



**WATFORD
BOROUGH
COUNCIL**

COUNCIL MEETING

26 January 2021

7.30 pm

Virtual meeting

Additional documents

Contact

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Publication date: 26 January 2021

18 January 2021

Councillor

You are hereby summoned to attend a meeting of the Council of the Borough of Watford to be held on Tuesday, 26 January 2021 starting at 7.30 pm at the Virtual meeting to take into consideration and determine upon the following subjects, namely: -

10. Financial Planning (Pages 3 - 114)

Report of the Interim Director of Finance

Reports considered by Cabinet at its meeting on 18 January 2021 included and extract from Licensing Committee on 14 January 2021..

12. Town Hall Quarter (Pages 115 - 252)

Report from Cabinet on 18 January 2021.

A handwritten signature in black ink, appearing to read 'Donna Nolan', with a horizontal line extending to the right.

Donna Nolan, Managing Director

Report to: Council
Date of meeting: 26 January 2021
Report of: Director of Finance
Title: Budget and Council Tax Resolution 2021/22

1.0 SUMMARY

- 1.1 The purpose of this report is to enable the Council to set the 2021/22 budget and pass the statutory Council Tax Resolutions for 2021/22 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 23 February 2021 to set the overall Council Tax, which will include these precepts.
- 1.3 Copies of the Budget Report to the Cabinet meeting on 18 January 2021 were circulated separately to all councillors as they contain information relevant to the recommendations.
- 1.4 The Director of Finance confirms the estimates have been correctly calculated under the assumptions used. The council would have sufficient balances to fund the 2021/22 budget, including the gap for the remaining period of the MTFs, recognising that work will continue during 2021/22 to close the gap in future years.

2.0 RECOMMENDATIONS

- 2.1 **To agree proposals recommended by Cabinet on 18 January 2021 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 2021/22 is 32,786.1 as outlined in the report.
 - b) Approves the continuation of the Local Council Tax Reduction Scheme for 2021/22.
 - c) Approves the budget (Attachment 1) as laid out in the report, including:
 - the budget for 2021/22
 - the Capital Investment Programme 2020-24
 - d) Approves the schedule of fees and charges & income charging policy (Attachment 2)

- e) Approves the Capital Strategy for 2021/22, amended as necessary for the decisions of Cabinet on 18 January 2021, and delegates to the Director of Finance and Portfolio Holder Resources responsibility for agreeing and maintaining the Treasury Management policy. (Attachment 3)
- f) Agrees to increase the annual Council Tax for a Band D property 2021/22 by 1.7%. 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 2022/23 and 2023/24.

Setting the amount of Council Tax for Watford Borough Council

- 2.2 That the Council's net General Fund expenditure for 2021/22 shall be **£13.684** million.
- 2.3 That the 2021/22 band D precept is set at **£278.24** and other bands and amounts are set in accordance with the table at paragraph 2.5 (E)
- 2.4 That Watford Borough Council's Council Tax Base for 2021/22 has been calculated at 32,786.1 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 made under Section 31B (1) of the Local Government Finance Act 1992, as amended.
- 2.5 That the following amounts be now calculated by the Council for the year 2021/22 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) **£76,371,951***
 - (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) **£67,249,547***
 - (C) *Being the amount by which the aggregate at 2.5 (A) above exceeds the aggregate at 2.5 (B) above calculated by the Council in accordance with Section 31A (4) of the Act as its Council Tax Requirement for the year **£9,122,404***

(D) *Being the amount at paragraph 2.5 (C) divided by amount at 2.4 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) **£278.24***

(E)

Council Tax Valuation Band	Conversion Factor to Band D	Watford's Share £
A	6 / 9	185.49
B	7 / 9	216.41
C	8 / 9	247.32
D	1	278.24
E	11 / 9	340.07
F	13 / 9	401.90
G	15 / 9	463.73
H	2	556.48

Being the amounts given by multiplying the amount at paragraph 2.5 (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 2021/22 in respect of categories of dwellings listed in different valuation bands.

- 2.6 That a report including precepts of both Hertfordshire County Council and the Police Authority be presented to the Functions Committee on 23 February 2021 to set the total Council Tax.

Contact Officer: Alison Scott, Shared Director of Finance, telephone extension 7188, email alison.scott@threerivers.gov.uk

3.0 BUDGET PROCESS

- 3.1 At its meeting on the 18 January 2021 the Cabinet approved the budget proposals for 2021/22. The decisions made by Cabinet are reflected in the formal resolutions set out above.
- 3.2 The Council is recommended to approve Cabinet's budget proposals, as amended, and to make the necessary formal resolutions to set the level of Council Tax.
- 3.4 Members are required to have regard to the Director of Finance's assessment of risks and the adequacy of balances as set out in this report. This updates the assessment set out in the 18 January 2021 Cabinet report and concludes that the level of balances should be adequate.
- 3.5 Finance Scrutiny Committee considered Cabinet's proposals at its meeting on 12 January 2021 and its minutes were circulated to Cabinet prior to any decisions being taken.
- 3.6 The precepts for Hertfordshire County Council and The Police and Crime Commissioner for Hertfordshire have not yet been notified to the Council. A report will be submitted to the Functions Committee on 23 February 2021 detailing the tax requirement for Watford Borough Council's own purposes with those of the preceptors, to formally set the overall level of Council Tax.
- 3.7 Watford's net revenue expenditure for 2021/22 is forecast to be **£13.684 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 £9.122 million. Other funding is £3.792 million and the balance will be met from the Council's reserves. The council tax base for 2020/21 is **32,786.1** (Band D equivalents).
- 3.8 This results in a council tax for Band D of **£278.24** and the Watford Borough Council's Council Tax has increased by **£4.65** from the precept set in 2020/21.

4.0 IMPLICATIONS

- 4.1 The implications contained in the report to Cabinet on 18 January 2021 are equally applicable to this report and Members are invited to refer to them to avoid unnecessary duplication.

Background Papers

Report to Cabinet of 18 January 2021

Table 1 – Budget Gap, as recommended by Cabinet 18 January 2021.

Revenue Account	MTFS				
	2020/21	2021/22	2022/23	2023/24	Total Gap over MTFS 3 Years
	£000	£000	£000	£000	£000
Gap in MTFS at 1 April (approved in January 2020)	659	477	(52)	(52)	373
<u>In year changes</u>					
Service changes through budget monitoring	1,132	(89)	(89)	(89)	(267)
Demand Responsive Transport	(552)	552	0	0	552
Borrowing costs	(386)	(350)	(350)	(350)	(1,050)
<u>Other Changes</u>					
Changes to Business Rates on Council Property		(71)	(78)	(70)	(219)
Changes to Fees & Charges		(33)	(33)	(33)	(100)
Changes to Staff Costs		48	(180)	(126)	(257)
Changes from Shared Services		(59)	(137)	(128)	(324)
Watford 2020	0	234	339	339	912
Realignment of Budgets		4	(120)	(120)	(236)
Net changes	194	236	(648)	(577)	(988)
Additional COVID19 Grant	0	(471)	0	0	(471)
Revised gap	853	242	(700)	(629)	(1,086)
<u>Funding Changes</u>					
New Homes Bonus	0	97	0	0	97
Council tax Surplus/deficit	0	250	250	250	750
Council tax	0	126	329	344	799
Additional Government Funding	0	(122)	(122)	(122)	(366)
Sub Total	0	351	457	472	1,280
Change to planned use of reserves	(765)	(81)	728	(364)	283
<i>Carry Forward (DRT)</i>		<i>(552)</i>	<i>0</i>	<i>0</i>	<i>(552)</i>
<i>Transfer of Covid 19 Funding to Recovery Fund</i>		<i>471</i>			
Revised gap	88	513	485	(521)	477

**Medium Term Financial Strategy (MTFS) 2020-2024, as recommended by Cabinet 18
January 2021**

	2020/21 Original	2020/21 Revised	2021/22 Draft	2022/23 Draft	2023/24 Draft
	£000s	£000s At Period 8	£000s	£000s	£000s
Service Transformation	2,313	3,164	2,828	2,788	2,788
Community & Environmental	8,980	11,860	8,462	8,446	8,446
Democracy & Governance	2,063	2,076	2,046	2,075	2,075
Place Shaping & Performance	(4,561)	(3,674)	(5,739)	(6,296)	(6,601)
Corporate Strategy & Comms	1,118	(594)	1,250	1,279	1,158
Human Resources	671	726	625	631	631
Strategic Finance	5,169	5,083	4,446	4,217	4,217
Net cost of services	15,753	18,641	13,919	13,139	12,713
Financial Planning					
Salary Changes (Including Employers Lump Sum)	0	0	48	(180)	(126)
Changes from Shared Services	0	0	(59)	(137)	(128)
Changes to Business Rates on Council Property	0	0	(71)	(78)	(70)
W2020	0	0	234	339	339
In year Monitoring Changes	0	0	(89)	(89)	(89)
Demand Responsive Transport	0	(552)	552	0	0
Net effect of Fees & Charges	0	0	(33)	(33)	(33)
Revised Borrowing costs	0	(386)	(350)	(350)	(350)
Realignment of Budgets			4	(120)	(120)
Covid-19 Funding			(471)		
Sub-Total	0	(938)	(235)	(648)	(576)
Total Net Expenditure	15,753	17,703	13,684	12,491	12,137
Planned Use of Reserves					
Contributions to reserves	157	552	628	1,288	621
Contributions from reserves- Incl W2020 & Carry forward Reserve	(1,517)	(4,432)	(885)	(200)	(200)
Sub-Total	(1,360)	(3,880)	(257)	1,088	421
Funding					
Council Tax (including £188K CTSS funding in 2021/22)	(9,160)	(9,160)	(9,311)	(9,393)	(9,378)
Business Rates	(3,152)	(3,152)	(3,002)	(3,002)	(3,002)
New Homes Bonus	(772)	(772)	(480)	(577)	(577)
(Surplus)/Deficit on collection fund	(250)	(250)	0	0	0
Additional Government Funding	(400)	(400)	(122)	(122)	(122)
Sub-Total	(13,734)	(13,734)	(12,914)	(13,093)	(13,078)
Total Funding & Use of Reserves	(15,094)	(17,614)	(13,171)	(12,005)	(12,657)
Gap	659	88	513	485	(521)
Reserves - opening balances	(19,006)	(19,916)	(16,036)	(15,308)	(16,396)
Planned use of reserves	1,360	3,880	257	(1,088)	(421)
Gap funded from reserves	658	88	513	485	(521)
Reserves - closing balances	16,988	(15,948)	(15,266)	(15,911)	(17,338)
Council Tax Rate Calculation					
Council tax base	33,480.0	33,480.0	32,786.1	33,095.7	32,394.5
Council tax charge for band D	£ 273.59	£ 273.59	£ 278.24	£ 283.80	£ 289.48
£	9159.79	9159.79	9122.40	9392.71	9377.59

Report to Council – 26 January 2021

Report of Cabinet – 18 January 2021

Cabinet met on 18 January 2021. The minutes are published on the council's website.

The following members and officers 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 Matt Turmaine, Chair of Finance Scrutiny Committee
Councillors Dychton and Ezeifedi

Officers: Managing Director
Interim Director of Finance
Group Head of Democracy and Governance
Group Head of Transformation
Group Head of Place Shaping
Executive Head of Strategy and Communications
Head of Housing
Head of Planning and Development
Head of Enterprise Programme Management Office
Housing Solutions Manager
Change Manager
Interim Senior Regeneration Manager
Mayor's Political Assistant
Democratic Services Manager

Minute 66 included a recommendation to Council

66. Financial Planning

Cabinet received a report of the Section Head – Financial Planning and Analysis providing service level expenditure, funding and council tax levels for the medium term 2021/22 to 2023/24.

The Mayor invited Councillor Watkin, Portfolio Holder responsible for Finance, to introduce the report.

Councillor Watkin advised that in current times it was difficult to predict the future. He highlighted some of the key points in the report. The administration had kept to its commitment to residents and there was a small change in fees and charges. He noted that there had been changes to the base budget and it was not expected that the council would achieve the same level of collection. It was also felt that there would be an increase in the number of households requesting Council Tax relief. It was recommended that council tax would be increased by 1.7%, equivalent to 9p per week on a Band D property. Councillor Watkin felt the council was prudently using its resources.

The Mayor invited Councillor Turmaine, Chair of Finance Scrutiny Committee to present the committee's views.

Councillor Turmaine reported that Finance Scrutiny Committee met on 12 January and reviewed the report before Cabinet. Members had noted the impact of Covid-19 on the council's budget and its unpredictability. The commercial income from the business parks appeared to be steady. Members raised questions about Covid-19 grants, SLM, parking in the town and the Council Tax recommendation. The scrutiny committee would monitor the fees and charges over the coming 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 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 on 18 January 2021 and any minor variations that may occur before the Council meeting.

That 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 2021/22 is **32,786.1** as outlined in the report.
3. approves the continuation of the Local Council Tax Reduction Scheme for 2021/22.
4. approves the budget (**Attachment 1 to the report**) as laid out in the report, including:
 - the budget for 2021/22
 - the Capital Investment Programme 2020-24
5. approves the schedule of fees and charges & income charging policy (**Attachment 2 to the report**).
6. approves the Capital Strategy for 2021/22, amended as necessary for the decisions of Cabinet on 18 January 2021, and delegates to the Director of Finance and Portfolio Holder Resources responsibility for agreeing and maintaining the Treasury Management policy. (**Attachment 3 to the report**).
7. agrees to increase the annual Council Tax for a Band D property 2021/22 by 1.7%. This will apply to all other bands.
8. notes the key risks identified and approves their proposed mitigations.
9. notes the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves.
10. notes the indicative budgets for 2022/23 and 2023/24.

Report to Council – 26 January 2021

Report of Licensing Committee – 14 January 2021

- Present: Councillor Saffery (Chair)
Councillor Dychton (Vice Chair)
Councillors Bolton, Grimston, Hamid (for items 11 to 13 and 16 and 17), Hastrick, Hofman, Khan, Martins, Mauthoor, Mills, Pattinson, Smith, Stotesbury and Wenham
- Officers: Head of Community Protection
Environmental Health Manager (Business)
Senior Solicitor
Senior Licensing Officer
Business Compliance Officer
Democratic Services Officer (AG)

There was one recommendation to Council.

17. Licensing Fees and Charges 2021-2022

The committee received the report of the Senior Licensing Officer seeking the committee's approval to charge fees for the 2021/2022 financial year for some of the different licensing regimes administered by the council. The Senior Licensing Officer introduced the report and outlined the fee charging process to members.

He read the recommendations in paragraphs 3.0 to 3.2 in the report to the committee and, in relation to the recommendation in paragraph 3.2, explained that the discretion was being sought as the matter related to commodities from third parties.

The Senior Licensing Officer explained that licensing fees were set on a cost recovery basis and that the licensing service was a self-funding function. He advised that where fees were calculated on a cost recovery basis, the proposed fees had been raised by up to 3%.

However, there was one exception to this approach with regard to taxi and private hire driver and vehicle licenses and private hire operator licenses where digitalisation of council taxi services had led to operational efficiencies and the ability to offset the increased costs.

RESOLVED –

1. that the fees and charges set out at appendix 1 pages 1 and 2 for the financial year 2021/2022 be approved and that the fees and charges in appendix 1 page 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 platesfor the reasons outlined in sections 4.9 and 4.10.

Part A

Report to: Cabinet

Date of meeting: Monday, 18 January 2021

Report author: Section Head - Financial Planning & Analysis

Title: Financial Planning

1.0 Summary

1.1 The purpose of this report is to enable the Cabinet to consider service level expenditure, funding and council tax levels for the medium term 2021/22 to 2023/24, including the use of reserves. This budget is a component part of the 2020/21 Council Tax calculations.

1.2 The report sets out:

- the revenue budgets for the period 2021-24 and a revised budget for 2020/21
- the capital programme for the period 2020-24
- the Council's income charging policy (including the individual Service fees and charges)
- the Capital Strategy 2021/22

all of which are subject to Council approval.

1.3 The Cabinet is recommended to agree the Council Tax Base to apply for 2021/22.

1.4 The report includes advice from the Director of Finance on the adequacy of general reserves and balances in the context of the three year planning horizon 2021/22.

2.0 Risks

2.1

Nature of Risk	Consequence	Suggested Control Measures	Response (Treat, tolerate, terminate, transfer)	Risk Rating (combination of severity and likelihood)
That Cabinet does not agree the council tax base before the statutory date	The Council tax charge is not set	Revert to prior year's tax base	Treat	1
That Cabinet does not recommend revenue and capital estimates for 2020/21 to Council	The Council does not legally set a budget	Revert to previous MTFS	Treat	1
That the Council will exceed its borrowing parameters	Breach of Treasury Management Policy (TMP)	Revision of TMP Prudential indicators	Treat	1
That the Council will be unable to service its annual borrowing costs	Budget Pressure	Provision in MTFS for anticipated borrowing	Tolerate	1

Investment with a counterparty that subsequently defaults	Recovery of principal will take longer	Invest in accordance with TMP	Tolerate	2
That the estimates used in the preparation of the report will not be sufficiently accurate.	Budget not correct	Mitigate through in year budget monitoring . Reset Budget at period 8	Treat	3
That the Council will not have adequate reserves to manage emerging risks.	Reserves diminish	General fund balance is £2M	Treat	3

3.0 Recommendations

That Cabinet:

- 3.1 Delegates to the Director of Finance and Portfolio Holder the ability to amend the budget figures in accordance with decisions taken at the Cabinet meeting, Council on 18 January 2021 and any minor variations that may occur before the Council meeting.

