



**WATFORD  
BOROUGH  
COUNCIL**

# **COUNCIL MEETING**

**28 January 2020**

**7.30 pm**

**Town Hall, Watford**

## **Contact**

Sandra Hancock

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**Publication date: 20 January 2020**

20 January 2020

Councillor

You are hereby summoned to attend a meeting of the Council of the Borough of Watford to be held on Tuesday, 28 January 2020 starting at 7.30 pm at the Town Hall, Watford to take into consideration and determine upon the following subjects, namely: -

**1. Apologies for Absence**

**2. Disclosure of Interests**

**3. Minutes**

The [minutes](#) of the meeting held on 15 October 2019 to be submitted and signed.

**4. Official Announcements**

**5. Mayor's Report (Pages 4 - 11)**

Mayor's report

**6. Questions by Members of the Council under Council Procedure Rule 10.0**

**7. Petitions presented under Council Procedure Rule 12.0**

**8. Business especially brought forward by the Chairman or the Head of Paid Service which in the opinion of the Chairman should be considered as a matter of urgency.**

**9. Appointment of Interim S151 Officer (Pages 12 - 14)**

Report of the Group Head of Democracy and Governance

**10. Budget and Council Tax Resolution 2020/21 (Pages 15 - 125)**

Report of the Section Head – Financial Planning and Analysis

**11. Motions submitted under Council Procedure Rule 13.0**

A handwritten signature in black ink, appearing to read 'Manny Lewis', with a stylized flourish at the end.

**Manny Lewis, Managing Director**

# Agenda Item 5

## Elected Mayor's Report- January 2020

*I would like to take this opportunity to wish everyone a very happy new year. This year will see the launch of my key sustainable transport initiatives, the completion of new facilities at Oxhey Park North and the start of long awaited improvements at Watford Junction station. However, we are also grappling with impact of a £4 million a year reduction in funding from central government as well as the impact of the tripling of our annual housing targets.*

### Partnership Work

#### Everyone Active

Our partnership with Everyone Active continues to deliver exceptional services to people in our town. Both Woodside and Central Leisure Centres were awarded an 'outstanding' in their recent nationally recognised QUEST review. Our leisure centres are in the top sixteen centres nationally, out of around nine hundred in the entire country to receive this recognition. This puts our leisure centres in the top 2% performing in the country. I would like to congratulate staff from Everyone Active and Watford Council for this phenomenal achievement.

I would also like to thank our staff and management at Watford Central Leisure Centre for their work during the recent NATO summit at the Grove Hotel, where they hosted the world's media just a week before providing the facilities for the recent General Election count. I am pleased that the new sauna and steam room at Watford Central Leisure Centre is now for residents to use after investment from Watford Borough Council.

Our leisure centres continue to provide affordable ways to get fit, including free swim and gym sessions for under 19's during school holidays. They also work to get people from all groups in our town fit. They run classes for over 60's, work with our Watford FC Community Sports Trust to support the 'This Girl Can' campaign and have introduced a Dementia Friendly Toning Suite at both their leisure centre sites.

#### Veolia

I am pleased that Cabinet have agreed to extend Veolia's contract to continue to provide our waste services for the next eight years. Veolia provide a service that is good value for council tax payers and is one that people in our town can rely on.

As part of our contract extension with our waste collection company Veolia, we have agreed to make the following changes to our waste collection services:

- Weekly food waste collections
- Fortnightly general waste collections
- A charge for the collection of garden waste

A move to a weekly food waste collection as well as a weekly recycling collection should help drive up our recycling rate in the town. At the moment, around a third of what we put in our general waste bin could be recycled, so with less frequent general waste collections hopefully more residents will choose to recycle.

We are balancing the need to tackle the climate emergency whilst also receiving a £4 million a year loss in funding from central government. . Three quarters of councils already have fortnightly general waste collection, including all of our neighbouring councils and two thirds of councils already charge for a garden waste collection. In neighbouring Harrow, residents are charged £75 for a garden waste collection, around double of the proposed charges in Watford.

Watford residents will continue to see a first class service which is more frequent and reliable than many other parts of the country.

Working with Veolia, we have started work on improvements at Garston Park and increasing the number of Green Flags we have in the town. These improvements include a new play area, tree planting, work on new paths and improved entrances to the park. I would like to thank the local Meriden councillors for their support on this project.

## **Community Events**

One of the best thing about my role is the opportunity to support our fantastic community groups who do so much for our town. People do so much to make Watford the fantastic place it is to live and work in.

I have been helping to support Hertfordshire's Year of Culture at a recent Beacon Lighting at Watford Museum, attended by key cultural figures in the town and the Audentior Symphony Orchestra. This is part of many events across the year in both Watford and Hertfordshire, which include garden tours, music festivals, cultural celebrations and live street performances. This is to help promote Hertfordshire as a visitor destination. You can find out more about the year here: <https://www.visitherts.co.uk/visit-herts-blog/hertfordshire-year-of-culture-2020/>

Since being elected, I have helped over 3000 local residents with their issues. I am keen to be accessible to people in our town, and I have started regular drop in sessions across

Watford so people are able to speak to me about their problems. I hosted an event at Watford Central Library, a drop in at Leavesden Community Room and will be hosting events in different parts of Watford over the next few months.

I was honoured to attend recent celebrations for Chinese New Year, organised by our local Chinese community, at the Intu Centre. They celebrated the 'Year of the Rat' through various dances, songs and martial arts demonstrations. They will be performing at Watford Palace Theatre on 1<sup>st</sup> February.

It was fantastic to join everyone at Watford & Three Rivers Family Centre Service based at Westfield Family Centre this month. The staff and volunteers do so much to support local families. It was great to learn more about the way they help with training for their volunteers and hear about how much people enjoy being part of this incredibly important service.

Just before Christmas, my office was contacted by Harry Graupner currently living in Canada who had fled Nazi occupied Czechoslovakia on the 1938 Kindertransport. He had lived in Watford and was hosted by Mrs Kathleen Freeman, who lived on Hempstead Road at Nascot Wood House, near to where West Herts College is today. Not only did Mrs Freeman helped to organise parts of the transport but she also took in 12 refugee children from 1939-1945. We were able to put Harry in touch with Watford Museum for him to share his memories of living in Watford and put him in touch with members of Mrs Freeman's family. In 1964, Mrs Freeman was awarded an OBE for her actions during the Second World War. This story shows the generosity and sacrifice people made in our town during World War Two. I hope people remember Mrs Freeman and the lives of the children fleeing the Nazis who she made welcome in our town.

I had a very successful Christmas card appeal, raising £6400 for fantastic local charities. DRUM Watford and Watford Women's Centre. I would like to thank all the local businesses who generously supported this appeal this year. The card was designed by DRUM user Angela, who won my competition this year with her superb design.

It was a privilege to attend the deeply moving Lights of Love service put on by the Peace Hospice this year. Because of the weather, we had to host the event in the Town Hall. It was a very moving service, which demonstrated the dedicated support that the hospice provides to cancer sufferers and their loved ones in the most challenging of circumstances.

I joined Watford Interfaith Association to plant trees in their Peace Garden in Cassiobury Park to mark the 150<sup>th</sup> Anniversary of Ghandi's birth. I also joined the Interfaith Association on their annual pilgrimage through our local Mosques, Temples, Synagogues and Churches.

Our town is so lucky to have so many different faith groups who work together and make such a contribution to Watford.

A real highlight of my job is going to visit some of our local schools. I recently visited Laurence Haines in west Watford to find out more about their Erasmus programme. I visited Stanborough School to help with their tree planting and visited a fundraising event for our wonderful Polish School, run by Cllr Aga Dychton, for their St Andrews Day celebrations.

Finally, I would like to offer my congratulations to Watford born Anthony Joshua for regaining his heavyweight champion titles in December. The whole town is incredibly proud of his achievements.

## **Delivering my Manifesto and Working for the Town**

### **Budget**

I would like to commend the Budget proposals that will be put to you tonight.

In this Budget, we have:

- Invested in improving our town, including deliver new bus and bike schemes, new facilities at Oxhey Park, new facilities at Watford Cycle Hub and improvements to Watford Junction.
- Protected the most vulnerable people in our town by extending the support we provide for those rough sleeping and by committing to building new council houses for local families.
- Despite a 70% reduction in our funding from central government, we have kept council tax low for another year and protected front line services.

We will continue to work to keep our town moving forwards.

### **Sustainable Transport for Watford**

Delivery on a new a Bike Hire Scheme, On Demand Bus service and Transport App, which are all key manifesto commitments of mine, will be this year.

Our Transport App will go live at the end of this month after significant product testing with West Herts College students, who are a key target audience for the App. The App will pull together live transport information from our taxi services, bus operators, rail operators and the new bike and bus schemes when these are running. The operator for this new scheme will be Molten Mouse, who have run other successful schemes in Yorkshire and Gateshead.

Our new bike hire scheme and On Demand Bus service launch in the spring. Our bike hire

scheme will be run by Beryl, who currently run this in various London boroughs whilst Arriva will be operating the Bus service. Arriva run this scheme in Leicester and Liverpool. In Liverpool the scheme has been so successful that within the first six months Arriva have had to double their bus fleet.

As our town grows and we also see the impact that climate change is having across the world, we need more schemes like these that encourage people to get out of their cars, easing congestion on our roads and making our town a greener place to live. I'm really proud that we are leading the way in this.

### **Challenging Government Planning Rules**

I have been calling on the government to give local councils more powers when it comes to development and planning in our town.

Councils like Watford have never been under such pressure to build more homes. The government have tripled Watford's housing targets. They have put pressure on our town, which is largely made up of brownfield land with fast transport connections to London, to help them meet their target of building 300,000 new homes a year. A government spokesperson told us, just last week, that it is 'not an option' for Watford Council to reject planning applications like that at the Range. It is not just Watford where this has been happening. In Croydon, planning permission for a 68 storey tower block has been given whilst in Woking, a 39 storey tower block has been approved.

It is clear that across the country we have a housing crisis, with young people being priced out of the housing market. We must build decent, good quality and affordable new homes. However, local councils must have more power to say 'no' to development that is not appropriate for our town. Last year, we rejected 260 planning applications but many of these were overturned by a government inspector on appeal, including plans from a developer for windowless flats in our town centre.

It is astonishing that government rules do not allow councils to reject planning applications because they lack affordable housing or because of the impact on local infrastructure. I have written to the Housing Minister to call on him to review what control councils have when it comes to development. We need to power to insist on infrastructure, decent affordable housing and get what is right for Watford.

### **Tackling poor train performance**

Like many people, I have been concerned about the poor performance of train operator London Northwestern. Commuters from Bushey and Watford Junction have suffered frequent delays and cancellations after May's timetable changes. This has been particularly bad for commuters who at Bushey station, who have seen a loss of peak time services and



short trains as the rail company attempted to 'fix' problems for commuters at bigger stations like Milton Keynes.

Train disruption can have a very serious effect on commuters lives and at the moment the performance of LNWR is simply not good enough. I have written to the Secretary of State for Transport to express my concern about this and have called for the government to intervene to ensure Watford passengers get a better service. We have already seen the government intervene to remove the rail franchise from underperforming Northern and unless we see rapid changes, they should consider doing the same with London Northwestern. Watford passengers deserve better.

### **Tackling Homelessness**

No one in our town should have to sleep rough. That is why I am determined for us to do all we can to tackle homelessness in Watford. I am delighted that once again we are able to provide an extended night shelter, SWEP, from November through to March for anyone who is sleeping on the streets. I would like to thank New Hope and the YMCA for their support with this.

However, it is not just about providing shelter, but also housing to people who are currently without a permanent roof over their heads. That is why I am pleased that we are committing to continue our Hart Home programme of providing new social housing to local families across our town. I am also pleased that we are continuing to get families out of temporary accommodation, seeing a reduction of over half since 2017, with the number continuing to fall. We are one of the only councils in the south east of England to see this transformation.

### **Oxhey Park North**

Work on new facilities at Oxhey Park has started in earnest and is going from strength to strength. We will provide a new café, a new children's play area, skateboarding facilities and facilities for cyclists and BMX enthusiasts. I am really excited to see the completion of this, which will hopefully transform this part of the park and provide something for everyone in our town.

The work here is due to be completed in May. I am pleased to be delivering on one of my key election promises.

### **Watford Cycle Hub**

As part of my commitment to more sustainable transport in Watford we are investing in a new building for the Watford Cycle Hub.

The Cycle Hub is a non-profit community based cycle centre located at The Pavilion, Chaffinch Lane, next to Holywell Community Centre. It has been providing a range of essential cycle related services to support Watford cyclists, including cycle repair and maintenance courses and cycle training since it was formed seven years ago.

A recent survey carried out on the building concluded that it was no longer fit for purpose so the council agreed to replace it with a larger bespoke modular building which will enable the Cycle Hub to expand its core services to the community.

The new building will provide:

- A community café and social space
- A larger workshop
- Dedicated office
- More room to showcase reconditioned bikes
- An expanded range of accessories

The work is expected to be completed in March 2020. While the works are taking place, the team are housed in temporary accommodation on-site and the Cycle Hub continues to offer cycle repairs, cycle training and guided rides but for bike donations during this time please contact the team on 01923 223 994.

### **Mayor's Small Grant Fund**

Recently, I launched a Small Grants fund to support local community groups, groups of neighbours or local charities in Watford. This Small Grants Fund has been very successful, with many groups benefitting from the support it brings. These groups include:

- Peace Hospice Care
- Watford Fields Residents Association
- Ganesh Chaturthi Utsavam Watford
- Watford and Three Rivers Refugee Partnership
- Watford Deaf Community
- Holywell Festival Watford
- North Watford Allotment Association
- Friends of Lanchester Primary School

Many other groups have also benefitted from this funding. It's great to be able to give a helping hand to community projects that bring benefit to our town.

In April, we are re-opening this fund to local community groups. I will be assigning £10,000 of this fund specifically to projects in the town that promote sustainability.

### **Dementia Friendly Watford**

I was delighted that Watford was given Dementia Friendly Community status by the Alzheimer's Society, a real testament to the hard work put in by our Dementia Friendly Steering Group. This means that Watford is now officially a Dementia Friendly Community but there is clearly a lot more work to do.

I would like to thank the many organisations and businesses in the town who have already become part of our Dementia Friends programme, teaching their staff and volunteers about how to assist someone living with Dementia to use their service. I would like to particularly thank the Abbey Line Community Rail Partnership, who are working for the Abbey Line to become one of the first 'Dementia Friendly' rail routes in the country.

If you would like to get involved with our Dementia Friendly Town scheme or find out more about what we are doing, you can follow this link:

<https://www.dementiafriendlywatford.com/>

### **Staff Changes**

Finally, I would like to wish our outgoing Director of Finance Jo Wagstaffe the best of luck as she moves onto her next role as Chief Executive of Three Rivers District Council. Jo has been a fantastic and diligent Director of Finance and I look forward to continue to work with her in her new role at Three Rivers.

I would also like to pay tribute to our departing Managing Director Manny Lewis at his last Full Council in his ten years in the role. He has been a superb Managing Director and he has given a huge amount both to this council and to the town. Manny will remain in the role until March to oversee a smooth handover with our new Managing Director, Donna Nolan.

# Agenda Item 9

Part A

**Report to:** Council

**Date of meeting:** Tuesday, 28 January 2020

**Report author:** Group Head of Democracy and Governance

**Title:** Appointment of Interim S151 Officer

## 1.0 Summary

- 1.1 Council is asked to appoint Alison Scott, the current Head of Finance, as the Interim Section 151 Officer and Chief Finance Officer (CFO) for Watford Borough Council. Alison will remain a Three Rivers employee but will be seconded to Watford for the purposes of her role as S151 Officer.
- 1.2 A similar report was taken to a Three Rivers District Council Extraordinary Council meeting on 21 January 2020 recommending that they make this Interim appointment as the role is currently shared between the two Council's.

## 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)
Appointment of Section 151 Officer/CFO is not agreed.	Three Rivers DC and Watford BC do not fulfil their statutory obligations	Internal arrangements will be put in place to cover the requirements of the Section 151 Officer/CFO	Treat	4

## 3.0 Recommendations

- 3.1 That with effect from 3 February 2020 Alison Scott becomes the S151 and Chief Financial Officer for Watford Borough Council

- 3.2 That the current agreement between Three Rivers District Council and Watford Borough Council under S113 of the Local Government Act 1972 sharing the position of S151 Officer and CFO be amended to reflect the change of post holder.

**Further information:**

Carol Chen

carol.chen@watford.gov.uk

Tel: 01923 278350

#### **4.0 Detailed proposal**

- 4.1 The council's current joint S151 officer and CFO has been appointed to the position of Chief Executive of Three Rivers District Council. She takes up her new role on 3 February 2020.
- 4.2 Council is asked to agree the interim appointment of Alison Scott currently Head of Finance for the Three Rivers and Watford Shared Finance Service from 3 February 2020 until a permanent appointment to the role can be made. Officers are not recommending that there should be any change to the arrangement of a shared S151 Officer and CFO post.
- 4.3 The Section 151 Officer/CFO is responsible for the proper administration of the Council's financial affairs, under the Local Government Act 1972. All Local Authorities must assign Section 151/CFO duties to one named Officer who must be suitably qualified. The Section 151 Officer/CFO is required by law to be a suitably qualified individual holding a recognised professional accountancy qualification.
- 4.4 It is currently proposed to take a joint report to the two councils in March to set up a joint member appointment panel to appoint to a permanent S151/CFO

#### **5.0 Implications**

##### **5.1 Financial**

- 5.1.1 The Shared Director of Finance comments that the post is a Three Rivers employee but Watford pays Three Rivers a 50% contribution towards the salary

##### **5.2 Legal Issues (Monitoring Officer)**

- 5.2.1 The Group Head of Democracy and Governance comments that under section 151 of the Local Government Act 1972 each council is required to make arrangements

for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs. The post holder therefore needs to be an officer of both councils. It is intended that the post holder will be a Three Rivers employee. As this is already the existing arrangement the Councils have a formal agreement under section 113 of the Local Government Act 1972 whereby the post holder's services are provided to Watford. Under this provision an employee whose services are used by another local authority will be deemed to be an employee of that local authority for the purposes of discharging any of that authority's functions. This agreement will need to be amended to reflect the new post holder.

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

- 5.3.1 Having had regard to the council's obligations under s149, it is considered as this is an interim measure there are no equalities implications. A full recruitment will be undertaken in due course.

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 There will need to be some backfilling within the Finance Team as a result of the appointment.

### **5.5 Accommodation**

- 5.5.1 No implications

### **5.6 Community Safety/Crime and Disorder**

- 5.6.1 No implications

### **5.7 Sustainability**

- 5.7.1 No implications

### **Background papers**

No papers were used in the preparation of this report.

## Part A

**Report to:** Council

**Date of meeting:** Tuesday, 28 January 2020

**Report of:** Director of Finance

**Title:** Budget and Council Tax Resolution 2020/21

### 1.0 Summary

- 1.1 The purpose of this report is to enable the Council to set the 2020/21 budget and pass the statutory Council Tax Resolutions for 2020/21 for Watford Borough Council's own tax requirements.
- 1.2 At the time of writing this report, the precept demand from both Hertfordshire County Council and the Police and Crime Commissioner for Hertfordshire have not been set. A report will be submitted to the Functions Committee on 26 February 2020 to set the overall Council Tax, which will include these precepts.
- 1.3 Copies of the Budget Report to the Cabinet meeting on 20 January 2020 were circulated separately to all councillors as they contain information relevant to the recommendations.
- 1.4 Cabinet on 20 January 2020 delegated to the Director of Finance the ability to amend the budget figures in accordance with the decisions taken at Council on 20 January 2020. The tables within the budget report have been updated in accordance with this decision and are attached to this report.
- 1.5 The Director of Finance confirms the estimates have been correctly calculated under the assumptions used. The council would have sufficient balances to fund the 2020/21 budget, including the gap for the remaining period of the MTFS, recognising that work will continue during 2020/21 to close the gap in future years.

### 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)
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 2020/21 to Council	The Council does not legally set a budget	Revert to previous MTFS	Treat	1

### 3.0 Recommendations

#### 3.1 To agree proposals recommended by Cabinet on 20 January 2020 that Council:

- a) Resolves in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the amount calculated by Watford Borough Council as its Council Tax Base for the year 2020/21 is 33,480.7 as outlined in the report.
- b) Approves the continuation of the Local Council Tax Reduction Scheme for 2020/21.
- c) Approves the budget (Attachment 1) as laid out in the report, as amended for the decision taken at Council on 20 January, including:
  - the base budget for 2020/21
  - the growth and savings
  - the Capital Investment Programme 2019-23
- d) Approves the schedule of fees and charges & income charging policy
- e) Approves the Capital Strategy for 2020/21,
  - that the Council's operational boundary be £344M
  - that the Council's authorised limit be £350Mand delegates to the Director of Finance and Portfolio Holder Resources responsibility for agreeing and maintaining the Treasury Management policy.
- f) Agrees to increase the annual Council Tax for a Band D property in 2020/21 by 2.0%. This will apply to all other bands.
- g) Notes the key risks identified and approves their proposed mitigations.
- h) Notes the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves.
- i) Notes the indicative budgets for 2021/22 and 2022/23 and the need for further work to close the budget gap.

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

- 3.2 That the Council's net General Fund expenditure for 2020/21 shall be **£15.753 million**.
- 3.3 That the 2020/21 band D precept is set at £273.59 and other bands and amounts are set in accordance with the table at paragraph 2.3 (E)
- 3.4 That Watford Borough Council's Council Tax Base for 2020/21 has been calculated at **33,480.7** in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 made under Section 31B (1) of the Local Government Finance Act 1992, as amended.



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

(A) *Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act.  
(Effectively the gross expenditure and transfers to reserves)* **£76,124,408**

(B) *Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act.  
(Effectively the gross income and transfers from reserves)* **£66,964,423**

(C) *Being the amount by which the aggregate at 2.3 (A) above exceeds the aggregate at 2.3 (B) above calculated by the Council in accordance with Section 31A (4) of the Act as its Council Tax Requirement for the year* **£9,159,985**

(D) *Being the amount at paragraph 2.3 (C) divided by amount at 2.2 above, calculated by the Council, in accordance with Section 33 (1) of the Act as the basic amount of its Council Tax for the year (at Band D)* **£273.59**

(E)

<b>Council Tax Valuation Bands</b>	<b>Conversion Factor to Band D</b>	<b>Watford's Share (£)</b>
A	6 / 9	182.39
B	7 / 9	212.79
C	8 / 9	243.19
<b>D</b>	<b>1</b>	<b>273.59</b>
E	11 / 9	334.39
F	13 / 9	395.19
G	15 / 9	455.98
H	2	547.18

*Being the amounts given by multiplying the amount at paragraph 2.3 (D) above by the number which, in the proportion set out in Section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year 2020/21 in respect of categories of dwellings listed in different valuation bands.*

3.6 That a report including precepts of both the Police Authority and Hertfordshire County Council be presented to the Functions Committee on 26 February 2020 to set the total Council Tax.

**Further information:**

Nigel Pollard (Section Head - Accountancy) [nigel.pollard@watford.gov.uk](mailto:nigel.pollard@watford.gov.uk)

**Report approved by:** Alison Scott (Head of Finance) [Alison.scott@watford.gov.uk](mailto:Alison.scott@watford.gov.uk)

#### 4.0 **Budget process**

- 4.1 At its meeting on the 20 January 2020 the Cabinet approved the budget proposals for 2020/21. The decisions made by Cabinet are reflected in the formal resolutions set out above.
- 4.2 The Council is recommended to approve Cabinet's budget proposals and to make the necessary formal resolutions to set the level of Council Tax.
- 4.3 Members are required to have regard to the Director of Finance's assessment of risks and the adequacy of balances as set out in this report. This updates that set out in the 20 January 2019 Cabinet report and concludes that the level of balances should be adequate.
- 4.4 Finance Scrutiny Committee considered Cabinet's proposals at its meeting on 14 January 2020 and its minutes were circulated to Cabinet prior to any decisions being taken.
- 4.5 The precepts for Hertfordshire County Council and The Police and Crime Commissioner for Hertfordshire have not yet been notified to the Council. A report will be submitted to the Functions Committee on 26 February 2020 detailing the tax requirement for Watford Borough Council's own purposes with those of the preceptors, to formally set the overall level of Council Tax.
- 4.6 Watford's net revenue expenditure for 2020/21 is forecasted to be **£15.753 million**. Council tax is estimated to be the band D charge multiplied by the tax base (adjusted for the collection rate) which gives an estimated Council tax precept of £9.160 million. Other funding is £4.574 million and the balance will be met from the Council's reserves. The council tax base for 2020/21 is **33,480.7** (Band D equivalents).
- 4.7 This results in a council tax for Band D of **£273.59** and the Watford Borough Council's Council Tax has increased by **£5.36** from the precept set in 2019/20.

#### 5.0 **Implications**

- 5.1 The implications contained in the report to Cabinet on 20 January 2020 are equally applicable to this report and Members are invited to refer to them to avoid unnecessary duplication.


#### Background Papers

Report to Cabinet of 20 January 2020

**Table 1 – Budget Gap, as recommended by Cabinet 20 January 2020.**

Revenue Account - MTFS	2019/20	2020/21	2021/22	2022/23	Over next 3 years of MTFS
	£000	£000	£000	£000	£000
<b>Gap in MTFS at 1 April (approved in January 2019)</b>	<b>1,184</b>	<b>700</b>	<b>235</b>	<b>(127)</b>	<b>808</b>
In year changes through budget monitoring	242	741	0	(1,000)	(259)
<b><u>Salary changes</u></b>					
Corporate Strategy & Communications		0	0	0	0
Place Shaping & Performance		0	0	0	0
Service Transformation		0	0	0	0
Community & Environmental		0	0	0	0
Democracy & Governance		0	0	0	0
HR Shared Service		0	0	0	0
<b><u>Growth and Savings</u></b>					
Corporate Strategy & Communications		30	30	30	90
Strategic Finance		0	0	0	0
Place Shaping & Performance		305	447	227	979
Service Transformation		0	0	0	0
Community & Environmental		300	189	162	651
Democracy & Governance		0	0	0	0
HR Shared Service		0	0	0	0
<b><u>Impact of Fees and Charges</u></b>					
Corporate Strategy & Communications		0	0	0	0
Strategic Finance		0	0	0	0
Place Shaping & Performance		30	30	30	89
Service Transformation		0	0	0	0
Community & Environmental		(5)	(5)	(5)	(14)
Democracy & Governance		0	0	0	0
HR Shared Service		0	0	0	0
<b><u>Other Changes</u></b>					
Changes to Business Rates on Council Property		42	38	48	128
Changes to Staff Costs		479	727	1,085	2,291
Garden Waste Charging		(295)	(445)	(445)	(1,185)
Changes from Shared Services		(134)	(59)	15	(179)
Environmental Health Contract		(154)	(164)	(164)	(481)
Watford 2020	721	(168)	(234)	(339)	(741)
PIB Income target - reduction		400	0	(400)	0
Borrowing Costs		500	120	710	1,330
Leisure Contract Management fee		0	0	(60)	(60)
Revenue impact of Capital bids		0	2	2	4
<b>Net changes</b>	<b>963</b>	<b>2,072</b>	<b>676</b>	<b>(104)</b>	<b>2,645</b>
<b>Revised gap</b>	<b>2,147</b>	<b>2,772</b>	<b>911</b>	<b>(231)</b>	<b>3,453</b>
<b><u>Funding Changes</u></b>					
New Homes Bonus		(134)	0	0	(134)
Business rates		0	150	150	300
Council tax		(263)	(451)	(738)	(1,451)
Additional Government Funding		(400)	0	0	(400)
<b>Sub Total</b>	<b>0</b>	<b>(796)</b>	<b>(301)</b>	<b>(588)</b>	<b>(1,685)</b>
<b>Change in planned use of reserves</b>	<b>(445)</b>	<b>(1,317)</b>	<b>(134)</b>	<b>766</b>	<b>(685)</b>
					0
<b>Revised gap</b>	<b>1,702</b>	<b>659</b>	<b>477</b>	<b>(52)</b>	<b>1,083</b>

# **Medium Term Financial Strategy (MTFS) 2019 -2023, as recommended by Cabinet 20 January 2020**

 <b>WATFORD BOROUGH COUNCIL</b> <small>BE BOLD</small>	2019/20 Original	2019/20 Revised	2020/21 Draft	2021/22 Draft	2022/23 Draft
	£000s	£000s At Period 8	£000s	£000s	£000s
Corporate Strategy & Communications	1,029	1,087	1,042	1,057	1,057
Place Shaping & Performance	(5,825)	(6,228)	(6,397)	(6,522)	(6,522)
Strategic Finance	2,193	2,276	2,292	2,255	2,255
Service Transformation	2,538	4,776	2,773	2,820	2,820
Community & Environmental	8,925	9,411	8,970	9,060	9,060
Democracy & Governance	3,468	1,970	1,992	2,011	2,011
HR Shared Service	656	627	661	666	666
<b>Net cost of services</b>	<b>12,984</b>	<b>13,919</b>	<b>11,333</b>	<b>11,346</b>	<b>11,346</b>
<b>Corporate Budgets</b>					
Dividends & Interest earned	(3,254)	(2,254)	(1,304)	(2,251)	(3,251)
Vacancy provision	(95)	(95)	(95)	(95)	(95)
Apprentice Levy	30	30	30	30	30
Internal support to capital programme	(677)	(677)	(677)	(677)	(677)
Contingency	216	816	214	210	210
Interest payable & borrowing costs	1,042	292	1,730	2,230	2,230
Pension Fund deficit payments	2,449	2,449	2,449	2,449	2,449
<b>Sub-Total</b>	<b>(288)</b>	<b>562</b>	<b>2,348</b>	<b>1,897</b>	<b>897</b>
<b>Financial Planning</b>					
Salary Changes (Including Employers Lump Sum)	0	0	479	727	1,085
Changes from Shared Services	0	0	(134)	(59)	15
Growth	0	0	672	729	510
Income & Efficiencies	0	0	(37)	(63)	(92)
Changes to Business Rates on Council Property	0	0	42	38	48
W2020	0	721	(168)	(234)	(339)
Garden Waste charging	0	0	(295)	(445)	(445)
Environmental Health Contract	0	0	(154)	(164)	(164)
Demand Responsive Transport	0	(741)	741	0	0
Croxley Park	0	500	0	0	0
PIB income target reduction	0	0	400	0	(400)
Net effect of Fees & Charges	0	0	25	25	25
Impact of Capital Programme	0	0	0	2	2
Leisure Contract Management fee	0	0	0	0	(60)
Additional Borrowing costs	0	0	500	120	710
<b>Sub-Total</b>	<b>0</b>	<b>480</b>	<b>2,072</b>	<b>676</b>	<b>896</b>
<b>Total Net Expenditure</b>	<b>12,696</b>	<b>14,961</b>	<b>15,753</b>	<b>13,919</b>	<b>13,139</b>
<b>Planned Use of Reserves</b>					
Contributions to reserves	2,782	1,782	157	157	1,000
Contributions from reserves- Incl W2020 & Carry forward Reserve	(530)	(1,277)	(1,517)	(334)	(641)
<b>Sub-Total</b>	<b>2,252</b>	<b>505</b>	<b>(1,360)</b>	<b>(177)</b>	<b>359</b>
<b>Funding</b>					
Council Tax	(8,809)	(8,809)	(9,160)	(9,437)	(9,722)
Business Rates	(3,552)	(3,552)	(3,152)	(3,002)	(3,002)
New Homes Bonus	(753)	(753)	(772)	(577)	(577)
(Surplus)/Deficit on collection fund	(250)	(250)	(250)	(250)	(250)
Additional Government Funding	(400)	(400)	(400)	0	0
<b>Sub-Total</b>	<b>(13,764)</b>	<b>(13,764)</b>	<b>(13,734)</b>	<b>(13,265)</b>	<b>(13,550)</b>
Total Funding & Use of Reserves	(11,512)	(13,259)	(15,094)	(13,442)	(13,191)
<b>Gap</b>	<b>1,184</b>	<b>1,702</b>	<b>658</b>	<b>477</b>	<b>(53)</b>
<b>Reserves - opening balances</b>	<b>(12,683)</b>	<b>(18,501)</b>	<b>(19,006)</b>	<b>(17,646)</b>	<b>(17,469)</b>
Planned use of reserves	(2,252)	(505)	1,360	177	(359)
Gap funded from reserves	1,184	1,702	658	477	(53)
<b>Reserves - closing balances</b>	<b>(13,751)</b>	<b>(17,304)</b>	<b>(16,988)</b>	<b>(16,992)</b>	<b>(17,881)</b>
<b>Council Tax Rate Calculation</b>					
Council tax base	32,840.6	32,840.6	33,480.0	33,814.8	34,152.9
Council tax charge for band D	£ 268.23	£ 268.23	£ 273.59	£ 279.07	£ 284.65
£	8808.97	8808.97	9159.95	9436.58	9721.56

# **BUDGET SETTING**

**2019/20 to 2022/23**

## **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 2019, the budget monitoring activities carried out during the current year and the latest developments in funding, legislation and service delivery. The strategy revises the 2019/20 budget and sets the budget for financial year 2020/21 and shows indicative budgets for the following two years (2021/22 and 2022/23).

