plan was subsequently discontinued in favour a preparing a new local plan [Watford Local Plan 2018 – 2036]. No new LDS has been prepared since Local Plan Part 2 was discontinued. A new LDS will be prepared for adoption by Cabinet in early 2019. This will be based on an indicative timetable which can be found [here](#).

3.1.3 The following table identifies the timetable which was envisaged for the new local plan. However, this will be soon replaced and is here for reference only.

Title	Local Plan Strategy 2016-2036
Subject Matter	The Local Plan Strategy document will set out the overall strategy and broad locations for development in Watford to 2036.
Status	Local Plan Document:
Geographic coverage	Watford Borough
Timetable	
Notification	March/April 2016
<i>Informal consultation</i>	December 2017 and July 2018
Publication (for consultation)	December 2018
Submission	July 2019
Examination	Aug 2019-Dec 2019
Adoption	February 2020

Table 3.1 Local Development Scheme

3.1.4 The regulations require authorities to identify if the stages in the LDS are being met and if not why this is the case. It is important to note that although notification was given, there were delays due to the decision to discontinue Local Plan Part 2 in favour the new plan. Issues and Options Consultation for the new plan will be completed by October 2018 [Informal Consultation].

3.1.5 A comprehensive evidence base was published on our website www.watford.gov.uk to accompany the Local Plan Core Strategy and the preparation of the Local Plan Part 2 SADM. Additional evidence is now being prepared to inform the new Local Plan. The Council seek to consult on the Preferred Option of the New Plan in Summer/Autumn 2019. The LDS identifies risks, their potential impacts and possible mitigation measures. This will be included in the new LDS.

4.0 Contextual Characteristics of Watford

4.1 Geography

- 4.1.1 Watford is a local authority borough measuring approximately 8.3 square miles, 20% of which is Metropolitan Green belt. It is located in South West Hertfordshire, immediately north of North West London. Two principal rivers – the Colne and the Gade – pass through the borough as does the Grand Union Canal on the western section of the borough close to Cassiobury Park.
- 4.1.2 Key transport routes include the mainline rail connections to London, the Midlands and the North; Metropolitan tube line and Overground Line connections to London, its north-west suburbs and the rural Chilterns; community rail connections to St Albans, coach services to Heathrow airport, bus services to Luton airport as well as local buses, and road connections via the M1, M25 and A41.
- 4.1.3 The town's origins date from the 12th century. Much of the character of the area is formed by the streets of terraced Victorian housing, which were followed by an extensive variety of planned housing estates during the twentieth century.
- 4.1.4 Watford is the centre of a sub-region serving around 500,000 people, living within a 20 minute traveling time catchment. It is a popular regional shopping and business centre and a focus for culture and recreation. Watford is strongly influenced by London; and whilst this brings the benefits of a buoyant economy, it also brings significant growth pressures including housing land, employment land and infrastructure pressures.
- 4.1.5 According to the Happy at Home Index undertaken by RightMove 2017 (Happy at Home 2017) Watford was the 73rd Happiest Place to live in the country, while it was the 11th happiest in the East of England

4.2 Demographics and Projections

Population

- 4.2.1 The 2011 Census showed that Watford's resident population was composed of 89,600 household residents and 700 residents of communal establishments – a resident population estimate for Watford on Census Day 2011 was 90,300. The number of households in Watford with at least one usual resident provided by the 2011 Census was 36,700. The household definition has been updated from the 2001 Census so is not directly comparable.

4.2.2 At the time of writing the population estimates [on 30th June 2017] were released. Watford has an estimated population of 96,675 people on this date (an increase of 0.29% from the 2015 Mid-Year Estimate). 47,894 of which are males with 48,781 females. The following figure illustrates the population pyramid of Watford compared to England and Wales as a whole.

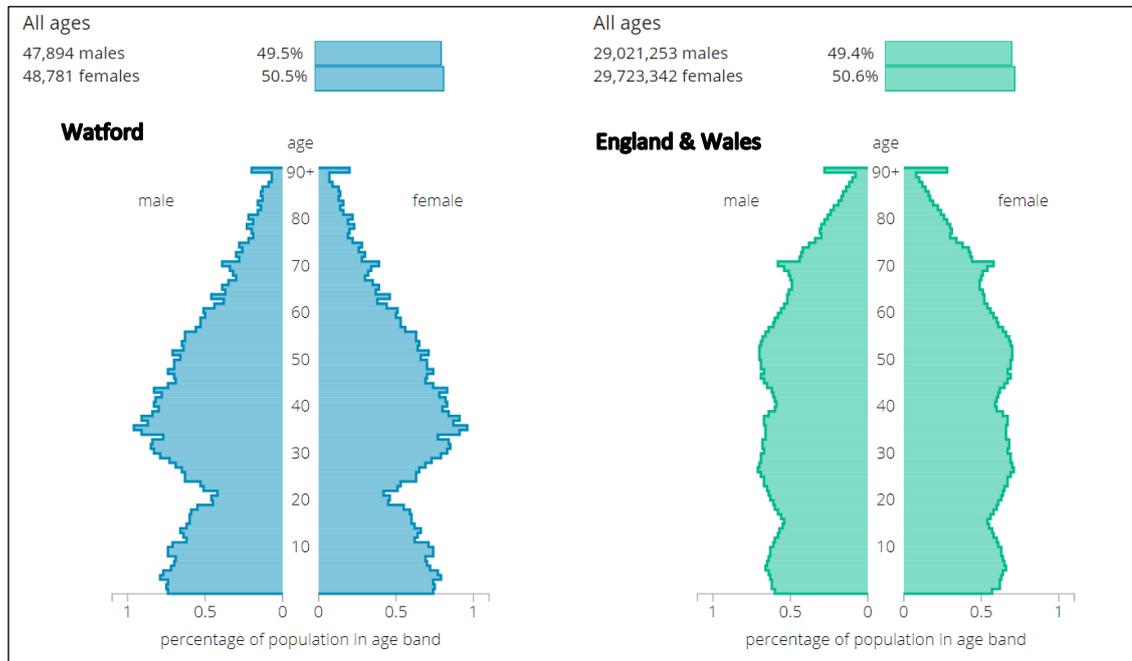


Figure 4.1 Population of Watford [Left] compared to Population of England and Wales [Right]
 Source: <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2017>

4.2.3 As illustrated in Figure 4.1, a prevailing demographic trend in Watford is the relatively young population particularly in the 0 -14 cohort where 21.1% of the population are between those ages, compared with 18% nationally. Similarly the 26 to 40 cohort accounts for a significantly higher proportion of the Watford population at 25%, as compared to 19.9% nationally.

4.2.4 The following table (4.1) details a comparison of all age bands for the Census 2001, 2011 and 2017 mid-year estimates. According to the 2011 census, the largest amount of residents (by 5 year age bands) in Watford was in the 30-34 (8,100 or 8.98%) and the 25-29 (8,000 or 8.86%) age groups. This has shifted slightly [based on 2017 MYE] with the 35-39 age bands now accounting for the largest share of the population at 8.8%, with the 30-34 age groups now accounting for 8.7%. The 25-29 age group accounts for 8.2%.

WATFORD	2017 Mid-Year estimates	Total Resident Population 2011 Census	Total Resident Population 2001 Census
All Ages	96,675	90,300	79,726
0-4	7,187	6,700	5,117
5-9	7,093	5,400	5,305
10-14	6,073	5,300	5,053
15-19	5,108	5,300	4,380
20-24	4,946	5,700	5,004
25-29	6,950	8,000	7,206
30-34	8,442	8,100	7,528
35-39	8,511	7,300	7,093
40-44	7,429	7,000	5,783
45-49	6,843	6,400	4,807
50-54	6,186	5,400	4,781
55-59	5,233	4,400	3,871
60-64	4,157	4,000	3,249
65-69	3,524	3,100	2,866
70-74	3,094	2,600	2,587
75-79	2,180	2,200	2,177
80-84	1,836	1,700	1,480
85-89	1,201	1,000	936
90 and over	682	600	506

Table 4.1 Population by age 5 year age bands 2001, 2011, and 2017 estimate

Source: <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2017>

Population Density

- 4.2.5 Watford has a relatively high population density, which has risen to 42 persons per hectare in 2011 from 37 persons per hectare in 2001, compared with an average of 7 persons per hectare in Hertfordshire and 4 persons per hectare in England overall. It is the most densely populated local authority in Hertfordshire, with Stevenage being the next most densely populated (32 persons per hectare).
- 4.2.6 To put this into perspective, the 19 most densely populated local and unitary authorities in England and Wales were all London boroughs and the only non-London area in the top 20 was Portsmouth, with the top 20 ranging from 50 to 138 persons per hectare. If the mid-year population estimates are taken into account, the current population density stands at 45 persons per hectare.

Place of Birth

4.2.7 Tables 4.2 and 4.3 provide a summary of the place of birth of Watford residents, together with comparative figures for the county, the region and England. According to the 2011 Census, Watford's population has grown more diverse. The largest percentage change between 2001 and 2011 in Watford's residents has been in the British White population, which includes English, Welsh, Scottish and Northern Irish, decreasing from 79.1% to 61.9%. Watford's non British White population (also referred to as Black and Minority Ethnic, or BME) therefore equates to 38.1%, as compared to the county average of 19.2% and the average for England of 20.2%.

	U.K.	Europe (inc. U.K.)	Africa	Middle East and Asia	Americas and the Caribbean	Antarctica and Oceania (inc. Australia and Australasia)	Other
Watford	75.30	83.64	4.80	9.74	1.49	0.33	0.001
Herts	86.59	91.94	2.75	3.90	1.04	0.37	0.000
East Region	89.02	93.81	1.76	3.08	1.10	0.26	0.000
England	86.16	91.21	2.43	4.77	1.25	0.34	0.000

Table 4.2 Watford residents by place of birth

Source: ONS, 2011 Census, extracted from Table QS203EW (detailed classifications amount to 20 pages). Crown Copyright. Compiled by WBC Planning Policy.

4.2.8 The 'Irish White' group has decreased from 2.9% to 2.3% and a new 'Gypsy or Irish traveller' group has been introduced registering 0.1%. There has been a significant percentage increase in Watford to the 'Other White' group, (not British or Irish) almost doubling from 3.9% in 2001 to 7.7% in 2011. These groups, together with the British White population, make up the broader grouping of the total White population in the following Table 4-3.

	Total Res. Pop.	Census year	White	Mixed	Asian	Black	Other
HERTS	1,116,062	2011	977,495 87.6%	27,497 2.5%	72,581 6.6%	31,401 2.9%	7,088 0.6%
	1,033,977	2001	93.7%	1.4%	3.5%	1.1%	0.3%
WATFORD	90,301	2011	64,946 71.9%	3,104 3.4%	16,170 17.9%	5,229 5.8%	852 0.9%
	79,726	2001	85.9%	2.1%	8.8%	2.7%	0.5%

Table 4.3 Ethnic Composition of Resident Population in percentages

Source: Compiled by WBC, Planning Policy. Data sourced from ONS 2011 and 2001 Census.

4.2.9 The total White population in Watford has decreased from 85.9% in 2001 to 72%, with Watford’s non-White population doubling from 14% in 2001 to 28% in 2011, which is more than twice the county average of 12.4% and almost double the average for England of 14.6%. The largest proportion of Watford’s non-White population is Asian or Asian British, which has increased from 8.8% to 17.9%, as compared with 6.6% overall in Hertfordshire. People identifying as Black or Black British in Watford increased from 2.7% to 5.8%, as compared with 2.9% in Hertfordshire as a whole.

Population Projections

4.2.10 Revised subnational population projections were released by ONS on 24th May 2018. These give a 25 year projection of the usual resident population based on the mid-2016 sub-national population estimates and supersede previous projections.

4.2.11 It is important to note that population projections become increasingly uncertain the further they are carried forward due to the inherent uncertainty of demographic behaviour. This is particularly so for smaller geographical areas and detailed age and sex breakdowns.

4.2.12 Population projections are not forecasts and do not take any account of future government policies, changing economic circumstances or the capacity of an area to accommodate the change in population. They provide an indication of the future size and age structure of the population if recent demographic trends continued.

4.2.13 The following table does a comparison of change in population over 10 years and 20 years. Population projections are trend-based projections, which mean assumptions for future levels of births, deaths and migration are based on observed levels mainly over the previous five years.

	ONS 2014 BASED ESTIMATE					ONS 2016 BASED ESTIMATE				
	2014 base	2023 projected figure	% Change	2033 projected figure	% change	2016 base	2025 projected figure	% change	3035 projected figure	% change
Watford	95,500	108,367	13.5%	119,025	24.6%	96,577	104,801	8.5%	110,295	14.2%
Herts	1,154,800	1,265,176	9.6%	1,374,001	18.9%	1,176,386	1,259,289	7.0%	1,327,887	12.9%

Table 4.4 Comparison between 2014 and 2016 based estimates for population growth

Source:<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections>

4.2.1 The 2016 based estimate sees a reduction on the 2014 based projection estimates. Based on a 10 year horizon it sees Watford’s population in 2025 at 104,801. Similarly over a 20 year horizon, the 2016 based estimates see Watford’s projected population

being 110,295 in 2035. This is a significant difference to the 2014 based projection which envisaged the population of Watford surpassing 119,000 person by 2033.

4.2.2 For Hertfordshire, there is a similar trend. With the 2016 based estimates projecting far less population growth over the following 10 and 20 years. The population of Hertfordshire is expected to increase by 7% until 2025 and by 12.9% in 2035.

Projected Household Growth, Size and Composition

4.2.3 At the time of writing the 2016 based household projections were released. Accordingly a brief summary of this is provided here. While the 2014 based household projections are retained also as a reference.

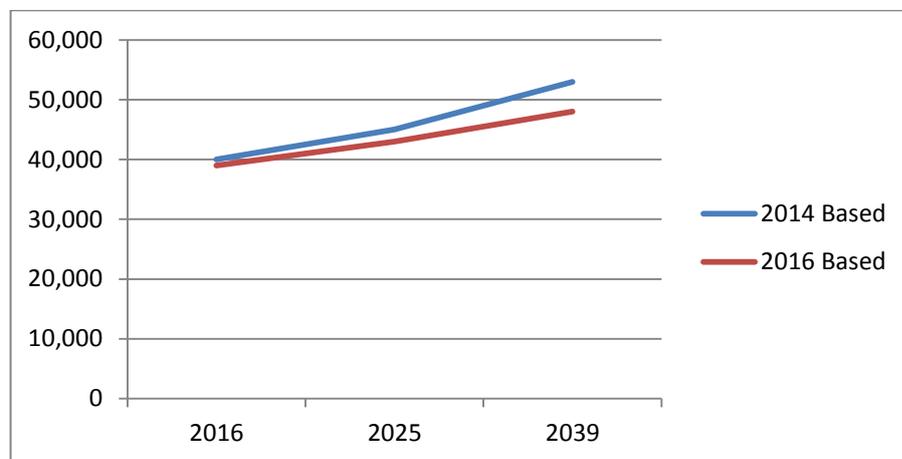


Figure 4.2 Comparison between the 2014 and 2016 based Household projections.
 Source: <https://www.ons.gov.uk/releases/2016basedhouseholdprojectionsinengland>

4.2.4 The above line graph shows the difference between the 2014 based projections and the 2016 based projections for the years 2025 and 2039 for projected households. The 2016 based projections indicate 43,000 households in Watford in 2025. This is compared to 45,000 households based on 2014 estimates.

4.2.5 In percentage terms the 2014 based projections envisaged a 15.4% growth rate in houses between 2016 and 2025. However, the 2016 based projections indicate a more modest growth of 10.3%

4.2.6 The following chart illustrates the change in household size in Watford, Hertfordshire and England as a whole. These figures are based on the 2014 based household projections.

4.2.7 Generally speaking there is reducing household size envisaged for the entire of England. This is replicated at both regional level, and local authority level.

Interestingly the Watford average household size is envisaged to drop to 2.33 person household in 2039, however, this is still larger than the English average (2.21 in 2039) and the Hertfordshire average (2.29 in 2039).

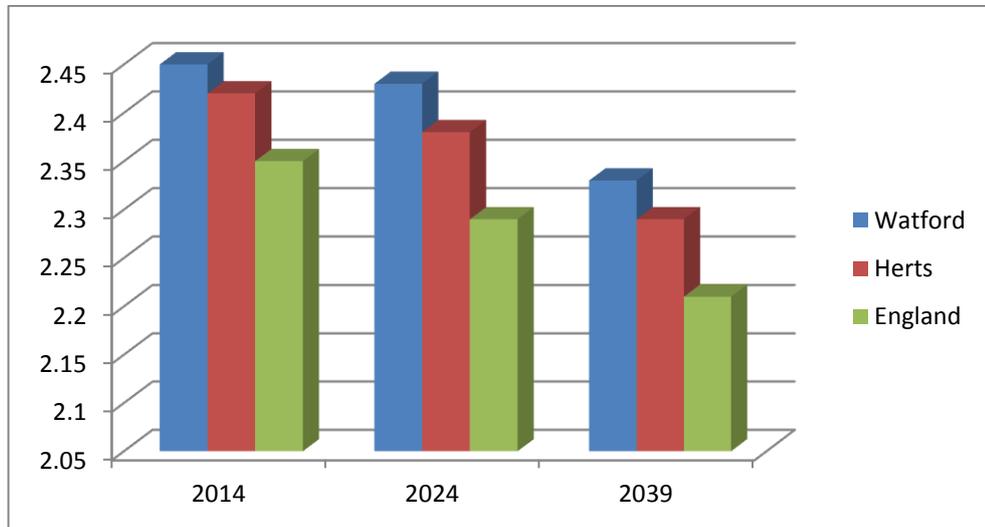


Figure 4.3 Household Size by on the 2014 Based Projections
[4https://www.gov.uk/government/statistical-data-sets/live-tables-on-household-projections#based-live-tables](https://www.gov.uk/government/statistical-data-sets/live-tables-on-household-projections#based-live-tables)

Household composition

4.2.8 The household projections are an indication of the likely increase in households given the continuation of recent demographic trends, making assumptions on future levels of fertility, mortality, net migration and household formation. They are not an assessment of housing need nor do they take into account the effect of future government policies. Household projections are acknowledged to be more uncertain at district level.

	2016	2041	Change 2016-2041	% Change 2016-2041	% of total (current)
One person	12	16	4	33.3%	30.8%
Other Households with two or more adults	14	17	3	21.4%	35.9%
Households with dependent children	13	14	1	7.7%	33.3%
Total	39	47	8	20.5%	100%

Table 4.5: DCLG 2016-based household projections by household type for Watford
 Data source: Compiled by WBC, Planning Policy from DCLG 2014-based household projections
 N.B. Household numbers are in thousands

4.2.1 The 2016 based projections indicate that the biggest increase will be in 1 person households, which will see a 33.3% increase up until 2041. Households with dependent children will see a modest increase of 7.7% over the same period. This is far less than what was envisaged by the 2014 based projections which projected a 38% increase in households with dependent children. Please see table 4.5 for full information.

4.3 Crime

4.3.1 Table 4.6 on page 14 illustrates the levels of crime in Watford categorised by the type of crime. Criminal damage and arson and vehicle offense are the most common type of crime, representing 16.4% and 17.6% respectively. In total, there were 10,275 crimes recorded in the year up until Dec 2017. This is a significant increase from 7,795 the previous year.

4.3.2 In terms of crime per 1,000 of population, a comparison of the current estimates against the current population indicates approximate figures. Total recorded crime is as follows.

- England = 85 per 1,000 population
- Hertfordshire = 69 per 1,000 population
- Watford = 106 per 1,000 population¹

4.3.3 Watford has a higher than average crime per 1,000 of population. Watford is a densely populated urban town and a key regional centre for shopping and entertainment, which welcomes a high number of visitors on a daily basis and so, this may impact on the levels of crime, making them generally higher levels of crime recorded proportionally than Hertfordshire county overall and most districts in Hertfordshire.

¹ 10275 (Index offenses) ÷ 96,675, (population) = .106268 x 1,000 = 106 (crime per 1,000 inhabitants)

Offence	Dec-07	Dec-08	Dec-09	Dec-10	Dec-11	Dec-12	Dec-13	Dec-14	Dec-15	Dec-16	Dec -17
All other theft offences	1257	1113	1204	1025	1099	936	817	866	812	838	1961
Bicycle theft	292	236	271	222	280	273	191	234	180	249	193
Criminal damage and arson	1608	1338	1347	939	947	837	836	859	894	823	1684
Domestic burglary	460	469	396	384	422	252	243	232	242	243	536
Drug offences	567	646	563	621	756	771	789	556	448	488	241
Fraud offences	275	709	180	186	181	210	-3	0			475
Homicide	1	1	0	1	1	0	1	2	0	1	1
Miscellaneous crimes against society	135	163	117	123	84	101	84	101	123	107	130
Non-domestic burglary	447	386	267	302	282	180	229	228	218	170	554
Possession of weapons offences	66	74	58	48	37	49	41	33	42	66	71
Public order offences	538	380	453	456	342	312	340	388	447	610	261
Robbery	118	121	117	99	144	70	90	67	68	104	140
Sexual offences	89	50	61	56	75	72	86	134	163	136	95
Shoplifting	1128	1081	1209	1203	1022	850	760	881	763	859	762
Theft from the person	513	488	480	463	505	438	254	236	227	230	489
Vehicle offences	1267	893	794	796	703	472	545	476	686	684	1814
Violence with injury	718	516	580	458	535	572	548	674	696	909	441
Violence without injury	585	458	396	425	399	507	416	674	1076	1278	427
Watford Total	10064	9122	8493	7807	7814	6902	6267	6641	7085	7795	10275
Hertfordshire	82517	78034	71660	66652	63898	54948	50343	56323	61550	70533	81958
England Total	4977571	4716662	4382277	4098019	3984309	3645157	3457606	3494286	3755067	4115519	4751570

Table 4-6: Number of recorded offences in Watford

Source: <http://www.ons.gov.uk> Compiled by WBC, Planning Policy

4.4 Health

- 4.4.1 The 2018 NHS Health Profile's summary² conclusion is that the health of people in Watford is 'varied' compared with the England average. Some further highlights for Watford include:
- 4.4.2 **Life expectancy at birth** for males in Watford is 79.3 as compared to the English average of 79.5 which is 'not significantly worse' than the English average. For women the average life expectancy is 83.0 which is broadly similar to the national average of 83.1. However, life expectancy is 6.6 years lower for men and 3.4 years lower for women in the most deprived areas. Appendix C details the Index of Deprivation for Watford.
- 4.4.3 **Child health** indicates that In Year 6, 21.3% (230) of children are classified as obese. In Watford, the rate of alcohol-specific hospital stays among those under 18 is better than the average for England. About 11.5% of children now live in low income families, an improvement on the 14% (2,700) of children living in low income families last year.
- 4.4.4 In terms of **adult health**, there has been an improvement in the percentage of physically active adults [68%] which is now above the England average. Excess weight in adults (55.4%) is significantly better than the England average (61.3 %).

² <https://fingertips.phe.org.uk/profile/health-profiles/data#page/9/gid/1938132696/pat/6/par/E12000006/ati/101/are/E07000103>

5.0 General Development Progress

5.1 Project Updates

- 5.1.1 The Core Strategy noted a number of major developments anticipated coming forward over the next period. A brief summary of each is included here.
- 5.1.2 Policy SPA1 Town Centre sought to strengthen Watford's regional centre in retail hierarchy, by seeking a balance of town centre facilities and infrastructure. The £200 million scheme to transform INTU/Charter Place in Watford town centre began in November 2015 and has recently been mostly completed.
- 5.1.3 This has created a 1.4 million sq ft. single retail and leisure destination. Furthermore new public realm Improvement works have been undertaken as part the redevelopment. It is envisaged that the project is generating 500 construction jobs and will result in 1,125 new jobs in retail, catering and leisure once opened.
- 5.1.4 The new Business Improvement District (BID) company structure has been in place since 1 April 2016 and is set to deliver a Business Plan of around £3 million of investment in a range of town centre projects over the following five years.
- 5.1.5 Policy SPA2 Watford Junction places strong importance on Watford Junction as a mixed use regeneration scheme. Discussions are continuing between the key parties involved in an attempt to resolve the many complex issues and find a viable scheme for the site. A Masterplan for the area is being finalised and partners are progressing schemes by planning application.
- 5.1.6 Policy SPA3 details the ambitions for the mixed use major development project at the Watford Health Campus, recently renamed Riverwell. During the next 15-20 years over 750 homes and around 1,000 new jobs will be provided, along with local retail, leisure and play facilities and public open space. The Health Campus partners, (the council, West Hertfordshire Hospital NHS Trust and Kier Property) are keen to ensure employment opportunities, including traineeships and apprenticeships, are taken up by local people where possible.
- 5.1.7 The planning permission incorporating both outline and detailed elements for the mixed-use Watford Health Campus/Riverwell was issued by the council on the 6 January 2015. The approved S106 planning agreement will provide monies for education provision, new and better bus services, local traffic calming, road improvement and junction works; it also requires 35% affordable housing on site. In the past year 503 units have been granted permission as well as a 253 bed elderly care home. For more information, please visit the website: <http://riverwell-regeneration.com>

- 5.1.8 Western Gateway is seen as an area where there is potential for major regeneration, physical and transport improvements through the redevelopment of key sites in the area and opportunities for restructuring. Ascot Road Community Free School moved into the new purpose built site in Ascot Road in June 2015.
- 5.1.9 The council will continue to work with landowners and developers of the Ascot Road site in order to deliver further employment opportunities and other aspirations of Policy SPA6. Permission was granted in October 2017 for 485 units and at the time of writing work has commenced. In addition, work is underway on the provision of 40 short term accommodation units and 36 apartments in Croxley View adjacent to Tolpits Lane. Phase 1 is nearing completion.
- 5.1.10 Regarding the Croxley Rail Link/ Met Line Extension, the Transport and Works Act for the Metropolitan Line Extension expired in August 2018 effectively ending the project. Work has started on the consideration of alternative transport solutions. While the Council continues to liaise with stakeholders on Abbey Line and Watford Junction improvements.

6.0 Housing

6.1 Plan Period and Housing Targets

- 6.1.1 The **Core Strategy** (adopted January 2013) sets a minimum total target of 6,500 homes from 2006 to 2031, an average delivery rate of 260 dwellings per annum.
- 6.1.2 In advance of new plans in the SouthWest Hertfordshire area coming forward, a SHMA was completed in 2016. The SHMA concluded that Watford’s objectively assessed need (OAN) for housing is 577 dwellings p.a. However, this SHMA was not tested nor was it used to undertake a review of the Local Plan or the Core Strategy. Therefore it is not an adopted housing requirement.
- 6.1.3 However, the Council has recognised through the following Appeal Decision on the 13 April 2017 [APP/Y1945/W/16/3157103] that this figure should be considered as the most up to date housing need figure. Accordingly since the date of this appeal decision, the figure of 577 units per annum will be used. Next year’s AMR will incorporate the final standard methodology.
- 6.1.4 Accordingly for the purposes of developing Watford’s housing trajectory the adopted Core Strategy target of 260 p.a. are used until 12 April 2017, and the SHMA objectively assessed need (OAN) requirement of 577 p.a. from 13 April 2017. Please note that last year’s AMR erroneously used the 577 units per annum since 2013.
- 6.1.5 The housing requirement from the start of the plan period in 2006/07 to 31 March 2018 is therefore calculated as follows:

2006/07 to 12 April 2017: 260 x 11.03 Years =	2868
13 April 2017 to 31 March 2018: 577 x 0.97 Years =	560
Total requirement =	3428

6.2 H1: Housing Trajectory

- 6.2.1 The housing trajectory demonstrates housing provision by providing the actual numbers of net annual completions in the past and projected numbers of completions in the future, and compares these to the targets for new housing.

Net additional dwellings – in previous years

- 6.2.2 A total of 4,535 net housing completions have been delivered between 2006/07 and 2017/18. As such the requirement for 2006/07 to 2017/18 has been calculated as 3428 units, housing delivery in Watford is 1107 units ahead of the requirement for this period.
- 6.2.3 The main purpose of the trajectory is to support forward planning by monitoring housing performance and supply. This highlights whether any action is necessary in amending planning policy or other means of support to the housing market.

6.2.4 Table 6.2 on page 21 shows the figures in Table form – separate figures are provided for private and affordable housing completions. Figure 6.1 on page 22 shows them in in graph form. Table 1 below shows the number of units provided year on year.

06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
245	292	327	516	633	417	541	398	246	245	346	329

Table 6.1 H1 Net additional dwellings for the reporting year of 1 April 2017 to 31 March 2018

Source: Watford Borough Council, Planning Policy and HCC Information Unit

There have been 329 net housing completions during 2017/18.

6.2.5 Taking into account the 329 net housing completions in 2017-18, Watford’s dwelling stock is estimated to be around 39,929 as at the 31 March 2018.

6.2.6 In Hertfordshire increased delivery of housing is expected in coming years. Government guidance states that 'Local planning authorities should count housing provided for older people, including residential institutions in Use Class C2, against their housing requirement'.

6.3 H2: Net additional care home bedrooms

6.3.1 The council are keeping a record of the number of care home bedrooms completed, which are separate from and in addition to the stated annual net housing completions.

6.3.2 There were no individual care home bedrooms were completed during 2017/18. This makes a total of 218 additional care home bedrooms completed since 2006 and accordingly the following total completions for 2017/18 are unchanged at 329 units.

6.4 H3: Net additional dwellings – in future years

6.4.1 Local Planning Authorities are required to identify a supply of deliverable sites and Table 6-2 and Figure 6-1 show the estimated projections for 2017/18 to 2030/31. However, it is far more appropriate to use the 5 Year Housing Supply to ascertain a supply of deliverable sites for the forthcoming 5 Years. The link to this is provided in section 6.6.

6.4.2 The trajectory illustrated in Table 6.2 and Figure 6.2 identifies an average delivery rate for the remaining years up until 2031. It needs to be noted that there is a methodological gap in terms of identifying build out rates/ completions. Not all permissions are implemented.

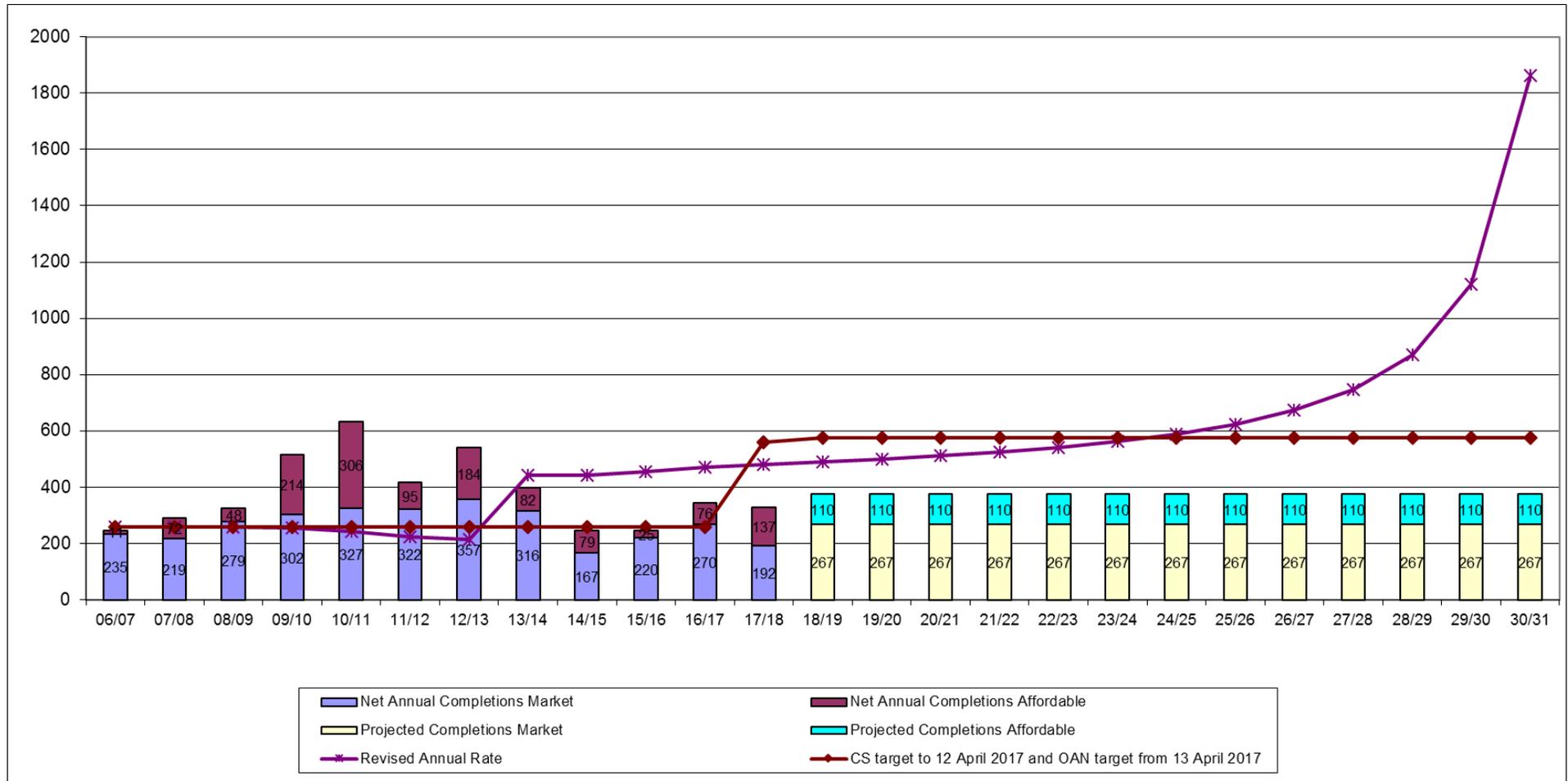
- 6.4.3 Therefore For the purposes of the trajectory, an average annual build out/ completion rate based on the past 12 years has been taken. This assumes an average of 377 units per year (including any windfall) completion rate.
- 6.4.4 Based on past build out rates 4901 units are estimated to come forward over this period. As of the 31st March 2018, 2221 units of these 4901 units (estimated at 444 units per year over 5 Years) have planning permission/prior approval.
- 6.4.5 Also provided separately in Appendix D is a list of the outstanding allocated sites without planning permission as at 31 March 2018, which shows the estimated likelihood of whether development will proceed and when figures for these sites are included in the projections within the housing trajectory.

6.5 H4: Managed delivery target

- 6.5.1 The purpose of the managed delivery target is to keep track of our housing delivery performance. The Council calculates the delivery rate necessary to achieve the housing requirement by the end of the relevant plan period, showing how levels of future housing are expected to come forward and taking into account the number of homes provided since the start of the relevant plan period.
- 6.5.2 The managed delivery target for each year is illustrated as 'Revised Annual Rate' within Table 6-2.
- 6.5.3 Taking into account the total net housing completions of 4,535 units between 2006/07 and 2017/18 already delivered, this leaves 6386 units remaining to be completed in order to achieve the minimum target by 2031. This equates to a current residual annual requirement of 489 dwellings ($10,921 - 4,535 = 6386 / 13 = 489$).
- 6.5.4 As each future year's estimated completions vary, so does the annual rate required to reach the target, and is thus revised each year as shown. This enables us to monitor housing delivery performance over the relevant plan period, identify any shortfall and plan accordingly. However as noted the 5 Year Housing Supply will provide a more accurate view of this.
- 6.5.5 Based on the housing requirement and the hypothetical annual build out rates (unless build out rates increase), the previous year's oversupply will be absorbed and from the year 2024/25 and from this point housing delivery will no longer meet housing requirement. Please note however, the new local plan will have a new housing requirement based on the standard methodology and accordingly this current housing requirement will be void.

Year	Net Annual Completions Market	Net Annual Completions Affordable	Projected Completions Market	Projected Completions Affordable	Revised Annual Rate	CS target to 12 April 2017 and OAN target from 13 April 2017	Cumulative Completions Totals	Net Annual Completions Totals	Projected Annual Completions Totals
06/07	235	11			260	260	246	246	
07/08	219	72			261	260	537	291	
08/09	279	48			259	260	864	327	
09/10	302	214			256	260	1380	516	
10/11	327	306			244	260	2013	633	
11/12	322	95			224	260	2430	417	
12/13	357	184			214	260	2971	541	
13/14	316	82			442	260	3369	398	
14/15	167	79			444	260	3615	246	
15/16	220	25			457	260	3860	245	
16/17	270	76			471	260	4206	346	
17/18	192	137			480	560	4535	329	
18/19			267	110	491	577	4912		377
19/20			267	110	501	577	5289		377
20/21			267	110	512	577	5666		377
21/22			267	110	526	577	6043		377
22/23			267	110	542	577	6420		377
23/24			267	110	563	577	6797		377
24/25			267	110	589	577	7174		377
25/26			267	110	625	577	7551		377
26/27			267	110	674	577	7928		377
27/28			267	110	748	577	8305		377
28/29			267	110	872	577	8682		377
29/30			267	110	1120	577	9059		377
30/31			267	110	1862	577	9436		377
	3206	1329	3471	1430		10921		4535	4901
Total requirement 2006/07 to 2030/31						10921			
Less cumulative actual and projected completions 2006/07-2030/31						9320			
Current projected shortfall at 2031						-1601			

Table 6.2 Watford Housing Trajectory



6.6 H5 5 Year Housing Supply

6.6.1 **Please note** that the most recent Five Year Housing Supply Statement can be found on the following [link](#).

6.7 H6 Total Net Housing Completions by Allocation and Windfall Type

6.7.1 Windfall sites refer to development proposals that come forward that have not been previously identified as available in the Local Plan process. Large windfall sites are developments where there are at least 10 dwellings or more, and small windfall sites are developments of less than 10 dwellings.

Table 6.3: H6: Total Net Housing Completions by Allocated Housing Site or Windfall Type 2001-18

Year	No. of Allocated Housing Site Units Completed	Allocated Housing Site Units as % of Total Net Completions	No. of Large Windfall Site Units Completed	Large Windfall Site Units as % of Total Net Completions	No. of Small Windfall Site Units Completed	Small Windfall Site Units as % of Total Net Completions	Total Net Housing Completions	Total Windfall Site Units (large & small)	Total Windfall Site Units as % of Total Net Completions
2001/02	12	19%	19	31%	31	50%	62	50	81%
2002/03	93	56%	30	18%	42	25%	165	72	44%
2003/04	195	82%	12	5%	31	13%	238	43	18%
2004/05	89	25%	216	61%	51	14%	356	267	75%
2005/06	189	32%	300	51%	96	16%	585	396	68%
2006/07	72	29%	123	50%	51	21%	246	174	71%
2007/08	88	30%	118	41%	85	29%	291	203	70%
2008/09	8	2%	243	74%	76	23%	327	319	98%
2009/10	0	0%	452	88%	64	12%	516	516	100%
2010/11	0	0%	577	91%	56	9%	633	633	100%
2011/12	28	7%	292	70%	97	23%	417	389	93%
2012/13	162	30%	316	58%	63	12%	541	379	70%
2013/14	46	12%	266	67%	86	22%	398	352	88%
2014/15	66	27%	79	32%	101	41%	246	180	73%
2015/16	8	3%	142	58%	95	39%	245	237	97%
2016/17	12	3%	238	69%	96	28%	346	334	97%
2017/18	17	5%	152	45%	119	35%	329	317	95%
Totals	1068	19%	3423	61%	1121	20%	5940	4861	82%
Avg.p.a.	67	19%	214	61%	70	20%	351	284	81%

Table 6.3: H6: Total Net Housing Completions by Allocated Housing Site or Windfall Type 2001-18

Source: Compiled by Planning Policy, WBC

6.7.2 Windfall development accounted for 95% of all developments in 2017/18. 82% of the total housing completions since 2001 were from windfall sites, as can be seen in more detail in Table 6-3.

6.7.3 Watford has a history of a substantial windfall delivery rate Windfall sites (both large and small) comprise 95% of the total net housing completions in 2016/17 and an

average 82% since 2001. Most allocated housing sites came forward for development in earlier years of a plan period.

- 6.7.4 16 units (15 of these were change of use from offices) completed during 2017/18 were proposals under the permitted development rights as set out by the Town and Country Planning Order (General Permitted Development) (Amendment) (England) Order 2013). This represents 4.86% of the total 329 net completions for this year in contrast to last year (9.8%) and signifies a reduction in this type of development. However, this needs to be monitored in terms of loss of employment land.

Slippage

- 6.7.5 Monitoring data shows that, historically, non-implementation rates, known as slippage, of planning permissions has been very low. However, there are a number of factors, including economic, which could mean that housing completions will not follow the projections outlined; building works may take longer than currently scheduled, not all planning permissions are implemented and new developments may come forward. Factors such as these are outside local authority control, as are downturns in the housing market.
- 6.7.6 The estimated figure contained in our 2017 trajectory for net housing completions during 2017-18 was 515 units, and the actual net housing completions amounted to 329 units. This is a relatively significant slippage. It is also for this reason that an average build out rate over the past 12 years is considered more reflective of what is being achieved in terms of build out/ completions.

6.8 H7 New and Converted Dwellings – on previously developed land (PDL)

- 6.8.1 The NPPF and the Core Strategy Policy HS1 seek to make effective use of land and brownfield development is encouraged. There is a local target of 80% of all residential development to be on Previously Developed Land.
- 6.8.2 In 2017/18, there were 357 gross dwellings completed in total during the year, of which 93.6% (334 units) were on previously developed land. The level of PDL development has accounted for between 87% and 100% of all new developments consistently over the past 10 years. However, this is not surprising given the urban nature of the borough.

2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
99.66	100.00	100.00	100.00	97.90	92.50	97.00	91.00	90.80	94.20	87.00	93.30

Table 6.4: H7: Percentage of new and converted homes (gross) on previously developed land Source: Compiled by Planning Policy, WBC.

N.B. PDL definition amended 9/6/10 to exclude private residential gardens and applied to data from 2010/11. Some data since 2010/11 will include completions of permissions that were granted under the previous definition, and this obviously affects any comparisons made between results prior to and after this date.