Recommends to Council that:

- 3.2 Resolves in accordance with the *Local Authorities (Calculation of Tax Base) Regulations 1992*, the amount calculated by Watford Borough Council as its Council Tax Base for the year 2021/22 is **32,786.1** as outlined in the report.
- 3.3 Approves the continuation of the Local Council Tax Reduction Scheme for 2021/22.
- 3.4 Approves the budget (**Attachment 1**) as laid out in the report, including:
- the budget for 2021/22
 - the Capital Investment Programme 2020-24
- 3.5 Approves the schedule of fees and charges & income charging policy (**Attachment 2**)
- 3.6 Approves the Capital Strategy for 2021/22, amended as necessary for the decisions of Council on 18 January 2021, and delegates to the Director of Finance and Portfolio Holder Resources responsibility for agreeing and maintaining the Treasury Management policy. (**Attachment 3**)
- 3.7 Agrees to increase the annual Council Tax for a Band D property 2021/22 by 1.7%. This will apply to all other bands.
- 3.8 Notes the key risks identified and approves their proposed mitigations.
- 3.9 Notes the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves.
- 3.10 Notes the indicative budgets for 2022/23 and 2023/24.

Further information:

Alison Scott
alison.scott@watford.gov.uk

Report approved by: Alison Scott – Interim Director of Finance

4.0 Consultation

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

5.0 Implications

5.1 Financial

- 5.1.1 These are covered within the report.

5.2 Legal Issues

- 5.2.1 In the Constitution it is Council who is required to set the budget, which includes the Council Tax Base and setting the level of Council Tax. Cabinet therefore must forward its recommendations on the budget to Council. The Constitution also requires that any recommendation from Cabinet to Council regarding the budget must be submitted before the 8 February in the preceding financial year to enable the Mayor to have the opportunity to call in any decision of Council on the budget. The Council must set its 2021/22 budget by 11 March 2021. The Local Council Tax Reduction Scheme has to be approved by Council by 31 January each year for the next financial year.
- 5.2.2 It is a statutory requirement that the Capital Strategy and the Treasury Management Policy are reviewed annually. The report meets the requirement of CIPFA's Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities and complies with the Local Government Act 2003.
- 5.2.3 It is a statutory requirement that the Chief Financial Officers provides a report under Section 25 of the Local Government Act 2003 on the robustness of estimates used in the budget and the sufficiency of the Council's reserves. This is included in the report.

5.3 Equalities, Human Rights and Data Protection

- 5.3.1 Under s149 (1) of the Equality Act the council must have due regard, in the exercise of its functions, to the need to –
- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
 - advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them

- foster good relations between persons who share relevant protected characteristics and persons who do not share them.

5.3.2 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.

5.3.3 This report provides an over view of Budget proposals and equalities issues will need to be specifically considered before any changes to existing service levels are introduced.

5.4 **Staffing**

5.4.1 There are no staffing implications arising from this report.

5.5 **Accommodation**

5.5.1 There are no accommodation implications arising from this report.

5.6 **Community Safety/Crime and Disorder**

5.6.1 There are no community safety/crime and disorder implications arising from this report.

5.7 **Sustainability**

5.7.1 There are no sustainability implications arising from this report.

Attachments:

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

Background papers

The following background papers were used in the preparation of this report. If you wish to inspect or take copies of the background papers, please contact the officer named on the front page of the report.

Financial Planning (MTFS 2019/20-2021/22) Council 29 January 2020
Financial Outturn 2020/21 (June 2020)
Finance Digest 2020/21 (Q1, Q2 & Period 8)

BUDGET SETTING

2021/22 to 2023/24

Medium Term Financial Strategy



WATFORD
BOROUGH
COUNCIL

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 2020, the budget monitoring activities carried out during the current year and the latest developments in funding, legislation and service delivery. The strategy also dovetails with the Council revising the 2020/21 budget and sets the budget for financial year 2021/22 and shows indicative budgets for the following two years.

Regular budget monitoring reports are presented to both the Council's Leadership Board 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 for the forthcoming year and indicative budgets for the following two years. With the removal of revenue support grant funding Group/Executive 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 (on the next page) shows the impact on this 'budget gap' over a three year period, 2021/22 to 2023/24, based on the current understanding of likely financial impacts and the longer term major projects.

The table highlights that the key impact on the MTFS over the three year period has been the loss of taxation income as a result of the Covid-19 pandemic, through reduction in the Council Tax base due to an increase in Council Tax reliefs and the impact on the collection fund of the shortfall in income in 2020/21, and holding the Council Tax increase to inflation. The Council Tax changes are offset by Local Council Tax Support Grant of £0.188M. Overall, after taking onto account the reduction in taxation resources, there is a gap of £0.477M.

Table 1 Budget Gap

Revenue Account	MTFS				
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New Homes Bonus	0	97	0	0	97
Council tax Surplus/deficit	0	250	250	250	750
Council tax	0	126	329	344	799
Additional Government Funding	0	(122)	(122)	(122)	(366)
Sub Total	0	351	457	472	1,280
Change to planned use of reserves	(765)	(81)	728	(364)	283
<i>Carry Forward (DRT)</i>		(552)	0	0	(552)
<i>Transfer of Covid 19 Funding to Recovery Fund</i>		471			
Revised gap	88	513	485	(521)	477

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:

- In year changes. These are changes to the base budgets that have been identified and reported in the Finance Digest throughout the 2020/21 financial year. These changes amount to a saving of **£0.194 million**. These are shown at **Appendix 2**
- Pay & Salary changes. The net result is a total reduction of **£0.257 million** over the three year period. This variance includes the impact of the three year public sector pay freeze announced by the Chancellor in the Budget.

1.3. 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 £0.100 million over the MTFS. **Appendix 3** shows a summary of the implications of the 2021/22 fees & charges proposals. The Council's income charging policy is at Attachment 2 with individual charges listed by service area.

1.4. 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 saving amounts to £0.219 million over the MTFS.

1.5. Changes from Shared Services

The Council shares its human resources, ICT, finance, revenues and benefits services with 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 saving in the charge to TRDC in respect of staffing costs. This amounts to (£0.324) million over the MTFS.

1.6. Watford 2020

This Watford 2020 transformation programme aimed to 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 set a recurring savings target of £1.0 million per annum from 2020/21. The Watford 2020 programme delivered savings equivalent to its original target. The transformation programme ended in March 2020. Whilst some elements of the programme had not been fully completed, council resource from March 2020 onwards was focused on providing the council's response to Covid-19. Since then, all outstanding elements have been subsumed into the business as usual or, in some cases such as the review of Legal Service operating model, re-established as new projects.

1.7. Sustainable Transport Schemes

Both the **Demand Responsive Transport (DRT)** experienced lower numbers of rides than predicted due to COVID-19 and therefore did not expand the service as projected during

2020/21. As a result £0.552M of the agreed subsidy has been carried forward from 2020/21 to 2021/22, the total subsidy available over the life of the contract is unchanged.

1.8. Borrowing costs

Borrowing costs arise from borrowing associated with the capital programme. Due to delays in the delivery of the capital programme in 2020/21, there is a significant reduction in the amount the Council will need to borrow and as a result there is a £1.05M reduction in borrowing costs.

1.9. Re-alignment of budgets

Appendix 4 contains detail of the re-alignment budgets to reflect current priorities and pressures offset by matching efficiency savings.

1.10. Covid -19

During 2020/21 a Renewal Fund was established to help Watford recover from the impacts of COVID-19. As at the end of March 2021, the balance on the reserve is forecast to be £0.909M. In addition, the £1.8M the Council received in Additional Support Grant is for the period to the end of March 2022 providing additional flexibility for the Council to respond to the ongoing impact of COVID-19.

1.11. The MTFS as set out takes into account the longer term impact of COVID-19 on the resource base to the extent that these can be forecast at this time. The government has announced further COVID-19 grant funding of £0.471m for 2021/22 and that the income guarantee at 75% of income will continue into the first quarter of 2021/22. At this stage the additional grant funding has been taken into the Recovery Fund.

1.12. 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. These adjustments amount to a total reduction in resources of **(£1.280 million)** over the MTFS. It should be noted that the Government has once again postponed implementation of changes to local government funding. The allocations for the New Homes Bonus have been announced and included, which results in a shortfall of £0.097M over the MTFS. As part of the 2021/22 Provisional Settlement the Government announced a new Lower Tier Grant worth £0.122M in 2021/22.

1.13. Due to the impact of COVID-19, the Council has experienced a drop in its council tax base, combined with the impact of holding the Council Tax increase to the level of inflation, this results a drop in forecast resources of £0.987M over the MTFS period, the impact is reduced to £0.799M after taking into account £0.188M of Local Council Tax Support Grant. The impact on the collection fund in 2020/21 is reflected in the removal of the projected £0.250M per annum collection fund surplus forecast in the previous MTFS.

Table 2 Changes in Funding Against Budget

Funding Changes	2020/21 £000	2021/22 £001	2022/23 £002	2023/24 £003	Over MTFS 2021-24
New Homes Bonus	0	97	0	0	97
Business rates	0	0	0	0	0
Council tax Surplus/deficit	0	250	250	250	750
Council tax	0	126	329	344	799
Additional Government Funding	0	(122)	(122)	(122)	(366)
Total	0	351	457	472	1,280

1.14. The MTFS shown in Appendix 1 indicates that the total Net Expenditure of the Council in 2021/22 is **£14.151 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.

1.15. 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 5** for the 2021/22 Council Tax Base results in a figure of **32,786.1** after allowing for the Council Tax Reduction Scheme and a collection rate of 97%.

1.16. The average Band D Council Tax charge for 2021/22 will be **£278.24**. This means that the Council expects to receive **£9.122 million** of Council Tax income in 2021/22.

2. 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) and existing schemes. Much of the capital expenditure which relates to major projects will be returned to the Council in future years as capital receipts. **Appendix 6** sets out the detail of the base Capital Programme.

Table 3 MTFS - Capital

MTFS - Capital	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	Total £000's
Original Capital Programme as Approved at Council (January 2020)	119,738	36,502	16,265	0	172,505
Approved rephasings and budget approvals	4,550	14,771	0	0	19,321
Latest Budget	124,288	51,273	16,265	0	191,826
Changes through budget monitoring to P8	-74,174	32,752	4,500	4,230	-32,692
Forecast	50,114	84,025	20,765	4,230	159,134

Funding the Capital Investment Programme

2.2. 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.

- 2.3. 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.
- 2.4. 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 temporarily internally from cash the Council holds day to day and its own reserves.

Table 4 Funding the Capital Programme

FUNDING TYPE	Revised Budget 2020/21 £	Draft Budget 2021/22 £	Draft Budget 2022/23 £	Draft Budget 2023/24 £
Grants & Contributions	2,795	3,750	0	0
Reserves	575	0	0	0
Capital Receipts (PIB & non PIB)	4,685	5,297	6,643	0
Section 106 & CIL Contributions	4,412	0	0	0
Local Enterprise Partnership Loan	0	1,250	0	0
Borrowing (Internal & External)	37,647	73,728	14,122	4,230
TOTAL CAPITAL FUNDING APPLIED	50,114	84,025	20,765	4,230

- 2.5. New Capital schemes are set out in **Appendix 7** and the additional cost of borrowing associated with these schemes is included within the revenue budget.

3. 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 8**. The proposed use of reserves for revenue in 2021-24 is as follows:

- £0.600 million - The Council has set aside funds to cover the costs of future pension payments. Some of these funds are to be applied to the additional payments required by the scheme actuary for 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**.

- 3.2. The MTFS as set out shows that the Economic Impact Reserve reduces significantly by the end of the MTFS period. It is recommended that any underspends identified at the end of 2020/21 are used to replenish this reserve.

4. 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:

- **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 (i.e. 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. Rentals have generally held up well during 2020/21 despite Covid-19, however the Council expects its income from Intu to fall in the first half of 2021/22 and this is reflected in the base budget.
- **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.

- 4.2. The matrix shows that there is an element of risk in setting the budget, and in particular for undertaking the large scale capital projects. The Council has a risk management framework and strong governance arrangements in place e.g. Property Investment Board, Major Projects Board, Audit Committee and Finance Scrutiny Committee to monitor these risks. Each project will have its own detailed risk matrix and risk management strategy.
- 4.3. The consequences of the key risks are shown at **Appendix 9** together with a risk matrix that shows the likelihood and impact of each consequence if they were to materialise.
- 4.4. The Council is looking to strengthen its budget monitoring arrangements for 2021/22 in order to promote corporate ownership of budgets. In addition to the current arrangements whereby budget monitoring is reviewed in detail by Finance Scrutiny Committee, Budget Monitoring reports will be formally reported to Cabinet.
- 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.

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Tina Stankley – Interim Head of Finance

BACKGROUND PAPERS:
2020/21 Finance Digests
Cabinet Reports
2020-24 Financial Planning Report

APPENDICES:	Appendix 1	Medium Term Financial Strategy 2021 - 24
	Appendix 2	In Year Base budget changes
	Appendix 3	Summary Fees & Charges 2021/22
	Appendix 4	Realignment of Budgets
	Appendix 5	Council Tax base and calculation 2021/22
	Appendix 6	Capital programme 2020-2024
	Appendix 7	New Capital Schemes
	Appendix 8	Reserves and balances
	Appendix 9	Risk Matrix

Medium Term Financial Strategy (MTFS) 2021-2024

 WATFORD BOROUGH COUNCIL BE BOLD	2020/21 Original	2020/21 Revised	2021/22 Draft	2022/23 Draft	2023/24 Draft
	£000s	£000s At Period 8	£000s	£000s	£000s
Service Transformation	2,313	3,164	2,828	2,788	2,788
Community & Environmental	8,980	11,860	8,462	8,446	8,446
Democracy & Governance	2,063	2,076	2,046	2,075	2,075
Place Shaping & Performance	(4,561)	(3,674)	(5,739)	(6,296)	(6,601)
Corporate Strategy & Comms	1,118	(594)	1,250	1,279	1,158
Human Resources	671	726	625	631	631
Strategic Finance	5,169	5,083	4,446	4,217	4,217
Net cost of services	15,753	18,641	13,919	13,139	12,713
Financial Planning					
Salary Changes (Including Employers Lump Sum)	0	0	48	(180)	(126)
Changes from Shared Services	0	0	(59)	(137)	(128)
Changes to Business Rates on Council Property	0	0	(71)	(78)	(70)
W2020	0	0	234	339	339
In year Monitoring Changes	0	0	(89)	(89)	(89)
Demand Responsive Transport	0	(552)	552	0	0
Net effect of Fees & Charges	0	0	(33)	(33)	(33)
Revised Borrowing costs	0	(386)	(350)	(350)	(350)
Realignment of Budgets			4	(120)	(120)
Covid-19 Funding			(471)		
Sub-Total	0	(938)	(235)	(648)	(576)
Total Net Expenditure	15,753	17,703	13,684	12,491	12,137
Planned Use of Reserves					
Contributions to reserves	157	552	628	1,288	621
Contributions from reserves- Incl W2020 & Carry forward Reserve	(1,517)	(4,432)	(885)	(200)	(200)
Sub-Total	(1,360)	(3,880)	(257)	1,088	421
Funding					
Council Tax (including £188K CTSS funding in 2021/22)	(9,160)	(9,160)	(9,311)	(9,393)	(9,378)
Business Rates	(3,152)	(3,152)	(3,002)	(3,002)	(3,002)
New Homes Bonus	(772)	(772)	(480)	(577)	(577)
(Surplus)/Deficit on collection fund	(250)	(250)	0	0	0
Additional Government Funding	(400)	(400)	(122)	(122)	(122)
Sub-Total	(13,734)	(13,734)	(12,914)	(13,093)	(13,078)
Total Funding & Use of Reserves	(15,094)	(17,614)	(13,171)	(12,005)	(12,657)
Gap	659	88	513	485	(521)
Reserves - opening balances	(19,006)	(19,916)	(16,036)	(15,308)	(16,396)
Planned use of reserves	1,360	3,880	257	(1,088)	(421)
Gap funded from reserves	658	88	513	485	(521)
Reserves - closing balances	16,988	(15,948)	(15,266)	(15,911)	(17,338)
Council Tax Rate Calculation					
Council tax base	33,480.0	33,480.0	32,786.1	33,095.7	32,394.5
Council tax charge for band D	£ 273.59	£ 273.59	£ 278.24	£ 283.80	£ 289.48
£	9159.79	9159.79	9122.40	9392.71	9377.59