Regular budget monitoring reports are presented to both the Council's Strategic Leadership Team and Finance Scrutiny Committee throughout the year. The latest budget monitoring report (Finance Digest) is available as at the end of November (Period 8).

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

Table 1 shows the impact on this 'budget gap' over a three year period, 2020/21 to 2022/23, based on the current understanding of likely financial impacts and the longer term major projects.

The table highlights that the cumulative overall gap for the next three years amounts to approximately **£3.4 million**. After taking account of the funding changes, which are predominantly due to a forecast 2% year on year increase in council tax from 2020/21, the cumulative gap amounts to **£1.0 million**.

**Table 1 Budget Gap**

Revenue Account	MTFS				
	2019/20	2020/21	2021/22	2022/23	Total Gap over MTFS 3 Years
	£000	£000	£000	£000	£000
<b>Gap in MTFS at 1 April (approved in January 2019)</b>	<b>1,184</b>	<b>700</b>	<b>235</b>	<b>(127)</b>	<b>808</b>
<u>In year changes</u>					
Service changes through budget monitoring	242	0	0	0	0
Demand Responsive Transport		741	0		741
Borrowing costs		500	0	0	500
<b>Changes by Service (Growth &amp; Savings)</b>					
Corporate Strategy & Communications		30	30	30	90
Strategic Finance		0	0	0	0
Place Shaping & Performance		305	447	227	979
Service Transformation		0	0	0	0
Community & Environmental		300	189	162	651
Democracy & Governance		0	0	0	0
HR Shared Service		0	0	0	0
<b>Total Growth &amp; savings</b>		<b>635</b>	<b>666</b>	<b>419</b>	<b>1,720</b>
<b>Other Changes</b>					
Changes to Business Rates on Council Property		42	38	48	128
Changes to Fees & Charges		25	25	25	76
Changes to Staff Costs		479	727	1,085	2,291
Changes from Shared Services		(134)	(59)	15	(179)
Watford 2020	721	(168)	(234)	(339)	(741)
Riverwell		0	0	(1,000)	(1,000)
Garden Waste Charging		(295)	(445)	(445)	(1,185)
Environmental Health Contract		(154)	(164)	(164)	(481)
PIB Income Target Reduction		400	0	(400)	0
Borrowing Costs		0	120	710	830
Leisure Contract Management fee		0	0	(60)	(60)
Revenue impact of Capital bids		0	2	2	4
<b>Net changes</b>	<b>963</b>	<b>2,072</b>	<b>676</b>	<b>(104)</b>	<b>2,645</b>
<b>Revised gap</b>	<b>2,147</b>	<b>2,772</b>	<b>911</b>	<b>(231)</b>	<b>3,453</b>
<b>Funding Changes</b>					
New Homes Bonus	0	(134)	0	0	(134)
Business rates	0	0	150	150	300
Council tax	0	(263)	(451)	(736)	(1,449)
Additional Government Funding	0	(400)	0	0	(400)
<b>Sub Total</b>	<b>0</b>	<b>(796)</b>	<b>(301)</b>	<b>(586)</b>	<b>(1,683)</b>
<b>Change to planned use of reserves</b>	<b>(445)</b>	<b>(1,317)</b>	<b>(134)</b>	<b>764</b>	<b>(687)</b>
<i>Carry Forward (DRT &amp; Borrowing)</i>		<i>(1,251)</i>	<i>0</i>	<i>0</i>	<i>(1,251)</i>
<i>Riverwell(rephased)</i>		<i>0</i>	<i>0</i>	<i>1,000</i>	<i>1,000</i>
<i>Pension - lump sum increases</i>		<i>(66)</i>	<i>(134)</i>	<i>(236)</i>	<i>(436)</i>
<b>Revised gap</b>	<b>1,702</b>	<b>659</b>	<b>477</b>	<b>(52)</b>	<b>1,083</b>

Appendix 1 shows the MTFS



## 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 2019/20 financial year. These changes amount to an increase of **£0.242 million**. These are shown at **Appendix 2**
- B. Pay & Salary changes. The net result is a total increase of **£2.291 million** over the three year period. This variance includes an anticipated additional 1% pay award each year (pending the employer's final offer) and amounts to approx. **£0.750 million** over the MTFS. 1% was already included within the base budgets giving a total allowance for the pay award of 2%. Should the pay award be greater than this, this will represent an additional budget pressure of £0.750million, over the three year period, per additional 1%.
- C. It should also be noted that the increase also includes the additional lump sum payable to the pension authority after its triennial review. These amount to £0.066million in 2020/21, £0.134 million in 2021/22 and £0.234 million in 2022/23, (totalling **£0.434 million** over the MTFS) however, this will not impact the budget gap as these will be met from the Pension reserve. The remaining variance relates to changes brought about by increments & restructures, of which **£0.480 million** is compensated for by additional income relating to the Environmental Health contract with Three Rivers DC.

1.3. Growth & Efficiency savings

This is growth that has been put forward by service areas in conjunction with their Portfolio Holders and includes growth in relation to enhanced services and increases due to unavoidable pressures such as statutory legislation, contractual uplift and changes in demand for services due to demographics. The efficiency savings are reductions in the base budget from efficiency measures within the council and do not affect the provision of services to local residents. Over the MTFS, the total growth is £1.912 million and total efficiency savings are £0.192 million resulting in net growth of **£1.720 million**. Details of both are listed in detail at **Appendix 3**.

1.4 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 **£0.076 million** over the MTFS. **Appendix 4** shows a summary of the implications of the 2020/21 fees & charges proposals. The Council's income charging policy is at **Attachment 2** with individual charges listed by service area.

1.5 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 **£0.128 million** over the MTFS.

### 1.6 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 HR and TRDC are the lead for finance and revenues & benefits. The change represents a net increase in the charge to TRDC in respect of staffing costs. This amounts to **(£0.179) million** over the MTFS.

### 1.7 Garden Waste Charging

The MTFS at Table 1 includes the proposal to charge for the garden waste collection agreed by Cabinet on 6th January 2020. In consultation with the waste contractor, the current proposal assumes that 60% of households have a garden and 60% of these households will join the collection service. The average cost to each household is estimated at £45 per annum. The table below shows the financial impact of introducing the annual charge from July 2020.

**Table 2 Garden Waste**

Garden Waste	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000
Net income (60% take up of eligible households at £45 pa)	(295)	(445)	(445)	(1,185)

### 1.8 Environmental Health Contract

The Council entered into a contract to provide Three Rivers DC with a commercial health standards service from May 2019. This has resulted in additional income of **(£0.480 million)** over the MTFS and provides a small surplus when offset against the costs which are predominantly staffing costs.

### 1.9 Riverwell

Due to a delay in part of the works on this large project. The Councils equity income share of has been re-phased, resulting in a net **£1.0 million** reduction to 2019/20 and a corresponding increase in 2022/23.

### 1.10 Watford 2020

This transformation programme will make the council customer focused, digitally enabled and commercially minded. The Council approved the Outline Business Case at its meeting on 10 July 2018, and the current MTFS includes a recurring saving of £1.0 million per annum from 2020/21. The service transformation team is progressing well with the review of services and identifying efficiencies and additional income. The table below shows the latest forecast of savings against the budget in the MTFS.

**Table 3 Watford 2020 - Costs & Savings**

Year	Latest Forecast		Savings in MTFS		Shortfall	
	In - Year	Cumulative	In - Year	Cumulative	In - Year	Cumulative
	£000	£000	£000	£000	£000	£000
2019/20	721	721	0	0	721	721
2020/21	(1,168)	(447)	(1,000)	(1,000)	(168)	553
2021/22	(1,234)	(1,681)	(1,000)	(2,000)	(234)	319
2022/23	(1,339)	(3,020)	(1,000)	(3,000)	(339)	(20)

The amount already identified and removed from service budgets to date is £0.167 million in 2019/20 and £0.465 million in future years.

1.11 Sustainable Transport Schemes

Both the ***Demand Responsive Transport (DRT)*** and the ***Bike Share Project*** are Mayoral priorities to improve local public transport and cycling capability. The tender process for both schemes has been completed and contracts awarded. Both projects are intended to be launched in spring of 2020. £0.741m of the total scheme budget for 2019/20 will be rephased into future years.

1.12 PIB Income target reduction

The Council has a large property portfolio which generates a rental income stream. This is estimated to be £8.0 million per annum (including rents from garages). The current MTFS contains a target of 5% annual income growth derived from the Council's property portfolio through reinvesting the proceeds from the disposal of low income and high maintenance properties into better yielding properties. PIB has reviewed the growth target as a result of re-development and reduced scope for reinvestment within the current portfolio and £0.400 million has been removed although new income from Watford Business Park will compensate for this in future years.

1.13 Borrowing costs

Based on the proposed capital programme it is currently predicted that the Council may need to prudentially borrow over the MTFS. The additional revenue cost of the debt financing for this borrowing is estimated to be **£0.830 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. **£0.500 million** of the budgeted 2019/20 borrowing costs has been rephased for use in 2020/21.

1.14 Impact of capital growth bids

When the Council sets its annual capital programme, there are often revenue impacts from this investment in the form of on-going revenue maintenance or an income stream. These total **£0.004 million** over the MTFS. (See **Appendix 5**).

1.15 Leisure Management Contract

The Council entered into a new leisure management contract in July 2018. Under the terms of the contract the Council receive an annual management fee. The income is not linear and the schedule provides an increase in 2022/23 of **(£0.060 million)**.

1.16 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 MTFS. This totals an increase of **(£1.683 million)** over the MTFS. It should be noted that the Government has postponed implementation of changes to local government funding to 2021/22. The proposed changes will establish new baseline funding levels for each local authority, which 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. The allocations for the New Homes Bonus have been announced and included, which results in a single year increase of **(£0.134 million)** over the MTFS.

**Table 4 Changes in Funding Against Budget**

Change in Funding against Budget	2020/21	2021/22	2022/23	Total
	£'000	£'000	£'000	£'000
Increase in New Homes Bonus allocation	(134)	0	0	(134)
Growth in Council Tax base	(83)	(84)	(175)	(343)
2.0% Change in Council Tax	(179)	(366)	(560)	(1,106)
Additional Government Funding in Lieu of RSG	(400)	0	0	(400)
Business Rates	0	150	150	300
<b>TOTAL</b>	<b>(797)</b>	<b>(301)</b>	<b>(586)</b>	<b>(1,683)</b>

- 1.17 The MTFs shown in Appendix 1 indicates that the total Net Expenditure of the Council in 2020/21 is **£15.863 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.
- 1.18 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 6** for the 2020/21 Council Tax Base results in a figure of **33,480.7** after allowing for the Council Tax Reduction Scheme and a collection rate of 97%.
- 1.19 The average Band D Council Tax charge for 2020/21 will be **£273.59**. This means that the Council expects to receive **£9.160 million** of Council Tax income in 2020/21. Each one percentage increase in the Council Tax rate generates approximately an **£0.090 million** increase in Council Tax revenue.

## **2.0 Capital Investment Programme**

- 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 2020-23 which will assist the Council in delivering its corporate objectives and improving services for residents. Table 5 includes 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 7. Further detail on the proposed growth is shown at **Appendix 7**.

**Table 5 MTFS - Capital**

MTFS - Capital	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Original Capital Programme as Approved at Council (January 2019)	58,057	53,765	32,395	11,005	155,222
Approved rephasings and budget approvals	11,488	0	0	0	11,488
<b>Latest Budget</b>	<b>69,545</b>	<b>53,765</b>	<b>32,395</b>	<b>11,005</b>	<b>166,710</b>
Changes through budget monitoring to Q3	-27,500	26,851	-11	600	-59
<b>Forecast</b>	<b>42,045</b>	<b>80,616</b>	<b>32,384</b>	<b>11,605</b>	<b>166,651</b>
<b>Growth Items</b>					
Corporate Strategy		25	0	0	25
Community & Environmental		1,823	1,118	60	3,001
Place Shaping		36,924	2,500	4,000	43,424
Service Transformation		350	500	600	1,450
<b>Total Growth</b>		<b>39,122</b>	<b>4,118</b>	<b>4,660</b>	<b>47,900</b>
<b>Total Potential Programme</b>	<b>42,045</b>	<b>119,738</b>	<b>36,502</b>	<b>16,265</b>	<b>214,550</b>

- 2.3 The 2019-23 Capital Investment Programme is presented for approval, is shown in the table below with further details shown in **Appendix 8**.
- 2.4 The Capital Programme includes £29.9M for the provision of the Multi-Storey Car Park at Riverwell. It has been agreed that the car park will be provided through a joint venture between the Council and Kier. The Capital Programme allows for the funding of both the Council's equity share at £3.3M and for the Council to provide debt funding of £26.6M. The detailed financial model is currently being developed along with soft-market testing to establish the availability and cost of external debt funding. At this point the Council will be required to make a decision as to whether to provide the debt funding itself in place of the external funder, this will depend upon the balance of potential risk and reward. The MTFS is based upon the investment being revenue neutral at this stage.

**Table 6 Capital Programme**

	2019/20	2020/21	2021/22	2022/23
Service Area	Revised Budget	Draft Budget 2020/21	Draft Budget 2021/22	Draft Budget 2022/23
	£	£	£	£
Service Transformation	2,668	14,314	1,430	1,530
Community & Environmental	10,760	12,625	4,506	825
Place Shaping & Performance	27,637	92,093	29,885	13,228
Strategic Finance	979	679	681	682
Corporate Strategy & Comms	0	25	0	0
<b>TOTAL CAPITAL PROGRAMME</b>	<b>42,045</b>	<b>119,738</b>	<b>36,502</b>	<b>16,265</b>
<b>Total over MTFS</b>	<b>214,550</b>			

## ***Funding the Capital 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 2020/21. The Council's Capital Strategy including the Treasury Management policy for 2020/21 is shown at **Attachment 3**. The table below shows how the capital programme is to be funded:

**Table 7 Funding the Capital Programme**

<b>Funding Type</b>	<b>2019/20 Revised Budget £000</b>	<b>2020/21 Draft Budget £000</b>	<b>2021/22 Draft Budget £000</b>	<b>2022/23 Draft Budget £000</b>
Grants & Contributions	3,799	6,989	1,000	0
Reserves	1,022	0	0	0
Capital Receipts	11,938	18,870	3,402	6,643
Borrowing	24,953	93,879	29,100	9,622
S106/ CIL contributions	333	0	3,000	0
<b>TOTAL CAPITAL FINANCING</b>	<b>42,045</b>	<b>119,738</b>	<b>36,502</b>	<b>16,265</b>

**An update on all major projects is shown at Appendix 9**

### **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 2020-23 is as follows:
- £01.034 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 2020/21, 2021/22 and 2022/23.
  - Where there is a gap remaining this is expected, for the time being, to be filled from the Economic Impact Reserve.
  - The general fund working balance has been maintained at 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. Officers have identified some key risks pertinent to the information and forecasts in this paper. These are:

- **Pay Award.** The MTFS includes provision for a 2% pay award in each financial year, any pay award above this level will create an in year budget pressure.
- **Croxley Park.** The report to Council outlined the risks the Council was taking on as part of the lease arrangement. There is a substantial cash pot that the Council has received to mitigate risks around rental shortfalls and planned programmed maintenance. The retention of this pot against these risks was taken into account in the Council decision.
- **Rental Income (voids etc.).** With all rental properties, there is risk of the property becoming empty and a void period occurring. The rental incomes work on a 5% void (eg: 95% occupancy), but if there is a downturn in the economy this may be more. Similarly with a change of tenant there is usually a 'rent-free' incentive period agreed.
- **Development risk (changes in the market).** If the market changes, then some of the development projects may not materialise and offer the benefits envisaged and would also impact adversely on some the Council's partners.
- **Watford 2020.** The service transformation team are progressing well with the review of services and identifying efficiencies and additional income. Each project has been given a RAG risk rating for 2019/20. For projects assessed as a red risk, 50% of the total savings are deemed at risk and, for projects assessed as an amber risk, 25% of the total savings are deemed at risk. These translate as Red £36k, at risk £18k and Amber £160k at risk £40k, totalling £58k.

4.2 The key consequences of risks associated with the projects outlined in this report are:

- Project overruns
- Cost overruns, including inflation
- Delays in project initiation
- Capital receipts and Interest /dividends are deferred
- Returns are lower than expected, and
- Risks relating to partners and collaboration.

4.3 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, Audit Committee and Finance Scrutiny Committee to monitor these risks. Each project will have its own detailed risk matrix and risk management strategy.

4.4 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.

4.5 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 and that balances and reserves are adequate.**

- 4.6 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.
- 4.7 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 £2.0 million.

**REPORT PREPARED BY:** Nigel Pollard – Section Head (Accountancy)  
Alison Scott - Head of Finance  
Devrim Marriott – Finance Manager (Projects)  
Pritesh Shah - Finance Manager

**BACKGROUND PAPERS:**


2019/20 Finance Digests  
Cabinet Reports  
2019-23 Financial Planning Report

**APPENDICES:**

Appendix 1	Medium Term Financial Strategy 2020 - 23
Appendix 2	In Year Base budget changes
Appendix 3	Growth & Savings
Appendix 4	Summary Fees & Charges 2020/21
Appendix 5	Capital bids including revenues impacts
Appendix 6	Council Tax base and calculation 2020/21
Appendix 7	Details on new proposed capital schemes
Appendix 8	Capital programme 2019-2023
Appendix 9	Major Projects update
Appendix 10	Reserves and balances
Appendix 11	Risk Matrix



## Medium Term Financial Strategy (MTFS) 2020-2023

 <b>WATFORD BOROUGH COUNCIL</b> <b>BE BOLD</b>	2019/20 Original £000s	2019/20 Revised £000s At Period 8	2020/21 Draft £000s	2021/22 Draft £000s	2022/23 Draft £000s
Corporate Strategy & Communications	1,029	1,087	1,042	1,057	1,057
Place Shaping & Performance	(5,825)	(6,228)	(6,397)	(6,522)	(6,522)
Strategic Finance	2,193	2,276	2,292	2,255	2,255
Service Transformation	2,538	4,776	2,773	2,820	2,820
Community & Environmental	8,925	9,411	8,970	9,060	9,060
Democracy & Governance	3,468	1,970	1,992	2,011	2,011
HR Shared Service	656	627	661	666	666
<b>Net cost of services</b>	<b>12,984</b>	<b>13,919</b>	<b>11,333</b>	<b>11,346</b>	<b>11,346</b>
<b>Corporate Budgets</b>					
Dividends & Interest earned	(3,254)	(2,254)	(1,304)	(2,251)	(3,251)
Vacancy provision	(95)	(95)	(95)	(95)	(95)
Apprentice Levy	30	30	30	30	30
Internal support to capital programme	(677)	(677)	(677)	(677)	(677)
Contingency	216	816	214	210	210
Interest payable & borrowing costs	1,042	292	1,730	2,230	2,230
Pension Fund deficit payments	2,449	2,449	2,449	2,449	2,449
<b>Sub-Total</b>	<b>(288)</b>	<b>562</b>	<b>2,348</b>	<b>1,897</b>	<b>897</b>
<b>Financial Planning</b>					
Salary Changes (Including Employers Lump Sum)	0	0	479	727	1,085
Changes from Shared Services	0	0	(134)	(59)	15
Growth	0	0	672	729	510
Income & Efficiencies	0	0	(37)	(63)	(92)
Changes to Business Rates on Council Property W2020	0	0	42	38	48
Garden Waste charging	0	0	(295)	(445)	(445)
Environmental Health Contract	0	0	(154)	(164)	(164)
Demand Responsive Transport	0	(741)	741	0	0
Croxley Park	0	500	0	0	0
PIB income target reduction	0	0	400	0	(400)
Net effect of Fees & Charges	0	0	25	25	25
Impact of Capital Programme	0	0	0	2	2
Leisure Contract Management fee	0	0	0	0	(60)
Additional Borrowing costs	0	0	500	120	710
<b>Sub-Total</b>	<b>0</b>	<b>480</b>	<b>2,072</b>	<b>676</b>	<b>896</b>
<b>Total Net Expenditure</b>	<b>12,696</b>	<b>14,961</b>	<b>15,753</b>	<b>13,919</b>	<b>13,139</b>
<b>Planned Use of Reserves</b>					
Contributions to reserves	2,782	1,782	157	157	1,000
Contributions from reserves- Incl W2020 & Carry forward Reserve	(530)	(1,277)	(1,517)	(334)	(641)
<b>Sub-Total</b>	<b>2,252</b>	<b>505</b>	<b>(1,360)</b>	<b>(177)</b>	<b>359</b>
<b>Funding</b>					
Council Tax	(8,809)	(8,809)	(9,160)	(9,437)	(9,722)
Business Rates	(3,552)	(3,552)	(3,152)	(3,002)	(3,002)
New Homes Bonus	(753)	(753)	(772)	(577)	(577)
(Surplus)/Deficit on collection fund	(250)	(250)	(250)	(250)	(250)
Additional Government Funding	(400)	(400)	(400)	0	0
<b>Sub-Total</b>	<b>(13,764)</b>	<b>(13,764)</b>	<b>(13,734)</b>	<b>(13,265)</b>	<b>(13,550)</b>
<b>Total Funding &amp; Use of Reserves</b>	<b>(11,512)</b>	<b>(13,259)</b>	<b>(15,094)</b>	<b>(13,442)</b>	<b>(13,191)</b>
<b>Gap</b>	<b>1,184</b>	<b>1,702</b>	<b>658</b>	<b>477</b>	<b>(53)</b>
<b>Reserves - opening balances</b>	<b>(12,683)</b>	<b>(18,501)</b>	<b>(19,006)</b>	<b>(17,646)</b>	<b>(17,469)</b>
Planned use of reserves	(2,252)	(505)	1,360	177	(359)
Gap funded from reserves	1,184	1,702	658	477	(53)
<b>Reserves - closing balances</b>	<b>(13,751)</b>	<b>(17,304)</b>	<b>(16,988)</b>	<b>(16,992)</b>	<b>(17,881)</b>
<b>Council Tax Rate Calculation</b>					
Council tax base	32,840.6	32,840.6	33,480.0	33,814.8	34,152.9
Council tax charge for band D	£ 268.23	£ 268.23	£ 273.59	£ 279.07	£ 284.65
£	8808.97	8808.97	9159.95	9436.58	9721.56

In Year Base Budget Changes

Explanation of Revenue Outturn Variance 2019/20			
Service Area	Description	Details of Variances	£
Service Transformation	Watford 2020	Employee savings identified from services in 18/19, these are part of the agreed contributions from the Economic Impact reserve for use in 19/20 for the Watford 2020 projects.	91,728
		Allocation as part of savings identified in services - Watford2020 review	95,350
		Use of PMB funds for the green waste programme - Funding of additional resource to work on Firmstep and ECHO	48,500
	Customer Service Centre	Post allocation to CSC as part of Watford2020 services review	52,000
		Website Redesign Funded from PMB	20,000
		Salary Realignment - CAM	108,680
	Print	Lower income	14,000
		Software licences costs on CRM system	0
	Various	Insurance budgets transferred to strategic finance - to be held centrally	(38,940)
		Other Variances	23,130
TOTAL			414,448
Community & Environmental	Environmental Health Team	Evidence storage costs in fatality investigation	15,000
		Budget c/f on delayed project	(10,000)
		Agency costs lower than expected	(40,000)
	Health & Safety at Work	Legal fees as part of an ongoing court case	20,000
		Additional income from the issuing of export food certificates	(6,000)
	Leisure	PMB funded - Colosseum works	60,000
	Culture & Play	Firework income - part of Watford2020 review	(8,450)
	Housing Standards	HMO income to facilitate scheme delivery	(40,000)
	Parks & Open spaces	Income from café in the park & sponsorship	(36,000)
	Parks & Open spaces	Lower car park income from Cassiobury park	100,000
	Centre Point Community Centre	Expected final costs as part of closing down the centre operationally	28,800
	Various	Insurance budgets transferred to strategic finance - to be held centrally	(84,080)
	Waste Contract	Additional cost of Veolia contract	300,000
Other Variances			13,262
TOTAL			312,532
Democracy & Governance	Legal Services	Recruitment of solicitor to work on Croxley Park	43,900
		Additional staffing costs to cover current heavy workload	12,000
		Savings on Thompson Reuters contract cost	(6,000)
	Democratic Services	Watford2020 employee costs review	(47,395)
	Various	Insurance budgets transferred to strategic finance - to be held centrally	(15,520)
		Other Variances	(11,765)
TOTAL			(24,780)