6.9 H8: Net Additional Pitches (Traveller Provision)

6.9.1 Watford Borough Council currently accommodates a 10-pitch public gypsy/traveller site (which can accommodate 20 caravans) at Tolpits Lane in the south of the town, managed by Hertfordshire County Council. There are no transit sites in Watford.

6.9.2 The Core Strategy Policy HS4 set a target of 20 pitches by 2021 and has stated that ‘a site in the vicinity of the existing Tolpits Lane site will be the preferred location.’ The New Local Plan will seek to designate this site as such based on any new evidence base.

- **During 2017/18, no additional pitches have been delivered.**

6.9.3 The Department for Communities and Local Government (DCLG) collect and publish data from local authorities who carry out the count of caravans on traveller sites twice a year, in January and July.

6.9.4 At the time of the January 2018 count, the total number of traveller caravans in England was 22,946. Of these, 6,924 (30 per cent) were on socially rented sites; 13,038 (57 per cent) were on privately funded sites; 2,179 (9.5 per cent) were in unauthorised developments on land owned by travellers; and 805 (3.5 per cent) were in unauthorised encampments on land not owned by travellers. Since 2015 the number of caravans has increased from 20074 to 22946 with the. The proportion of caravans on all authorised sites has risen from 79 per cent in January 2007 to 87% in January 2018.

6.9.5 Data recorded in January 2018 shows the last seven counts since January 2015; the record for Watford is shown in the following table, and most notably the count in January saw a doubling of caravan counts. All of the sites in Watford were socially rented caravans.

6.9.6 Each January count has included a count of caravans occupied by travelling showpeople in each local authority in England and the latest data gives annual totals since 2014. There were no travelling show people caravans recorded in Watford at each count. Environmental Health recorded 14 illegal encampments in Watford during 2017/18.

Year	Month	Socially Rented Caravans
2015	January	17
	July	13
2016	January	18
	July	17
2017	January	16
	July	16
2018	January	38

Table 6.5 H8 Count of caravans on traveller sites in Watford
 Data source: DCLG Traveller Caravan count from www.gov.uk

6.9.1 The council acknowledges a need for 10 transit pitches in south and west Hertfordshire to complement the existing South Mimms site and will work with neighbouring authorities to identify the most appropriate location(s) for these pitches. There is not considered to be a need for any additional plots for travelling showpeople in the District. These targets will be kept under review. Any applications for pitches will be assessed on a case by case basis against the policies of the Core Strategy and other relevant guidance.

6.10 H9: Affordable housing completions and housing mix

6.10.1 The Core Strategy, states that 35% affordable housing will be sought on major applications of 10 residential units and above (or sites of more than 0.5 ha), with a mix of 20% social rent, 65% affordable rent and 15% intermediate (e.g. shared ownership) affordable housing. This was informed by the Strategic Housing Market Assessment (SHMA) 2008.

6.10.2 In 2017/18, there were 137 affordable dwelling completions, 57% of which were affordable rented, and Social Rent was 33% and Intermediate accounting for 10%. This is an improvement on last year’s figure and is moving more closely to the SHMA requirement in the Core Strategy.

Table 6.6: Affordable housing completions mix provided

	Social rent		Affordable rent		Intermediate & Shared Equity		Total
	Number of units	% of total aff. units provided	Number of units	% of total aff. units provided	Number of units	% of total aff. units provided	Affordable units provided
11/12	79	83%	0	0	16	17%	95
12/13	122	66%	31	17%	31	17%	184
13/14	10	12%	34	41%	38	46%	82
14/15	12	15%	48	61%	19	24%	79

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15/16	0	0%	25	100%	0	0%	25
16/17	0	0%	64	84%	12	16%	76
17/18	45	33%	78	57%	14	10%	137

Source: Watford Borough Council

N.B. 'Affordable rent' category introduced 2011/12

6.11 H10 Percentage of Affordable homes on qualifying sites

6.11.1 Between 35% and 100% of the total residential units on the majority of sites qualifying site has been achieved, increasing the stock of affordable homes. In a number of cases, particularly regarding the Mecca Bingo Site, only 16% of the units were affordable. Reasons may include viability for the noncompliance with the 35%.

Planning Permission No.	Address	No. of affordable homes per permission and % of permission's total housing units	No. of affordable homes completed 2017/18
13/01082/FULM	275-277 St. Albans Road, Watford, WD24 5BJ	6 affordable in total and 33.3% of total units	6
14/00262/FULM	Rembrandt House, Whippendell Road, Watford, WD18 7PW	37 aff. units due, representing 35% of total 107 res. units	6
14/00827/FUL	Horwood Court, Hillrise Avenue, Watford, WD24 7NG	33 this year as part of refurbishment. 100% affordable	33
14/01230/FUL	Land Off, North Western Avenue, Watford, WD25 0RJ	This application should be combined with below application (14/01231/FUL). Combined 15 units have been built of a total of 44. This is 34%	5
14/01231/FUL	Land Off Dodd Road, Watford, WD24 5DF	This application should be combined with below application (14/01231/FUL). Combined 15 units have been built of a total of 44. This is 34%	10
14/01574/FULM	Mecca Bingo, 19 King Street, Watford, WD18 0BW	4 affordable units of a total of 25 units equating to 16% of the total.	4
15/00300/FULM	Rembrandt House, Whippendell Road, Watford	13 units of a total of 43, resulting in a 30% affordable provision	13
15/01068/FULM	North Watford Police Station,	All of the 28 units	28

	North Orbital Road, Watford, WD25 7TT	are affordable is 100%	
15/01634/FULM	28 - 46 Hemming Way, Watford, WD25 0BX	100% affordable	32
		Total	137 homes

Table 6-7: Number of affordable homes provided 2017/18 and as % of gross housing completions on qualifying sites. Source: Watford Borough Council

6.11.2 By way of comparison, historical affordable data since 2006/07 is provided, together with totals for overall net housing completions. Please note that the council also supply the percentages for 'affordable homes provided as average % of net housing completions' for information but this result is not representative of the effectiveness of our policy, which does not apply on sites with less than 10 units; also, on many large developments, all the affordable homes can be supplied in one particular year although there can be completions of other units in market housing over a number of years, so that lower percentages of affordable housing in some years are often compensated by higher percentages in other years.

6.11.3 Since 2006/07, the start of Watford's Local Plan Part 1 – Core Strategy 2006–31, 1,389 affordable homes have been completed, an average of 116 affordable homes per annum and 30.6% of the total net housing completions.

Table 6.8: Affordable homes provided 2006/07 to 2017/18

	Affordable Homes provided	Net Housing Completions (includes market and affordable)	Affordable Homes provided as average % of Net Housing Completions
2006/07	11	246	4.5%
2007/08	72	291	24.7%
2008/09	48	327	14.7%
2009/10	224	516	43.4%
2010/11	356	633	56.2%
2011/12	95	417	22.8%
2012/13	184	541	34.0%
2013/14	82	398	20.6%
2014/15	79	246	32.1%
2015/16	25	245	10.2%
2016/17	82	352	22.0%
2017/18	137	329	41.6%
Total	1,389	4,535	30.6%

Source: Watford Borough Council, Planning Policy

N.B. To the year ending 31 March 2007, affordable housing completions monitored in this table are only those identified as a component part of a planning application - these do not include affordable acquisitions, if any. However, from the 2008 reporting year, the planning definition for affordable completions was revised to include acquisitions and conversions as well as new-build completions.

6.12 H11 Affordable Housing Commitments

6.12.1 There are currently 693 affordable homes proposed with planning permission.

6.13 H12 Gross Housing Completions by size

6.13.1 The significant majority of dwellings completed in Watford in 2017/2018 were 1 and 2 bed units. 157 units representing 43.9% were 1 bed units, while 153 units representing 42.9% were 2 bed units. The previous year 53.4%, during 2016/17 were one bedroom while two bedroom properties accounted for 33.6%.

6.13.2 3 and 4 bed units accounted for 13.2% of all new developments. This is similar to the previous year where 3 and 4 beds have generally accounted for between 10% and 14%, with 2013/13 seeing 20%. Regardless of this single year, the past 11 years have seen 1 and 2 bed units accounting for 83.7% of all units. 3 Bed units only account for 7.3%.

6.13.3 Interestingly, the difference year on year only significantly effects 1 and 2 beds. For example in many cases a reduction in 1 beds results in an increase in 2 bed provision, and vice versa.

Table 6.9 Gross Housing Completions 2006/07 to 2017/18 by size

	1 Bed	2 Bed	3 Bed	4 Bed+	Unknown	Total
2006/07	98	161	17	17		293
2007/08	92	184	25	16	19	336
2008/09	143	158	35	31	2	369
2009/10	227	224	33	56		540
2010/11	310	305	33	17		665
2011/12	130	254	32	63		479
2012/13	139	276	45	108		568
2013/14	184	159	51	37		431
2014/15	105	129	22	15		271
2015/16	180	87	15	26		308
2016/17	205	129	26	24		384
2017/18	157	153	36	11		357
Total	1970	2219	370	421	21	5001

Table 6.9 Gross Housing Completions 2006/07 to 2017/18 by size

Source: Watford Borough Council, Planning Policy and HCC Information Unit

6.13.4 The above table illustrates a considerable imbalance in the amount of 1 and 2 bed units being completed in the borough. Core Strategy HS2 deals with housing mix and based on past completion rates there is non-compliance with the housing mix identified in the SHMA 2008 (and the SHMA 2016). Planning will seek to address this in decision making and the new plan review.

6.14 H14 Gross Housing Completions by size

6.14.1 The 2011 Census confirmed that there was a significant increase in flatted development in the borough between 2001 and 2011, with the proportion of the housing stock that was flats increasing from 26.7% to 34.0%. This increase of 7.3% was entirely purpose-built flats, which increased from 19.7% in 2001 to 27% in 2011, whilst converted flats remained at 5.5% of the stock, and flats in a commercial building remained at 1.5%. As regards houses, the Census showed that the percentage declined by 7.1% overall, from 73.1% in 2001 to 66% in 2011.

6.14.2 The proportion of total dwellings completed that are flats in 2017/18 has increased to 78.7%. This is less than last year’s flat-building peak. On average percentages of flats completed for the period 2006/07 to 2017/18 is approximately 82%. 30

Table 6-10: H11: Gross Housing Completions 2006/07 to 2017/18 by type

Year	Bungalow	Flat/ apartment or maisonette	House	Total Gross Housing Completions
2006/07	1	261	31	393
2007/08	2	298	36	336
2008/09	1	293	75	369
2009/10	1	449	90	540
2010/11	1	602	62	665
2011/12	4	373	102	479
2012/13	0	404	164	568
2013/14	2	340	89	431
2014/15	0	228	43	271
2015/16	0	252	56	308
2016/17	0	333	49	384
2017/18	1	281	75	357
Totals 2006/2018	13	4114	872	4999

Source: Watford Borough Council, Planning Policy

6.14.3 The proportion of houses constructed this year is 20% which is an increase on the 12.8% figure the previous year. Houses and Bungalows represent now represent approximately 18%

6.15 H15 Housing Density.

6.16.1 The Revised NPPF 2018, puts stronger emphasis on the optimising land potential and making effective use of land. Policy HS2 in the Core Strategy deals with housing mix including density.

6.16.2 Densities will vary according to the accessibility of locations, with the highest densities around the town centre, key strategic sites and areas with good connections to public transport and employment centres.

6.16.3 The density of the site will be informed largely by site specific circumstances, such as accessibility of the site, any particular planning constraints, housing mix compliance and quality design.

Table 6-11: H12: Percentage of new-build dwellings (gross, not including conversions or COU) completed by net density

	New Build Dwellings (Gross completions, excluding conversions and cou)	Net Dev. Area (ha)	Average density per hectare	% dwellings less than 30 dpha	% dwellings between 30 and 50 dpha	% dwellings greater than 50 dpha
2006/07	226	2.83	80	3	6	92
2007/08	235	2.61	90	5	3	92
2008/09	264	4.79	55	6	26	68
2009/10	480	6.04	80	7	15	78
2010/11	543	3.62	150	1	8	92
2011/12	410	6.65	62	4	21	74
2012/13	521	7.81	67	4	32	64
2013/14	286	5.44	53	2	27	70
2014/15	190	1.87	101	3	14	84
2015/16	109	2.8	39	19	36	45
2016/17	283	3.67	77	5	10	85
2017/18	203	3.32	61	5	14	81

Source: Compiled by Planning Policy, WBC and Information Management Unit, HCC

N.B. Please note these figures relate to new-build dwellings completed and exclude conversions and COU for the purposes of density calculations. Percentages may not sum 100% due to rounding. Dpha = dwellings per hectare

6.16.4 The housing density indicator is calculated on new build dwellings only, excluding conversions and changes of use. New build dwellings number 203 in 2017/18 and represent 61.7% of the total 323 net housing completions, which is a lower percentage than last year [approximately 81%] but higher percentage than the 44.5% of 2015/16 (109 new build- 44.5% of the total 245 net housing completions).

6.16.5 The average density for 2017/18 has decreased to 61 dwellings per hectare (dpha); with 81% of new build dwellings at a density greater than 50 dpha. 14% of new developments were between 30dph and 50dph, while 5% of new development were very low density beneath 30dph.

6.16 New Approach to Calculating Housing Need

- 6.16.1 In September 2017 the Government set out its intention to revisit how housing need is calculated as part of the '[Planning for the right homes in the right places consultation](#)' document. The aim is to address concerns that not enough housing is being delivered to support growth nationally.
- 6.16.2 Overall, the Government aims to see the number of new homes being completed each year across the country rise to 300,000. As a result, local authorities across the South East England where affordability is an important issue are likely to see increasing pressure to deliver new homes at a faster delivery rate than previously experienced.
- 6.16.3 This was followed up in March 2018 with the Government's consultation on the '[draft revised National Planning Policy Framework](#)'. This document sets out a standardised methodology to calculate housing need which includes adjustments to account for the affordability of an area. For Watford, where the average price of a home is more than eleven times the median salary in the borough, the proposed methodology suggests the potential new housing need figures could increase from 577 dwellings per year as currently required to approximately 700 dwellings per year. This is equivalent to approximately 14,000 new homes required in the Watford area in the twenty years between from 2016 to 2036.
- 6.16.4 As of 31 March 2018, this approach has yet to be confirmed by the Government. The council submitted responses to the consultations highlighting its concerns over the increased housing figures and the way they may be calculated. Clarity of the Government's approach is expected to be provided during the next monitoring period (1 April 2018 – 31 March 2019).

7 Economic Development and Employment

7.1 Employment Data

7.1.1 The following indicators include employment data on new floorspace and changes of land use to and from employment. Employment type is defined by the planning use Class Order:

B – Business, encompassing:

- B1 (a) - Offices (other than those permitted in class A2 – Financial and Professional Services)
- B1 (b) - Research and development
- B1 (c) - Light industry
- B2 - General Industrial – carrying out an industrial process other than within class B1
- B8 - Storage or Distribution
- B0 - a mix of 'B' Uses.

7.1.2 The data monitors the employment floor area in terms of gains and loss, and the report will provide a net change in floor space in the borough. Please note that if demolitions are involved, these can often take place in one year and the replacement premises are not completed until the following year (or years in the case of larger sites), which can sometimes be the cause of an apparent net loss.

7.1.3 Totals for each year since 2006/07 with respect to indicators BD1 – BD4 are provided in Appendix B. Any reference to employment areas in this Monitoring Report refers to those contained in the WDP 2000.

7.2 BD1: Amount of employment floorspace completed in Watford in the Local Authority and in employment areas

BD1 (i): Total amount of additional employment floorspace in Watford LA

7.2.1 Table 7.1 illustrates changes to employment floorspace (gross internal floorspace) completed within the borough during 2017/18.

Table 7-1: BD1 (i): Amount of employment floorspace completed in LA

BD1(i)	B0	B1	B1a	B1b	B1c	B2	B8	Total
Gross gain sqm	0	883	1637	1625	1928	3282	3284	12,639
Loss sqm	0	247	12473	0	0	251	1135	14,106
Net sqm	0	636	-10836	1625	1928	3031	2149	-1463

Data Source: Planning Policy, WBC and HCC via CDPSmart monitoring system
Any negative value is a loss. N.B. Category B1a is also captured under BD4 where the same figure is quoted.

7.2.2 In 2017/2018, 12,639sqm of employment floor space was gained, while there was an overall loss of 14,105sqm. This equates to an overall loss of 1,466sqm. In particular office space (B1a) reduced significantly (10,836sqm net change). This brings the total employment floorspace loss since 2006 to approximately 85,000sqm.

Table 7-2 BD1 (ii) Amount of additional employment floorspace completed in employment areas

BD1(i)	B0	B1	B1a	B1b	B1c	B2	B8	Total
Gross gain sqm	0	883	1572	0	0	883	884	4222
Loss sqm	0	0	1260	0	0	130	1075	2465
Net sqm	0	883	312	0	0	753	-191	1757

Data Source: Planning Policy, WBC and HCC via CDPSmart monitoring system

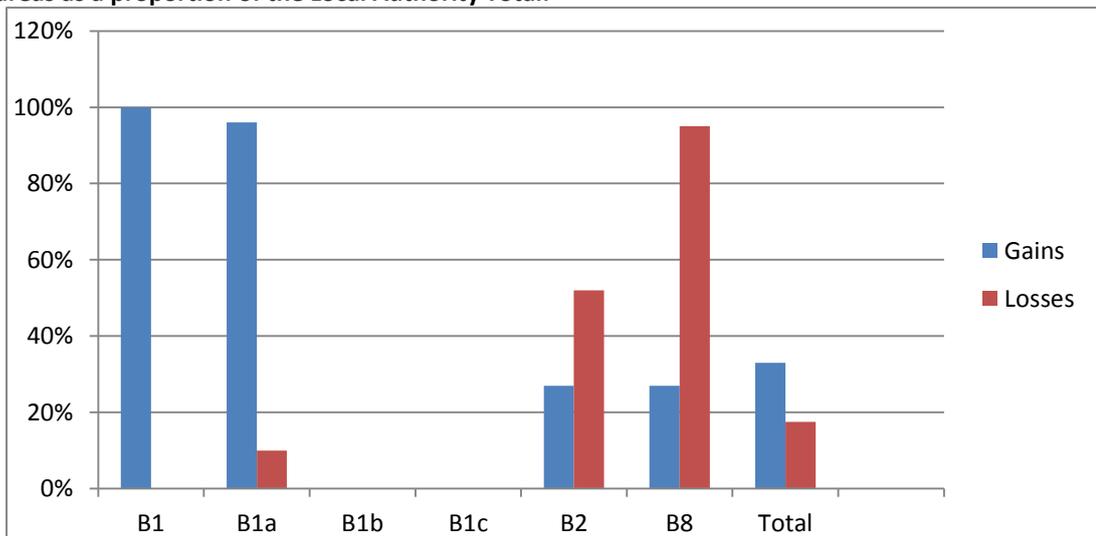
Any negative value is a loss.

N.B. Category B1a is also captured under BD4 where the same figure is quoted.

7.2.3 Overall, there was 4,222 sqm employment floorspace gains in the designated employment areas, with a loss in these areas of 2,465sqm. This represents a net gain of 1,757sqm. The only loss in employment floor space in employment areas was in the B8 use class (191sqm was lost).

7.2.4 Figure 7.1 notes the proportion of employment space gained/ lost in the employment areas. 96% of all b1a office space gained was achieved in employment areas, while 90% of all office space loss occurred outside of employment areas.

Figure 7.1 BD1 (ii): Percentage gain/ loss of employment floor space which occurred in employment areas as a proportion of the Local Authority Total.



Data Source: Planning Policy, WBC and HCC via CDPSmart monitoring system

N.B. Any negative value is a net loss

7.2.5 Overall employment areas saw more gains than losses as compared to the overall local authority area. For example only 17% of all employment land losses occurred in employment areas. This indicates that employment designations do see net gains in employment floor space.

7.3 BD2 Total amount of employment floorspace on PDL

7.3.1 Previously developed land (PDL) may be commonly referred to as brownfield land for the purposes of Watford. The data implies that the vast majority of gains in employment floorspace happened on PDL.

7.3.2 Although, there was uncertainty over the definition of one of the applications for a gain of 1,839 sqm at Caxton Way, this can be identified as PDL. Accordingly, 100% of employment development within Watford took place on previously developed land, exceeding the Core Strategy target of 90%. Since 2006/07 no Greenfield land was used for employment development.

7.4 BD3: Employment land available by type - Employment land available by type in Watford (sites for which planning permission has been granted, but not implemented)

7.4.1 Outstanding planning permissions and prior approvals which have not yet been implemented should result in a net gain in employment use classes of 89,100 sqm. This is a significant amount of committed employment floorspace.

Table 7-3: BD3: Employment floorspace available in Watford - with planning permission, not yet implemented

BD3	B0	B1	B1a	B1b	B1c	B2	B8	Total
Proposed gross gain sqm	0	74000	44600	0	0	500	6000	125100
Proposed gross loss sqm	0	5400	10500	0	900	1200	18000	36000
Total	0	68600	34100	0	-900	-700	-12000	89100

Data Source: Planning Policy, WBC and HCC via CDPSmart monitoring system
 N.B. Any negative value is a net loss. Area figure of proposed gain to employment land in hectares is shown annually for the period 2006/07 to 2014/15 in Appendix 8. This does not necessarily equate to floorspace sqm, which can be over a number of floors.

7.5 BD4 Total amount of floorspace for ‘town centre uses’

7.5.1 ‘Town centre uses’ encompasses the completed amount of floorspace in respect of retail (A1), financial and professional services (A2), office (B1a), and leisure (D2) development, which ideally should be concentrated in the town centre as opposed to less central and less accessible locations. Business Development data in this report uses the town centre boundary as per the Watford District Plan 2000.

7.5.2 There were very little town centres uses floorspace created in the town centre in 2017/18. As a percentage of the local authority area, the town centre only provided 14.3% of the total completed floorspace uses (A2, B1a, D1) in the past financial Year. There have been losses of 1,049 sqm of office space in the town centre, which was the largest individual use class loss.

Table 7-4: BD4: Total amount of completed retail, financial and professional services, and office and leisure development: within the local authority area (LA) and town centres (TC)

BD4 – total gain in LA	A1	A2	B1a	D2	Totals
Gross gain sqm	2480	65	1637	1918	6100
Gross loss sqm	6533	0	12473	469	956
Net change	-4053	65	-10836	1449	5144
BD4 – gain in TC	A1	A2	B1a	D2	Totals
Gross gain in TC sqm	484	0	0	394	878
Gross loss in TC sqm	137	0	1059	100	1296
Net change in TC	347	0	-1059	294	-418
% gain in TC as % of gross gain to LA	20%	0%	0%	20.5%	14.3%

Data Source: Planning Policy, WBC and HCC via CDPSmart monitoring system

NB: Floorspace is specified as square metres, not confirmed as gross internal floorspace and any negative value under net change is a net loss. B1a total in LA is the same data included within Indicator BD1

7.6 BD5: Total jobs recorded

7.6.1 Watford’s Core Strategy seeks a minimum of 7,000 additional jobs in the district during 2006-2031. The figure for total jobs includes employees, self-employed, government-supported trainees and HM forces.

7.6.2 Progress against the target is monitored by using the East of England Forecasting Model (EEFM)³. The latest data from the EEFM was updated on the 26/09/2018. This suggested that the total employment jobs are **76,800**⁴, an increase of **15,500** jobs since 2006. The data implies a total job growth to **83,200** [21,900 additional jobs] in 2031 from a baseline year of 2006.

7.7 BD6: Job Density and Active Enterprises

7.7.1 Job density is the number of jobs per residents of working age (16-64) and is the best indicator for comparing numbers of jobs between different types of areas. High job densities are where there is at least one job for every working-age resident, a ratio of 1.0 or above, and by these standards, it is indicated that Watford has a relatively healthy economy. Using the EEFM figures Watford has a current job density of 1.21. Watford’s jobs density was approximately 1.13 in 2007.

Please note that previous AMRs used the job density figure from the ONS. However, this is based on a 99,000 total job figure Watford (density of 1.58), which is considered an overestimation. Accordingly, by using the total working age population in Watford and the total employment jobs from the EEFM, it is possible to calculate job density as 1.21.

7.7.2 As a comparison with other authorities in the South West Hertfordshire Area, the following table illustrates that Watford has a higher jobs density than its neighbours.

³ As a reference, ONS data in 2017 indicates that there are 99,000 jobs. Previous AMRs in Watford had reservations regarding this figure and accordingly is not used in this AMR. It is mentioned here as a record.

⁴ Please note that 75% of jobs in the Employment Activities Sector have been subtracted the total jobs figure from the EEFM. 75% of these jobs are estimated to be outside Watford.

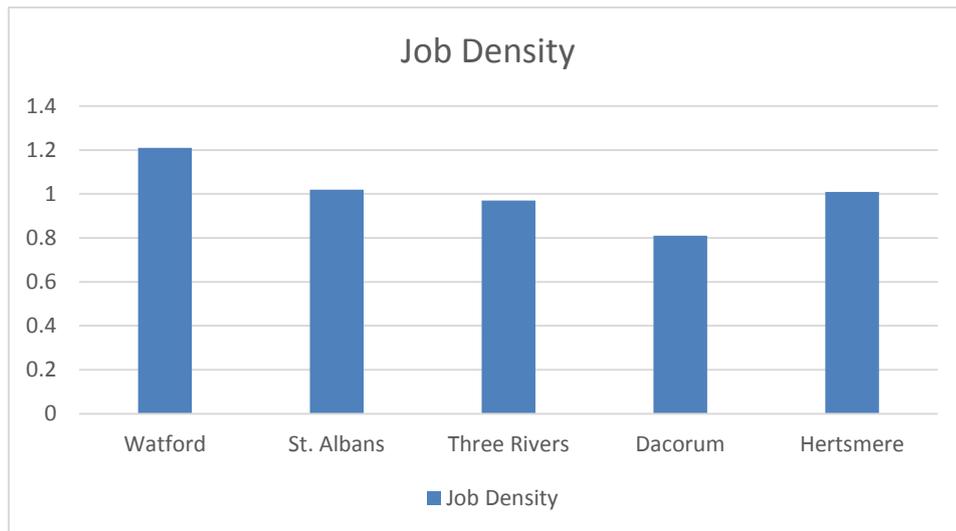


Figure 7-2: BD6: Jobs density in 2018 in South West Herts representing the ratio of total jobs to working-age population (includes males and females aged 16-64)⁵

7.7.3 **Please note** that previous years gave a breakdown in the number of part time and full time jobs. Again this was based on a 99,000 jobs figure for Watford which is considered an overestimation. The EEFM does not breakdown jobs by part time and full time and therefore is not provided in this year’s AMR. As a reference the ONS figures can be accessed [here](#).

7.7.4 The number of active enterprises and business start-ups and closures provide an indicator of the level of entrepreneurship and of the health of the business population.

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
3,705	3,785	3,860	4,010	3,945	4,035	4,390	4,705	5,115	5,450	5,670

Table 7.5: BD7: Count of active enterprises in Watford

Source: <https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>

7.7.5 The count of active enterprises in Watford shows a mostly increasing trend, despite a slight drop in 2011. There are currently 5,670 active enterprises, This equates to 900 active enterprises per 10,000 working age population (mid-2017), increasing from the 2013 equivalent of 709 active enterprises per 10,000 working age population (mid-2013), and the 2012 equivalent of 663 active enterprises per 10,000 working age population (mid-2012).

⁵ <https://www.nomisweb.co.uk/reports/lmp/la/1946157230/report.aspx?t%20own=watford#tabempunemp>

7.8 BD7: Percentage of Employee Jobs by Industry Groups

7.8.1 The largest industrial group in Watford is professional services industries, representing approximately 20.1% of all jobs. Retail accounts for 9.8% and health care account for 8.2%. The following table gives the full breakdown.

Table 7.6 Employment by sector in Watford

Sector	Number of jobs (000s)
Agriculture	0.0
Mining & quarrying	0.0
Manufacturing - food	0.1
Manufacturing - general	0.9
Manufacturing - chemicals only	0.4
Manufacturing - pharmaceuticals	0.0
Manufacturing - metals	0.2
Manufacturing - transport equipment	0.2
Manufacturing - electronics	0.4
Utilities	0.2
Waste & remediation	0.2
Construction	3.1
Wholesale	3.6
Retail	9.8
Land transport	2.0
Water & air transport	0.0
Accommodation & food services	3.6
Publishing & broadcasting	2.1
Telecoms	0.5
Computer related activity	2.7
Finance	1.5
Real estate	0.9
Professional services	20.3
Research & development	0.0
Business services	3.1
Employment activities*	18.1
Public administration	1.2
Education	3.4
Health & care	8.2
Arts & entertainment	1.3
Other services	2.4
Total**	90.4
Adjusted Total	76.8

*Please note that 75% of employment activities jobs are not in Watford. Accordingly there are 4500 jobs in this sector, not 18100

** Use the adjusted total which accounts for the employment activities correction

7.9 BD8 GCSE results

7.9.1 There have been a number of changes to the GCSE in England. August 2018 was the second summer that the reformed GCSEs graded 9 – 1 have been awarded. The new system is still be phased in and accordingly it is very difficult to do a time comparison on previous years.

7.9.2 The following table details the GCSE and equivalent entries and achievement of pupils at the end of key stage 4 for each local authority in the East of England Region.

7.9.3 Hertfordshire had 12,373 pupils enrolled with an average attainment score of 51.4 which is the second best in the region, after Southend on Sea. Hertfordshire also had the second highest percentage of pupils who achieved a 9-5 pass standing at 52.9%.

	Number of pupils at the end of key stage 4	Average attainment 8 score per pupil	Percentage of pupils entered for components	Percentage of pupils who achieved a 9-5 pass	Percentage of pupils who achieved a 9-5 pass
Bedford	1,832	45.7	97.8	40.1	62.3
Cambridgeshire	5,489	47.9	96.8	46.0	66.1
Central Bedfordshire	2,580	45.0	96.4	41.3	64.1
Essex	14,045	45.9	97.2	40.7	63.3
Hertfordshire	12,372	51.4	97.9	52.9	73.1
Luton	2,564	43.2	97.1	35.8	56.4
Norfolk	7,490	44.9	97.5	39.3	62.0
Peterborough	2,306	41.9	95.7	35.3	55.4
Southend-on-Sea	2,019	51.9	95.9	55.1	71.5
Suffolk	6,776	45.4	97.2	41.1	63.8
Thurrock	1,634	42.7	96.9	38.6	60.0
East	59,107	46.8	97.2	43.6	65.1

Table 7.7 Hertfordshire GCSE Equivalent

7.10 BD9: Qualifications of Working Age Population

7.10.1 There has been a mostly increasing trend in Watford over recent years in qualifications held although there have been a decrease in the past year in those with NVQ4 and NVQ3 and above qualifications. The numbers of no qualifications stands at 9.6 while the NVQ1 and Above 87.7. See table 7.8 for full breakdown.

	NVQ4 and Above	NVQ3 and Above	NVQ2 and Above	NVQ1 and Above	Other Qualifications	No Qualifications
Jan – Dec 2007	31.7	53.4	68.8	79.1	#	9.7
Jan – Dec 2008	25.9	44.9	58.7	70.5	#	11.9
Jan – Dec 2009	29.7	49.6	66.0	77.7	#	6.8
Jan – Dec 2010	31.5	48.1	66.9	76.7	#	8.1
Jan – Dec 2011	35.8	50.4	71.9	85.2	#	8.4
Jan – Dec 2012	43.7	63.5	81	93	#	
Jan – Dec 2013	48.1	59.7	77.4	88.3	#	
Jan – Dec	42.3	61.1	75.9	88.6	#	

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2014						
Jan – Dec 2015	43.4	63.7	79.3	88.8	#	
Jan – Dec 2016	44.4	57.4	76.7	83.5	#	10
Jan – Dec 2017	42.1	53.4	79.1	87.7	#	9.6

Table 7-8: Qualifications of working age resident population (age 16-64)

<https://www.nomisweb.co.uk/reports/lmp/la/1946157230/report.aspx?town=watford#tabquals>

Definitions of qualification levels:

NVQ4 and above: e.g. HND, Degree and Higher Degree level qualifications or equivalent

NVQ3 and above: e.g. 2 or more 'a' levels, advanced GNVQ, NVQ3 or equivalent

NVQ2 and above: e.g. 5 or more GCSEs at grades A-C, intermediate GNVQ, NVQ2 or equivalent

NVQ1 and above: e.g. fewer than 5 GCSEs at grades A-C, foundation GNVQ, NVQ1 or equivalent

Other Qualifications: includes foreign qualifications and some professional qualifications

No qualifications: no formal qualifications held (the sample size for Watford is too small to be considered reliable)

8 Sustainable Development

8.1 S1: Number of planning permissions granted contrary to the advice of the Environment Agency on flooding and water quality grounds

8.1.1 The Council seeks to determine planning application based on the guidance of the EA and the NPPF 2018. The council also consults the Environment Agency (EA) on certain types of planning applications received, such as all large sites over one hectare and any major planning applications in flood risk areas.

8.1.2 During the period 2017/2018, the EA submitted 3 comments on planning applications in Watford, none of which were an Objection.

8.2 S2: Average household water use (litres per head per day)

8.2.1 No new data is evident on Water Consumption. The most recent data for Water Consumption relates to the year 2014/15. Based on EA data, household water use in England was 139 l/h/d average per capita consumption (PPC). While **Watford's water used is estimated to be 143.4 l/h/d.**

8.2.2 As a comparison, Hertfordshire's Quality of Life Report does states that, for Affinity Water's Central region, the unmeasured per capita consumption UPCC have seen a slight increase between 2015 and 2016 of 0.8%. The unmeasured PCC for 2016 is 166.71 l/h/d, while the measured PCC has increased by 3.5% with the reported value being 136.61 l/h/d in 2016, up from 131.96 l/h/d in 2015⁶.

Table 8.2: S2: Average household water use (litres per head per day – l/h/d)

	2000/01	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Watford	175.2	174.5	170.5	166.3	166.7	155.2	N/A	143.4
Herts	173.3	163.4	165.9	163.2	160.5	148.0	148.0	148.3
England & Wales	149.0	145.6	146.0	146.6	144.7	142.0	141.0	139.0

Source: Contains Environment Agency information © Environment Agency and database right

N.B. The data provided at district or county level is calculated and based upon data for each water company water resource zone. It is therefore an estimate of household water use. Figures are provided since 2008/09 with 2000/01 for historic comparison. Affinity Water reports in 2014/15 that there is a margin of error (approx. 10%) on the data.

⁶ <http://atlas.hertslis.org/profiles/profile?profileId=980&geoTypeld=16&geolds=E10000015#>

8.3 S3: Renewable Energy

8.3.1 Monitoring of renewable energy developments is problematic. Not all renewable energy installations require planning permission; small scale domestic installations may be considered permitted development. Contributed capacities are often not supplied in planning applications where renewable energy is included. Once the new local plan is adopted a new monitoring requirement will be considered.

8.4 S4: Per capita Carbon Dioxide (CO₂) emissions

8.4.1 Since 2015, 370 OF 391 local authorities have seen decreases in carbon emissions. The East of England has a CO₂ per capita emissions rate of 5.4 kt CO₂ while London has a 3.6 kt CO₂ rate per capita.

8.4.2 Table 8.2 on page 43 details Watford's situation. The current 3.8 kt CO₂ per capita emission rate is more akin to London rather than the 5.4 kt CO₂ rate for the east of England generally. This is likely due to the relatively high population density of the borough. Watford's rate has reduced consistently since 2005, with a year on year drop of 7.2% since 2015. There has been a consistent drop in emissions per capita over the past 10 years.

8.4.3 Both industrial and domestic electricity emissions have dropped in Watford between 2015 and 2016. However, transport emissions have increased this past year. It is important to bear in mind that local authorities have relatively little influence over some types of emissions but within the dataset, a subset is published which represents carbon dioxide emissions within the scope of local authorities. The table below details this subset.

8.4.4 The Council has an adopted Climate Change Strategy and an update to this strategy will be consider to reflect new potential policies in the local plan.

Year	A. Industry and Commercial Electricity	B. Industry and Commercial Gas	C. Large Industrial Installations	D. Industrial and Commercial Other Fuels	E. Agriculture	Industry and Commercial Total	F. Domestic Electricity	G. Domestic Gas	H. Domestic 'Other Fuels'	Domestic Total	I. Road Transport (A roads)	K. Road Transport (Minor roads)	M. Transport Other	Transport Total	Grand Total	Population ('000s, mid-year estimate)	Per Capita Emissions (t)
2005	167.3	38.6	-	15.7	0.1	221.6	82.7	115.6	1.6	200.0	60.7	41.9	0.6	103.2	524.8	82.1	6.4
2006	173.6	34.5	-	15.1	0.1	223.2	88.9	109.9	1.5	200.4	60.1	45.6	0.6	106.3	529.9	82.1	6.5
2007	170.3	33.6	-	15.2	0.1	219.2	88.1	104.2	1.4	193.8	57.2	47.1	0.6	104.8	517.8	82.9	6.2
2008	189.4	32.4	-	13.0	0.1	234.9	84.3	108.2	1.5	194.0	54.3	43.0	0.6	98.0	526.9	84.8	6.2
2009	175.5	29.1	-	10.7	0.1	215.4	76.1	99.0	1.1	176.3	50.8	41.5	0.5	92.9	484.6	86.5	5.6
2010	182.0	37.4	-	10.8	0.1	230.3	79.3	108.6	1.2	189.1	50.2	40.7	0.5	91.4	510.8	88.6	5.8
2011	153.3	28.5	-	9.6	0.1	191.6	75.4	89.8	1.2	166.4	49.7	39.6	0.5	89.8	447.7	90.7	4.9
2012	185.5	34.2	-	9.9	0.1	229.6	80.6	98.7	1.2	180.5	49.6	38.7	0.5	88.8	498.9	91.9	5.4
2013	174.6	34.8	-	8.1	0.1	217.6	74.4	102.6	1.3	178.2	48.7	38.5	0.5	87.7	483.5	93.9	5.1
2014	135.4	23.5	-	8.8	0.1	167.8	61.1	84.2	1.3	146.6	48.0	39.6	0.5	88.1	402.5	95.6	4.2
2015	123.4	32.4	-	10.1	0.1	166.0	52.7	90.7	1.4	144.8	48.0	39.1	0.5	87.7	398.5	96.3	4.1
2016	97.1	31.4	-	9.4	0.1	138.0	43.0	92.9	1.3	137.3	49.5	40.1	0.5	90.1	365.4	96.6	3.8

Table 8.2 S4 Local Authority CO2 emissions estimates 2005-2016 (kt CO2) - Subset dataset

Source: UK local authority and regional carbon dioxide emissions national statistics: 2005-2016 sourced here: <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-2016>

8.5 S5 Air Quality Management Areas and Air Quality monitoring

8.5.1 The council monitors air quality at several locations across the borough. There are now 4 Air Quality Management Areas across the Borough. These are:

- Watford AQMA 1: St Albans Road
- Watford AQMA 2: Vicarage Road
- Watford AQMA 3A: Aldenham Road and Chalk Hill
- Watford AQMA 5: A405/Horseshoe

8.5.2 The Council has also created an Air Quality Action Plan, as well as a summary leaflet can be accessed on our website www.watford.gov.uk/airquality. The annual air quality status report updates air quality monitoring data. It is available online on the following email address and summary is provided here.

https://www.watford.gov.uk/info/20010/your_environment/196/local_air_quality/1

8.5.3 The main pollutants of interest in Watford continue to be NO₂ and PM₁₀ particulates, which are mainly associated with road traffic. There were 19 monitoring sites in 2016. Some points are noted here:

- Monitoring along Lower High Street has shown increases in NO₂ concentrations
- There were no exceedances of the NO₂ hourly mean objective of 200 µg/m³ at the Watford Town Hall site in 2016.
- There are fairly constant averages in recent years and is below the objective concentration.
- In AQMA1 and AQMA5 there are no predicted exceedances of 40 µg/m³ annual mean objectives
- In AQMA2 there may be exceedances of NO₂ in 50 residential properties not within the AQMA boundary, while in AQMA 2 most of the exceedances were within the AQMA3A boundary but some properties were not.
- In terms of PM₁₀, the annual average has remained fairly constant in recent years and is well below the objective concentration. In addition, there were no exceedances of the hourly mean objective in the period 2010 to 2016. There was one exceedance in 2016 which was well below the permitted 35 days.

8.6 S6 Noise complaints per 1,000 population

8.6.1 Noise complaints are calculated per 1,000 population. There has been a fairly consistent reducing trend up to 2013/2014. In 2010/11, there were 1,084 noise complaints equivalent to 12.6 per 1,000 population and in 2017/18, this has fallen to 737 noise complaints equivalent to 7.6 per 1,000 population. This is broadly similar to past years with little change since 2013/14.

Table 8.3: S6 Noise complaints

Watford	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Total noise complaints	1084	874	756	716	714	724	736	737
Number of complaints per 1,000 population	12.6	9.6	8.2	7.6	7.5	7.5	7.6	7.6

Data source: Quality of Life Report, HCC and Environmental Health, WBC.

Calculations by Planning Policy, WBC.

N.B. The relevant mid year population estimate is used in calculations. 96675

9.0 Green Infrastructure

9.1 GI: Change in areas of biodiversity importance

9.1.1 Priority habitats are local nature reserves, wildlife sites, 'Sites of Special Scientific Interest' (SSSIs) and 'Regionally Important Geological Sites' (RIGS). The council's aim is for there to be no reduction in the number or area of these habitats within Watford.