In Year Base Budget Changes

Service Area	Description	Details of Variances	£
Service Transformation	Customer service Centre	Employee costs efficiency line to be removed. Salary budget set as per new establishment	40,000
		Software maintenance budget not required for 2020/21	(39,250)
		Employee cost savings	(21,000)
	Service Transformation	Additional income from street name & numbering	(10,000)
		Saving on Agency costs	(35,790)
	ICT	Increase costs to support on line meetings / new ways of working	20,000
		Employee costs efficiency line to be removed. Salary budget set as per new establishment	125,390
	Town Hall & Council Suites	Expected rental income loss from letting the Annex difficult due to COVID19.	80,000
	Digital Service Improvements	Saving on Professional consultancy fees	(15,000)
		Making services digital, funded by the PMB project	40,000
	Watford2020	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(163,128)
		As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	668,579
		Service savings identified previously as part of Watford2020 project, removed from base budget during budget setting 20/21	121,269
Garages and Parking Spaces	Net change from increased maintenance / loss of income	67,381	
	Insurance costs have been centralised, budgets transferred to Strategic Finance	(41,350)	
	Other Variances	(25,842)	
		TOTAL	811,259
Community & Environmental	Climate Change	Budget Transfer to fund new projects under Commercial - see below	(50,000)
	Parks & Open Spaces	Cassiobury car parking income target will not be achieved	100,000
	Arts Events & Heritage	Destination events management budget transfer to Corporate Strategy	(120,000)
		Net savings from town centre and art events not taking place in 2020/21	(92,850)
	Sports Development	Savings from all sports related activities cancelled for 2020/21	(40,000)
	Grants	Voluntary Sector review - Funded from the Renewal budget	24,050
	Waste & Recycling	Loss of income from the AFM recycling model - Revised in Period 8	182,704
	Contract Monitoring	The cost of the new Veolia contract due to retendering	288,830
		Additional resource costs on green waste monitoring	35,000
	Watford Museum	Technical Advice, Heritage & Arts Services Integration - PMB funded	25,000
	SLM Contract	Additional support for SLM due to COVID19 of £350,000 and loss of expected income of £721,277	1,071,227
	Environmental Health & Licencing	Expected cost of professional legal fees	220,000
	Parking Service	Loss of income from Controlled Parking Zone areas - COVID19	165,000
Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(101,385)	
	Insurance costs have been centralised, budgets transferred to Strategic Finance	(84,130)	
	Other Variances	32,958	
		TOTAL	1,656,404

Service Area	Description	Details of Variances	£
Democracy & Governance	Neighbourhood Forum	Additional budgets required to complete projects in various wards due to COVID19	10,130
	Legal Services	Additional employee costs	112,631
		Additional consultancy costs	15,000
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against Watford2020 under Service Transformation**	(48,818)
		Insurance costs have been centralised, budgets transferred to Strategic Finance	(15,520)
	Other Variances	29,981	
		TOTAL	103,404
Place Shaping & Performance	Valuations & Estate Group	Employee budgets transferred to Commercial cost centre - see below	(120,000)
	Implementation Team	The parking service has been split into two areas as part of the Watford2020 review. The net increase in costs is to fund projects. This is funded from the CPZ reserve	256,558
	General Property Administration	Increase in rental	(80,000)
	Investments Assets Outsourced	Net Increase in rental income, revised amounts include rent reviews, new occupation of vacant units and back rent on properties as revised in 2020/21	(604,267)
	Transport & Infrastructure	The Sustainable transport Programme budget allocated spans over a period of 3 years, this budget is now correctly being credited to fund future year projects.	(551,907)
	Development Control	Additional income expected from Pre-Application advice	(20,000)
	Building Control	Lower income from inspection fees	45,000
	Land Charges	Decrease in search fee income	40,000
	Policy Team	Income from projects working partners has ended	38,490
	Housing	Saving on property maintenance costs	(32,500)
	Parking	Loss of income from off-street car parks due to COVID19	134,500
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(244,507)
Insurance costs have been centralised, budgets transferred to Strategic Finance		(49,230)	
Other Variances		8,700	
		TOTAL	(1,179,163)
Corporate Strategy & Comms	Commercial	Budget transfer from Climate Change & Valuations & Estate Group to support the Councils commercial agenda	170,000
	Special Emergency - COVID19	Estimated recovery of loss of income due to COVID19 from the Government's income guarantee scheme	(1,250,000)
		Additional Local Authority support grant COVID19 - 3rd tranche of emergency funding	(503,484)
	Economic Development	Budget transfer from Arts, Events & Heritage - Destination Management	70,000
		Project costs to support economic growth / new business initiatives	143,090
	Project Resource	Project Manager costs previously charged to capital projects and additional resource now to be funded from the Renewal budget and PMB	181,918
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(17,127)
Insurance costs have been centralised, budgets transferred to Strategic Finance		(6,010)	
	Other Variances	94,500	
		TOTAL	(1,117,113)

Service Area	Description	Details of Variances	£
Human Resources	HR Shared services	Net cost to Watford for the implementation of the new itrent payroll system and data extraction costs	107,970
		Additional employee costs	36,743
	HR Client	Income from administration work and Firstcare framework	(52,190)
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(45,500)
		Insurance costs have been centralised, budgets transferred to Strategic Finance	(19,280)
		TOTAL	27,743
Strategic Finance	Interest Earned	Reduction due to low market rates offered on short term investments	90,000
	Interest Paid	Revised capital programme reduces the borrowing requirement	(386,000)
	Budget Strategy Items	The pay award for 2020/21 has been approved at 2.75%. The current budgets have 2% factored in. The difference of 0.75% which will be allocated to the various services equates to £83k	82,875
		Brexit grant funding	(52,452)
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(48,114)
		Insurance costs have been centralised, budgets transferred to services	205,520
		TOTAL	(108,171)
		GRAND TOTAL	194,363

Summary Fees & Charges

Service	(A)	(B)	(C)	(C) - (B)	Comments	
	2020/21 Original Budget £	2021/22 Draft Budget already included in MTFS £	2021/22 Proposed Budget £	Variance Draft to Proposed £		
COMMUNITY & ENVIRONMENTAL						
Parks, Pitches & Woods	(15,150)	(15,150)	(15,600)	(450)	No Significant Changes	
Parking - Controlled Parking Zones (see below)	(1,420,900)	(1,420,900)	(1,420,900)	0		
Cemeteries	(368,500)	(368,500)	(368,500)	0		
Cheslyn	(296,000)	(209,000)	(205,000)	4,000		
SLM	(1,065,877)	(1,065,877)	(1,065,877)	0		
Waste	(354,460)	(504,460)	(504,460)	0		
Specials & Street Cleansing	(51,130)	(51,130)	(51,130)	0		
Arts, Events and Heritage	(25,000)	(25,000)	(25,000)	0		
Licenses	(153,000)	(153,000)	(160,300)	(7,300)		
Other Licenses	(31,870)	(31,870)	(33,470)	(1,600)		
Gaming Licenses	(97,377)	(97,377)	(86,052)	11,325		
Stray Dogs	(2,400)	(2,400)	(1,100)	1,300		
Pests	(38,680)	(38,680)	(39,350)	(670)		
Environmental Abandoned Vehicles	(1,200)	(1,200)	(250)	950		
Environmental Miscellaneous	(51,564)	(51,564)	(52,000)	(436)		
	(3,973,108)	(4,036,108)	(4,028,989)	7,119		
SERVICE TRANSFORMATION						
Customer Services (including Information Unit)	(12,500)	(12,500)	(12,500)	0		
	(12,500)	(12,500)	(12,500)	0		
PLACE SHAPING & PERFORMANCE						
Housing	(415,467)	(415,467)	(455,829)	(40,362)		
Parking - Other (incl. Avenue, Longspring & Town H	(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		
	(1,842,467)	(1,842,467)	(1,882,829)	(40,362)		
DEMOCRACY & GOVERNANCE						
Elections Unit	(4,000)	(4,000)	(4,000)	0		
	(4,000)	(4,000)	(4,000)	0		
STRATEGIC FINANCE						
Council Tax (Single Person Discount)	(2,000)	(2,000)	(2,000)	0		
	(2,000)	(2,000)	(2,000)	0		
Sub Total	(5,834,075)	(5,897,075)	(5,930,318)	(33,243)		
Less : Parking - Controlled Parking	1,420,900	1,420,900	1,420,900	0		
Total	(4,413,175)	(4,476,175)	(4,509,418)	(33,243)		

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Realignment of Budgets

Service Transformation	Description	2021/22	2022/23	2023/24
Repairs and Maintenance	Reduction in revenue repairs and maintenance budgets across the operational and community property portfolios to reflect forecast expenditure.	-40,000	-40,000	(40,000)
TOTAL		(40,000)	(40,000)	(40,000)
Community & Environmental	Description	2021/22	2022/23	2023/24
Parks, Heritage & Culture - Tree Management	To allow all tree survey work to be completed and a future programme of works to be planned to maintain and improve this important environmental asset within the borough. This programme will be delivered in partnership with the Veolia tree manager.	25,000	25,000	25,000
Cassiobury Park Hub (HLF) - Car Parking	Reduction in income received from Cassiobury Car Park.	75,000	75,000	75,000
Recycling - Kerbside	As a result of improved waste reduction and recycling performance and falling receipts across Hertfordshire by the waste collection authorities, the amount that Watford receives through the HCC Alternative Financial Model (AFM) is due to decrease.	100,000	100,000	100,000
G.I.S (Geographical Information System)	To maintain our investment in the GIS software as a valuable source of locality based information.	50,000	50,000	50,000
Leisure and Community	Review of property related budgets that are no longer required.	(50,270)	(50,270)	(50,270)
Museum	Reduction in establishment to reflect reduction in hours by current postholder.	(9,398)	(9,398)	(9,398)
Events	Efficiency savings across a number of budget headings with no impact on services.	(43,000)	(43,000)	(43,000)
TOTAL		147,332	147,332	147,332
Democracy & Governance	Description	2021/22	2022/23	2023/24
Democratic Services - Virtual Meetings	Investment in virtual meetings to allow hybrid meetings to take place moving forward. Hybrid meetings provide more flexibility for people to engage in meetings irrespective of their location.	23,660	23,660	23,660
Democratic Services - Elections	Investment in the Registration of Electors to comply with the 2020 Canvass Reform legislation.	54,420	54,420	54,420
Democratic Services - Members Budgets	Increase in members allowances in accordance with the Independent Members' Remuneration Panel's recommendations offset by a small saving in supplies and services budgets.	7,240	7,240	7,240
Democratic Services - Staffing	Reduction in budget to reflect ongoing changes in hours worked by team members	-19,560	-19,560	-19,560
TOTAL		65,760	65,760	65,760

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Place Shaping	Description	2021/22	2022/23	2023/24
Building Control - Reduced Workload	Reduction in income as a result of downturn in activity offset by not filling vacancies.	2,222	2,222	2,222
Housing - Property Costs	Efficiency savings in property costs as a result of the investments made in temporary accommodation.	(32,500)	(32,500)	(32,500)
Regeneration and Property - Efficiency Savings	Efficiency savings including deletion of a part time surveyor post as a result of work being transferred into Corporate Asset Management following recruitment to surveyor posts in this area.	(54,390)	(54,390)	(54,390)
Transport - Change in Establishment	Legal/Project Manager function now provided from within the Project Management Office	(65,885)	(65,885)	(65,885)
Planning Policy - Efficiency Savings	Efficiency savings identified within planning policy		(25,000)	(25,000)
TOTAL		(150,553)	(175,553)	(175,553)
Corporate Strategy & Comms	Description	2021/22	2022/23	2023/24
Corporate Strategy and Comms - Staffing Budgets	Balance of post following a reorganisation to reflect additional workloads of employees in post.	(20,000)	(20,000)	(20,000)
Customer Services - Digitisation	Planned reduction in capacity required following increased use of digital services, posts to be covered by temporary staff/staff on fixed term contracts in the interim.		(55,101)	(55,101)
TOTAL		(20,000)	(75,101)	(75,101)
Human Resources	Description	2021/22	2022/23	2023/24
Human Resources	Additional Firstcare income	(15,000)	(15,000)	(15,000)
TOTAL		(15,000)	(15,000)	(15,000)
Strategic Finance	Description	2021/22	2022/23	2023/24
Finance Shared Service	Reduction in a post currently held vacant. Watford Borough Council's share of saving.	(33,000)	(33,000)	(33,000)
TOTAL		(33,000)	(33,000)	(33,000)
Capital Programme	Description	2021/22	2022/23	2023/24
Revenue Cost	Revenue Implications of the proposed changes to the capital programme.	49,745	5,000	5,245
TOTAL		49,745	5,495	5,245
TOTAL		2021/22	2022/23	2023/24
TOTAL		4,284	(120,067)	(120,317)

Council Tax Base and Calculation 2021/22

AREA	Watford									
2021/22	PROPERTIES BY BAND									
Description	Band A Disabled	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
Dwellings	0.0	529.0	4414.0	14842.0	12904.0	3636.0	2179.0	1908.0	83.0	40495.0
Demolished	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Exemptions	0.0	37.0	107.0	211.0	156.0	41.0	25.0	22.0	1.0	600.0
Long Term Empty Premium	0.0	2.0	10.0	24.0	13.0	5.0	1.0	2.0	0.0	57.0
Disabled Relief (Movement)	3.0	24.0	24.0	-15.0	-19.0	3.0	-14.0	-6.0	0.0	0.0
Disabled Relief	0.0	3.0	27.0	51.0	36.0	17.0	20.0	6.0	0.0	160.0
Chargeable Dwellings (H)	3.0	517.0	4336.0	14628.0	12735.5	3600.5	2140.5	1881.0	82.0	39923.5
Discounts x 25% SPD	0.0	279.0	2370.0	4979.0	3062.0	693.0	337.0	220.0	6.0	11946.0
Discounts x 25%	0.0	4.0	48.0	179.0	131.0	29.0	18.0	14.0	0.0	423.0
Discounts x 50%	0.0	0.0	0.0	2.0	13.0	9.0	3.0	9.0	8.0	44.0
Discount Deduction (Q)	0.0	70.8	604.5	1290.5	804.8	185.0	90.3	63.0	5.5	3114.3
Additions	0.0	4.0	52.0	160.0	8.0	0.0	0.0	2.0	1.0	227.0
Reductions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Adjustments (J)	0.0	4.0	52.0	160.0	8.0	0.0	0.0	2.0	1.0	227.0
Sub-Total (H-Q+J)	3.0	450.3	3783.5	13497.5	11938.8	3415.5	2050.3	1820.0	77.5	37036.3
Reduction Scheme (Z)	0.0	72.3	911.2	1750.9	1069.6	186.7	47.0	15.9	0.0	4053.5
Net Dwellings ((H-Q+J)-Z)	3.0	378.0	2872.3	11746.6	10869.1	3228.8	2003.3	1804.1	77.5	32982.8
Band Proportion (F)	5.0	6.0	7.0	8.0	9.0	11.0	13.0	15.0	18.0	
Band D Proportion (G)	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	
Band D Equivalentents	1.7	252.0	2234.0	10441.4	10869.1	3946.3	2893.6	3006.8	155.0	33800.1

TAX BASE CALCULATION					
	Total Band D Equivalents			33800.1	
	Collection Rate			97.00%	
	Adjusted Band D			32786.1	
	Contribution in Lieu			0.0	
	Tax Base			32786.1	
			Uplift by		
	2020/21 Band D	273.59	1.0170	278.24	2021/22 Band D
			CTR =	9,122,431.7	
					Total Band D Equivalents 33800.1
					CTRS 4053.5
					Tax Base before CTRS 37853.5

Capital Programme 2020 - 2024

Capital Scheme	Revised Budget 2020/21 £	Draft Budget 2021/22 (including rephasings) £	Draft Budget 2022/23 (including rephasings) £	Draft Budget 2023/24 (including rephasings) £
SERVICE TRANSFORMATION				
Customer Services				
CSI Project	47,741	0	0	0
ICT Shared Services				
ShS-Migration To The Cloud	66,000	90,000	0	0
ShS-Hardware Replacement Programme	347,247	45,000	45,000	0
ICT Client Services				
ICT-Hardware Replacement Programme	10,298	563,000	200,000	0
ICT-Business Application Upgrade	11,270	360,000	165,000	0
ICT-Project Management Provision	0	235,000	120,000	0
Corporate Asset Management				
Colosseum Refurbishment	672,499	3,146,112	0	0
Community Asset Review	50,000	800,000	600,000	0
Building Investment Programme	730,000	400,000	400,000	0
COMMUNITY & ENVIRONMENTAL				
Waste & Recycling (inc Veolia)				
Replacement Recycling Bins	19,700	0	0	0
Replacement Food Bins & Caddies	133,200	0	0	0
Replacement Domestic Bins	23,346	0	0	0
Veolia Contract Fleet Requirements	1,256,777	1,008,000	0	0
Veolia Capital Improvements	76,350	98,260	100,230	0
Additional Green Waste Bins	19,700	0	0	0
Parks & Open Spaces				
Callowland Allotment Enhancement	8,156	0	0	0
Whippendell Woods SSSI Enhancement	19,647	20,000	0	0
Green Spaces Strategy	286,116	220,000	250,000	0
Cassiobury Park HLF Project	376,853	0	0	0
Oxhey Park North Enhancements	4,500	0	0	0
Oxhey Park North	1,207,386	0	0	0
Tree Planting Programme	15,000	15,000	15,000	0
River Colne Restoration	24,224	0	0	0
Garston Park Improvements	183,132	0	0	0
Oxhey Park North Project Mgmt	43,105	0	0	0
Cassiobury Park Performance Space	0	40,000	0	0
Parks Litter Bin Replacements	0	10,000	10,000	0
Meriden Park Improvements	0	100,000	50,000	0