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Service Area	Description	Details of Variances	£
Place Shaping & Performance	Responsive Transport	Agreed use of PMB reserve to support the transport project	27,000
	Investment Assets Outsourced	Loss of income, revised as per expected income from Intu Watford	93,000
		Income as per lettings form Coleshill Industrial estate	(101,558)
		Income as per lettings form Waterfields Retail Park	(265,844)
		Addition income due to new lettings, rent reviews and uplifts	(440,688)
		Lower income - Croxley Park project as part year only	500,000
		LSH contract and general management costs for commercial property lettings	187,100
	Transport & Infrastructure	DRT project has been delayed, will commence 2020/21	(741,000)
	Development Control	Additional income received from S106 & CIL	(82,000)
	Property services	Salary Realignment - CAM	(108,680)
	Policy Team	Contractor with TRDC cancelled	38,490
	Housing	Lower expenditure on property mtce	(39,000)
	Housing	Increase for court case	132,000
	Various	Insurance budgets transferred to strategic finance - to be held centrally	(49,780)
		Net increase on rates payable	39,753
	Other Variances	(10,866)	
		TOTAL	(822,073)
Corporate Strategy & Comms	Partnership & Performance	Income from Town centre WIFI not achievable, budget set too high	12,000
		Project manager costs - as agreed by PMB	66,907
		Savings as identified by Watford2020 review	(16,730)
	Various	Insurance budgets transferred to strategic finance - to be held centrally	(5,460)
		Other Variances	1,450
		TOTAL	58,167
Human Resources	HR	Savings as identified by Watford2020 review	(14,600)
	Corporate Employee Expenses	Savings as identified by Watford2020 review	(5,000)
	Various	Insurance budgets transferred to strategic finance - to be held centrally	(9,280)
		TOTAL	(28,880)
Strategic Finance	Interest Paid	Lower payment on borrowing due to slippage on the Capital programme	(750,000)
	Interest Earned	Interest not receivable due to selling Woodlands block E rather than develop the asset	1,000,000
	Budget Strategy Items	Vacancy Provision	95,180
		Deposits no longer for payment	(200,800)
		OLT project resourcing	30,000
	Insurance	Savings on the insurance contract for 2019/20	(45,000)
		Budgets reallocated from services	203,060
		TOTAL	332,440
		GRAND TOTAL	241,854

Growth & Savings

		2020/21		2021/22		2022/23		
	Notes / Comments	GROWTH	SAVINGS	GROWTH	SAVINGS	GROWTH	SAVINGS	Notes / Comments
		£	£	£	£	£	£	
Community & Environmental	Allotment Officer	19,000	0	20,000	0	21,000	0	Allotment Officers to develop and take care of vacant allotment plots. It will require a contract variation with Veolia
Community & Environmental	Oxhey Activity Park - Temporary Ranger	20,000	0	0	0	0	0	A significant capital investment will be completed in summer 2020 which will see a £4 million development of Oxhey Activity Park. A new skate park, pump track, play facilities and café will see an influx of users into Oxhey Park. From the outset, to manage the facility as well as cover all aspects of usage, potential ASB, working with partners, a temporary park ranger post is required that will be based at the park but working with Veolia from Wiggshall depot. The post is for 6 months only.
Community & Environmental	Voluntary Sector Commissioning Framework	30,000	0	30,000	0	30,000	0	The Mayor has requested that Homestart join the Voluntary Sector Commissioning Framework (VSCF) from 2020. The Women's centre is also seeking accommodation support. These two organisations are uniquely outside of the Framework given their roles and Officers will work with the organisations to develop a new SLA and KPIs linked to the specific service aims.
Community & Environmental	Climate Emergency Fund	50,000	0	50,000	0	50,000		To provide a fund to deliver against the WBC Climate Emergency declaration. Would be able to cover investment in income generating projects (such as solar farms); cover any staff resources (either contracted in or WBC); and act as incentives to emission reducing projects.
Community & Environmental	Secret Garden	30,000	0	0	0	0	0	The 'Secret Garden' is an area of WBC land that has over the years become a problematic spot for drug use / ASB and recently resulted in a rough sleeper encampment that then became a large fire. It is between West Herts Sports Ground and Rickmansworth Road, with a large block of private flats to the side. The erection of a suitable security fence will deter use of this area and any use of this area would then be more easily removed given that it would no longer have ready public access.
Community & Environmental	Oxhey Activity Park - Sports Activators.	50,000	0	40,000	0	40,000	0	Oxhey Activity Park - Sports Activators. The post holders will develop activity and marketing plans for the facility to encourage greater participation rates from residents and key target groups.
Community & Environmental	Market	80,000	0	80,000	0	80,000	0	Cabinet approved the new 3 yr. management contract for Watford Market in September 2019 with MAM. A budget of £80k was provided in 2019-20. The financial assessment directed officers to submit a growth bid for years 2020-2023. The figure of £80k does not cover the full year cost of piloting Monday opening of the market and Sunday visiting markets which is taking place currently. If these prove successful further funding will be identified.
Community & Environmental	Environmental Health	0	(36,870)	0	(36,870)	0	(36,870)	Combined savings on costs and additional income
Community & Environmental	Environmental Health	47,770	0	0	(26,400)	0	(55,000)	Net change in the Environmental Health Commercial contract with TRDC

		2020/21		2021/22		2022/23		
	Notes / Comments	GROWTH	SAVINGS	GROWTH	SAVINGS	GROWTH	SAVINGS	Notes / Comments
		£	£	£	£	£	£	
<b>Community &amp; Environmental</b>	Environmental Health	10,400	0	32,400	0	32,400	0	To enable a resilient workforce by recruiting a graduate apprentice. The EHO post is identified by HR as a difficult to recruit post. Developing on lead authority work being carried out by the department, which provides income to contribute to support service charges in excess of £40k pa. Post will provide an option to restructure work as the apprentice gains experience. £22k will be provided by the apprenticeship levy to cover costs of training and assessment.
<b>Place Shaping &amp; Performance</b>	CIL review	15,000	0	80,000	0	0	0	CIL review - programme officer. CIL examination £80k subject to complexity of examination.
<b>Place Shaping &amp; Performance</b>	Local Plan Legal support	15,000	0	0	0	0	0	Local Plan Legal support £15k subject to complexity of examination.
<b>Place Shaping &amp; Performance</b>	Local Plan examination over 2 years.	0	0	100,000	0	0	0	Local Plan examination - Planning Inspectorate subject to complexity of examination.
<b>Place Shaping &amp; Performance</b>	CCTV - control room	8,000	0	0	0	0	0	Control room equipment to include servers and control systems also wall monitors - currently an inventory survey is being completed to identify status of equipment
<b>Place Shaping &amp; Performance</b>	EV chargers expansion	40,000	0	40,000	0	0	0	EV chargers expansion
<b>Place Shaping &amp; Performance</b>	Complex Needs Scheme	75,000	0	75,000	0	75,000	0	Up to £75k per annum may be required for the Complex Needs Scheme. The project will be tendered in November/December 2019 for an April 2020 start. We will not know exactly what additional contributions are required for this project (if any) until the tenders are returned. It is envisaged in future years HCC would be able to contribute to the additional funds required.
<b>Place Shaping &amp; Performance</b>	Commercial Property Management Fee	32,000	0	32,000	0	32,000	0	Kicker Fee £32k LSH contractual payment required due to increase in value of property portfolio.
<b>Place Shaping &amp; Performance</b>	Head of Commercial	120,000	0	120,000	0	120,000	0	New role - Head of Commercial
<b>Place Shaping &amp; Performance</b>	Senior Commercial Asset Manager - Croyley Park	68,000	0	69,000	0	70,000	0	New role - Senior Commercial Asset Manager (band 10) Croyley Park
<b>Place Shaping &amp; Performance</b>	Top Up Fund Investment Advice - Croyley park	25,000	0	25,000	0	25,000	0	Costs of monitoring investment of top up fund for Croyley Park
<b>Place Shaping &amp; Performance</b>	Legal Assistant - Croyley Park	55,000	0	56,000	0	57,000	0	New role - Legal Assistant - Croyley Park (band 8) Croyley Park
<b>Place Shaping &amp; Performance</b>	Croyley Park	(148,000)		(150,000)		(152,000)		Croyley Park
<b>Corporate Strategy</b>	Pay review	30,000	0	30,000	0	30,000	0	For Members for Group Heads and Heads of service
	<b>Total</b>	<b>672,170</b>	<b>(36,870)</b>	<b>729,400</b>	<b>(63,270)</b>	<b>510,400</b>	<b>(91,870)</b>	
	<b>Net Effect</b>		<b>635,300</b>		<b>666,130</b>		<b>418,530</b>	

SERVICE	2020/21	2021/22	2022/23	Total
	£	£	£	£
<b>Service Transformation</b>	0	0	0	0
<b>Community &amp; Environmental</b>	300,300	189,130	161,530	650,960
<b>Democracy &amp; Governance</b>	0	0	0	0
<b>Place Shaping &amp; Performance</b>	305,000	447,000	227,000	979,000
<b>Corporate Strategy &amp; Comms</b>	30,000	30,000	30,000	90,000
<b>Human Resources</b>	0	0	0	0
<b>Strategic Finance</b>	0	0	0	0
<b>TOTAL</b>	<b>635,300</b>	<b>666,130</b>	<b>418,530</b>	<b>1,719,960</b>

## Summary Fees &amp; Charges

Service	(A) 2019/20 Original Budget	(B) 2020/21 Draft Budget already included in MTFS	(C) 2020/21 Proposed Budget	(C) - (B) Variance Draft to Proposed	Comments
	£	£	£	£	
<b>COMMUNITY &amp; ENVIRONMENTAL</b>					
Parks, Pitches & Woods	(16,260)	(16,260)	(15,950)	310	
Cemeteries	(368,500)	(368,500)	(368,500)	0	
Cheslyn	(1,000)	(1,000)	(1,000)	0	
SLM	(749,485)	(1,065,877)	(1,065,877)	0	
Waste	(59,380)	(59,460)	(59,460)	0	
Specials & Street Cleansing	(51,130)	(51,130)	(51,130)	0	
Arts, Events and Heritage	(24,000)	(24,000)	(24,000)	0	
Licenses	(151,800)	(158,800)	(153,000)	5,800	
Other Licenses	(32,860)	(32,860)	(31,370)	1,490	
Gaming Licenses	(96,627)	(96,627)	(96,377)	250	
Stray Dogs	(2,400)	(2,400)	(1,400)	1,000	
Pests	(35,150)	(35,150)	(37,180)	(2,030)	
Environmental Abandoned Vehicles	(1,200)	(1,200)	(1,200)	0	
Environmental Miscellaneous	(34,096)	(34,096)	(45,564)	(11,468)	Now includes TRDC EPA income.
	<b>(1,623,888)</b>	<b>(1,947,360)</b>	<b>(1,952,008)</b>	<b>(4,648)</b>	
<b>SERVICE TRANSFORMATION</b>					
Customer Services (including Information Unit)	(12,500)	(12,500)	(12,500)	0	
Town Hall Facilities	(214,300)	(40,300)	(40,300)	0	
	<b>(12,500)</b>	<b>(12,500)</b>	<b>(12,500)</b>	<b>0</b>	
<b>PLACE SHAPING</b>					
Housing	(445,285)	(445,285)	(415,468)	29,817	Annual rent roll £603,440.24. New contract sees managing agent keep 8.2 % not 5% giving WBC 91.8% = £553,958.14. Currently we have 50% voids so only get half that, however we expect Tibble Close to be filled by complex need project in May 2020 which will reduce voids to 25%. This has been factored into the 20/21 budget
Parking - Controlled Parking Zones (see below)	(1,420,900)	(1,420,900)	(1,420,900)	0	
Parking - Other (incl. Avenue, Longspring & Town Hall)	(231,000)	(231,000)	(231,000)	0	
Building Control	(291,000)	(291,000)	(291,000)	0	
Development Control (including Policy Team)	(785,000)	(785,000)	(785,000)	0	
Land Searches	(120,000)	(120,000)	(120,000)	0	
	<b>(3,293,185)</b>	<b>(3,293,185)</b>	<b>(3,263,368)</b>	<b>29,817</b>	
<b>DEMOCRACY &amp; GOVERNANCE</b>					
Elections Unit	(4,000)	(4,000)	(4,000)	0	
	<b>(4,000)</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>0</b>	
<b>STRATEGIC FINANCE</b>					
Council Tax (Single Person Discount)	(2,000)	(2,000)	(2,000)	0	
	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>0</b>	
Sub Total	<b>(4,935,573)</b>	<b>(5,259,045)</b>	<b>(5,233,876)</b>	<b>25,169</b>	
<b>Less :</b>					
Parking - Controlled Parking Zones (v see above)	1,420,900	1,420,900	1,420,900	0	
Total	<b>(3,514,673)</b>	<b>(3,838,145)</b>	<b>(3,812,976)</b>	<b>25,169</b>	

**Capital Growth Bids and Revenue Impact**

Department	Project Details	Capital				Annual Revenue Costs /		
		Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £	Budget 2023/24 £	Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £
Corporate Strategy & Comms	<b>TOWN BOUNDARY SIGNAGE :</b> The borough has a number of entry signs, which mark borough boundaries. These are now very old - they are the old / outdated logo and many are faded and in a bad state of repair.	25,000	0	0	0	0	2000	2000

Council Tax Base and Calculation 2020/21

WATFORD		Properties by Band								
2020/21	Band A Disabled	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
1. Dwellings	0.0	518.0	4,374.0	14,732.0	12,842.0	3,623.0	2,178.0	1,904.0	81.0	40,252.0
2. Demolished	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
3. Exemptions	0.0	43.0	105.0	200.0	126.0	33.0	19.0	17.0	1.0	544.0
4. Long Term Empty Premium	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5. Disabled Relief	0.0	2.0	25.0	25.0	-16.0	-18.0	1.0	14.0	-5.0	28.0
<b>6. Chargeable Dwellings (H)</b>	<b>0.0</b>	<b>477.0</b>	<b>4,294.0</b>	<b>14,557.0</b>	<b>12,700.0</b>	<b>3,572.0</b>	<b>2,160.0</b>	<b>1,901.0</b>	<b>75.0</b>	<b>39,736.0</b>
7. Discounts x 25% SPD	0.0	279.0	2,347.0	4,836.0	3,008.0	671.0	331.0	216.0	5.0	11,693.0
8. Discounts x 25%	0.0	3.0	45.0	180.0	140.0	26.0	25.0	11.0	0.0	430.0
9. Discounts x 50%	0.0	0.0	0.0	2.0	13.0	8.0	3.0	10.0	8.0	44.0
<b>10. Discount Deduction (Q)</b>	<b>0.0</b>	<b>70.5</b>	<b>598.0</b>	<b>1,255.0</b>	<b>793.5</b>	<b>178.3</b>	<b>90.5</b>	<b>61.8</b>	<b>5.3</b>	<b>3,052.8</b>
11. Additions/ Reductions	0.0	43.0	279.0	266.0	103.0	42.0	20.0	15.0	14.0	782.0
<b>12. Total Adjustments (J)</b>	<b>0.0</b>	<b>43.0</b>	<b>279.0</b>	<b>266.0</b>	<b>103.0</b>	<b>42.0</b>	<b>20.0</b>	<b>15.0</b>	<b>14.0</b>	<b>782.0</b>
<b>13. Sub-Total (H-Q+J)</b>	<b>0.0</b>	<b>449.5</b>	<b>3,975.0</b>	<b>13,568.0</b>	<b>12,009.5</b>	<b>3,435.8</b>	<b>2,089.5</b>	<b>1,854.3</b>	<b>83.8</b>	<b>37,465.3</b>
<b>14. Reduction Scheme (Z)</b>	0.0	69.8	852.8	1,608.6	995.5	168.1	37.9	15.0	0.0	<b>3,747.7</b>
<b>15. Net Dwellings ((H-Q+J)-Z)</b>	<b>0.0</b>	<b>379.7</b>	<b>3,122.2</b>	<b>11,959.4</b>	<b>11,014.0</b>	<b>3,267.7</b>	<b>2,051.6</b>	<b>1,839.3</b>	<b>83.8</b>	<b>33,717.6</b>
<b>16. Band Proportion (F)</b>	<b>5.0</b>	<b>6.0</b>	<b>7.0</b>	<b>8.0</b>	<b>9.0</b>	<b>11.0</b>	<b>13.0</b>	<b>15.0</b>	<b>18.0</b>	
<b>17. Band D Proportion (G)</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	
<b>18. Band D Equivalents</b>	<b>0.0</b>	<b>253.1</b>	<b>2,428.4</b>	<b>10,630.6</b>	<b>11,014.0</b>	<b>3,993.8</b>	<b>2,963.4</b>	<b>3,065.4</b>	<b>167.5</b>	<b>34,516.2</b>
<b>TAX BASE CALCULATION</b>										
Total Band D Equivalents	34,516.2									
Collection Rate	97.00%									
Adjusted Band D	<b>33,480.7</b>									



**Capital Programme – Growth Bids**

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No	Department	Project Details	Capital			Annual Revenue Costs / (Savings)		
			Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £	Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £
1	Community & Environmental	<b>Cassiobury Park "Performance Space"</b> : construct a paved hard surfaced area with power supply by the iconic Cedar tree. This is the furthest point from any residential property and gives the team greater flexibility in managing events in Cassiobury Park.	40,000	0	0	0	0	0
2	Corporate Strategy & Comms	<b>TOWN BOUNDARY SIGNAGE</b> : The borough has a number of entry signs, which mark borough boundaries. These are now very old - they are the old / outdated logo and many are faded and in a bad state of repair.	25,000	0	0	0	2000	2000
3	Community & Environmental	<b>Watford Cycle Hub</b> : The original budget of £350k will be exceed by £100k and an additional £50k is requested as contingency in relation to an underground high voltage cable recently being found under the existing building (which will be under the footprint of the new building)	150,000	0	0	0	0	0
4	Community & Environmental	<b>Garston Park Sculpture</b> : Garston Park is undergoing substantial restoration in 2019/20. There is a local desire to see the introduction of public art to the park in a specific location at the top of the hill looking back across the park. This will be in the form of a large timber structure that will be artist designed and involve the local community. It already forms part of the agreed masterplan and has the support of ward councillors - <i>Funded from CIL</i>	30,000	0	0	0	0	0
5	Community & Environmental	<b>Heritage Trail</b> : this is a project that has been agreed to be delivered as part of the Cultural Strategy. Contributes to the community and well being, our rich heritage makes us proud and connected whether work, live or visit Watford. <i>Funded from CIL</i>	110,000	0	0	0	0	0
6	Community & Environmental	<b>Lea farm Rec Improvements</b> : A number of local parks now require investment due to deteriorating infrastructure including street furniture, planting, footpaths as well as opportunities for enhancing biodiversity. The capital project will see localised improvements to this open space and has been raised by ward councillors a priority. <i>Funded from S106</i>	50,000	50,000	0	0	0	0
7	Community & Environmental	<b>Park Litter bin replacements</b> : All litter bins were replaced in all parks 8 years ago funded through S106. These were Derby litter bins and many of these are now reaching the end of their useful life. Rusting is an issue due to dogs urinating on them so in key locations many are deteriorating. A capital budget is required to ensure a rolling programme of litter bin replacement.	10,000	10,000	10,000	0	0	0
8	Community & Environmental	<b>Meriden Park Improvements</b> : A number of local parks now require investment due to deteriorating infrastructure including street furniture, planting, footpaths as well as opportunities for enhancing biodiversity. The capital project will see localised improvements to this open space and has been raised by ward councillors as a priority for them. <i>£20k funded from S106</i> .	50,000	50,000	50,000	0	0	0
9	Community & Environmental	<b>Oxhey Activity Park</b> : as a result of significant extra works required to satisfy Environment Agency conditions, further tests were required including extra fees, boreholes, surveys and analysis as well as meant a delay in commencing works. This has put a pressure on the budget which is now overstretched and a capital budget is required to cover these extra works. Value engineering has been carried out by the design team and successful contractor.	100,000	0	0	0	0	0
10	Place Shaping & Performance	<b>Places for People Scheme</b> : Potential strategic purchase, £1 million required to develop the area surrounding Exchange road. To be funded by land swap New Hope Trust.	1,000,000	-1,000,000	0	0	0	0

No	Department	Project Details	Capital			Annual Revenue Costs / (Savings)		
			Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £	Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £
11	Place Shaping & Performance	<b>Watford Business Park:</b> take forward the development of the gateway site and other strategic development opportunities within WBP in accordance with Greenhills strategic report.	0	3,000,000	3,000,000	0	0	0
12	Place Shaping & Performance	<b>Riverwell Car Park:</b> The joint venture is obliged to build the MSCP. The current DBFO project looks unfeasible. It is likely that a JV with Keir will be required to build the project to be funded from car park income. Part funded from equity £3.3m (£3.3m Keir) and debt (£26.6m).	29,900,000	0	0	0	0	0
13	Place Shaping & Performance	<b>Cultural Hub:</b> Northern Masterplan. There is currently £8.7m in the capital programme for this scheme. Further work is required to ascertain the total requirement	Not Known	Not Known	Not Known	0	0	0
14	Service Transformation	<b>Colosseum:</b> There is currently £4m in the capital programme for this scheme. Additional funding is likely to be required	0	Not Known	0	0	0	0
15	Place Shaping & Performance	<b>Pyramid Site:</b> 50% match funding for LEP bid to acquire Pyramid site for development of transport hub. Whilst the full development is dependent on LEP grant funding, the allocation in the capital programme allows for the acquisition of the strategic site on its own to secure the long term potential of the scheme.	5,000,000	0	0	0	0	0
16	Place Shaping & Performance	<b>Palace Theatre:</b> Scenery Store- Redevelopment into community facility hub, final cost, phasing and funding to be determined	1,000,000	500,000	0	0	0	0
17	Community & Environmental	<b>Vehicle Replacement Programme:</b> This is the cost of the rolling vehicle replacement programme to facilitate the waste, streets and parks contract	1,184,000	1,008,000	0	0	0	0
18	Community & Environmental	<b>Replacement work vehicles:</b> We currently have 3 vans that are leased and their contract is due to expire in 20/21. We are advised by Finance that we should purchase vehicles as this is the most cost effective option. Lease costs will reduce as result of this growth.	74,000	0	0	0	0	0
19	Place Shaping & Performance	<b>Clarendon Road Phase 3:</b> Secure LEP funding to the total of 4.84m and required to match fund	0	0	1,000,000	0	0	0
20	Community & Environmental	<b>Hoarding for Closed Derby Road Skate Park:</b> When Oxhey Activity Park opens in July 2020 the skate park at Derby Road will be closed. This funding will enable the secure fencing of that facility ahead of WBC's decision on what to do with that land asset.	25,000	0	0	0	0	0
21	Place Shaping & Performance	<b>CCTV Site Equipment:</b> Upgrade costs for on site equipment to include cameras and wireless kit- inventory survey currently being completed to identify equipment that requires upgrade.	24,000	0	0	0	0	0
22	Service Transformation	<b>The Community Asset Review:</b> to assess the community asset portfolio (both community buildings and the council held housing stock) in order to understand the backlog repairs / maintenance liability and ongoing liability over the next ten years to maintain these assets in an appropriate manner.	350,000	500,000	600,000	0	0	0
		<b>Total Capital Growth</b>	<b>39,122,000</b>	<b>4,118,000</b>	<b>4,660,000</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>

**Capital Programme 2019 - 2023**

<b>Capital Scheme</b>	<b>Revised Budget 2019/20</b>	<b>Draft Budget 2020/21</b>	<b>Draft Budget 2021/22</b>	<b>Draft Budget 2022/23</b>
	<b>£</b>	<b>(incl rephasings &amp; growth) £</b>	<b>(incl rephasings &amp; growth) £</b>	<b>(incl rephasings &amp; growth) £</b>
<b>SERVICE TRANSFORMATION</b>				
<b>Customer Services</b>				
CSI Project	47,741	0	0	0
<b>ICT Shared Services</b>				
ShS-ICT Modernisation	0	0	0	0
ShS-Migration To The Cloud	16,000	140,000	0	0
ShS-Hardware Replacement Programme	500,000	45,000	45,000	45,000
<b>ICT Client Services</b>				
ICT-Hardware Replacement Programme	317,621	300,000	200,000	200,000
ICT-Business Application Upgrade	48,425	165,000	165,000	165,000
ICT-Project Management Provision	55,000	265,000	120,000	120,000
<b>Corporate Asset Management</b>				
Redevelopment Town Hall	250,000	8,899,472	0	0
Colosseum Project	250,000	3,750,000	0	0
Building Investment Programme	1,183,435	400,000	400,000	400,000
<b>COMMUNITY &amp; ENVIRONMENTAL</b>				
<b>Waste &amp; Recycling (inc Veolia)</b>				
Replacement Domestic Bins	42,185	0	0	0
Veolia Contract Fleet Requirements	2,525,000	0	0	0
Recycling Boxes	36,940	0	0	0
Veolia Capital Improvements	96,810	96,810	98,260	100,230
Additional Green Waste Bins	36,000	0	0	0
<b>Parks &amp; Open Spaces</b>				
Callowland Allotment Enhancement	10,000	0	0	0
Whippendell Woods SSSI Enhancement	15,000	15,000	20,000	0
Green Spaces Strategy	209,631	198,680	250,000	250,000
Colne River Project	0	0	0	0
Cassiobury Park HLF Project	166,511	0	0	0
Oxhey Park North Enhancements	4,500	0	0	0
Oxhey Park North	3,518,658	0	0	0
Tree Planting Programme	15,000	15,000	15,000	15,000
River Colne Restoration	87,104	20,000	0	0
Cassiobury Park Car Park Imps	669,607	0	0	0
Garston Park Improvements	316,539	0	0	0
Oxhey Park North Project Mgmt	43,105	0	0	0

Capital Scheme	Revised Budget 2019/20 £	Draft Budget 2020/21 (incl rephasings & growth) £	Draft Budget 2021/22 (incl rephasings & growth) £	Draft Budget 2022/23 (incl rephasings & growth) £
<b>Cemeteries</b>				
Cemetery Improvements	211,646	0	0	0
Cemetery Reprovision	91,000	50,000	0	0
North Watford Cemetery Imps	177,133	0	0	0
New Cemetery Provision	250,000	500,000	0	0
Vicarage Road Cemetery Feasibility Study	25,000	5,000	0	0
<b>Leisure &amp; Play</b>				
Gaelic Football Relocation	38,558	0	0	0
Hérons F.C.	0	0	0	0
Leisure Centres (SLM)	135,837	250,000	0	0
Watford Tennis Partnership	25,000	0	0	0
Woodside Sports Village	188,219	6,800,000	2,150,000	0
Cassiobury Park Croquet Club	40,000	0	0	0
Play Area Improvements	360,000	425,000	255,000	100,000
<b>Culture &amp; Heritage</b>				
Watford Museum HLF Matchfunding	8,788	247,000	0	0
Improvements Community Centres	33,160	0	0	0
Cultural Quarter Phase 1	0	30,000	0	0
Little Cassiobury Match Funding	0	50,000	0	0
Watford Market	750,000	0	0	0
Delivery of Cultural Plan	0	400,000	300,000	0
<b>Environmental Health</b>				
Decent Homes Assistance	50,000	100,000	100,000	100,000
Private Sector Housing Renewal	0	200,000	100,000	100,000
Street Improvement Programme	100,000	100,000	100,000	100,000
Social Care Project Fund	0	0	0	0
<b>Community Projects</b>				
Cycle Hub	443,000	0	0	0
All Saints Churchyard Improvements	40,000	0	0	0
Paddock Road Depot Enhancements	0	1,300,000	0	0
<b>PLACE SHAPING &amp; PERFORMANCE</b>				
<b>Watford Business Park</b>				
Watford Business Park	3,582,506	0	0	0
Watford Business Park Phase 2	1,400,000	7,800,000	300,000	0

Capital Scheme	Revised Budget 2019/20 £	Draft Budget 2020/21 (incl rephasings & growth) £	Draft Budget 2021/22 (incl rephasings & growth) £	Draft Budget 2022/23 (incl rephasings & growth) £
<b>Watford Riverwell</b>				
Campus-Client Side & Land Assembly	120,000	1,341,000	320,003	0
Campus-Equity-Infrastructure	950,000	(950,000)	0	0
Riverwell-Waterside Phase 1	100,000	1,221,000	0	0
Riverwell-Waterside Phase 2	115,000	2,888,000	1,999,000	0
Riverwell-Island Site	0	96,000	454,000	8,800,000
Riverwell-Waterside Phase 3	45,000	4,023,000	0	0
Riverwell-Car Park	1,050,000	5,708,000	0	0
Riverwell-Farm Terrace Allotments	1,170,000	4,131,000	0	0
Riverwell-School	0	1,557,000	0	0
Riverwell-Administration	0	230,000	82,000	78,000
<b>Housing</b>				
Private Sector Stock Condition	0	36,850	0	0
Retained Housing Stock	5,582	218,440	50,000	50,000
York House Boiler Replacement	0	75,000	0	0
<b>Transport &amp; Infrastructure</b>				
Intro Electric Vehicle Charging	25,058	0	0	0
Public Realm (High Street)	9,333	0	0	0
Public Realm (Cl'dn Rd Phase III)	1,989,000	1,989,000	5,000,000	0
Transport App	200,000	0	0	0
St Albans Rd Improvement Works	200,000	100,000	100,000	0
Watford Junction Masterplan	13,548	0	0	0
Watford 3D Planning Model	56,500	15,000	0	0
Public Realm (Watford Junct'n)	199,998	0	0	0
High St Phase 2 (St Mary's)	295,668	300,000	0	0
Upgrading/Resurfacing Car Parks	4,573	0	0	0
Watford Junction Cycle Pk Hub	12,362	0	0	0
Watford Cycle Hire Study	4,460	0	0	0
Cycle Hire Scheme	443,560	0	0	0
Cycle & Road Infrastructure Improvements	355,000	245,000	300,000	300,000
<b>Development Control</b>				
CIL Review	80,000	0	0	0
<b>Property Investment Board</b>				
PIB Renovations	66,230	50,000	50,000	0