9.1.2 The closest SSSI is Whippendell Wood (Important as Ancient Woodland)⁷ as well as Croxley Common Moor and Bricket Wood. Herts Environmental Records Centre last updated the boundaries of around 120 Local Wildlife Sites across the county in 2015. Five of the wildlife sites in Watford are also designated Local Nature Reserve:

1. Albans Wood,
2. Harebreaks Wood,
3. Lairage Land,
4. Cassiobury Park;
5. and Garston Park.

9.1.3. Data currently exists up until 2016. However, it is understood that no changes have occurred in the extent of the Local Nature Reserves in Watford in 2017/18. The Council will seek more up to data in forthcoming AMRs.

	2010 no.	2010 area (ha)	2011 no.	2011 area (ha)	2012 no.	2012 area (ha)	2013 no.	2013 area (ha)	2014 no.	2014 area (ha)	2015 no.	2015 area (ha)	2016 no.	2016 area (ha)	Change 2015/16
LNRs	5	94.67	5	94.67	5	94.67	5	94.67	5	94.67	5	94.67	5	94.67	No change
Wildlife sites	34	260.17	34	260.51	33	256.05	27	247.8	27	247.2	27	246.93	27	246.93	No change
SSSIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N/A
RIGS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N/A

Table 9.1: G1: Change in areas of biodiversity importance in Watford

Source: HERC and WBC, compiled by Planning Policy, WBC

N.B. LNRs = Local Nature Reserves; SSSIs = Sites of Special Scientific Interest;

RIGS – Regionally Important Geological Sites.

9.1.4. The areas may continue to vary from year to year with the addition and de-selection of sites, as well as major boundary amendments (particularly to Wildlife Sites). Throughout the year, there are also numerous minor changes to boundaries as new information becomes available (e.g. the removal of areas with no ecological value). Re-digitising is also necessary when Ordnance Survey baseline mapping data is updated.

9.2 G2 Change in the Amount of open space managed to Green Flag Award Status.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Alban Woods	3.3	3.8	N/A	N/A	N/A	N/A	N/A	N/A	3.8	N/A
Lairage Land	5.3	4.4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Harebreaks Woods	5.6	5.2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Cassiobury Park	75.8	74.9	74.9	74.9	74.9	74.9	74.9	74.9	74.9	74.9
Garston Park Nature Reserve	6.0	6.4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Cheslyn Gardens	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Woodside Playing Fields (exc. Alban Wood)	22.2	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6	N/A
Goodwood Recreation Ground	3.8	3.7	N/A	N/A	N/A	N/A	N/A	N/A	3.7	3.7
St. Mary's Churchyard	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Oxhey Park	N/A	N/A	N/A	N/A	N/A	14.0	14.0	14.0	14.0	14.0
Callowland Rec.	N/A	N/A	N/A	N/A	N/A	N/A	3.7	3.7	3.7	3.7
Waterfields Recreation Ground	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2.3	2.3	2.3
Paddock Road Allotments	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5.48	5.48
North Watford Cemetery	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12.6	12.6
North Watford Playing Fields	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3.5	3.5	3.5
Total	123.5	121.5	98.0	98.0	98.0	112.0	115.7	121.5	147	12.7

Table 9.2: G3: Amount (hectares) of eligible open spaces managed to Green Flag award standard

Data Source: Environmental Services/Planning Policy, WBC. Figures have been rounded to one decimal point. N.B. See www.greenflagaward.org.uk for criteria of the Green Flag Award

The difference between 2008/09 and 2009/10 measurements was due to implementation of GIS and a resulting improvement in accuracy. The reduction between 2009/10 and 2010/11 was due to cost cutting and service prioritisation.

- 9.2.1 Our target to maintain the amount of open space managed to Green Flag Award⁸ standard has been exceeded again in 2017, with the further addition of Paddock Road Allotments, Goodwood Recreation Ground and North Watford Cemetery, joining eight other parks in gaining a Green Flag award. Gaining additional Green Flags for Watford was one of the aims of the action plan in 'A Green Spaces Strategy for Watford 2013-2023' adopted in November 2013.
- 9.2.2 Watford now has eleven award winning parks, with Green Flags awarded in 2017. This brings the amount of open space managed to Green flag Award standard to 147 hectares, increasing from 39% to 47% of Watford's total open space managed (311.3 hectares) as at 31 October 2017. See table 9.2 for full list of parks. In addition, Cassiobury Park was named in the top 10 parks out of over 1,600 in the 2017 'Keep Britain Tidy People's Choice awards. This builds on the previous achievements noted in last years AMR.
- 9.2.3 Further improvements are planned to Oxhey Park with a £3.8 million investment in a new café, sport and recreation facilities, including a skate park, BMX pumptrack and new play facilities. Other parks earmarked for improvement will include a £350,000 programme of refurbishment of Garston Park to Green Flag standards. This follows on from an £1.4 million investment in 2 adventure play grounds at Harwoods and Harebreaks Recreation Grounds. A green flag application will be submitted for Harwoods in 2018.

9.3 GI3 Change in total open space managed by WBC

- 9.3.1. The importance of open space in Watford's urban environment is recognised and protected by Core Strategy Policy GI1: Green Infrastructure and GI2: Green Belt, and also addressed by the saved planning policies from the Watford District Plan 2000, L8: Open Space Provision in Housing Development and L9: Children's Play Space.
- 9.3.2. There has been no change during 2015/16 in the total amount of open space managed by WBC, as shown below. The importance of open space in Watford's urban environment is recognised and protected by Core Strategy Policy GI1: Green Infrastructure and GI2: Green Belt, and also addressed by the saved planning policies from the Watford District Plan 2000, L8: Open Space Provision in Housing Development and L9: Children's Play Space.

⁸ The Green Flag is awarded as a means of recognising and rewarding the best green spaces in the U.K. and is a sign of the highest environmental standards in recreational green areas.

2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Change in hectares between 2014/15 & 2017/18
339.9	311.3	311.3	311.3	311.3	311.3	311.3	311.3	311.3	311.3	0.0

Table 9-3: G4: Change in total hectares of open space managed by WBC

Data Source: Planning Policy, WBC. Figures have been rounded to one decimal point.

N.B. The change between 2008/09 and 2009/10 measurements was due to implementation of GIS and a resulting improvement in accuracy.

9.4 GI4: Maintain the general extent of the Green Belt

9.4.1 Policy GI2 of the Core Strategy 2013, sets out the broad approach of retaining the existing Green Belt boundary. However, Greenbelt will only be undesignated via the plan making process and a greenbelt review. No new plan was adopted this last year. Watford’s greenbelt designation is approximately 407ha equates to 19% of Watford’s total area.

10 Urban Design and Conservation

10.0.1 Watford Borough Council expects developers to follow current best practice when designing new buildings and delivering new development. Core Strategy policies UD1 'Delivering High Quality Design' and UD2 'Built Heritage Conservation'; supplied is the current status of indicators which were introduced in the Core Strategy in order to monitor progress.

10.1 UDC1: Design Guides

10.1.1 There is a range of design guides produced at local, county and national level which are available on the council's website. There have not been any additions or changes to the design guides in the 2017-18 period.

10.2 UDC2: Housing Quality – Building for Life Assessments

10.2.1 It is Watford Borough Council's aim to improve the quality of new buildings in the borough, and the council started to use Building for Life assessments in 2010. Subsequently, the format of Building for Life assessments was revised nationally in 2012.

10.2.2 The process involves trained officers making assessments following a number of set questions. Due to resource issues it has not been possible to undertake this assessment for schemes completed in the 2017-18 period.

10.3 UDC3: Conservation Character Area Appraisals

10.3.1 Watford's conservation areas include:

- Civic Core Conservation Area
- Estcourt Conservation Area
- Grove Mill Lane Conservation Area
- High Street/King Street Conservation Area
- Macdonnell Gardens Conservation Area
- Nascot Conservation Area
- St Mary's Conservation Area
- The Square Conservation Area
- Watford Heath Conservation Area
- Oxhey Conservation Area

10.3.2 Conservation area character appraisals were completed for the first nine conservation areas by 31 March 2012. Oxhey was designated a new conservation

area in the spring of 2013 and the final character appraisal document was adopted by the council in July 2014. Revised Appraisals for the Square and Grove Mill Conservation Area, were adopted in January 2017. With MacDonnell Gardens Appraisal being reappraised this past year.

10.3.3 The council has committed to updating the Character Appraisals for the conservation areas every five years. A complete map of conservation areas in Watford is available on our website www.watford.gov.uk together with all the character appraisals and the Conservation Areas Management Plan.

10.4 UDC4 Conservation Area Management Plans

10.4.1 The Conservation Areas Management Plan was adopted by Watford Borough Council Cabinet on 8 July 2013. The document contains various indicators which will help to monitor change when it is reviewed and updated, together with the character appraisals; the aim is to carry out a review every five years. The review is planned for 2019.

10.4.2 **Locally listed** buildings have been designated as such because of their local architectural and/or historic value, and any development adversely affecting these buildings will be resisted. On the 13 December 2010, Watford Borough Council Cabinet approved the revised register of Locally Listed Buildings in Watford, at that time numbering 240 locally listed buildings. There are now X

10.4.3 **Nationally listed** buildings are buildings or structures that have been judged to be of national historical or architectural interest. Listing ensures that the architectural and historic interest of the building is carefully considered before any alterations, either internally or externally, are agreed.

10.4.4 Nationally listed buildings and structures are included on a register known as the statutory list, drawn up by the Department of Culture, Media and Sport (DCMS) under the Planning (Listed Buildings and Conservation Areas) Act 1990, and assisted by Historic England (HE). Following a national review of listed war memorials by Historic England, the grading for the Peace Memorial by the Town Hall was upgraded to grade II* in June 2016; in recognition of the rarity of the memorial involving a female sculptor and the use of male nudes in such a memorial. No upgrades were noted in 2017 and 2018.

10.5 UDC5: Listed Buildings at Risk Register

10.5.1 The majority of listed buildings are well maintained; however, a small but significant number have been neglected and are under threat. In 2011/12, the council produced a survey of the listed buildings at risk in Watford, which was used as our baseline. This was reviewed in 2011. The following table currently identifies the status of the Buildings at Risk in Watford.

Buildings/Structures identified as being “at risk” from the 2017 BAR report						
<u>Address</u>	<u>Condition</u>	<u>Occupancy</u>	<u>Priority category</u>	<u>Ownership</u>	<u>Conservation area</u>	<u>Grade listing</u>
Gateway and attached lodge walls of approx. 30m northwest of 24 The Gardens.	Poor/Fair	N/A	G	Private	No	II
Little Cassiobury and former stable block to rear, Hempstead Road	Poor	Vacant	D	Hertfordshire County Council	Yes (Civic Core)	II*
63 and 65 High Street	Poor	N/A	B	Commercial	No	II
Frogmore House, High Street	Poor	Vacant	D	Unknown	No	II*
Administration Block at Watford General Hospital, Vicarage Road	Poor	Occupied	C	NHS	No	II

Table 10.1: U4 Buildings/Structures identified as being “at risk” from the 2017 BAR report

Photographs of the Buildings at Risk as recorded on the 2017 Register



Administration Block at Watford General Hospital



Gateway and attached lodge walls approx 30m northwest of 24 The Gardens



Little Cassiobury House



Façade at 63 and 65 High Street

10.5.2 The council is working proactively with Hertfordshire County Council to find a way of improving the condition of Little Cassiobury and was awarded grant funding from Historic England in June 2016 to undertake survey work and develop a Conservation and Management Plan for the building. This work was completed in March 2017.

10.5.3 The Façade at 63 – 65 the High Street has now been completed as part of the INTU redevelopment while permission has now been approved suitable scheme for restoration of Frogmore House and work is expected to commence in 2019.

10.6 UDC6 Listed Building Demolitions

10.6.1 There have been no new demolitions involving listed buildings or structure in the 2017-18 period. Redevelopment on Clarendon Road saw the demolition of the locally listed structures at 73 and 75 Clarendon Road; the council has worked with landowners to find a suitable use for the One Bell Public House in the town centre which is also locally listed. The council will continue to actively conserve and protect historic buildings in the district.

11 Transport

11.0.1 Hertfordshire County Council has overarching responsibility for transport. Hertfordshire’s Local Transport Plan 4 (LTP4) sets out the overall transport strategy for Hertfordshire and plans for the period 2018 to 2036 and sets out how transport can help deliver a positive future vision. A South West Hertfordshire Growth and Transport Plan is also currently been prepared which identifies particular schemes and projects for Watford and other towns in the region.

11.1 T1: Accessibility - Percentage of new residential development within 30 minutes public transport time of key services and 400 metres of a bus stop where a frequent bus service operates i.e. where there are 5 or more journeys each way per day Mon-Sat

11.1.1 Information on accessibility helps identify whether people living in new developments can easily get to jobs, education, health and other key activities. The following table shows the results on net residential development for the period 2006/07 to 2017/18, based on the percentage of new residential development within 30 minutes public transport time of a GP, hospital, primary and secondary school, employment and a major health centre.

Service/ key activity	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Bus Stops (frequency 5+ per day)											88%	88%
GPs	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Hospitals	100%	100%	78%	89%	75%	68%	79%	62%	90%	92%	74%	72%
Primary Schools	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Secondary Schools	100%	100%	100%	100%	100%	100%	100%	100%	100%	97%	100%	100%
Employment	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Retail Centre	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 11-4: T1: Percentage of new residential development (net completions) within 30 minutes public transport time of services/key activities

Data Source: Hertfordshire County Council/Watford Borough Council via Accession software

N.B. Results can be affected because of the particular parameters set and bus/train timetables and routes can change.

11.1.2 The model output showed that Watford is relatively accessible location overall, with most key services easily accessible from 100% of new homes. This is not unexpected in an urban borough. Hospital services are slightly less accessible, with 28% of new homes built during the year being more than 30 minutes from Watford General Hospital by public transport.

11.1.3 In 2017/18 88% of net residential development was within 400m of a bus stop. However, it is important to note that the attractiveness of bus routes including fare pricing, journey times and consistency of bus routes strongly influences patronage.

11.2 T2: % Change in Total Vehicle Kilometreage on HCC roads in Watford

11.2.1 Much of the motorway and trunk road network is of a long-distance nature so a comparison of traffic on just HCC controlled roads provides a measure of locally generated traffic change. In Watford there has been a decrease of 2.1% in total vehicle kilometreage on HCC roads in Watford up until 2016/17.

2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
-2.9	-1.35	+1.77	+2.58	-4.86	-2.80	+1.5	-1.2	+3.9	+0.1	-2.1

Table 11-5: T2: % Change in Total Vehicle Kilometreage on HCC roads in Watford
 Source: Hertfordshire’s Traffic and Transport Data Reports 2004-2017(latest data 2016/17).
 N.B. HCC roads – Hertfordshire County Council controlled roads, which excludes motorway and trunk roads;
 + denotes an increase and – denotes a decrease in traffic flow levels. No counts on the motorway/trunk road network in Watford or Three Rivers are included in the annual monitoring programme

11.2.2 Previous AMRs have noted increases in population and economic growth in Hertfordshire. If not planned and managed, this can exacerbate road congestion. Watford is currently forecast to have an 18.7% increase in traffic between 2017 and 2031 across all types of roads which compares with a Hertfordshire average of 18.0% increase.

11.3 T3: Travel to Work Mode Shares

11.3.1 The 2011 census showed that the highest levels of car ownership in Hertfordshire are found in East Herts, Three Rivers and St Albans (only 13% of households in East Herts and 14% in Three Rivers and St Albans have no car). Stevenage and Watford, both densely populated urban areas, have the lowest levels of car ownership (23% and 22% of households respectively, have no car).

- Fewer Watford residents in employment travel to work in 2011 by car at 54.6%, than the 60.5% in 2001, a decrease of 5.9% (51% as driver and 3.6% as passenger). Overall in Hertfordshire, the proportion travelling to work by car has decreased by 3.9%, from 64.4% in 2001 to 60.5% in 2011.
- 19.5% of residents in Watford travel to work by public transport in 2011, as opposed to 14.1% in 2001, which is an increase of 5.4% (most of the increase coming from train or underground, rather than bus). The Hertfordshire average for residents travelling to work by public transport is lower at 16.5%, although this has also increased from 13.7% in 2001. However, train use in Hertfordshire is higher than the England average of 9%. Based on the results of the 2015 HCTS, using the car to travel to work is trending downwards whilst rail use has increased.

- The proportion of Watford residents who work at home more than doubled between 1991 and 2001 to 7.8% and this increased to 8.8% in 2011, with 11.4% being the Hertfordshire average. The 2015 Hertfordshire Travel Survey noted that 24.7% of working Hertfordshire respondents work from home once a week or more, indicating a high incidence of home working on occasional days.
- Watford has a much higher proportion (13.2%) of residents walking to work than any other district in Hertfordshire (average 8.5%); also, a higher usage of travelling to work by bicycle at 2.2%, as compared to the county average (1.6%). The Hertfordshire average for both modes of travel to work has decreased slightly since 2001, less so in Watford. The 2015 HCTS showed that walking mode share is highest in Watford (44%), followed by St Albans (37%) and then North Herts (33%). Conversely walking is lowest in Three Rivers and Broxbourne (both 27%).

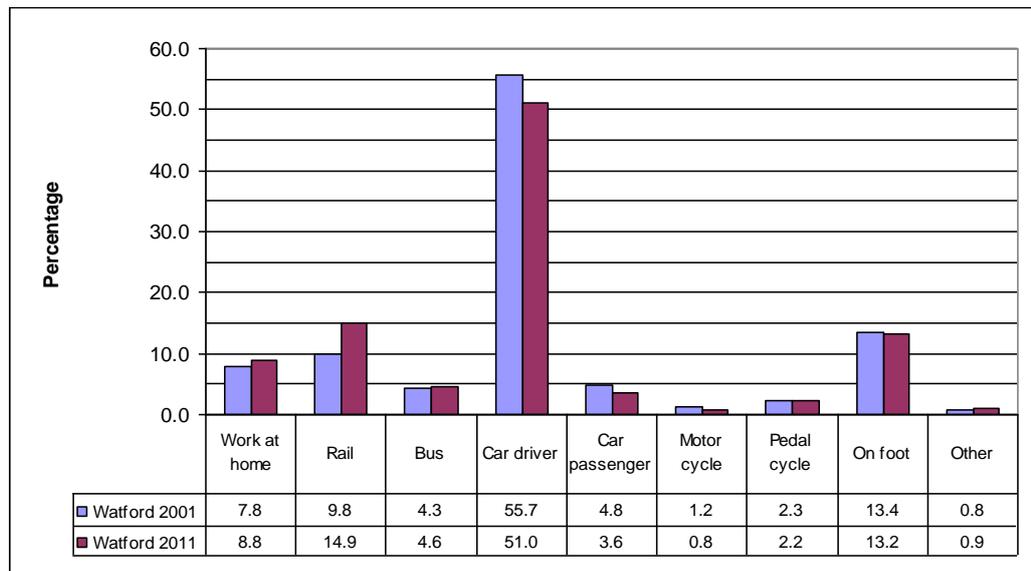


Figure 11.1: T3: Travel to Work Mode Share by Watford residents in employment – 2011 and 2001 Census

Source: Chart compiled by WBC, Planning policy - data from 2011 & 2001 Census

N.B. The above table relates to how Watford residents in employment travel to work, some of whom commute to other areas – it does not represent all employees working in Watford.

11.3.2 The Census and Hertfordshire County Travel Surveys have identified a generally downward trend, since 1999, of households without access to a car. This trend occurred until 2009, when the economic recession caused levels to revert back to those in 2001. Conversely, using the car to travel to work is also trending downwards whilst rail use and home working seem to be on the increase.

11.3.3 As a comparisons TravelWise surveys from 2012-2014 indicate that 81% of all people entering urban areas in Hertfordshire travel by car, a high proportion, followed by 11% by bus. Each settlement has a cordon of count sites around the town centre and the method of travel for every person along main routes from 7am to 10 am is noted. The TravelWise urban monitoring programme provides data on mode share during the peak morning hours into 23 major urban centres in Hertfordshire – each urban area is monitored once every three years on a rolling programme.

- 11.3.4 Information from the Hertfordshire Traffic and Transport Data Report indicates that cycling has mainly increased 2004, with leaves peaking in 2016. Watford has the highest cycling levels at 2.6%. As expected monthly cycle levels reduce during the coldest months particularly December. Cycling levels fell in 2017 compared to 2016 by 6%, however, these are still higher than pre-2008 levels. In terms of walking, the travel survey noted that walking accounts for 76.6% of all trips under 1 mile
- 11.3.5 Bus use outside of London continues to decline generally in England. The county travel survey shows that 2.4% of work journeys (excluding working from home) were made by bus/coach/ minibus. While bus journeys in Watford account for only 5% of all journeys.
- 11.3.6 In terms of rail there were 91.2 million Bedfordshire and Hertfordshire journeys in 2016/17, which is a 2% increase from the previous year. In 2016/17 the busiest three stations in Hertfordshire were: Watford Junction (8.3 million pa), St Albans City (7.4 million pa) and Stevenage (4.8 million pa).

11.4 T4 Distance travelled to work

- 11.4.1 The average distance commuted to work by Watford's employed residents has increased from 11.4km in 2001 to 13.1km in 2011. Although Watford's 15.5% change between 2001 and 2011 is the highest in Hertfordshire, the average distance travelled is still the lowest of all the Hertfordshire districts.
- 11.4.2 The Hertfordshire average distance commuted changed from 14.7km to 16.1km; in England and Wales, the average distance increased by 12%, from 13.4km in 2001 to 15km in 2011. On average, workers resident in the East of England (17km) had the longest commutes while working residents in London had the shortest commutes (11km).
- 11.4.3 Figure 11.2 shows that driving a car is the favoured mode for most distances, apart from those less than 2 km, where walking is the predominant mode and those journeys between 20 km to 30km, where the train is the highest proportion of transport (probably reflecting for the greater part, those that commute to London).
- 11.4.4 Commuting data derived from the 2011 Census was released in 2014, and shows that Watford is still an important employment centre although larger numbers of residents than previously are travelling out of Watford to work. The number of people commuting into Watford is 28,814, very similar to that in 2001 (28,636) but the number of Watford residents commuting out of Watford has increased by about 4,000 people, to 24,903. This results in net in-commuting of around 3,900 people in Watford (a decrease by almost 50% from the 7,700 plus recorded in the 2001 Census).

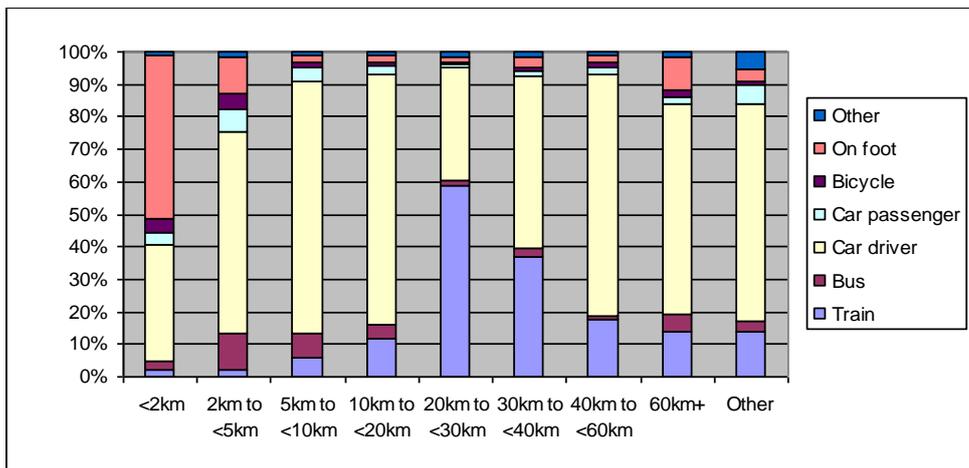


Figure 11-2: T4: Travel to Work Mode Share by distance - Watford

Data source: ONS Crown Copyright. 2011 census table DC7701EW1a - Method of travel to work (2001 specification) by distance travelled to work. Chart compiled by WBC, Planning Policy

11.4.5 Fifty-six per cent of Watford’s total workplace population of 51,469 comes from outside the borough, similar to the 58% recorded in 2001. However, the number of people that both live and work in Watford is 14,428, which is a decrease of 30% from the 20,700 living and working in Watford in 2001.

11.4.6 47% (11,676) of those commuting out of Watford travel into the London area; 41% travel to other districts in Hertfordshire, including the local authority where the highest number of Watford residents commute to, which is Three Rivers (3,483, about 14%). Overall in Hertfordshire, 36% of trips to work are outside of Hertfordshire, including 28% into Greater London.

11.4.7 50% of in-commuters to Watford (not including those 14,428 that live and work in Watford) travel from other districts in Hertfordshire – again, the local authority with the highest number of commuters to Watford is Three Rivers, (5,747, about 20%). Around 7,880 people commute into Watford from the London area (27% of the in-commuting total).

11.5 T5: Watford’s cycle route usage – average number of cyclists per day

11.5.1 In 2015 the proportion of trips made by cycling less than 3 miles was 2.2%, which is a reduction from the 2012 level and 2009 base year of 2.7%. The 2015 County Travel Survey also revealed some inter district variation in cycling levels. Residents from Watford (2.6%), Three Rivers (2.4%) and Welwyn & Hatfield (2.1%) had the highest mode share per district, with Dacorum (1%) and Broxbourne (1.1%) having the lowest.

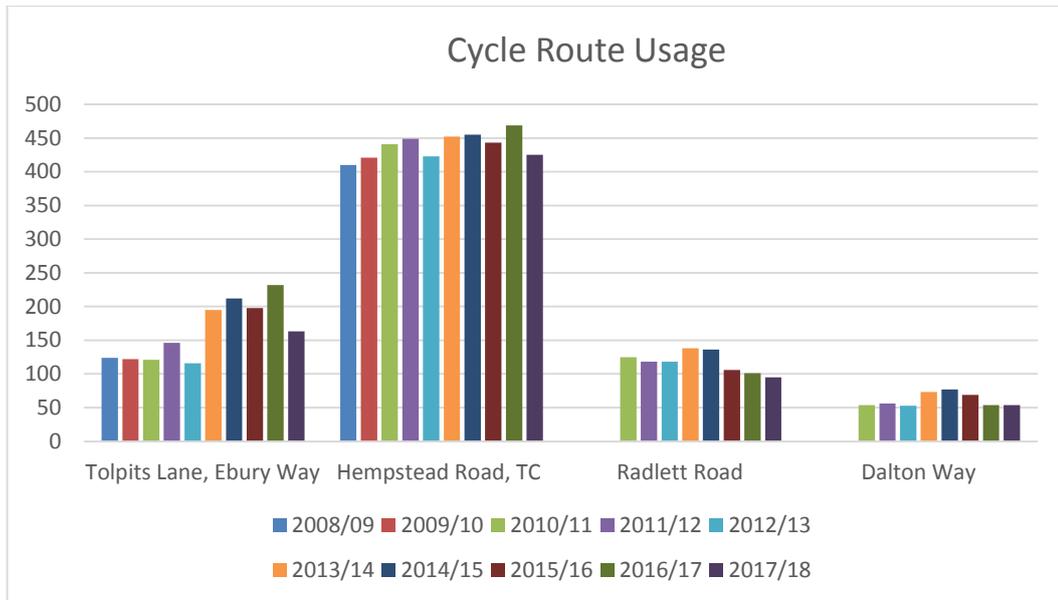


Figure 11-3: T5: Cycle route usage – average number of cyclists per weekday
 Data Source: Hertfordshire’s Traffic and Transport Data Reports 2008 – 2017.
 N.B. Number of cyclists is recorded on weekdays between 6:00-22:00. Data not available pre. 2010/11 on Radlett Road and Dalton Way sites. Chart compiled by WBC, Planning Policy.

11.5.2 Four sites in Watford have been continuously monitored with automatic counters. Over the past year with the exception of Dalton Way which remained constant, all other routes saw a reduction in cyclists. The Ebury Way saw a significant reduction of approximately 30%.

11.6 T6: Annual output for cycle routes in Watford

11.6.1 Cycling as a mode of transport is cheap, healthy and sustainable and Watford Borough Council has been strongly committed to encouraging cycling by developing a safe network of useable routes and improved storage facilities in Watford

2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
4.30	6.10	1.30	0.50	0.00	1.90	0.00	0.5	0.80	0.00	0.26	4.70	2.63	0.0

Table 11-3: T6: Annual output in km for cycle routes in Watford
 Source: Watford Borough Council and Hertfordshire County Council

11.6.2 There have been a number of improvements to cycle routes in recent years including Market Street, A412 St Albans Road and Lower High Street. Since 2003/04, 23 km of new cycle route has been delivered in total providing cyclists with easier, more direct and safer journeys around the town. No data was available for 2017/18

12.0 Infrastructure Delivery and Planning Obligations

12.1 Infrastructure Provision

12.1.1 Infrastructure encompasses the entire framework required to support daily life, such as transport, utilities, education, hospitals and open space.

12.1.2 The Infrastructure Delivery Plan (IDP), which was updated in 2017, considers the infrastructure improvements that are needed to support the planned increase in new homes, business premises and other facilities arising from the population and job growth in the borough up to 2031, as outlined in the Core Strategy. It includes an assessment of existing provision and analysis of future requirements. It is accompanied by infrastructure delivery schedule, which details schemes proposed during the plan period.

12.1.3 The main conclusions of the IDP include the need to provide new infrastructure for the following over the plan period:

- schools
- health care facilities
- transportation
- green infrastructure
- additional cemetery capacity

12.1.4 Section 8 deals with green infrastructure, while section 10 deals with transportation. It is also important to note that Section 4 deals with major project/ policy areas which are likely to include some infrastructure provision.

12.2 Community Infrastructure Levy and S106 planning obligations

12.2.1 Whilst some infrastructure is funded directly by both public and private organisations, much is only needed as a result of the impact of new development. To ensure that the burden of providing the additional infrastructure that is needed does not fall on existing communities, planning authorities are able to seek appropriate funding for this infrastructure from developers, negotiated as part of the planning application process.

12.2.2 An Infrastructure Funding Gap Assessment (IFGA) report was produced in March 2013, which estimates the cost of infrastructure, predicts the funding sources that may be available and demonstrates that a financial gap exists in the funding of the infrastructure required – and therefore the need for a Community Infrastructure Levy (CIL) in Watford.

12.2.3 The Watford Community Infrastructure Levy (CIL) Charging Schedule has been implemented by the council since 1 April 2015. Planning applications may therefore be subject to CIL.

12.2.4 The Community Infrastructure Levy is a levy that local authorities can choose to charge on new developments for funding infrastructure needed to support the growth of the borough in general. Charges are based on the size, type and location of the new development and are set out in a charging schedule. Please see the Watford CIL Charging Schedule on our website for details www.watford.gov.uk/cil

12.2.5 Section 106 (S106) agreements, which are legal agreements also known as planning obligations, continue but are specific to the site proposed for development. The principal uses for S106 agreements are in the delivery of affordable housing (which is expressly omitted from the definition of infrastructure in the CIL Regulations) and the mitigation of the direct effects of proposed development. The Council also prepared a Commuted Sums SPD in 2017 to aid the delivery of affordable housing.

12.2.6 Please note that Hertfordshire County Council is also responsible for negotiating and setting standard charges for planning obligations in areas including transport, education, libraries, youth and childcare facilities, fire and rescue services, adult care facilities and health facilities.

12.3 IN1: Infrastructure provided - Section 106 funded schemes 2017/18 and CIL funded schemes

12.3.1 Watford Borough Council currently negotiates developers’ contributions towards site specific infrastructure including affordable housing, open space and children’s play space (affordable housing details are provided in the Housing section of this report).

12.3.2 In 2017/18, the amount of Section 106 contributions administered by Watford Borough Council that was used to fund schemes was £687,642.49. The following table details the refurbishment and improvement to a number of recreation grounds, parks, play areas and open space have taken place during the last financial year, as shown in the accompanying table.

Section 106 Funded Schemes	
Goodwood Parade Enhancement Project	£9000
Cassiobury Park Play Area	£152,378.00
Watford Junction Cycle Pk Hub	£26,264.49
Temp Housing Accommodation	£500,000.00
Total	£687,642.49

Table 12.1: IN1: Section 106 funded schemes 2017/18
Source: WBC

No CIL monies were allocated to new infrastructure during 2017/18.

12.4 IN2: Section 106 income and CIL income received 2017/18

- 12.4.1 In 2017/18, the amount of Section 106 receipts in Watford Borough Council that collected was £622,648.91 (excl. Admin)
- 12.4.2 The amount of CIL receipts during 2017/18, the third year of implementation, was up to £762,986.63 from £433,900 last year.
- 12.4.3 Further details of CIL receipts and expenditure can be found in the CIL Regulation 62 Monitoring Report 2017/18 published in December 2017 (See Appendix F)
- 12.4.4 For further information about Watford Borough Council Community Infrastructure Levy including our guidance note, charging schedule and Regulation 123 list can be obtained from:
https://www.watford.gov.uk/info/20012/planning_and_building_control/447/community_infrastructure_levy/2

APPENDICES

APPENDIX A - Schedule of WDP 2000 Policies post Core Strategy adoption

SE7	Waste, storage, recovery and recycling in new development
SE20	Air quality
SE21	Air quality management areas
SE22	Noise
SE23	Light pollution
SE24	Unstable and contaminated land
SE25	Potentially Hazardous or polluting development
SE26	Watercourses
SE27	Flood prevention
SE28	Groundwater quality
SE36	Replacement trees and hedgerows
SE37	Protection of trees, woodlands and hedgerows
SE39	Tree and hedgerow provision in new development
SE40	Landscape Character Area Assessment
T10	Cycle parking standards
T21	Access and servicing
T22	Car parking standards
T24	Residential development
T26	Car free residential development
H9	Back garden development
H10	Planning agreements for educational and community facilities
H13	Conversions
H14	Conversions – provision of family sized units
H15	Non-residential properties in residential areas
H16	Retention of affordable housing
E1	Employment areas
E2	Employment use outside identified employment areas
E5	Environmental considerations
S5	Non-retail uses in prime retail frontage
S6	Non-retail uses within the Harlequin shopping centre
S7	Secondary retail frontage
S9	Non-retail uses in North Watford shopping centre/local shopping frontages
S11	Use class A3 food and drink
S12	Planning conditions for use class A3 food and drink
L8	Open space provision in housing development
L9	Children's play space
CS3	Loss of community facilities
CS6	Childcare facilities
CS8	Change of use/redevelopment
CS9	Health provision
U15	Buildings of local interest
U17	Setting of conservation areas
U18	Design in conservation areas
U19	Small-scale development in conservation areas
U20	Demolition in conservation areas
U24	Shopfronts
U25	Advertisement and signs

APPENDIX B – Employment Data 2006/07 – 2017/18

Theme – Business Development	Indicator by Use Class		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total 2006/07 to 2017/18
'B' Use Class completions	Sq m of completed employment floorspace in Watford LA		Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sqm	sqm	Total 2006/07 to 2017/18
	B0	Gross	2042	4021	0	0	0	0	0	0	0	0	0	0	6063
		Net	-420	3898	-3400	-468	0	0	0	0	0	0	0	0	-390
	B1	Gross	680	198	0	186	51	3320	316	324	0	0	550	883	6508
		Net	-1755	198	-648	-260	-281	2924	-3016	324	-38	-1060	550	636	-2426
	B1a	Gross	813	428	1398	1034	1408	2400	490	460	596	2126	251	1637	13041
		Net	-758	-9185	-599	663	-582	887	-991	-5783	-9680	-7286	-2936	-10836	-47086
	B1b	Gross	0	0	0	0	0	180	0	0	0	297	0	1625	2,102
		Net	0	0	0	0	0	180	0	0	0	297	0	0	477
	B1c	Gross	0	0	222	120	324	2302	0	1825	0	64	421	1928	7,206
		Net	-125	0	-405	-192	324	-880	-1579	-907	-439	-1608	-674	0	-5137
	B2	Gross	289	2065	0	446	671	0	3460	0	0	1023	1359	3282	12595
		Net	-700	-8000	0	446	321	-11882	3460	-1168	-823	-282	-130	250	-18508
	B8	Gross	880	0	1126	2366	216	10470	1155	2095	715	881	421	3284	23609
		Net	-838	-3255	616	1007	-1302	7389	-423	-18627	360	-623	-3744	2149	-17291
	Totals	Gross	4704	6712	2746	4152	2670	18672	5421	4704	1311	4391	3002	12639	71124
		Net	-4596	-16344	-4436	1196	-1520	-1382	-2549	-26161	-10620	-10562	-6934	-1466	-85374

APPENDIX B – Employment Data 2006/07 – 2017/18

'B' Use Class completions	Sq m of completed employment floorspace within employment areas		Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Total 2006/07 to 2017/18
	B0	Gross	2042	4021	0	0	0	0	0	0	0	0	0	0	6063
		Net	-420	3898	0	-468	0	0	0	0	0	0	0	0	3010
	B1	Gross	0	76	0	186	0	0	0	324	0	0	0	883	1469
		Net	-520	76	-592	186	-210	0	-3332	324	-38	-170	0	883	-3393
	B1a	Gross	515	0	130	284	702	1002	402	98	0	2075	182	1572	6962
		Net	515	-4040	130	284	627	235	-241	-2504	-8366	-2822	-1784	312	-17654
	B1b	Gross	0	0	0	0	0	0	0	0	0	297	0	0	297
		Net	0	0	0	0	0	0	0	0	0	297	0	0	297
	B1c	Gross	0	0	222	0	309	2302	0	1671	0	0	421	0	4926
		Net	0	0	178	0	309	-880	-1154	-919	0	-1617	-674	0	-4757
	B2	Gross	289	1397	0	0	320	0	3332	0	0	960	1359	883	8,540
		Net	289	1397	0	0	-30	-8071	3332	-1168	-823	-91	1359	753	-3053
	B8	Gross	880	0	543	2266	216	9974	1094	2095	80	881	421	884	19334
		Net	880	-1397	543	1128	-469	6893	-434	-13334	40	-5	-3364	-191	-9710
	Totals	Gross	3726	5494	895	2736	1547	13278	4828	4188	80	4213	2383	4222	47590
		Net	744	-66	259	1130	227	-1823	-1829	-17601	-9187	-4408	-4463	1757	-35260

APPENDIX B – Employment Data 2006/07 – 2017/18

	'B' Use Class completions	Total gross gain - amount and % of completed employment floorspace on PDL in LA	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	sqm	Total 2006/07 to 2017/18					
	B0	Gain on PDL	2042	4021	0	0	0	0	0	0	0	0	0	0	6063
		% on PDL	100%	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	n/a	n/a	100%
	B1	Gain on PDL	680	198	0	186	51	3320	316	324	0	0	550	883	6508
		% on PDL	100%	100%	N/A	100%	100%	100%	100%	100%	N/A	N/A	100%	100%	100%
	B1a	Gain on PDL	813	428	1398	1034	1408	2400	490	460	596	2126	251	1637	13041
		% on PDL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	B1b	Gain on PDL	0	0	0	0	0	180	0	0	0	297	0	1928	7,206
		% on PDL	N/A	N/A	N/A	N/A	N/A	100%	N/A	N/A	N/A	100%	N/A	n/a	100%
	B1c	Gain on PDL	0	0	222	120	324	2302	0	1825	0	64	421	0	5278
		% on PDL	N/A	N/A	100%	100%	100%	100%	N/A	100%	N/A	100%	100%	n/a	100%
	B2	Gain on PDL	289	2065	0	446	671	0	3460	0	0	1023	1359	3282	12595
		% on PDL	100%	100%	N/A	100%	100%	N/A	100%	N/A	N/A	100%	100%	100%	100%
	B8	Gain on PDL	880	0	1126	2366	216	10470	1155	2095	715	881	421	3284	23609

APPENDIX B – Employment Data 2006/07 – 2017/18

		% on PDL	100%	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Tot	Gain on PDL	4704	6712	2746	4152	2670	18672	5421	4704	1311	4391	3002	12639	71124
		% on PDL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Employment Land Supply	Sites allocated for employment in WDP 2000.		<p>The Core Strategy (adopted January 2013) allocates Special Policy Areas for major mixed use regeneration schemes: SPA2 Watford Junction, SPA3 Health Campus, and SPA6 Western Gateway. Strategic site locations have been identified by the Core Strategy but specific boundaries will be allocated by the Site Allocations process, including a revised Town Centre boundary in respect of SPA1 Town Centre in the Core Strategy. Business Development data in this report uses the existing town centre boundary as per the Watford District Plan 2000. General updates on the progress of SPA2, SPA3 and SPA6 are provided under Local Indicator LT7 Development progress on major schemes. N.B. Area of land in hectares does not necessarily equate to floorspace sq.m, which can be over a number of floors.</p>												
	N.B.		<p>Between 2006/07 and 2012/13, the data supplied below was the gross gain in hectares of extant planning permissions for employment @ 31 March annually, as required by Core Output Indicator 'Employment Land available for employment use, by type'. This Core Output Indicator is no longer mandatory.</p>								<p>From 2014/15, data is supplied in terms of sq m floorspace for extant planning permissions @ 31 March annually, gross/net</p>				
Employment Land Supply	Extant planning permissions granted for employment use @ 31 March annually		Hectares	Hectares	Hectares	Hectares	Hectares	Hectares	Hectares	Hectares	Sq m	Sq m	Sq m	Sq m	Totals not applicable - data supplied at 31 March annually
	B0	Gross	2.77	1.66	1.66	0.58	0	0	0	0	0	0	0		N/A
		Net									0	0	0		N/A
	B1	Gross	0.42	0.03	0.09	0.42	7	6.65	6.02	5.98	2898	12143	11593	74000	N/A
		Net									-1207	9098	8548	68600	N/A
	B1a	Gross	0.86	3.07	0.97	1.1	0.76	0.49	0.48	0.12	7019	9441	11809	44600	N/A