Capital Scheme	Revised Budget 2020/21 £	Draft Budget 2021/22 (including rephasings) £	Draft Budget 2022/23 (including rephasings) £	Draft Budget 2023/24 (including rephasings) £
Cemeteries				
Cemetery Reprovision	0	141,000	0	0
North Watford Cemetery Imps	3,624	100,000	0	0
New Cemetery Provision	200,130	527,000	0	0
Vicarage Road Cemetery Feasibility Study	16,406	0	0	0
Leisure & Play				
Gaelic Football Relocation	38,558	0	0	0
Leisure Centres (SLM)	253,021	0	0	0
Watford Tennis Partnership	25,000	0	0	0
Woodside Sports Village	650,000	8,071,688	0	0
Cassiobury Park Croquet Club	37,625	0	0	0
Play Area Improvements	462,103	255,000	100,000	0
Lea Farm Recreation Improvements	50,000	50,000	0	0
Culture & Heritage				
Watford Museum HLF Matchfunding	0	200,396	0	0
Improvements Community Centres	13,980	0	0	0
Cultural Quarter Phase 1	10,000	0	0	0
Heritage Trail	110,000	0	0	0
Watford Market	100,000	150,000	0	0
Delivery of Cultural Plan	0	700,000	0	0
Environmental Health				
Decent Homes Assistance	25,000	100,000	100,000	0
Private Sector Housing Renewal	200,000	100,000	100,000	0
Street Improvement Programme	87,796	100,000	100,000	0
Community Projects				
Cycle Hub	150,000	0	0	0
All Saints Churchyard Improvements	40,000	0	0	0
Paddock Road Depot Enhancements	500,000	799,250	0	0
Derby Rd Skate Park Blockade	0	25,000	0	0
Commissioning				
Transport App	30,425	0	0	0
Departmental Vehicle Renewal	24,000	0	0	0
Cycle Hire Scheme	25,000	0	0	0
PLACE SHAPING & PERFORMANCE				
Watford Business Park				
Watford Business Park	700,734	0	0	0
Watford Business Park Phase 2	3,400,000	6,100,000	0	0
Watford Business Park Phase 3	0	3,000,000	3,000,000	0
Watford Riverwell				
Watford Riverwell Project	14,687,904	2,855,003	8,878,000	0
Housing				
Private Sector Stock Condition	36,850	0	0	0
Retained Housing Stock	186,152	50,000	50,000	0
York House Boiler Replacement	75,000	0	0	0
Partnership Acquisitions Programme	1,400,000	0	0	0
Transport & Infrastructure				
Public Realm (High Street)	4,479	0	0	0
Public Realm (Cl'dn Rd Phase III)	5,560,647	0	1,000,000	0
St Albans Rd Improvement Works	400,000	0	0	0
CCTV Site Equipment	24,000	0	0	0
Watford Junction Masterplan	13,548	0	0	0
Watford 3D Planning Model	27,388	0	0	0
Public Realm (Watford Junct'n)	158,773	0	0	0
High St Phase 2 (St Mary's)	592,478	0	0	0
Upgrading/Resurfacing Car Parks	4,573	0	0	0
Watford Junction Cycle Pk Hub	7,110	0	0	0
Watford Cycle Hire Study	4,460	0	0	0
Cycle & Road Infrastructure Improvements	441,298	300,000	300,000	0
Development Control				
CIL Review	80,000	0	0	0

Capital Scheme	Revised Budget 2020/21 £	Draft Budget 2021/22 (including rephasings) £	Draft Budget 2022/23 (including rephasings) £	Draft Budget 2023/24 (including rephasings) £
Property Investment Board				
PIB Investment Strategy	13,342	50,000	0	0
Property Management				
New Market	4,365	0	0	0
Redevelopment Town Hall	207,463	500,000	4,000,000	4,230,000
Cultural Hub Phase 1 Works	25,000	0	0	0
Temp Housing Accommodation	3,207,803	800,000	0	0
Social Rented Housing	500,000	500,000	0	0
Accelerating Housing Provision	115,601	600,000	500,000	0
Land Transfer - Croxley View Phase 2	3,000,000	0	0	0
Land Transfer - Croxley View Phase 3	0	3,130,000	0	0
Land Transfer - Rear Of High St	0	760,000	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	0	27,700,000	0	0
Loan to Hart Homes WDLTD	0	14,900,000	0	0
Places For People Scheme	2,000,000	(1,000,000)	0	0
Pyramid Site	2,500,000	2,500,000	0	0
Scenery Store Redevelopment	530,000	970,000	0	0
Infill Sites (LEP funded)	840,675	0	0	0
CORPORATE STRATEGY & COMMUNICATIONS				
Corporate Communications				
Town Boundary Signage	0	25,000	0	0
STRATEGIC FINANCE				
Capital Support Services				
Support Services	552,470	552,470	552,470	0
Major Projects - FBP and QS	127,000	128,270	129,550	0
TOTAL CURRENT CAPITAL PROGRAMME	50,114,028	84,025,449	20,765,250	4,230,000

New Capital Projects

No.	Title		Funded From / Comment	Capital Growth 21/22	Capital Growth 22/23	Capital Growth 23/24	Revenue Growth 21/22	Revenue Growth 22/23	Revenue Growth 23/24
1	Cassiobury Park Wetlands	The restoration project aims to return the area to a natural wetland habitat (not watercress beds) to improve biodiversity and support a greater variety of wildlife along the river corridor; engaging and involving communities in the process.		75,000	75,000	75,000	0	0	0
2	Biodiversity	Watford has enhanced many of its open spaces over the last 10 years and continues to invest in them. However, the council has now declared a climate emergency and members are increasingly requesting that we look at how we can increase local biodiversity in our open spaces and the spaces we manage on behalf of others.		0	50,000	0	0	0	0
3	Cassiobury Park Boardwalk	Access to the nature reserve is now severely restricted and a replacement and increased boardwalk are required. The boardwalk allows greater access to the nature reserve for those with limited abilities.	To be funded from existing capital resources	25,000	0	0	0	0	0
4	Cassiobury Park ad hoc capital works	There are on many occasions the need for capital funding for small scale projects - eg signage, interpretation, new benches, small scale planting projects, working with the wildlife trust, Community Connections CIC and the Friends of Cassiobury Park. This provides match funding opportunities.	To be funded from existing capital resources	25,000	25,000	25,000	0	0	0
5	Cheslyn House Pond & Aviary	Cheslyn House and Gardens is an important Green Flag site and award winning gardens, with a full time gardener. The aviary is now in need of modernisation and significant improvements to the structure. A wooden aviary, it has deteriorated over the years and is starting to become a bigger issue. The pond is also due a significant overhaul, which has very large Koi Carp in it. Some of the infrastructure here with aeration, water circulation etc needs replacement.	To be funded from existing capital resources	25,000	0	0	0	0	0

6	Harwoods Toilets	To install a single healthmatic touch free secure toilet cubicle. DDA compliant, secure and touch points negated, this would be located by the entrance to the Adventure Play Ground.	To be funded from CIL Neighbourhood resources	65,000	0	0	0	11,000	11,000
7	Meriden Park barrier	Meriden Park is a large open space on the Meriden estate that is open on one side to vehicular incursion. It is a popular open space on this estate and in 2020 was occupied by travellers. The site needs to be made secure with a low steel rail (same as Oxhey Park) that prevents further incursions.	This will be a new scheme in 2022/23 dependant upon the outcome of review.	0	55,000	0	0	0	0
8	Car park extension at Oxhey Activity Park	OAP has been exceptionally well received with users coming from the local community as well as far and wide. Extending the car park will provide additional spaces as well as reducing unwelcomed car parking in surrounding roads / businesses. By introducing a charge it will favour local users and those who travel sustainably and generate income from those who come from further afield by private car.	Cost of borrowing will be repayed by charging with the first hour free.	65,000			-16,000	-16,000	-16,000
9	River Colne Project	The 'Rediscovering the River Colne' project over a decade, will re-establish the River Colne as a community asset for Watford. It is more than just an environmental improvement project – it is a large-scale project in which to bring benefits to all through increased activity, improved mental health, learning new skills for employment, improved understanding of the environment and our effect upon it	£100k funded from CIL Neighbourhood	250,000	250,000	250,000	0	0	0
10	Tree planting	The Council has an adopted Tree and Woodland Strategy with one of the aims to increase tree coverage in the Borough from 16% to 20%. The current allocated budget is used to replace lost trees primarily on highways rather than in open spaces. To achieve increased coverage, a growth in budget is required.	Aligned to a revenue budget increase	0	50,000	50,000	0	0	0
11	Wayfinding & Public Art Strategy. Develop the strategy and implement.	The AEA cultural review noted:'the uneven character and quality of public realm in Watford's town centre that in places does not reflect either Watford's potential or best practice in public space design, safety, and wayfinding. Creative solutions can be adapted to continue improve and connect Watford's town centre and parts of its high streets into one cohesive and attractive 'quarter'."	To be funded from CIL Infrastructure resources	80,000	150,000	100,000	0	0	0

12	Market Street South	A new public realm programme around Market St South.		450,000	0	0	0	10,000	10,000
13	Camera Enforcement of High Street.	To invest in camera enforcement of traffic regulations and bus gate arrangements in the High Street.	This would be dependent on agreement with HCC to share the revenue from any enforcement.	200,000	0	0	0	-50,000	-50,000
14	Queens Road The Broadway	Public Realm Improvements - To improve the public realm area from the high street Queens Road through to the Intu entrance to ensure it is comparable to the existing improvements throughout the town centre	To be funded from the parking reserve when it has recovered post Covid	0	100,000	200,000	10,000	10,000	10,000
15	Market Street North	Public Realm Improvements - High Street through to exchange road, to ensure that it is comparable to the existing improvements through the town centre		0	250,000	250,000	0	0	10,000
16	Sustainable Transport Programme.	Sustainable Transport Programme. To continue to develop and deliver a programme of sustainable transport measures, this includes cycle lanes, bus prioritisation and improvements to pedestrian access to Watford Town centre. This supports the delivery of the Local Plan and assists Climate Change. Having WBC funding will allow the Council to seek match funding from government	50% CIL funded	250,000	500,000	500,000			
17	St Albans Road Phase 2	Streetscape improvements on St Albans Road, phase 2 (Lowestoft Road - Langley Road) - to enhance the existing areas and revitalise the setting for the shops and businesses. Langley Road - Lowerstoft Road		150,000	150,000	0	0	10,000	10,000

Reserves and Balances

Description	Balance at	Movement	Balance at	Movement	Balance at	Movement	Balance at	Movement	Balance at	Purpose
	1 April	2020/21	31 March	2021/22	31 March	2022/23	31 March	2023/24	31 March	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Revenue Reserves										
Area Based Grant	(86)	86	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Budget Carry Forward	(1,934)	1,382	(552)	552	0	0	0	0	0	Budgets carried forward from prior years
Car Parking Zones	(698)	263	(435)	(157)	(592)	(157)	(749)	(157)	(906)	Ring fenced for parking projects
Charter Place Tenants	(93)	93	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Climate Change	(48)	48	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Crematorium	(150)	0	(150)	0	(150)	0	(150)	0	(150)	Funding repairs and maintenance
Economic Impact	(2,979)	1,806	(1,173)	0	(1,173)	(131)	(1,304)	(464)	(1,768)	Provide resources to offset economic downturn
Housing Benefit Subsidy	(1,832)	0	(1,832)	0	(1,832)	0	(1,832)	0	(1,832)	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)	689	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Le Marie Centre Repairs	(11)	11	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Leisure Structured Maintenance	(423)	173	(250)	0	(250)	0	(250)	0	(250)	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)	60	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Pension Funding	(2,248)	0	(2,248)	200	(2,048)	200	(1,848)	200	(1,648)	Reduction of pension deficit
Performance Reward Grant (Revenue)	(28)	28	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Project and Programme Management	(251)	150	(101)	0	(101)	0	(101)	0	(101)	Support major project work
Rent Deposit Guarantee Scheme	(100)	0	(100)	0	(100)	0	(100)	0	(100)	Assist in providing homelessness accommodation
Riverwell Project	(7,334)	0	(7,334)	133	(7,201)	(1,000)	(8,201)	0	(8,201)	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	(297)	0	(297)	0	(297)	0	(297)	0	(297)	Equalisation fund to smooth impact of surplus/deficit
Recovery Fund	0	(909)	(909)	(471)	(1,380)	0	(1,380)	0	(1,380)	To support the recovery process for additional costs due to COVID19
Total	(19,916)	3,880	(16,036)	257	(15,779)	(1,088)	(16,867)	(421)	(17,288)	
General Fund Working Balance	(2,000)	0	(2,000)	0	(2,000)	0	(2,000)	0	(2,000)	Prudent balance

Note: excludes gap identified in 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 a project could be as a result of a change in its scope. 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 completion	The complexity of a project could also be a contributing factor to delays and cost overruns. This may cause a cash flow problem, but could be merely a timing difference. Delays 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. Due diligence prior to the project starting can reduce the likelihood of this happening.	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. Due diligence prior to the project starting can reduce the likelihood of this happening.	2	4	8
7	Revenue balances insufficient to meet estimated pay award increases	The medium term planning period includes an estimate for the likely pay increases for the period which is based on the information available at the time of preparing the MTFS.	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. The UK leaving the EU without a 'deal' at the end of 2020 may also have an impact on the UK economy. The cost of goods is anticipated to increase by up to 5% if this happens. This will place greater pressure on expenditure budgets.	3	3	9
10	Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the interest earned on the proceeds from capital receipts that are invested in the money market. The interest rates have been running at an historic low as a result of the impact of COVID-19 on the global economy. The UK leaving the EU without a 'deal' at the end of 2020 may also have an impact on the UK economy. However as interest rates are already at near zero or negative the additional impact of this is likely to be minimal. There is significant uncertainty in 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. Whilst this had previously thought to be highly unlikely the impact that COVID-19 has had on the Council's income and expenditure has been significant. However the impact has been significantly reduced with central government support. Continued support is not guaranteed.	1	3	3

No.	Type of Consequence	Comment	Likelihood	Impact	Overall Score
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. Any shortfall will have a significant impact. Therefore the budgets are set assuming a 5% void rate.	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 in line with information provided in the Provisional Finance Settlement.	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	2	4
1= VERY LOW RISK 4 = VERY HIGH RISK					
			Likelihood	Impact	Overall Score
		very low risk	1	1	1
		low risk	2	2	4
		high risk	3	3	9
		very high risk	4	4	16

Income (Charging Policy)

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.

Charging Strategy	Objective
Commercial Charges	The Council aims to cover the cost of providing the service and make a surplus used to fund other priority services. 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.

Fees and Charges 2021/22

Service	(A)	(B)	(B) - (A)	(C)	(C) - (B)	Comments
	2020/21	2021/22	Variance Year on Year	2021/22	Variance Draft to Proposed	
	Original Budget	Draft Budget already included in MTFS	2019/20 to 2020/21	Proposed Budget		
	£	£	£	£	£	
COMMUNITY & ENVIRONMENTAL						
Parks, Pitches & Woods	(15,150)	(15,150)	0	(15,600)	(450)	
Cemeteries	(368,500)	(368,500)	0	(368,500)	0	
Cheslyn	(296,000)	(209,000)	87,000	(205,000)	4,000	
SLM	(1,065,877)	(1,065,877)	0	(1,065,877)	0	
Waste	(354,460)	(504,460)	(150,000)	(504,460)	0	
Specials & Street Cleansing	(51,130)	(51,130)	0	(51,130)	0	
Arts, Events and Heritage	(25,000)	(25,000)	0	(25,000)	0	
Licenses	(153,000)	(153,000)	0	(160,300)	(7,300)	
Other Licenses	(31,870)	(31,870)	0	(33,470)	(1,600)	
Gaming Licenses	(97,377)	(97,377)	0	(86,052)	11,325	
Stray Dogs	(2,400)	(2,400)	0	(1,100)	1,300	
Pests	(38,680)	(38,680)	0	(39,350)	(670)	
Environmental Abandoned Vehicles	(1,200)	(1,200)	0	(250)	950	
Environmental Miscellaneous	(51,564)	(51,564)	0	(52,000)	(436)	
	(2,552,208)	(2,615,208)	(63,000)	(2,608,089)	7,119	
SERVICE TRANSFORMATION						
Customer Services (including Information Unit)	(12,500)	(12,500)	0	(12,500)	0	
Town Hall Facilities	(108,300)	(246,300)	(138,000)	(246,300)	0	
	(12,500)	(12,500)	0	(12,500)	0	
PLACE SHAPING						
Housing	(415,467)	(415,467)	0	(455,829)	(40,362)	
Parking - Controlled Parking Zones (see below)	(1,420,900)	(1,420,900)	0	(1,420,900)	0	
Parking - Other (incl. Avenue, Longspring & Town Hall)	(231,000)	(231,000)	0	(231,000)	0	
Building Control	(291,000)	(291,000)	0	(291,000)	0	
Development Control (including Policy Team)	(785,000)	(785,000)	0	(785,000)	0	
Land Searches	(120,000)	(120,000)	0	(120,000)	0	
	(3,263,367)	(3,263,367)	0	(3,303,729)	(40,362)	
DEMOCRACY & GOVERNANCE						
Elections Unit	(4,000)	(4,000)	0	(4,000)	0	
	(4,000)	(4,000)	0	(4,000)	0	
STRATEGIC FINANCE						
Council Tax (Single Person Discount)	(2,000)	(2,000)	0	(2,000)	0	
	(2,000)	(2,000)	0	(2,000)	0	
Sub Total	(5,834,075)	(5,897,075)	(63,000)	(5,930,318)	(33,243)	
Less :						
Parking - Controlled Parking Zones (v see above)	1,420,900	1,420,900	0	1,420,900	0	
Total	(4,413,175)	(4,476,175)	(63,000)	(4,509,418)	(33,243)	