<b>Capital Scheme</b>	<b>Revised Budget 2019/20</b>	<b>Draft Budget 2020/21</b>	<b>Draft Budget 2021/22</b>	<b>Draft Budget 2022/23</b>
	<b>£</b>	<b>(incl rephasings &amp; growth) £</b>	<b>(incl rephasings &amp; growth) £</b>	<b>(incl rephasings &amp; growth) £</b>
<b>Property Management</b>				
New Market	4,365	0	0	0
Temp Housing Accommodation	4,179,617	0	0	0
Hart Homes Equity WDLLP	300,000	0	0	0
Social Rented Housing	1,000,000	0	0	0
Accelerating Housing Provision	1,380,000	0	0	0
Land Transfer - Croxley View Phase 2	3,000,000	0	0	0
Land Transfer - Croxley View Phase 3	0	0	3,130,000	0
Land Transfer - Rear Of High St	100,000	660,000	0	0
Land Transfer - Scheme A	0	605,000	0	0
Land Transfer - Scheme B	0	530,000	0	0
Loan to Hart Homes WDLLP	4,000,000	13,200,000	10,500,000	0
Loan to Hart Homes WDLTD	700,000	9,100,000	5,100,000	0
Brow Development (Social Rented Housing)	480,000	0	0	0
<b>STRATEGIC FINANCE</b>				
<b>Capital Support Services</b>				
Support Services	552,470	552,470	552,470	552,470
Major Projects - FBP and QS	127,000	127,000	128,270	129,550
Investment Advisors	300,000	0	0	0
<b>TOTAL CAPITAL PROGRAMME</b>	<b>42,044,983</b>	<b>80,615,722</b>	<b>32,384,003</b>	<b>11,605,250</b>

<b>GROWTH ITEMS</b>				
<b>Capital Scheme</b>	<b>Revised Budget 2019/20 2019/20 £</b>	<b>Draft Budget 2020/21 £</b>	<b>Draft Budget 2021/22 £</b>	<b>Draft Budget 2022/23 £</b>
<b>Community &amp; Environmental</b>				
Cassiobury Park "Performance Space"	0	40,000	0	0
Watford Cycle Hub	0	150,000	0	0
Garston Park Sculpture	0	30,000	0	0
Heritage Trail	0	110,000	0	0
Lea Farm Rec Improvements	0	50,000	50,000	0
Park Litter Bin Replacements	0	10,000	10,000	10,000
Meriden Park Improvements	0	50,000	50,000	50,000
Oxhey Activity Park	0	100,000	0	0
Vehicle Replacement Programme	0	1,184,000	1,008,000	0
Replacement Work Vehicles	0	74,000	0	0
Hoarding for Closed Derby Road Skate Park	0	25,000	0	0
<b>Corporate Strategy &amp; Comms</b>				
Town Boundary Signage	0	25,000	0	0
<b>Place Shaping &amp; Performance</b>				
Places for People	0	1,000,000	(1,000,000)	0
Watford Business Park	0	0	3,000,000	3,000,000
Riverwell Car Park	0	29,900,000	0	0
Cultural Hub	0	Not Known	Not Known	Not Known
Pyramid Site	0	5,000,000	0	0
Palace Theatre	0	1,000,000	500,000	0
Clarendon Road Phase 3	0	0	0	1,000,000
CCTV Site Equipment	0	24,000	0	0
<b>Service Transformation</b>				
Colosseum	0	0	Not Known	0
Community Asset Review	0	350,000	500,000	600,000
<b>Total</b>	<b>0</b>	<b>39,122,000</b>	<b>4,118,000</b>	<b>4,660,000</b>
<b>Total Potential Programme</b>	<b>42,044,983</b>	<b>119,737,722</b>	<b>36,502,003</b>	<b>16,265,250</b>

## Major Projects update

The Council currently has **eight** main areas for its major projects being:

- **Riverwell** (formerly Watford Health Campus). This is a Local Asset Backed Vehicle (LABV) run as joint venture with Kier plc.
- **Watford Business Park**. A redevelopment of the business park in the South of the Borough.
- **Hart Homes Joint Venture**. The Council is currently in joint venture with Watford Community Housing to develop a mixture of affordable, social and open market housing.
- **High Street/Clarendon Road** works, including Watford Junction.
- **Cultural Hub**. Currently in the process of a feasibility study. *No further detail below.*
- **Croxley Park**. A 40 year lease in Croxley Park, a 75 acre business park, acquired on 26<sup>th</sup> July 2019. No further detail below.
- **Pyramid Site**. High Street south Low Carbon Transport Hub and Public Realm improvements.
- **Small Sites**. The redevelopment of various small sites.

### 1. Riverwell

The site is split into a number of zones which will be developed well into the 2020's. Major infrastructure work has been completed that will benefit and therefore be charged to all zones, and this will be supplemented by zone specific infrastructure work as each is developed.

There is an overview plan for development which is kept under regular review to take account of any changes in circumstance and ensure that any risks continue to be managed effectively.

### Waterside Block E

This approach led to a report to Cabinet on 4th July 2019 on Block E of the Waterside zone. To continue the momentum of build and reduce risk and financial exposure to the LABV partners, it was agreed to sell the Block of 144 units to a Bellway Homes with positive obligations to develop out the site. The proceeds from completion will result in a land receipt of £1m, payback of equity put into this scheme as well as £0.5m profit.

### FTA (Farm Terrace Allotment site)

By selling Waterside Block E, funds will be released to allow an accelerated start on the FTA site. This has 193 family units, of which 40% will be affordable. As this development can be built out in phases it reduces the risk and equity demands on the LABV, as sales receipts will come in as phases before the whole site is complete.

### Woodlands

The progress of development is visible, with units now sold and occupied. Sales and reservations are occurring almost in line with original estimations. Practical completion should occur for all blocks during summer 2020.

### Multi Storey Car Park (MSCP) including northern zones infrastructure

The joint venture is obliged to build the MSCP. The current DBFO project looks unfeasible. It is likely that a JV with Kier will be required to build the project which will be funded from the car



park income. The current proposal is for each partner to contribute £3.3m equity each and debt funding of £26.6m will be required.

### Financial impact of Riverwell on WBC

The current status of the various elements within Riverwell indicates that it is probable that total profit and interest received in 2019/20 will be circa £1.6m. This is approximately £1 million less than projected when the 2019/20 budget was set and is due to the decision to sell Woodland Block E rather than develop.

## 2. Watford Business Park

The redevelopment of the business park was broken down into a number of zones to reflect location, age, specification and head lease length. Zone A was identified as an area for regeneration and development due to the existing properties being largely obsolete and some in a poor state of repair and condition.

The council owns the freehold of the estate and has been in the process of buying up leases to enable redevelopment of the site. At this stage there are still some long leasehold interests who will only sell if compulsory purchase orders (CPO) are applied and these are now in hand. Very fair offers have been made and rejected, and we are at the point where a CPO will have to be pursued to be fair to the taxpayer and those who sold before. The approved capital programme includes sums for this process and it is envisaged that most of Zone A will be acquired by the end of 2019/20. Existing buildings that have been acquired will be demolished to prepare the site for future development.

A total of £5m has been secured from the LEP (Local Enterprise Partnership) in the form of grant (75%) and loan (25%). Payment of this is linked to completion of particular strands relating to the redevelopment, and these will all need to be completed by end March 2021. The completed development will include several good quality light industrial units which will be complementary to the offices in Croxley Park.

## 3. Hart Homes Joint Venture

Hart Homes (Watford) Ltd is a joint venture between Watford Community Housing (WCH) and Watford Borough Council. The joint venture has a programme to develop a mix of affordable and private residential homes. In order to carry out this programme the Council had loaned Hart Homes £6m by July 2018 to get the initial projects up and running at Croxley View. This loan attracts interest at a commercial rate of 4.25%. The following sums were identified as potential funding for future schemes by the Joint Venture, and would be subject to further clarification and confirmation within these parameters.

Description	2019/20	2020/21	2021/22	2022/23	Future Years
	£m	£m	£m	£m	£m
Equity interest – land transfer	3,000	660	0	3,825	2,700
Loans	100	2859	13,112	9,832	30,869
Loan Principal Repaid	0	0	0	0	(56,672)

Hart Homes is now progressing with development of Croxley View Phases 2, 3 and 4 which consists of 258 dwellings across all 3 phases made up of a mix of 1, 2 and 3 bedroom flats and tenure i.e. available for sale and rent. The timeline for phase 2 was received in September 2019. Phase 2 consists of 86 dwellings of which 23 will be affordable. Construction of phase 2 is scheduled to complete in June 2021. All phases are expected to be complete by May 2027.

The Council has provided land, which will become a capital receipt. It is also providing funding through loans. This will initially be to support the building work which is undertaken by HH(W) LLP. WBC initial loans will be repaid by HH(W) Ltd as sales occur to the market or to WCH for rental as affordable housing.

Once complete, the affordable housing is bought by WCH to rent to tenants. WBC will acquire and provide a long term loan to HH(W) Ltd to pay for this purchase from HH(W) LLP. HH(W) Ltd will service this loan through rental income streams, and WBC will make a return on the sum borrowed.

#### **4. High Street/Clarendon Road improvement works.**

The transformation of the public realm in the centre of the town and along the length of Clarendon Road to enhance the key link to Watford Junction Station is continuing apace. The work along Watford High Street and the section of Clarendon Road outside Palace Theatre is now complete.

The next stage in this development is to continue the improvement works along Clarendon Road leading up to Watford Junction Station. The total cost of this project, which spans from 2018/19 to 2024/25 is anticipated to be £13.0m. The Council was successful in a LEP bid and was awarded £4.828m.

#### **5. Croxley Park**

The Council is working with its Treasury Management advisers to invest the sinking fund received in relation to Croxley Park taking into account the need to balance the inherent risks and the planned drawdown profile required in relation to voids and maintenance and refurbishment.

#### **6. Pyramid Site.**

A £10m project to support the design and delivery of the High Street south Low Carbon Transport Hub and Public Realm improvements project opposite Watford High Street Overground Station, in the town centre, close to the Intu shopping centre. With access off the ring road, a new transport hub will serve as the primary transport link between Watford Junction Station, the town centre and the business parks. This will be funded by £5m WBC match-funding to match a £5m Grant fund application made to Herts LEP in October 2019. The outcome of the LEP application will be known by the New Year.

#### **7. Small Sites.**

The Council is committed to the development of Council owned small sites. The current list of sites within this project's range is as follows, but may be expanded or contracted depending on the availability of land and the feasibility assessment of individual sites.

List of Council owned small sites:

- 120-122 Exchange Road
- Derby Road Skate Park
- Crown Passage Car Park
- Longspring Car Park
- 18 Watford Field Road
- Riverside Road Garages
- Queens Road Garages
- 41 Aldenham Road

The sites will be delivered using one of the following delivery vehicles, with the decision at the discretion of the Strategic Leadership Team, subject to a sufficient business case from the project delivery team considering the overall project objectives.

- Land Sale with a Performance Agreement
- Delivery through an existing Local Asset Backed Vehicle (LABV); i.e. either Hart Homes Ltd. or Kier Property
- Delivery by the Council acting as Client

The objectives of the project are to deliver:-

- New homes
- An improved use of Council owned assets
- Community Use facilities where possible
- Capital receipts to the Council
- A long-term income to the Council

Project costs are anticipated to be met through the existing capital budgets.

**Reserves and Balances**

Description	Balance at 1 April £000	Movement 2019/20 £000	Balance at 31 March £000	Movement 2020/21 £000	Balance at 31 March £000	Movement 2021/22 £000	Balance at 31 March £000	Movement 2022/23 £000	Balance at 31 March £000	Purpose
<b>Revenue Reserves</b>										
Area Based Grant	(86)	0	(86)	0	(86)	0	(86)	0	(86)	Extremism and anti-social behaviour prevention
Budget Carry Forward	(1,302)	51	(1,251)	1,251	0	0	0	0	0	Budgets carried forward from prior years
Car Parking Zones	(640)	(157)	(797)	(157)	(954)	(157)	(1,111)	207	(904)	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	(3,651)	786	(2,865)	0	(2,865)	0	(2,865)	0	(2,865)	Provide resources to offset economic downturn
Housing Benefit Subsidy	(1,435)	0	(1,435)	0	(1,435)	0	(1,435)	0	(1,435)	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	(689)	0	(689)	0	(689)	0	(689)	0	(689)	Support expenditure producing savings
Le Marie Centre Repairs	(11)	0	(11)	0	(11)	0	(11)	0	(11)	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	(2,248)	200	(2,048)	266	(1,782)	334	(1,448)	434	(1,014)	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	(411)	240	(171)	0	(171)	0	(171)	0	(171)	Support major project work
Rent Deposit Guarantee Scheme	(100)	0	(100)	0	(100)	0	(100)	0	(100)	Assist in providing homelessness accommodation
Riverwell Project	(3,942)	(1,625)	(5,567)	0	(5,567)	0	(5,567)	(1,000)	(6,567)	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	(2,521)	0	(2,521)	0	(2,521)	0	(2,521)	0	(2,521)	Equalisation fund to smooth impact of surplus/deficit
<b>Total</b>	<b>(18,501)</b>	<b>(505)</b>	<b>(19,006)</b>	<b>1,360</b>	<b>(17,646)</b>	<b>177</b>	<b>(17,469)</b>	<b>(359)</b>	<b>(17,828)</b>	
<b>General Fund Working Balance</b>	<b>(1,414)</b>	<b>(586)</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,000)</b>	Prudent balance

**Note:** The reserves figures above exclude the gap shown in the MTFS

**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	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 has been factored into the MTFS .	3	3	9
19	Fluctuations in Business Rates Retention	The Council is legally obliged to cover the first 7.5% loss on its pre determined baseline level. The Council is currently in a safety net position	2	2	4
20	Right to Buy Receipts & VAT Shelter Receipts	Under the Housing stock transfer with Watford Community Housing (WCH) the Council is entitled to use its share of the proceeds to fund the capital programme. The level of activity on both these income streams are outside the Council's control.	2	3	6
1= VERY LOW RISK 4 = VERY HIGH RISK					
			<b>Likelihood</b>	<b>Impact</b>	<b>Overall Score</b>
		very low risk	1	1	1
		low risk	2	2	4
		high risk	3	3	9
		very high risk	4	4	16

# **Income (Charging Policy)**

## **2020/21**

### **Medium Term Financial Strategy**



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

## **Summary**

This policy is set against four best practice points of charging in the public sector;

- 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 in the table below.

<b>Charging Strategy</b>	<b>Objective</b>
Commercial Charges	The Council aims to cover the cost of providing the service and make a surplus used to fund other priority services. Full cost recovery 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, with the exception of green waste collection, which will attract a £5 discount if residents pay by Direct Debit.

### **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.

Service	(A) 2019/20 Original Budget	(B) 2020/21 Draft Budget already included in MTFS	(C) 2020/21 Proposed Budget	(C) - (B) Variance Draft to Proposed	Comments
£	£	£	£		
<b>COMMUNITY &amp; ENVIRONMENTAL</b>					
Parks, Pitches & Woods	(16,260)	(16,260)	(15,950)	310	
Cemeteries	(368,500)	(368,500)	(368,500)	0	
Cheslyn	(1,000)	(1,000)	(1,000)	0	
SLM	(749,485)	(1,065,877)	(1,065,877)	0	
Waste	(59,380)	(59,460)	(59,460)	0	
Specials & Street Cleansing	(51,130)	(51,130)	(51,130)	0	
Arts, Events and Heritage	(24,000)	(24,000)	(24,000)	0	
Licenses	(151,800)	(158,800)	(153,000)	5,800	
Other Licenses	(32,860)	(32,860)	(31,370)	1,490	
Gaming Licenses	(96,627)	(96,627)	(96,377)	250	
Stray Dogs	(2,400)	(2,400)	(1,400)	1,000	
Pests	(35,150)	(35,150)	(37,180)	(2,030)	
Environmental Abandoned Vehicles	(1,200)	(1,200)	(1,200)	0	
Environmental Miscellaneous	(34,096)	(34,096)	(45,564)	(11,468)	Now includes TRDC EPA income.
	<b>(1,623,888)</b>	<b>(1,947,360)</b>	<b>(1,952,008)</b>	<b>(4,648)</b>	
<b>SERVICE TRANSFORMATION</b>					
Customer Services (including Information Unit)	(12,500)	(12,500)	(12,500)	0	
Town Hall Facilities	(214,300)	(40,300)	(40,300)	0	
	<b>(12,500)</b>	<b>(12,500)</b>	<b>(12,500)</b>	<b>0</b>	
<b>PLACE SHAPING</b>					
Housing	(445,285)	(445,285)	(415,468)	29,817	Annual rent roll £603,440.24. New contract sees managing agent keep 8.2 % not 5% giving WBC 91.8% = £553,958.14. Currently we have 50% voids so only get half that, however we expect Tibble Close to be filled by complex need project in May 2020 which will reduce voids to 25%. This has been factored into the 20/21 budget
Parking - Controlled Parking Zones (see below)	(1,420,900)	(1,420,900)	(1,420,900)	0	
Parking - Other (incl. Avenue, Longspring & Town Hall)	(231,000)	(231,000)	(231,000)	0	
Building Control	(291,000)	(291,000)	(291,000)	0	
Development Control (including Policy Team)	(785,000)	(785,000)	(785,000)	0	
Land Searches	(120,000)	(120,000)	(120,000)	0	
	<b>(3,293,185)</b>	<b>(3,293,185)</b>	<b>(3,263,368)</b>	<b>29,817</b>	
<b>DEMOCRACY &amp; GOVERNANCE</b>					
Elections Unit	(4,000)	(4,000)	(4,000)	0	
	<b>(4,000)</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>0</b>	
<b>STRATEGIC FINANCE</b>					
Council Tax (Single Person Discount)	(2,000)	(2,000)	(2,000)	0	
	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>0</b>	
Sub Total	<b>(4,935,573)</b>	<b>(5,259,045)</b>	<b>(5,233,876)</b>	<b>25,169</b>	
<b>Less :</b>					
Parking - Controlled Parking Zones (v see above)	1,420,900	1,420,900	1,420,900	0	
Total	<b>(3,514,673)</b>	<b>(3,838,145)</b>	<b>(3,812,976)</b>	<b>25,169</b>	

## COMMUNITY SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :- PARKS / SPORTS PITCHES & WOODS

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 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)	£53.50	x	x	✓	x	x	£55.00	2.80 %	NEW CHARGE	
Other wickets - per match (Juniors)	£28.00	x	x	✓	x	x	£29.00	3.57 %		
FOOTBALL										
Seniors with changing facilities & showers	£59.50	x	x	✓	x	x	£61.50	3.36 %		
Juniors with changing facilities & showers	£27.00	x	x	✓	x	x	£28.00	3.70 %		
HURLING/RUGBY										
Per match including corner flags	£53.50	x	x	✓	x	x	£55.00	2.80 %		
Exempt from VAT										
FOOTBALL										
Seniors with changing facilities & showers (15 games)	£775.00	x	x	✓	x	x	£800.00	3.23 %		
Juniors with changing facilities & showers (12 games )	£250.00	x	x	✓	x	x	£258.00	3.20 %		
Seniors with no changing facilities & showers (15 games )	£460.00	x	x	✓	x	x	£475.00	3.26 %		
Juniors with no changing facilities & showers (12 games)	£190.00	x	x	✓	x	x	£195.00	2.63 %		
Under 11s (small size pitch per season)	£105.00	x	x	✓	x	x	£108.00	2.86 %		
FOOTBALL TRAINING										
KGVPF, Oxhey Park (per hour)	£16.00	x	x	✓	x	x	£16.50	3.13 %		
Changing accommodation / showers (per event)	£21.50	x	x	✓	x	x	£22.00	2.33 %		
PARKS & SPORTS PITCHES										
BOWLS										
Club hire of rinks (per season)	£1,165.00	x	x	✓	x	x	£1,200.00	3.00 %		
CRICKET										
Enclosed wicket (per season)	£3,175.00	x	x	✓	x	x	£3,275.00	3.15 %		
CROQUET										
Seasonal charges :-										
Adults	£53.50	x	x	✓	x	x	£55.00	2.80 %		
OAPs	£26.75	x	x	✓	x	x	£27.50	2.80 %		
TENNIS - club charges										
Hire of court per season (May-Sept inc)	£1,220.00	x	x	✓	x	x	£1,260.00	3.28 %		
Individual on-court Coaching Session (hourly rate)							£4.00			
Zero Rated										
Orienteering maps up to 5 copies	free	x	x	x	✓	x	free	NO CHANGE		
Subsequent copies each	£2.50	x	✓	x	x	x	£2.50			

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

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>					
<b>FEES &amp; CHARGES</b>					
<b>LAND &amp; PROPERTY BASED CHARGES</b>					
KPS000-I0901 - Rent	(8,240)	(8,420)	(8,500)	3	
KPS000-I0902 - Rent - Advertising Site	(7,220)	(7,220)	(7,450)	3	
	(16,260)	(16,260)	(15,950)		
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## COMMUNITY SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :- EVENTS AND HIRE OF CHESLYN GARDENS

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; inclusive of VAT</b>									
<b>CHESLYN GARDENS</b>									
Hire of garden for wedding photos	£41.00	x	x	✓	x	x	£50.00	21.95 %	
<b>Exempt from VAT</b>									
<b>CHESLYN HOUSE</b>									
Hire of 2 meeting rooms & kitchen per hour	£39.00	x	x	✓	x	x	£35.00	-10.26 %	
Reduced charge for recognised voluntary groups per hour	£13.50	x	x	✓	x	x	£20.00	48.15 %	
<b>PARKS - GENERAL</b>									
<b>HIRE OF FACILITIES</b>									
Commercial rate per day up to 1500 people	£1,600.00	x	x	x	x	x	£1,650.00	3.13 %	
Commercial rate per day up to 1500-5000 people	£5,300.00	x	x	x	x	x	£5,500.00	3.77 %	
Commercial rate per day 5000 +	to be negotiated	x	x	x	x	x			
Non commercial rate per day	£690.00	x	x	x	x	x	£710.00	2.90 %	
Local charities and community groups	£80.00	x	x	x	✓	x	£80.00	NO CHANGE	
*Bandstand Hire (community organisations)	Free						Free		
*Bandstand Hire (private party)	£100.00						£100.00	NO CHANGE	
*Cassiobury Hub Education Room Hire per hour	£20.00						£20.00	NO CHANGE	
*Events and activities	depends on event								

\*New lines added

### BUDGET POSITION SUMMARY - CHESLYN GARDENS

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
KRA000-I0676 - Use of Facilities	(1,000)	(1,000)	(1,000)	NO CHANGE	
	(1,000)	(1,000)	(1,000)		

## COMMUNITY SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :- CEMETERIES

#### RESIDENT

Description	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
	2019/20 Charge							
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	£1,385.00	*	*	✓	*	£1,430.00	3.25 %	
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	£2,570.00	*	*	✓	*	£2,650.00	3.11 %	
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	£670.00	*	*	✓	*	£690.00	2.99 %	
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	£590.00	*	*	✓	*	£610.00	3.39 %	
CHILDREN'S SECTION								
For the exclusive right of burial for 50 years 4ft x 2ft	£0.00	*	*	✓	*	£0.00	NO CHANGE	
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	£0.00	*	*	✓	*	£0.00	NO CHANGE	
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	£0.00	*	*	✓	*	£265.00		no fee listed last year
For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-								
a) All sections	£720.00	*	*	✓	*	£740.00	2.78 %	
b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft x 2ft	£0.00	*	*	✓	*	£0.00	NO CHANGE	
c) Casket	£935.00					£965.00	3.21 %	left off last years fees
d) For the interment / scattering of cremated remains in / on any grave on any section including Garden of Rest/Remembrance	£245.00	*	*	✓	*	£250.00	2.04 %	
e) For a stillborn child, or child whose age at the time of death did not exceed 1 month	£0.00	*	*	✓	*	£0.00		
f) Non viable foetus burial	£0.00	*	*	✓	*	£0.00		
g) Shrouded burial fee	£105.00	*	*	✓	*	£108.00	2.86 %	
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	£0.00	*	*	✓	*	£0.00	NO CHANGE	
b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 years	£0.00	*	*	✓	*	£0.00	NO CHANGE	
c) For a child over 5 years or an adult	£0.00	*	*	✓	*	£0.00	NO CHANGE	
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	£215.00	*	*	✓	*	£220.00	2.33 %	
b) Not exceeding 2ft 6inc in the Garden of Rest and in the children's section	£105.00	*	*	✓	*	£108.00	2.86 %	
c) Garden of Remembrance-as approved-sole design allowed	£97.00	*	*	✓	*	£100.00	3.09 %	

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## COMMUNITY SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :- CEMETERIES (continued)

#### RESIDENT.....continued

Description	PRICING STRATEGY						Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
	2019/20 Charge								
Outside Scope for VAT purposes									
Kerbs									
* a) Enclosing a space not exceeding 7ft x 3ft	£108.00	*	*	✓	*	*	£111.00	2.78 %	
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and Children's Section	£51.50	*	*	✓	*	*	£53.00	2.91 %	
Vases									
* For each vase, maximum size 12"x12"x12"	£36.00	*	*	✓	*	*	£37.00	2.78 %	
a) Separate, or as an addition to a headstone, not exceeding 18" x 12"	£56.50	*	*	✓	*	*	£58.00	2.65 %	
b) Where an inscription table or plate takes the place of a memorial	£108.00	*	*	✓	*	*	£111.00	2.78 %	
* Complete memorial, consisting of headstone & Kerbs	£370.00	*	*	✓	*	*	£380.00	2.70 %	
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	£67.00	*	*	✓	*	*	£69.00	2.99 %	
* 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	£43.00	*	*	✓	*	*	£44.00	2.33 %	
Fee for the searches of Burial Register and for copies of extract to be taken there from	£60.00	*	*	✓	*	*	£62.00	3.33 %	
Fee for the use of the Chapel	£138.00	*	*	✓	*	*	£142.00	2.90 %	
Outside Scope for VAT purposes									
PART 5									
Maintenance of Grave spaces									
Turfing a grave	£108.00	*	*	✓	*	*	£111.00	2.78 %	
Partial burying of headstone following failure of safety test	£133.00	*	*	✓	*	*	£137.00	3.01 %	
Supply soil for memorial inset	£108.00	*	*	✓	*	*	£111.00	2.78 %	
* 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**

**2020/21 FEES & CHARGES PROPOSED FOR :-  
CEMETERIES (continued)**

**NON RESIDENT**

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		!	!	!	!	!			
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	£4,200.00	*	*	✓	*	*	£4,350.00	3.57 %	
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	£7,700.00	*	*	✓	*	*	£7,950.00	3.25 %	
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	£2,000.00	*	*	✓	*	*	£2,070.00	3.50 %	
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	£1,800.00	*	*	✓	*	*	£1,830.00	1.67 %	Triple fees apply res fee £610
CHILDREN'S SECTION									
For the exclusive right of burial for 50 years 4ft x 2ft	£0.00	*	*	✓	*	*	£0.00		No fee for children should only apply to our residents
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	£0.00	*	*	✓	*	*	£0.00		No fee for children should only apply to our residents
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	£255.00	*	*	✓	*	*	£265.00	3.92 %	
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									
For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-									
a) All sections	£2,150.00	*	*	✓	*	*	£2,220.00	3.26 %	
b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft X2ft	£0.00	*	*	✓	*	*	£0.00		
c) caskets including extra digging required	£0.00	*	*	✓	*	*	£2,900.00	#DIV/0!	
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	£745.00	*	*	✓	*	*	£750.00	0.67 %	Triple fees apply res fee £250
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	£0.00	*	*	✓	*	*	£50.00	#DIV/0!	
f) Non viable foetus burial	£0.00	*	*	✓	*	*	£50.00	#DIV/0!	
g) Shrouded burial fee	£105.00	*	*	✓	*	*	£108.00	2.86 %	
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	£0.00	*	*	✓	*	*	£0.00		
b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 yrs.	£0.00	*	*	✓	*	*	£0.00		
c) For a child over 5 years or an adult	£0.00	*	*	✓	*	*	£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	£635.00	*	*	✓	*	*	£655.00	3.15 %	
b) Not exceeding 2ft 6inc in the Garden of rest and in the children's section	£323.00	*	*	✓	*	*	£335.00	3.72 %	
c) Garden of Remembrance - as approved-sole design allowed	£288.00	*	*	✓	*	*	£295.00	2.43 %	
LEDGERS									
* A ledger not exceeding 7ft x 3ft	£318.00	*	*	✓	*	*	£330.00	3.77 %	
KERBS									
* a) Enclosing a space not exceeding 7ft x 3ft	£318.00	*	*	✓	*	*	£330.00	3.77 %	
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and children's Section	£160.00	*	*	✓	*	*	£165.00	3.13 %	
Vases									
* For each vase, maximum size 12" x 12" x 12"	£102.00	*	*	✓	*	*	£105.00	2.94 %	
a) separate, or as an addition to a headstone, not exceeding 18" x 12"	£164.00	*	*	✓	*	*	£169.00	3.05 %	
b) Where an inscription table or plate takes the place of a headstone, either at the foot or head of a memorial	£318.00	*	*	✓	*	*	£330.00	3.77 %	
* Complete memorial, consisting of headstone and kerbs	£1,130.00	*	*	✓	*	*	£1,160.00	2.65 %	
MEMORIAL BENCHES									
David Ogilvie Steel bench - supply and install with plaque	£2,050.00	✓	*	*	*	*	£2,100.00	2.44 %	
Plaque on existing bench - supply and install with maintenance	£257.00	✓	*	*	*	*	£265.00	3.11 %	
MEMORIAL TREES									
Supply and plant Standard tree with 5 years maintenance	£1,025.00	✓	*	*	*	*	£1,055.00	2.93 %	
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	£67.00	*	*	✓	*	*	£69.00	2.99 %	
* Any other replacement works not covered by above									
* GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY									