APPENDIX B – Employment Data 2006/07 – 2017/18

		Net									-10469	-4987	-15046	34100	N/A	
	B1b	Gross	0	0	0	0	0	0	0.12	0.12	2139	3402	3467	0	N/A	
		Net									2139	3402	3467	0	N/A	
	B1c	Gross	0.12	0	0.08	0.08	0.57	0.54	0.89	0.27	3677	4819	4982	0	N/A	
		Net									2027	3224	2232	-900	N/A	
	B2	Gross	0.38	0.24	0.59	0.59	1.47	1.13	1.16	1.18	4225	5674	5699	500	N/A	
		Net									2280	3545	4808	1200	N/A	
	B8	Gross	1.11	1.24	1.12	1.16	3.17	1.4	3.11	3.23	13125	8175	8985	6000	N/A	
		Net									4127	611	-1555	-12000	N/A	
	Tot als	Gross	5.66	6.24	4.51	3.93	12.97	10.21	11.78	10.9	33083	43654	46535	125100	N/A	
		Net									-1103	14893	2972	91000	N/A	
	Town Centre Uses	Sq m of completed retail, office and leisure development within TC	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Total 2006/07 to 2017/18					
	A1	Gross	0	445	0	0	11	0	218	604	645	147	195	484	2749	
		Net	-663	-323	-609	-884	-216	-109	-133	529	-1004	-7974	-463	347	-11502	
	Town Centre Uses	A2	Gross	0	0	133	145	386	109	307	235	0	0	120	0	1435
		Net	-266	0	-91	-315	315	-468	307	93	0	-1123	-48	0	-1596	
	B1a	Gross	298	0	489	0	0	0	0	155	0	0	37	0	979	
		Net	-638	0	237	-140	-225	-83	0	-1327	-515	-3590	-93	-1059	-7433	
	D2	Gross	0	0	0	0	1185	323	0	0	0	0	0	394	1902	
		Net	0	0	0	0	-300	323	0	0	0	-1438	0	294	-1120	
		Gross gain in TC as % of gross gain in LA	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq.m	Sq m						
	A1		0%	100%	0%	0%	2%	0%	18%	7%	72%	12%	13%	20%	N/A	

APPENDIX B – Employment Data 2006/07 – 2017/18

	A2		0%	0%	75%	50%	33%	47%	67%	68%	0%	0%	100%	0%	N/A
	B1a		37%	0%	35%	0%	0%	0%	0%	34%	0%	0%	15%	0%	N/A
	D2		0%	0%	0%	0%	42%	13%	0%	0%	0%	0%	0%	20.5%	N/A
Town Centre Uses	Sq m of completed retail, office and leisure development in LA		Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Sq m	Total 2006/07 to 2017/18
	A1	Gross	777	445	778	184	482	1069	1196	8169	890	1224	1480	2480	19174
		Net	114	-120	-266	-1743	-230	349	360	7277	-2301	-8324	-163	-4053	-8774
	A2	Gross	0	465	177	288	1164	233	459	345	217	353	120	65	3886
		Net	-305	465	-47	-257	918	-393	311	115	-702	-2213	-340	65	-2383
	B1a	Gross	813	428	1398	1034	1408	2400	490	460	596	2126	251	1637	13041
		Net	-758	-9185	-599	663	-582	887	-991	-5783	-9680	-7286	-2936	-10836	-47086
	D2	Gross	240	330	4955	0	2798	2443	463	1374	2863	1273	1045	1918	19702
		Net	-1218	210	4955	0	1000	2443	463	-1323	-397	-675	49	1449	6956

APPENDIX C: Index of Multiple Deprivation

LEGEND	
	Watford LSOAs that fall within the 10% (first decile) most deprived in the specified area
	Watford LSOAs that fall within the 20% (first quintile) most deprived in the specified area

LSOA code (2015)	LSOA name (2015)	Ward	IMD 2015 Score	IMD 2015 Watford Rank	IMD 2015 Herts Rank	IMD 2015 National Rank	IMD 2015 National Decile
E01023860	Watford 009B	Central	38.388	1	5	5005	2
E01023876	Watford 003D	Meriden	31.355	2	19	7590	3
E01023865	Watford 011C	Holywell	30.903	3	22	7800	3
E01023866	Watford 011D	Holywell	27.941	4	30	9202	3
E01023891	Watford 002B	Stanborough	27.659	5	31	9377	3
E01023873	Watford 003A	Meriden	27.168	6	33	9627	3
E01023906	Watford 001C	Woodside	26.404	7	41	10060	4
E01023861	Watford 009C	Central	25.697	8	45	10469	4
E01023859	Watford 009A	Central	25.453	9	47	10609	4
E01023883	Watford 012B	Oxhey	25.293	10	50	10711	4
E01023899	Watford 010A	Vicarage	25.285	11	51	10717	4
E01023870	Watford 004C	Leggatts	25.255	12	52	10734	4
E01023857	Watford 006C	Callowland	25.09	13	56	10813	4
E01023877	Watford 003E	Meriden	23.343	14	75	11837	4
E01023862	Watford 009D	Central	20.985	15	102	13479	5
E01023864	Watford 011B	Holywell	20.677	16	109	13712	5
E01023869	Watford 004B	Leggatts	20.195	17	117	14065	5
E01023867	Watford 011E	Holywell	18.72	18	140	15292	5
E01023905	Watford 001B	Woodside	17.755	19	157	16098	5
E01023904	Watford 001A	Woodside	17.573	20	162	16262	5
E01023868	Watford 004A	Leggatts	16.547	21	188	17161	6
E01023858	Watford 006D	Callowland	16.196	22	200	17465	6
E01023903	Watford 010E	Vicarage	15.781	23	209	17836	6
E01023874	Watford 003B	Meriden	15.113	24	228	18526	6
E01023855	Watford 006A	Callowland	14.706	25	237	18937	6
E01023900	Watford 010B	Vicarage	14.478	26	244	19164	6
E01023902	Watford 010D	Vicarage	13.618	27	260	20026	7
E01023901	Watford 010C	Vicarage	13.482	28	265	20182	7
E01023863	Watford 011A	Holywell	13.396	29	267	20266	7
E01023886	Watford 008A	Park	13.37	30	269	20304	7
E01023897	Watford 005C	Tudor	12.768	31	290	20934	7
E01023880	Watford 007C	Nascot	12.615	32	295	21101	7
E01023871	Watford 004D	Leggatts	12.554	33	296	21148	7

APPENDIX C: Index of Multiple Deprivation

E01023888	Watford 008C	Park	12.493	34	298	21223	7
E01023892	Watford 002C	Stanborough	12.132	35	308	21638	7
E01023856	Watford 006B	Callowland	11.353	36	332	22579	7
E01023879	Watford 007B	Nascot	9.941	37	366	24302	8
E01023890	Watford 002A	Stanborough	9.798	38	370	24459	8
E01023875	Watford 003C	Meriden	9.426	39	376	24918	8
E01023872	Watford 004E	Leggatts	9.023	40	387	25425	8
E01023893	Watford 002D	Stanborough	8.95	41	389	25516	8
E01023884	Watford 012C	Oxhey	8.605	42	406	25977	8
E01023907	Watford 001D	Woodside	8.38	43	410	26264	8
E01023895	Watford 005A	Tudor	8.029	44	418	26702	9
E01023896	Watford 005B	Tudor	6.402	45	476	28703	9
E01023882	Watford 012A	Oxhey	5.994	46	490	29194	9
E01023881	Watford 007D	Nascot	5.432	47	512	29833	10
E01023885	Watford 012D	Oxhey	4.49	48	551	30805	10
E01023898	Watford 005D	Tudor	4.215	49	563	31074	10
E01023894	Watford 002E	Stanborough	4.049	50	569	31234	10
E01023878	Watford 007A	Nascot	3.626	51	589	31637	10
E01023887	Watford 008B	Park	2.302	52	648	32506	10
E01023889	Watford 008D	Park	1.78	53	674	32697	10

Table compiled by WBC, Planning Policy

Data source: The English Indices of Deprivation 2015 <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>

N.B. Lower Layer Super Output Areas (LSOAs) now number 32,844 in England (32,482 in IMD 2010), of which the LSOA with a rank of 1 is the most deprived and 32,844 the least deprived. There are now 690 LSOAs in Hertfordshire (683 in IMD 2010) and 53 LSOAs remain in Watford. LSOAs are small areas or neighbourhoods of relatively even size (around 1,500 people).

LEGEND	
	Watford LSOAs that fall within the 10% (first decile) most deprived in the specified area
	Watford LSOAs that fall within the 20% (first quintile) most deprived in the specified area

Appendix D. Housing Sites listed in Watford District Plan 2000 – Status @ 31/3/18

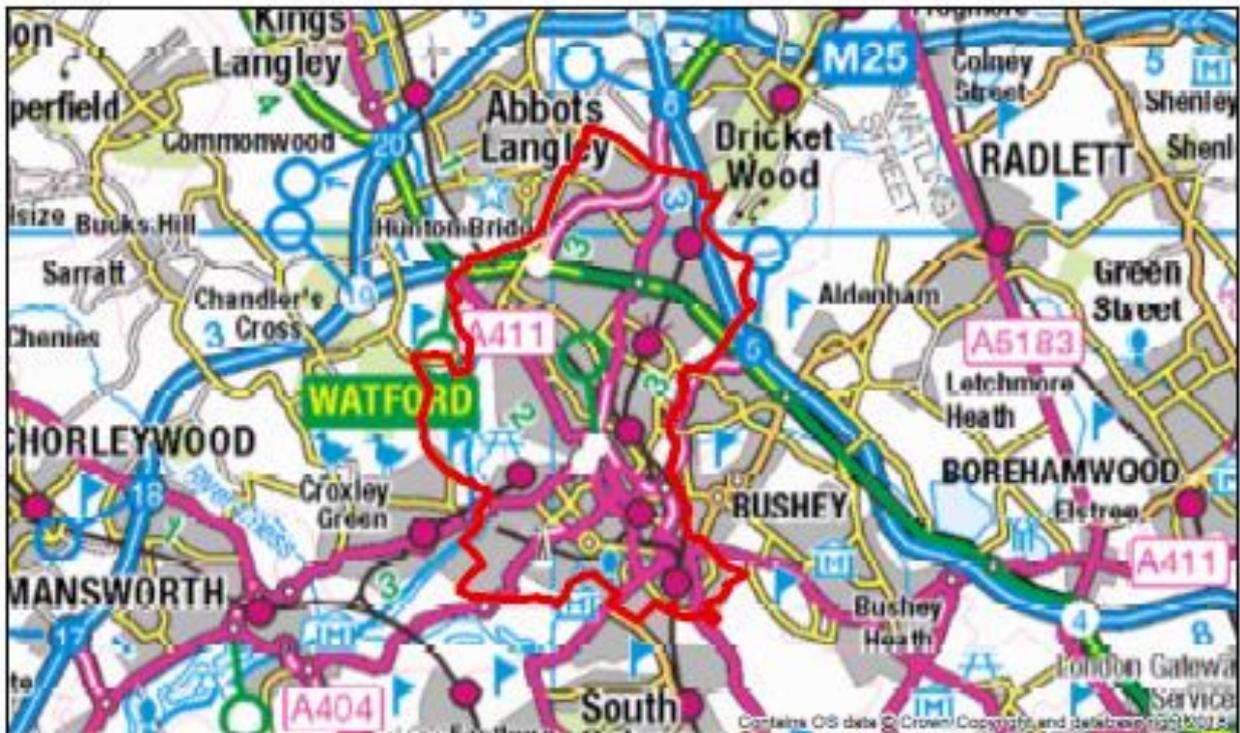
Key	LP	Lapsed permission	UC	Under construction
	P	With planning permission or resolution to grant subject to S106	C	Completed
	WDN	Planning application withdrawn	PB	Planning Brief

WDP 2000	Site Address	Approx. capacity	Actual Units (where known)	2012/13	2013/14	2014/15	2015 /16	2016/17	2017/18	Comment as at 31/03/17 (sites which have not been wholly developed are in bold).	Included in 5 Year Housing Supply
2	Watford Fields Pumping Station	51	59	-	-	-	-	-	-	Completed 2002-03	
3	1-22 Bromet Close	30		LP	LP	LP	LP	LP	LP	No recent planning applications received for residential – will be reappraised for suitability as part of the new local plan.	
5	103-111 Queens Avenue	16	24	-	-	-	-	-	-	Completed 2003-04	
7	111 Langley Road	14	24	-	-	-	-	-	-	Completed 2005-06	
8	R/O 285-289 Sheepcot Lane (previously R/O 277-289)	9	7	-	-	-	-	-	-	Completed 2003-04	
9	201 & adjacent High Street	10	17	-	-	-	-	-	-	Completed 2001-02	
12	Lady's Close	2		LP	LP	LP	LP	LP	LP	Lapsed planning permission, no recent applications received – will be reappraised for suitability as part of the new local plan	

14	Metropolitan Station Approach	210	305	-	-	-	-	-	-	271 completed 05/06 and 34 completed 06/07. (Planning application 01/00320/FUL granted 28.3.03 & 05/00072/FUL granted 5.4.05)
	Residual Strip of land (by railway) at Met. Station App.	100		-	-	-	-	-	-	Site encompassing residue H14 will be reappraised for suitability as part of the new local plan
15	(part of) Abattoir Site, known as EDF site, Vicarage Road	26	86	-	-	-	-	-	-	Completed 2007-08
16	Rounton, 28 Nascot Wood Road	19	19	-	P	P	U/C	C	-	Planning application 14/00497/REM for 20 units, 19 net, approved 26/6/14. Eight units completed 2015/16, twelve units completed 2016/17.
17	59-63 Langley Road & 1 Langwood Gardens	13	22	-	-	-	-	-	-	Planning application 04/00670/OUTM granted 27.9.04 – completed 06-07
18	North Orbital Road	76		P	U/C	C	-	-	-	Majority of site completed 2004-05. Additional planning permissions 11/00057/FULM approved 31/3/11 for 11 units & completed 2013/14; 11/00388/FUL approved 17/8/11 for 8 units, & 12/00164/FUL approved 3/4/12 for 9 units, both completed 2014/15.
19	Watford College Annex, Gammons Lane	26	50	-	-	-	-	-	-	Completed 2003-04
20	790-794 St. Albans Road	7	16	-	-	-	-	-	-	Planning application 04/00549/FULM granted 26.8.04 - completed 06-07

21	R/O Red Lion Garage, Vicarage Rd	4		LP	LP	LP	LP	LP	LP	No recent planning applications received for residential - will be reappraised for suitability as part of the new local plan.
24	Cassio College, Langley Road, West Herts Site	135	223	UC	C	-	-	-	-	Planning Brief & 08/01378/FULM approved 9/3/09 for 223 dwellings, completed 2013/14
25	Council Depot Site, Wiggenhall Road	85		-	-	-	-	-	-	Planning application 01/00427/DC withdrawn 26/10/04 – will be reappraised for suitability as part of the new local plan.
26	Site bordering Hertsmere and Railway, Blackwell House, adjacent 28 -34 The Larches	38	50	P	U/C	C	-	-	-	Outline permission 09/00905/OUTM for 50 units & reserved matters 11/00707/REM granted 2010/11, completed 2014/15 (forms part of larger development of 180 units - remainder within Hertsmere)
27	Rear of 139-143 Rickmansworth Road (25-31 King Georges Ave)	21	14	-	-	-	-	-	-	Planning application 04/01189/FULM granted 21/03/05 and 06/00170/VAR granted 10/8/06 for 14 dwellings - 10 in total completed by 2008/09 – further development will be considered as part of the local plan.
28	Adj. Leveret Close	6		-	-	-	-	-	-	No recent planning applications received – will be considered for future local plan
29	Site opposite Reeds Orphanage	170		-	-	-	-	-	-	No recent planning application – will be considered for future local plan.
30	112-114 Langley Road	5		-	-	-	-	-	-	Completed 2001-02

APPENDIX E – Watford Context Map



WATFORD BOROUGH COUNCIL Watford Context Map

Town Hall, Watford, West Yorkshire WF17 3JZ

Map Produced by: Anyplace
Publication Date: 3/1/2018

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Scale: 0 500 1,000 1,750 2,500 meters



**WATFORD
BOROUGH
COUNCIL**

Community Infrastructure Levy

**Regulation 62
Monitoring Report 2017/18**

Background

The Community Infrastructure Levy (CIL) is a mechanism to allow local planning authorities to seek to raise funds from new development, in the form of a levy, in order to contribute to the cost of infrastructure projects that are, or will be, needed to support new development.

Watford Borough Council's charging schedule was approved by full council in November 2014 and came into effect on the 1 April 2015. Watford Council is both a CIL charging and CIL collecting authority.

The CIL is intended to be used to help provide infrastructure to support the development of an area rather than making an individual planning application acceptable in planning terms (which is the purpose of Section 106 Agreements).

CIL does not fully replace Section 106 Agreements. CIL will only help to bridge the funding gap, but will never completely resolve it. Therefore there is a need to prioritise the infrastructure projects, alongside exploring other funding opportunities and approaches to financing which will require partnership working arrangements with infrastructure providers.

Under the CIL Regulations 2010(as amended), Watford Borough Council as the "charging authority" is able to retain 5% of the money received to cover its administration costs, then 15% or 25% is passed directly onto local Parish/Town Councils as the "neighbourhood portion".

In accordance with the CIL Regulations, the remaining CIL money (minus the administration costs and neighbourhood portion) must then spent on infrastructure projects related to Watford Borough Council's Regulation 123 list. The Regulation 123 list is required by the CIL Regulations and sets out the types of infrastructure Watford Borough Council will spend its infrastructure

Regulation 123 of the CIL Regulations (as amended) restricts the use of planning obligations for infrastructure that will be funded in whole or in part by CIL. This is to ensure there is no duplication between CIL and planning obligation secured through Section 106 agreements in funding the same infrastructure projects.

Table 1- Watford Borough Council’s Regulation 123 List

Infrastructure Categories
Highways and Transport Improvements
School Places (Primary and Secondary schools excluding those associated with SPA2 Watford Junction, SPA3 Health Campus and at SPA6 Western Gateway
Youth Facilities
Childcare
Nursery Spaces
Children’s Play facilities
Adult Care Services
Health Centre
Provision of new community facilities and improvements to existing facilities.
Libraries
Sports Facilities as identified in the WBC Sport Facilities Strategy and Playing Pitches Strategy
Flood Defences
Green Infrastructure, including tree planting
Open Space provision, excluding onsite provision of local open space for developments of over 10 dwellings in line with policies of the Local Plan
Minerals and Waste
Waste management

To ensure that the levy is open and transparent, Watford is required to prepare a short report on the levy to be published on our website by 31 December each year, for the previous financial year.

Watford Borough Council Regulation 62 CIL Monitoring Summary 1 April 2017 - 31 March 2018

Description	Amount Collected
Total CIL receipts for the reported year	£762,986.63
Total CIL carried over from previous reported year(s)	£564,467.05
Total Expenditure for the reported year	*£21,695.00
The items of infrastructure to which CIL (including land payments) has been applied	None
Amount of CIL expenditure on each item	None
Amount of CIL applied to repay money borrowed, including any interest, with details of the infrastructure items which that money was used to provide (wholly or in part)	Not Applicable
Amount of CIL applied to administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation	£38,149.33
Administrative expenses expressed as a percentage	5%
The amount of CIL passed to any local council under regulation 59A or 59B	£0
The amount of CIL passed to any person under regulation 59(4)	£0
Total Neighbourhood Fund ('meaningful proportion') receipts for the reported year	£113,765.34
Total amount of CIL receipts for the reported year (excluding Neighbourhood Fund)	£649,221.29
Total amount of CIL receipts retained at the end of the reported year	£1,289,304.30

*£21,695.00 has been retained by the charging authority in accordance to regulation 61 for administrative expenses. There has been no infrastructure expenditure from CIL receipts.

For further information about Watford Council Community Infrastructure Levy including our guidance note, charging schedule and Regulation 123 list can be obtained from:

https://www.watford.gov.uk/info/20012/planning_and_building_control/447/community_infrastructure_levy/2

Summary of 2015/16

Total CIL receipts for the reported year	£160,275.83
Total Neighbourhood Fund ('meaningful proportion') receipts for the reported year	£24,041.37
Amount of CIL applied to administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation	£8013.79

Summary of 2016/17

Total CIL receipts for the reported year	£433,900.01
Total Neighbourhood Fund ('meaningful proportion') receipts for the reported year	£61,836.61
Amount of CIL applied to administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation	£21,695.00

This document can be made available in alternative formats including large print. The council also has staff who can verbally translate the document into a range of other languages. Please contact us on tel: **01923 226400** for more information.

Planning Policy, Watford Borough Council, Town Hall, Watford, WD17 3EX
strategy@watford.gov.uk
watford.gov.uk/planning

A range of target led results and trends derived from Watford's Monitoring Report 2018

Note: There have been significant national changes to government policy in the past year. In September 2017 the Government set out its intention to revisit how housing need is calculated as part of the '[Planning for the right homes in the right places consultation](#)'. The Government aims to see the number of new homes being completed each year across the country rise to 300,000. As a result, local authorities across the South East England where affordability is an important issue are likely to see increasing pressure to deliver new homes at a faster delivery rate than previously experienced.

This was followed on in March 2018 with the Government's consultation on the '[draft revised National Planning Policy Framework](#)'. A standardised methodology to calculate housing need was proposed which could increase Watford's housing from 577 dwellings per year as currently required to approximately 700 dwellings per year. As of 31 March 2018, this approach has yet to be confirmed by the Government. The council submitted responses to the consultations highlighting its concerns over the increased housing figures and the way they may be calculated. Clarity of the Government's approach is expected to be provided during the next monitoring period (1 April 2018 – 31 March 2019).

Indicator Ref. No.	Description	Target	Result	Change since previous year  increase  decrease  constant
Housing				
H1	Housing trajectory data - plan period and housing targets; net additional dwellings for both market and affordable housing in previous years	A minimum of 6,500 homes 2006-2031, average of 260 units per annum until the 12 April 2017. Annual Housing Figure changes to 577 units per annum from 13 April 2017.	Total of 4,535 new homes between 2006/07 and 2017/18, an average of 377 units per annum	N/A
H1	Net additional dwellings for the reporting year for both market and affordable housing by LA	Maintaining an average of 260 net additional dwellings p.a. However there is new	329 homes in 2017/18	

A range of target led results and trends derived from Watford's Monitoring Report 2018

Indicator Ref. No.	Description	Target	Result	Change since previous year  increase  decrease  constant
		requirement of 577 per annum from the 13 April 2017.		
H7	New and converted dwellings on PDL	80% residential development on PDL	93.30% in 2017/2018	
H8	Net additional pitches (gypsy and traveller)	20 Gypsy and Traveller pitches by 2021.	No additional pitches have been delivered.	
H9	Housing mix of affordable housing completions	20% social rent 65% affordable rent 15% intermediate	33% social rent 57% affordable rent 10% Intermediate This is a significant improvement on last year's figures	
H10	Number of affordable housing completions and percentage of affordable homes on qualifying sites	35% affordable housing will be sought on major applications of 10 residential units and above (or sites of more than 0.5 ha)	Not all qualifying sites achieved the 35% requirement. However the majority did with some sites providing 100% affordable.	
Employment				
BD2	Total amount of additional employment floorspace	90%	100%	

A range of target led results and trends derived from Watford's Monitoring Report 2018

Indicator Ref. No.	Description	Target	Result	Change since previous year  increase  decrease  constant
	completed on PDL			
BD6*	Total number of jobs	A minimum of 7,000 additional jobs in local authority area between 2006-2031	There is now 76,600 jobs in Watford, an increase of 15,500 jobs since 2006 – ahead of target	N/A
BD6	Count of Active Enterprises In Watford	Increasing Trend	An increase of 220 to 5,670	
BD9	Qualifications of working age resident population	Increasing trend	There has been an increase from 83.5% to 87.7% in terms of the number of people with NVQ1 and above qualification	
Sustainable Development				
S1	Number of planning permissions granted contrary to Environment Agency (EA) advice on flooding and water quality grounds	No planning permissions granted contrary to EA advice - any objections subsequently withdrawn following fulfilment of recommendations	None	
S2	Average water consumption (litres per head per day –l/h/d)	Reducing trend	Decrease from 115.2 l/h/d in 2012/13 to 143.4 l/h/d in 2014/15 and reducing trend in previous years (was 174.5 l/h/d in 2008/09). No new records for this past year.	N/A

A range of target led results and trends derived from Watford's Monitoring Report 2018

Indicator Ref. No.	Description	Target	Result	Change since previous year  increase  decrease  constant
S4	Per capita CO2 emissions in LA	Reducing trend	There has been a drop to 3.8 kt CO2 per capita in 2016, down from 4.1 in 2015. This is an improvement	
S5	Air Quality and Air Management Areas	Improvement in quality	Averages have remained fairly constant in recent years with some increases and exceedances of objectives in some cases.	
Green Infrastructure				
GI2	Amount of open space managed to Green Flag award standard	Maintain the amount of open space managed to Green Flag award standard.	Increased to 147 hectares, with addition of Paddock Road Allotments, Goodwood Recreation Ground and North Watford Cemetery (up from 121.5 previous year)	
GI3	Change in total open space	Maintain quantity and quality of open space	No change - 311.3 hectares	
Urban Design and Conservation				
UDC3	Conservation character area appraisals completed	100% by 31/3/2012 – appraisals to be updated every five years	100% achieved by 31/3/2012. (N.B. Also, Oxhey was designated a conservation area in 2013 and the character appraisal document was adopted July 2014.) Four revised Character Appraisals on the Civic Core, Estcourt, Nascot and St Mary's Conservation Areas were adopted by the Council in December 2015, following a consultation period 6 Nov to 4 Dec 2015. The	

A range of target led results and trends derived from Watford's Monitoring Report 2018

Indicator Ref. No.	Description	Target	Result	Change since previous year  increase  decrease  constant
			council has committed to updating the Character Appraisals for the conservation areas every five years and following a consultation from November 2016-January 2017, Revised Appraisals for the Square and Grove Mill Conservation Area, were adopted in January 2017. With MacDonnell Gardens Appraisal being reappraised this past year.	
UDC4	Conservation Area Management Plan	Consultation draft by 2013; aim is to review every five years	Final draft adopted July 2013	N/A
UDC5	Buildings on buildings at risk register	Decreasing trend desired from 2011/12 baseline survey with intention to update every five years – new survey of listed buildings at risk scheduled for 2017	The Façade at 63-65 High Street has been completed and permission has now been approved suitable scheme for restoration of Frogmore House and work is expected to commence in 2019. The register will be relooked at following these events.	
Transport				
T3	Travel to work mode shares	Increasing use of cycling, walking, public transport and reduction in travel by car mode desired	Decrease of 5.9% between 2001 census and 2011 census in those travelling to work by car (to 54.6% from 60.5%) (However, note that TravelWise surveys from 2012 -2014 indicate that 81% of all people entering urban areas in Hertfordshire travel by car, a high proportion.)	N/A

A range of target led results and trends derived from Watford’s Monitoring Report 2018

Indicator Ref. No.	Description	Target	Result	Change since previous year  increase  decrease  constant
T5	Watford’s cycle route usage	Increasing trend	Usage dropped slightly during 2015/16 (2.6%). Four Sites in Watford are monitored for cycle use – 2017/18 saw a reduction in cyclists on Hempstead Road, Ebury Way and Radlett Road.	

*It is difficult to identify jobs numbers and previous figures used for specific projects in the town does not give a full picture. Accordingly the EEFM is far more suitable measure of job growth.

Agenda Item 6

Part A

Report to: Cabinet

Date of meeting: 21 January 2019

Report author: Head of Community & Environmental Services

Title: Redevelopment of land, community centre and shop at 32 Raphael Drive and Centrepoint Community Centre.

1.0 Summary

1.1 On 10 September 2018 Cabinet resolved the following:

a) Approves a joint proposal by Watford Borough Council (WBC) and Watford Community Housing (WCH) to provide 50+ socially rented properties in the Borough to be delivered over a 3 year period by WCH subject to agreeable nomination rights and subsidy being received from WCH on an equal basis with WBC and,

b) Subject to the approval of (e) below confirmation from an independent valuer that the Council is achieving best consideration for the transfer of land as identified in 4.6 in the report from WBC to WCH at nil consideration and,

c) Approves the commencement of consultation on redevelopment of the WBC sites where required (as identified in the Part B appendix to the report) followed by the submission of a planning application this financial year and,

d) Agrees that any amendments on the sites to be brought forward for socially rented homes including the scheme design (relating to overall numbers and mix of units) is delegated to the Deputy Managing Director in consultation with the Portfolio Holder for Property and Housing.

And to recommend to Council:

e) That £2.65 million from the funds currently earmarked for the provision of new temporary accommodation are reallocated to support this project, the money being split between 2018/19 and 2019/20 financial years.

1.2 This report is to confirm that the land, community centre and shop at 32 Raphael Drive and Centrepoint Community Centre is one of these sites and that a grant has been secured from Homes England to help fund this much needed development of social rented properties in Watford.

- 1.3 The Council, with their partners, WCH have been undertaking consultation and engagement with local residents and users of the Community Centre and the feedback from that is shown at Appendix 1. There was a further consultation and engagement event on 10 January 2019 and the feedback from this event will be provided to Cabinet at the meeting.
- 1.4 This report provides Cabinet with the results of the consultation and engagement and seeks approval having had regard to that consultation and engagement to proceed with the disposal of the land to WCH on the terms as set out in the Cabinet report of the 10 September.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Planning permission is refused	The development will not go ahead	Comprehensive community consultation and engagement to inform appropriate design	Treat	3 X 3 = 9
Development costs increase	The amount of subsidy will increase and WBC and WCH will have to reconsider the proposal and the way forward based on the revised costs	Development costs will be closely monitored during the project and where possible cost increases will be considered and absorbed within the scheme.	Treat	3 X 3 = 9
There is a legal challenge to the decision to dispose of the site to WCH	The disposal may not take place, reputational damage to both	Detailed consideration of the consultation with users of the	Treat	2 x 3 = 6

	the Council and WCH	shop and community centre and reprovision of a community facility in the local area		
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3.0 Recommendations

- 3.1.1 Having had full regard to the content of this report, including comments and views expressed by members of the public and users of the current community centre and shop and having regard to the attached equality impact analysis in Appendix 2, and the implications for crime and disorder, that the land, community centre and shop at 32 Raphael Drive and Centrepoint Community Centre be approved for disposal to WCH for redevelopment for social rented housing, appropriate community space and retail space on the terms previously approved by Cabinet on 10 September 2018, subject to the due planning process, and that the site be deemed to be surplus to requirements.
- 3.1.2 That the Council ceases any and all activities operating from the Community Centre on 31 March 2019
- 3.1.3 That the Council works with all existing user groups of the Community Centre to support them in finding appropriate alternative facilities whilst the community facility is unavailable.
- 3.1.4 That the new community space be large enough to accommodate a meeting of 50 people, and/or the playing of table tennis, and/or a community coffee morning, and/or the running of a fitness class. That this space be able to be readily subdivided to create 2 separate community spaces and that it have an appropriate kitchen facility.
- 3.1.5 That the new retail space be of appropriate size for the retail needs it will service.
- 3.1.6 That the community space and retail space be constructed in such a manner and such a size and layout that should either or both no longer be required they can be converted into additional social rented accommodation.
- 3.1.7 That the Council enter into a nomination agreement with WCH to ensure it obtains 100% nomination rights for each of the residential units to be built on the site.

- 3.1.8 That the Council enters into appropriate agreements with WCH to ensure that in the event that any units or the site is subsequently disposed of by WCH any sums received are either used to provide further social housing with suitable nomination rights to the Council or the Council receives a share of the proceeds of sale equal to the share that it contributed to the development.
- 3.1.9 That the Transfer includes a restrictive covenant preventing the site being used for any purpose other than social rented housing, community space and a local shop.

Further information:

Alan Gough – Head of Community & Environmental Services

Alan.gough@watford.gov.uk,

01923 - 278600

Report approved by: Manny Lewis, Managing Director

4 Detailed proposal

- 4.1 As set out in the report to Cabinet on 10 September 2018 the Elected Mayor of Watford is committed to the provision of 16-18 new social housing units per year over the next three years which is now embedded into the Council's Corporate Plan.
- 4.2 Cabinet agreed that the Council should undertake consultation with users of the Community Centre and the shop to gauge their views on the proposals.
- 4.3 This engagement took place between 29 October and 9 December 2018 and was organised jointly with WCH. The engagement took the form of i) a survey, which was available online and in paper format and was promoted extensively through social media and in Centrepont itself where people could pick up a paper copy; and ii) two engagement sessions on 15 November 2018, one in the morning and one in the late afternoon / early evening.
- 4.4 The full results of this engagement are shown in Appendix 1. The following responses are specifically brought to the attention of Cabinet:
- 4.4.1 96% of respondents agreed that it was important for the area to have a community space for local residents with 71% of respondents stating that they would attend an activity session in the new community space if it were of interest. As can be seen in the above Recommendations the Council agrees with, and supports, this position.
- 4.4.2 94% of respondents agreed that it was important for the area to have a local shop for residents with 79% stating that they currently use the shop. It was also noted that whilst the shop provides for food, drink, newspapers / magazines and tobacco, it was also noted that people can pay bills (gas / electricity) and use the cashpoint at the shop. Again, as can be seen in the above Recommendations the Council agrees

with, and supports, this position.

4.4.3 Other issues were raised in the engagement under the ‘Additional Comments’ section, which are listed below along with an Officer response:

Comment Made	Officer Response
Concern for the vulnerable members of the local community if the community facility and shop are not replaced	The Council supports the re-provision of the community facility and shop
Overall concern about additional homes proposed for the site – adding to numbers on the estate, potentially additional vulnerable households, which can bring further challenges for the local area	It is appropriate for this to be given due consideration as part of the due planning process
General comment on the upkeep of the Radlett Road estate – roads, open spaces, lighting (Reeds Walk was raised as there were 5 lamp posts out of service, large trees are obscuring lighting) and overgrown trees (again on Reeds Walk)	This comment is not relevant to this particular development however Officers will look to address these concerns as appropriate.
Concerns raised re ASB on the estate	Officers will look to address these concerns as appropriate.
Road safety is seen as an issue – could speed be reduced on Radlett Road and a barrier / handrail be provided on the single file pavement under the railway bridge on Radlett Road	This comment is not relevant to this particular development however Officers will look to address these concerns as appropriate.
Parking is an issue on the estate – particularly commuter parking	Officers will look to address these concerns as appropriate.
Estate needs better access to public transport	This comment is not relevant to this particular development however Officers will look to address these concerns as appropriate.
Need for temporary facilities during build – particularly for the elderly and more vulnerable	The Council will work with all existing user groups to support them in finding appropriate alternative facilities whilst the community facility is unavailable. There is no intention to provide a temporary facility (such as a portacabin) for either community use or retail use.

- 4.5 In addition to the above, the Council received a petition signed by approximately 200 people (copy of 'front page' of the petition shown in Appendix 3 – no signatories are shown), which raised several concerns in relation to the shop, the community centre and the new homes, fundamentally asking for the Council to reconsider the redevelopment of Centrepont Community Centre and shop. However this petition did not contain the addresses of those that had signed it so the Council could not confirm if those who had signed were residents of the borough so unfortunately the petition could not be taken into account. As can be seen above residents have had the opportunity to raise their concerns during the consultation and the results from that do not support the main thrust of the petition, with responders seeking to have the facilities replaced in any new development, which the Council is accommodating.
- 4.6 Given all of the above this development opportunity of the land, community centre and shop at 32 Raphael Drive and Centrepont Community Centre for social rented dwellings is recommended to Cabinet. The proposal is also supported by WCH and has recently also been awarded grant funding from Homes England.
- 4.7 The development will be subject to the due planning process and the recommendations in this report reflect the Council's commitment to secure the best outcomes for the local community with this proposal.
- 4.8 It is clear from the consultation and engagement information that there is clear support for both a community facility and a local shop to be part of this development.

5 Implications

5.1 Financial

- 5.1.1 The Shared Director of Finance comments that there is no additional budget pressures arising from this report.

5.2 Legal Issues

- 5.2.1 The Head of Democracy and Governance comments that the Council will need to be satisfied that providing the land at nil consideration is necessary as the Council is under a duty to get best consideration on any land disposal. It will also need to enter into an agreement with WCH to ensure it gets full nomination rights to any units built and that in any subsequent sale the money is used to re-provide further social rented units which the Council will have full nomination rights to or the Council gets back the same percentage of the proceeds of sale that it contributed

toward the development. In addition it will require a restrictive covenant to prevent the land being used for anything other than housing, a community facility and local shop,

State Aid has been considered in respect of the provision of the subsidy the Council is giving to WCH to enable this development to proceed. The Council has previously taken counsels advice and the provision of subsidy to support social housing is permitted under the State Aid regime.

Members need to have regard to the views of the consultees and of the Equality Impact Assessment in making their decision to proceed with this disposal

5.3 Equalities, Human Rights and Data Protection

5.3.1 Under s149 (1) of the Equality Act the council must have due regard, in the exercise of its functions, to the need to –

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them
- foster good relations between persons who share relevant protected characteristics and persons who do not share them.

5.3.2 An Equality Impact Analysis (EIA) has been undertaken and this is attached at Appendix 2 and the overall conclusion of the EIA is that the positive impacts of the proposals outweigh the negative impacts, given the positive impact this will have on those families who will be able to access affordable housing and the proposal to explore the inclusion of a community facility and shop within the scheme. Whilst it is noted the loss of the current amenity could have negative impacts mitigation has been identified that reduces the negative impact overall, although it is noted that consulting and engaging with current users, the community and staff are critical to this mitigation being effective.

5.4 Staffing

5.4.1 The closure of the community centre will result in the deletion of 2 permanent posts and so 2 members of staff will be at risk of redundancy. The Council will follow its redundancy process.

5.5 Accommodation

5.5.1 There will be loss of a community facility until the new site is redeveloped.

5.6 **Community Safety/Crime and Disorder**

5.6.1 The Community Safety Manager has confirmed that the closure of the community centre, and activities undertaken there, will not adversely affect the crime and disorder in that locality.

5.7 **Sustainability**

5.7.1 The proposals in this report accord with the Council's position in relation to social rented dwellings.

Appendices

1. Feedback from consultation engagement: 29 October - 9 December 2018
2. Equalities Impact Analysis
3. Copy of the petition 'front page' (does not contain signatories)

Background Papers

- None

CENTREPOINT DEVELOPMENT

FEEDBACK FROM CONSULTATION ENGAGEMENT: 29 OCTOBER - 9 DECEMBER 2018

The council, in partnership with Watford Community Housing, undertook consultation and engagement on the proposals for the Centrepoint development during November / December 2018.

The approach comprised:

1. **A survey** – this was available online and paper copies for 6 weeks from 29 October - 9 December 2018

The survey was promoted extensively through social media and in Centrepoint itself where people could pick up a paper copy. Many of those who attended the engagement sessions (see 2. below) completed a paper copy of the survey.

Survey responses

As of 9 December 2018, 76 surveys had been returned or completed online.

A significant number of responses (25) were received from those attending the engagement event.

2. **Two engagement sessions** - on 15 November 2018 (morning and afternoon / evening)
These sessions were to provide an opportunity to view the initial plans for the Centrepoint development and for people to share views on whether they would wish to see a community space and / or a shop included within the Centrepoint development.

Attendance

45 people attended the engagement session (23 in the morning and 22 in the afternoon).

Overview of survey responses

Q1. Personal information

This showed that the significant majority of respondents live in close proximity to the Centrepoint Community Centre.

Q2. Characteristics of those completing the survey.

Respondents could select more than one response

- Live locally to Centrepoint Community Centre 90%
- User of the local shop 76%
- User of the Centre 69%

Q3. Use of Centrepoint Community Centre

- Use the Centre Two thirds (67%)
- Do not use the Centre A third (33%)

Q4. Frequency of use of the Centre

- Most weeks 55%
- Once a month 11%
- A few times a year 24%
- Once or twice a year 7%
- Less than once a year 4%

Q5. Why people use the Centre

Respondents could select more than one response

- Attend an organised activity / session 64%
- Meet friends at the Centre 20%
- Hire the centre for activities 17%
- Use the IT suite 9%
- 'Other' – which included voting in elections 5%

Q6. Travelling to the Centre

Given responses to earlier questions, it is unsurprising that the vast majority of respondents who visit the Centre walk there.

- Walk to the Centre 87%
- Drive to the Centre 13%

Q7. Reasons why people choose not to use the Centre

As the survey was mainly completed by those who use the Centre, there were only 21 responses to this question.

- Not sure what is offered at the Centre 62%
- Nothing of interest 24%
- Not somewhere would ever go 10%
- For others 5%

Q8. Interest in a community space in the new development

Respondents could select more than one response

- Would attend an activity session if it were of interest 71%
- Would hire for one off events 33%
- Would hire for a group / activity session 30%
- Would never / hardly ever use it 15%

Q9. Important for the area to have a community space for local residents

- Yes 96%
- Not sure 4%

Q10. Currently use the local shop

- Yes 79%
- No 21%

Q11. Frequency of use of shop

- Most weeks 85%
- A few times a year 10%
- Once a month 6%

Q12. Items bought from the shop

Respondents could select more than one response

- Food basics (bread / milk) 91%
- Snacks (sweets / crisps/ drinks) 67%
- Household items (washing powder / loo rolls / nappies) 65%
- Newspapers / magazines 48%
- Fruit and veg 33%
- Alcohol 30%
- Cigarettes 24%

It was also noted that people can pay bills (gas / electricity) and use the cashpoint at the shop.

Q13. Reasons why people choose not to use the shop

As the survey was mainly completed by those who use the shop, there were only 13 responses to this question.