COMMUNITY SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
ALLOTMENTS**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Allotments									
Per pole per annum	£5.47	*	*	✓	*	*	£7.11	29.98 %	High increase to cover allotment officer post, and indexation.
50% reduction for the disabled and those in receipt of income related benefit									

COMMUNITY SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
PARKS / SPORTS PITCHES & WOODS**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 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)	£55.00	*	*	✓	*	*	£57.00	3.64 %	
Other wickets - per match (Juniors)	£29.00	*	*	✓	*	*	£30.00	3.45 %	
FOOTBALL									
Seniors with changing facilities & showers	£61.50	*	*	✓	*	*	£63.00	2.44 %	
Juniors with changing facilities & showers	£28.00	*	*	✓	*	*	£29.00	3.57 %	
HURLING/RUGBY									
Per match including corner flags	£55.00	*	*	✓	*	*	£57.00	3.64 %	
Exempt from VAT									
FOOTBALL									
Seniors with changing facilities & showers (15 games)	£800.00	*	*	✓	*	*	£825.00	3.13 %	
Juniors with changing facilities & showers (12 games)	£258.00	*	*	✓	*	*	£265.00	2.71 %	
Seniors with no changing facilities & showers (15 games)	£475.00	*	*	✓	*	*	£490.00	3.16 %	
Juniors with no changing facilities & showers (12 games)	£195.00	*	*	✓	*	*	£200.00	2.56 %	
Under 11s (small size pitch per season)	£108.00	*	*	✓	*	*	£112.00	3.70 %	
FOOTBALL TRAINING									
KGVPF, Oxhey Park (per hour)	£16.50	*	*	✓	*	*	£17.00	3.03 %	
Changing accommodation / showers (per event)	£22.00	*	*	✓	*	*	£23.00	4.55 %	
PARKS & SPORTS PITCHES									
BOWLS									
Club hire of rinks (per season)	£1,200.00	*	*	✓	*	*	£1,250.00	4.17 %	
CRICKET									
Enclosed wicket (per season)	£3,275.00	*	*	✓	*	*	£3,375.00	3.05 %	
CROQUET									
Seasonal charges :-									
Adults	£55.00	*	*	✓	*	*	£57.00	3.64 %	
OAPs	£27.50	*	*	✓	*	*	£28.50	3.64 %	
TENNIS - club charges									
Hire of court per season (May-Sept inc)	£1,260.00	*	*	✓	*	*	£1,300.00	3.17 %	
Individual on-court Coaching Session (hourly rate)	£4.00						£4.00		NEW CHARGE
Zero Rated									
Orienteering maps up to 5 copies	free	*	*	✓	*	*	free	NO CHANGE	
Subsequent copies each	£2.50	*	✓	*	*	*	£2.50	NO CHANGE	

BUDGET POSITION SUMMARY - PARKS, PITCHES & WOODS

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
SALES					
FEES & CHARGES					
LAND & PROPERTY BASED CHARGES					
KPS000-I0901 - Rent	(8,160)	(8,160)	(8,400)	3	
KPS000-I0902 - Rent - Advertising Site	(6,990)	(6,990)	(7,200)	3	
	(15,150)	(15,150)	(15,600)	3	

COMMUNITY SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :- EVENTS AND HIRE OF CHESLYN GARDENS

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & inclusive of VAT									
CHESLYN GARDENS									
Hire of garden for wedding photos	£50.00	*	*	✓	*	*	£50.00	NO CHANGE	
Exempt from VAT									
CHESLYN HOUSE									
Hire of 2 meeting rooms & kitchen per hour	£35.00	*	*	✓	*	*	£40.00	14.29 %	
Reduced charge for recognised voluntary groups per hour	£20.00	*	*	✓	*	*	£20.00	NO CHANGE	
PARKS - GENERAL									
HIRE OF FACILITIES									
Commercial rate per day up to 1500 people	£1,650.00	*	*	*	*	*	£1,700.00	3.03 %	
Commercial rate per day up to 1500-5000 people	£5,500.00	*	*	*	*	*	£5,750.00	4.55 %	
Commercial rate per day 5000 +		*	*	*	*	*	TBC		
Non commercial rate per day	£710.00	*	*	*	*	*	£750.00	5.63 %	
Local charities and community groups	£80.00	*	*	*	✓	*	£83.00	3.75 %	
*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	
*Cassiobury Hub Education Room Hire per hour	£40.00						£40.00	NO CHANGE	
*Events and activities	depends on event						Depends on event		

*New lines added

BUDGET POSITION SUMMARY - CHESLYN GARDENS

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
KRA000-I0676 - Use of Facilities	(1,000)	(1,000)	(1,000)	NO CHANGE	
KLF000-I0126 - Feed in Tariff	(2,000)	(2,000)	(2,000)	NO CHANGE	
KLF000-I0537 - Miscellaneous Fees and Charges		(13,000)	(13,000)	100.00 %	
KLF000-I0623 - Other Parking Charges	(200,000)	(100,000)	(100,000)	(50)	Income down by 50%
KLF000-I0662 - Income Activities	(23,000)	(23,000)	(10,000)	(57)	Unrealistic target
KLF000-I0676 - Income Use of Facilities	(2,000)	(2,000)	(2,000)	NO CHANGE	
KLF000-I0901 - Rent	(51,000)	(51,000)	(60,000)	18	Extra rent possible
KLF000-I0908 - Service Charges	(7,000)	(7,000)	(7,000)	NO CHANGE	
KLF000-J0202 - Other LA / Local body contributions	0	0	0	NO CHANGE	HLF grant finished
KLF000-J0203 - Third Party Contributions	(10,000)	(10,000)	(10,000)	NO CHANGE	Forestry grants
	(296,000)	(209,000)	(205,000)	(31)	

COMMUNITY SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :- CEMETERIES

RESIDENT

Description	PRICING STRATEGY						Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
	2020/21 Charge	2021/22	2022/23	2023/24	2024/25	2025/26			
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	£1,430.00	*	*	✓	*	*	£1,470.00	2.80 %	
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	£2,650.00	*	*	✓	*	*	£2,725.00	2.83 %	
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	£690.00	*	*	✓	*	*	£710.00	2.90 %	
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	£610.00	*	*	✓	*	*	£630.00	3.28 %	
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	£265.00	*	*	✓	*	*	£273.00	3.02 %	
For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-									
a) All sections	£740.00	*	*	✓	*	*	£765.00	3.38 %	
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	£965.00						£995.00	3.11 %	
d) For the interment / scattering of cremated remains in / on any grave on any section including Garden of Rest/Remembrance	£250.00	*	*	✓	*	*	£258.00	3.20 %	
e) For a stillborn child, or child whose age at the time of death did not exceed 1 month	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
f) Non viable foetus burial	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
g) Shrouded burial fee	£108.00	*	*	✓	*	*	£111.00	2.78 %	
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	£220.00	*	*	✓	*	*	£225.00	2.27 %	
b) Not exceeding 2ft 6inc in the Garden of Rest and in the children's section	£108.00	*	*	✓	*	*	£111.00	2.78 %	
c) Garden of Remembrance-as approved-sole design allowed	£100.00	*	*	✓	*	*	£103.00	3.00 %	

COMMUNITY SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
CEMETERIES (continued)**

RESIDENT.....continued

Description	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
	2020/21 Charge	2020/21	2021/22	2021/22	2021/22			
Outside Scope for VAT purposes								
Kerbs								
* a) Enclosing a space not exceeding 7ft x 3ft	£111.00	*	*	✓	*	*	£115.00	3.60 %
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and Children's Section	£53.00	*	*	✓	*	*	£55.00	3.77 %
Vases								
* For each vase, maximum size 12"x12"x12"	£37.00	*	*	✓	*	*	£38.00	2.70 %
a) Separate, or as an addition to a headstone, not exceeding 18" x 12"	£58.00	*	*	✓	*	*	£60.00	3.45 %
b) Where an inscription table or plate takes the place of a memorial	£111.00	*	*	✓	*	*	£115.00	3.60 %
* Complete memorial, consisting of headstone & Kerbs	£380.00	*	*	✓	*	*	£390.00	2.63 %
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	£69.00	*	*	✓	*	*	£71.00	2.90 %
* 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	£44.00	*	*	✓	*	*	£45.00	2.27 %
Fee for the searches of Burial Register and for copies of extract to be taken there from	£62.00	*	*	✓	*	*	£64.00	3.23 %
Fee for the use of the Chapel	£142.00	*	*	✓	*	*	£146.00	2.82 %
Outside Scope for VAT purposes								
PART 5								
Maintenance of Grave spaces								
Turfing a grave	£111.00	*	*	✓	*	*	£115.00	3.60 %
Partial burying of headstone following failure of safety test	£137.00	*	*	✓	*	*	£141.00	2.92 %
Supply soil for memorial inset	£111.00	*	*	✓	*	*	£115.00	3.60 %
* 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

**2021/22 FEES & CHARGES PROPOSED FOR :-
CEMETERIES (continued)**

NON RESIDENT

Description	PRICING STRATEGY						Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
	2020/21 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									
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	£4,350.00	*	*	✓	*	*	£4,480.00	2.99 %	
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	£7,950.00	*	*	✓	*	*	£8,200.00	3.14 %	
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	£2,070.00	*	*	✓	*	*	£2,135.00	3.14 %	
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	£1,830.00	*	*	✓	*	*	£1,885.00	3.01 %	
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 and									
c) Apply provided that the interment is made within 15 minutes of the time arranged with the "superintendent". If not an additional sum is payable	£265.00	*	*	✓	*	*	£273.00	3.02 %	
For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-									
a) All sections	£2,220.00	*	*	✓	*	*	£2,290.00	3.15 %	
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	NO CHANGE	
c) caskets including extra digging required	£2,900.00	*	*	✓	*	*	£2,990.00	3.10 %	
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	£750.00	*	*	✓	*	*	£775.00	3.33 %	
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	*	*	✓	*	*	£0.00	NO CHANGE	
f) Non viable foetus burial	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
g) Shrouded burial fee	£108.00	*	*	✓	*	*	£111.00	2.78 %	
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 yrs.	£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 & 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	£655.00	*	*	✓	*	*	£675.00	3.05 %	
b) Not exceeding 2ft 6inc in the Garden of rest and in the children's section	£335.00	*	*	✓	*	*	£345.00	2.99 %	
c) Garden of Remembrance - as approved-sole design allowed	£295.00	*	*	✓	*	*	£305.00	3.39 %	
LEDGERS									
* A ledger not exceeding 7ft x 3ft	£330.00	*	*	✓	*	*	£340.00	3.03 %	
KERBS									
* a) Enclosing a space not exceeding 7ft x 3ft	£330.00	*	*	✓	*	*	£340.00	3.03 %	
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and children's Section	£165.00	*	*	✓	*	*	£170.00	3.03 %	
Vases									
* For each vase, maximum size 12" x 12" x 12"	£105.00	*	*	✓	*	*	£108.00	2.86 %	
a) separate, or as an addition to a headstone, not exceeding 18" x 12"	£169.00	*	*	✓	*	*	£174.00	2.96 %	
b) Where an inscription table or plate takes the place of a headstone, either at the foot or head of a memorial	£330.00	*	*	✓	*	*	£340.00	3.03 %	
* Complete memorial, consisting of headstone and kerbs	£1,160.00	*	*	✓	*	*	£1,195.00	3.02 %	
MEMORIAL BENCHES									
David Ogilvie Steel bench - supply and install with plaque	£2,100.00	✓	*	*	*	*	£2,165.00	3.10 %	
Plaque on existing bench - supply and install with maintenance	£265.00	✓	*	*	*	*	£273.00	3.02 %	
MEMORIAL TREES									
Supply and plant Standard tree with 5 years maintenance	£1,055.00	✓	*	*	*	*	£1,087.00	3.03 %	
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	£69.00	*	*	✓	*	*	£71.00	2.90 %	
* Any other replacement works not covered by above									
* GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY									

COMMUNITY SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
CEMETERIES (continued)**

NON RESIDENT.....continued

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & exclusive of VAT									
* Any other replacement works not covered by above									
* GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY									
PART 4									
Miscellaneous									
The Burial Register - fee for transfer of grave grant for the exclusive right of burial	£45.00	*	*	✓	*	*	£46.00	2.22 %	
Fee for the searches of Burial Register and for copies of extract to be taken there from	£69.00	*	*	✓	*	*	£71.00	2.90 %	
Fee for the use of the Chapel	£425.00	*	*	✓	*	*	£438.00	3.06 %	
PART 5									
Outside Scope for VAT purposes									
Maintenance of Grave spaces									
Turfing a grave	£117.00	*	*	✓	*	*	£120.00	2.56 %	
Partial burying of headstone following failure of safety test	£138.00	*	*	✓	*	*	£142.00	2.90 %	
Supply soil for memorial inset	£117.00	*	*	✓	*	*	£120.00	2.56 %	
* Any other replacement works not covered by above									
NOTE:									
Memorials can now be placed on graves of stillborn children FREE of CHARGE Size: 12" x 12" x 2". To be laid flat on grave surface									
PART 6									
Weekend Burials									
Metal liner requirement	£530.00		✓				£550.00	3.77 %	
Weekend Contractor charge	£460.00		✓				£500.00	8.70 %	see change of name no longer gardens of peace

BUDGET POSITION SUMMARY - CEMETERIES

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
KNA000-10520 - Sale of Grave Spaces	(175,000)	(175,000)	(175,000)		NO CHANGE
KNA000-10522 - Burial Fees	(150,000)	(150,000)	(150,000)		NO CHANGE
KNA000-10524 - Memorial Fees	(30,000)	(30,000)	(30,000)		NO CHANGE
KNA000-10526 - Use of Chapel	(5,000)	(5,000)	(5,000)		NO CHANGE
KNA000-10527 - Transfer Fees	(2,500)	(2,500)	(2,500)		NO CHANGE
LAND & PROPERTY BASED CHARGES					
KNA000-10901 - Rent	(6,000)	(6,000)	(6,000)		NO CHANGE
	(368,500)	(368,500)	(368,500)		NO CHANGE

COMMUNITY SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-

LEISURE CENTRES - OPERATED BY SLM

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & incl of VAT if applicable									
Main Hall / Dry Side Activities :-									
Half hall hire - Woodside - Adult	£66.19	✓	*	*	*	*	£67.02	1.25 %	
- Junior	£33.09	✓	*	*	*	*	£33.51	1.25 %	
Whole Hall hire - Woodside - Adult	£133.43	✓	*	*	*	*	£135.09	1.25 %	
- Junior	£66.19	✓	*	*	*	*	£67.02	1.25 %	
Whole Hall hire - Central - Adult	£66.19	✓	*	*	*	*	£67.02	1.25 %	
- Junior	£33.09	✓	*	*	*	*	£33.51	1.25 %	
Cricket	£65.98	✓	*	*	*	*	£66.80	1.25 %	
Parties with food, party leader up to 16 kids									
Dry side (football / allsportz, bouncy castle)	£205.92	✓	*	*	*	*	£208.49	1.25 %	
Wetside (mini, mega wet and wild)	£231.13	✓	*	*	*	*	£234.02	1.25 %	
Wetside (inflatable)	£236.39	✓	*	*	*	*	£239.34	1.25 %	
Trampoline and Dance Party	£225.88	✓	*	*	*	*	£228.70	1.25 %	
Additional children	£10.30	✓	*	*	*	*	£10.42	1.25 %	
Additional party leader	£18.70	✓	*	*	*	*	£18.93	1.25 %	
Cost per head for food	£3.78	✓	*	*	*	*	£3.83	1.25 %	
Parties (self catering, party leader, up to 16 kids)									
Dry side (football/allsportz,bouncy castle)	£205.92	✓	*	*	*	*	£208.49	1.25 %	
Wetside (mini, mega wet and wild)	£231.13	✓	*	*	*	*	£234.02	1.25 %	
Wetside (inflatable)	£236.39	✓	*	*	*	*	£239.34	1.25 %	
Trampoline and Dance Party	£225.88	✓	*	*	*	*	£228.70	1.25 %	
Additional children	£10.20	✓	*	*	*	*	£10.33	1.25 %	
Additional party leader	£18.70	✓	*	*	*	*	£18.93	1.25 %	
Junior Activities									
Active antz	£6.07	✓	*	*	*	*	£6.14	1.25 %	
Mini gym	£6.07	✓	*	*	*	*	£6.14	1.25 %	
Mini dribblers	£6.07	✓	*	*	*	*	£6.14	1.25 %	
Mini bouncers	£6.07	✓	*	*	*	*	£6.14	1.25 %	
Sports Course - Adult - Dry	£7.50	✓	*	*	*	*	£7.59	1.25 %	
Trampolining (drop-in adults)	£7.50	✓	*	*	*	*	£7.59	1.25 %	
Pilates (3 wks - 45mins)	£20.40	✓	*	*	*	*	£20.66	1.25 %	
Pilates (members)	£0.00	✓	*	*	*	*	£0.00		
Swimming Course - Adult	£8.50	✓	*	*	*	*	£8.61	1.25 %	
Swimming Coaching 1 hour (Sat am only)	£7.65	✓	*	*	*	*	£7.75	1.25 %	
Everyone Active card - Watford & Three Rivers	£0.00	*	*	*	✓	*	£0.00		
Everyone Active card - Non resident adult	£26.79	✓	*	*	*	*	£27.13	1.25 %	
Everyone Active card - Non resident junior	£16.49	✓	*	*	*	*	£16.70	1.25 %	
Everyone Active card - Non resident - family (2 adults and up to 3 children)	£65.40	✓	*	*	*	*	£66.22	1.25 %	
Lost card/replacement	£5.10	✓	*	*	*	*	£5.16	1.25 %	
50+ Short Mat Bowls	£2.96	✓	*	*	*	*	£2.99	1.25 %	
50+ Keep Fit	£3.62	✓	*	*	*	*	£3.67	1.25 %	
50+ Line Dancing	£3.83	✓	*	*	*	*	£3.87	1.25 %	
50+ Tap	£3.62	✓	*	*	*	*	£3.67	1.25 %	
50+ Water Workout	£4.85	✓	*	*	*	*	£4.91	1.25 %	
50+ Swimming	£2.40	✓	*	*	*	*	£2.43	1.25 %	
50+ Badminton	£3.57	✓	*	*	*	*	£3.61	1.25 %	
Back to Netbal	£3.98	✓	*	*	*	*	£4.03	1.25 %	