## COMMUNITY SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :- CEMETERIES (continued)

#### NON RESIDENT.....continued

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; exclusive of VAT</b>									
* Any other replacement works not covered by above									
* GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY									
<b>PART 4</b>									
<b>Miscellaneous</b>									
The Burial Register - fee for transfer of grave grant for the exclusive right of burial	£43.00	*	*	✓	*	*	£45.00	4.65 %	
Fee for the searches of Burial Register and for copies of extract to be taken there from	£67.00	*	*	✓	*	*	£69.00	2.99 %	
Fee for the use of the Chapel	£410.00	*	*	✓	*	*	£425.00	3.66 %	
<b>PART 5</b>									
<b>Outside Scope for VAT purposes</b>									
<b>Maintenance of Grave spaces</b>									
Turfing a grave	£113.00	*	*	✓	*	*	£117.00	3.54 %	
Partial burying of headstone following failure of safety test	£133.00	*	*	✓	*	*	£138.00	3.76 %	
Supply soil for memorial inset	£113.00	*	*	✓	*	*	£117.00	3.54 %	
* Any other replacement works not covered by above									
<b>NOTE:</b>									
<b>Memorials can now be placed on graves of stillborn children</b>									
<b>FREE of CHARGE Size: 12" x 12" x 2". To be laid flat on grave surface</b>									
<b>PART 6</b>									
<b>Weekend Burials</b>									
Metal liner requirement	£515.00		✓				£530.00	2.91 %	
Gardens of Peace fee	£445.00		✓				£460.00	3.37 %	

### BUDGET POSITION SUMMARY - CEMETERIES

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

## COMMUNITY SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :-

#### LEISURE CENTRES - OPERATED BY SLM

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Affected By		Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			2019/20		
									SAVINGS PROPOSAL	GROWTH PROPOSAL	
<b>Standard rated &amp; incl of VAT if applicable</b>											
<b>Main Hall / Dry Side Activities :-</b>											
Half hall hire - Woodside - Adult	£64.89	✓	✗	✗	✗	✗	£66.19	2.00 %			
- Junior	£32.45	✓	✗	✗	✗	✗	£33.09	2.00 %			
Whole Hall hire - Woodside - Adult	£130.81	✓	✗	✗	✗	✗	£133.43	2.00 %			
- Junior	£64.89	✓	✗	✗	✗	✗	£66.19	2.00 %			
Whole Hall hire - Central - Adult	£64.89	✓	✗	✗	✗	✗	£66.19	2.00 %			
- Junior	£32.45	✓	✗	✗	✗	✗	£33.09	2.00 %			
Cricket	£64.68	✓	✗	✗	✗	✗	£65.98	2.00 %			
<b>Parties with food, party leader up to 16 kids</b>											
Dry side (football / allsportz, bouncy castle)	£201.88	✓	✗	✗	✗	✗	£205.92	2.00 %			
Wetside (mini, mega wet and wild)	£226.60	✓	✗	✗	✗	✗	£231.13	2.00 %			
Wetside (inflatable)	£231.75	✓	✗	✗	✗	✗	£236.39	2.00 %			
Trampoline and Dance Party	£221.45	✓	✗	✗	✗	✗	£225.88	2.00 %			
Additional children	£10.09	✓	✗	✗	✗	✗	£10.30	2.00 %			
Additional party leader	£18.33	✓	✗	✗	✗	✗	£18.70	2.00 %			
Cost per head for food	£3.71	✓	✗	✗	✗	✗	£3.78	2.00 %			
<b>Parties (self catering, party leader, up to 16 kids)</b>											
	£0.00										
Dry side (football/allsportz,bouncy castle)	£201.88	✓	✗	✗	✗	✗	£205.92	2.00 %			
Wetside (mini, mega wet and wild)	£226.60	✓	✗	✗	✗	✗	£231.13	2.00 %			
Wetside (inflatable)	£231.75	✓	✗	✗	✗	✗	£236.39	2.00 %			
Trampoline and Dance Party	£221.45	✓	✗	✗	✗	✗	£225.88	2.00 %			
Additional children	£10.00	✓	✗	✗	✗	✗	£10.20	2.00 %			
Additional party leader	£18.33	✓	✗	✗	✗	✗	£18.70	2.00 %			
<b>Junior Activities</b>											
Active antz	£5.95	✓	✗	✗	✗	✗	£6.07	2.00 %			
Mini gym	£5.95	✓	✗	✗	✗	✗	£6.07	2.00 %			
Mini dribblers	£5.95	✓	✗	✗	✗	✗	£6.07	2.00 %			
Mini bouncers	£5.95	✓	✗	✗	✗	✗	£6.07	2.00 %			
Sports Course - Adult - Dry	£7.50	✓	✗	✗	✗	✗	£7.50	NO CHANGE			
Trampolining (drop-in adults)	£7.50	✓	✗	✗	✗	✗	£7.50	NO CHANGE			
Pilates (3 wks - 45mins)	£20.00	✓	✗	✗	✗	✗	£20.40	2.00 %			
Pilates (members)	£0.00	✓	✗	✗	✗	✗	£0.00				
Swimming Course - Adult	£7.50	✓	✗	✗	✗	✗	£8.50	13.33 %			
Swimming Coaching 1 hour (Sat am only)	£7.50	✓	✗	✗	✗	✗	£7.65	2.00 %			
Everyone Active card - Watford & Three Rivers	£0.00	✗	✗	✗	✓	✗	£0.00				
Everyone Active card - Non resident adult	£26.27	✓	✗	✗	✗	✗	£26.79	2.00 %			
Everyone Active card - Non resident junior	£16.17	✓	✗	✗	✗	✗	£16.49	2.00 %			
Everyone Active card - Non resident - family (2 adults and up to 3 children)	£64.12	✓	✗	✗	✗	✗	£65.40	2.00 %			
Lost card/replacement	£5.00	✓	✗	✗	✗	✗	£5.10	2.00 %			
50+ Short Mat Bowls	£2.90	✓	✗	✗	✗	✗	£2.96	2.00 %			
50+ Keep Fit	£3.55	✓	✗	✗	✗	✗	£3.62	2.00 %			
50+ Line Dancing	£3.75	✓	✗	✗	✗	✗	£3.83	2.00 %			
50+ Tap	£3.55	✓	✗	✗	✗	✗	£3.62	2.00 %			
50+ Water Workout	£4.75	✓	✗	✗	✗	✗	£4.85	2.00 %			
50+ Swimming	£2.35	✓	✗	✗	✗	✗	£2.40	2.00 %			
50+ Badminton	£3.50	✓	✗	✗	✗	✗	£3.57	2.00 %			
Back to Netbal	£3.90	✓	✗	✗	✗	✗	£3.98	2.05 %			

SLM as per the contract are able to set the fees and charges for this

# COMMUNITY SERVICES

## 2020/21 FEES & CHARGES PROPOSED FOR :-

### LEISURE CENTRES - OPERATED BY SLM (Continued)

Description	2019/20 Charge	PRICING					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Affected By		Comments
		STRATEGY							2019/20		
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			SAVINGS PROPOSAL	GROWTH PROPOSAL	
<b>Standard rated &amp; incl of VAT if applicable</b>											
Hire Prices (A refundable deposit of £5.00 is required per each item hired)											
Badminton Racquets	£2.63	✓	✗	✗	✗	✗	£2.68	2.14 %			
Table Tennis Bats	£2.63	✓	✗	✗	✗	✗	£2.68	2.14 %			
Squash racquets	£2.63	✓	✗	✗	✗	✗	£2.68	2.14 %			
Trampoline per hour		✓	✗	✗	✗	✗	£0.00				
<b>Equipment purchase :-</b>											
Squash balls	£2.63	✓	✗	✗	✗	✗	£2.68	2.14 %			
Shuttlecocks	£2.37	✓	✗	✗	✗	✗	£2.41	1.61 %			
<b>Meetings :-</b>											
Conference Room & Executive Suite (WLC)	£25.00	✓	✗	✗	✗	✗	£25.50	2.00 %			
<b>Studios :-</b>											
Studio 1 (14.7 x 11.7)	£33.99	✓	✗	✗	✗	✗	£34.67	2.00 %			
Studio 2 (12.5 x 9.8)	£29.46	✓	✗	✗	✗	✗	£30.05	2.01 %			
Studio 3 - (8.9 x 9.9)	£23.69	✓	✗	✗	✗	✗	£24.16	2.00 %			
Studio 1 (Central)	£29.05	✓	✗	✗	✗	✗	£29.63	2.00 %			
Creche	£23.48	✓	✗	✗	✗	✗	£23.95	1.98 %			
Schools per half hour per teacher	£33.37	✓	✗	✗	✗	✗	£34.04	1.99 %			
Second teacher per pool	£22.35	✓	✗	✗	✗	✗	£22.80	2.00 %			
Gym, per student	£3.15	✓	✗	✗	✗	✗	£3.21	2.00 %			
<b>Woodside Stadium :-</b>											
Public Training - Adult	£5.05	✓	✗	✗	✗	✗	£5.15	2.00 %			
- Junior	£2.80	✓	✗	✗	✗	✗	£2.86	2.00 %			
Adult (Watford Harriers Club Members)	£4.40	✓	✗	✗	✗	✗	£4.49	2.00 %			
Junior (Watford Harriers Club Members)	£1.80	✓	✗	✗	✗	✗	£1.84	2.00 %			
Direct Debit - Harriers Member	£18.00						£18.36	2.00 %			
Season Tickets adults - Summer	£91.67	✓	✗	✗	✗	✗	£93.50	2.00 %			
- Winter	£69.53	✓	✗	✗	✗	✗	£70.92	2.00 %			
- Yearly	£132.87	✓	✗	✗	✗	✗	£135.53	2.00 %			
Season Tickets junior - Summer	£42.75	✓	✗	✗	✗	✗	£43.60	2.00 %			
- Winter	£32.19	✓	✗	✗	✗	✗	£32.83	2.00 %			
- Yearly	£63.86	✓	✗	✗	✗	✗	£65.14	2.00 %			
Athletics Meet (Up to 8 hours Mon - Fri up to 5pm)	£164.80	✓	✗	✗	✗	✗	£168.10	2.00 %			
Athletics Meet (Up to 8 hours Weekend or Bank Holiday)	£257.50	✓	✗	✗	✗	✗	£262.65	2.00 %			
Athletics Meet (Up to 4 hours Midweek evening from 6pm)	£101.46	✓	✗	✗	✗	✗	£103.48	2.00 %			
Athletics Meet - Additional hours	£56.14	✓	✗	✗	✗	✗	£57.26	2.00 %			
School Athletic Meet/Sports Day (Up to 5pm weekdays)	£101.46	✓	✗	✗	✗	✗	£103.48	2.00 %			
Member of staff	£18.28	✓	✗	✗	✗	✗	£18.65	2.00 %			
Additional colleagues / person	£18.28	✓	✗	✗	✗	✗	£18.65	2.00 %			
Car Park Steward for large events	£12.98	✓	✗	✗	✗	✗	£13.24	2.00 %			
Athletic Meet - Set up time per hr	£22.51	✓	✗	✗	✗	✗	£22.96	2.00 %			
Athletic Meet - Clean Up time per hr	£22.51	✓	✗	✗	✗	✗	£22.96	2.00 %			
<b>Harriers Charges</b>											
Hire for training/coaching purposes, day time inc	£27.04	✓	✗	✗	✗	✗	£27.58	2.00 %	S		
As Above including Flood Lights in Evening, plus a colleague	£42.75	✓	✗	✗	✗	✗	£43.60	2.00 %			
<b>Block Booking (standard price less VAT where bookings are 10 consecutive weeks or more)</b>											
ATP 1x5v5 - Adult	£36.50	✓	✗	✗	✗	✗	£37.23	2.00 %			
ATP 1x5v5 - Junior	£19.50	✓	✗	✗	✗	✗	£19.89	2.00 %			
Badminton Clubs - Adult	£13.03	✓	✗	✗	✗	✗	£13.29	2.00 %			
Sports Activity - Adult	£50.21	✓	✗	✗	✗	✗	£51.22	2.00 %			
- Junior	£25.44	✓	✗	✗	✗	✗	£25.95	2.00 %			
Cricket (Nets only) - Adult	£52.27	✓	✗	✗	✗	✗	£53.32	2.00 %			
- Junior	£0.00	✓	✗	✗	✗	✗	£0.00				
Treatment room 1 (per month)	£0.00	✓	✗	✗	✗	✗	£0.00				
Treatment room 2 (per month)	£0.00	✓	✗	✗	✗	✗	£0.00				
Learner pool (1 hour) - Central	£0.00	✓	✗	✗	✗	✗	£0.00				
Learner pool (1 hour) - woodside	£0.00	✓	✗	✗	✗	✗	£0.00				
<b>Gala Prices</b>											
Swim Clubs (general) incl timing equip	£0.00	✓	✗	✗	✗	✗	£0.00				
Watford Swim Club / voluntary organisations	£0.00	✓	✗	✗	✗	✗	£0.00				
Waterpolo	£0.00	✓	✗	✗	✗	✗	£0.00				

# COMMUNITY SERVICES

## 2020/21 FEES & CHARGES PROPOSED FOR :- LEISURE CENTRES - OPERATED BY SLM (Continued)

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 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	✓	✗	✗	✗	✗	£15.40	1.99 %			
- Junior	£7.75	✓	✗	✗	✗	✗	£7.91	2.00 %			
(8-4 weekdays and 8 - close weekends)	£12.10	✓	✗	✗	✗	✗	£12.30	1.65 %			
Drop-in Adult (Friday night)	£7.10	✓	✗	✗	✗	✗	£7.24	2.00 %			
Drop-in Junior	£4.55	✓	✗	✗	✗	✗	£4.64	2.00 %			
Table Tennis - Adult	£12.72	✓	✗	✗	✗	✗	£12.97	2.00 %			
Table Tennis - Junior	£6.44	✓	✗	✗	✗	✗	£6.57	2.00 %			
ATP 5 V 5 a side - Adult	£44.50	✓	✗	✗	✗	✗	£45.39	2.00 %			
- Junior	£23.38	✓	✗	✗	✗	✗	£23.85	2.00 %			
Squash - Adult	£12.72	✓	✗	✗	✗	✗	£13.00	2.20 %			
- Junior	£6.44	✓	✗	✗	✗	✗	£6.50	0.97 %			
Squash (off peak) - Adult	£6.44	✓	✗	✗	✗	✗	£6.57	2.00 %			
Squash (off peak) - Junior	£3.71	✓	✗	✗	✗	✗	£3.78	2.06 %			
Squash League ( Monday nights off peak ) - Adults	£6.00	✓	✗	✗	✗	✗	£6.12	2.00 %			
Climbing Wall - Adult	£5.67	✓	✗	✗	✗	✗	£5.78	2.00 %			
Climbing Wall - Junior	£4.43	✓	✗	✗	✗	✗	£4.52	2.00 %			
Climbing Wall - registration	£5.46	✓	✗	✗	✗	✗	£5.57	2.00 %			
Parties :-											
Children's Activities											
Creche - 1 hour	£3.40	✓	✗	✗	✗	✗	£3.47	2.00 %			
- 2 hours	£5.77	✓	✗	✗	✗	✗	£5.88	2.00 %			
Courses :-											
Sports Course Junior - Dry	£7.50	✓	✗	✗	✗	✗	£7.50	NO CHANGE			
Swimming Lessons Junior - Wet	£7.50	✓	✗	✗	✗	✗	£8.50	13.33 %			SLM as per the contract are able to set the fees and charges for
Fitness Activities :-											
Group Exercise (45min and 1 hr)	£6.85	✓	✗	✗	✗	✗	£6.99	2.00 %			
Group Exercise (30min)	£3.35	✓	✗	✗	✗	✗	£3.41	2.00 %			
Induction (1:1) - Adult	£26.47	✓	✗	✗	✗	✗	£27.00	2.00 %			
- Junior	£13.18	✓	✗	✗	✗	✗	£13.45	2.00 %			
Gym Casual use	£8.91	✓	✗	✗	✗	✗	£9.10	2.14 %			
60+ Gym	£3.24	✓	✗	✗	✗	✗	£3.30	1.71 %			
Gym Active teen (11 - 16yrs)	£3.24	✓	✗	✗	✗	✗	£3.30	1.71 %			
Three Rivers junior gym	£3.19	✓	✗	✗	✗	✗	£3.25	1.79 %			
GP Referral	£3.50	✓	✗	✗	✗	✗	£3.50	NO CHANGE			
Special w/out Groups (eg Parkinsons)	£2.20	✓	✗	✗	✗	✗	£2.24	2.00 %			
Toning Chairs :-											
1 session	£9.06	✓	✗	✗	✗	✗	£9.25	2.00 %			
6 sessions	£52.53	✓	✗	✗	✗	✗	£53.58	2.00 %			
12 sessions	£90.13	✓	✗	✗	✗	✗	£91.93	2.00 %			
Toning Chairs + special work out	£0.00	✓	✗	✗	✗	✗	£0.00				
Toning Chairs Induction	£10.09	✓	✗	✗	✗	✗	£10.30	2.00 %			
Swimming :-											
Adult	£4.70	✓	✗	✗	✗	✗	£5.00	6.38 %			This now includes sauna usage
Junior	£3.15	✓	✗	✗	✗	✗	£3.20	1.59 %			
60+	£2.35	✓	✗	✗	✗	✗	£2.40	2.00 %			
50+	£2.35	✓	✗	✗	✗	✗	£5.00	112.77 %			Propose to remove this option and have adults up until 60+
Under 3 (free)	£0.00	✗	✗	✗	✓	✗	£0.00				
Fun Session - Jr	£4.00	✓	✗	✗	✗	✗	£4.08	2.00 %			
Three Rivers Junior U19's	£3.24	✓	✗	✗	✗	✗	£3.31	2.00 %			
Three Rivers 60+	£2.35	✓	✗	✗	✗	✗	2.397	2.00 %			
Shower /Admission - Adult	£2.32	✓	✗	✗	✗	✗	£2.37	2.00 %			
- Junior	£1.55	✓	✗	✗	✗	✗	£1.58	2.00 %			
Spectator	£0.00	✓	✗	✗	✗	✗	£0.00				
Memberships (direct debits) :-											
GP Ref DD	£27.00	✓	✗	✗	✗	✗	£27.00	NO CHANGE			
Toning Suite DD	£27.00	✓	✗	✗	✗	✗	£27.00	NO CHANGE			
Toning Suite add-on DD	£13.50	✓	✗	✗	✗	✗	£13.50	NO CHANGE			
Toning Suite Annual	£270.00	✓	✗	✗	✗	✗	£270.00	NO CHANGE			
Toning Suite Annual add on -	£135.00	✓	✗	✗	✗	✗	£135.00	NO CHANGE			
Total Fitness - Single	£39.50	✓	✗	✗	✗	✗	£42.95	8.73 %			Non core price
- Couple	£68.00	✓	✗	✗	✗	✗	£74.00	8.82 %			Non core price
- Annual (single)	£395.00	✓	✗	✗	✗	✗	£429.50	8.73 %			Non core price
- Annual (Joint)	£680.00	✓	✗	✗	✗	✗	£740.00	8.82 %			Non core price
Corporate Single Only - Monthly	£33.00	✓	✗	✗	✗	✗	£35.43	7.36 %			Non core price
- Annual	£330.00	✓	✗	✗	✗	✗	£354.30	7.36 %			Non core price
Junior Active - Monthly	£13.99	✓	✗	✗	✗	✗	£16.99	21.44 %			Non core price
- Annual	£139.90	✓	✗	✗	✗	✗	£169.90	21.44 %			Non core price
Total Fit 60+ - Monthly	£27.00	✓	✗	✗	✗	✗	£32.00	18.52 %			Non core price
- Annual	£270.00	✓	✗	✗	✗	✗	£320.00	18.52 %			Non core price
Total Fitness Joining Fee - Single	£40.00	✓	✗	✗	✗	✗	£40.00	NO CHANGE			Non core price
Splash Fitness (swim) - Monthly	£25.00	✓	✗	✗	✗	✗	£27.50	10.00 %			Non core price
- Annual	£250.00	✓	✗	✗	✗	✗	£275.00	10.00 %			Non core price
Gym 16-18 - Monthly	£17.99	✓	✗	✗	✗	✗	£19.99	11.12 %			Non core price
- Annual	£179.00	✓	✗	✗	✗	✗	£199.90	11.68 %			Non core price
Student and Concessions - Monthly	£27.00	✓	✗	✗	✗	✗	£32.00	18.52 %			Non core price
- Annual	£270	✓	✗	✗	✗	✗	£320	18.52 %			Non core price

## COMMUNITY SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :-

#### LEISURE CENTRES - OPERATED BY SLM (Continued)

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; incl of VAT if applicable</b>									
Watford Borough Council - Monthly	£27.00	✓	✗	✗	✗	✗	£27.00	NO CHANGE	
- Annual	£270.00	✓	✗	✗	✗	✗	£270.00	NO CHANGE	
Watford Harriers - Monthly	£31.99	✓	✗	✗	✗	✗	£31.99	NO CHANGE	
- Annual	£310.00	✓	✗	✗	✗	✗	£310.00	NO CHANGE	
<b>Pool hire - standard charge :-</b>									
Watford Woodside - Main pool (4 lanes)	£61.80	✓	✗	✗	✗	✗	£63.00	1.94 %	
Watford Woodside - Main pool (whole)	£122.57	✓	✗	✗	✗	✗	£125.00	1.98 %	
Watford Central - Main pool (3 lanes)	£53.05	✓	✗	✗	✗	✗	£54.20	2.18 %	
Watford Central - Main pool (whole)	£106.09	✓	✗	✗	✗	✗	£108.50	2.27 %	
<b>Pool hire - Club / School rate :-</b>									
We have agreed to hold Club rates for 2 years									
Watford Woodside - Main pool (4 lanes)	£53.05	✓	✗	✗	✗	✗	£54.00	1.80 %	
Watford Woodside - Main pool (whole)	£106.09	✓	✗	✗	✗	✗	£108.21	2.00 %	
Watford Central - Main pool (3 lanes)	£46.71	✓	✗	✗	✗	✗	£47.65	2.01 %	
Watford Central - Main pool (whole)	£92.34	✓	✗	✗	✗	✗	£94.19	2.00 %	

#### BUDGET POSITION SUMMARY - LEISURE CENTRES

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
DLM000-I0630 - Service Provider	(748,835)	(1,065,227)	(1,065,227)	NO CHANGE	
DLM000-I0630-WJ0079 - Service Provider West Herts College	(650)	(650)	(650)	NO CHANGE	
	(749,485)	(1,065,877)	(1,065,877)		

**COMMUNITY SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-  
WASTE SERVICES INCLUDING TRADE WASTE**

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 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)	£11.15	*	✓	✓	*	✓	£11.50	3.14 %		Shared income 8.2% to WBC
1100L Euro bin hire	£2.10	*	✓	✓	*	✓	£2.20	4.76 %		Shared income 8.2% to WBC
Container per empty (recycling) (schools)	£10.05	*	✓	✓	*	✓	£10.35	2.99 %		Shared income 8.2% to WBC
940L Chamberlain bin Container										Shared income 8.2% to WBC
Container per empty (Schools/Charities)	£10.05	*	✓	✓	*	✓	£10.35	2.99 %		
660L Euro bin container										Shared income 8.2% to WBC
Container per empty (Schools/Charities)	£9.00	*	✓	✓	*	✓	£9.30	3.33 %		
360L wheeled bins										Shared income 8.2% to WBC
Container per empty (Schools/Charities)	£7.60	*	✓	✓	*	✓	£7.85	3.29 %		
240L Wheeled bins										Shared income 8.2% to WBC
Container per empty (Schools/Charities)	£6.35	*	✓	✓	*	✓	£6.55	3.15 %		
240L / 140 L wheeled bin (Schools/Charities)										
Standard charge per garden waste bin	£0.00	*	✓	✓	*	✓	£45.00	#DIV/0!	NEW	WBC income
240L / 140 L wheeled bin (Schools/Charities)										
Charge per garden waste bin for customers paying by Direct D	£0.00	*	✓	✓	*	✓	£40.00	#DIV/0!	NEW	WBC income
140L wheeled bin										
Container per empty (food waste) (Schools/Charities)	£0.00	*	*	*	✓	*	FREE		NEW	
23L food caddy										
Container per empty (food waste) (Schools/Charities)	£0.00	*	*	*	✓	*	FREE		NEW	
ADDITIONAL DOMESTIC COLLECTION SCENARIO										
1100L Euro bin										
Container per empty	£11.05	*	✓	✓	*	✓	£11.40	3.17 %		Veolia income
660L Euro bin container										
Container per empty	£9.00	*	✓	✓	*	✓	£9.30	3.33 %		Veolia income
240L Wheeled bins										
Container per empty	£6.35	*	✓	✓	*	✓	£6.55	3.15 %		Veolia income
DOMESTIC WASTE										
Delivery of recycling boxes and wheeled bins	£5.80	*	*	✓	*	*	£6.00	3.45 %		Veolia income
DOMESTIC SACKS										
Excess Waste Sack	£2.65	*	✓	*	*	*	£2.75	3.77 %		Veolia and CSC income
Nappy Sack	£0.55	*	✓	*	*	*	£0.55	NO CHANGE		Veolia and CSC income
2nd class delivery of individual sacks								£0.70		Veolia and CSC income
GARDEN WASTE BIN CHARGE - NEW CHARGE FROM 20/21										
240L / 140 L wheeled bin										
Standard charge per garden waste bin	0	*	✓	✓	*	✓	£45.00	#DIV/0!	NEW	WBC income
240L / 140 L wheeled bin										
Charge per garden waste bin for customers paying by Direct D	0	*	✓	✓	*	✓	£40.00	#DIV/0!	NEW	WBC income
240L / 140 L wheeled bin										
Conessionary rate per garden waste bin	0	*	✓	✓	*	✓	£35.00	#DIV/0!	NEW	WBC income
Compostable liners (roll of 52)										
	£2.50						£2.55	2.00 %		Veolia and CSC income
2nd class delivery of liners										
							£1.50			Veolia and CSC income
CHARGES TO DEVELOPERS FOR WASTE CONTAINERS										

**CHARGES TO DEVELOPERS FOR WASTE CONTAINERS**

Description	Actual 2019/20	Original Budget 2019/20	Proposed Budget 2020/21	Annual Increase / Decrease (%)	COMMENTS
<b>WASTE BINS FOR NEW DEVELOPMENTS</b>					
Euro 660 litre residual bin	0	£270.00	£280.00	3.70 %	Veolia income
Euro 1100 litre residual bin	0	£295.00	£305.00	3.39 %	Veolia income
Euro 1100 litre recycling bin	0		£305.00		NEW Veolia income
240 litre bins	0		£30.00		NEW Veolia income
140 litre bins	0		£30.00		NEW Veolia income
Food bins (external) 23 litre	0		£10.00		NEW Veolia income
Food caddies (internal)	0	£0	£8.00		NEW Veolia income
<b>CHARGES TO EMPTY CONTAMINATED BINS</b>					
Euro 660 and 1100 litre bins	0	£87.50	£90.00	2.86 %	NEW Veolia income
240 litre bin	0	£66.00	£68.00	3.03 %	NEW Veolia income
*New lines for charging					