- Shop at a larger shop 62%
- Doesn't stock what is needed 31%
- Prices too high 15%

Q14. Important for the area to have a local shop for residents

- Yes 94%
- No 1%
- Not sure 5%

Q15. Additional comments

- Concern for the vulnerable members of the local community if the community facility and shop are not replaced
- Overall concern about additional homes proposed for the site – adding to numbers on the estate, potentially additional vulnerable households, which can bring further challenges for the local area
- General comment on the upkeep of the Radlett Road estate – roads, open spaces, lighting (Reeds Walk was raised as there were 5 lamp posts out of service, large trees are obscuring lighting) and overgrown trees (again on Reeds Walk)
- Concerns raised re ASB on the estate
- Road safety is seen as an issue – could speed be reduced on Radlett Road and a barrier / handrail be provided on the single file pavement under the railway bridge on Radlett Road
- Parking is an issue on the estate – particularly commuter parking
- Estate needs better access to public transport
- Need for temporary facilities during build – particularly for the elderly and more vulnerable

Of those responding to the survey, the following demographics were recorded:

Q16. Sex

A disproportionately higher number of women than men completed the survey. The responses are, therefore, not representative in terms of sex.

Male	18%
Female	80%
Non-binary	2%

Q17. Disability

Over a fifth of respondents declared a disability.

No	77%
Yes, limited a little	15%
Yes, limited a lot	8%

Q18. Age

18-24	8%
25-34	18%
35-49	30%
50-64	27%
65-69	6%
70-74	8%
75+	3%

Q19. Ethnicity

English / Welsh / Scottish /Northern Irish / British	61%
Other White background	9%
White and Black African	1.5%
White and Asian	1.5%
Multiple ethnic background	1.5%
Indian	5%
Pakistani	6%
Chinese	1.5%
Other Asian background	1.5%
African	5%
Other ethnic group	8%

Q20. Ward

85% of respondents were either Tudor or Central ward. It is likely that many of those who identified as Central ward residents are Tudor ward residents but might not be aware of recent boundary changes (Radlett Road is now in Tudor ward).



Equality Impact Analysis

Title of policy, function or service	Redevelopment of Centrepont Community Centre site
Lead officer	Nick Fenwick
Person completing the EIA	Kathryn Robson
Type of policy, function or service:	New/Proposed X
Version & Date	September 2018 V4. Updated January 2019 V5.

1. Background

The need for socially rented housing

Watford, like many parts of the country, is facing an unprecedented demand for housing. As a vibrant and successful town, with good job opportunities, local amenities (including high performing schools) and excellent transport links to London and other parts of the region, its popularity as a place to live has increased significantly in recent years. This high demand to live in Watford runs across the full remit of housing options from owner occupier, mixed tenure and privately rented to socially rented.

For many the cost of housing is proving a significant challenge. Watford Borough Council, led by its Elected Mayor, wants Watford to remain a 'balanced' town, one which offers a range of housing solutions for residents and, certainly, to consider ways to increase the availability of socially rented housing for those for whom this is the only solution to gaining a settled home within the borough.

There are a number of routes by which a local authority can deliver affordable housing in its area. Watford works closely with developers to ensure developments deliver affordable housing (35% on appropriate sites) but recognises that other solutions can work alongside this development led approach to achieve additional units. These other solutions, which include the council working alongside the borough's housing associations play an important role in finding permanent housing solutions for those currently on the council's housing register.

It is also important to note that affordable housing does not necessarily mean socially rented homes (other forms of 'affordable' coming into this definition, include affordable rent and shared ownership). Although there are number of socially rented homes being delivered through the planning system as planning applications are granted, the supply is not as the council would like. In view of this and the commitment made by the Mayor to provide 16-18 new social housing units per year over the next three years, the council is currently exploring ways it can work with Watford Community Housing (the borough's largest housing association) to identify opportunities for developing sites that will deliver socially rented homes

Watford faces a substantial challenge in terms of finding sufficient land to meet all its housing needs. Through its Local Plan, the council is seeking to balance the many demands for land within the borough (housing, employment, retail, social infrastructure, open spaces) and recognises that previously developed sites (brownfield land) provide one opportunity for future development, where the case can be made for better use of the land in the interests of the community as a whole. This includes where it is currently the landowner.

Current housing needs

As of end of September 2018, there were 149 households in temporary accommodation in Watford of which 109 had children or were expecting a child.

The council also knows that the demand for housing is predominantly for two three and four bedroom properties, suitable for families.

Recommendation 1: Ensure that the housing need is updated in line with this EIA

UPDATE: (figures updated between version 4 and version 5)

Proposal for the use of the Centrepoint Community Centre site for the delivery of social housing units

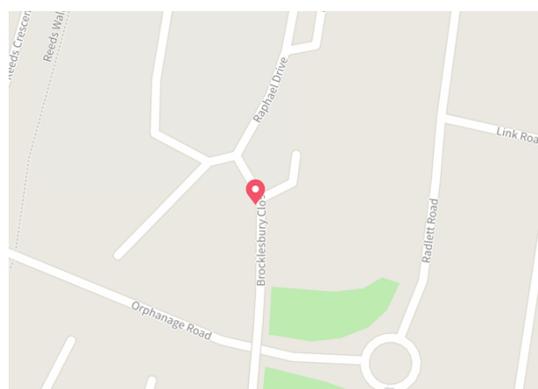
A unique and possibly limited opportunity has arisen through a wider national review of social housing post-Grenfell. Homes England (HE) has recently introduced a programme to fund the provision of social rent in areas of high rental value. HE funds have been set aside to create opportunities to provide in the region of 12,500 new socially rented homes. Presently, affordable rent attracts up to £35k grant per dwelling but the social rent upper limit, so far untested, is predicted to be up to double this figure.

Watford BC and Watford Community Housing have sought to make a bid for this grant to deliver the aspiration to increase the supply of socially rented homes. A number of sites have been examined which are capable of being developed in the next three years. This includes the Centrepoint Community Centre site.

UPDATE: The council and Watford Community Housing received confirmation that the grant application had been successful in December 2018.

Centrepoint Community Centre site

The Centrepoint Community Centre is on Raphael Drive in Tudor ward, Watford. It is situated within the 'Radlett Road estate'. Adjacent to the Community Centre is a convenience store also in the ownership of the council, the only located within the estate.



Centrepoint Community Centre usage

The community centre is open to the public and available for hire Monday to Sunday from 9am to 10pm. It offers free Wi-Fi and has a number of rooms available for hire: the Main Hall accommodates 50 people seated or 75 people standing with access to kitchen facilities, two rooms each accommodating 25 people seated or 35 people standing and a small Meeting Room - accommodating 8 people seated with small IT facilities.

Current activities include:

- Street dance (5+ years)
- Let's dance
- Unity 3 Dance School - A variety of adult and child classes available
- Seated exercise
- Stay & Play session
- Bumps & Babies session
- Dine out Tuesday lunch club
- Coffee morning
- Random Cafe
- P.H.A.B. (Able bodied & disabled social group)
- Sahaja yoga
- Gentle Restorative yoga
- Activity club (ages five to 12 years)
- Vathalayam Spiritual Group
- Watford Indian Association yoga
- Watford United Pentecostal Church

The limited car parking provision on site (six spaces outside the centre and shop) has had a direct and negative impact on the ability of the facility to meet the needs of the centre users and generate adequate levels of income for the council.

An analysis of regular community use undertaken last year (2017) showed the following:

Centrepoint Community Centre	Sports Activity	Cultural Activity	Informal Education	Social Activities
	10	2	2	9

These regular bookings do not take into account the 'one off' bookings for activities such as children's parties and training workshops/courses.

Recommendation 2: To review and update the current usage of Centrepoint to include both the regular bookings and the 'one off' bookings in terms of extent and reasons for hire

Convenience store

As well as the community centre, the site includes a unit for a convenience store. This is also included in the proposals for development and, therefore, would be a lost amenity to the local community.

Recommendation 3: To understand the locations of the nearest other convenience store amenity for local residents.

Impact on current staffing

The council currently manages the community centre directly. The impact of the proposal to develop

Centrepoint Community Centre for social housing units will be on two (part time) permanent members of Watford Borough Council staff and one (part time) agency member of staff.

All three people currently working within the centre are female.

2. Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the initial proposal to consider the redevelopment of the Centrepoint Community Centre site for the delivery of social housing units, in the context of the borough's housing needs.

These are:

1. Age
2. Disability
3. Gender Reassignment
4. Pregnancy and maternity
5. Race
6. Religion or belief
7. Sex (gender)
8. Sexual Orientation
9. Marriage and Civil Partnership.

3. What we know about the Watford population

Whilst Centrepoint Community Centre is situated within the 'Radlett Road estate' within Tudor ward, the amenity is available to the entire borough and its residents – as well as people from beyond the borough. Therefore, in terms of potential impacts these would be on the Watford population as a whole, with specific reference to those residents within the immediate vicinity of the centre.

UPDATE: Feedback from the recent consultation / engagement strongly indicates that the users of the Centre, particularly the regular users, live within very close proximity to the Centre.

Population

The current population of Watford is 96,600 (mid 2017 estimate revised) and is estimated to grow by 16% by 2026. Population growth estimates stated that they expected Watford to reach 100,000 by the end of 2017. In terms of gender breakdown, there are estimated to be fractionally more female than male residents but the difference is not significant.

The population density for Watford is circa 4,500 people per square kilometre. This makes it the most densely populated district area in England and Wales. However, in comparison with some metropolitan boroughs, particularly those in and around the outskirts of London, the density is relatively low

Ward level populations

Mid-2016 year population estimates show Central has the highest population of any ward in Watford and Tudor the lowest at 6,059. The 'Radlett Road estate' is situated within Tudor ward but is close to the boundary with Central ward.

	2016
Callowland	7,983
Central	9,101
Holywell	8,716
Leggatts	7,910
Meriden	7,870
Nascot	8,721
Oxhey	6,949
Park	8,464
St anborough	7,645
Tudor	6,944
Vicarage	8,986
Woodside	7,484

This is ONS experimental data ([Ward Level Mid-Year Population Estimates \(experimental\), Mid-2016](#))

Population projections

The ONS interim 2014-based subnational population projections are an indication of the future trends in population to 2024.

- Watford's population is projected to be 109,600 by 2022 with the population reaching 100,000 in 2017 (we will know if this was accurate with the release of 2018 population estimates (released mid 2019))
- The bulk of the estimated 14.8% increase for Watford over the ten years from 2014 to 2024 is expected to stem from natural change of 8.8% (more births than deaths), net migration within the UK of 5.2% and net international migration of 0.7%. The level of natural change can be attributed to the relatively young age structure of the current population, with a high proportion of child bearing age.

Households

The average household size in Watford is currently 2.45. This is average for the region.

Number of households

The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of 31 January 2017 the figure was 39,052.

Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire.

For Watford, the Census 2011 shows the following breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%) and British other Asian 4.4%). Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014). We know from other data such as National Insurance Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

Other data sources, including a school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings with English still the predominant language (at around 60%) followed by (in order of selection): Urdu, Polish, Tamil, Punjabi, Gujarati, Portuguese, Romanian and Hindi.

Age

The largest populations by age band in Watford are:

- 25-44 (31,700)
- 45-59 (18,100)

The numbers in each successive age-band fall progressively until there are estimated to be 6,000 who are 75+. We know that around 74,000 residents are of voting age in Watford and that the borough has a younger profile than the rest of England and Wales.



The average age of Watford residents is 36.8 years, which puts it amongst the youngest cities and towns in England.

Disability / Health

Around 85% of the population of Watford state that they have 'good health' and just under 14% record a disability. We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairment.

The 2016 NHS Health Profile's summary conclusion is that the health of people in Watford is 'varied' compared with the England average. About 14% (2,700) of children live in low income families. Life expectancy for both men and women is similar to the England average (which is an improvement on previous years when men's was lower).

The profile also shows that the percentage of physically active adults has remained stable since 2016 at 54.4%, compared to the England average of 57%. There has been a very small increase from 58.9% to 60% in the percentage of adults classified as overweight or obese in Watford, although significantly better than the England average of 64.8%. Also remaining consistent is the percentage of obese children in Year 6 (aged 10-11) at 16%, significantly better than the England average, which is 19.8%.

Religion / belief

The religious breakdown in the Census 2011 of the main religions in Watford was: Christian (54.1%), Muslim (9.8%), Hindu (4.8%), with no religion stated at 21.4%.

Sexual orientation / Transgender

Watford has no specific data on the transgender community within the borough

Deprivation

The English Indices of Deprivation 2015 were published by the Government in September 2015, and updated the previous 2010 Indices, published in March 2011.

The Indices of Multiple Deprivation (IMD) 2015 uses 37 separate indicators, grouped into seven domains (three of which contain sub-domains); the domains are Income; Employment; Health and Disability; Education, Skills and Training; Crime; Barriers to Housing and Services; and Living Environment. In addition to the domains and their sub-domains there are two supplementary income deprivation Indices: Income Deprivation Affecting Children Index (IDACI) and Income Deprivation Affecting Older People Index (IDAOPI).

In the IMD 2015, Watford is ranked 189 out of 326 authorities, putting it in the 6th decile nationally. This means that, overall, Watford is less deprived than half the authorities in England.

Watford is the third most deprived authority in Hertfordshire. (Stevenage and Broxbourne are the most deprived.) However, three Hertfordshire authorities are among the 10% least deprived authorities in England (Three Rivers, East Herts and St Albans).

The combined deprivation index, which weights income and employment more heavily than the other domains, obscures the more deprived areas in Watford, which are affected by crime, living environment deprivation and education, skills and training deprivation in particular. This is, at least in part, because income and employment deprivation are less of an issue for Watford.

The ten most deprived LSOAs in Watford, as ranked in the IMD 2010, are as follows.

The most deprived LSOA includes Raphael Drive and Brockleberry Close, both roads within the 'Radlett Road estate' and overall all roads within the estate are within the LSOA. The reason why they are identified as being in Central ward in 2015 is that, since this time, there have been ward boundary changes in Watford. The 'Radlett Road estate' was included within the Tudor ward.

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (2)	Central (Water Lane, Gladstone Road, Grosvenor Road, part of Radlett Road, Brockleberry Close, Raphael Drive, top part of Queens Road)	E01023860	5 (5)	1st (1st)	5005 (7683)	2nd (3rd)
2 (1)	Meriden (Garsmouth Way, Aldbury Close, Harvest End, part of York Way)	E01023876	19 (7)	1st (1st)	7590 (7539)	3rd (3rd)
3 (5)	Holywell (Caractacus Green, part of Charlock Way, Moor View, Jellicoe Road, Stripling Way, Rose Gardens)	E01023865	22 (32)	1st (1st)	7800 (9818)	3rd (4th)
4 (7)	Holywell (Ascot Road, Greenhill Crescent, Caxton Way, Croxley View)	E01023866	30 (40)	1st (1st)	9203 (10445)	3rd (4th)
5 (4)	Stanborough (Clarke Way, Rushton Avenue, Orbital Crescent, Harris Road)	E01023891	31 (21)	1st (1st)	9377 (9075)	3rd (3rd)
6 (11)	Meriden (Ravenscroft, part of the Phillipers, Whitwell Road, Ivinghoe Close)	E01023873	33 (57)	1st (1st)	9628 (11634)	3rd (4th)
7 (9)	Woodside (Haines Way, Queenswood Crescent, Sheriff Way, Nottingham Close)	E01023906	41 (46)	1st (1st)	10062 (10768)	4th (4th)

Watford rank	Ward	LSOA code	Hertfordshire		England	
8 (3)	Central (Station Road, part of St John's Road, Rosslyn Road, Albert Road South and North)	E01023861	45 (15)	1st (1st)	10469 (8354)	4th (3rd)
9 (8)	Central (Queens Road, Sotheron Road, Estcourt Road, part of Beechen Grove)	E01023859	47 (45)	1st (1st)	10609 (10705)	4th (4th)
10 (6)	Oxhey (Deacons Hill, Blackwell Drive, Riverside Road, Eastbury Road, Thorpe Crescent)	E01023883	49 (34)	1st (1st)	10710 (10014)	4th (4th)

4. What we know about the community use of Centrepoint Community Centre

In 2014, Watford Borough Council undertook a consultation with the users and the wider community on Centrepoint Community Centre.

A hundred and fifty responses were received.

What the respondents to the survey said:

- **73% knew that there was a building for community use**
- **68% had used the community centre within the past year**
- **54% walked to the centre when they visited**
- **53% used the centre on a weekly basis (or more frequently)**
- **69% were satisfied with the centre, although 20% didn't know as they were not users**
- **65% were interested in attending the centre in the evening**

Of those responding to the survey, the following demographics were recorded:

Age:

Under 15 years	0.71%
15 - 19 years	2.13%
20 to 24 years	2.13%
25 to 34 years	19.15%
35 to 44 years	24.82%
45 to 54 years	19.86%
55 to 64 years	15.60%
65 to 74 years	12.77%
75 to 79 years	1.42%
80 +	1.42%

Disability:

These are the responses to the question 'are your day to day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?'

Yes, limited a lot	11.43%
Yes, limited a little	14.29%
No	74.29%

The use of the centre by PHAB would account, in part, for the high percentage of users with a disability

Ethnicity:

English / Welsh / Scottish / Northern Irish / British	62.14%
Gypsy or Irish Traveller	0.00%
Irish	0.00%
Any other White background (please write in below)	7.86%
White & Black Caribbean	0.71%
White & Black African	0.00%
White & Asian	0.71%
Any other mixed / multiple ethnic background (please write in below)	0.71%
Arab	0.00%
Caribbean	5.00%
African	2.14%
Any other Black background (please write in below)	0.71%
Indian	10.00%
Pakistani	2.86%
Bangladeshi	0.00%
Chinese	0.71%
Any other Asian background (please write in below)	2.14%
Other ethnic group (please write in below)	4.29%

The 'other' groups included Polynesian, Nepalese and Italian.

Sex:

Male	42.03%
Female	57.97%

This shows a significantly higher use by women than men, which probably relates to the activities geared at babies and children.

Additional feedback

The survey gave respondents the opportunity to comment on their use (or non-use) of the centre. Of those who use the centre, there were a significant number of comments on the value of the centre to the locality and appreciation of the staff running the centre.

Recommendation 4: The council has already indicated that it will undertake engagement with the local community on the Centrepoint Community Centre site. This consultation should include an understanding of the protected characteristics of those who use and don't use the centre and associated convenience store.

UPDATE: FEEDBACK FROM CONSULTATION ENGAGEMENT: 29 OCTOBER - 9 DECEMBER 2018

The council, in partnership with Watford Community Housing, undertook consultation and engagement on the proposals for the Centrepoint development during November / December 2018.

The approach comprised:

1. **A survey** – this was available online and paper copies for 6 weeks from 29 October - 9 December 2018

The survey was promoted extensively through social media and in Centrepoint itself where people could pick up a paper copy. Many of those who attended the engagement sessions (see 2. below) completed a paper copy of the survey.

Survey responses

As of 9 December 2018, 76 surveys had been returned or completed online.

A significant number of responses (25) were received from those attending the engagement event.

2. **Two engagement sessions** - on 15 November 2018 (morning and afternoon / evening)
These sessions were to provide an opportunity to view the initial plans for the Centrepoint development and for people to share views on whether they would wish to see a community space and / or a shop included within the Centrepoint development.

Attendance

45 people attended the engagement session (23 in the morning and 22 in the afternoon).

Overview of survey responses

Q1. Personal information

This showed that the significant majority of respondents live in close proximity to the Centrepoint Community Centre.

Q2. Characteristics of those completing the survey.

Respondents could select more than one response

- Live locally to Centrepoint Community Centre 90%
- User of the local shop 76%
- User of the Centre 69%

Q3. Use of Centrepoint Community Centre

- Use the Centre Two thirds (67%)
- Do not use the Centre A third (33%)

Q4. Frequency of use of the Centre

- Most weeks 55%
- Once a month 11%
- A few times a year 24%
- Once or twice a year 7%
- Less than once a year 4%

Q5. Why people use the Centre

Respondents could select more than one response

- Attend an organised activity / session 64%
- Hire the centre for activities 17%
- Like to meet friends at the Centre 20%
- Use the IT suite 9%
- 'Other' – which included voting in elections 5%

Q6. Travelling to the Centre

Given responses to earlier questions, it is unsurprising that the vast majority of respondents who visit the Centre walk there.

- Walk to the Centre 87%
- Drive to the Centre 13%

Q7. Reasons why people choose not to use the Centre

As the survey was mainly completed by those who use the Centre, there were only 21 responses to this question.

- Not sure what is offered at the Centre 62%
- Nothing of interest 24%
- Not somewhere would ever go 10%
- For others 5%

Q8. Interest in a community space in the new development

Respondents could select more than one response

- Would attend an activity session if it were of interest 71%
- Would hire for one off events 33%
- Would hire for a group / activity session 30%
- Would never / hardly ever use it 15%

Q9. Important for the area to have a community space for local residents

- Yes 96%
- Not sure 4%

Q10. Currently use the local shop

- Yes 79%
- No 21%

Q11. Frequency of use of shop

- Most weeks 85%
- A few times a year 10%
- Once a month 6%

Q12. Items bought from the shop

Respondents could select more than one response

- Food basics (bread / milk) 91%
- Snacks (sweets / crisps/ drinks) 67%
- Household items (washing powder / loo rolls / nappies) 65%
- Newspapers / magazines 48%
- Fruit and veg 33%
- Alcohol 30%
- Cigarettes 24%

It was also noted that people can pay bills (gas / electricity) and use the cashpoint at the shop).

Q13. Reasons why people choose not to use the shop

As the survey was mainly completed by those who use the Centre, there were only 13 responses to this question.

- Shop at a larger shop 62%
- Doesn't stock what is needed 31%
- Prices too high 15%

Q14. Important for the area to have a local shop for residents

- Yes 94%
- No 1%
- Not sure 5%

Q15. Additional comments

- Concern for the vulnerable members of the local community if the community facility and shop are not replaced
- Overall concern about additional homes proposed for the site – adding to numbers on the estate, potentially additional vulnerable households, which can bring additional challenges for the local area
- General comment on the upkeep of the Radlett Road estate – roads, open spaces, lighting (Reeds Walk was raised as there were 5 lamp posts out of service, large trees are obscuring lighting) and overgrown trees (again on Reeds Walk)
- Concerns raised re ASB on the estate
- Road safety is seen as an issue – could speed be reduced on Radlett Road and a barrier / handrail be provided on the single file pavement under the railway bridge on Radlett Road
- Parking is an issue on the estate – particularly commuter parking
- Estate needs better access to public transport
- Need for temporary facilities during build – particularly for the elderly and more vulnerable

Of those responding to the survey, the following demographics were recorded:

Q16. Sex

A disproportionately higher number of women than men completed the survey. The responses are, therefore, not representative in terms of sex.

Male	18%
Female	80%
Non-binary	2%

Q17. Disability

Over a fifth of respondents declared a disability.

No	77%
Yes, limited a little	15%
Yes, limited a lot	8%

Q18. Age

18-24	8%
25-34	18%
35-49	30%
50-64	27%
65-69	6%
70-74	8%
75+	3%

Q19. Ethnicity

English / Welsh / Scottish /Northern Irish / British	61%
Other White background	9%
White and Black African	1.5%
White and Asian	1.5%
Multiple ethnic background	1.5%
Indian	5%
Pakistani	6%
Chinese	1.5%
Other Asian background	1.5%
African	5%
Other ethnic group	8%

Q20. Ward

85% of respondents were either Tudor or Central ward. It is likely that many of those who identified as Central ward residents are Tudor ward residents but might not be aware of recent boundary changes (Radlett Road is now in Tudor ward).

Petition

In addition, a local resident and a regular user of Centrepoint Community Centre undertook a petition against the proposal to develop the Centre and adjoining site. They took the petition door to door across the Radlett Road estate and achieved around 200 signatures. These signatures did not include addresses in the majority of cases or any demographic information.

5. How will the council ensure equality is promoted through the proposals for Centrepont Community Centre site

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the proposals for the Centrepont Community Centre site:

1. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **foster** good relations between people who share a relevant protected characteristic and people who do not

Watford Borough Council has a priority to **identify ways to manage the borough's housing needs.**

Whilst private development will secure the vast majority of the borough's housing targets, the council has identified that the need to deliver additional social housing units will require positive intervention and close partnership working with social housing providers.

The recent opportunity that has arisen to work with Watford Community Housing and to access Homes England funding to support the council's ambitions to contribute towards its ambitions to deliver 16-18 social housing units a year, has brought forward a proposal to develop the Centrepont Community Centre site.

Given what we know about the Watford population, the community around the 'Radlett Road estate, the usage of the community centre, the following is the assessment of the equality impacts, both positive and negative of the proposals for Centrepont Community Centre site.

A. Positive impacts

- the delivery of much needed socially rented homes will be of benefit to a number of families currently without more permanent accommodation. These are likely to be families with children and so there will be a positive impact on young people as well as their parents who are likely to be young adults.

Current estimates are for circa 17 homes (to be confirmed) to be built on the site thus benefitting 17 families, although we cannot say with any certainty what the make-up of these families will be, all are likely to have children / young people

- the council has committed to undertaking a consultation exercise and this includes the proposal for a community facility within the new development. Whilst this is unlikely to be a traditional community centre, it will offer a facility for the local community to meet and for events / classes / activities to be held within the immediate neighbourhood.

It would also be hoped that current users, many of which are aimed specifically at activities for those with protected characteristics, would be able to use the community facility.

The inclusion of an accessible community facility would meet the equalities duties to advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it and to foster good relations between people who share a relevant protected characteristic and people who do not

Recommendation 5: to ensure there is engagement with the community and current users on the inclusion of a community facility within the plans to understand the extent of need and parameters of what type of provision would meet this need

UPDATE: this has taken place – see above for results. It is clear from the engagement that has taken place that the community facility and local shop are valued by those responding to the engagement.

Recommendation 6: to ensure that any plans for a community facility are fully accessible, including facilities such as toilets.

UPDATE: plans to be shared on 10 January 2019.

B. Negative impacts

- **loss of current amenities**

the current proposals would mean the loss of a community centre and a community provision in terms of the convenience store.

As the facilities are of benefit to the whole community then this loss would impact all the population both those with, and without, a protected characteristic. However, the initial analysis of the current users shows that there are groups which are focused on meeting the needs of those with protected characteristics that use the centre (e.g. PHAB for people with disabilities, bumps and babies for pregnant women and new mothers, youth club). Therefore, loss of the community centre facility would impact disproportionately on some protected characteristics.

Recommendation 7: to undertake a mapping exercise of current users of the centre and investigate the different locations in the borough where these activities/bookings could be relocated across the existing community facilities network in the event of closure.

UPDATE: this has been actioned. All groups have been engaged and requirements discussed.

The loss of the convenience store would have a disproportionately negative impact on those who would find it more difficult to get to other shops. This would specifically impact on people with disabilities, elderly people with mobility issues and younger parents without easy access to a car and who would be required to use a pushchair.

UPDATE: A local shop as part of the new development has received positive endorsement from the community engagement.

- **use of the centre by those with protected characteristics**

we know from the consultation undertaken in 2014 that significantly more people with the following protected characteristics use the centre:

- women - a higher percentage of women than men
- people with disabilities - a higher percentage of people with disabilities than in the Watford population overall
- ethnicity – a high percentage of ethnicities other than ‘White British’

UPDATE: the profile of those taking part in the engagement reflects the findings from the 2014 survey:

- women – far higher percentage of women than men responded to the survey
- people with disabilities - a higher percentage of people with disabilities than in the Watford population overall responded to the survey
- ethnicity – a high percentage of ethnicities other than ‘White British’ responded to the survey, this reflects Watford’s diverse community

- **the local area**

We know from the IMD 2015 that the area in the vicinity of the centre is amongst the most deprived in Watford. Whilst deprivation is not a protected characteristic, the council has a priority to **‘provide for our vulnerable and disadvantaged communities’** and would want to consider the effect on this local community when considering the impact of the proposals.

- **staff**

Two female (part time) permanent members of staff would be redundant from their current posts if the community centre closes and one female (part time) agency member of staff

Mitigation of negative impacts

The council would seek to mitigate the negative impacts by:

- the mapping exercise (Recommendation 2 & 7) will identify the extent to which current users will be displaced if there were to be no community facility in the area. Through this mapping exercise and feedback from the consultation (Recommendations 3 and 4), the council will be in a position to work with users to find either permanent or temporary (should a community facility be identified as a requirement for the new development) alternative facilities for current users

UPDATE: work on this has started and is ongoing

- through the engagement (Recommendations 4 & 5) build an understanding of the community demand for a local facility and what this might look like within the new development

UPDATE: actioned

- also through the consultation build an understanding of the extent of the loss of the convenience store to the local community and use this information to consider solutions, should this be raised as a need by the community. This could take the shape of a community shop or access to a travelling shop

UPDATE: actioned

- the council will ensure that affected staff are considered in line with its policies, including access to support / advice and redeployment

UPDATE: actioned

6. Overall conclusion

Meeting the Public Sector Equality Duty

This EIA has taken into account the council's public sector equality duty under s149 of the Equality Act 2010 and is intended to assist the council in meeting its duty. The council is required to have due regard to the need to:

- **advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it**

The proposals for the Centrepont Community Centre site currently include consideration of a purpose built community facility.

The council and Watford Community Housing are at an early stage of developing and articulating plans for the site but these would need to ensure they take into account the needs of those with protected characteristics as well as those who do not. This would include making sure issues such as accessibility are addressed in any design so that there are no barriers to participation or use.

This would also apply to any shop that might be considered.

The proposed consultation is a critical part of ensuring this duty is met. It will make sure any future plans are addressing equality of opportunity through a better understanding of how the proposals for the site could take into account the needs of those with protected characteristics.

UPDATE: plans have progressed, using feedback from the engagement. Both a community space and shop are included in the emerging plans. These plans will be shared with the community on 10 January 2019.

- **foster good relations between persons who share relevant protected characteristics and persons who do not share it**

The inclusion of the community facility and shop proposals would help foster good relations by providing amenities where all the community can meet and interact.

Recommendation 8: The plans for the development to be tested against the findings of this EIA to ensure that the council continues to meet its Public Sector Equality Duty

UPDATE:

Recommendation 9: This EIA to be updated as proposals progress

The overall conclusion of the EIA is that the positive impacts of the proposals outweigh the negative impacts, given the positive impact this will have on those families who will be able to access affordable housing and the proposal to explore the inclusion of a community facility and shop within the scheme. Whilst it is noted the loss of the current amenity could have negative impacts mitigation has been identified that reduces the negative impact overall, although it is noted that consulting and engaging with current users, the community and staff are critical to this mitigation being effective.

Summary of potential positive impacts and ways in which they can be ensured

Positive Impact	Protected characteristics	Ways to ensure the positive impact
<p>1.</p> <p>The proposals would result in the delivery of the provision of social rented units to Watford residents in need of permanent housing solutions, these households are likely to be families with children</p>	<ul style="list-style-type: none"> • Age – children and younger people • Age – adults with parental responsibilities <p>Potentially:</p> <ul style="list-style-type: none"> • Pregnancy and maternity 	<ul style="list-style-type: none"> • If the proposals are taken forward the design of the new development would need to take into account the current demand for housing on the council’s housing register and take this into account when planning the development • Regular updates of this EIA through the development process
<p>2.</p> <p>Potential for a community facility based on community and user feedback to assess the need and demand</p>	<p>All</p>	<ul style="list-style-type: none"> • Ensure the engagement / consultation / communication with the community and user group allows for feedback on the need / demand for a community facility • Regular updates of this EIA through the engagement / consultation / communication process
<p>3.</p> <p>Potential for a community shop facility based on community and user feedback to assess the need and demand</p>	<p>All</p> <p>Particularly:</p> <ul style="list-style-type: none"> • Disability • Age (older people) • Pregnancy and maternity 	<ul style="list-style-type: none"> • Ensure the engagement / consultation / communication with the community and user group allows for feedback on the need / demand for a community shop facility • Regular updates of this EIA through the engagement / consultation / communication process

Positive Impact	Protected characteristics	Ways to ensure the positive impact
<p>4.</p> <p>Community facility and shop to be accessible to all the community</p>	<ul style="list-style-type: none"> • Disability • Age (older people) 	<ul style="list-style-type: none"> • Ensure that advice / feedback is taken from the community on the accessibility of any community facility (.g. Disability Watford)

Summary of potential negative impacts and ways in which they can be removed or mitigated

Negative Impact	Protected characteristics	Ways to mitigate the negative impact
<p>1.</p> <p>The loss of the current community amenity</p>	<p>All</p> <p>Particularly groups identified as current users:</p> <ul style="list-style-type: none"> • Disability • Age (older people and younger people) • Pregnancy and maternity • Religion 	<p>See above for proposal to engage / consult / communicate on a community facility</p> <ul style="list-style-type: none"> • The proposed mapping exercise will identify those groups / organisations currently using the centre. These should be considered in terms of the activities provided for the community as a whole and for those with protected characteristics. Against this mapping exercise, the council should also explore alternative venues for these groups taking into account proximity, availability and cost. • Regular updates of this EIA through the engagement / consultation / communication process
<p>2.</p> <p>The loss of the current convenience store</p>	<p>All</p> <p>Particularly groups who would find it harder to access shops further afield</p> <ul style="list-style-type: none"> • Disability • Age (older people) • Pregnancy and maternity 	<p>See above for proposal to engage / consult / communicate on a community facility.</p> <ul style="list-style-type: none"> • The council to understand alternative provision within the area. • Regular updates of this EIA through the engagement / consultation / communication process

Negative Impact	Protected characteristics	Ways to mitigate the negative impact
<p>3.</p> <p>Two permanent members of staff (part time)</p> <p>One agency member of staff (part time)</p>	<p>Sex (female)</p>	<ul style="list-style-type: none"> • The council’s relevant policies will be applied and assistance provided as requested through the employee assistance programme.

This EIA has been developed by:

Kathryn Robson

Date 7 September 2018

Resident of Radlett Road Estate
User of Centrepoint Community Centre
* Delete where not applicable

Dear [REDACTED]

It has come to the attention of some residents that you propose a new development of housing to replace the community centre on Raphael Drive. While we welcome the building of new homes to meet the pressing need for affordable housing and emergency social housing, we are not convinced that the removal of Centrepoint Community Centre to build these homes is the right thing to do.

This is a small estate with very few services that larger estates enjoy in abundance. There is one shop which the community heavily relies on and if your proposal to demolish it goes ahead, this will create a substantial loss to the local residents.

Centrepoint is the '*Heart of the community*' that provides rooms, a kitchen and a hall where activities of all types are carried out. All of these activities are affordable that utilise Centrepoint:

- Children's parties are popular providing time for family and friends to get together
- Main hall used for a variety of events/functions
- Weekly Activity youth club aged 5-12 year olds
- Weekly Coffee Morning's for residents and friends
- Weekly Seated Exercise classes
- Weekly Sahaja Yoga Meditation
- Monthly Bingo and Family Karaoke evening
- Weekly Dance Exercise classes for young people and a separate class for adults
- Weekly denomination service for Watford United Pentecostal Church
- Weekly Vathalayam Spiritual Group
- National Childbirth Trust who run a variety of classes
- Monthly session for Phab social inclusion
- Monthly lunch club
- Unity3 Dance school
- Random café
- Humanist group
- Statutory organisations such as NHS; HCC
- Walsingham-Service users and CPD

These activities help the wider community to combat isolation and loneliness as it gives the opportunity for individuals to socialise. If you remove this key manned community centre, vulnerable adults who have previously been identified as missing through their non-attendance at various activity sessions will be overlooked and segregated from the local community, which the Government has proposed to combat.

Watford Borough Council has put vulnerable adults on the estate and they should not be abandoned, with the second rate provision proposed in its place because of the vital need for social housing. If the houses are built at the expense of Centrepoint the estate would simply be a collection of housing with the heart ripped out of it with no community and with an increased demand for parking space, which we have precious little of at present. There are numerous empty office buildings which should be utilised to combat homelessness and would sufficiently meet your target of 50 new builds within the area.

Centrepoint is a manned community centre, which allows for supervision and assistance when required; there is always a warm welcome on entering the building.

This new development will adversely affect and disrupt the lives of all residents on the estate, displacing current residents on the site and encroaching on the privacy of residents living in the immediate vicinity of the proposed new development.

We ask you to please reconsider the redevelopment of Centrepoint Community Centre and shop.

Yours faithfully,

Name: [REDACTED]

Date: [REDACTED]

Part A

Report to: Cabinet

Date of meeting: 21 January 2019

Report author: Head of Community & Environmental Services

Title: Voluntary Sector Commissioning Framework (VSCF) 2019 - 2023

1.0 Summary

1.1 The current VSCF comes to an end this financial year. Over the past 12 months work has been undertaken to review the current VSCF and to support the development of a new Framework to run from 2019 – 2023.

1.2 The council recognises that the voluntary sector has an important role in providing services within the borough which provide many positive benefits for those who live, work and visit Watford. The Framework is the council’s mechanism that sets out the priorities for a range of leisure and community services on behalf of the council.

1.3 The attached appendices set out the following information that provides the background information to support the implementation, delivery and future scrutiny of the new VSCF.

1. New Voluntary Sector Commissioning Framework 2019 - 2023
2. VS Framework budget profile 2019 – 2023
3. Equalities Impact Assessment – VSCF 2018

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Third sector contractors do not deliver contract and service	The facility or services is not available for	Regular contract monitoring by the council to review the	Treat	Unlikely (2) x High (3) =

specification outlined in the SLA	residents and customer to use	contract and KPI'S requirement are being met by the third sector contractor		rating of 6
Contractor/commissioned organisation goes into administration	As above	As above Regular review of contractors accounts	Tolerate	Unlikely (2) x High (3) = rating of 6
Contractor merges with another provider or is taken over by another company/charity	Could have no impact on the service Or New company tries to alter the contract/SLA and KPI's which impacts on the programme or service	As above Option to terminate the SLA/contract early	Tolerate	Unlikely (2) x High (3) = rating of 6
Death or injury to a customer/user or member of staff	Distress to injured parties Reputational risk to council and contractor in failings in health and safety compliance is identified	Regular partnership monitoring by the council to review the health and safety and contract requirements are being met and reviewed by the third sector contractor	Treat	Unlikely (2) x High (3) = rating of 6
Reduced funding to the VSCF during the period due to budget pressures from the MTFS	The facility or services is not available for residents and customer to use Reputational risk to council	Regular review of WBC budget allocation for VSCF	Treat	Unlikely (2) x High (3) = rating of 6

3.0 Recommendations

- 3.1.1 To agree the new Voluntary Sector Commissioning Framework 2019 - 2023 priorities and areas of focus as identified in Section 4.6 - 4.6.1 and Appendix 1 of this report.
- 3.1.2 Delegate responsibility to the Head of Community & Environmental Services in consultation with the Portfolio Holder to implement the next steps and key milestones as described in Sections 4.4 & 4.7 to ensure services are in place from 1st April 2019, subject to council approval of the Budget 2019/2020.

Further information:

Chris Fennell – Leisure & Environmental Services Section Head
Chris.fennell@watford.gov.uk, 01923 - 278317

Report approved by: Alan Gough Head of Community & Environmental Services

4 Detailed proposal

- 4.1 The council recognises that the voluntary and community sector has an important role in providing services within the borough which provide many positive benefits for those who live, work and visit Watford. The Framework is the council's strategic approach that sets out the priorities for a range of services on behalf of the council.
- 4.2 The VS Framework (Appendix 1) sets out the rationale and benefits of adopting a commissioning approach and choosing third and voluntary sector organisations to deliver those services.
- 4.3 **Task & Finish Panel (August 2018)**
 - 4.3.1 A scrutiny task and finish group was established to support the review and development of the new VS Framework and it held a series of meetings in August 2018. The group was assigned a defined remit with specific terms of reference which helped to conduct the evaluation and is detailed below. Information relating to the work of the group is referenced in the background papers to this report.

Terms of reference

1. Which of the current commissioned organisations should remain part of the new framework?
2. Should any new organisations be considered for inclusion in the new framework, if so on what basis?
3. How long should the next funding cycle last - current cycle is 3 years?
4. Explore funding options for the commissioned organisations - should the overall funding for commissioned services be increased or reduced and should

- the individual funding for commissioned organisations be increased or reduced based upon past performance?
5. Understand the value for money (social or economic impacts and outcomes) the council receives through the framework.
 6. Develop a new SLA and set of KPIs for the different organisations.

4.4 Commissioned organisations and priorities for 2019 - 2023

- 4.4.1 The Mayor, Portfolio Holders, council officers and elected members have considered a range of evidence relating to Watford including, reviewing of the existing service level agreements and key performance indicators of the commissioned organisations over the previous 2-3 years.
- 4.4.2 Following the review the authority has proposed that the current priorities and organisations are commissioned, with the addition of the Watford Pump House Theatre, for a new four year funding cycle. All of these organisations are considered to be important to Watford Borough Council as they continue to align with the council's future objectives.

4.5 Next steps in the commissioning process

- 4.5.1 If cabinet adopts the fourth Voluntary Sector Commissioning Framework the services detailed below will continue to be provided to residents, customers and users for a period up to 31 March 2023 but will be subject to the availability of funding during that period as set out in the council's Medium Term Financial Strategy and annual budget setting process.
- 4.5.2 The quality of services commissioned by the council will be monitored. Should the services be considered below the quality expected or the need for the service reduce then the Service Level Agreement (SLA) with the organisations commissioned can be reviewed or amended to enable the council to de-commission or reduce funding as appropriate.
- 4.5.3 The funding for the VS Framework will be met through existing resources and will be a standstill budget for the period 2019 – 2023, as detailed in Appendix 2 – 4 year budget profile.
- 4.5.4 There is a proposed funding reduction to the Watford Palace Theatre of 5% in year one, 7.5% in year 2 and 10% in years 3 & 4, based upon their previous framework funding allocation. There is no proposed reduction in revenue funding to the other commissioned organisations during 2019-2023 as detailed in Section 4.6 and 4.6.1. It is also proposed for the Pump House Theatre to become part of the new VS Framework and will received funding totalling £83,761 for the next four year period as detailed in Appendix 2.