COMMUNITY SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-

LEISURE CENTRES - OPERATED BY SLM (Continued)

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & incl of VAT if applicable									
Hire Prices (A refundable deposit of £5.00 is required per each item hired)									
Badminton Racquets	£2.68	✓	✗	✗	✗	✗	£2.72	1.25 %	
Table Tennis Bats	£2.68	✓	✗	✗	✗	✗	£2.72	1.25 %	
Squash racquets	£2.68	✓	✗	✗	✗	✗	£2.72	1.25 %	
Trampoline per hour	£0.00	✓	✗	✗	✗	✗	£0.00		
Equipment purchase :-									
Squash balls	£2.68	✓	✗	✗	✗	✗	£2.72	1.25 %	
Shuttlecocks	£2.41	✓	✗	✗	✗	✗	£2.44	1.25 %	
Meetings :-									
Conference Room & Executive Suite (WLC)	£25.50	✓	✗	✗	✗	✗	£25.82	1.25 %	
Studios :-									
Studio 1 (14.7 x 11.7)	£34.67	✓	✗	✗	✗	✗	£35.10	1.25 %	
Studio 2 (12.5 x 9.8)	£30.05	✓	✗	✗	✗	✗	£30.42	1.25 %	
Studio 3 - (8.9 x 9.9)	£24.16	✓	✗	✗	✗	✗	£24.47	1.25 %	
Studio 1 (Central)	£29.63	✓	✗	✗	✗	✗	£30.00	1.25 %	
Creche	£23.95	✓	✗	✗	✗	✗	£24.25	1.25 %	
Schools per half hour per teacher	£34.04	✓	✗	✗	✗	✗	£34.46	1.25 %	
Second teacher per pool	£22.80	✓	✗	✗	✗	✗	£23.08	1.25 %	
Gym, per student	£3.21	✓	✗	✗	✗	✗	£3.25	1.25 %	
Woodside Stadium :-									
Public Training - Adult	£5.15	✓	✗	✗	✗	✗	£5.21	1.25 %	
- Junior	£2.86	✓	✗	✗	✗	✗	£2.89	1.25 %	
Adult (Watford Harriers Club Members)	£4.49	✓	✗	✗	✗	✗	£4.54	1.25 %	
Junior (Watford Harriers Club Members)	£1.84	✓	✗	✗	✗	✗	£1.86	1.25 %	
Direct Debit - Harriers Member	£18.36	✓	✗	✗	✗	✗	£18.59	1.25 %	
Season Tickets adults - Summer	£93.50	✓	✗	✗	✗	✗	£94.67	1.25 %	
- Winter	£70.92	✓	✗	✗	✗	✗	£71.80	1.25 %	
- Yearly	£135.53	✓	✗	✗	✗	✗	£137.22	1.25 %	
Season Tickets junior - Summer	£43.60	✓	✗	✗	✗	✗	£44.14	1.25 %	
- Winter	£32.83	✓	✗	✗	✗	✗	£33.24	1.25 %	
- Yearly	£65.14	✓	✗	✗	✗	✗	£65.95	1.25 %	
	£0.00						£0.00		
Athletics Meet (Up to 8 hours Mon - Fri up to 5pm)	£168.10	✓	✗	✗	✗	✗	£170.20	1.25 %	
Athletics Meet (Up to 8 hours Weekend or Bank Holiday)	£262.65	✓	✗	✗	✗	✗	£265.93	1.25 %	
Athletics Meet (Up to 4 hours Midweek evening from 6pm)	£103.48	✓	✗	✗	✗	✗	£104.78	1.25 %	
Athletics Meet - Additional hours	£57.26	✓	✗	✗	✗	✗	£57.97	1.25 %	
School Athletic Meet/Sports Day (Up to 5pm weekdays)	£103.48	✓	✗	✗	✗	✗	£104.78	1.25 %	
Member of staff	£18.65	✓	✗	✗	✗	✗	£18.88	1.25 %	
Additional colleagues / person	£18.65	✓	✗	✗	✗	✗	£18.88	1.25 %	
Car Park Steward for large events	£13.24	✓	✗	✗	✗	✗	£13.40	1.25 %	
Athletic Meet - Set up time per hr	£22.96	✓	✗	✗	✗	✗	£23.24	1.25 %	
Athletic Meet - Clean Up time per hr	£22.96	✓	✗	✗	✗	✗	£23.24	1.25 %	
Harriers Charges									
Hire for training/coaching purposes, day time inc As Above including Flood Lights in Evening, plus a colleague	£27.58	✓	✗	✗	✗	✗	£27.92	1.25 %	
	£43.60	✓	✗	✗	✗	✗	£44.14	1.25 %	
Block Booking (standard price less VAT where bookings are 10 consecutive weeks or more)									
ATP 1x5v5 - Adult	£37.23	✓	✗	✗	✗	✗	£37.70	1.25 %	
ATP 1x5v5 - Junior	£19.89	✓	✗	✗	✗	✗	£20.14	1.25 %	
Badminton Clubs - Adult	£13.29	✓	✗	✗	✗	✗	£13.46	1.25 %	
Sports Activity - Adult	£51.22	✓	✗	✗	✗	✗	£51.86	1.25 %	
- Junior	£25.95	✓	✗	✗	✗	✗	£26.27	1.25 %	
Cricket (Nets only) - Adult	£53.32	✓	✗	✗	✗	✗	£53.98	1.25 %	
- Junior	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Treatment room 1 (per month)	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Treatment room 2 (per month)	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Learner pool (1 hour) - Central	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Learner pool (1 hour) - woodside	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Gala Prices									
Swim Clubs (general) incl timing equip	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Watford Swim Club / voluntary organisations	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Waterpolo	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	

COMMUNITY SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
LEISURE CENTRES - OPERATED BY SLM (Continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & incl of VAT if applicable									
Main Hall / Dry Side Activities :-									
Badminton - Adult	£15.40	✓	*	*	*	*	£15.59	1.25 %	
- Junior	£7.91	✓	*	*	*	*	£8.00	1.25 %	
(8-4 weekdays and 8 - close weekends)	£12.30	✓	*	*	*	*	£12.45	1.25 %	
Drop-in Adult (Friday night)	£7.24	✓	*	*	*	*	£7.33	1.25 %	
Drop-in Junior	£4.64	✓	*	*	*	*	£4.70	1.25 %	
Table Tennis - Adult	£12.97	✓	*	*	*	*	£13.14	1.25 %	
Table Tennis - Junior	£6.57	✓	*	*	*	*	£6.65	1.25 %	
ATP 5 V 5 a side - Adult	£45.39	✓	*	*	*	*	£45.96	1.25 %	
- Junior	£23.85	✓	*	*	*	*	£24.15	1.25 %	
Squash - Adult	£13.00	✓	*	*	*	*	£13.16	1.25 %	
- Junior	£6.50	✓	*	*	*	*	£6.58	1.25 %	
Squash (off peak) - Adult	£6.57	✓	*	*	*	*	£6.65	1.25 %	
Squash (off peak) - Junior	£3.78	✓	*	*	*	*	£3.83	1.25 %	
Squash League (Monday nights off peak) - Adults	£6.12	✓	*	*	*	*	£6.20	1.25 %	
Climbing Wall - Adult	£5.78	✓	*	*	*	*	£5.85	1.25 %	
Climbing Wall - Junior	£4.52	✓	*	*	*	*	£4.57	1.25 %	
Climbing Wall - registration	£5.57	✓	*	*	*	*	£5.64	1.25 %	
Parties :-									
Children's Activities									
Creche - 1 hour	£3.47	✓	*	*	*	*	£3.51	1.25 %	
- 2 hours	£5.88	✓	*	*	*	*	£5.96	1.25 %	
Courses :-									
Sports Course Junior - Dry	£7.50	✓	*	*	*	*	£7.59	1.25 %	
Swimming Lessons Junior - Wet	£8.50	✓	*	*	*	*	£8.61	1.25 %	SLM as per the contract are able to set the fees and charges for this
Fitness Activities :-									
Group Exercise (45min and 1 hr)	£6.99	✓	*	*	*	*	£7.07	1.25 %	
Group Exercise (30min)	£3.41	✓	*	*	*	*	£3.46	1.25 %	
Induction (1:1) - Adult	£27.00	✓	*	*	*	*	£27.34	1.25 %	
- Junior	£13.45	✓	*	*	*	*	£13.62	1.25 %	
Gym Casual use	£9.10	✓	*	*	*	*	£9.21	1.25 %	
60+ Gym	£3.30	✓	*	*	*	*	£3.34	1.25 %	
Gym Active teen (11 - 16yrs)	£3.30	✓	*	*	*	*	£3.34	1.25 %	
Three Rivers junior gym	£3.25	✓	*	*	*	*	£3.29	1.25 %	
GP Referral	£3.50	✓	*	*	*	*	£3.54	1.25 %	
Special w/out Groups (eg Parkinsons)	£2.24	✓	*	*	*	*	£2.27	1.25 %	
Toning Chairs :-									
1 session	£9.25	✓	*	*	*	*	£9.36	1.25 %	
6 sessions	£53.58	✓	*	*	*	*	£54.25	1.25 %	
12 sessions	£91.93	✓	*	*	*	*	£93.08	1.25 %	
Toning Chairs + special work out	£0.00	✓	*	*	*	*	£0.00		
Toning Chairs Induction	£10.30	✓	*	*	*	*	£10.42	1.25 %	
Swimming :-									
Adult	£5.00	✓	*	*	*	*	£5.06	1.25 %	This now includes sauna usage
Junior	£3.20	✓	*	*	*	*	£3.24	1.25 %	
60+	£2.40	✓	*	*	*	*	£2.43	1.25 %	
50+	£5.00	✓	*	*	*	*	£5.06	1.25 %	Propose to remove this option and have adults up until 60+
Under 3 (free)	£0.00	*	*	*	✓	*	£0.00		
Fun Session - Jr	£4.08	✓	*	*	*	*	£4.13	1.25 %	
Three Rivers Junior U19's	£3.31	✓	*	*	*	*	£3.35	1.25 %	
Three Rivers 60+	£2.40	✓	*	*	*	*	£2.43	1.38 %	
Shower /Admission - Adult	£2.37	✓	*	*	*	*	£2.40	1.25 %	
- Junior	£1.58	✓	*	*	*	*	£1.60	1.25 %	
Spectator	£0.00	✓	*	*	*	*	£0.00	NO CHANGE	
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	£42.95	✓	*	*	*	*	£42.95	NO CHANGE	Non core price
- Couple	£74.00	✓	*	*	*	*	£74.00	NO CHANGE	Non core price
- Annual (single)	£429.50	✓	*	*	*	*	£429.50	NO CHANGE	Non core price
- Annual (Joint)	£740.00	✓	*	*	*	*	£740.00	NO CHANGE	Non core price
Corporate Single Only - Monthly	£35.43	✓	*	*	*	*	£35.43	NO CHANGE	Non core price
- Annual	£354.30	✓	*	*	*	*	£354.30	NO CHANGE	Non core price
Junior Active - Monthly	£16.99	✓	*	*	*	*	£16.99	NO CHANGE	Non core price
- Annual	£169.90	✓	*	*	*	*	£169.90	NO CHANGE	Non core price
Total Fit 60+ - Monthly	£32.00	✓	*	*	*	*	£32.00	NO CHANGE	Non core price
- Annual	£320.00	✓	*	*	*	*	£320.00	NO CHANGE	Non core price
Total Fitness Joining Fee - Single	£40.00	✓	*	*	*	*	£40.00	NO CHANGE	Non core price
Splash Fitness (swim) - Monthly	£27.50	✓	*	*	*	*	£27.50	NO CHANGE	Non core price
- Annual	£275.00	✓	*	*	*	*	£275.00	NO CHANGE	Non core price
Gym 16-18 - Monthly	£19.99	✓	*	*	*	*	£19.99	NO CHANGE	Non core price
- Annual	£199.90	✓	*	*	*	*	£199.90	NO CHANGE	Non core price
Student and Concessions - Monthly	£32.00	✓	*	*	*	*	£32.00	NO CHANGE	Non core price
- Annual	£320	✓	*	*	*	*	£320	NO CHANGE	Non core price

COMMUNITY SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-

LEISURE CENTRES - OPERATED BY SLM (Continued)

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & incl of VAT if applicable									
Watford Borough Council - Monthly	£27.00	✓	*	*	*	*	£27.34	1.25 %	
- Annual	£270.00	✓	*	*	*	*	£273.38	1.25 %	
Watford Harriers - Monthly	£31.99	✓	*	*	*	*	£32.39	1.25 %	
- Annual	£310.00	✓	*	*	*	*	£313.88	1.25 %	
Pool hire - standard charge :-									
Watford Woodside - Main pool (4 lanes)	£63.00	✓	*	*	*	*	£63.79	1.25 %	
Watford Woodside - Main pool (whole)	£125.00	✓	*	*	*	*	£126.56	1.25 %	
Watford Central - Main pool (3 lanes)	£54.20	✓	*	*	*	*	£54.88	1.25 %	
Watford Central - Main pool (whole)	£108.50	✓	*	*	*	*	£109.86	1.25 %	
Pool hire - Club / School rate :-									
We have agreed to hold Club rates for 2 years									
Watford Woodside - Main pool (4 lanes)	£54.00	✓	*	*	*	*	£54.68	1.25 %	
Watford Woodside - Main pool (whole)	£108.21	✓	*	*	*	*	£109.56	1.25 %	
Watford Central - Main pool (3 lanes)	£47.65	✓	*	*	*	*	£48.25	1.25 %	
Watford Central - Main pool (whole)	£94.19	✓	*	*	*	*	£95.36	1.25 %	

BUDGET POSITION SUMMARY - LEISURE CENTRES

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/2022	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
DLM000-I0630 - Service Provider	(1,065,227)	(1,065,227)	(1,065,227)	NO CHANGE	
DLM000-I0630-WJ0079 - Service Provider West Herts College	(650)	(650)	(650)	NO CHANGE	
	(1,065,877)	(1,065,877)	(1,065,877)		

COMMUNITY SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
WASTE SERVICES INCLUDING TRADE WASTE**

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope & exclusive of VAT								
TRADE WASTE								
1100L Euro bin								
Container per empty (Schools/Charities)	£11.50	*	✓	✓	*	£11.85	3.00 %	Shared income 8.2% to WBC
1100L Euro bin hire	£2.20	*	✓	✓	*	£2.30	4.55 %	Shared income 8.2% to WBC
Container per empty (recycling) (schools)	£10.35	*	✓	✓	*	£10.65	2.90 %	Shared income 8.2% to WBC
940L Chamberlain bin Container								
Container per empty (Schools/Charities)	£10.35	*	✓	✓	*	£10.65	2.90 %	Shared income 8.2% to WBC
660L Euro bin container								
Container per empty (Schools/Charities)	£9.30	*	✓	✓	*	£9.60	3.23 %	Shared income 8.2% to WBC
360L wheeled bins								
Container per empty (Schools/Charities)	£7.85	*	✓	✓	*	£8.10	3.18 %	Shared income 8.2% to WBC
240L Wheeled bins								
Container per empty (Schools/Charities)	£6.55	*	✓	✓	*	£6.75	3.00 %	Shared income 8.2% to WBC
240L / 140 L wheeled bin (Schools/Charities)								
Standard charge per garden waste bin	£45.00	*	✓	✓	*	£45.00	NO CHANGE	WBC income
240L / 140 L wheeled bin (Schools/Charities)								
Charge per garden waste bin for customers paying by Direct Debit (DD)	£40.00	*	✓	✓	*	£40.00	NO CHANGE	WBC income
140L wheeled bin								
Container per empty (food waste) (Schools/Charities)	FREE	*	✓	✓	*	FREE		
23L food caddy								
Container per empty (food waste) (Schools/Charities)	FREE	*	✓	✓	*	FREE		
ADDITIONAL DOMESTIC COLLECTION SCENARIO								
1100L Euro bin								
Container per empty	£11.40	*	✓	✓	*	£14.25	25.00 %	Extra service offered to Managing Agents. Increased to 25% in anticipation of fortnightly waste collections in flats (Feb 21). May see an increased demand for chargeable weekly collections which will be scattered around the
660L Euro bin container								
Container per empty	£9.30	*	✓	✓	*	£11.63	25.00 %	Veolia income
240L Wheeled bins								
Container per empty	£6.55	*	✓	✓	*	£8.19	25.00 %	Veolia income
DOMESTIC WASTE								
Delivery of recycling boxes and wheeled bins	£6.00	*	✓	✓	*	£6.20	3.33 %	Veolia income
Collection of recycling boxes, wheeled bins, food caddy, kitchen caddy		*	✓	✓	*	£6.20		NEW
DOMESTIC SACKS								
Excess Waste Sack	£2.75	*	✓	✓	*	£2.75	NO CHANGE	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	£45.00	*	✓	✓	*	£45.00	NO CHANGE	WBC income
240L / 140 L wheeled bin								
Charge per garden waste bin for customers paying by Direct Debit (DD)	£40.00	*	✓	✓	*	£40.00	NO CHANGE	WBC income
240L / 140 L wheeled bin								
Concessionary rate per garden waste bin	£35.00	*	✓	✓	*	£35.00	NO CHANGE	WBC income
Compostable liners (roll of 52)								
	£2.55					£2.60	1.96 %	Veolia and CSC income
2nd class delivery of liners								
	£1.50					£1.50	NO CHANGE	Veolia and CSC income