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

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

**COMMUNITY SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-  
SPECIAL COLLECTIONS & STREET CLEANSING**

*Prices quoted below are exclusive of VAT*

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Where Commercial Special Collections are made, the charge would be subject to VAT at the Standard rate.									
Where Household Special Collections are made, the charge would be Outside Scope for VAT purposes.									
<b>SPECIAL COLLECTIONS</b>									
Up to four bulky Items *									
Up to 3 bulky items	£30.00	x	x	✓	x	x	£31.00	3.33 %	WBC Income
Each additional bulky item :-									
White Goods	£30.00	x	x	✓	x	x	£31.00	3.33 %	WBC Income
Other bulky/garden clearance collections and disposal minimum charge	£75.00	x	x	✓	x	x	£77.25	3.00 %	WBC Income
Hazardous Waste* (TV/Electrical)	£32.00	x	x	✓	x	x	£33.00	3.13 %	WBC Income
American fridge freezer	£55.00	x	x	✓	x	x	£57.00	3.64 %	WBC Income
<b>ABANDONED SHOPPING TROLLEY (Non prescribed statutory charges) (Outside Scope for VAT)</b>									
<b>Seizure</b>									
From highway & open spaces - per trolley	£35.00	✓	✓	x	x	✓	£36.05	3.00 %	
From river/riverside areas - per trolley	£48.00	✓	✓	x	x	✓	£49.45	3.02 %	
From private land - per trolley	£55.00	✓	✓	x	x	✓	£56.65	3.00 %	
<b>Storage</b>									
Trolleys not collected within the statutory 6 week disposal notice period - per trolley	£7.60	✓	✓	x	x	✓	£7.85	3.29 %	
<b>ABANDONED SHOPPING TROLLEY (Non statutory charges) (Standard Rated for VAT)</b>									
Requested return delivery charge - per trolley	Quotation	✓	✓	x	x	x			
<b>GRAFFITI &amp; FLY POSTER REMOVAL (Statutory Duty - Outside Scope for VAT) (Non Statutory Duty - Standard Rated for VAT)</b>									
<b>GRAFFITI REMOVAL</b>									
Removal from private Property up to 2 sqm	£36.30	✓	✓	x	✓	x	£37.35	2.89 %	
Removal from private Property additional sqm's	£18.00	✓	✓	x	✓	x	£18.55	3.06 %	
Removal - any type affixed 2.4 m above ground level	quotation	✓	✓	x	✓	x			
<b>FLYPOSTER REMOVAL</b>									
Removal - minimum each - tied or clamped on	£23.30	✓	✓	x	✓	x	£24.00	3.00 %	
Removal - minimum each - glued on/self adhering	£41.60	✓	✓	x	✓	x	£42.85	3.00 %	
Removal - any type affixed 2.4 m above ground level	quotation	✓	✓	x	✓	x			

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

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

**COMMUNITY & CUSTOMER SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-**

**ARTS, EVENTS & HERITAGE**

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Exempt from VAT</b>									
Workshops	£8.50	x	✓	x	x	x	£8.50	NO CHANGE	
Ghost walks	£8.50	x	✓	x	x	x	£8.50	NO CHANGE	
High street trail	£5.00	x	✓	x	x	x	£5.00	NO CHANGE	
Study day	£18.00	x	✓	x	x	x	£20.00	11.11 %	
Group talk or trail	£5.00	x	✓	x	x	x	£5.00	NO CHANGE	
Community use of one space (per hour) days	£19.00	x	✓	x	x	x	£20.00	5.26 %	
Community use of one space (per hour) eve *	£34.00	x	✓	x	x	x	£35.00	2.94 %	
Community use of one space (per hour) Sun *	£44.00	x	✓	x	x	x	£45.00	2.27 %	
Private/commercial (per hour) days	£44.00	✓	x	x	x	x	£45.00	2.27 %	
Private/commercial (per hour) eve *	£54.00	✓	x	x	x	x	£55.00	1.85 %	
Private/commercial (per hour) Sun *	£85.00	✓	x	x	x	x	£85.00	NO CHANGE	
* Additional charge for staff time applicable (charged @ £30 per hour x 2 staff)									
<b>Standard rated &amp; inclusive of VAT</b>									
Percentage share to Museum on artist sales	33.00%	✓	x	x	x	x	33%	NO CHANGE	
Percentage share to Museum on foyer sales	12.00%	✓	x	x	x	x	12%	NO CHANGE	
Photocopying per sheet	£0.20	x	✓	x	x	x	£0.20	NO CHANGE	
Museum digitised images (per image)	£6.50	x	✓	x	x	x	£6.50	NO CHANGE	
Museum digitised images CD charge	£4.50	x	✓	x	x	x	£5.00	11.11 %	
Museum un digitised images incurring an hourly scanning rate	£17.50	x	✓	x	x	x	£17.50	NO CHANGE	
Reproduction image one country one language (non commercial)	£33.00	✓	x	x	x	x	£35.00	6.06 %	
Reproduction Image world right inc web (non commercial)	£44.00	✓	x	x	x	x	£45.00	2.27 %	
Reproduction image one country one language (commercial)	£64.00	✓	x	x	x	x	£65.00	1.56 %	
Reproduction image world right inc web (commercial)	£85.00	✓	x	x	x	x	£90.00	5.88 %	
<b>Where the filming company is given exclusive rights to a defined area and they can exclude others from access, the income is 'Exempt' from VAT. This is subject to an 'option to tax' not being in force. Admin fees for VAT purposes would follow the same treatment as the main supply.</b>									
<b>Where the filming company is given no exclusivity and cannot exclude others from access, the income is treated as 'Standard rated'. Admin fees for VAT purposes would follow the same treatment as the main supply.</b>									
On street and non-council land	£175.00	✓	x	x	x	x	£180.00	2.86 %	
Town Hall (per hour)	£200.00	✓	x	x	x	x	£225.00	12.50 %	
Town Hall over (7+hrs)	£1,500.00	✓	x	x	x	x	£1,600.00	6.67 %	
Parks and other council land/property (per hour)	£150.00	✓	x	x	x	x	£175.00	16.67 %	
Parks and other council land/property (7+hrs)	£1,500.00	✓	x	x	x	x	£1,600.00	6.67 %	
Students	£0.00	x	x	x	✓	x	£0.00		
Use of KGV Car Park	£500.00	✓	x	x	x	x	£500.00	NO CHANGE	



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

Income Code & Description	<u>Original Budget 2019/20</u>	<u>Latest Budget 2020/21</u>	<u>Proposed Budget 2020/21</u>	<u>Annual Increase / Decrease (-) %</u>	Comments
<b>SALES</b>					
DEA000-I0101 - Miscellaneous Sales	(3,000)	(3,000)	(3,000)	NO CHANGE	
DEA000-I0118 - Sales Exhibitions	(1,500)	(1,500)	(1,500)	NO CHANGE	
DEA000-I0118 WJ0146 - Exhibition Donations	(1,000)	(1,000)	(1,000)	NO CHANGE	
<b>FEES &amp; CHARGES</b>					
DDI000-I0661- WJ0332 - Catering & Food Vendor	(3,500)	(3,500)	(3,500)	NO CHANGE	
DDI000-I0697 - Filming Income	(15,000)	(15,000)	(15,000)	NO CHANGE	
	<u>(24,000)</u>	<u>(24,000)</u>	<u>(24,000)</u>		

**COMMUNITY & CUSTOMER SERVICES**

<b>2020/21 FEES &amp; CHARGES PROPOSED FOR :- ENVIRONMENTAL HEALTH &amp; LICENSING</b>	
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Description	2019/20 Charge	PRICING STRATEGY				Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
<b>Outside Scope for VAT purposes</b>								
<b>Taxi &amp; Private Hire Vehicle Licences</b>								
Annual Vehicle Licence - Initial Application	£235.00	*	✓	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Initial Application(wholly electric vehicles)	£117.50	*	*	✓	*	£117.50	NO CHANGE	
Annual Vehicle Licence - Initial Application (Limousines)	£235.00	*	✓	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Initial Application (Courtesy vehicles)	£235.00	*	✓	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Renewal	£225.00	*	✓	*	*	£225.00	NO CHANGE	
Annual Vehicle Licence - Renewal (wholly electric vehicles)	£112.50	*	*	✓	*	£112.50	NO CHANGE	
Transfer of vehicle ownership (payable by buyer)	£17.50	*	✓	*	*	£17.50	NO CHANGE	
Taximeter tests	£17.50	*	✓	*	*	£17.50	NO CHANGE	
Replacement vehicle plates	£21.00	*	✓	*	*	£21.00	NO CHANGE	
Optional plate fitting brackets	£21.00	*	✓	*	*	£21.00	NO CHANGE	
Compulsory door signs for hackney carriages (vinyl, per pair)	£10.50	*	✓	*	*	£10.50	NO CHANGE	
Compulsory door signs for hackney carriages (magnetic, per pair)	£19.50	*	✓	*	*	£20.50	5.13 %	Fee increased by printing company
Advertising approval on hackney carriages (agency)	£150.00	*	✓	*	*	£150.00	NO CHANGE	
Advertising approval per hackney carriage	£50.00	*	✓	*	*	£50.00	NO CHANGE	
Advertising approval (Licensing Committee referral)	£250.00	*	✓	*	*	£250.00	NO CHANGE	
Private Hire Operators - initial application (5 yrs)	£771.00	*	✓	*	*	£771.00	NO CHANGE	
Private Hire Operators - renewal (5 yrs)	£769.00	*	✓	*	*	£769.00	NO CHANGE	
Driver Licences - initial application (3 yrs)	£329.00	*	✓	*	*	£329.00	NO CHANGE	
Driver Licences - renewal application (3 yrs)	325	*	✓	*	*	£325.00		
Theory Knowledge Test	£99.00	*	✓	*	*	£102.00	3.03 %	
Repeat Knowledge Test with Training	£68.50	*	✓	*	*	£70.00	2.19 %	
Repeat Knowledge Test (Test Only)	£30.75	*	✓	*	*	£31.50	2.44 %	
Replacement drivers badges	£17.75	*	✓	*	*	£18.00	1.41 %	
Duplicate documents	£17.75	*	✓	*	*	£18.00	1.41 %	
Driver change of address	£7.00					£7.00	NO CHANGE	
<b>Street Trading</b>								
Street Trading Consent (per annum)	£485.00	*	✓	*	*	£500.00	3.09 %	above 3% due to rounding
Street Trading Consent (per annum) - Vicarage Road	£485.00	*	✓	*	*	£500.00	3.09 %	above 3% due to rounding
Street Trading Consent daily rate (if less than one year)	£22.00	*	✓	*	*	£22.65	2.95 %	
Street Trading Consent (Town Centre Markets per stall per day, waived for charitable etc stalls)	£22.00	*	✓	*	*	£22.65	2.95 %	
<b>Permit for Tables &amp; Chairs on the Highway</b>								
Initial application (1 year permit)	£385.00	*	✓	*	*	£397.00	3.12 %	above 3% due to rounding
Renewal of annual permit	£105.00	*	✓	*	*	£108.00	2.86 %	
<b>Free Printed Matter Distribution</b>								
First distributor	£52.50	*	✓	*	*	£54.00	2.86 %	
Each additional distributor	£31.50	*	✓	*	*	£32.50	3.17 %	above 3% due to rounding
Additional fee for each distributor between 1700 and 0900	£21.00	*	✓	*	*	£21.50	2.38 %	

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

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>					
EGA000-I0101 - Miscellaneous Sales	(2,500)	(2,500)	(2,500)	NO CHANGE	
<b>FEES &amp; CHARGES</b>					
EGA000-I0541 - Drivers' Licences (Private Hire)	(10,000)	(10,000)	(12,000)	20.00 %	3 year licence
EGA000-I0542 - Vehicle Licences (Private Hire)	(40,000)	(40,000)	(37,500)	-6.25 %	
EGA000-I0543 - Operator Licences (Private Hire)	(3,800)	(3,800)	(1,500)	-60.53 %	
EGA000-I0545 - Drivers' Licences (Hackney Carriage)	(28,000)	(32,000)	(33,000)	17.86 %	3 year licence
EGA000-I0546 - Vehicle Licences (Hackney Carriage)	(65,000)	(65,000)	(62,000)	-4.62 %	
EGA000-I0548 - Fees - Drivers' Tests	(2,000)	(5,000)	(4,000)	100.00 %	
EGA000-I0549 - Fees - Record Transfers	(500)	(500)	(500)	NO CHANGE	
	(151,800)	(158,800)	(153,000)		

**COMMUNITY & CUSTOMER SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

*Prices quoted below are exclusive of VAT*

Description	2019/20 Charge	PRICING STRATEGY				Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY		
<b>Outside Scope for VAT purposes</b>								
<b>Sex Establishment Licence</b>								
Grant of Licence	£529.00	*	✓	*	*	£545.00	3.02 %	
Annual renewal fee	£132.00	*	✓	*	*	£136.00	3.03 %	
<b>Sexual Entertainment Venue Licence</b>								
Application for grant of licence	£629.00	*	✓	*	*	£648.00	3.02 %	
Renewal of licence	£232.00	*	✓	*	*	£239.00	3.02 %	
Major variations (at officer's discretion)	£509.00	*	✓	*	*	£524.00	2.95 %	
Minor variations (at officer's discretion)	£112.00	*	✓	*	*	£115.50	3.13 %	
<b>Skin Piercing</b>								
Operator (each)	£52.50	*	✓	*	*	£54.00	2.86 %	
Premises	£168.00	*	✓	*	*	£173.00	2.98 %	
<b>Animal Welfare Licensing (New applications excl. veterinary fees)</b>								
Day care residential	£161.07	*	✓	*	*	£166.00	3.06 %	
Day care commercial	£207.85	*	✓	*	*	£214.00	2.96 %	
Breeding residential	£181.12	*	✓	*	*	£186.00	2.70 %	
Breeding commercial	£207.85	*	✓	*	*	£214.00	2.96 %	
Home boarding	£161.07	*	✓	*	*	£166.00	3.06 %	
Kennels	£221.22	*	✓	*	*	£228.00	3.07 %	
Cattery	£221.22	*	✓	*	*	£228.00	3.07 %	
Hiring Horses	£241.27	*	✓	*	*	£248.50	3.00 %	
Pet Vending Commercial	£221.22	*	✓	*	*	£228.00	3.07 %	
Pet Vending Small / domestic	£161.07	*	✓	*	*	£166.00	3.06 %	
Exhibiting of Animals Commercial	£221.22	*	✓	*	*	£228.00	3.07 %	
Exhibiting of Animals Domestic	£161.07	*	✓	*	*	£166.00	3.06 %	
<b>Animal Welfare Licensing (renewals excl. veterinary fees)</b>								
Day care residential	£124.31	*	✓	*	*	£128.00	2.97 %	
Day care commercial	£171.09	*	✓	*	*	£176.00	2.87 %	
Breeding residential	£144.36	*	✓	*	*	£148.50	2.87 %	
Breeding commercial	£171.09	*	✓	*	*	£176.00	2.87 %	
Home boarding	£124.31	*	✓	*	*	£128.00	2.97 %	
Kennels	£184.46	*	✓	*	*	£190.00	3.00 %	
Cattery	£184.46	*	✓	*	*	£190.00	3.00 %	
Hiring Horses	£204.51	*	✓	*	*	£210.50	2.93 %	
Pet Vending Commercial	£184.46	*	✓	*	*	£190.00	3.00 %	
Pet Vending Small / domestic	£124.31	*	✓	*	*	£128.00	2.97 %	
Exhibiting of Animals Commercial	£184.46	*	✓	*	*	£190.00	3.00 %	
Exhibiting of Animals Domestic	£124.31	*	✓	*	*	£128.00	2.97 %	
<b>Scrap metal Dealers</b>								
Grant of Licence	£252.00	*	✓	*	*	£260.00	3.17 %	
Renewal of Licence	£196.00	*	✓	*	*	£202.00	3.06 %	
Variation of Licence	£52.00	*	✓	*	*	£53.50	2.88 %	
Change of Name	£52.00	*	✓	*	*	£53.50	2.88 %	
Change of Site	£52.00	*	✓	*	*	£53.50	2.88 %	
<b>A request for a DBS check would be subject to VAT at the Standard rate.</b>								
<b>A request for a DBS check which forms part of a Licence application would be Outside Scope for VAT purposes.</b>								
<b>DBS checks</b>								
Disclosure & Barring Service check for selected licences	£44.00	*	*	*	*	£40.00	-9.09 %	Fee set by Disclosure & Barring Service
Fee charged by processing company.	£8.00	*	✓	*	*	£10.80	35.00 %	Admin Fee set by processing company

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

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
EBL000-I0559 - Motor Salvage Operator	0	0	0	NO CHANGE	
ECE000-I0578 - Skin Piercing / Tattooing	(1,000)	(1,000)	(1,000)	NO CHANGE	
ECJ000-I0502 - Training Course Fees	(5,000)	(5,000)	(5,000)	NO CHANGE	change in demand. Focus on consultancy and other commercial service
ECJ000-I0689 - Food Certificates	(15,000)	(15,000)	(15,000)	NO CHANGE	could change significantly dependent on Brexit
EGA000-I0551 - Fees-Criminal Records Bureau	(8,500)	(8,500)	(7,500)	-11.76 %	reduced external charge now
EGD000-I0558-WJ0108 - Fees - Street Trading - Pavem	(3,000)	(3,000)	(2,500)	-16.67 %	reduced demand
EGE000-I0556 - Other Licences (incl Sex Establishment)	(360)	(360)	(370)	2.78 %	
	(32,860)	(32,860)	(31,370)		

**COMMUNITY & CUSTOMER SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b><u>GAMBLING ACT 2005</u></b>									
<b><u>New applications</u></b>									
Bingo	£886.00	*	✓	*	*	*	£912.00	2.93 %	
Betting (off-course)	£886.00	*	✓	*	*	*	£912.00	2.93 %	
Betting (track)	£886.00	*	✓	*	*	*	£912.00	2.93 %	
Adult Gaming Centre	£886.00	*	✓	*	*	*	£912.00	2.93 %	
Family Entertainment Centre	£886.00	*	✓	*	*	*	£912.00		
Family Entertainment Centre with permit	£300.00	*	✓	*	*	*	£300.00	NO CHANGE	
Licensed Premises Gaming Machine Notification	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Licensed Premises Gaming Machine Notification permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Club Gaming Permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Club Gaming Machine Permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Small society lottery	£40.00	*	*	*	*	✓	£40.00	NO CHANGE	
Prize Gaming Permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
<b><u>Miscellaneous fees</u></b>									
Duplicate licences	£25.00	*	✓	*	*	*	£25.00	NO CHANGE	Already at statutory maximum
Change of circumstances	£50.00	*	✓	*	*	*	£50.00	NO CHANGE	Already at statutory maximum
Provisional statements	£823.00	*	✓	*	*	*	£848.00	3.04 %	
Transfer of licence re-instatement of licence	£886.00	*	✓	*	*	*	£912.00	2.93 %	
Variation of licence	£886.00	*	✓	*	*	*	£912.00	2.93 %	
Change of name of prize gaming or entertainment centre permit	£25.00	*	*	*	*	✓	£25.00	NO CHANGE	
copy of prize gaming or family	£25.00	*	*	*	*	✓	£25.00		
copy of family entertainment centre permit	£15.00	*	*	*	*	✓	£15.00	NO CHANGE	

**COMMUNITY & CUSTOMER SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>GAMBLING ACT 2005</b>									
<b>Annual Fee</b>									
Bingo	£1,051.00	*	✓	*	*	*	£1,000.00	-4.85 %	revised in line with statutory maximum
Betting (off-course)	£475.00	*	✓	*	*	*	£489.00	2.95 %	
Betting (track)	£1,051.00	*	✓	*	*	*	£1,000.00	-4.85 %	revised in line with statutory maximum
Adult Gaming Centre	£1,051.00	*	✓	*	*	*	£1,000.00	-4.85 %	revised in line with statutory maximum
Family Entertainment Centre	£787.00	*	✓	*	*	*	£750.00	-4.70 %	revised in line with statutory maximum
Family Entertainment Centre with permit	£315.00	*	*	*	*	✓	£300.00	-4.76 %	revised in line with statutory maximum
Licensed Premises Gaming Machine Notification	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Licensed Premises Gaming Machine permit	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Club Gaming Permit	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Club Gaming Machine Permit	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Small society lottery	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	
Prize Gaming Permit	£300.00	*	*	*	*	✓	£300.00	NO CHANGE	
<b>Licensing Act 2003</b>									
<b>(Statutory fees)</b>									
<b>Premises Licence/Club Premises Application fees</b>									
Rateable value £0-4300	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Rateable value £ 4301 - £33,000	£190.00	*	*	*	*	✓	£190.00	NO CHANGE	
Rateable value £ 33,001 - £ 87,000	£315.00	*	*	*	*	✓	£315.00	NO CHANGE	
Rateable value £87001 - £125,000	£450.00	*	*	*	*	✓	£450.00	NO CHANGE	
Rateable value £125,001 and above	£635.00	*	*	*	*	✓	£635.00	NO CHANGE	
<b>Premises Licence/Club Premises Annual Fees</b>									
Rateable value £0- £4300	£70.00	*	*	*	*	✓	£70.00	NO CHANGE	
Rateable value £ 4301 - £33,000	£180.00	*	*	*	*	✓	£180.00	NO CHANGE	
Rateable value £ 33,001 - £ 87,000	£295.00	*	*	*	*	✓	£295.00	NO CHANGE	
Rateable value £87001 - £125,000	£320.00	*	*	*	*	✓	£320.00	NO CHANGE	
Rateable value £125,001 and above	£350.00	*	*	*	*	✓	£350.00	NO CHANGE	
Replacement licence	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Application for provisional licence	£315.00	*	*	*	*	✓	£315.00	NO CHANGE	
Change of licence details (name or address)	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Variation of designated premises supervisor	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Transfer of premises licence	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Interim authority notice	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Variation of designated premises supervisor	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Variation of premises	£315.00	*	*	*	*	✓	£315.00	NO CHANGE	
Minor variation of premises	£89.00	*	*	*	*	✓	£89.00	NO CHANGE	
Notification of change of name or club rules	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Change of relevant registered address of club	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Temporary event notice	£21.00	*	*	*	*	✓	£21.00	NO CHANGE	
Replacement temporary event notice	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Application for personal licence	£37.00	*	*	*	*	✓	£37.00	NO CHANGE	
Replacement personal licence	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Notification of change of name etc for personal licence	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Entry on freeholder register	£21.00	*	*	*	*	✓	£21.00	NO CHANGE	

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

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
EGB000-10553 WJ0090 - LA 2003 Prem Lic App Fee	(2,000)	(2,000)	(2,000)	NO CHANGE	
EGB000-10553 WJ0091 - LA 2003 Prem Lic Annual Fee	(74,000)	(74,000)	(75,000)	1.35 %	
EGB000-10553 WJ0092 - LA 2003 Prem Lic Var Fee	(1,000)	(1,000)	(1,000)	NO CHANGE	
EGB000-10553 WJ0093 - LA 2003 Prem Lic Misc Fee	(500)	(500)	(500)	NO CHANGE	
EGB000-10553 WJ0095 - LA 2003 Club Cert Annual Fee	(3,325)	(3,325)	(2,670)	-19.70 %	current premises
EGB000-10553 WJ0098 - LA 2003 Personal Licences App Fee	(500)	(500)	(500)	NO CHANGE	
EGB000-10553 WJ0099 - LA 2003 Personal Licences Misc Fee	(300)	(300)	(300)	NO CHANGE	
EGB000-10553 WJ0100 - LA 2003 Temp Event Notices App Fee	(1,500)	(1,500)	(1,500)	NO CHANGE	
EGC000-10552 - GA 2005 Registration Fees	(1,600)	(1,600)	(1,600)	NO CHANGE	
EGC000-10554 - Fees - Amusement Machines	(800)	(800)	(800)	NO CHANGE	
EGC000-10557 WJ0102 - GA 2005 Adult Gaming Centres	(1,051)	(1,051)	(1,082)	2.95 %	
EGC000-10557 WJ0103 - GA 2005 Betting Shops	(8,500)	(8,500)	(8,075)	-5.00 %	current premises
EGC000-10557 WJ0104 - GA 2005 Clubs	(500)	(500)	(350)	-30.00 %	
EGC000-10557 WJ0106 - GA 2005 Bingo	(1,051)	(1,051)	(1,000)	-4.85 %	
	(96,627)	(96,627)	(96,377)		

**COMMUNITY & CUSTOMER SERVICES**

<b>2020/21 FEES &amp; CHARGES PROPOSED FOR :-</b>
<b>ENVIRONMENTAL HEALTH &amp; LICENSING (continued)</b>

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 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)	£63.00	x	x	✓	x	x	£65.00	3.17 %	
Rats Concession (max 3 visits)	£16.00	x	x	✓	x	x	£16.50	3.13 %	
Rats (repeat visits - not following advice) (max 3 visits)	£105.00	x	x	✓	x	x	£108.00	2.86 %	
Rats (repeat visits, not following advice)(Consession) (max 3 visits)	£32.00	x	x	✓	x	x	£33.00	3.13 %	
Rats HMO (max 3 visits)	£158.00	x	x	✓	x	x	£163.00	3.16 %	
Mice(inside) (max 3 visits)	£63.00	x	x	✓	x	x	£65.00	3.17 %	
Mice(inside) Concession (max 3 visits)	£16.00	x	x	✓	x	x	£16.50	3.13 %	
Mice(inside) (repeat visits - not following advice) (max 3 visits)	£105.00	x	x	✓	x	x	£108.00	2.86 %	
Mice(inside) (repeat visits, not following advice)(Concession) (max 3 visits)	£32.00	x	x	✓	x	x	£33.00	3.13 %	
Mice(inside) HMO (max 3 visits)	£158.00	x	x	✓	x	x	£163.00	3.16 %	
Wasps/Honets Nests									
Single nest	£53.00	x	✓	x	x	x		-5.66 %	Reduction as we are aware that there is greater competition from private companies.
Single nest concession	£26.50	x	x	✓	x	x	£50.00	-5.66 %	
Each additional nest treated at the same time	£16.00	x	✓	x	x	x	£25.00	NO CHANGE	competition
Each additional nest treated at the same time concession	£8.00	x	x	✓	x	x	£16.00	NO CHANGE	competition
Fleas									
Fleas - Upto and inc 3 bed house (per visit)	£89.00	x	x	✓	x	x	£92.00	3.37 %	
>3 bed house	£100.00	x	x	✓	x	x	£103.00	3.00 %	
Concessionary Rate	£23.50	x	x	✓	x	x	£24.00	2.13 %	
>3 bed house	£35.00	x	x	✓	x	x	£36.00	2.86 %	
Fleas - per visit HMO	£210.00	x	✓	x	x	x	£216.00	2.86 %	
Cockroaches									
Cockroaches	£84.00	x	✓	x	x	x	£86.00	2.38 %	
Cockroaches Concession	£42.00	x	x	✓	x	x	£43.00	2.38 %	
Cockroaches HMO	£189.00	x	✓	x	x	x	£195.00	3.17 %	
Bedbugs									
Bed bugs- Upto and inc 3 bed house (per visit)	£105.00	x	✓	x	x	x	£120.00	14.29 %	
>3 beds	£130.00	x	x	✓	x	x	£145.00	11.54 %	
Bed Bugs Concession	£42.00	x	x	✓	x	x	£48.00	14.29 %	
>3 beds	£55.00	x	✓	x	x	x	£60.00	9.09 %	
Bed bugs HMO	£210.00	x	✓	x	x	x	£240.00	14.29 %	
Squirrels(internal only, 3 visits )	£157	x	✓	x	x	x	£160.00	1.91 %	
Glis Glis									
Annual charge	£410			✓			£422.30	3.00 %	
Annual charge concession	£77			✓			£80.00	3.90 %	
Weekly treatment - Daily (mon- Fri)	130						£134.00	3.08 %	
Ants (pharaoh only)									
Ants	£105.00	x	✓	x	x	x	£105.00	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Ants concession	£52.50	x	✓	x	x	x	£52.50	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Other insects (Inside)									
Other insects (Inside)	£105.00	x	✓	x	x	x	£105.00	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Other insects (Inside) Concession	£52.50	x	✓	x	x	x	£52.50	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Advice visit to identify pest.	£30.00	x	✓	x	x	x	£30.00	NO CHANGE	low numbers , keep cost low to encourage ID then treatment rather than book incorrect treatment and have to cancel/refund.
Advice visit to identify pest (Consession).	£15.00	x	✓	x	x	x	£15.00	NO CHANGE	low numbers , keep cost low to encourage ID then treatment rather than book incorrect treatment and have to cancel/refund.