- 4.6 The services to be commissioned are:
- Infrastructure support to the voluntary sector – delivered by Watford and Three Rivers Trust (W3RT)
 - Advice and support services – delivered by Watford Citizens Advice Bureau (CAB)
 - Mobility services – delivered by Watford Shopmobility
 - Arts and culture services – delivered by Watford Palace Theatre & Pump House Theatre
 - The Mayor’s Small Grants Fund – administered by the WBC

4.6.1 The authority also provides a management grant to support the following council owned community centres across the borough:

- Holywell Community Centre – managed by W3RT
- Orbital Community Centre – managed by One YMCA
- Meriden Community Centre – managed by Watford Football Club Community Sports and Education Trust (WFC Trust)
- West Watford Community Association (based in 15 Harwood’s Rd)

4.7 Timeline

Timeframe	Activity
21 January 2019	Cabinet considers the VS Framework 2019 - 2023 (Attached Appendix: 1)
January – March 2019	Subject to Cabinet approval - Implementation phase including: <ul style="list-style-type: none"> • Preparation of individual SLAs • Preparation of service specifications and lease documents as appropriate • Finalise budgets and funding allocation • Finalise lease arrangements as appropriate

5 Implications

5.1 Financial

5.1.1 The Shared Director of Finance comments that the baseline funding for this programme will be contained within the current budget for this area of activity. If any further financial requirements are identified then these will be considered as part of the budget setting process.

5.2 Legal Issues

5.2.1 The Head of Democracy and Governance comments that the council has a wide variety of legal powers that are available for it to provide both financial and physical

assistance to the voluntary sector to enable them to undertake their functions. The priorities identified within the Commissioning Framework are all covered by these powers.

5.3 **Equalities, Human Rights and Data Protection**

5.3.1 Under s149 (1) of the Equality Act the council must have due regard, in the exercise of its functions, to the need to –

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them
- foster good relations between persons who share relevant protected characteristics and persons who do not share them.

5.3.2 An Equality Impact Assessment (EIA) has been undertaken to establish whether there are any emerging needs that are not addressed through the commissioning priorities. If there are emerging needs identified during the period of the Framework that are not currently met, consideration will be given as to whether these are a District Council responsibility, align with the council's corporate objectives and whether council funding or grant aid is required in order to commission the service.

5.4 **Staffing**

5.4.1 There are no changes to staffing arrangements identified through the adoption of this VS Framework. Any changes that may occur during the period of the Framework as a result of the identification of emerging needs or service issues relating to individual SLA's will be addressed on an individual service basis at the time.

5.5 **Accommodation**

5.5.1 There are no changes identified in this report relating to WBC office/town hall accommodation.

5.5.2 All of the commissioned organisations occupy or deliver their services in WBC non-commercial leisure and community assets. These facilities and assets are subject to bespoke lease arrangements. The Community Asset Review (CAR) project will provide the council with information regarding stock condition, landlord and compliance surveys alongside the planned preventative repair/maintenance programmes.

5.6 Community Safety/Crime and Disorder

5.6.1 The positive activities resulting from the services provided by many of the commissioned services particularly in relation to older adults and youth activities will contribute to a safer environment.

5.7 Sustainability

5.7.1 The proposals in this report accord with the council's approach on sustainable procurement to consider the social, environmental and economic impacts of the VS Framework. Small firms, voluntary and community organisations and social enterprises are innovative and add value with an important role in the local economy and contribution to social cohesion and the wide well-being agenda.

Appendices

1. Voluntary Sector Commissioning Framework: 2019 – 2023
2. VS Framework budget profile 2019 – 2023
3. Equalities Impact Assessment – VSCF 2018

Background Papers

- Extract from the minutes from the Overview and Scrutiny Committee - 27 September 2018
- General Principles agreed by the Commissioning Framework Task Group 2018



Voluntary Sector
Commissioning Framework
(2019 - 2023)

Community &
Environmental Services

Voluntary Sector Commissioning Framework 2019 - 2023

The Commissioning Framework is the council's strategic approach that sets out the priorities for a range of leisure and community services, which are delivered by voluntary and third sector organisations on behalf of Watford Borough Council (WBC).

Watford Borough Council is committed to supporting a vibrant and engaged voluntary sector which can deliver high quality and value for money services that benefit those who live, work and visit Watford. The council is also keen to work in partnership with the voluntary sector as demonstrated in the Watford Compact (Appendix A).

What are voluntary or third sector organisations?

Third sector organisations' is a term used to describe the range of organisations that are neither public sector nor private sector. It includes voluntary and community organisations (both registered charities and other organisations such as associations, self-help groups and community groups), social enterprises, and mutuals.

Benefits that third sector organisations can give commissioners

The voluntary sector is a key contributor to making Watford a better place to live for its residents and is recognised as being best placed to deliver some services at a local level supporting excluded, vulnerable or new and emerging communities. The council can benefit considerably from working closely with third sector organisations, some of the common themes are:

- **Understanding the needs of service users and local communities** that the council needs to address
- **Closeness to the people** that the council wants to reach
- **Ability to deliver outcomes** that the council finds it hard to deliver on its own
- **Innovation** in developing solutions and
- **Performance** in delivering services

Why adopt a Commissioning Framework approach?

This is the fourth Commissioning Framework approved by WBC. The purpose of this Framework is to ensure that there is a transparent and a robust approach to how the council commissions the voluntary sector to deliver services that are considered a district council responsibility and address evidenced, current or emerging need(s) within the town.

The council has five priority areas of work. Our priorities are critical to the council achieving successful outcomes for its ambitions for the town. The specific priorities are intended to support the delivery of the council's corporate vision detailed in the Corporate Plan 2016 - 2020 in particular:

- Champion smart growth and economic prosperity
- Provide for our vulnerable and disadvantaged communities
- Deliver a digital Watford to empower our community

- Secure our own financial future

Future funding of the Voluntary Sector Commissioning Framework 2019 - 2023

The current economic climate means that all organisations, whether they are public, private or third sector, have to look at the way they do things and consider what will best ensure long term sustainability for those services and activities that are important to local people and the community.

What is clear is, given the current and future pressures, the council cannot be all things to all people or provide the answers to, or solve, all issues. By working together in a collaborative way, including the statutory, non-statutory and commercial sectors, new and different ways of working can be explored to ensure a healthy local voluntary sector continues to exist.

As a commissioning organisation it is important that the authority is able to measure the expected outcomes and evaluate trends in service delivery over the period of time of the new framework. Therefore, the framework and its commissioned organisations need to be flexible to adapt to future service demands.

However, financial support beyond Year 1 of the framework will be subject to the availability of funding during that period as set out in the council's Medium Term Financial Strategy and annual budget setting process.

This Commissioning Framework, therefore, provides a strategic structure to take us forward and build a foundation for future resilience and financial sustainability.

What services and organisations does the council currently commission?

The council's current Framework (2016 - 2019) commissioned the delivery of the following priorities:

- Infrastructure support to the voluntary and community sector in the town
- Advice and support services
- Arts and cultural opportunities
- Enabling people with mobility problem to access the town centre
- Community centre provision across the borough
- Mayor's Small Grants Fund

What are the proposed commissioning priorities for 2019 - 2023 and how were they identified?

The development of the new Commissioning Framework has provided an opportunity for the council to review its current priorities and assess:

- what services it should continue to promote, support and fund
- whether the current priorities are still right for Watford in the context of being appropriate for a district council to grant aid within a limited budget and resources

The Elector Mayor, Portfolio Holders, council officers and elected members have considered a range of evidence relating to Watford including:

- Review of the existing service level agreements and key performance indicators of the commissioned organisations over the previous three years
- Demographic information including census and public health ward information, deprivation data and other information that paints a portrait of our current and future communities
- Aspirations of the council's economic growth programme and how the voluntary sector can contribute to achieving this
- Impacts and outcomes of the council's Community Asset Review (CAR Project) including which groups are using the council's leisure and community properties
- Discussions with voluntary and third sector organisations in the borough
- Findings from the previous and new Equality Impact Analysis on the Commissioning Framework

Commissioned organisations and priorities for 2019 - 2023

This assessment of the borough and or communities has identified that the following existing priorities and organisations are commissioned, with the addition of the Watford Pump House Theatre, for a new four year funding cycle. All of these organisations are considered to be important to WBC as they continue to align with the council's current and future aspirations.

The commissioning priorities are:

- **Infrastructure support to the voluntary and community sector**
It is proposed that Watford and Three Rivers Trust (W3RT) be commissioned to deliver this service given their extensive networks across the voluntary, statutory and business sectors.

The focus of service delivery will be to strengthen the voluntary sector in Watford and enable it to thrive, ensuring that it has the best possible opportunity of delivering high quality, effective and value for money services to residents and service users.
- **Advice and support services**
It is proposed that Watford Citizens Advice Bureau (CAB) be commissioned to deliver a generic advice service provision. The CAB currently has a proven track record in the sector and has the capacity and capability to deliver a comprehensive advice service to the diverse and changing communities of Watford, working with the council to address and respond to any national agendas, legislative or policy changes that may impact on service users.

- **Mobility services**

It is proposed that Shopmobility Watford be commissioned to deliver a mobility service that allows those with mobility problems to access businesses and services in the town centre. Shopmobility Watford has the necessary experience and infrastructure in place to deliver this service.

- **Arts and culture**

The cultural offer for Watford is a key council ambition to build Watford’s reputation as a great place to live and to stimulate economic growth. It is proposed that Watford Palace Theatre and the Pump House Theatres be commissioned to deliver arts and culture services through a range of theatre activities/programmes. Watford Palace Theatre is a key contributor to delivering to the council’s cultural vision through their work on high quality theatre productions, projects and outreach programmes. The Pump House Theatre plays a key role in supporting and providing community and grassroots arts and cultural opportunities for local residents and Watford communities.

- **Community centre provision**

It is recommended that community centre provision remains a commissioning priority on the basis that all the currently commissioned community centres are located in areas of multiple-deprivation.

The community centres which form part of the new framework are:

Community Centre	Commissioned organisation
Holywell Community Centre	Watford & Three Rivers Trust (W3RT)
Orbital Community Centre	One YMCA
Meriden Community Centre	Watford Football Club Community Sports and Education Trust
West Watford Community Centre	West Watford Community Association

The centres should be commissioned to support the needs of their individual communities, fostering a sense of community spirit and cohesion. It is proposed that facilities provide a range of centre activities that address evidenced need in their ward in one or more the following areas:

- Public health focusing on mental health and wellbeing
- Youth and young people focused activities
- Activities for older adults
- Activities for people with disabilities

- **The Mayor's Small Grants Fund**

It is proposed that the council continues to administer the Mayor's Small Grants Fund to provide grants to a maximum of £2,000 for equipment and/or one off projects.

Equality Impact Assessment

An Equality Impact Assessment (EIA) has been undertaken to establish whether there are any emerging needs that are not addressed through the commissioning priorities. If there are emerging needs identified during the period of the Framework that are not currently met, consideration will be given as to whether these are a District Council responsibility, align with the council's corporate objectives and whether council funding or grant aid is required in order to commission the service.

Oversight and governance arrangements

The quality of services commissioned by the council will be monitored by the Leisure and Community Services Team. A rolling programme of reports and presentations to Portfolio Holders and the Overview and Scrutiny Committee will be developed and agreed to ensure that the Elected Mayor, Portfolio Holders, elected members and leadership team are kept informed regarding the progress and performance of the new commissioning framework.

Performance against the Service Level Agreement (SLA) and Key Performance Indicators (KPI)

Each of the commissioned organisations will have an SLA and bespoke service specification which details the KPIs required by the council. Understanding the social value and the positive outcomes of the commissioning framework's investment is important to the council. The authority has already started to capture the workforce and volunteering information. During the last framework additional research has been conducted to establish a baseline dataset on the following topics (1) reducing the Carbon Footprint and evaluation of the wider supply chain and the economic benefit (2) local firms/companies employed by the community centres to deliver services.

Appendix 1 - Watford Compact (2014)

Watford Compact – a cross sector partnership

This is a voluntary agreement between different organisations designed to strengthen local relationships and improve outcomes for the local community. Organisations signing up to this compact may come from the public, private or voluntary sectors – or from organisations that have a foot in two or more sectors.

Recognition, respect and partnership

All signatories to this document:

- agree to work in partnership to improve outcomes for stakeholders, customers and the local community;
- recognise and respect the roles of each sector;
- understand that a successful community must have effective, confident organisations in each sector.

The basics

Signatories agree to work within the principles of Corporate Social Responsibility defined by ISO 26000:

- Accountability
We are answerable to those affected by our decisions and activities, as well as to society in general for our overall impact.
- Transparency
We will disclose (in a clear, accurate manner and to a reasonable and sufficient degree) our policies, decisions, and activities, including known and likely impacts.
- Ethical behaviour
Our decisions and activities will reflect our commitment to honesty, equity, and integrity.
- Respect for stakeholders
We will take into account the rights and interests of all stakeholders including owners, members, customers, constituents, employees, neighbours, other individuals or groups may also have rights, claims, or specific interests that should be taken into account.
- Respect for the rule of law
We will ensure that all our employees, volunteers, agents and stakeholders understand our commitment to comply with applicable laws and regulations.
- Respect for international standards of behaviour
We will ensure that all our employees, volunteers, agents and stakeholders understand our commitment not to benefit from unethical behaviour, even where this behavior is legal.
- Respect for human rights
In all circumstances we will respect and foster rights set out in the Universal Declaration of Human Rights and elsewhere in the International Bill of Human Rights.

Good governance

- We will publish an annual report on our work.
- We will demonstrate our commitment to good governance by working within or toward an appropriate quality assurance standard.
- We will monitor and evaluate our work and secure regular feedback from our stakeholders.
- We will join or recognise representational and trade bodies such as the Watford and West Herts Chamber of Commerce and W3RT CVS.
- We will be active within appropriate broader local partnerships such as sector forums dealing (for example, with culture, technology, or education).

Good practise

- Consultation and collaboration
We will consult customers, members, constituents, stakeholders wherever possible, contribute to the consultations of others, and work collaboratively where a common interest is identified.
- Environment
We recognise that natural resources are limited and the natural environment is precious, and will take action to reduce consumption, increase recycling, and protect the environment.
- Equalities
We will promote equality and remove discrimination on the grounds of age, disability, marital status, pregnancy or parenthood, race, religious belief or non-belief, sex, sexual orientation or gender re-assignment.
- Public health
We will promote good public health, including good mental health, to our employees and stakeholders.
- Employment
We will observe good practise in recruitment and employment, and will particularly look to provide opportunities for local people who are young or disadvantaged.
- Volunteering
Where appropriate we will provide opportunities for volunteers and encourage paid staff to volunteer in the local community.
- Charity
We will support local charity by contributing to fundraising or encouraging our staff to contribute.
- Watford
Within the law and competitive practise, we will try to recruit suppliers, contractors and employees from within the Watford community.

The public sector - lead signatory: Watford Borough Council

Public sector organisations derive their legitimacy from popular consent and democratic accountability and are responsible for policy development, regulation and the rule of law, and the delivery of statutory services. Public sector signatories agree to adhere to the national Compact.

The private sector - lead signatory: Watford and West Herts Chamber of Commerce

Private sector organisations are accountable to their private owners and through regulation and the rule of law; they underpin the economy by producing goods and services, generating trade, creating jobs and wealth, and paying taxes.

The voluntary sector - lead signatory: W3RT CVS

Voluntary sector organisations are accountable through their trustees and members and through regulation and the rule of law; they challenge injustice, preserve culture, highlight and address needs by providing goods and services, and provide a platform for marginalised and under-represented groups. Voluntary sector signatories agree to adhere to the national Compact.

Status

This is not a legally binding agreement and implies no legal commitment. We acknowledge the right of each signatory to determine its own policies and to act accordingly. If any organisation decides it cannot meet the standards set by this Compact, it can remove its name from the list of signatories.

Where a complaint is received that a signatory organisation is not meeting the standards set by this Compact, its name can be removed from the list of signatories by unanimous agreement of the three lead signatories (subject always to the right of the organisation to respond to the complaint received).

Appendix 2

Voluntary Sector Commissioning Budget Profile 2019 – 2023

Commissioned Organisation	Service Description	Budget Description	Year 1 2019 - 2020	Year 2 2020 - 2021	Year 3 2021 - 2022	Year 4 2022 - 2023
Watford Palace Theatre (WPT)	Arts and cultural opportunities	Management grant	£244,844	£238,401	£231,957	£231,957
		Lease arrangements	Peppercorn rent payment	Peppercorn rent payment	Peppercorn rent payment	Peppercorn rent payment
Watford Pump House Theatre <i>(New commissioned organisation)</i>	Arts and cultural opportunities	Management grant	£12,886	£19,329	£25,773	£25,773
		# Lease arrangements	£8,000	£8,000	£8,000	£8,000
Watford CAB	Advice and support services	Management grant	£204,190	£204,190	£204,190	£204,190
		Accommodation grant (which includes the service charge CAB 63%, 37% paid by WBC)	£39,500	£39,500	£39,500	£39,500
		*Lease arrangement	£26,300	£26,300	£26,300	£26,300
Watford Shopmobility	Mobility services	Management grant	£36,459	£36,459	£36,459	£36,459
		*Lease arrangement	Peppercorn rent payment	Peppercorn rent payment	Peppercorn rent payment	Peppercorn rent payment
Watford & Three Rivers Trust W3RT – (based at Holywell Community Centre)	Infrastructure support to voluntary sector	Management grant	£79,173	£79,173	£79,173	£79,173
		*Lease arrangement	As per Holywell Community Centre			

Commissioned Organisation	Service Description	Budget Description	Year 1 2019 - 2020	Year 2 2020 - 2021	Year 3 2021 - 2022	Year 4 2022 - 2023
Holywell Community Centre Managed by W3RT	Community centre	Management grant	£76,680	£76,680	£76,680	£76,680
		*Lease arrangement	£21,000	£21,000	£21,000	£21,000
West Watford Community Association	Community centre	Management grant	£23,415	£23,415	£23,415	£23,415
		*Accommodation grant	£4,300	£4,300	£4,300	£4,300
Orbital Community Centre	Community centre	Management grant	£72,965	£72,965	£72,965	£72,965
		*Lease arrangement	£25,000	£25,000	£25,000	£25,000
Meriden Community Centre	Community centre	Management grant	£72,159	£72,159	£72,159	£72,159
		*Lease arrangement	£19,750	£19,750	£19,750	£19,750

*WBC rent policy for non-commercial leisure and community assets – no rent is due or paid by the tenants as long as the facilities are used as a community centre/facility

#Pump House Theatre pays the annual rent costs linked to the lease arrangements

Voluntary Sector Budget Summary 2019 – 2023	
Total management grant - Year 1 – 4 Revenue support to commissioned organisations	£3,291,084
Total accommodation and lease costs - Year 1 – 4 <i>In kind contribution from WBC to commissioned organisations</i>	£438,200
Total value of the Voluntary Sector Commissioning Framework: 2019 - 2023	£3,729,284



Equality Impact Analysis

Service and section / team	Leisure & Environmental Services
Title of policy, function or service	Voluntary Sector Commissioning Framework 2019 - 2023
Lead officer	Chris Fennell
Person completing the EIA	Kathryn Robson & Chris Fennell
Type of policy, function or service:	Existing (reviewed) <input checked="" type="checkbox"/> New/Proposed <input type="checkbox"/>
Version	V.2 - 9 January 2019

For more information on this Equality Impact Analysis, please contact: Kathryn Robson, Head of Corporate Strategy & Communications on ext. 8077 or by email: kathryn.robson@watford.gov.uk

Background to the Equality Impact Analysis

Voluntary Sector Commissioning Framework (2019 - 2023)

This Equality Impact Analysis considers the potential impacts, both positive and negative, of Watford Borough Council's new Voluntary Sector Commissioning Framework (2019 - 2023). The Commissioning Framework is the council's strategic approach that sets out the priorities for a range of leisure and community services, which are delivered by voluntary and third sector organisations on behalf of Watford Borough Council (WBC).

Watford Borough Council is committed to supporting a vibrant and engaged voluntary sector which can deliver high quality and value for money services that benefit those who live, work and visit Watford.

Benefits that third sector organisations can give commissioners

The voluntary sector is a key contributor to making Watford a better place to live for its residents and is recognised as being best placed to deliver some services at a local level supporting excluded, vulnerable or new and emerging communities. The council can benefit considerably from working closely with third sector organisations, some of the common themes are:

- **Understanding the needs of service users and local communities** that the council needs to address
- **Closeness to the people** that the council wants to reach
- **Ability to deliver outcomes** that the council finds it hard to deliver on its own
- **Innovation** in developing solutions and
- **Performance** in delivering services

Why adopt a Commissioning Framework approach?

This is the fourth Commissioning Framework approved by WBC. The purpose of this Framework is to ensure that there is a transparent and a robust approach to how the council commissions the voluntary sector to deliver services that are considered a district council responsibility and address evidenced, current or emerging need(s) within the town.

The council has five priority areas of work. Our priorities are critical to the council achieving successful outcomes for its ambitions for the town. The specific priorities are intended to support the delivery of the council's corporate vision detailed in the Corporate Plan 2016 - 2020 in particular:

- Champion smart growth and economic prosperity
- Provide for our vulnerable and disadvantaged communities
- Deliver a digital Watford to empower our community
- Secure our own financial future

Future funding of the Framework 2019 - 2023

The current economic climate means that all organisations, whether they are public, private or third sector, have to look at the way they do things and consider what will best ensure long term sustainability for those services and activities that are important to local people and the community.

What is clear is, given the current and future pressures, the council cannot be all things to all people or provide the answers to, or solve, all issues. By working together in a collaborative way, including the statutory, non-statutory and commercial sectors, new and different ways of working can be explored to ensure a healthy local voluntary sector continues to exist.

What are the proposed commissioning priorities for 2019 - 2023 and how were they identified?

The development of the new Commissioning Framework has provided an opportunity for the council to review its current priorities and assess:

- what services it should continue to promote, support and fund
- whether the current priorities are still right for Watford in the context of being appropriate for a district council to grant aid within a limited budget and resources

The Elector Mayor, Portfolio Holders, council officers and elected members have considered a range of evidence relating to Watford including:

- Review of the existing service level agreements and key performance indicators of the commissioned organisations over the previous three years
- Demographic information including census and public health ward information, deprivation data and other information that paints a portrait of our current and future communities
- Aspirations of the council's economic growth programme and how the voluntary sector can contribute to achieving this
- Impacts and outcomes of the council's Community Asset Review (CAR Project) including which groups are using the council's leisure and community properties
- Discussions with voluntary and third sector organisations in the borough
- Findings from the previous and new Equality Impact Analysis on the Commissioning Framework

Commissioned organisations and priorities for 2019 - 2023

This assessment of the borough and /or communities has identified authority that the following existing priorities and organisations are commissioned, with the addition of the Watford Pump House Theatre, for a new four year funding cycle. All of these organisations are considered to be important to WBC as they continue to align with the council's current and future aspirations.

The commissioning priorities are:

- **Infrastructure support to the voluntary and community sector**
It is proposed that Watford and Three Rivers Trust (W3RT) be commissioned to deliver this service given their extensive networks across the voluntary, statutory and business sectors.

The focus of service delivery will be to strengthen the voluntary sector in Watford and enable it to thrive, ensuring that it has the best possible opportunity of delivering high quality, effective and value for money services to residents and service users.
- **Advice and support services**
It is proposed that Watford Citizens Advice Bureau (CAB) be commissioned to deliver a generic advice service provision. The CAB currently has a proven track record in the sector and has the capacity and capability to deliver a comprehensive advice service to the diverse and changing communities of Watford, working with the council to address and respond to any national agendas, legislative or policy changes that may impact on service users.
- **Mobility services**
It is proposed that Shopmobility Watford be commissioned to deliver a mobility service that allows those with mobility problems to access businesses and services in the town centre. Shopmobility Watford has the necessary experience and infrastructure in place to deliver this service.

- **Arts and culture**

The cultural offer for Watford is a key council ambition to build Watford’s reputation as a great place to live and to stimulate economic growth. It is proposed that Watford Palace Theatre and the Pump House Theatres be commissioned to deliver arts and culture services through a range of theatre activities/programmes. Watford Palace Theatre is a key contributor to delivering to the council’s cultural vision through their work on high quality theatre productions, projects and outreach programmes. The Pump House Theatre plays a key role in supporting and providing community and grassroots arts and cultural opportunities for local residents and Watford communities.

- **Community centre provision**

It is recommended that community centre provision remains a commissioning priority on the basis that all the currently commissioned community centres are located in areas of multiple-deprivation.

The community centres which form part of the new framework are:

Community Centre	Commissioned organisation
Holywell Community Centre	Watford & Three Rivers Trust (W3RT)
Orbital Community Centre	One YMCA
Meriden Community Centre	Watford Football Club Community Sports and Education Trust
West Watford Community Centre	West Watford Community Association

The centres should be commissioned to support the needs of their individual communities, fostering a sense of community spirit and cohesion. It is proposed that facilities provide a range of centre activities that address evidenced need in their ward in one or more the following areas:

- Public health focusing on mental health and wellbeing
- Youth and young people focused activities
- Activities for older adults
- Activities for people with disabilities

- **The Mayor’s Small Grants Fund**

It is proposed that the council continues to administer the Mayor’s Small Grants Fund to provide grants to a maximum of £2,000 for equipment and/or one off projects.

Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of Club accumulated debt on the people in the groups or with the characteristics protected in the Equalities Act 2010

1. Age
2. Disability
3. Gender Reassignment
4. Pregnancy and maternity
5. Race
6. Religion or belief
7. Sex (gender)
8. Sexual Orientation
9. Marriage and Civil Partnership

What we know about the Watford population

Understanding our local population helps ensure the needs of people are taken into account during the development of the Commissioning Framework.

Watford is an extremely diverse borough. The voluntary sector in Watford is a key contributor to making Watford a better place to live for its residents and is recognised as being best placed to deliver some services at a local level supporting excluded, new, emerging or vulnerable communities.

Overall population

The current population of Watford is 96,600 (mid 2017 estimate revised) and is estimated to grow by 16% by 2026. Population growth estimates stated that they expected Watford to reach 100,000 by the end of 2017. In terms of gender breakdown, there are estimated to be fractionally more female than male residents but the difference is not significant

Population projections

The ONS interim 2014-based subnational population projections are an indication of the future trends in population to 2024.

- Watford's population is projected to be 109,600 by 2022 with the population reaching 100,000 in 2017 (we will know if this was accurate with the release of 2018 population estimates (released mid 2019))
- The bulk of the estimated 14.8% increase for Watford over the ten years from 2014 to 2024 is expected to stem from natural change of 8.8% (more births than deaths), net migration within the UK of 5.2% and net international migration of 0.7%. The level of natural change can be attributed to the relatively young age structure of the current population, with a high proportion of child bearing age.

Households and housing

The average household size in Watford is currently 2.45. This is average for the region.

Number of households

The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of 31 January 2017 the figure was 39,052.

Watford faces a substantial challenge in terms of finding sufficient land to meet all its housing needs. Through its Local Plan, the council is seeking to balance the many demands for land within the borough (housing, employment, retail, social infrastructure, open spaces) and recognises that previously developed sites (brownfield land) provide one opportunity for future development, where the case can be made for better use of the land in the interests of the community as a whole. This includes where it is currently the landowner.

Current housing needs

As of end of September 2018, there were 149 households in temporary accommodation in Watford of which 109 had children or were expecting a child.

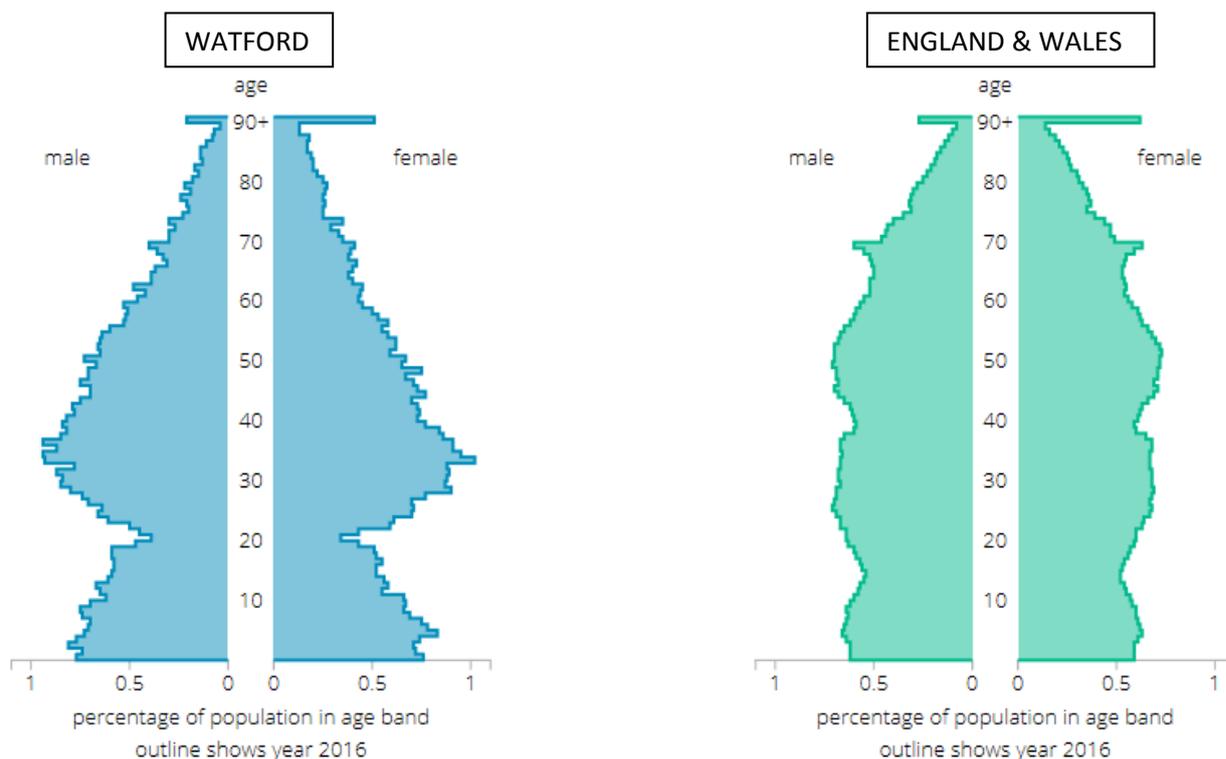
The council also knows that the demand for housing is predominantly for two three and four bedroom properties, suitable for families.

Age

The largest populations by age band in Watford are:

- 25-44 (31,700)
- 45-59 (18,100)

The numbers in each successive age-band fall progressively until there are estimated to be 6,000 who are 75+. We know that around 74,000 residents are of voting age in Watford and that the borough has a younger profile than the rest of England and Wales.



The average age of Watford residents is 36.8 years, which puts it amongst the youngest cities and towns in England.

Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire.

For Watford, the Census 2011 shows the following breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%) and British other Asian 4.4%). Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014). We know from other data such as National Insurance Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

Other data sources, including a school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings with English still the predominant language (at around 60%) followed by (in order of selection): Urdu, Polish, Tamil, Pahari, Gujarati, Portuguese, Romanian and Hindi.

Religion

In Watford overall, the religious breakdown in the Census 2011 - top five religions was: Christian (54.1%), Muslim (9.8%), and Hindu (4.8%), with no religion stated at 21.4%.

Disability and Health

The 2016 NHS Health Profile's summary conclusion is that the health of people in Watford is 'varied' compared with the England average. About 13% (2,500) of children live in low income families. Life expectancy for men is lower than the England average.

The profile also shows that there has been a drop in physically active adults from 56.6% to 54.4%, although compared as not significantly different from the England average of 57%. There has been an increase from 57.8% to 58.9% in the percentage of adults classified as overweight or obese in Watford, although significantly better than the England average of 64.6% (the indicator for adults classified as obese has been removed). An improvement has been seen in the percentage of obese children in Year 6 (aged 10-11) from 18.5% to 16% and is now recorded as significantly better than the England average, which remains at 19.1%.

In the Census 2011, 86% of Watford residents said their day to day activities were not impacted by a long term health issue or disability, 8% said they were impacted a little and 6% a lot. Around a fifth of disabled people report having difficulties related to their impairment or disability in accessing transport.

Does what we know about the Watford population indicate if there are areas which need to be addressed

The overview of the Watford community indicates potential emerging areas for Watford beyond those already identified within the Framework. These are

1. Homelessness / Housing needs
2. Impact of welfare reform
3. Increased diversity of the local population

Applying the principles of the Framework, the issue for the council is whether these areas need to be addressed through the Framework's priorities or can the council be confident that they are being met through other services / agencies.

1. Homelessness and housing needs

This is the responsibility of the council's housing service in partnership with social housing providers. It is a priority area for the council and resources are being allocated accordingly. In addition the council works with other local partner organisations (such as New Hope / Herts Young Homeless) to deliver solutions around those within the borough most vulnerable to homelessness or lack of housing options. In view of this, this area is not identified as a priority for the Framework.

2. Impact of welfare reform

Since 2010, there have been a number of significant changes to the UK's benefits system which include the freeze on local housing allowance and the expansion of the Universal Credit system during 2019-2020

Any further change to the benefit system is likely to require additional guidance and advice and Watford BC believes that the commissioning of the CAB to provide a comprehensive advice service to the diverse and changing communities of Watford responds to this emerging area.

As of August 2018, 1,816 Watford residents were in receipt of Universal Credit. This was the second highest in Hertfordshire (after Welwyn Hatfield). Liaison with Job Centre Plus indicates that the transition in Watford has been relatively smooth but the council is continuing discussions to understand the impact on our residents as it continues to roll out.

Consideration needs to be given to the SLA developed with the CAB to ensure advice on welfare / benefits is adequately resourced and that robust management information is collected as a means of providing good intelligence on the impact of welfare changes on the local community and residents.

3. Increased diversity of the local population

There is no data that shows specific impacts of the increasing diversity of the Watford community, although on a positive front, Watford benefits from good community cohesion and very limited community tensions. Impacts could arise across a number of areas within the community but issues potentially affected (housing, language in schools, health) are picked up through existing council services or, in the majority of cases, through lead organisations such as Hertfordshire County Council (schools, Public Health lead).

Commissioning W3RT to provide infrastructure for the voluntary and community sector means that advice and support is available for new community groups, which might be set up for emerging communities within the borough.

How will the council ensure equality is promoted by the Voluntary Sector Commissioning Framework 2019 - 2023?

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the potential relocation of Farm Terrace allotments:

1. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **foster** good relations between people who share a relevant protected characteristic and people who do not

Positive impacts of the Framework

The Voluntary Sector Commissioning Framework 2019 -2023 supports people in the protected characteristics as set out in the Equality Act 2010. For example, within the proposed priorities people in the protected characteristics are supported in the following ways:

Infrastructure support to the Voluntary and Community Sector (VCS)

Watford has a thriving VCS sector with currently around 400 organisations. A previous analysis of the voluntary sector in Watford shows that there is a complex range of organisations operating within the sector, from those with over £1million turnover to those with little or no funding. This complexity means that those within the sector have very different experiences, face very different issues and have varying degrees of organisational structure and governance.

A commissioned infrastructure organisation will help to build future resilience and sustainability for VCS organisations through provision of funding support; training; office resources; volunteer support; quality accreditation; supporting alternative delivery models and business planning

Continuing to support an infrastructure organisation to deliver the range of services outlined above will help to strengthen effective and efficient service delivery which will contribute in turn to better outcomes for service users particularly for those in the protected characteristics.

Enabling people with physical mobility problems to access services in the town centre

Around 20% of the population in Britain has a disability of some sort: this figure increases to 33% in the age range 50-64 and 44% above the state pension age. The percentage of people with mobility difficulties in the general population is 14%. Mobility difficulties tend to affect older people more than younger people. 45% of those aged 70 or over have problems walking or using a bus, compared with 5% of those aged 16 to 49.

Additionally disabled people drive cars a lot less and are less likely to have one in their household. 60% of disabled people have no car available to their households, compared to 27% of the overall population. Mobility equipment, including daily living aids, wheelchairs and scooters, was the largest sector in the market for equipment for people with a disability, accounting for around 32% of the market total by value

The support provided by this priority is the provision of motorised scooters which will enable physically disabled people and those with mobility problems to have improved access and equality of opportunity to participate in shopping, business and leisure services within Watford.

Advice and Support Services

Although since the economic downturn has been reversed and, across a range of measures, the economy is now experiencing an upturn, the improved prosperity is not necessarily being experienced by all sections of the community. With changes in welfare the wider introduction of universal credit, as well as increasing issues being experienced by those living in the private rented sector, there is a continuing need for people, including those with protected characteristics, to be able to seek quality accredited advice. Evidence from the national Citizens Advice Bureau, which collates statistics on the demand for advice/information, indicates that as of 2018/19 debt and money advice is the main enquiry area with welfare enquiries, the second largest area.

The commissioned service will require the advice service to provide a service that is accessible, is culturally sensitive and does not discriminate against anyone with a protected characteristic for example by ensuring that premises and services have adequate disability access and language requirements are catered for. This will be specified within the Service Level Agreement

Arts and Culture

The new Watford Cultural Strategy and Destination Management Plan identifies that Watford has a considerable asset base in terms of its arts and culture offer. This proposed priority aims to build on and widen the cultural offer in order to meet the council's vision of a successful town where people are proud to live, work, study and visit. Areas of activity include town centre events and a local and regional theatre scene to provide a range of cutting edge performances and supporting local community involvement including those from the protected characteristics.

A key aspect of the commissioned service would be to ensure that there is the ability for full participation in arts and cultural activities from those in the protected characteristics by ensuring that premises and services are fully accessible and culturally sensitive and that appropriate programming is developed to meet the needs of those from the protected characteristics. Additionally the council will be expecting the commissioned services to deliver outreach work in suitably identified areas.

Community Centres

We aim to support a range of community centres in council owned buildings close to areas of identified multiple deprivation. Through a range of activities and services, the centres are expected to work with key community representatives to meet the needs of the local community. Activities and programmes will be culturally sensitive, accessible to all including those within the protected characteristics.

Negative impacts of the Framework

The Voluntary Sector Commissioning Framework does not identify the complete removal of any funding for organisations currently funded.

Whilst areas have been identified through this EIA which could impact on the local community and potentially those with protected characteristics, mitigations for the negative impacts have been identified within the principles set out within the Framework.

Monitoring and evaluating of the Commissioning Framework 2019 - 2023 - Performance against the Service Level Agreement (SLA) and Key Performance Indicators (KPI)

The equality impacts identified through this EIA will be evaluated through regular monitoring by the Leisure and Environmental Services Team.

Each of the commissioned organisations will have an SLA and bespoke service specification which details the KPIs required by the council.

A rolling programme of reports and presentations to Portfolio Holders and the Overview and Scrutiny Committee will be developed and agreed to ensure that the Elected Mayor, Portfolio Holders, elected members and leadership team are kept informed regarding the progress and performance of the new commissioning framework regarding the EIA.

Overall conclusions

The Voluntary Sector Commissioning Framework 2019 - 2023 includes a number of proposed priorities, which if not taken forward would have a negative impact on local residents, customers and service users.