Description	2020/21 Charge	COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY	Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	COMMENTS
CHARGES TO DEVELOPERS FOR WASTE CONTAINERS									
WASTE BINS FOR NEW DEVELOPMENTS									
Euro 660 litre residual bin	£280.00						£290.00	3.57 %	Veolia income
Euro 1100 litre residual bin	£305.00						£315.00	3.28 %	Veolia income
Euro 1100 litre recycling bin	£305.00						£315.00	3.28 %	Veolia income
240 litre bins	£30.00						£30.90	3.00 %	Veolia income
140 litre bins	£30.00						£30.90	3.00 %	Veolia income
Food bins (external) 23 litre	£10.00						£10.30	3.00 %	Veolia income
Food caddies (internal)	£8.00						£8.25	3.13 %	Veolia income
CHARGES TO EMPTY CONTAMINATED BINS									
Euro 660 and 1100 litre bins	£90.00						£92.70	3.00 %	Veolia income
240 litre bin	£68.00						£70.00	2.94 %	Veolia income
*New lines for charging									

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
BUDGET POSITION SUMMARY - WASTE SERVICES INCLUDING TRADE WASTE					
SALES					
KMG000-I0113 - Sales of Paper	0	0		NO CHANGE	
KMH000-I0706 - Green Bin Charges	(334,000)	(484,000)	(484,000)	45	
FEES & CHARGES					
KMD000-I0531 WJ0371 - Fees - Trade Refuse	0	0	0	NO CHANGE	
KMD000-I0531 WJ0505 - Veolia Unspecified	(4,160)	(4,160)	(4,160)	NO CHANGE	
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	
	(354,460)	(504,460)	(504,460)	42	

COMMUNITY SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
SPECIAL COLLECTIONS & STREET CLEANSING**

Prices quoted below are exclusive of VAT

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Where Commercial Special Collections are made, the charge would be subject to VAT at the Standard rate Where Household Special Collections are made, the charge would be Outside Scope for VAT purposes									
SPECIAL COLLECTIONS									
Up to four bulky Items *									
Up to 3 bulky items	£31.00	*	*	✓	*	*	£32.00	3.23 %	WBC Income
Each additional bulky item :-									
White Goods	£31.00	*	*	✓	*	*	£32.00	3.23 %	WBC Income
Other bulky/garden clearance collections and disposal minimum charge	£77.25	*	*	✓	*	*	£80.00	3.56 %	WBC Income
Hazardous Waste* (TV/Electrical)	£33.00	*	*	✓	*	*	£34.00	3.03 %	WBC Income
American fridge freezer	£57.00	*	*	✓	*	*	£58.70	2.98 %	WBC Income
ABANDONED SHOPPING TROLLEY (Non prescribed statutory charges) (Outside Scope for VAT)									
Seizure									
From highway & open spaces - per trolley	£36.05	✓	✓	*	*	✓	£37.20	3.19 %	
From river/riverside areas - per trolley	£49.45	✓	✓	*	*	✓	£51.00	3.13 %	
From private land - per trolley	£56.65	✓	✓	*	*	✓	£58.50	3.27 %	
Storage									
Trolleys not collected within the statutory 6 week disposal notice period - per trolley	£7.85	✓	✓	*	*	✓	£8.10	3.18 %	
ABANDONED SHOPPING TROLLEY (Non statutory charges) (Standard Rated for VAT)									
Requested return delivery charge - per trolley		✓	✓	*	*	*		NO CHANGE	
GRAFFITI & FLY POSTER REMOVAL (Statutory Duty - Outside Scope for VAT) (Non Statutory Duty - Standard Rated for VAT)									
GRAFFITI REMOVAL									
Removal from private Property up to 2 sqm	£37.35	✓	✓	*	✓	*	£38.50	3.08 %	
Removal from private Property additional sqm's	£18.55	✓	✓	*	✓	*	£19.10	2.96 %	
Removal - any type affixed 2.4 m above ground level		✓	✓	*	✓	*		NO CHANGE	
FLYPOSTER REMOVAL									
Removal - minimum each - tied or clamped on	£24.00	✓	✓	*	✓	*	£24.80	3.33 %	
Removal - minimum each - glued on/self adhering	£42.85	✓	✓	*	✓	*	£44.20	3.15 %	
Removal - any type affixed 2.4 m above ground level quotation		✓	✓	*	✓	*			

BUDGET POSITION SUMMARY - SPECIAL COLLECTIONS & STREET CLEANSING

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
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)	NO CHANGE	

COMMUNITY & CUSTOMER SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-

ARTS, EVENTS & HERITAGE

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Exempt from VAT									
Workshops	£8.50	*	✓	*	*	*	£8.80	3.53 %	
Ghost walks	£8.50	*	✓	*	*	*	£8.80	3.53 %	
High street trail	£5.00	*	✓	*	*	*	£5.00	NO CHANGE	
Study day	£20.00	*	✓	*	*	*	£21.00	5.00 %	
Group talk or trail	£5.00	*	✓	*	*	*	£5.00	NO CHANGE	
Community use of one space (per hour) days	£20.00	*	✓	*	*	*	£20.00	NO CHANGE	
Community use of one space (per hour) eve *	£35.00	*	✓	*	*	*	£36.00	2.86 %	
Community use of one space (per hour) Sun *	£45.00	*	✓	*	*	*	£47.00	4.44 %	
Private/commercial (per hour) days	£45.00	✓	*	*	*	*	£47.00	4.44 %	
Private/commercial (per hour) eve *	£55.00	✓	*	*	*	*	£57.00	3.64 %	
Private/commercial (per hour) Sun *	£85.00	✓	*	*	*	*	£88.00	3.53 %	
* Additional charge for staff time applicable (charged @ £30 per hour x 2 staff)									
Standard rated & inclusive of VAT									
Percentage share to Museum on artist sales	33%	✓	*	*	*	*	33%	NO CHANGE	
Percentage share to Museum on foyer sales	12%	✓	*	*	*	*	12%	NO CHANGE	
Photocopying per sheet	£0.20	*	✓	*	*	*	£0.20	NO CHANGE	
Museum digitised images (per image)	£6.50	*	✓	*	*	*	£7.00	7.69 %	
Museum digitised images CD charge	£5.00	*	✓	*	*	*	£6.00	20.00 %	
Museum un digitised images incurring an hourly scanning rate	£17.50	*	✓	*	*	*	£20.00	14.29 %	
Reproduction image one country one language (non commercial)	£35.00	✓	*	*	*	*	£40.00	14.29 %	
Reproduction Image world right inc web (non commercial)	£45.00	✓	*	*	*	*	£50.00	11.11 %	
Reproduction image one country one language (commercial)	£65.00	✓	*	*	*	*	£70.00	7.69 %	
Reproduction image world right inc web (commercial)	£90.00	✓	*	*	*	*	£100.00	11.11 %	
Where the filming company is given exclusive rights to a defined area and they can exclude others from access, the income is 'Exempt' from VAT. This is subject to an 'option to tax' not being in force. Admin fees for VAT purposes would follow the same treatment as the main supply.									
Where the filming company is given no exclusivity and cannot exclude others from access, the income is treated as 'Standard rated'. Admin fees for VAT purposes would follow the same treatment as the main supply.									
On street and non-council land	£180.00	✓	*	*	*	*	£185.00	2.78 %	
Town Hall (per hour)	£225.00	✓	*	*	*	*	£235.00	4.44 %	
Town Hall over (7+hrs)	£1,600.00	✓	*	*	*	*	£1,650.00	3.13 %	
Parks and other council land/property (per hour)	£175.00	✓	*	*	*	*	£180.00	2.86 %	
Parks and other council land/property (7+hrs)	£1,600.00	✓	*	*	*	*	£1,650.00	3.13 %	
Students	£0.00	*	*	*	✓	*	£0.00	NO CHANGE	
Use of KGV Car Park	£500.00	✓	*	*	*	*	£525.00	5.00 %	

BUDGET POSITION SUMMARY - ARTS, EVENTS & HERITAGE

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
SALES					
DEA000-I0101 - Miscellaneous Sales	(3,000)	(3,000)	(3,000)	NO CHANGE	
DEA000-I0118 - Sales Exhibitions	(2,500)	(2,500)	(2,500)	NO CHANGE	
DEA000-I0118 WJ0146 - Exhibition Donations	(1,000)	(1,000)	(1,000)	NO CHANGE	
FEES & CHARGES					
DDI000-I0661- WJ0332 - Catering & Food Vendors	(3,500)	(3,500)	(3,500)	NO CHANGE	
DDI000-I0697 - Filming Income	(15,000)	(15,000)	(15,000)	NO CHANGE	
	(25,000)	(25,000)	(25,000)		

COMMUNITY & CUSTOMER SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Taxi & Private Hire Vehicle Licences									
Annual Vehicle Licence - Initial Application	£235.00	*	✓	*	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Initial Application(wholly elect	£117.50	*	✓	✓	*	*	£117.50	NO CHANGE	
Annual Vehicle Licence - Initial Application (Limd	£235.00	*	✓	*	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Initial Application (Coul	£235.00	*	✓	*	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Renewal	£225.00	*	✓	*	*	*	£225.00	NO CHANGE	
Annual Vehicle Licence - Renewal (wholly electic	£112.50	*	✓	✓	*	*	£112.50	NO CHANGE	
Transfer of vehicle ownership (payable by buyer	£17.50	*	✓	*	*	*	£18.00	2.86 %	
Taximeter tests	£17.50	*	✓	*	*	*	£18.00	2.86 %	
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 (v	£10.50	*	✓	*	*	*	£10.50	NO CHANGE	
Compulsory door signs for hackney carriages (m	£20.50	*	✓	*	*	*	£20.50	NO CHANGE	
Advertising approval on hackney carriages (aget	£150.00	*	✓	*	*	*	£154.50	3.00 %	
Advertising approval per hackney carriage	£50.00	*	✓	*	*	*	£51.50	3.00 %	
Advertising approval (Licensing Committee refer	£250.00	*	✓	*	*	*	£257.50	3.00 %	
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	£102.00	*	✓	*	*	*	£105.00	2.94 %	
Repeat Knowledge Test with Training	£70.00	*	✓	*	*	*	£72.00	2.86 %	
Repeat Knowledge Test (Test Only)	£31.50	*	✓	*	*	*	£32.50	3.17 %	
Replacement drivers badges	£18.00	*	✓	*	*	*	£18.50	2.78 %	
Duplicate documents	£18.00	*	✓	*	*	*	£18.50	2.78 %	
Driver change of address	£7.00	*	✓	*	*	*	£7.20	2.86 %	
Street Trading									
Street Trading Consent (per annum)	£500.00	*	✓	*	*	*	£515.00	3.00 %	
Street Trading Consent (per annum) - Vicarage	£500.00	*	✓	*	*	*	£515.00	3.00 %	
Street Trading Consent daily rate (if less than one year)	£22.65	*	✓	*	*	*	£23.30	2.87 %	
Street Trading Consent (Town Centre Markets per stall per day, waived for charitable etc stalls)	£22.65	*	✓	*	*	*	£23.30	2.87 %	
Permit for Tables & Chairs on the Highway									
Initial application (1 year permit)	£397.00	*	✓	*	*	*	£409.00	3.02 %	
Renewal of annual permit	£108.00	*	✓	*	*	*	£111.00	2.78 %	
Limited duration pavement licence	£100.00	*	✓	*	*	✓	£100.00	NO CHANGE	
Free Printed Matter Distribution									
First distributor	£54.00	*	✓	*	*	*	£55.50	2.78 %	
Each additional distributor	£32.50	*	✓	*	*	*	£33.50	3.08 %	
Additional fee for each distributor between 1700 and 0900	£21.50	*	✓	*	*	*	£22.00	2.33 %	

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
SALES					
EGA000-I0101 - Miscellaneous Sales	(2,500)	(2,500)	(2,500)	NO CHANGE	
FEES & CHARGES					
EGA000-I0541 - Drivers' Licences (Private Hire)	(12,000)	(12,000)	(12,000)	NO CHANGE	3 year licence
EGA000-I0542 - Vehicle Licences (Private Hire)	(37,500)	(37,500)	(28,000)	-25.33 %	
EGA000-I0543 - Operator Licences (Private Hire)	(1,500)	(1,500)	(2,300)	53.33 %	
EGA000-I0545 - Drivers' Licences (Hackney Car	(33,000)	(33,000)	(55,000)	66.67 %	3 year licence
EGA000-I0546 - Vehicle Licences (Hackney Car	(62,000)	(62,000)	(56,000)	-9.68 %	reduction in vehicles
EGA000-I0548 - Fees - Drivers' Tests	(4,000)	(4,000)	(4,000)	NO CHANGE	
EGA000-I0549 - Fees - Record Transfers	(500)	(500)	(500)	NO CHANGE	
	(153,000)	(153,000)	(160,300)		

COMMUNITY & CUSTOMER SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL HEALTH & LICENSING (continued)

Prices quoted below are exclusive of VAT

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Sex Establishment Licence									
Grant of Licence	£545.00	*	✓	*	*	*	£561.00	2.94 %	
Annual renewal fee	£136.00	*	✓	*	*	*	£140.00	2.94 %	
Sexual Entertainment Venue Licence									
Application for grant of licence	£648.00	*	✓	*	*	*	£667.00	2.93 %	
Renewal of licence	£239.00	*	✓	*	*	*	£246.00	2.93 %	
Major variations (at officer's discretion)	£524.00	*	✓	*	*	*	£539.00	2.86 %	
Minor variations (at officer's discretion)	£115.50	*	✓	*	*	*	£119.00	3.03 %	
Skin Piercing									
Operator (each)	£54.00	*	✓	*	*	*	£55.50	2.78 %	
Premises	£173.00	*	✓	*	*	*	£178.00	2.89 %	
Animal Welfare Licensing (New applications excl. veterinary fees)									
Day care residential	£166.00	*	✓	*	*	*	£171.00	3.01 %	
Day care commercial	£214.00	*	✓	*	*	*	£220.00	2.80 %	
Breeding residential	£186.00	*	✓	*	*	*	£191.00	2.69 %	
Breeding commercial	£214.00	*	✓	*	*	*	£220.00	2.80 %	
Home boarding	£166.00	*	✓	*	*	*	£171.00	3.01 %	
Kennels	£228.00	*	✓	*	*	*	£235.00	3.07 %	
Cattery	£228.00	*	✓	*	*	*	£235.00	3.07 %	
Hiring Horses	£248.50	*	✓	*	*	*	£255.00	2.62 %	
Pet Vending Commercial	£228.00	*	✓	*	*	*	£235.00	3.07 %	
Pet Vending Small / domestic	£166.00	*	✓	*	*	*	£171.00	3.01 %	
Exhibiting of Animals Commercial	£228.00	*	✓	*	*	*	£235.00	3.07 %	
Exhibiting of Animals Domestic	£166.00	*	✓	*	*	*	£171.00	3.01 %	
Animal Welfare Licensing (renewals excl. veterinary fees)									
Day care residential	£128.00	*	✓	*	*	*	£131.50	2.73 %	
Day care commercial	£176.00	*	✓	*	*	*	£181.00	2.84 %	
Breeding residential	£148.50	*	✓	*	*	*	£153.00	3.03 %	
Breeding commercial	£176.00	*	✓	*	*	*	£181.00	2.84 %	
Home boarding	£128.00	*	✓	*	*	*	£131.50	2.73 %	
Kennels	£190.00	*	✓	*	*	*	£195.00	2.63 %	
Cattery	£190.00	*	✓	*	*	*	£195.00	2.63 %	
Hiring Horses	£210.50	*	✓	*	*	*	£216.00	2.61 %	
Pet Vending Commercial	£190.00	*	✓	*	*	*	£195.00	2.63 %	
Pet Vending Small / domestic	£128.00	*	✓	*	*	*	£131.50	2.73 %	
Exhibiting of Animals Commercial	£190.00	*	✓	*	*	*	£195.00	2.63 %	
Exhibiting of Animals Domestic	£128.00	*	✓	*	*	*	£131.50	2.73 %	
Scrap metal Dealers									
Grant of Licence	£260.00	*	✓	*	*	*	£268.00	3.08 %	
Renewal of Licence	£202.00	*	✓	*	*	*	£208.00	2.97 %	
Variation of Licence	£53.50	*	✓	*	*	*	£55.00	2.80 %	
Change of Name	£53.50	*	✓	*	*	*	£55.00	2.80 %	
Change of Site	£53.50	*	✓	*	*	*	£55.00	2.80 %	
A request for a DBS check would be subject to VAT at the Standard rate.									
A request for a DBS check which forms part of a Licence application would be Outside Scope for VAT purposes.									
DBS checks									
Disclosure & Barring Service check for selected licences	£40.00	*	*	*	*	✓	£40.00	NO CHANGE	Fee set by Disclosure & Barring Service
Fee charged by processing company.	£10.80	*	✓	*	*	*	£10.80	NO CHANGE	Admin Fee set by processing company