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

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (%)	Comments
<b>FEES &amp; CHARGES</b>					
EFG000-I0562 - Wasps Nests	(8,500)	(8,500)	(7,000)	-17.65 %	Amount fluctuates but £8500 is above average income Commercial income has increased
EFG000-I0563 - Pest Control Contracts	(9,000)	(9,000)	(12,000)	33.33 %	
EFG000-I0565 - Other Pests	(5,000)	(5,000)	(5,150)	3.00 %	
EFG000-I0566 - Animal Fleas	(650)	(650)	(670)	3.08 %	
EFG000-I0567 - Rats & Mice	(12,000)	(12,000)	(12,360)	3.00 %	
	(35,150)	(35,150)	(37,180)		

## COMMUNITY & CUSTOMER SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL HEALTH & LICENSING (continued)

Prices quoted below are exclusive of VAT

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Where an <u>agreement is in place</u> , the charge would be subject to VAT at the Standard rate.									
Where an <u>agreement is NOT in place</u> , the charge would be Outside Scope for VAT purposes.									
<b>STRAY DOGS</b>									
Stray dogs fine (set by statute)	£25.00	x	x	x	x	✓	£25.00	NO CHANGE	
<b>1st Day Kennelling charge &amp; administration</b>	£80.50	x	x	✓	x	x	£83.00	3.11 %	
Concessionary rate	£40.50	x	x	✓	x	x	£41.50	2.47 %	
<b>Additional daily Kennel Charges</b>	£12.00	x	x	✓	x	x	£12.50	4.17 %	
Concessionary rate	£6.00	x	x	✓	x	x	£6.25	4.17 %	

### BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
EFC000-I0555 - Pet/Dog Breeding/Game Dealers	(300)	(300)	(300)	NO CHANGE	
EFC000-I0568 - Income from Kennelling	(2,100)	(2,100)	(1,100)	-47.62 %	Increased microchipping has resulted in less dogs being held in the kennels.
	(2,400)	(2,400)	(1,400)		

**COMMUNITY & CUSTOMER SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL ABANDONED VEHICLES**

*Prices quoted below are exclusive of VAT*

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
<b>ABANDONED VEHICLES (Statutory Charges)</b> (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)									
<b>Removal of vehicle on road not substantially damaged, or 2 wheeled vehicle on or off road</b> equal to or less than 3.5 tonnes	£150.00	*	*	*	*	✓	£150.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£200.00	*	*	*	*	✓	£200.00	NO CHANGE	
exceeding 7.5 tonnes	£350.00	*	*	*	*	✓	£350.00	NO CHANGE	
<b>Removal of vehicle on road substantially damaged excluding 2 wheeled vehicle</b> equal to or less than 3.5 tonnes	£250.00	*	*	*	*	✓	£250.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£650.00	*	*	*	*	✓	£650.00	NO CHANGE	
exceeding 7.5 tonnes *	£2,000.00	*	*	*	*	✓	£2,000.00	NO CHANGE	
<b>Removal of vehicle off road not substantially damaged excluding 2 wheeled vehicle</b> equal to or less than 3.5 tonnes	£200.00	*	*	*	*	✓	£200.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£400.00	*	*	*	*	✓	£400.00	NO CHANGE	
exceeding 7.5 tonnes *	£1,000.00	*	*	*	*	✓	£1,000.00	NO CHANGE	
<b>Removal of vehicle off road substantially damaged excluding 2 wheeled vehicle</b> equal to or less than 3.5 tonnes	£300.00	*	*	*	*	✓	£300.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£850.00	*	*	*	*	✓	£850.00	NO CHANGE	
exceeding 7.5 tonnes *	£3,000.00	*	*	*	*	✓	£3,000.00	NO CHANGE	
<b>Storage charge per day</b> equal to or less than 3.5 tonnes	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£25.00	*	*	*	*	✓	£25.00	NO CHANGE	
exceeding 7.5 tonnes	£30.00	*	*	*	*	✓	£30.00	NO CHANGE	
<b>Destruction / disposal</b> equal to or less than 3.5 tonnes	£75.00	*	*	*	*	✓	£75.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
exceeding 7.5 tonnes unladen	£125.00	*	*	*	*	✓	£125.00	NO CHANGE	
<b>Note:</b> Additional removal charges apply where non standard measures are required to seize and transport vehicles from and across private land to the nearest highway  *unladen weight only									
<b>ABANDONED VEHICLES (Non Statutory Charges)</b> (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)									
<b>Return of seized vehicle - cost per mile</b> equal or less than 3.5 tonnes	£2.40	✓	*	*	*	*	£2.40	NO CHANGE	Fees set in contract with Redcorn.
exceeding 3.5 tonnes less than 7.5 tonnes	£4.45	✓	*	*	*	*	£4.45	NO CHANGE	Fees set in contract with Redcorn.
equal to or exceeding 7.5 tonnes			*	*	*	*			
<b>Private Land</b> Administration Cost to organise AV removal on Private Land.	£102.50	*	✓	*	*	*	£105.00	2.44 %	Recharge/ cost recovery only
Per additional vehicle on same land	£31	*	✓	*	*	*	£32.00	3.23 %	Recharge/ cost recovery only

**BUDGET POSITION SUMMARY - ENVIRONMENTAL ABANDONED VEHICLES**

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21					Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>									
KKB004-I0112 - Sales of Abandoned Vehicles	(1,200)	(1,200)					(1,200)	NO CHANGE	
	(1,200)	(1,200)					(1,200)		



**COMMUNITY & CUSTOMER SERVICES**

<b>2020/21 FEES &amp; CHARGES PROPOSED FOR :-</b>
<b>ENVIRONMENTAL HEALTH &amp; LICENSING (continued)</b>

*Prices quoted below are exclusive of VAT*

Description	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (%)	Comments	
	2019/20 Charge								
<b>Standard rated &amp; exclusive of VAT</b>									
<b>All commercial, non statutory work not listed will be undertaken after provision of a quote and agreeing of a contract.</b>									
<b>Officer charges per hour for carrying out Works in default (no VAT)</b>									
Business Compliance Officer	£51.48	x	✓	x	x	£53.02	3.00 %		
Business development Officer	£51.48	x	✓	x	x	£53.02	3.00 %		
Strategic Project Manager	£51.48	x	✓	x	x	£53.02	3.00 %		
Energy and Renewal Officer	£51.48	x	✓	x	x	£53.02	3.00 %		
Community Safety Coordinator	£51.48	x	✓	x	x	£53.02	3.00 %		
Assistant Licensing Officer	£42.63	x	✓	x	x	£43.91	3.00 %		
Licensing Officer	£46.94	x	✓	x	x	£48.35	3.00 %		
Support Officer	£42.63	x	✓	x	x	£43.91	3.00 %		
Support Team Co-ordinator	£42.63	x	✓	x	x	£43.91	3.00 %		
Environmental Health Technical Officer	£42.63	x	✓	x	x	£43.91	3.00 %		
Senior Environmental Crime Officer	£51.48	x	✓	x	x	£53.02	3.00 %		
Environmental Crime Officer	£46.94	x	✓	x	x	£48.35	3.00 %		
Town Enforcement Officer	£42.63	x	✓	x	x	£43.91	3.00 %		
Environmental Health Officer	£51.48	x	✓	x	x	£53.02	3.00 %		
Environmental Health Manager	£60.70	x	✓	x	x	£62.52	3.00 %		
Section Head	£65.48	x	✓	x	x	£67.44	3.00 %		
<b>Report for solicitor / victim for use in legal action / claim (such as health &amp; safety reports, noise nuisance, reports etc).</b>									
Work as above Amount to be submitted with request	hourly rate as above	x	✓	x	x				
<b>List of authorised processes and other pollution registers</b>									
10p per photocopy		x	✓	x	x	£0.10	NO CHANGE		
Hard copy of Food Premises Register	10p per photocopy	x	✓	x	x	£0.10	NO CHANGE		
Hard copy of Licensed HMO Public Register	10p per photocopy	x	✓	x	x	£0.10	NO CHANGE		
(Where allowed by law) per single sheet of A4 paper	10p per photocopy	x	✓	x	x	£0.10	NO CHANGE		
<b>More complex work</b>									
Probably including active date gathering, site visits, interviews etc. Minimum charge first two hours where additional time charged in 15 minute blocks - only where not covered by FOI Act. Amount to be submitted with request	As per officer charges above plus 10p per photocopy	x	✓	x	x	£0.10	NO CHANGE		
<b>Environmental Information Requests</b>									
EIR Request (Per hour)	£69.00	x	✓	x	x	£70.00	1.45 %		
<b>Housing standards inspection for immigration purposes</b>									
(customer has the choice to use either the local authority or the private sector)									
Standard Service (within 10 days)	£162.00	x	✓	x	x	£162.00	NO CHANGE		
Priority Service (within 3 days)	£263.00	✓	x	x	x	£263.00	NO CHANGE		
<b>Exempt for VAT purposes</b>									
Level 2 Award in Food Safety in Catering Candidate Fee	£65.00	✓	x	x	x	£50.00	-23.08 %		
<b>Outside Scope for VAT purposes</b>									
Food Export Certificate	£44.00	x	✓	x	x	£45.50	3.41 %		
Food Hygiene Rating Scheme re-assessment charge	£125.00	x	✓	x	x	£170.00	36.00 %		
<b>Houses in Multiple Occupation (HMO)</b>									
Fast track process licensing application for new or renewals. ( within 5 days )	£307.00	✓	x	x	x	£316.00			
<b>HMO Licensing New Application Fee</b>									
£1,172.00		x	✓	x	x	£1,207.00	2.99 %		
Concessionary rate for Charities (20% discount)	£937.00		✓			£965.00	2.99 %		
<b>HMO Licensing Renewal Application Fee</b>									
£975.00		x	✓	x	x	£1,004.00	2.97 %		
Concessionary rate for Charities (20% discount)	£780.00		✓			£803.00	2.95 %		
<b>HMO Assisted Licence Application Fee</b>									
£272.00		x	✓	x	x	£280.00	2.94 %		
Extra copy of HMO licence document (where release agreed/requested by landlord)	£27.00	x	✓	x	x	£28.00	3.70 %		
<b>HMO Survey - 2 storey or less</b>									
£371.00	✓	x	x			£382.00	2.96 %		
<b>HMO Survey - 3 storey</b>									
£548.00	✓	x	x			£564.00	2.92 %		
<b>Rental Housing Condition Survey</b>									
£321.00	✓	x	x			£331.00	3.12 %		
<b>Housing Enforcement Charges</b>									
Charge to cover expenses if an enforcement notice is served under the Housing Act 2004	£262.00	x	✓	x	x	£270.00	3.05 %		

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

Income Code & Description	Original Budget 2019/20	2020/21				Proposed Budget 2020/21	Annual Increase / Decrease (%)	Comments
<b>FEES &amp; CHARGES</b>								
ECE000-10537 - Health & Safety - Miscellaneous Fees	(4,500)	##				(10,000)	122.22 %	additional income from primary authority contracts
EDC000-10504 - Inspection Fees	(5,000)	##				(3,500)	-30.00 %	
EDC000-10631 - Income HMO Registration Fees	(15,596)	##				(15,964)	-3.41 %	
EDD000-10572 - Fees-EPA 1990	(4,000)	##				(12,000)	200.00 %	Now includes TRDC EPA income.
EDH000-10501 - Envirocrime - Fixed Penalty Notice	(5,000)	##				(5,000)	NO CHANGE	
	(34,096)	##				(45,564)		

## COMMUNITY & CUSTOMER SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :- INFORMATION UNIT & CUSTOMER SERVICES

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
Street Naming and Numbering :- Change to existing property <u>New Build</u>	£110.00	✓	✗	✗	✗	✗	£125.00	13.64 %	
1 Plot	£110.00	✓	✗	✗	✗	✗	£125.00	13.64 %	
For each additional plot/unit	£30.00						£40.00	33.33 %	
New street name and postal numbers for a new development	£500.00 fee for street name plus postal nos based on nos of plots shown above	✓	✗	✗	✗	✗	£550.00	10.00 %	
Existing property - registration of property details with Royal Mail and / or utility companies	£110.00 per	✓	✗	✗	✗	✗	£125.00	13.64 %	
Renaming a street at the request of residents	£500.00 plus	✓	✗	✗	✗	✗	£600.00	20.00 %	
<b>GIS system search</b> (when operational) with letter amount to be submitted with request	£200.00	✗	✓	✗	✗	✗	£200.00	NO CHANGE	

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

Income Code & Description	<u>Original Budget 2019/20</u>	<u>Latest Budget 2020/19</u>	<u>Proposed Budget 2020/19</u>	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
ADW000-I0536 - Miscellaneous Charges	(12,500)	(12,500)	(12,500)	NO CHANGE	
	(12,500)	(12,500)	(12,500)		

**COMMUNITY & CUSTOMER SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-  
HOUSING**

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
Average weekly hostel rents and service charges	£167.50	*	✓	*	*	*	£167.50	NO CHANGE	Managed dwelling rent varies on the unit size. £214.06 is the average taking all the rents adding together and dividing by the number of units. We have an extra 4 bed and 5 bed unit this year so their rents are higher, which increases the average. The actual amount paid per units type has not changed. For B&B& Nightly lets B&B is set at £167.50, nightly let rents vary on location and size of unit however we have none in uses.
Managed dwelling rents	£130.94	*	✓	*	*	*	£214.06	63.48 %	
Bed & Breakfast/Nightly let weekly Charge	£178.50	*	✓	*	*	*	£167.50	-6.16 %	

**BUDGET POSITION SUMMARY - HOUSING**

Income Code & Description	Original Budget 2019/20	2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>LAND &amp; PROPERTY BASED CHARGES</b>					
JWP000-I0901- Rent - WJ0316 - Hostels & Dwellings	(445,285)	##	(415,468)	-6.70 %	Annual rent roll £603,440.24. New contract sees managing agent keep 8.2 % not 5% giving WBC 91.8% = £553,958.14. Currently we have 50% voids so only get half that, however we expect Tibble Close to be filled by complex need project in May 2020 which will reduce voids to 25%. This has been factored into the 20/21 budget
	(445,285)	##	(415,468)		

# PLANNING SERVICES

## 2020/21 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	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
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 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
<b>Longspring</b>					
KFB000-10623 - Income-Parking Fees	(34,000)	(34,000)	(34,000)	NO CHANGE	
<b>The Avenue</b>					
KFC000-10623 - Income-Parking Fees	(127,000)	(127,000)	(127,000)	NO CHANGE	
KFC000-10624 - Income-Season Tickets	(10,000)	(10,000)	(10,000)	NO CHANGE	
<b>Town Hall</b>					
BEA001-10623 - Income-Parking Fees (Staff)	(20,000)	(20,000)	(20,000)	NO CHANGE	
KFD000-10623 - Income-Parking Fees	(40,000)	(40,000)	(40,000)	NO CHANGE	
<b>Controlled Parking Zone</b>					
HDR000-10620 - Permit Charges	(265,000)	(265,000)	(265,000)	NO CHANGE	
HDR000-10621 - Pay & Display Receipts	(475,000)	(475,000)	(475,000)	NO CHANGE	
HDR000-10623 - Income - Parking Fees	(50,000)	(50,000)	(50,000)	NO CHANGE	
HDR000-10683 - Penalty Charges	(550,000)	(550,000)	(550,000)	NO CHANGE	
HDR001-10622 WJ0134 - Dacorum Borough Council (Net)	(15,200)	(15,200)	(15,200)	NO CHANGE	
HDR002-10622 WJ0082 - TRDC (Net)	(65,700)	(65,700)	(65,700)	NO CHANGE	
	(1,651,900)	(1,651,900)	(1,651,900)		

**PLANNING SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-**  
**BUILDING CONTROL**

Description	2019/20 Charge	PRICING STRATEGY				Proposed 2020/21 Charge	Annual Increase / Decrease (+) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Standard rated & exclusive of VAT								
<b><u>BUILDING CONTROL FEES (TABLE 1)</u></b>								
<b><u>FULL PLANS</u></b>								
<b><u>New Dwellings</u></b>								
1 new dwelling								
Plan Fee	£370.00	✓	✱	✱	✱	£370.00	NO CHANGE	
Inspection Fee	£525.00	✓	✱	✱	✱	£525.00	NO CHANGE	
2 new dwellings								
Plan Fee	£420.00	✓	✱	✱	✱	£420.00	NO CHANGE	
Inspection Fee	£680.00	✓	✱	✱	✱	£680.00	NO CHANGE	
3 new dwellings								
Plan Fee	£470.00	✓	✱	✱	✱	£470.00	NO CHANGE	
Inspection Fee	£760.00	✓	✱	✱	✱	£760.00	NO CHANGE	
4 new dwellings								
Plan Fee	£630.00	✓	✱	✱	✱	£630.00	NO CHANGE	
Inspection Fee	£1,115.00	✓	✱	✱	✱	£1,115.00	NO CHANGE	
Conversion of dwelling into 2 flats								
Plan Fee	£370.00	✓	✱	✱	✱	£370.00	NO CHANGE	
Inspection Fee	£520.00	✓	✱	✱	✱	£520.00	NO CHANGE	
Conversion of dwelling into 3 flats								
Plan Fee	£470.00	✓	✱	✱	✱	£470.00	NO CHANGE	
Inspection Fee	£655.00	✓	✱	✱	✱	£655.00	NO CHANGE	
Conversion of dwelling into 4 flats								
Plan Fee	£630.00	✓	✱	✱	✱	£630.00	NO CHANGE	
Inspection Fee	£825.00	✓	✱	✱	✱	£825.00	NO CHANGE	
Fees for additional dwellings are based on volumes built								
<b><u>BUILDING CONTROL FEES (TABLE 2)</u></b>								
<b><u>FULL PLANS</u></b>								
<b><u>Domestic Extensions</u></b>								
Extension - Internal floor area under 10m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£370.00	✓	✱	✱	✱	£370.00	NO CHANGE	
Extension - Over 10m <sup>2</sup> and under 40m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£515.00	✓	✱	✱	✱	£515.00	NO CHANGE	
Extension - Over 40m <sup>2</sup> and under 100m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£630.00	✓	✱	✱	✱	£630.00	NO CHANGE	
Loft Conversion under 40m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£440.00	✓	✱	✱	✱	£440.00	NO CHANGE	
Loft Conversion over 40m <sup>2</sup> under 100m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£515.00	✓	✱	✱	✱	£515.00	NO CHANGE	
<b><u>DETACHED GARAGE OR CAR PORT</u></b>								
Internal floor area below 40m <sup>2</sup>								
Plan Fee	£210.00	✓	✱	✱	✱	£210.00	NO CHANGE	
Internal floor area over 40m <sup>2</sup> and under 100m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£260.00	✓	✱	✱	✱	£260.00	NO CHANGE	
Garage Conversion								
Plan Fee	£210.00	✓	✱	✱	✱	£210.00	NO CHANGE	
Inspection Fee	£160.00	✓	✱	✱	✱	£160.00	NO CHANGE	
Upgrading thermal elements								
Plan Fee	£80.00	✓	✱	✱	✱	£80.00	NO CHANGE	
Inspection Fee	£130.00	✓	✱	✱	✱	£130.00	NO CHANGE	
Alterations up to £5000								
Plan Fee	£105.00	✓	✱	✱	✱	£105.00	NO CHANGE	
Inspection Fee	£130.00	✓	✱	✱	✱	£130.00	NO CHANGE	
Alterations over £5000 up to 20,000								
Plan Fee	£105.00	✓	✱	✱	✱	£105.00	NO CHANGE	
Inspection Fee	£290.00	✓	✱	✱	✱	£290.00	NO CHANGE	
Installation of replacement windows								
Plan Fee	£80.00	✓	✱	✱	✱	£80.00	NO CHANGE	
Inspection Fee	£110.00	✓	✱	✱	✱	£110.00	NO CHANGE	
Electrical works (test by consultant)								
Test Fee	£340.00	✓	✱	✱	✱	£340.00	NO CHANGE	
<b><u>BUILDING CONTROL FEES (TABLE 3)</u></b>								
<b><u>Non-domestic extensions (institutional)</u></b>								
Extension - Internal floor area under 10m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£370.00	✓	✱	✱	✱	£370.00	NO CHANGE	
Extension - Over 10m <sup>2</sup> and under 40m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£600.00	✓	✱	✱	✱	£600.00	NO CHANGE	
Extension - Over 40m <sup>2</sup> and under 100m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£705.00	✓	✱	✱	✱	£705.00	NO CHANGE	
Upgrading thermal elements								
Plan Fee	£210.00	✓	✱	✱	✱	£210.00	NO CHANGE	
Inspection Fee	£220.00	✓	✱	✱	✱	£220.00	NO CHANGE	
Internal alterations under £5000								
Plan Fee	£210.00	✓	✱	✱	✱	£210.00	NO CHANGE	
Inspection Fee	£600.00	✓	✱	✱	✱	£600.00	NO CHANGE	
Internal alterations over £5000 up to £10,000								
Plan Fee	£210.00	✓	✱	✱	✱	£210.00	NO CHANGE	
Inspection Fee	£220.00	✓	✱	✱	✱	£220.00	NO CHANGE	
<b><u>BUILDING CONTROL FEES (TABLE 3)</u></b>								
<b><u>Non-domestic extensions (industrial)</u></b>								
Extension - Internal floor area under 10m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£325.00	✓	✱	✱	✱	£325.00	NO CHANGE	
Extension - Over 10m <sup>2</sup> and under 40m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£435.00	✓	✱	✱	✱	£435.00	NO CHANGE	
Extension - Over 40m <sup>2</sup> and under 100m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£605.00	✓	✱	✱	✱	£605.00	NO CHANGE	
Upgrading thermal elements								
Plan Fee	£210.00	✓	✱	✱	✱	£210.00	NO CHANGE	
Inspection Fee	£220.00	✓	✱	✱	✱	£220.00	NO CHANGE	
Internal alterations under £5000								
Plan Fee	£210.00	✓	✱	✱	✱	£210.00	NO CHANGE	
Inspection Fee	£600.00	✓	✱	✱	✱	£600.00	NO CHANGE	
Internal alterations over £5000 up to £10,000								
Plan Fee	£210.00	✓	✱	✱	✱	£210.00	NO CHANGE	
Inspection Fee	£220.00	✓	✱	✱	✱	£220.00	NO CHANGE	
Window, door, shopfront replacement								
Plan Fee	£210.00	✓	✱	✱	✱	£210.00	NO CHANGE	
Inspection Fee	£115.00	✓	✱	✱	✱	£115.00	NO CHANGE	
Installation of a mezzanine floor up 100m <sup>2</sup>								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£380.00	✓	✱	✱	✱	£380.00	NO CHANGE	
Shop refurbishment under £15000								
Plan Fee	£235.00	✓	✱	✱	✱	£235.00	NO CHANGE	
Inspection Fee	£275.00	✓	✱	✱	✱	£275.00	NO CHANGE	
Fees for domestic alterations are subject to floor area and type of construction								
Administrative fees associated with S106 agreements :-								
Minor Works	£370.00	✓	✱	✱	✱	£370.00	NO CHANGE	
Major Works	£525.00	✓	✱	✱	✱	£525.00	NO CHANGE	
With contribution to healthcare	£105.00	✓	✱	✱	✱	£105.00	NO CHANGE	

**BUDGET POSITION SUMMARY - BUILDING CONTROL**

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (+) %	Comments
GCA000-I0104 - Publications / Copy Documents	(1,000)	(1,000)	(1,000)	NO CHANGE	
<b>FEES &amp; CHARGES</b>					
GCA000-I0503 - Building Regulation-Application Fees	(160,000)	(160,000)	(160,000)	NO CHANGE	
GCA000-I0504 - Inspection Fees	(120,000)	(120,000)	(120,000)	NO CHANGE	
GCA000-I0518 - Building Regs - Regularisation	(7,000)	(7,000)	(7,000)	NO CHANGE	
GCA000-I0519 - Building Control Partnership	(4,000)	(4,000)	(4,000)	NO CHANGE	
<b>Building Control</b>	<b>(291,000)</b>	<b>(291,000)</b>	<b>(291,000)</b>		

**PLANNING SERVICES**

<b>2020/21 FEES &amp; CHARGES PROPOSED FOR :-</b>	
<b>DEVELOPMENT CONTROL</b>	

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>DEVELOPMENT CONTROL FEES</b>									
<b>OPERATIONS</b>									
<b>Outline applications</b> for development in Categories 1,2 & 3									
a) where the site area does not exceed 2.5 hectares	£462 per 0.1 hectare	x	x	x	x	✓	£462 per 0.1 hectare	NO CHANGE	
b) where the site area exceeds 2.5 hectares - □ see below	£11,432.40	x	x	x	x	✓	£11,432.40	NO CHANGE	
□ - Indicates a further charge for each additional 0.1 hectare in excess of 2.5 hectares	£138.00	x	x	x	x	✓	£138.00	NO CHANGE	
<b>Category 1 - New dwellings</b>									
a) where the no of dwellings created is 50 or fewer	462 per dwelling	x	x	x	x	✓	462 per dwelling	NO CHANGE	
a) where the no of dwellings created is more than 50 - ● see below	£22,858.80	x	x	x	x	✓	£22,858.80	NO CHANGE	
● - Indicates a further charge for each dwelling in excess of 50	£138.00	x	x	x	x	✓	£138.00	NO CHANGE	
<b>Category 2 - Erection of buildings</b> except those in Categories 1,3,4,5 or 7									
a) where no floorspace is to be created	£234.00	x	x	x	x	✓	£234.00	NO CHANGE	
b) where the gross floorspace does not exceed 40m <sup>2</sup>	£234.00	x	x	x	x	✓	£234.00	NO CHANGE	
c) where the gross floorspace exceeds 40m <sup>2</sup> but not 75m <sup>2</sup>	£462.00	x	x	x	x	✓	£462.00	NO CHANGE	
d) where the gross floorspace exceeds 75m <sup>2</sup> but not 3750m <sup>2</sup>	£462 per 75 sqm	x	x	x	x	✓	£462 per 75 sqm	NO CHANGE	
e) where the gross floorspace exceeds 3750m <sup>2</sup> - ❖ see below	£22,858.80	x	x	x	x	✓	£22,858.80	NO CHANGE	
❖ - Indicates a further charge for each 75m <sup>2</sup> in excess of 3750m <sup>2</sup>	£138.00	x	x	x	x	✓	£138.00	NO CHANGE	
<b>Category 3 - Agricultural buildings</b> except glasshouses									
a) where gross floorspace does not exceed 465 m <sup>2</sup>	£96.00	x	x	x	x	✓	£96.00	NO CHANGE	
b) where gross floorspace exceeds 465m <sup>2</sup> but < 540m <sup>2</sup>	£462.00	x	x	x	x	✓	£462.00	NO CHANGE	
c) where gross floorspace exceeds 540m <sup>2</sup> but < 4215m <sup>2</sup>	£462 for first 520 sqm plus	x	x	x	x	✓	£462 for first 520 sqm plus	NO CHANGE	
	plus						plus	NO CHANGE	
	£462.00 each extra 75 sq m	x	x	x	x	✓	£462.00	NO CHANGE	
d) where gross floorspace exceeds 4215m <sup>2</sup> - ► see below	£22,858.80	x	x	x	x	✓	£22,858.80	NO CHANGE	
► - Indicates a further charge for each 75m <sup>2</sup> in excess of 4215m <sup>2</sup>	£138.00	x	x	x	x	✓	£138.00	NO CHANGE	
<b>Category 4 - Glasshouses</b>									
a) where gross floorspace does not exceed 465 m <sup>2</sup>	£96.00	x	x	x	x	✓	£96.00	NO CHANGE	
b) where gross floorspace exceeds 465m <sup>2</sup>	£2,580.00	x	x	x	x	✓	£2,580.00	NO CHANGE	
<b>Category 5 - Erection, alteration or replacement of plant or machinery</b>									
a) where the site area does not exceed 5 hectares	£462.00 per 0.1 hectare	x	x	x	x	✓	£462.00 per 0.1 hectare	NO CHANGE	
b) where the site area exceeds 5 hectares - ▲ see below	£22,858.80	x	x	x	x	✓	£22,858.80	NO CHANGE	
▲ - Indicates a further charge for each 0.1 hectare in excess of 5 hectares	£138.00	x	x	x	x	✓	£138.00	NO CHANGE	
<b>Category 6 - Enlargement, improvement or other alteration of existing dwellings</b>									
a) where the application relates to 1 dwelling	£206.40	x	x	x	x	✓	£206.40	NO CHANGE	
b) where the application relates to 2 or more dwellings	£406.80	x	x	x	x	✓	£406.80	NO CHANGE	
<b>Category 7 - Operations within the curtilage of an exiting dwelling</b> for purposes ancillary to the enjoyment of the dwelling, including the erection or construction of gates, fences, walls or other means of enclosure along the boundary of the curtilage	£206.40	x	x	x	x	✓	£206.40	NO CHANGE	
<b>Category 8 - Construction of car parks, service roads and other means of access</b> on land used for the purpose of a single undertaking, where the development is required for a purpose incidental to the existing use of land	£234.00	x	x	x	x	✓	£234.00	NO CHANGE	
<b>Category 9 - Operations connected with exploratory drilling</b> for oil or natural gas									
a) where the site area does not exceed 7.5 hectares	£462.00 per 0.1 hectare	x	x	x	x	✓	£462.00 per 0.1 hectare	NO CHANGE	
b) where the site area exceeds 7.5 hectares - ◀ see below	£34,500.00	x	x	x	x	✓	£34,500.00	NO CHANGE	
◀ - Indicates a further charge for each 0.1 hectare in excess of 7.5 hectares	£138.00	x	x	x	x	✓	£138.00	NO CHANGE	
<b>Category 10 - Other operations</b> not within Categories 1-9									
a) in cases of mining extraction									
i) where the site area does not exceed 15 hectares	£234.00 per 0.1 hectare	x	x	x	x	✓	£234.00 per 0.1 hectare	NO CHANGE	
ii) where the site area exceeds 15 hectares - ▼ see below	£34,934.40	x	x	x	x	✓	£34,934.40	NO CHANGE	
▼ - Indicates a further charge for each 0.1 hectare in excess of 15 hectares	£138.00	x	x	x	x	✓	£138.00	NO CHANGE	
b) in any other case	£234.00 per hectare	x	x	x	x	✓	£234.00 per hectare	NO CHANGE	