This EIA has been approved by the Head of Corporate Strategy & Communications

Summary of potential positive and negative impacts on protected characteristic

Positive Impact	Protected Characteristics	Ways to ensure the positive impact
Providing support to people with mobility issues to gain access to services in the town centre	Disability Age	Commission shopmobility to provide this service and monitor effectiveness through a robust SLA including monitoring across protected characteristics
Ensuring that there is good quality, culturally sensitive arts and entertainment that reflect Watford’s diverse community	Ethnicity	Commission Watford Palace and Pump House Theatres to provide this service and monitor effectiveness through a robust SLA including monitoring across protected characteristics
Providing high quality advice and support services for those in need of support across a range of issues but including debt, housing and welfare advice	All	Commission Watford CAB to provide this service and monitor effectiveness through a robust SLA including monitoring across protected characteristics
Providing voluntary and community sector infrastructure that enables the setting up of new groups and existing ones to survive and thrive including those that support protected characteristics	All (there are established groups in Watford that support protected characteristics such as disability)	Commission Watford and Three Rivers Trust (W3RT) to provide this service and monitor effectiveness through a robust SLA including monitoring across protected characteristics



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)

Nature of Risk	Consequence	Suggested Control Measures	Response (Treat, tolerate, terminate, transfer)	Risk Rating (combination of severity and likelihood)
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

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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 2019/22 to 2022/23 £000
	2018/19	2019/20	2020/21	2021/22	2022/23	
	£000	£000	£000	£000	£000	
Gap in MTFS at 1 April (approved in January 2018)	1,358	1,612	(116)	(116)	(116)	1,264
In year changes through budget monitoring	(506)	70	70	70	70	280
<u>Changes by Service</u>						
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
<u>Other Changes</u>						
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)
Net changes	(506)	2,306	2,753	2,315	2,042	9,416
Revised gap	852	3,918	2,637	2,199	1,926	10,680
<u>Funding Changes</u>						
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)
Sub Total	0	(1,233)	(436)	(463)	(553)	(2,685)
Revised gap	852	2,685	2,201	1,736	1,373	7,994

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

 WATFORD BOROUGH COUNCIL BE BOLD	2018/19 Original	2018/19 Forecast REVISED	2019/20 Draft	2020/21 Draft	2021/22 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
Net cost of services	12,943	14,048	12,920	10,948	10,948
Corporate Budgets					
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
Sub-Total	577	1,068	(960)	1,551	1,551
Financial Planning					
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
Sub-Total	0	0	2,236	2,683	2,245
Total Net Expenditure	13,520	15,116	14,196	15,181	14,743
Planned Use of Reserves					
Contributions to reserves	1,082	1,700	2,782	157	157
Contributions from reserves- Incl W2020	(100)	(2,821)	(530)	(200)	(200)
Sub-Total	982	(1,121)	2,252	(43)	(43)
Funding					
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
Sub-Total	(13,144)	(13,143)	(13,764)	(12,938)	(12,965)
Total Funding & Use of Reserves	(12,162)	(14,264)	(11,512)	(12,981)	(13,008)
Gap	1,358	852	2,684	2,200	1,735
Reserves - opening balances					
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
Reserves - closing balances	(16,978)	(12,767)	(12,335)	(10,092)	(8,313)
Council Tax Rate Calculation					
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)
TOTAL	(834)	(836)	(463)	(2,133)

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

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 Revised £000's	2019/20 Original £000's	2020/21 Original £000's	2021/22 Original £000's	2022/23 Original £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
Annual Capital Investment Programme	29,151	58,057	53,765	32,395	11,005
Total Capital Investment Programme 2018-22					184,373

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
TOTAL CAPITAL FUNDING APPLIED	29.2	58.1	53.8	32.3	11.0

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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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 2022/23
	£000	£000	£000	£000	£000	£000
Gap in MTFS at 1 April (approved in January 2018)	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
Revised gap	852	3,918	2,637	2,198	1,925	10,677
Funding Changes						
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)
Sub Total	0	(1,233)	(436)	(463)	(553)	(2,685)
Revised gap	852	2,684	2,201	1,735	1,372	7,992

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)	
TOTAL			(85,339)	
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)	
TOTAL			144,458	
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	
TOTAL			(49,830)	

Place Shaping & Performance	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	
TOTAL			(696,481)
Corporate Strategy & Communications	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)
TOTAL			14,989
Human Resource	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)
TOTAL			(28,668)
Strategic Finance	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
	TOTAL		
			0
GRAND TOTAL			(505,691)

Unavoidable Growth

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

Discretionary Growth

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

Efficiency Savings

Efficiency Savings	2019/20	2020/21	2021/22	Total
	£	£	£	£
Service Transformation				
<i>None</i>	0	0	0	0
Total	0	0	0	0
Community & Environmental				
<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)
Total	(254,640)	(256,410)	(183,240)	(694,290)
Democracy & Governance				
<i>None</i>	0	0	0	0
Total	0	0	0	0
Place Shaping & Performance				
<i>None</i>	0	0	0	0
Total	0	0	0	0
Corporate Strategy & Comms				
<i>None</i>	0	0	0	0
Total	0	0	0	0
Human Resources				
<i>Various savings found to fund new growth items above</i>	(45,900)	(1,400)	(1,400)	(48,700)
Total	(45,900)	(1,400)	(1,400)	(48,700)
Strategic Finance				
<i>None</i>	0	0	0	0
Total	0	0	0	0
TOTAL	(300,540)	(257,810)	(184,640)	(742,990)

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		
	£	£	£	£	£	
COMMUNITY & ENVIRONMENTAL						
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	
SERVICE TRANSFORMATION						
Customer Services (including Information Unit)	(12,500)	(12,500)	0	(12,500)	0	
	(12,500)	(12,500)	0	(12,500)	0	
PLACE SHAPING & PERFORMANCE						
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	
DEMOCRACY & GOVERNANCE						
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	
STRATEGIC FINANCE						
Council Tax (Single Person Discount)	(2,000)	(2,000)	0	(2,000)	0	
	(2,000)	(2,000)	0	(2,000)	0	
TOTAL	(5,114,792)	(5,467,795)	(353,003)	(5,239,571)	228,224	

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	Cycle Hub - 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	Veolia Capital Improvements (Rollover Scheme) - Contractual obligations with external provider (subject to contract indexation)	0	0	0	100,230	0	0	0	0
WAA211	Watford Market - Improvements required to existing market infrastructure.	750,000	0	0	0	80,000 Cost	0	0	0
New Scheme	Delivery of Cultural Plan - 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	New Cemetery Provision - 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	Private Sector Housing Renewal Schemes - 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	Street Improvement Programme - 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	Decent Homes Assistance (Rollover Scheme)	0	0	0	100,000	0	0	0	0

New Scheme	<p>Woodside Sports Village - 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>	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.				
	a) Restoration of depot and creation of facilities including cafe, ranger base, improved facilities for the Boxing Club and changing facilities									
	b) Demolition of current cricket pavilion and new build to link to existing depot and changing facilities and inclusion of new community hall									
	c) Relocation of Veolia depot on site									
	d) Improved play offer including adventurous play facilities									
	e) High ropes facility									
	f) Adventurous golf facility									
	g) Conversion of the Indoor Bowls Building into a Multi-Activity Centre									
h) Extra car parking spaces										
New Scheme	<p>Callowland Allotments Enhancements - 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>All Saints Churchyard Improvements - 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>Cassiobury Park Croquet Club Pavilion - 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	(1,000) Saving

New Scheme	Play Area Improvement Programme - 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	Vicarage Road Cemetery Feasibility Study and Heritage Assessment - 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	Whippendell Wood SSSI Enhancements - 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	Paddock Road Depot Enhancements - 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	Tree Planting Programme - Annual tree planting provision within the public realm	0	0	0	15,000	0	0	0	0
WAA954	Green Spaces Strategy - 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	Migration to the Cloud - 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	ICT-Hardware Replacement Programme (Rollover Scheme)	0	0	0	200,000	0	0	0	0
WAA191	Shared Services-Business Application Upgrade (Rollover Scheme)	0	0	0	165,000	0	0	0	0
WAA221	ICT-Project Management Provision (Rollover Scheme)	0	0	0	120,000	0	0	0	0
WAA982	Shared Services-Hardware Replace Programme (Rollover Scheme)	0	0	0	45,000	0	0	0	0
		156,000	0	0	530,000	0	0	0	0
WAA995	Buildings Investment Programme (Rollover Scheme) - Annual maintenance programme	0	0	0	400,000	0	0	0	0
		0	0	0	400,000	0	0	0	0
WAA601	Support Services (Rollover Scheme)	0	0	0	552,470	0	0	0	0
WAA602	Major Projects - Finance Business Partner & Quantity Surveyor (Rollover Scheme)	0	0	0	129,550	0	0	0	0
New Scheme	Investment Advisors - 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	Cycle Hire Scheme - 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	Cycle & Road Infrastructure / Network Improvements - 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	Clarendon Road Phase III - 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	Retained Housing Stock (Rollover Scheme)	0	0	0	50,000	0	0	0	0
New Scheme	Transport App - A Mayoral priority to improve the functionality of local public transport.	200,000	0	0	0	25,000 Cost	0	0	0
New Scheme	Accelerating Housing Provision - Site preparation works on seven housing infill sites.	1,380,000	0	0	0	0	0	0	0
New Scheme	Equity Interest (Land Transfer) to Hart Homes LLP - 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	Equity Interest (Land Transfer) to Hart Homes LLP - 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	Equity Interest (Land Transfer) to Hart Homes LLP - 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	Equity Interest (Land Transfer) to Hart Homes LLP - 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	Equity Interest (Land Transfer) to Hart Homes LLP - 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	Loan to Hart Homes Watford LLP - 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	Loan to Hart Homes Watford Ltd - Loan in connection to phased housing development proposals between WCS and WCHT.	700,000	9,100,000	5,100,000	0				
New Scheme	St Albans Road Improvement Works - Mayoral priority to improve public realm works in St Albans Road.	200,000	100,000	100,000	0	0	0	0	0
WAA185	Watford Business Park - 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	PIB Renovations - 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	Watford Riverwell - 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
		19,680,800	42,229,800	28,308,750	11,005,250	264,000 Cost	(483,750) Saving	(1,423,319) Saving	(1,996,319) Saving

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
6. Chargeable Dwellings (H)	0.0	456.0	4,187.0	14,385.0	12,642.5	3,604.5	2,171.0	1,909.5	82.0	39,437.5
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
10. Discount Deduction (Q)	0.0	71.0	596.0	1,246.3	776.8	181.5	88.8	64.0	5.0	3,029.3
11. Additions/ Reductions	0.0	17.0	159.0	225.0	29.0	8.0	7.0	0.0	7.0	452.0
12. Total Adjustments (J)	0.0	17.0	159.0	225.0	29.0	8.0	7.0	0.0	7.0	452.0
13. Sub-Total (H-Q+J)	0.0	402.0	3,750.0	13,363.8	11,894.8	3,431.0	2,089.3	1,845.5	84.0	36,860.3
14. Reduction Scheme (Z)	0.0	74.8	863.5	1,668.8	1,046.4	180.8	40.9	15.5	0.0	3,890.7
15. Net Dwellings ((H-Q+J)-Z)	0.0	327.2	2,886.5	11,695.0	10,848.4	3,250.2	2,048.4	1,830.0	84.0	32,969.6
16. Band Proportion (F)	5.0	6.0	7.0	8.0	9.0	11.0	13.0	15.0	18.0	
17. Band D Proportion (G)	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	
18. Band D Equivalents	0.0	218.1	2,245.1	10,395.5	10,848.4	3,972.5	2,958.7	3,050.0	168.0	33,856.2
TAX BASE CALCULATION										
Total Band D Equivalents	33,856.2									
Collection Rate	97.00%									
Adjusted Band D	32,840.6									

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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) £			
SERVICE TRANSFORMATION					
Customer Services					
CSI Project	86,711	0	0	0	0
ICT Shared Services					
ShS-Business Application Upgrade	0	0	0	0	165,000
ShS-Hardware Replacement Programme	300,000	45,000	45,000	45,000	45,000
ICT Client Services					
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
New Capital Schemes					
Migration to the Cloud		156,000	0	0	0
COMMUNITY & ENVIRONMENTAL					
Waste & Recycling (inc Veolia)					
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
Parks & Open Spaces					
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
Cemeteries					
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
Leisure & Play					
Play Review	1,743	0	0	0	0
Gaelic Football Relocation	60,908	0	0	0	0
Hérons 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
Culture & Heritage					
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
Environmental Health					
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)			
	£	£	£	£	£
Community Projects					
Guidepost Renovation Works	4,009	0	0	0	0
SLM Disabled Access Improvements	28,044	0	0	0	0
New Capital Schemes					
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
DEMOCRACY & GOVERNANCE					
Buildings & Projects					
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
PLACE SHAPING & PERFORMANCE					
Watford Business Park					
Watford Business Park	1,564,042	4,900,000	7,800,000	300,000	0
Watford Riverwell					
Watford Riverwell Project (see below)	6,682,000	14,241,000	8,392,000	2,855,003	8,878,000
Housing					
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
Transport & Infrastructure					
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
Development Control					
CIL Review	80,000	0	0	0	0
Property Investment Board					
PIB Investment Strategy	212,000	75,000	50,000	50,000	0
Property Management					
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

Reserves and Balances

Description	Balance at 1 April	Movement 2018/19	Balance at 31 March	Movement 2019/20	Balance at 31 March	Movement 2020/21	Balance at 31 March	Movement 2021/22	Balance at 31 March	Purpose
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Revenue Reserves										
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
Total	(14,655)	1,037	(13,618)	432	(13,186)	43	(13,143)	43	(13,100)	
General Fund Working Balance	(1,414)	(586)	(2,000)	0	(2,000)	0	(2,000)	0	(2,000)	Prudent balance

Risk Matrix

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					
			Likelihood	Impact	Overall Score
		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

Charging Strategy	Objective
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) 2018/19 Original Budget £	(B) 2019/20 Draft Budget already included in MTFS £	(B) - (A) Variance Year on Year 2018/19 to 2019/20 £	(C) 2019/20 Proposed Budget £	(C) - (B) Variance Draft to Proposed £	Comments
COMMUNITY & ENVIRONMENTAL						
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
	(1,375,582)	(1,650,585)	(275,003)	(1,624,088)	26,497	
SERVICE TRANSFORMATION						
Customer Services (including Information Unit)	(12,500)	(12,500)	0	(12,500)	0	
	(12,500)	(12,500)	0	(12,500)	0	
PLACE SHAPING & PERFORMANCE						
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	
	(3,506,910)	(3,584,910)	(78,000)	(3,383,183)	201,727	
DEMOCRACY & GOVERNANCE						
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	
STRATEGIC FINANCE						
Council Tax (Single Person Discount)	(2,000)	(2,000)	0	(2,000)	0	
	(2,000)	(2,000)	0	(2,000)	0	
Sub Total	(5,114,792)	(5,467,795)	(353,003)	(5,239,571)	228,224	
Less : Parking - Controlled Parking Zones (v see above)	1,520,900	1,520,900	0	1,520,900	0	
Total	(3,593,892)	(3,946,895)	(353,003)	(3,718,671)	228,224	

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			
Standard rated & inclusive of VAT									
PARKS & SPORTS PITCHES									
CRICKET									
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 %	
FOOTBALL									
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 %	
HURLING/RUGBY									
Per match including corner flags	£52.00	x	x	✓	x	x	£53.50	2.88 %	
Exempt from VAT									
FOOTBALL									
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 %	
FOOTBALL TRAINING									
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 %	
PARKS & SPORTS PITCHES									
BOWLS									
Club hire of rinks (per season)	£1,135.00	x	x	✓	x	x	£1,165.00	2.64 %	
CRICKET									
Enclosed wicket (per season)	£3,100.00	x	x	✓	x	x	£3,175.00	2.42 %	
CROQUET									
Seasonal charges :-									
Adults	£52.00	x	x	✓	x	x	£53.50	2.88 %	
OAPs	£26.00	x	x	✓	x	x	£26.75	2.88 %	
TENNIS - club charges									
Hire of court per season (May-Sept inc)	£1,185.00	x	x	✓	x	x	£1,220.00	2.95 %	
Zero Rated									
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
SALES							
FEES & CHARGES							
LAND & PROPERTY BASED CHARGES							
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			
HIRE OF FACILITIES									
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	
FEES & CHARGES								
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	
LAND & PROPERTY BASED CHARGES								
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			
Outside Scope for VAT purposes									
Allotments Per pole per annum 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			
Standard rated & inclusive of VAT									
CHESLYN GARDENS									
Hire of garden for wedding photos	£40.00	x	x	✓	x	x	£41.00	2.50 %	
Exempt from VAT									
CHESLYN HOUSE									
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 %	
PARKS - GENERAL									
HIRE OF FACILITIES									
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 + 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	Latest Budget	Proposed Budget	Annual Increase / Decrease (-) %	Comments	Proposed Budget	Proposed Budget
	2018/19	2019/20	2019/20			2020/21	2021/22
FEES & CHARGES							
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			
Outside Scope for VAT purposes									
Kerbs									
* 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 %	
Vases									
* 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 %	
THE FEES INDICATED FOR THE VARIOUS HEADS OF THIS PART INCLUDE THE ORIGINAL INSCRIPTION(S) WHEN THE MEMORIAL IS APPROVED									
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									
Standard rated & exclusive of VAT									
PART 4									
Miscellaneous									
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 %	
Outside Scope for VAT purposes									
PART 5									
Maintenance of Grave spaces									
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									
NOTE:									
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									

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			
Outside Scope for VAT purposes									
If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made									
TABLE OF FEES									
PART 1									
Exclusive rights of burial in earthen grave									
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 %	
Walled graves & vaults:									
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 %	
The Garden of Rest									
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 %	
The Garden of Remembrance									
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 %	
CHILDREN'S SECTION									
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		
PART 2									
Interments - the fees indicated for various heads :-									
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		
For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-									
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 %	
For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-									
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		
PART 3									
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									
Headstones, or any other type of monument									
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			
Outside Scope for VAT purposes								
If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made								
PART 1								
Exclusive rights of burial in earthen grave								
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 %
Walled graves & vaults:								
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 %
The Garden of Rest								
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 %
The Garden of Remembrance								
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 %
CHILDREN'S SECTION								
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	
PART 2								
Interments - the fees indicated for various heads :-								
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 %
For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-								
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 %
For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-								
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	
PART 3								
Fees for memorial work & 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								
Outside Scope for VAT purposes								
PART 3								
Fees for memorial work & 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								
Headstone, or any other type of monument								
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 %
LEDGERS								
* A ledger not exceeding 7ft x 3ft	£310.00	*	*	✓	*	*	£318.00	2.58 %
KERBS								
* 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 %
Vases								
* 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 %
MEMORIAL BENCHES								
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 %
MEMORIAL TREES								
Supply and plant Standard tree with 5 years maintenance	£1,000.00	✓	*	*	*	*	£1,025.00	2.50 %
THE FEES INDICATED FOR THE VARIOUS HEADS OF THIS PART INCLUDED THE ORIGINAL INSCRIPTION(S) WHEN THE MEMORIAL IS APPROVED								
Fees for each subsequent inscription to an existing memorial	£60.00	*	*	✓	*	*	£67.00	11.67 %
* Any other replacement works not covered by above								
GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY								

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			
Standard rated & exclusive of VAT								
* Any other replacement works not covered by above								
* GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY								
PART 4								
Miscellaneous								
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 %
PART 5								
Outside Scope for VAT purposes								
Maintenance of Grave spaces								
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								
NOTE:								
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								
PART 6								
Weekend Burials								
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
FEES & CHARGES							
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)
LAND & PROPERTY BASED CHARGES							
KNA000-I0901 - Rent	(6,000)	(6,000)	(6,000)	NO CHANGE		(6,000)	(6,000)
	(368,500)	(368,500)	(368,500)			(368,500)	(368,500)

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			SAVINGS PROPOSAL	GROWTH PROPOSAL	
Standard rated & incl of VAT if applicable											
Main Hall / Dry Side Activities :-											
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 %			
Parties with food, party leader up to 16 kids											
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 %			
Parties (self catering, party leader, up to 16 kids)											
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 %			
Junior Activities											
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 %			
Sports Course - Adult - Dry											
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 %			
Everyone Active card - Watford & Three Rivers											
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 %			
Lost card/replacement	£62.25	✓	x	x	x	x	£64.12	3.00 %			
50+ Short Mat Bowls	£0.00	✓	x	x	x	x	£5.00				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+ Swimming	£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
Back to Netbal	£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
Standard rated & incl of VAT if applicable												
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	✓	✗	✗	✗	✗						
Equipment purchase :-												
Squash balls	£2.55	✓	✗	✗	✗	✗	£2.63	3.00 %				
Shuttlecocks	£2.30	✓	✗	✗	✗	✗	£2.37	3.00 %				
Meetings :-												
Conference Room & Executive Suite (WLC)	21.00 - 27.00	✓	✗	✗	✗	✗	£25.00					
Studios :-												
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 %				
Woodside Stadium :-												
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 %				
							£0.00					
Harriers Charges												
Hire for training/coaching purposes, day time inc As Above including Flood Lights in Evening, plus a colleague	£26.25	✓	✗	✗	✗	✗	£27.04	3.00 %				
	£41.50	✓	✗	✗	✗	✗	£42.75	3.00 %				
Block Booking (standard price less VAT where bookings are 10 consecutive weeks or more)												
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					
Gala Prices												
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
Standard rated & incl of VAT if applicable											
Main Hall / Dry Side Activities :-											
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 %			
Parties :-											
Children's Activities											
Creche - 1 hour	£3.30	✓	✗	✗	✗	✗	£3.40	3.00 %			
- 2 hours	£5.60	✓	✗	✗	✗	✗	£5.77	3.00 %			
Courses :-											
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	
Fitness Activities :-											
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	
Toning Chairs :-											
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	
Swimming :-											
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 %			
Memberships (direct debits) :-											
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			
Standard rated & incl of VAT if applicable									
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	
Pool hire - standard charge :-									
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 %	
Pool hire - Club / School rate :-									
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
FEES & CHARGES							
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)
	(473,632)	(748,835)	(749,485)			(1,065,877)	(1,065,877)

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			
Outside Scope & exclusive of VAT									
TRADE WASTE									
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
ADDITIONAL DOMESTIC COLLECTION SCENARIO									
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
DOMESTIC WASTE									
Delivery of recycling boxes and wheeled bins	£5.65	*	*	✓	*	*	£5.80	2.65 %	Veolia income
DOMESTIC SACKS									
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
ADDITIONAL GREEN BIN CHARGE									
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
WASTE BINS FOR NEW DEVELOPMENTS					
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
CHARGES TO EMPTY CONTAMINATED BINS					
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
SALES							
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)
FEES & CHARGES							
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.									
SPECIAL COLLECTIONS									
Up to four bulky Items *									
Up to 3 bulky items	£29.00	x	x	✓	x	x	£30.00	3.45 %	WBC income
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*									
(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
ABANDONED SHOPPING TROLLEY (Non prescribed statutory charges)									
(Outside Scope for VAT)									
Seizure									
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
Storage									
Trolleys not collected within the statutory 6 week disposal notice period - per trolley	£7.40	✓	✓	x	x	✓	£7.60	2.70 %	Veolia income
ABANDONED SHOPPING TROLLEY (Non statutory charges)									
(Standard Rated for VAT)									
Requested return delivery charge - per trolley	Quotation	✓	✓	x	x	x	Quotation	NO CHANGE	Veolia income
GRAFFITI & FLY POSTER REMOVAL									
(Statutory Duty - Outside Scope for VAT)									
(Non Statutory Duty - Standard Rated for VAT)									
GRAFFITI REMOVAL									
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	
FLYPOSTER REMOVAL									
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
FEES & CHARGES							
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			
Exempt from VAT								
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)								
Standard rated & inclusive of VAT								
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 %
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.								
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.								
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
SALES							
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)
FEES & CHARGES							
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			
Outside Scope for VAT purposes									
Taxi & Private Hire Vehicle Licences									
Annual Vehicle Licence - Initial Application	£235.00	x	✓	x	x	x	£235.00	NO CHANGE	<p>Note all taxi charges are calculated on a cost recovery basis. any changes require full public consultation legally. No increase justified Lose 6 monthly inspection for limousines, instead ask for MOT to be submitted, and charge admin fee for reprint of plate / licence (£38.50). Consistent with light touch regime laid out in policy 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	
Street Trading									
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 %	
Permit for Tables & Chairs on the Highway									
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 %	
Free Printed Matter Distribution									
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
SALES							
EGA000-10101 - Miscellaneous Sales	(3,000)	(3,000)	(2,500)	-16.67 %	customer accounts likely to reduce sales	(2,500)	(2,500)
FEES & CHARGES							
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
Outside Scope for VAT purposes									
Sex Establishment Licence									
Grant of Licence	£516.00	*	✓	*	*	£529.00	2.52 %		
Annual renewal fee	£129.00	*	✓	*	*	£132.00	2.33 %		
Sexual Entertainment Venue Licence									
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 %		
Skin Piercing									
Operator (each)	£51.25	*	✓	*	*	£52.50	2.44 %		
Premises	£164.00	*	✓	*	*	£168.00	2.44 %		
Animal Welfare Licensing (New applications excl. veterinary fees)									
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			
Animal Welfare Licensing (renewals excl. veterinary fees)									
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			
Scrap metal Dealers									
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 %		
A request for a CRB check would be subject to VAT at the Standard rate.									
A request for a CRB check which forms part of a Licence application would be Outside Scope for VAT purposes.									
CRB checks									
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
FEES & CHARGES							
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)
	(27,650)	(27,650)	(32,860)			(32,860)	(32,860)

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				
Outside Scope for VAT purposes										
GAMBLING ACT 2005										
New applications										
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		
Miscellaneous fees										
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			
Outside Scope for VAT purposes								
GAMBLING ACT 2005								
Annual Fee								
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	
Licensing Act 2003								
(Statutory fees)								
Premises Licence/Club Premises Application fees								
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	
Premises Licence/Club Premises Annual Fees								
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	
Replacement licence								
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	
Notification of change of name or club rules								
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
FEES & CHARGES							
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			
Standard rated & inclusive of VAT									
Pest Control Note commercial treatments quoted individually on request									
Pest control treatment for residential properties :- NOTE : Fees are inclusive of VAT									
Rats & Mice									
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 %	
Wasps/Honets Nests									
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	
Fleas									
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 %	
Cockroaches									
Cockroaches	£82.00	*	✓	*	*	*	£84.00	2.44 %	
Cockroaches Concession	£41.00	*	*	✓	*	*	£42.00	2.44 %	
Cockroaches HMO	£184.50	*	✓	*	*	*	£189.00	2.44 %	
Bedbugs									
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)
Ants (pharaoh only)									
Ants	£102.50	*	✓	*	*	*	£105.00	2.44 %	
Ants concession	£51.25	*	✓	*	*	*	£52.50	2.44 %	
Other insects (Inside)									
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
FEES & CHARGES							
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 agreement is in place , the charge would be subject to VAT at the Standard rate.									
Where an agreement is NOT in place , the charge would be Outside Scope for VAT purposes.									
STRAY DOGS									
Stray dogs fine (set by statute)	£25.00	x	x	x	x	£25.00	NO CHANGE		
1st Day Kennelling charge & administration	£78.50	x	x	x	x	£80.50	2.55 %		
Concessionary rate	£39.50	x	x	✓	x	£40.50	2.53 %		
Additional daily Kennel Charges	£11.00	x	x	✓	x	£12.00	9.09 %		
Concessionary rate	£5.50	x	x	✓	x	£6.00	9.09 %		The costs of kennelling have increased >2.5% The costs of kennelling have increased >2.5%

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
FEES & CHARGES							
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			
ABANDONED VEHICLES (Statutory Charges) (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)									
Removal of vehicle on road not substantially damaged, or 2 wheeled vehicle on or off road									
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
Removal of vehicle on road substantially damaged excluding 2 wheeled vehicle									
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
Removal of vehicle off road not substantially damaged excluding 2 wheeled vehicle									
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
Removal of vehicle off road substantially damaged excluding 2 wheeled vehicle									
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
Storage charge per day									
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
Destruction / disposal									
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
Note: 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									
ABANDONED VEHICLES (Non Statutory Charges) (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)									
Return of seized vehicle - cost per mile									
equal 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	
Private Land									
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
SALES							
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			
Standard rated & exclusive of VAT								
All commercial, non statutory work not listed will be undertaken after provision of a quote and agreeing of a contract.								
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 %	
Report for solicitor / victim for use in legal action / claim (such as health & safety reports, noise nuisance, reports etc).								
Work as above Amount to be submitted with request	hourly rate as above	✓	✗	✗	✗	hourly rate as above		
List of authorised processes and other pollution registers								
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
More complex work								
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
Environmental Information Requests								
EIR Request (Per hour)	£67.00	✓	✗	✗	✗	£69.00	£2.99 £0.00	
Housing standards inspection for immigration purposes								
(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 %	
Exempt for VAT purposes								
Level 2 Award in Food Safety in Catering Candidate Fee	£65.00	✓	✗	✗	✗	£65.00		NO CHANGE MARKET PRICE
Outside Scope for VAT purposes								
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 %	
Houses in Multiple Occupation (HMO)								
Fast track process licensing application for new or renewals. (within 5 days)	£300.00	✓	✗	✗	✗	£307.00	0.03 %	
HMO Licensing New Application Fee								
Concessionary rate for Charities (20% discount)	£1,143.00	✗	✓	✗	✗	£1,172.00	2.54 %	
Concessionary rate for Charities (20% discount)	£914.00	✗	✓	✗	✗	£937.00	2.52 %	
HMO Licensing Renewal Application Fee								
Concessionary rate for Charities (20% discount)	£951.00	✗	✓	✗	✗	£975.00	2.52 %	
Concessionary rate for Charities (20% discount)	£761.00	✗	✓	✗	✗	£780.00	2.50 %	
HMO Assisted Licence Application Fee								
Extra copy of HMO licence document (where release agreed/requested by landlord)	£265.00	✗	✓	✗	✗	£272.00	2.64 %	
Extra copy of HMO licence document (where release agreed/requested by landlord)	£26.00	✗	✓	✗	✗	£27.00	3.85 %	
HMO Survey - 2 storey or less								
HMO Survey - 2 storey or less	£361.40	✓	✗	✗	✗	£371.00	2.66 %	First hour free in the office then the chargeable service.
HMO Survey - 3 storey								
HMO Survey - 3 storey	£534.20	✓	✗	✗	✗	£548.00	2.58 %	First hour free in the office then the chargeable service.
Rental Housing Condition Survey								
Rental Housing Condition Survey	£312.78	✓	✗	✗	✗	£321.00	2.63 %	First hour free in the office then the chargeable service.
Housing Enforcement Charges								
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
FEES & CHARGES							
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			
Outside Scope for VAT purposes									
Street Naming and Numbering :- Change to existing property <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 %	
GIS system search (when operational) 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
FEES & CHARGES							
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			
Outside Scope for VAT purposes									
Average weekly hostel rents and service charges	£167.50	x	✓	x	x	x	£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	x	✓	x	x	x	£130.94	-34.29 %	
Bed & Breakfast/Nightly let weekly Charge	£218.97	x	✓	x	x	x	£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
LAND & PROPERTY BASED CHARGES							
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			
Outside Scope for VAT purposes								
On Street pay and display								
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	
Standard rated & inclusive of VAT								
The Avenue Car Park								
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	
Town Hall Car Park								
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	
Longspring Charges								
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	
Harebreaks Car park								
Monday - Saturday								
1 hour	£0.50	✓	*	✓	*	£0.50	NO CHANGE	
4 hours (maximum stay)	£1.00	✓	*	✓	*	£1.00	NO CHANGE	
Outside Scope for VAT purposes								
Parking Penalties								
Serious Contravention	£50.00	*	✓	*	*	£50.00	NO CHANGE	
More Serious Contravention	£70.00	*	✓	*	*	£70.00	NO CHANGE	
Permit Charges								
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	
Parking Dispensations/bay suspensions :-								
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
FEES & CHARGES							
Longspring							
KFB000-10623 - Income-Parking Fees	(34,000)	(34,000)	(34,000)	NO CHANGE		(34,000)	(34,000)
The Avenue							
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)
Town Hall							
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)
Controlled Parking Zone							
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			
Standard rated & exclusive of VAT								
BUILDING CONTROL FEES (TABLE 1)								
FULL PLANS								
New Dwellings								
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								
BUILDING CONTROL FEES (TABLE 2)								
FULL PLANS								
Domestic Extensions								
Extension - Internal floor area under 10m ²								
Plan Fee	£235.00	✓	✓	✓	£235.00	NO CHANGE		
Inspection Fee	£370.00	✓	✓	✓	£370.00	NO CHANGE		
Extension - Over 10m ² and under 40m ²								
Plan Fee	£235.00	✓	✓	✓	£235.00	NO CHANGE		
Inspection Fee	£515.00	✓	✓	✓	£515.00	NO CHANGE		
Extension - Over 40m ² and under 100m ²								
Plan Fee	£235.00	✓	✓	✓	£235.00	NO CHANGE		
Inspection Fee	£630.00	✓	✓	✓	£630.00	NO CHANGE		
Loft Conversion under 40m ²								
Plan Fee	£235.00	✓	✓	✓	£235.00	NO CHANGE		
Inspection Fee	£440.00	✓	✓	✓	£440.00	NO CHANGE		
Loft Conversion over 40m ² under 100m ²								
Plan Fee	£235.00	✓	✓	✓	£235.00	NO CHANGE		
Inspection Fee	£515.00	✓	✓	✓	£515.00	NO CHANGE		
DETACHED GARAGE OR CAR PORT								
Internal floor area below 40m ²								
Plan Fee	£210.00	✓	✓	✓	£210.00	NO CHANGE		
Internal floor area over 40m ² and under 100m ²								
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		
BUILDING CONTROL FEES (TABLE 3)								
Non-domestic extensions (institutional)								
Extension - Internal floor area under 10m ²								
Plan Fee	£235.00	✓	✓	✓	£235.00	NO CHANGE		
Inspection Fee	£370.00	✓	✓	✓	£370.00	NO CHANGE		
Extension - Over 10m ² and under 40m ²								
Plan Fee	£235.00	✓	✓	✓	£235.00	NO CHANGE		
Inspection Fee	£600.00	✓	✓	✓	£600.00	NO CHANGE		
Extension - Over 40m ² and under 100m ²								
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		
BUILDING CONTROL FEES (TABLE 3)								
Non-domestic extensions (industrial)								
Extension - Internal floor area under 10m ²								
Plan Fee	£235.00	✓	✓	✓	£235.00	NO CHANGE		
Inspection Fee	£325.00	✓	✓	✓	£325.00	NO CHANGE		
Extension - Over 10m ² and under 40m ²								
Plan Fee	£235.00	✓	✓	✓	£235.00	NO CHANGE		
Inspection Fee	£435.00	✓	✓	✓	£435.00	NO CHANGE		
Extension - Over 40m ² and under 100m ²								
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 ²								
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)
FEES & CHARGES							
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)
Building Control	(278,000)	(281,000)	(281,000)			(281,000)	(281,000)

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			
Outside Scope for VAT purposes									
DEVELOPMENT CONTROL FEES									
OPERATIONS									
Outline applications 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	
Category 1 - New dwellings									
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	
Category 2 - Erection of buildings 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 ²	£234.00	*	*	*	*	✓	£234.00	NO CHANGE	
c) where the gross floorspace exceeds 40m ² but not 75m ²	£462.00	*	*	*	*	✓	£462.00	NO CHANGE	
d) where the gross floorspace exceeds 75m ² but not 3750m ²	£462 per 75 sqm	*	*	*	*	✓	£462 per 75 sqm	NO CHANGE	
e) where the gross floorspace exceeds 3750m ² - ✦ see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE	
✦ - Indicates a further charge for each 75m ² in excess of 3750m ²	£138.00	*	*	*	*	✓	£138.00	NO CHANGE	
Category 3 - Agricultural buildings except glasshouses									
a) where gross floorspace does not exceed 465 m ²	£96.00	*	*	*	*	✓	£96.00	NO CHANGE	
b) where gross floorspace exceeds 465m ² but < 540m ²	£462.00	*	*	*	*	✓	£462.00	NO CHANGE	
c) where gross floorspace exceeds 540m ² but < 4215m ²	£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 ² - ► see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE	
► - Indicates a further charge for each 75m ² in excess of 4215m ²	£138.00	*	*	*	*	✓	£138.00	NO CHANGE	
Category 4 - Glasshouses									
a) where gross floorspace does not exceed 465 m ²	£96.00	*	*	*	*	✓	£96.00	NO CHANGE	
b) where gross floorspace exceeds 465m ²	£2,580.00	*	*	*	*	✓	£2,580.00	NO CHANGE	
Category 5 - Erection, alteration or replacement of plant or machinery									
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	
Category 6 - Enlargement, improvement or other alteration of existing dwellings									
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	
Category 7 - Operations within the curtilage of an existing dwelling 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	
Category 8 - Construction of car parks, service roads and other means of access 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	
Category 9 - Operations connected with exploratory drilling 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	
Category 10 - Other operations 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			
Outside Scope for VAT purposes									
DEVELOPMENT CONTROL FEES									
OPERATIONS (Continued)									
Category 11 - Change of use of a building to residential									
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	
Category 12 - Use of land for disposal of refuse or waste materials or as open mineral storage									
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	
Category 13 - Material change of use except one falling within Categories 11 and 12									
	£462.00	*	*	*	*	✓	£462.00	NO CHANGE	
ADVERTISEMENTS									
Category 14 - Advertisement relating to business on the premises									
	£132.00	*	*	*	*	✓	£132.00	NO CHANGE	
Category 15 - Advance directional sign									
	£132.00	*	*	*	*	✓	£132.00	NO CHANGE	
Category 16 - All other advertisements									
	£462.00	*	*	*	*	✓	£462.00	NO CHANGE	
DETERMINATIONS									
Category 17 - Prior approval									
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	
ALTERATION OF PERMISSION									
Category 18 - Variation of condition									
	£234.00	*	*	*	*	✓	£234.00	NO CHANGE	
Category 19 - Non material amendment									
a) householder development	£33.60	*	*	*	*	✓	£33.60	NO CHANGE	
b) other development	£234.00	*	*	*	*	✓	£234.00	NO CHANGE	
COMPLIANCE WITH CONDITIONS									
Category 20 - Confirmation of compliance with conditions									
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	
RENEWAL OF PLANNING PERMISSION									
Category 21 - Renewal of planning permission where the development has not commenced									
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	
LAWFUL DEVELOPMENT									
Category 22 - Lawful Development Certificate									
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	
APPROPRIATE ALTERNATIVE DEVELOPMENT									
Category 23 - Certificate of appropriate alternative development									
	£234.00	*	*	*	*	✓	£234.00	NO CHANGE	
CONCESSION FEES AND EXEMPTIONS									
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			
Outside Scope for VAT purposes								
DEVELOPMENT CONTROL FEES								
CONCESSION FEES AND EXEMPTIONS (Continued)								
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
Standard rated & inclusive of VAT								
DEVELOPMENT CONTROL FEES								
PRE APPLICATION ADVICE								
CATEGORY 1 covers :-								
a) 75 or more residential units	£9,000.00	x	✓	x	x	x	£9,000.00	NO CHANGE
CATEGORY 2 covers :-								
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								
CATEGORY 3 covers :-								
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								
CATEGORY 4 covers :-								
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								
CATEGORY 5 covers :-								
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								
CATEGORY 6 covers :-								
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			
Standard rated & inclusive of VAT								
DEVELOPMENT CONTROL FEES PRE APPLICATION ADVICE (Continued)								
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
FEES & CHARGES							
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)
Development Control	(710,000)	(785,000)	(785,000)			(785,000)	(785,000)
Total	(710,000)	(785,000)	(785,000)			(785,000)	(785,000)

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			
Outside Scope for VAT purposes									
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	
Fees for Local Land Charges excluding Con29.									
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
FEES & CHARGES							
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	
Exempt from VAT											
COMMITTEE ROOM 1 (16 seats)											
1-3 Hours	£105.00	£0.00	x	x	✓	✓	x	£108.00	2.86 %	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£35.00	£0.00	x	x	✓	✓	x	£36.00	2.86 %	£0.00	
COMMITTEE ROOM 2 (24 seats)											
1-3 Hours	£135.00	£0.00	x	x	✓	✓	x	£138.50	2.59 %	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£45.00	£0.00	x	x	✓	✓	x	£46.50	3.33 %	£0.00	
COUNCIL CHAMBER (44 seats) (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 (Weekend bookings will incur an additional charge)	£55.00	£0.00	x	x	✓	✓	x	£56.50	2.73 %	£0.00	
TRAINING ROOM 1 (20 seats)											
1-3 Hours	£105.00	£0.00	x	x	✓	✓	x	£108.00	2.86 %	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£35.00	£0.00	x	x	✓	✓	x	£36.00	2.86 %	£0.00	
TRAINING ROOM 2 (20 seats)											
1-3 Hours	£135.00	£0.00	x	x	✓	✓	x	£138.50	2.59 %	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£45.00	£0.00	x	x	✓	✓	x	£46.50	3.33 %	£0.00	
MEETING ROOM B (10 SEATS)											
1-3 Hours	£105.00	£0.00	x	x	✓	✓	x	£108.00	2.86 %	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£35.00	£0.00	x	x	✓	✓	x	£36.00	2.86 %	£0.00	
Committee Room 3 (20 seats)											
1-3 Hours			x	x	✓	✓	x	£138.50		£0.00	
Each Additional Hour (weekend bookings will incur and additional charge)			x	x	✓	✓	x	£46.50		£0.00	
Standard rated & exclusive of VAT											
OTHER CHARGES											
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
LAND & PROPERTY BASED CHARGES							
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)				NO CHANGE	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			
Outside Scope for VAT purposes									
<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 ** - 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 ○○ - 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? 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
SALES							
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			
Outside Scope & exclusive of VAT									
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>
FEES & CHARGES							
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
Capital Financing -					
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	29.1	42.1	87.7	127.6	153.1
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.

Operational Boundary	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
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 1st 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 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	TOTAL £'000
MTFS Capital Programme	32,766	21,448	17,302	-	-	71,516
Re-phasing from 2017/18	7,547	-	-	-	-	7,547
Approved Capital Programme as at June 2018	40,313	21,448	17,302	-	-	79,063
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
TOTAL	29,151	58,057	53,765	32,394	11,005	184,372

Capital Programme 2018-23	2018/19 Revised £000s	2019/20 Original £000s	2020/21 Original £000s	2021/22 Original £000s	2022/23 Original £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
Capital Investment Programme	29,151	58,057	53,765	32,395	11,005
Total Capital Investment Programme			184,373		

Capital Funding 2018-2021

FUNDING	Forecast Outturn 2018/19 £m	Budget 2019/20 £m	Budget 2020/21 £m	Budget 2021/22 £m	Budget 2022/23 £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
TOTAL CAPITAL FUNDING APPLIED	29.2	58.1	53.8	32.3	11.0

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. The operation of some building societies does not require a	£2m

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>Specific Public Bodies</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>Loans to Council Subsidiaries</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>Other unspecified investments</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.

Agenda Item 9

Part A

Report to: Cabinet 21 January 2019
Council 23 January 2019

Date of meeting: 21 January 2019

Report author: Managing Director

Title: Acquisition of Leasehold Interest in Croxley Business Park

1.0 Summary

- 1.1 An opportunity has been presented to Watford Borough Council by investment fund Columbia Threadneedle Investments (CTi) to acquire a 40 year head lease in their asset at Croxley Business Park (The Park). The proposal has been structured as an “income strip” deal and the Council will have the option to acquire the freehold of the Park at the end of the term for £10. CTi is a leading global asset manager (website reference <http://www.columbiathreadneedle.com/en/about-us/>) managing \$485b of investment for institution and retail clients.
- 1.2 Under the proposal the Council will be entitled to receive the full passing rental income from occupational tenants on the Park in return for paying a rent of £9.2m per annum to CTi which will be indexed linked to RPI subject to a collar of 2% and a cap of 4%. The Council will in addition to retaining the profit rent be responsible for rental risk and all planned and preventative maintenance (PPM).
- 1.3 CTi will also make a payment to the Council of £88m to cover rent top up and Planned and Preventative Maintenance. This payment is broken down as follows, £20m of this sum represents a rent top up for the first three years to cover any rent free periods on occupational leases whilst the balance £68m of the sum is set aside to be used for planned and preventative maintenance over the term of the proposed lease which will become the Council’s responsibility going forward. This funding will be required in later years so will be invested to generate returns for the Council in the interim period.
- 1.4 The Park is a key economic driver in the region, the majority of the Park is located in Three Rivers District Council’s area with part being located within Watford.
- 1.5 The Park is one of the UK’s premier office parks, is in single ownership, and comprises some 510,000 sq ft of office accommodation and 189,208 sq ft of industrial accommodation in a high quality parkland environment. The Park also includes a generous number of car parking spaces totalling 2,772 a ratio of 1:251 sq ft which is higher than normal for a south east business park. Numerous

international, national and regional firms have a presence in the Park which employs 2,500 people in quality jobs and supports the wider local supply chains.

- 1.6 CTi will additionally pay for the construction of a new 85,000 sq ft office building which will commence construction in the first quarter of 2019 which will offer the Council an opportunity to generate further income. Due diligence is being undertaken on the building contract to assess the risk of cost overrun and where the responsibility for those risks lie. CTi have put £4m into escrow to cover the risk of cost overrun and also have secured a fixed price building contract. Due diligence is also being undertaken on the procurement implications.
- 1.7 CTi will pay for Stamp Duty Land Tax payable by the Council associated with this transaction which equates to circa £5m.
- 1.8 The Council has been advised on the transaction by Lambert Smith Hampton (LSH) on the property acquisition, Grant Thornton (GT) on the financial aspects and Trowers and Hamlin LLP (Trowers) on the legal considerations

2.0 Risks

- 2.1 The table below highlights the key risks associated with the proposal. A more detailed discussion of risk is contained within the relevant sections of the report and in the Part B report which should be read with this report.

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
RPI is above that included in the financial model	The amount paid over to CTi is in excess of the amount included in the financial model and could lead to a smaller return to the Council.	The financial model has included a figure for RPI, based on current projections. The proposal has RPI capped at 4% and this limits the Council's exposure, and a maximum figure will be known. In addition the tenants leases should also increase if indexation is above that forecast, so this will in part mitigate the impact.	Tolerate	8

		Active monitoring of future indexation rates should help to mitigate the impact of this risk.		
Anticipated rental growth is lower than thought	The rental income is less than anticipated.	Sensitivity analysis has been carried out to anticipate changes. See the financial section. The financial position of the Park will be monitored and managed on a regular basis to ensure the impacts are known and managed.	Treat	8
Voids are greater than anticipated.	Income is less than anticipated and void costs are greater than planned.	Active Asset Management to be put in place to manage risk including a letting strategy which will be regularly reviewed.	Treat	8
A tenant goes into administration	A lower rental, or no rental and service charge income received.	A review of new tenants should highlight any new issues and active management of tenancies would help to mitigate this situation.	Treat	8
Interest on the reserve fund is less than forecast.	A lower interest rate on the reserve fund would generate less income.	A new investment strategy will be put in place to actively manage the reserve fund to ensure that the best returns can be achieved. This will be regularly reviewed to ensure that investments are still appropriate.	Treat	8

Demand for office and industrial accommodation reduces.	A structural change in demand for office/industrial accommodation resulting in a shortfall between head rent paid and rent collected.	The strength of office demand has been reviewed in detail in the short to medium term by our property advisers and officers are satisfied that there will continue to be a demand. The agreement with CTi allows for change of use other than office or industrial uses in certain circumstances.	Treat	8
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3.0 Alternative Options

- 3.1 Cabinet will be aware of the Budget Report on the same agenda. This shows currently a budget gap of circa £1.5 M pa over the MTFs period. It is not necessary for the Council to enter into this transaction to address the budget gap. The gap could be managed by a full cost review, reducing expenditure on non-statutory services and in particular by cutting the capital programme on discretionary schemes such as Woodside, Watford Business Park, the Town Hall redevelopment, transport initiatives and reducing partnership funding into the Council's joint ventures. The impact of this would be to reduce the corresponding revenue spend and the costs of borrowing. This approach is not recommended as it would generate short term MTFs benefits but disadvantage the Council in terms of the longer term investment returns from capital schemes or would impact the infrastructure priorities identified by the Mayor as critical in supporting the town's growth.
- 3.2 Cabinet alternatively could decide not to undertake this transaction and instead, borrow circa £220m to acquire an asset that would generate an equivalent net income of £1.5m - £2m a year. However making minimum revenue provision and funding the costs of repayment are both revenue calls and it would prove challenging to find the right asset at the right cost. CTi were not, for example, willing to sell the freehold of the Park to the Council. The Property Investment Board has been recycling assets into higher yield investments but it has reached a point whereby major asset sales (such as intu) would be required to fund any significant new investment.
- 3.3 The advantage of the transaction with CTi is that there is no borrowing or upfront capital contribution necessary for the Council albeit it takes on a substantial head

lease rent commitment and takes the inflation and occupier risk. Risk is mitigated by the £88m top up fund and the asset management strategies the Council can take. Whilst there is the downside risk, LSH have made clear that their assumptions are cautious so there is also an upside potential. These sensitivities have been modelled by GT.

4.0 Further points for consideration

4.1 The legal advice below draws attention to the Council's fiduciary duties. Proper consideration has to be given to the risks & rewards of the transaction as set out in the reports from GT & LSH. The return on investment over the 40 year lease has been extensively modelled by GT and their financial model estimates a cash positive transaction over the life of the lease which is proportionate to the risks. Risk mitigation is also clearly set out in the Part B report in light of the sensitivity testing on financial and market variations. In addition the legal advice states that the Council owning and operating a leasehold interest in a business park is, in state aid terms, economic activity and is permitted providing the Council acquires and operates the business park on terms which would be acceptable to a private sector owner, acting as a private sector operator would. Officers are recommending the appointment of CTi to manage the asset on this basis.

4.2 Notwithstanding that, on the terms the Council has achieved, LSH have advised that *'Because of the relatively unique nature of this investment we have carefully considered the value of the proposition to CTi. As far as possible we have tried to ensure that the return they receive is not excessive when considered against the risk (for them). Relevant factors include:*

1. *Investment yield for 40 year annuity type income.*
2. *Potential for inflation to deviate outside of the collar and cap (to the detriment of CTi).*
3. *Proposed top-up fund.*

Analysing the proposed transaction from a liquidity or wider market perspective is in this instance not relevant because the asset in question is not liquid. '

4.3 LSH also make clear that the Park is a unique asset *'While business parks have shown that they can adapt and refresh their offer, it's unlikely we will see the development of any new schemes for the foreseeable future, owing to the high upfront infrastructure costs and tighter car parking standards, even when the current downturn is behind us..*

4.4 The Council is unlikely to find an alternative regeneration opportunity of this scale and quality to support its economic objectives.

4.5 Chapman Petrie LLP, independent surveyors were appointed by LSH to validate their assumptions. They have concluded that:

- *'We have considered the Park as a whole at both micro and macro levels and have concluded that the Park, as it presents itself today, represents a sound and potentially value accretive investment (despite the leasehold tenure of the proposed agreement it will ultimately become a freehold investment in due course).*
- *The Park as it stands today is performing at a level that is above that achieved through the entire lifecycle of the asset. Income received is at record levels and the Park has benefitted enormously from a healthy programme of capital investment in both the built real estate and through pressing income management.*
- *We have in conjunction with LSH reviewed all of the cash flow inputs in terms of ERV, letting voids, rent free assumptions and professional fees. We can confirm at this stage that we are in complete agreement with the assumptions made and that they are generally conservative which we feel is appropriate in this instance. In practice the void situation will evolve in a far more varied fashion, but the assumptions included take this into account and represent a fair average of past, current and likely future trends.*
- *It is our understanding that the cash flow appraisal is only capable of producing the required level of return when the capital contribution from CTi is fully included. With this in mind it is essential that the Council take appropriate steps to ring-fence this capital in order that it may be made available at any given time. It is impossible to forecast precisely when particularly large items of capital expenditure will be required and so it is imperative that these funds remain liquid and available.*
- *In summary we are supportive of the proposed transaction subject to the recommendations and guidance set out in this report. '*

5.0 Recommendations

5.1 To recommend to Council entering into a 40 year lease on the Park with CTi including the option of acquiring the freehold of the Park at the end of the lease term for £10 on the terms set out in this report, and in particular as specified within the various legal agreements (Part B) including:

- 5.1.1 – the summary of the Agreement for Lease
- 5.1.2 – the summary of the Head Lease Agreement
- 5.1.3 – the summary of the Asset Management Agreement

- 5.2 To recommend to Council that the starting assumption should be to withdraw £1.5m pa to support the Council's budget in Years 1-10, reducing to £1m inflated thereafter until year 35, noting that the financial model would enable the Council to withdraw up to £2m pa over the first ten years if required.
- 5.3 To recommend to Council that the Managing Director be given delegated authority in consultation with the Mayor to give final approval to the terms of the transaction.
- 5.4 To APPROVE the appointment of Threadneedle Portfolio Services Limited (TPSL) as Asset Managers and Workman LLP as Facility Managers as set out in the Park Management Agreements subject to 5.3 above to provide asset management continuity for a maximum period of 5 years during which period a full procurement process would then take place.
- 5.5 To APPROVE the appointment of Grant Thornton as the Council's financial advisers.
- 5.6 To Recommend to Council a budget of £300,000 for the procurement of professional advice relating to this transaction.
- 5.7 To recommend to Council that the existing advisory board to the Mayor, the Property Investment Board chaired by the Portfolio Holder for Housing & Property, provides oversight of the governance, business plan and performance of the Park, with an annual report to Cabinet and Budget Panel and also has oversight over the use of the £88m top up fund and that the terms of reference of the Property Investment Board be amended accordingly
- 5.8. To recommend to Council, noting that the reserve fund is earmarked specifically to mitigate risk within the proposal, that the Director of Finance be authorised to make appropriate investment of the 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 amend the Treasury Management Policy accordingly.
- 5.9 To recommend to Council the Council's Capital Strategy be amended for the impact of this transaction on the operational boundary and authorised limit. That the:
- Council's operational boundary be £194M
 - Council's authorised limit be £209M.
- 5.9 To NOTE the risks and mitigation strategies that will be put in place

Further information:

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6.0 Detailed proposal

- 6.1 A unique opportunity has been presented to the Council to take a 40 year head lease of the Park and to acquire the freehold of the asset at the end of the term for £10. A plan of the Park is attached in Appendix 1.
- 6.2 The Park adjoins and compliments the Western Gateway core policy area and the 67 acre Watford Business Park which the Council owns the freehold of. The Park sits in 75 acre parkland and the space provided includes 510,000 sq. ft. of office accommodation with a further 85,000 sq. ft. to be built and funded by CTi in 2019, 189,000 sq. ft. of industrial space. Additional amenity space comprising circa 15,000 sq. ft. will be provided and funded by CTi in 2019, this space will provide a gym, café and meeting space for 200 people which will aid in tenant attraction and retention as well as being a useful facility to have on the site.
- 6.3 The office accommodation that dominates the Park is provided in 9 standalone buildings which are let to a variety of tenants. Most buildings contain multi-let tenants apart from one. The Park is home to around 60 businesses including corporate occupiers such as Smith & Nephew, Kodak, Howden Joinery, Medtronic, Corona Energy and Glenmark Pharmaceuticals.
- 6.4 The industrial accommodation consists of industrial warehouse accommodation totalling 189,000 sq. ft. and is contained in four separate blocks and split into 25 units the majority of which are under 8,000 sq. ft.
- 6.5 As part of the Council's consideration a two stage due diligence exercise was undertaken. The first stage reviewed the deal structure and key elements of the proposal whilst the second went into a more granular level of detail. This two stage process resulted in re-negotiating with CTi the original Heads of Term. A reduced rent to be guaranteed from £9.5m to £9.2m pa was agreed and the overall capital contributions was increased by CTi to deal with voids and PPM , the extra funding increased from £75m to £88m.
- 6.6 Informing the above process a detailed due diligence exercise has been undertaken by the following consultants who are experts in their field:-

Legal Advice

- Trowers and Hamlin LLP- the scope of this brief included general due diligence, procurement, and governance advice, and finalising the property and construction documentation.

Property Advice

- Lambert Smith Hampton Investment Management (LSH) - Including, market and letting advice and coordinating bespoke due diligence on specific areas of the proposals. LSH are also the Council's investment property advisors and asset manage the present investment portfolio.
- Montague Evans- service charge analysis focusing on appropriate market supportable levels of service charge, likely voids and elements of service charge that might be unrecoverable through tenant default and legal challenge. Inputs from these findings have been included into Grant Thornton's financial model.
- Lambert Smith Hampton Building Services- this worked focussed on Planned and Preventative Maintenance, building surveys and life cycle studies of the buildings taking into account non recoverable dilapidation amounts and the general economic life of the buildings. The findings and assumptions were used in the financial model.

The property advisors have been working closely with our financial advisors on the appropriate assumptions to input into the financial model.

Financial advice

- Grant Thornton (GT) – the development of a financial model, undertaking sensitivity testing and providing accounting and tax advice on the proposals.
- Link Asset Services – Have given advice on Treasury Management

6.7 In addition a meeting with the Council's external auditors, Ernst Young, was held on 13th November 2018 where the structure of the deal was discussed. They were made aware of the proposed deal and the timeframes for the decision. The Council has taken account of the discussion which focussed around the governance of the decision making process. They have also been updated on the final proposals.

In assessing the assumptions to use for the financial model, RPI, Rental growth, Letting incentives, Voids, Tenant break clauses, PPM/Life cycle costs and Service charge costs have all been prudently forecast based on detailed research of historic, present and future trends from a variety of third party sources. A number of different scenarios have also been stress tested to take account of variances in the economy.

Regeneration and Planning Context

- 6.8 The Local Plan, (Part 1, Core Strategy) 2006 – 31, adopted in 2013 sets out objectives for the development of Watford. Strategic Objective No. 3 is to enhance Watford’s strategic economic and transportation role, highlighting the significance of its major transport interchange and how this helps promote sustainable development and regeneration. It envisages improvements to the quality and diversity of employment space across the borough. The Core Strategy’s objectives for economic development and employment are to:
- Enhance the town’s economic prosperity and potential by supporting business investment, learning and job creation, in accessible and sustainable locations.
 - Ensure a range of premises are provided to meet the modern business needs of the local economy, including for small and medium sized enterprises (SMEs) and the area’s existing and potential new economic clusters.
- 6.9 Watford plays a key sub-regional role in servicing approximately 500,000 people with 5,000,000 people within 45-minute travel time. It needs to maintain a prime position in servicing and complementing the economy of London, to maintain its capacity to accommodate and foster important, high value industries and to capitalise on the opportunity to accommodate supply chain activities associated with Leavesden and Elstree. The Watford Borough Council Monitoring Report for 2018 suggests that job growth in Watford could be as much as 21,900 for the period 2006 - 2031. Employment rose in Watford by 15,100 jobs alone between 2015-17 (Source: BRES). A further 9,520 new jobs are projected to arise from the borough’s major development schemes (Watford Riverwell, Watford Junction, town centre regeneration Cassio Bridge and Watford Business Park regeneration). Together, these opportunities can be expected to bring about a significant expansion of the Watford economy but with it a growing demand for employment floorspace.
- 6.10 Watford has had the highest annual average take up of offices within Hertfordshire, averaging at around 17,000 m² per annum between 2008-17. Given that office rental growth has been amongst the highest in Watford (reaching £24.26 psf in 2017 against £19.48 psf in 2009), it should be noted that Watford is one of the only districts in Hertfordshire in which office development remains viable given that other districts have rental levels which are too low.

Shortages of Employment Space

- 6.11 There is a lack of supply and very limited new development of office space. Watford now has a mere nine months' supply, against an average of 1.4 years across Hertfordshire. There has been very limited development since 2009 in Watford other than around 3,500 sq. m. in 2018. This is been exacerbated by a loss of office stock. Since 2006, there has been a net loss of 85,374sqm of employment floor space with the largest being losses in the B1a (Office) (Source Watford's AMR 2018).
- 6.12 Watford also has amongst the lowest supply of industrial space of all Hertfordshire districts at under 10,000 m². Vacancy is now at a record low with shortages of supply becoming critical at under six months' supply. Most of the industrial stock available is second-hand with minimal supply of Grade A space and there is virtually no development in Watford currently taking place. Of 24,657 m² of industrial floor space since 2008, 5424 m² has been lost to residential uses. (Source: LSH)
- 6.13 SMEs in Watford do not have access to Grade A stock as this tends to be available in the larger units and they therefore have to make do with the Grade B/C premises. Growing businesses are struggling to find the space they need to expand whilst existing businesses that want to remain in Watford are having to operate within outdated premises whose costs are rising.
- 6.14 Without intervention to reverse this trend, negative consequences may ensue. The attraction of future inward investment will be constrained; expansions of many growing businesses will not take place; some growing businesses may move out of the area leading to job losses and personal disruption; vacant space may be re-occupied by lower grade uses; and pressures may continue for change of use from employment to housing.
- 6.15 In terms of the limited office and industrial floorspace in the Watford area, it is clear that the supply chain is currently below the needs for a healthy market across all quality and size requirements. There will be clear benefits to the broader Watford economy, SW Herts & wider if the Council acquires the Park. Indeed the County has set up a growth board, the terms of reference of which are included at Appendix 2.
- 6.16 The safeguarding of employment and regeneration of employment space as a result of the Council making the acquisition would strongly support the growth board agenda.
- 6.17 The Revised NPPF 2018 (paras 8A and 80) requires planning policies to positively and proactively support sustainable economic development and regeneration. The WBC Core Strategy (2013) Western Gateway Policy SPA6 objective seeks to deliver redevelopment that improves and upgrades this area from an economic development and environmental perspective. The TRDC Core Strategy (2011) Policy

CP6 Employment and Economic Development specifically identifies the Park as a key Employment Location. To help meet these objectives, long term regeneration will be necessary similar to those being planned for the Watford Business Park which would also help to optimise the site and provide more modern floorspace for businesses. The synergy with Watford Business Park is very important as it would allow the Council to balance commercial and office space across the two sites, allowing for appropriate development and relocations to maximise growth and investment returns.

Adapting to Patterns of Long-Term Change

- 6.18 In parallel, there is a need to consider future changes of an economic, technological, spatial and logistical nature likely to affect Watford over the coming decades. There is likely to be a continued shift in demand for locations with strategic rail access such as Watford as continued growth in road traffic increases congestion and travelling times. Continued growth of London as a global financial centre can be expected and with it and associated dependence on satellite locations like Watford for support activities. There is a need to maintain a lead in emerging sectors such as 5G telecommunications, the internet of things, big data applications, new health technologies, and steady increases in high value manufacturing. There will be a need to address new logistical challenges associated with electric, driverless cars, associated traffic systems, smart city development and related monitoring systems.
- 6.19 Taken together, the above challenges call for a strategic and comprehensive approach to the management and redevelopment of commercial property in Watford, where possible. This is necessary to address the severe mismatch of employment space with demand, in terms of quantity, type and quality and the need to adapt to changing operational patterns of office and industrial tenants in line with market, technological and logistical changes. To effectively address these challenges, two key conditions will need to be addressed.
- a) An adequate supply of high quality commercial and industrial space suitable for meeting demand from existing businesses including SMEs and from emerging industries.
 - b) The conditions for adapting provision of employment space to amplify supply and to address future operational needs driven by the introduction of new technologies and future operational and logistical patterns.
- 6.20 Taking over control of the Park enables WBC to acquire a scarce property resource of critical importance to addressing employment space shortages and in meeting the demands from ongoing economic growth demands and future changes to operational patterns.

6.21 The Park will add to the supply of employment space through development of a new 85,000 sq. ft. office building and car park due to for completion in 2019 and planning consents achieved for a 350,000 sq. ft. office campus and for c.15,000 sq. ft. for new-build industrial units to achieve premium rents. In addition, the project will enable the types intervention needed to meet the above conditions. It will be possible for the Council to implement appropriate regeneration initiatives within the Park, control its on-going development and future adaptation that may be necessary to meet future operating requirements. This will bring about a number of key advantages.

- Unconstrained ability to recycle, refurbish or redevelop vacant existing stock.
- Opportunities to intensify development in order to enhance floorspace supply.
- Ability to install advanced urban infrastructure on the Park (e.g. for driverless cars).
- Enabling comprehensive redevelopment of parts of the Park if required in the future.
- Encouraging and accommodating further investment in Watford by being ready to adapt to changing market requirements through appropriate future proofing.

6.22 Overall the transaction addresses the shortages of scarce land and employment space in and around the borough. It would be a major regeneration driver with scope for intensification and thereby increasing the amount of employment space available whilst providing adequately for emerging industries and future operating patterns. These will be conducive to enhanced investor confidence and the future competitiveness and vibrancy of the Watford local economy.

7.0 Legal Powers

7.1 Trowers have provided advice to the Council in relation to the Council managing the legal risks of entering into this transaction. They together with Fenella Morris QC have also provided advice in relation to the Council's powers to acquire and operate the Park.

8.0 Financial Appraisal

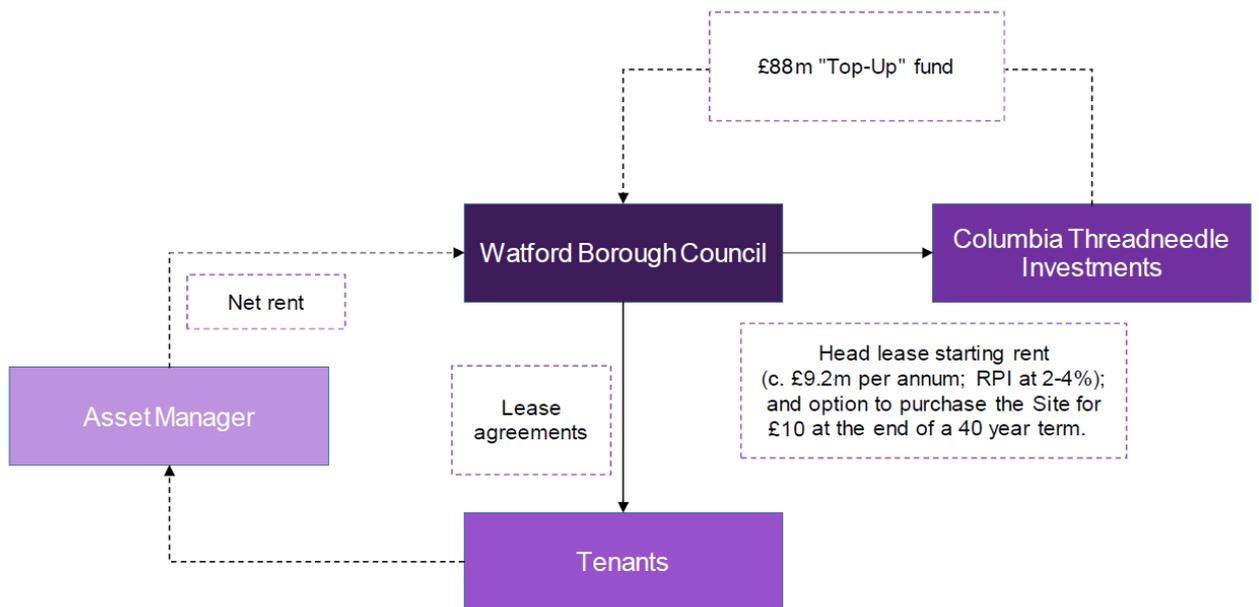
8.1 The Council has been advised by GT throughout the project to date. Their financial modelling work relies heavily on the work of LSH in providing the property inputs into the financial model. GT were have been engaged to:

- review the Transaction structure;
- carry out a financial appraisal using revised input assumptions provided by LSH and the Council to support the full financial business case;
- comment on whether the financial appraisal outputs pass the investment criteria set by the Council;
- comment on how the Council may finance lifecycle expenditure as forecasted in the final years of the Transaction;
- undertake an assessment of the financial model from a VAT perspective and provide confirmation of the appropriate VAT assumptions that should be incorporated into the model; and
- undertake an assessment of the accounting considerations for the Council of the Transaction structure.

8.2 GT's work has been carried out in stages. Stage 1 was to carry out an initial assessment of the proposed deal as part of the initial feasibility process prior to starting detailed due diligence. Stage 1a re-ran the model as required during negotiations with CTi and Stage 2 consisted of the final report following detailed due diligence. The Stage 2 report is included in the Part B report

9.0 Transaction Structure

9.1 The diagram below illustrates the structure of the proposal.



From a financial perspective the deal contains two main components the head lease between the Council and CTi and the operation of the Park with sub leases between the Council and the business park tenants. On entering the lease CTi will pay over to the Council £88M in cash to fund projected shortfalls in rent (top up) and money for PPM to help mitigate the risks within the transaction.

- 9.2 The head lease is between the Council and CTi for the business park for a period of 40 years, on an annual rental of £9.2 M to increase annually by RPI with a collar of 2% and cap of 4%, with an option to purchase at the end of the 40 year term for £10. The collar and cap mean that the rental will increase annually by at least 2% but not more than 4%. It is assumed in the financial appraisal that the Council will exercise the option to buy the Park at the end of the lease period. The head lease places stringent requirements on the Council in respect of planned programmed maintenance which means that the condition of the Park will be maintained throughout the period of the lease. As a result the asset that the Council receives at the end of the lease period will have the same service potential as the asset at the beginning of the lease.

10.0 Accounting and Financing Implications

10.1 The head lease with CTi will be a finance lease. This will have the impact of the asset appearing on the Council's balance sheet as a 'right of use' asset along with a corresponding liability in respect of the finance lease outstanding. The value of the asset, and corresponding liability, is calculated using the NPV of the expected lease payments; in this case the base rental increased by the 2% collar on inflation plus £10 at the end of the lease to purchase the asset as it is assumed that the Council will exercise the option to purchase. This is equivalent to £241.7M

10.2 There are a number of implications arising from the finance lease:

- The finance lease will be counted as borrowing for the purposes of the Prudential Code and will increase the Council's authorised and operational borrowing limit.
- The Council will be required to make minimum revenue provision (MRP) against the outstanding finance lease obligation.
- Interest will be charged to the Council's revenue account equal to the difference between the payment under the finance lease and the MRP chargeable on a straight line basis over the length of the lease.
- The Council in line with its MRP policy set out in the Capital Strategy will charge MRP to its General Fund each year dependant on the life of the underlying asset. In this case a period of 50 years has been used in line with the maximum period allowed by regulations.

10.3 The subleases granted to tenants and operating expenditure of the Park will be credited/debited to the revenue accounts in the same way as the Council's investment properties. In addition interest will be credited directly to the reserve fund to ensure that the value is maintained and the integrity of the financial model maintained.

11.0 Implications for the Capital Strategy

11.1 The Council's Capital Strategy governs the Council's investment in assets. The acquisition of the Park is in line with the authority's capital strategy which requires the development of a full business case and appropriate external professional advice has been taken.

11.2 As the head lease will constitute a finance lease this will count as borrowing for the purpose of the Prudential Code. As a result of the proposal the Council's Capital

Financing Requirement (CFR) will increase by £241.7M. This increase in CFR will be reduced over time by the amount of the MRP equivalent to £4.8M per annum.

- 11.3 The increase in the Council's Operational and Authorised Boundaries will be offset by the £88M initial reserve fund which will be invested. For 2019/20 the Operational Boundary will be increased to £194M and the Authorised Boundary to £209M. In future years these figures will be adjusted by the amount of debt redeemed as the finance lease liability is reduced and the change in the value of the reserve fund.
- 11.4 The Council's Treasury Management Policy will need to be reviewed in order to invest the reserve fund to achieve a balanced portfolio that mitigates the financial risks inherent in the transaction whilst maximising returns consistent with that risk management objective. The Council will seek advice from its Treasury Management Advisers as to the short term management of the reserve fund to ensure the safeguarding of the capital sum invested and allow procurement of regulated advice for the ongoing management of the reserve fund to ensure the Council's objectives of security and liquidity are maintained and that yield is maximised in line with the council's risk appetite.

12.0 Risk Analysis

- 12.1 GT have carried out extensive modelling on the sensitivities of the cashflow to changes in the underlying assumptions. At stage one a detailed sensitivity analysis was carried out to identify those factors that had a greatest impact on the overall financial viability of the proposal. This work, set out in Part B, has been used to inform the sensitivity analysis carried out on the final proposal where three scenarios have been modelled:
- An increase/decrease in RPI of 0.5% on the head lease with only a corresponding 0.25% increase/decrease in the sub leases. Whilst rents are likely to move with inflation this scenario looks at the impact if the RPI change is greater.
 - An increase/decrease in the voids period by one month.
 - An increase/decrease in the interest rate charged to the top up fund by 0.5%.
- 12.2 The Council will mitigate the risks of adverse economic impacts in the following ways:
- The financial model has included a figure for RPI, based on current projections. The proposal has RPI capped at 4% and this limits the Council's exposure, and a maximum figure will be known. In addition the tenants leases should also

increase if indexation is above that forecast, so this will in part mitigate the impact. Active monitoring of future indexation rates should help to mitigate the impact of this risk.

- Active Asset Management to be put in place to manage risk including a letting strategy which will be regularly reviewed.
- A new investment strategy will be put in place to actively manage the reserve fund to ensure that the best returns can be achieved. This will be regularly reviewed to ensure that investments are still appropriate.

- 12.3 Detailed due diligence has been carried out on the underlying assumptions around the income and costs of the final proposal. As a result, officers advised that no provision should be made within the model for a contingency on the planned programmed maintenance costs but that the programme could be managed within the available resources or funded through the Council's own capital programme.
- 12.4 The cost of planned and preventative maintenance in the final ten years of the term of the lease is higher than the earlier years. Should the "profit rent" be insufficient to pay for these costs then the level of maintenance could be scaled back. WBC have negotiated that in the final 10 years of the term that the repairing obligations are not as stringent whilst preserving the economic life of the buildings. In addition new or refurbished development could be explored with a third party as the assumption is that the Council will exercise its option and acquire the freehold of the Park after 40 years for £10.
- 12.5 Should the office market deteriorate and demand fall for office users the Council has negotiated that other uses could be implemented on the Park to generate income provided the value of the reversion of the asset to CTi is not materially affected.
- 12.6 There are synergies in relation to the adjoining Watford Business Park owned by the Council, this is an industrial park of 67 acres which adjoins the Park. There will be opportunities created for both assets and opportunities to increase both revenue and capital values and marriage value opportunities.
- 12.7 An external Asset Manager will be appointed to pro-actively drive the letting and management of the Park who will be supported by an Investment Management team. In managing and letting such a prestigious asset the Council will need to reach out to International, National, Regional and local markets and will bring that knowledge base to optimise opportunities

- 12.8 The Council has obtained preliminary advice from its Treasury Advisers, Link Asset Services, on what the return on a balanced investment portfolio for the £88M reserve fund the Council may obtain. A prudent view of this figure has been taken and reduced by 1%, with a 2.5% return on the reserve fund applied. The Council will take further advice on the ultimate investment portfolio to ensure a return commensurate with the need to use the reserve fund to manage the risks of the transaction.
- 12.9 Ongoing monitoring of the financial model will be critical to managing risk and will be carried out by the Council's Property Investment Board. It is recognised that the resources available to the Board will need to be reviewed to ensure that the Council has access to appropriate advice.
- 12.10 The proposal will require the Council to take a significantly extended view of its financial planning horizon and deal with significant short-term variations in cash flow. There is a risk that if the Council gives undue weight to the short term without taking a prudent view of the longer term that this will be to the detriment of future financial sustainability. Proper advice will be provided to ensure that a long term view is taken of the financial sustainability.

13.0 Implications

Financial

- 13.1 The Shared Director of Finance comments that the financial implications are outlined within the body of the report.

Legal Issues

- 13.2 The Head of Democracy and Governance comments that:
- 13.3 Trowers have provided advice to the Council in relation to this transaction their full legal advice is contained in the Part B report.
- 13.4 Acquisition of the leasehold interest
Section 120 of the Local Government Act 1972 (the 1972 Act) allows the Council to acquire land for either:
- the benefit, improvement or development of its area; or
 - for a purpose relating to any of its powers or pursuant to duties under any enactment.

In the context of the acquisition of the Park this report sets out the potential benefits for Watford's economic development, to enable appropriate space for local

businesses and the potential improvement of the local economy. In agreeing the recommendations the Council will have concluded that the economic development information set out in this report and in the part B report means that the acquisition of a leasehold interest in the Park will benefit and/or improve and/or develop the local area and its economy.

13.5 Operation of the Park

The Council is entitled to operate the Park using its general power as is set out in chapter 1 of the Localism Act 2011. The general power permits the Council to do anything which an individual may do. The Council's general power is subject to a number of limitations which include that it cannot be used to circumvent any prohibition or restriction which exists in legislation which precedes the general power. Trowers and Officers are not aware of any contravening legislation which would apply to the proposed transaction.

13.6 Entering into asset management and ancillary agreements

The Council will have the power to enter into ancillary documents either through section 111 Local Government Act 1972, section 1 Local Government Contracts Act 1997, or to the extent such ancillary agreements are not commercial relying on its general power (Chapter 1 Localism Act 2011).

13.7 The Council's Fiduciary Duties

The Council's fiduciary duties could be briefly summarised as it is acting as a trustee of tax and public sector income on behalf of its residents, rate and tax payers. The Council in effect holds money but does not own it; it spends money on behalf of its residents' business rate and council tax payers.

The Council in agreeing the recommendations should give proper consideration to the risks and rewards and potential future liabilities of approving them together with the proportionality of the potential liabilities of the proposal in relation to the Council achieving its stated objectives.

On a practical basis, this means that Members should also consider, in terms of achieving the Council's economic development objectives, whether the potential rent liabilities are proportionate to securing these objectives and why this is consistent with the wider interests of its local tax payers/residents. Members should also so consider whether there is a viable alternative to deliver the economic development objectives set out in this report, and if so, the relative merits of any viable alternatives.

13.8 Procurement

The Council will be acquiring a leasehold interest in an operational business park. The acquisition of such a property interest is not subject to the Public Contracts Regulations 2015.

13.9 State aid

Owning a leasehold interest in and operating a business park is, in state aid terms, an economic activity. Under the 'state aid rules' this is permitted providing the Council acquires and operates the business park on terms (including financial terms) which would be acceptable to a private sector owner. To evidence this the Council should ensure it acts as a private sector operator would (meaning the terms it agrees should be those which the private sector would agree to in the same circumstances). The Council has sought evidence from a suitably qualified/experienced adviser as to their opinion on whether other market/private sector parties in the same circumstances would be likely to agree to comparable terms as the Council proposes to agree. This is set out in this report and in more detail in the Part B report

13.10 Other considerations

The Part B report sets out legal commentary on a number of commercial matters together with relevant legal risk management steps.

14.0 Equalities, Human Rights and Data Protection

This is a property acquisition and as such there are no Equalities, Human Rights or Data Protection implications for the Council.

15.0 Staffing

There are no staff to be transferred to the Council as a result of this transaction, although Workman LLP with whom the Council will be contracting for Facilities Management do employ 3 members of staff who work solely at the Park, therefore the Council will need to be mindful of TUPE at the end of the agreement with Workman

16.0 Accommodation

Not Applicable

17.0 Community Safety/Crime and Disorder

The Park is privately managed and has security provision paid for via the service charge and the newer buildings have been designed to be secure and visible detracting from crime and anti-social behaviour activities

18.0 Sustainability

The most recent buildings conform to BREEAM standard Very Good and the Energy performance certificates for all buildings are C or above. A programme of refurbishment of the older buildings on the Park is also updating energy saving techniques to improve on these ratings.

Through the service charge a dedicated bus service is provided which runs every 15 minutes in peak time connecting the Park to Watford Junction improving the Park's accessibility and the need to rely less on car based transport.

The buildings on the Park are set out in a well kept park environment. Employees are encouraged to cycle and provision is made for the storage of bikes and the bikeways link into to the wider borough wide network.

Appendices

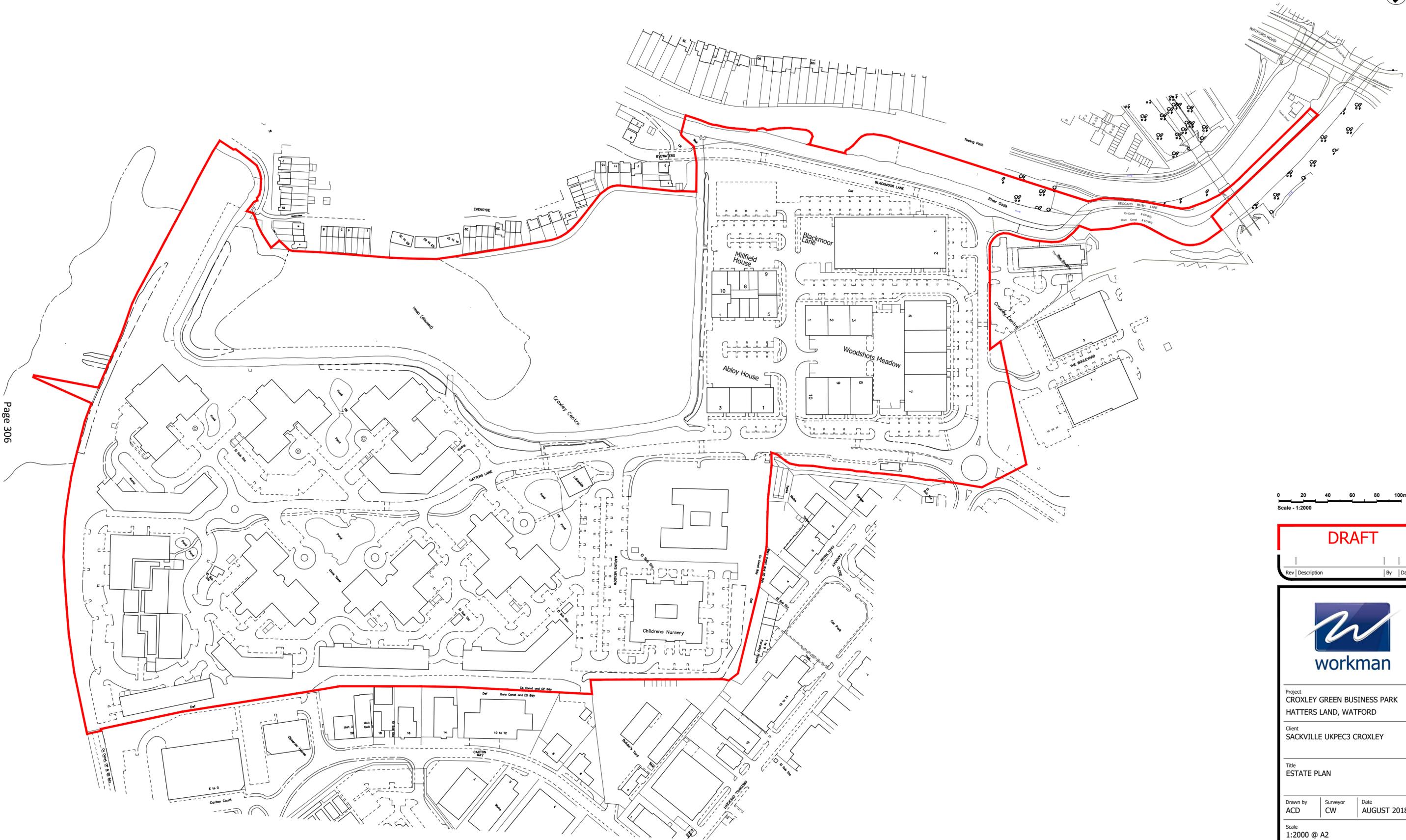
- **Appendix 1 - Plan of Park**
- **Appendix 2 – Hertfordshire Growth Board Terms of Reference**

Background papers

There are no background papers.



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DRAFT			
Rev	Description	By	Date



Project
**CROXLEY GREEN BUSINESS PARK
HATTERS LAND, WATFORD**

Client
SACKVILLE UKPEC3 CROXLEY

Title
ESTATE PLAN

Drawn by ACD	Surveyor CW	Date AUGUST 2018
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Scale
1:2000 @ A2

Drawing Number S180400-D01-02	Revision
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HERTFORDSHIRE GROWTH BOARD – TERMS OF REFERENCE

1. *To ensure alignment of spatial, economic and infrastructure plans for Hertfordshire in order to safeguard and maintain Hertfordshire's unique quality of life and prosperity.*
2. *To develop a Memo of Understanding between the County Council, District and Borough Council's, and the LEP about how we will work together as equal partners with different roles, to manage future growth well in Hertfordshire.*
3. *To bring together the work of the emerging South West Herts Joint Planning and North, East and Central Herts Joint Planning groups, ensure strategic infrastructure requirements are identified and fed into the Hertfordshire Infrastructure and Funding prospectus.*
4. *To oversee the development and maintenance of the Hertfordshire Infrastructure and Funding prospectus and advise the County Council, the LEP and Local Transport Board on key infrastructure priorities needed to support economic and housing growth.*
5. *To develop innovative joint financial models and to seek external funding opportunities to fund the development and delivery of key infrastructure projects.*
6. *To monitor the development and delivery of agreed infrastructure projects.*
7. *To work with the Hertfordshire LEP on the development and delivery of the Local Industrial Strategy including the development of key employment sites.*
8. *To maintain particular focus on the regeneration of Hertfordshire's New Towns, Town Centres and development and delivery of new Garden Towns.*
9. *Act as the voice of Hertfordshire to Government, the emerging Sub National Transport bodies, Homes England, Highways England, Network Rail, TfL, Energy and Utility providers to ensure Hertfordshire's infrastructure needs (including Digital Connectivity) are heard and recognised in future investment priorities and funding.*
10. *To work with strategic partners across our borders to ensure effective coordination of cross border issues, decisions and infrastructure needs e.g. authorities in the LSCC, Oxford-Milton Keynes-Cambridge Corridor, Central Bedfordshire and Luton, London.*

11. *To guide the work of the Hertfordshire Infrastructure and Planning Partnership in relation to common cross cutting planning issues e.g. Viability Assessment, the development of CIL, Skills and Capacity, Quality Standards for new development.*
12. *To develop effective engagement with the NHS in order to ensure future health service provision is aligned with spatial and economic growth.*
13. *To develop a Strategic Growth Narrative for Hertfordshire and explore a Growth Deal with Government to secure long term infrastructure funding and planning freedom and flexibilities.*
14. *To develop a long term strategic vision that sets out the broad spatial economic and infrastructure framework for Hertfordshire to 2050.*