# PLANNING SERVICES

## 2020/21 FEES & CHARGES PROPOSED FOR :- DEVELOPMENT CONTROL (continued)

Description	2019/20 Charge	PRICING STRATEGY				Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY		
<b>Outside Scope for VAT purposes</b>								
<b>DEVELOPMENT CONTROL FEES</b>								
<b>OPERATIONS (Continued)</b>								
<b>Category 11 - Change of use of a building to residential</b>								
a) from an existing dwelling	£492.00 for each additional dwelling	x	x	x	x	✓	£492.00 for each additional dwelling	NO CHANGE
i) to 2 to 50 dwellings	£22,858.80	x	x	x	x	✓	£22,858.80	NO CHANGE
ii) to more than 50 dwellings - ♦ see below	£138.00	x	x	x	x	✓	£138.00	NO CHANGE
♦ - Indicates a further charge for each dwelling in excess of 50								
b) from a building other than a dwelling	£462.00 per dwelling	x	x	x	x	✓	£462.00	NO CHANGE
i) up to 50 dwellings	£22,858.80	x	x	x	x	✓	£22,858.80	NO CHANGE
ii) to more than 50 dwellings - ♦ see below	£138.00	x	x	x	x	✓	£138.00	NO CHANGE
♦ - Indicates a further charge for each dwelling in excess of 50								
<b>Category 12 - Use of land for disposal of refuse or waste materials or as open mineral storage</b>								
a) where the site area does not exceed 15 hectares	£234.00 per 0.1 hectare	x	x	x	x	✓	£234.00 per 0.1 hectare	NO CHANGE
b) where the site area exceeds 15 hectares - — see below	£34,934.40	x	x	x	x	✓	£34,934.40	NO CHANGE
— - Indicates a further charge for each 0.1 hectare in excess of 15 hectares	£138.00	x	x	x	x	✓	£138.00	NO CHANGE
<b>Category 13 - Material change of use except one falling within Categories 11 and 12</b>	£462.00	x	x	x	x	✓	£462.00	NO CHANGE
<b>ADVERTISEMENTS</b>								
<b>Category 14 - Advertisement relating to business on the premises</b>	£132.00	x	x	x	x	✓	£132.00	NO CHANGE
<b>Category 15 - Advance directional sign</b>	£132.00	x	x	x	x	✓	£132.00	NO CHANGE
<b>Category 16 - All other advertisements</b>	£462.00	x	x	x	x	✓	£462.00	NO CHANGE
<b>DETERMINATIONS</b>								
<b>Category 17 - Prior approval</b>								
a) agricultural or forestry buildings	£96.00	x	x	x	x	✓	£96.00	NO CHANGE
b) demolition of buildings	£96.00	x	x	x	x	✓	£96.00	NO CHANGE
c) telecommunications installations	£462.00	x	x	x	x	✓	£462.00	NO CHANGE
d) development involving a material change of use	£96.00	x	x	x	x	✓	£96.00	NO CHANGE
e) development involving a material change of use and building operations in connection with that change of use	£206.40	x	x	x	x	✓	£206.40	NO CHANGE
<b>ALTERATION OF PERMISSION</b>								
<b>Category 18 - Variation of condition</b>	£234.00	x	x	x	x	✓	£234.00	NO CHANGE
<b>Category 19 - Non material amendment</b>								
a) householder development	£33.60	x	x	x	x	✓	£33.60	NO CHANGE
b) other development	£234.00	x	x	x	x	✓	£234.00	NO CHANGE
<b>COMPLIANCE WITH CONDITIONS</b>								
<b>Category 20 - Confirmation of compliance with conditions</b>								
a) relating to development within Categories 6 and 7	£33.60 per request	x	x	x	x	✓	£33.60	NO CHANGE
b) relating to any other development	£116.40 per request	x	x	x	x	✓	£116.40	NO CHANGE
<b>RENEWAL OF PLANNING PERMISSION</b>								
<b>Category 21 - Renewal of planning permission where the development has not commenced</b>								
a) householder development	£68.40	x	x	x	x	✓	£68.40	NO CHANGE
b) major development	£690.00	x	x	x	x	✓	£690.00	NO CHANGE
c) other development	£234.00	x	x	x	x	✓	£234.00	NO CHANGE
<b>LAWFUL DEVELOPMENT</b>								
<b>Category 22 - Lawful Development Certificate</b>								
a) for an existing use of land or operational development	Same fee for an equivalent planning application	x	x	x	x	✓	Same fee for an equivalent planning application	NO CHANGE
b) for non compliance with a condition	£234.00	x	x	x	x	✓	£234.00	NO CHANGE
c) for a proposed use of land or operational development	Half fee of an equivalent planning application	x	x	x	x	✓	Half fee of an equivalent planning application	NO CHANGE
<b>APPROPRIATE ALTERNATIVE DEVELOPMENT</b>								
<b>Category 23 - Certificate of appropriate alternative development</b>	£234.00	x	x	x	x	✓	£234.00	NO CHANGE
<b>CONCESSION FEES AND EXEMPTIONS</b>								
a) reserved matters application where the applicant's earlier reserved matters applications have incurred total fees at least equal to the fee payable for a reserved matters application for the entire scheme	£462.00	x	x	✓	x	✓	£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	x	x	x	✓	✓	Free of charge	NO CHANGE
c) alterations to public buildings in order to provide access for people with disabilities	Free of charge	x	x	x	✓	✓	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	x	x	x	✓	✓	Free of charge	NO CHANGE

**PLANNING SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-**  
**DEVELOPMENT CONTROL (continued)**

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>DEVELOPMENT CONTROL FEES</b>									
<b>CONCESSION FEES AND EXEMPTIONS (Continued)</b>									
e) a revised or new application for development of the same character or description submitted within 12 months of the refusal or withdrawal of an earlier application or within 12 months of the expiry of the statutory 8 week period where the applicant has appealed on grounds of 'non determination'	Free of charge	*	*	*	✓	✓	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	*	*	*	✓	✓	Free of charge	NO CHANGE	
g) application for listed building consent or conservation area consent	Free of charge	*	*	*	✓	✓	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	*	*	✓	*	✓	£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	*	*	*	✓	✓	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	*	*	*	✓	✓	Free of charge	NO CHANGE	
<b>Standard rated &amp; inclusive of VAT</b>									
<b>DEVELOPMENT CONTROL FEES</b>									
<b>PRE APPLICATION ADVICE</b>									
<b>CATEGORY 1 covers :-</b>									
a) 75 or more residential units	£9,000.00	*	✓	*	*	*	£9,000.00	NO CHANGE	
<b>CATEGORY 2 covers :-</b>									
a) 50 - 74 residential units	£6,000.00	*	✓	*	*	*	£6,000.00	NO CHANGE	
b) 5,000 sq m or more of commercial floorspace									
<b>CATEGORY 3 covers :-</b>									
a) 25 or more residential units or where the site area exceeds 1 hectare	£4,500.00	*	✓	*	*	*	£4,500.00	NO CHANGE	
b) 2000 sq m or more of commercial floorspace									
c) mixed use developments on a site exceeding one hectare									
d) development requiring an EIA									
e) planning brief									
f) master planning exercise									
<b>CATEGORY 4 covers :-</b>									
a) from 10 to 24 residential units or where the site area is 0.5 hectare to 1 hectare	£2,500.00	*	✓	*	*	*	£2,500.00	NO CHANGE	
b) from 1000 sq m to 1999 sq m of commercial floorspace									
c) mixed use developments on a site between 0.5 hectare and 1 hectare									
d) change of use of land or buildings involving 500 sq m or more									
<b>CATEGORY 5 covers :-</b>									
a) less than 10 residential units or where the site area is less than 0.5 hectare	£500.00	*	✓	*	*	*	£500.00	NO CHANGE	
b) from 100 sq m to 999 sq m of commercial floorspace									
c) mixed use developments on a site less than 0.5 hectare									
d) advertisement consent									
e) telecommunications proposals									
<b>CATEGORY 6 covers :-</b>									
a) householder proposals	£100.00	*	*	*	✓	*	£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

### 2020/21 FEES & CHARGES PROPOSED FOR :- DEVELOPMENT CONTROL (continued)

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; inclusive of VAT</b>									
<b>DEVELOPMENT CONTROL FEES</b> <b>PRE APPLICATION ADVICE (Continued)</b>									
N.B. If a pre-application advice request is withdrawn prior to the preparation of a written response, half of the charge that has been paid will be refunded.									

### BUDGET POSITION SUMMARY - DEVELOPMENT CONTROL

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

**PLANNING SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-**

**LAND CHARGES**

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Residential Search	£80.00	*	✓	*	*	*	£80.00	NO CHANGE	
Commercial Search	£150.00	*	✓	*	*	*	£150.00	NO CHANGE	
Con 29 optional enquiry	£7.50	*	✓	*	*	*	£7.50	NO CHANGE	
Additional enquiry (E.G. Solicitor)	£10.00	*	✓	*	*	*	£10.00	NO CHANGE	
Enquiry by letter	£14.50	*	✓	*	*	*	£14.50	NO CHANGE	
Additional parcel of land	£13.50	*	✓	*	*	*	£13.50	NO CHANGE	
Question 22 enquiry	£16.59	*	✓	*	*	*	£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	*	✓	*	*	*	£67.00	NO CHANGE	
2. Filing a definitive certificate of the Lands Tribunal under rule 10(3)	£2.50	*	✓	*	*	*	£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	*	✓	*	*	*	£7.00	NO CHANGE	
4. Inspection of documents filed under rule 10 in respect of each parcel of land	£2.50	*	✓	*	*	*	£2.50	NO CHANGE	
5. Personal search in the whole or in part of the register	£0.00	*	*	*	✓	*	£0.00		
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	*	*	*	✓	*	£0.00		
5a. Enhanced personal search service	£13.00	*	✓	*	*	*	£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	*	✓	*	*	*	£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	*	✓	*	*	*	£13.00	NO CHANGE	
(ii) and in any other case (previous statutory fee £6)	£13.00	*	✓	*	*	*	£13.00	NO CHANGE	
In respect of each additional parcel of land (previous statutory fee £1)	£4.00	*	✓	*	*	*	£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	*	✓	*	*	*	£1.50	NO CHANGE	

**BUDGET POSITION SUMMARY - LAND CHARGES**

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

**LEGAL AND PROPERTY SERVICES**

**2020/21 FEES & CHARGES PROPOSED FOR :-  
TOWN HALL FACILITIES**

Description	PMO	NPMO	PRICING STRATEGY					PROFIT MAKING ORGS (PMO)		NON PROFIT MAKING ORGS (NPMO)		Comments
	2019/20		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY	Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Proposed 2020/21 Charge	Annual Increase / Decrease %	
<b>Exempt from VAT</b>												
<b>COMMITTEE ROOM 1 (16 seats)</b>												
1-3 Hours	£108.00	£0.00	*	*	✓	✓	*	£108.00	NO CHANGE	£0.00	NO CHANGE	
Each additional hour (Weekend bookings will incur an additional charge)	£36.00	£0.00	*	*	✓	✓	*	£36.00	NO CHANGE	£0.00	NO CHANGE	
<b>COMMITTEE ROOM 2 (24 seats)</b>												
1-3 Hours	£138.50	£0.00	*	*	✓	✓	*	£138.50	NO CHANGE	£0.00	NO CHANGE	
Each additional hour (Weekend bookings will incur an additional charge)	£46.50	£0.00	*	*	✓	✓	*	£46.50	NO CHANGE	£0.00	NO CHANGE	
<b>COUNCIL CHAMBER (44 seats)</b> (Refreshments are not permitted in the Council Chamber)												
1-3 Hours	£169.00	£0.00	*	*	✓	✓	*	£169.00	NO CHANGE	£0.00	NO CHANGE	
Each additional hour (Weekend bookings will incur an additional charge)	£56.50	£0.00	*	*	✓	✓	*	£56.50	NO CHANGE	£0.00	NO CHANGE	
<b>TRAINING ROOM 1 (20 seats)</b>												
1-3 Hours	£108.00	£0.00	*	*	✓	✓	*	£108.00	NO CHANGE	£0.00	NO CHANGE	
Each additional hour (Weekend bookings will incur an additional charge)	£36.00	£0.00	*	*	✓	✓	*	£36.00	NO CHANGE	£0.00	NO CHANGE	
<b>TRAINING ROOM 2 (20 seats)</b>												
1-3 Hours	£138.50	£0.00	*	*	✓	✓	*	£138.50	NO CHANGE	£0.00	NO CHANGE	
Each additional hour (Weekend bookings will incur an additional charge)	£46.50	£0.00	*	*	✓	✓	*	£46.50	NO CHANGE	£0.00	NO CHANGE	
<b>MEETING ROOM B (10 SEATS)</b>												
1-3 Hours	£108.00	£0.00	*	*	✓	✓	*	£108.00	NO CHANGE	£0.00	NO CHANGE	
Each additional hour (Weekend bookings will incur an additional charge)	£36.00	£0.00	*	*	✓	✓	*	£36.00	NO CHANGE	£0.00	NO CHANGE	
<b>Committee Room 3 (20 seats)</b>												
1-3 Hours	£138.50	£0.00	*	*	✓	✓	*	£138.50	NO CHANGE	£0.00	NO CHANGE	
Each Additional Hour (Weekend bookings will incur and additional charge)	£46.50	£0.00	*	*	✓	✓	*	£46.50	NO CHANGE	£0.00	NO CHANGE	
<b>Standard rated &amp; exclusive of VAT</b>												
<b>OTHER CHARGES</b>												
Hire of laptop for period of hire	£10.50	£0.00	*	*	✓	*	*	£10.50	NO CHANGE	£0.00	NO CHANGE	
Hire of projector for period of hire	£10.50	£0.00	*	*	✓	*	*	£10.50	NO CHANGE	£0.00	NO CHANGE	
Flipchart pad (each) incl of pens (conditions apply)	£5.50	£0.00	*	*	✓	*	*	£5.50	NO CHANGE	£0.00	NO CHANGE	
Weekend hire per hour on Saturdays (Staffing Costs)	£53.00	£0.00	*	*	✓	*	*	£53.00	NO CHANGE	£53.00	NEW CHARGE	
Weekend hire per hour on Sundays (Staffing Costs)	£71.00	£0.00	*	*	✓	*	*	£71.00	NO CHANGE	£71.00	NEW CHARGE	

**BUDGET POSITION SUMMARY - TOWN HALL FACILITIES**

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>LAND &amp; PROPERTY BASED CHARGES</b>					
KEC000-I0901 - Rent (from BBC)	(72,000)	0		0	
KEC000-I0908 - Service Charge (from BBC)	(68,000)	0		0	
KEC000-I0908 - Service Charge (HCC - CLCH)	(74,300)	(40,300)	(40,300)	0.00%	
KEC000-I0901 - Rent (HCC - CLCH)					
	(214,300)	(40,300)	(40,300)		

## LEGAL AND PROPERTY SERVICES

### 2020/21 FEES & CHARGES PROPOSED FOR :- ELECTIONS UNIT

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<u>Register of Electors</u>									
Electronic version - * (see below)	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	
Hardcopy version - ** (see below)	£10.00	*	*	*	*	✓	£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	*	*	*	*	✓	£10.00	NO CHANGE	
Hardcopy version - ○○ (see below)	£10.00	*	*	*	*	✓	£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)	£17.50	*	✓	*	*	*	£18.00	2.86 %	Provision of contribution 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 during 2020-2021
Multiple name - single address (current year)	£22.00	*	✓	*	*	*	£22.50	2.27 %	
Single name - single address (up to 3 yrs)	£22.00	*	✓	*	*	*	£22.50	2.27 %	
Single name - single address (4-10 yrs) - ♦ (see below)	£22.00	*	✓	*	*	*	£22.50	2.27 %	
♦ - An additional levy of £2.00 is chargeable for each extra year	£2.50						£2.60	4.00 %	
More than one name - single address (up to 3 yrs)	£27.00	*	✓	*	*	*	£27.60	2.22 %	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. even if decreased? Additionally one of the Credit Agencies has advised that they no longer require/intend to purchase a copy of the full register / monthly updates this year or going forward which is likely to lead to a drop in income in this area?
More than one name - single address (4-10 yrs) - ♦♦ (see below)	£27.00	*	✓	*	*	*	£27.60	2.22 %	
♦♦ - An additional levy of £2.00 is chargeable for each extra year	£2.50	*	✓	*	*	*	£2.60	4.00 %	
Where confirmation required for an individual / household at more than one address :-									
Single name - multiple addresses (up to 3 & current year)	£22.00	*	✓	*	*	*	£22.50	2.27 %	
Multiple name - multiple but same addresses (up to 3 & current year)	£27.00	*	✓	*	*	*	£27.60	2.22 %	
Certification of overseas pension forms	£10.50	*	✓	*	*	*	£10.75	2.38 %	

### BUDGET POSITION SUMMARY - ELECTIONS UNIT

Income Code & Description	Original Budget 2019/20	Latest Budget 2020/21	Proposed Budget 2020/21	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>					
AGB000-I0103 - Register of Electors (Publications-Minutes)	(4,000)	(4,000)	(4,000)	NO CHANGE	
	(4,000)	(4,000)	(4,000)	NO CHANGE	

## REVENUES & BENEFITS

### 2020/21 FEES & CHARGES PROPOSED FOR :- COUNCIL TAX

Description	2019/20 Charge	PRICING STRATEGY					Proposed 2020/21 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<u>Outside Scope &amp; exclusive of VAT</u>									
Penalty Charge (Re : Single Person Discount)	£70.00	*	*	*	*	✓	£70.00	NO CHANGE	

### BUDGET POSITION SUMMARY - COUNCIL TAX

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

# **Watford Borough Council**

## **Capital Strategy**

**2020/21**



## 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, normally above £15k, 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 does not capitalise borrowing costs for assets under construction with the exception of development in relation to its commercial portfolio. The council has a number of joint ventures for development where borrowing costs in relation to assets under construction are routinely capitalised and repaid from the proceeds of sale.
- 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 Head of Place Shaping/ 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) (the Watford Health Campus Partnership LLP) 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 In July 2019, the Council acquired Croxley Park (a local business park) by way of a finance lease. Both the asset and lease liability are recognised on the Council's balance sheet. Because of the size of the finance lease, this is shown separately with the Council's authorised limit and operational boundary for borrowing.
- 2.22 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***

2.23 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 for Resources, 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.

	2018/19 Actual	2019/20 Forecast	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Total Proposed Capex		£42.0M	£119.7M	£36.5M	£16.2M
<u>Capital Financing -</u>					
Grants		(£3.8M)	(£7.0M)	(£1.0M)	(£0.0M)
Reserves		(£1.0M)	0	0	0
Capital Receipts		(£11.9M)	(£18.8M)	(£3.4M)	(£6.6M)
s.106 and CIL		(£0.3M)	0	(£3.0M)	0
Closing CFR	<b>£29.1M</b>	<b>£54.1M</b>	<b>£148.0M</b>	<b>£177.1M</b>	<b>£186.7M</b>
Movement in the CFR*		£25.0M	£93.9M	£29.1M	£9.6M

### ***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 I 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.*

*Repayments of PFI or Finance Leases are allowable to use as a proxy for the above methods.*

- 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 2019/20 and next two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

#### **Treasury Management Indicator - The Operational Boundary**

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

<b>Operational Boundary</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>	<b>2022/23 Estimate</b>
Borrowing - Capital Programme	£40M	£119M	£148M	£158M
Finance Lease – Croxley Park	£227M	£225M	£222M	£218M
Total	£267M	£344M	£370M	£376M

### **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.

<b>Authorised Limit</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>	<b>2022/23 Estimate</b>
Borrowing	£55M	£125M	£155M	£165M
Finance Lease – Croxley Park	£227M	£225M	£222M	£218M
Total	£282M	£350M	£377M	£383M

## **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 Riverwell project, 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.

## **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. It also uses CTI as adviser on Croxley Park. The Council has a framework agreement in place with Grant Thornton to provide finance and

accountancy advice and has used Trowers for legal advice on the acquisition of Croxley Park. 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 Council's 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). In addition the Council is using £1.5M pa from the Croxley Park investment to support its revenue budget. All other monies are being ring-fenced within the project. The Council does not receive RSG and is entirely dependent upon locally raised taxes and locally generated income to fund services. The general fund balance as at 1<sup>st</sup> April 2019 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.

	2019/20	2020/21	2021/22	2022/23
Service Area	Revised Budget	Draft Budget 2020/21	Draft Budget 2021/22	Draft Budget 2022/23
	£	£	£	£
Service Transformation	2,668	14,314	1,430	1,530
Community & Environmental	10,760	12,625	4,506	825
Place Shaping & Performance	27,637	92,093	29,885	13,228
Strategic Finance	979	679	681	682
Corporate Strategy & Comms	0	25	0	0
<b>TOTAL CAPITAL PROGRAMME</b>	<b>42,045</b>	<b>119,738</b>	<b>36,502</b>	<b>16,265</b>
<b>Total over MTFS</b>	<b>214,550</b>			

## Capital Funding 2019-2022

<b>Funding Type</b>	<b>2019/20 Revised Budget £000</b>	<b>2020/21 Draft Budget £000</b>	<b>2021/22 Draft Budget £000</b>	<b>2022/23 Draft Budget £000</b>
Grants & Contributions	3,799	6,989	1,000	0
Reserves	1,022	0	0	0
Capital Receipts	11,938	18,870	3,402	6,643
Borrowing	24,953	93,879	29,100	9,622
S106/ CIL contributions	333	0	3,000	0
<b>TOTAL CAPITAL FINANCING</b>	<b>42,045</b>	<b>119,738</b>	<b>36,502</b>	<b>16,265</b>



# Treasury Management Policy

## 2020/21



## 1. 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 Director of Finance in consultation with the Portfolio Holder Resources, 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 (i.e: 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.
- 5.4. The Council received a £92M reserve as a result of its acquisition of Croxley Park. Due to the nature of these funds, which will be required over the life of the asset in the form of funding for shortfalls in rent or planned programmed maintenance, the Councils Treasury Advisers are currently assisting the Council in appointing Fund Managers to manage the money on a longer-term basis. The appointment of fund managers will be through a competitive process.

## **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 Director of Finance in consultation with the Portfolio Holder for Resources. 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	2019/20	2020/21	2021/22	2022/23
Maximum Principal Sums invested for greater than one year (excluding investment of Croxley Park Reserve, property investment and loans to Council subsidiaries).	£10m	£5m	£5m	£5m
Maximum Principal Sums invested for greater than one year (Money Market Funds – Croxley Park Reserve)	£100m	£100m	£100m	£100m

## 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.

### **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 is carried out by Link Asset Services. 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 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.	£2m
Specific Public Bodies  The Council can seek Member approval to make loans to other public bodies for periods of more than one year.	£10m
Loans to Council Subsidiaries  The Council will lend to its subsidiaries subject to approval of a business case by the Director of Finance in consultation with the Portfolio Holder (Resources). Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.	£10m limit for any single loan
Money Market Funds  Appointed through competitive process for the investment of the Croxley Park Reserve	£100m
Other unspecified investments  The strategy allows the Director of Finance, in consultation with the Portfolio Holder (Resources), 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).	£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 Link Asset Services 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) – excluding Croxley park Reserve								£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 £200 million is currently held in the property portfolio and £ 20 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.

#### **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.



**Report to Council – 28 January 2020**

**Report of Licensing Committee – 15 January 2020**

Licensing Committee met on 15 January 2020. The minutes are published on the Council's website.

The following Members were present at the meeting:

Present: Councillor Bolton (Chair)  
Councillor Dychton (Vice Chair)  
Councillors Grimston, Hamid, Hastrick, Jeffree, Khan, Martins, Mauthoor, Mills, Saffery, Smith, Walford and Wenham

Officers: Head of Community Protection  
Environmental Health Manager (Business)  
Democratic Services Officer (AG)

The following included reference to Council.

**11. Licensing Fees and Charges 2020-2021**

The committee received the report of the Head of Community Protection. The Environmental Health Manager (Business) introduced the report. He explained that the report related to the fees and charges that were proposed to be set for the financial year 2020-21 for the various licensing regimes administered by the council. He outlined the recommendations to be considered by the committee as shown in paragraphs 3.1 and 3.2 of the report.

The Environmental Health Manager (Business) summarised the fees that were set by the committee and council. He outlined the general principles that applied to the setting of fees and, in response to a question, he explained how the setting of fees could not be used as an economic deterrent.

The Environmental Health Manager (Business) went on to explain that where fees were calculated on a cost recovery basis, the proposed fees had been raised by 3% to reflect the increased cost in providing the service. The exceptions to this were taxi driver and vehicle licences and private hire operator's licences which had not been increased as the council had been able to offset costs with efficiencies. In response to a question, he explained how the council's finance department provided guidance on the overhead costs to be charged.

The Environmental Health Manager (Business) continued by explaining how the previous year's increase in animal welfare licensing fees had not been challenged and there had not been a significant change in the number of licenses issued.

He concluded by discussing recommendation 3.2 in the report, explaining that the flexibility to amend charges was requested so that officers could, where necessary, respond to changes in pricing and pass on any increased costs or savings to licence holders without requiring further committee approval.

RESOLVED –

1. That the fees and charges set out in appendix 1 of the report, pages 1 and 2, for the financial year 2020/21 be approved and that the fees and charges in appendix 1, pages 3 and 4 be recommended to Council for approval.
2. To delegate to the Head of Community Protection, in consultation with the Chair of Licensing, the authority to increase or decrease charges in respect of the provision of:
  - compulsory door signage for hackney carriages
  - Disclosure and Barring Service and Driver and vehicle licensing Agency checks
  - licence badges and plates.

for the reasons outlined in sections 4.9 and 4.10 of the report.

## Report to Council – 28 January 2020

## Report of Cabinet – 20 January 2020

Cabinet met on 20 January 2020. The minutes are published on the Council's website.

The following Members were present at the meeting:

Present: Mayor Taylor (Chair)  
Councillor Collett (Deputy Mayor and Portfolio Holder for Community)  
Councillor S Johnson (Portfolio Holder for Property and Housing)  
Councillor Sharpe (Portfolio Holder for Regeneration and Development)  
Councillor Watkin (Portfolio Holder for Resources and Customer Service)  
Councillor Williams (Portfolio Holder for Client Services)

Also present: Councillor Bell, Labour Group Leader  
Councillor Turmaine, Chair of Finance Scrutiny Committee

Officers: Managing Director  
Director of Finance  
Group Head of Corporate Strategy and Communications  
Head of Legal  
Mayor's Political Assistant  
Democratic Services Manager

The following was a recommendation to Council:

### 56. Financial Planning

Cabinet received a report of the Section Head - Financial Planning and Analysis which enabled members to consider service level expenditure, funding and council tax levels for the medium term 2020/21 to 2022/23, including use of reserves.

Councillor Watkin, at the invitation of the Mayor, provided Cabinet with the headlines contained in the report. He advised that the budget was prudent, cautious but still allowed for innovative schemes, for example the new transport schemes. He explained about the expected budget gap and its prospective growth to £2 million. He referred to additional funding for the council announced by the Government in December and an increase in the New Homes Bonus. He stated that the net result would mean a 2% increase in council tax. The increase was below inflation.

The Chair invited Councillor Turmaine, the Chair of Finance Scrutiny Committee, to provide a summary of the scrutiny committee's comments.

Councillor Turmaine highlighted the scrutiny committee's discussions and had sought assurances from officers, which had been given. It was noted that an extract of the scrutiny committee's minutes had been circulated prior to the meeting.

The Mayor informed Cabinet that following discussions about the proposed charges for non-resident children's burials; it had been agreed that these charges should be removed from the proposed 2020/21 fees and charges schedule, attachment 2 to the report.

Cabinet noted Councillor Johnson and the Managing Director's comments about the shortfall in property investment income. The long term strategy was to generate greater revenue in the future. A key objective was to increase industrial space for businesses at Watford Business Park. This would have a huge advantage for businesses and the council.

Following a question from Councillor Bell about the car park at Riverwell, the Mayor commented that the new car park would double current provision. Officers had worked hard on the scheme and it was envisaged the build would be completed by the end of 2021.

The Managing Director added that alternative options for the car park had been considered however the level of risk had not been fair to the council or Kier. The car park development was an important factor for the hospital's future. Work was being carried out on the final agreement with Kier; funding needed to be secured and a contractor would be appointed later this year.

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

#### **Those in favour**

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

The resolutions as set out in the report and amended at the meeting were **CARRIED** by 6 votes to 0.

#### **RESOLVED –**

1. That Cabinet 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 28 January 2020 and any minor variations that may occur before the Council meeting.

**Cabinet recommends to Council that it:**

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 2020/21 is **33,480.7** as outlined in the report.
3. approves the continuation of the Local Council Tax Reduction Scheme for 2020/21.
4. approves the budget (attachment 1) as laid out in the report, including
  - The base budget for 2020/21
  - The growth and savings
  - The Capital Investment Programme 2019-23
5. approves the schedule of fees and charges and income charging policy (attachment 2), subject to resolution 11 below.
6. approves the Capital Strategy for 2020/21, amended as necessary for the decisions of Cabinet on 20 January 2020, and delegates to the Director of Finance and Portfolio Holder Resources responsibility for agreeing and maintaining the Treasury Management Policy. (Attachment 3)
7. agrees to increase the annual Council Tax for a Band D property 2020/21 by 2.0%. This will apply to all other bands.
8. notes the key risks identified and approves their proposed mitigation.
9. notes the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves.
10. notes the indicative budgets for 2021/22 and 2022/23 and the need for further work to close the budget gap.
11. removes the proposed child burial fees for non-residents which have been set out in the fees and charges schedule (attachment 2).