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
EBL000-I0559 - Motor Salvage Operator	0	0	0	NO CHANGE	
ECE000-I0578 - Skin Piercing / Tattooing	(1,000)	(1,000)	(4,000)	300.00 %	increased demand change in demand. Focus on consultancy and other commercial service such as Primary authority.
ECJ000-I0502 - Training Course Fees	(5,000)	(5,000)	(2,500)	-50.00 %	
ECJ000-I0689 - Food Certificates	(15,000)	(15,000)	(15,000)	NO CHANGE	could change significantly dependent on Brexit
EGA000-I0551 - Fees-Criminal Records Bureau	(7,500)	(7,500)	(10,000)	33.33 %	relative to applications reduced demand and new licences issued to sept 2021
EGD000-I0558-WJ0108 - Fees - Street Trading - Pavement Licences	(3,000)	(3,000)	(1,600)	-46.67 %	
EGE000-I0556 - Other Licences (incl Sex Establishment)	(370)	(370)	(370)	NO CHANGE	
	(31,870)	(31,870)	(33,470)		

COMMUNITY & CUSTOMER SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
GAMBLING ACT 2005									
<u>New applications</u>									
Bingo	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Betting (off-course)	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Betting (track)	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Adult Gaming Centre	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Family Entertainment Centre	£912.00	*	✓	*	*	*	£940.00		
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	
<u>Miscellaneous fees</u>									
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	£848.00	*	✓	*	*	*	£875.00	3.18 %	
Transfer of licence re-instatement of licence	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Variation of licence	£912.00	*	✓	*	*	*	£940.00	3.07 %	
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

**2021/22 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
GAMBLING ACT 2005									
Annual Fee									
Bingo	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	set at statutory maximum
Betting (off-course)	£489.00	*	✓	*	*	*	£489.00	NO CHANGE	
Betting (track)	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	set at statutory maximum
Adult Gaming Centre	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	set at statutory maximum
Family Entertainment Centre	£750.00	*	✓	*	*	*	£750.00	NO CHANGE	set at statutory maximum
Family Entertainment Centre with permit	£300.00	*	*	*	*	✓	£300.00	NO CHANGE	set at statutory maximum
Licensed Premises Gaming Machine Notifica	£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	
Licensing Act 2003									
(Statutory fees)									
Premises Licence/Club Premises Application fees									
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	
Premises Licence/Club Premises Annual Fees									
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 person	£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 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
EGB000-I0553 WJ0090 - LA 2003 Prem Lic	(2,000)	(2,000)	(1,000)	-50.00 %	
EGB000-I0553 WJ0091 - LA 2003 Prem Lic	(75,000)	(75,000)	(65,000)	-13.33 %	reflective of business closures anticipated
EGB000-I0553 WJ0092 - LA 2003 Prem Lic	(1,000)	(1,000)	(1,000)	NO CHANGE	
EGB000-I0553 WJ0093 - LA 2003 Prem Lic	(500)	(500)	(500)	NO CHANGE	
EGB000-I0553 WJ0095 - LA 2003 Club Cert Annual Fee	(2,670)	(2,670)	(2,670)	NO CHANGE	current premises
EGB000-I0553 WJ0098 - LA 2003 Personal Licences App Fee	(1,500)	(1,500)	(1,500)	NO CHANGE	
EGB000-I0553 WJ0099 - LA 2003 Personal Licences Misc Fee	(300)	(300)	(300)	NO CHANGE	
EGB000-I0553 WJ0100 - LA 2003 Temp Event Notices App Fee	(1,500)	(1,500)	(1,000)	-33.33 %	fewer TENS in recent years
EGC000-I0552 - GA 2005 Registration Fees	(1,600)	(1,600)	(1,600)	NO CHANGE	
EGC000-I0554 - Fees - Amusement Machines	(800)	(800)	(750)	-6.25 %	
EGC000-I0557 WJ0102 - GA 2005 Adult Gaming Centres	(1,082)	(1,082)	(1,082)	NO CHANGE	
EGC000-I0557 WJ0103 - GA 2005 Betting Shops	(8,075)	(8,075)	(8,300)	2.79 %	current premises
EGC000-I0557 WJ0104 - GA 2005 Clubs	(350)	(350)	(350)	NO CHANGE	
EGC000-I0557 WJ0106 - GA 2005 Bingo	(1,000)	(1,000)	(1,000)	NO CHANGE	
	(97,377)	(97,377)	(86,052)		

COMMUNITY & CUSTOMER SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
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)	£65.00	x	x	✓	x	£67.00	3.08 %	
Rats Concession (max 3 visits)	£16.50	x	x	✓	x	£17.00	3.03 %	
Rats (repeat visits - not following advice) (max 3 visits)	£108.00	x	x	✓	x	£111.00	2.78 %	
Rats (repeat visits, not following advice)(Concession) (max 3 visits)	£33.00	x	x	✓	x	£34.00	3.03 %	
Rats HMO (max 3 visits)	£163.00	x	x	✓	x	£168.00	3.07 %	
Mice(inside) (max 3 visits)	£65.00	x	x	✓	x	£67.00	3.08 %	
Mice(inside) Concession (max 3 visits)	£16.50	x	x	✓	x	£17.00	3.03 %	
Mice(inside) (repeat visits - not following advice) (max 3 visits)	£108.00	x	x	✓	x	£111.00	2.78 %	
Mice(inside) (repeat visits, not following advice)(Concession) (max 3 visits)	£33.00	x	x	✓	x	£34.00	3.03 %	
Mice(inside) HMO (max 3 visits)	£163.00	x	x	✓	x	£168.00	3.07 %	
Wasps/Honets Nests								
Single nest	£50.00	x	✓	x	x	£50.00	NO CHANGE	Would be uncompetitive.
Single nest concession	£25.00	x	x	✓	x	£25.00	NO CHANGE	
Each additional nest treated at the same time	£16.00	x	✓	x	x	£16.00	NO CHANGE	competition
Each additional nest treated at the same time concession	£8.00	x	x	✓	x	£8.00	NO CHANGE	competition
Fleas								
Fleas - Upto and inc 3 bed house (per visit)	£92.00	x	x	✓	x	£95.00	3.26 %	
>3 bed house	£103.00	x	x	✓	x	£106.00	2.91 %	
Concessionary Rate	£24.00	x	x	✓	x	£24.50	2.08 %	
>3 bed house	£36.00	x	x	✓	x	£37.00	2.78 %	
Fleas - per visit HMO	£216.00	x	✓	x	x	£222.00	2.78 %	
Cockroaches								
Cockroaches	£86.00	x	✓	x	x	£88.50	2.91 %	
Cockroaches Concession	£43.00	x	x	✓	x	£44.25	2.91 %	
Cockroaches HMO	£195.00	x	✓	x	x	£201.00	3.08 %	
Bedbugs								
Bed bugs- Upto and inc 3 bed house (per visit)	£120.00	x	✓	x	x	£123.50	2.92 %	
>3 beds	£145.00	x	x	✓	x	£149.00	2.76 %	
Bed Bugs Concession	£48.00	x	x	✓	x	£48.00	NO CHANGE	
>3 beds	£60.00	x	✓	x	x	£60.00	NO CHANGE	
Bed bugs HMO	£240.00	x	✓	x	x	£247.00	2.92 %	
Squirrels(internal only, 3 visits)	£160	x	✓	x	x	£165.00	3.13 %	
Glis Glis								
Annual charge	£422			✓		£435.00	3.01 %	
Annual charge concession	£80			✓		£82.00	2.50 %	
Weekly treatment - Daily (mon- Fri)	134					£138.00	2.99 %	
Ants (pharaoh only)								
Ants	£105.00	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	£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	£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	£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	£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 (Concession).	£15.00	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 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
EFG000-10562 - Wasps Nests	(5,500)	(5,500)	(6,500)	18.18 %	demand led and weather dependent
EFG000-10563 - Pest Control Contracts	(15,000)	(15,000)	(15,000)	NO CHANGE	uncertain given business economic challenges
EFG000-10565 - Other Pests	(5,150)	(5,150)	(4,000)	-22.33 %	
EFG000-10566 - Animal Fleas	(670)	(670)	(350)	-47.76 %	
EFG000-10567 - Rats & Mice	(12,360)	(12,360)	(13,500)	9.22 %	dependent on covid not impacting treatments from April
	(38,680)	(38,680)	(39,350)		

COMMUNITY & CUSTOMER SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Prices quoted below are exclusive of VAT

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Where an agreement is in place , the charge would be subject to VAT at the Standard rate.									
Where an agreement is NOT in place , the charge would be Outside Scope for VAT purposes.									
STRAY DOGS Stray dogs fine (set by statute)	£25.00	*	*	*	*	£25.00	NO CHANGE		
1st Day Kennelling charge & administration	£83.00	*	*	✓	*	£85.00	2.41 %		
Concessionary rate	£41.50	*	*	✓	*	£42.50	2.41 %		
Additional daily Kennel Charges	£12.50	*	*	✓	*	£12.85	2.80 %		
Concessionary rate	£6.25	*	*	✓	*	£6.42	2.72 %		

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
EFC000-I0555 - Pet/Dog Breeding/Game Dealers	(300)	(300)	(300)	NO CHANGE	Increased microchipping has resulted in less dogs being held in the kennels. Review of kennels contract in 21/22 seeks to recover significant savings.
EFC000-I0568 - Income from Kennelling	(2,100)	(2,100)	(800)	-61.90 %	
	(2,400)	(2,400)	(1,100)		

COMMUNITY & CUSTOMER SERVICES

**2021/22
ENVIRONMENTAL ABANDONED VEHICLES**

Prices quoted below are exclusive of VAT

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
ABANDONED VEHICLES (Statutory Charges) (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)									
Removal of vehicle on road not substantially damaged, or 2 wheeled vehicle on or off road									
equal to or less than 3.5 tonnes	£150.00	*	*	*	*	✓	£150.00	NO CHANGE	
exceeding 3.5 tonne but less than 7.5 tonnes	£200.00	*	*	*	*	✓	£200.00	NO CHANGE	
exceeding 7.5 tonnes	£350.00	*	*	*	*	✓	£350.00	NO CHANGE	
Removal of vehicle on road substantially damaged excluding 2 wheeled vehicle									
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	
Removal of vehicle off road not substantially damaged excluding 2 wheeled vehicle									
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	
Removal of vehicle off road substantially damaged excluding 2 wheeled vehicle									
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	
Storage charge per day									
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	
Destruction / disposal									
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	
Note: Additional removal charges apply where non standard measures are required to seize and transport vehicles from and across private land to the nearest highway									
*unladen weight only									
ABANDONED VEHICLES (Non Statutory Charges) (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)									
Return of seized vehicle - cost per mile									
equal or less than 3.5 tonnes	£2.40	✓	*	*	*	*	£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		✓	*	*	*	*			
Private Land									
Administration Cost to organise AV removal on Private Land.	£105.00	*	✓	*	*	*	£108.00	2.86 %	Recharge/ cost recovery only
Per additional vehicle on same land	£32	*	✓	*	*	*	£33.00	3.13 %	Recharge/ cost recovery only

BUDGET POSITION SUMMARY - ENVIRONMENTAL ABANDONED VEHICLES

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22		Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
SALES						
KKB004-I0112 - Sales of Abandoned Vehicles	(1,200)	(1,200)		(250)	-79.17 %	off set by equal savings on disposal contract costs
	(1,200)	(1,200)		(250)		

COMMUNITY & CUSTOMER SERVICES									
2021/22 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL HEALTH & LICENSING (continued)									
Prices quoted below are exclusive of VAT									
Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		I	II	III	IV	V			
Standard rated & exclusive of VAT									
All commercial, non statutory work not listed will be undertaken after provision of a quote and agreeing of a contract.									
Officer charges per hour for carrying out Works in default (no VAT)									
Business Compliance Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Business development Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Strategic Project Manager	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Energy and Renewal Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Community Safety Coordinator	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Assistant Licensing Officer	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Licensing Officer	£48.35	*	✓	*	*	*	£49.80	3.00 %	
Support Officer	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Support Team Co-ordinator	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Environmental Health Technical Officer	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Senior Environmental Crime Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Environmental Crime Officer	£48.35	*	✓	*	*	*	£49.80	3.00 %	
Town Enforcement Officer	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Environmental Health Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Environmental Health Manager	£62.52	*	✓	*	*	*	£64.39	2.99 %	
Section Head	£67.44	*	✓	*	*	*	£69.46	2.99 %	
Report for solicitor / victim for use in legal action / claim (such as health & safety reports, noise nuisance, reports etc).									
Work as above Amount to be submitted with request									
List of authorised processes and other pollution registers	£0.10	*	✓	*	*	*	£0.10	NO CHANGE	
Hard copy of Food Premises Register	£0.10	*	✓	*	*	*	£0.10	NO CHANGE	
Hard copy of Licensed HMO Public Register	£0.10	*	✓	*	*	*	£0.10	NO CHANGE	
(Where allowed by law) per single sheet of A4 paper									
More complex work	£0.10	*	✓	*	*	*	£0.10	NO CHANGE	
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									
Environmental Information Requests									
EIR Request (Per hour)	£70.00	*	✓	*	*	*	£70.00	NO CHANGE	
Housing standards inspection for immigration purposes									
(customer has the choice to use either the local authority or the private sector)									
Standard Service (within 10 days)	£162.00	*	✓	*	*	*	£162.00	NO CHANGE	Significantly reduced demand over previous two years, unsure whether due to EU transition or if changes have been made to the immigration system. Market testing shows that other companies provide the service for between £100 and £150. Increasing the price may further reduce service demand.
Priority Service (within 3 days)	£263.00	✓	*	*	*	*	£263.00	NO CHANGE	As above.
Exempt for VAT purposes									
Level 2 Award in Food Safety in Catering Candidate Fee	£50.00	✓	*	*	*	*	£50.00	NO CHANGE	Not competitive with private suppliers if increased. Minimum course numbers for course to run ensures costs are covered.
Outside Scope for VAT purposes									
Food Export Certificate	£45.50	*	✓	*	*	*	£47.00	3.30 %	
Food Hygiene Rating Scheme re-assessment charge	£170.00	*	✓	*	*	*	£170.00	NO CHANGE	costs assessed and comparison with other LAS undertaken.
Houses in Multiple Occupation (HMO)									
Fast track process licensing application for new or renewals. (within 5 days)	£316.00	✓	*	*	*	*	£320.00		
HMO Licensing New Application Fee	£1,207.00	*	✓	*	*	*	£1,242.00	2.90 %	
Concessionary rate for Charities (20% discount)	£965.00		✓				£993.00	2.90 %	
HMO Licensing Renewal Application Fee	£1,004.00	*	✓	*	*	*	£1,035.00	3.09 %	
Concessionary rate for Charities (20% discount)	£803.00		✓				£828.00	3.11 %	
HMO Assisted Licence Application Fee	£280.00	*	✓	*	*	*	£288.00	2.86 %	
Extra copy of HMO licence document (where release agreed/requested by landlord)									
	£28.00	*	✓	*	*	*	£28.00	NO CHANGE	
HMO Survey - 2 storey or less	£382.00	✓	*	*	*	*	£393.00	2.88 %	
HMO Survey - 3 storey	£564.00	✓	*	*	*	*	£580.00	2.84 %	
Rental Housing Condition Survey	£331.00	✓	*	*	*	*	£341.00	3.02 %	
Housing Enforcement Charges									
Charge to cover expenses if an enforcement notice is served under the Housing Act 2004									
	£270.00	*	✓	*	*	*	£276.00	2.96 %	
BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING									
Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22					Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES									
ECE000-10537 - Health & Safety - Miscellaneous Fees	(10,000)	(10,000)					(11,000)	10.00 %	reduced demand for immigration inspections
EDC000-10504 - Inspection Fees	(3,500)	(3,500)					(2,000)	-42.86 %	
EDC000-10631 - Income HMO Registration Fees	(15,064)	(15,064)					(16,000)	6.21 %	Now includes TRDC EPA income.
EDD000-10572 - Fees-EPA 1990	(18,000)	(18,000)					(18,000)	NO CHANGE	
EDH000-10501 - Envirocrime - Fixed Penalty Notice	(5,000)	(5,000)					(5,000)	NO CHANGE	
	(51,564)	(51,564)					(52,000)		

COMMUNITY & CUSTOMER SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
INFORMATION UNIT & CUSTOMER SERVICES**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Street Naming and Numbering :- Change to existing property	£125.00	✓	*	*	*	*	£125.00	NO CHANGE	
<u>New Build</u>									
1 Plot	£125.00	✓	*	*	*	*	£125.00	NO CHANGE	
For each additional plot/unit	£40.00						£40.00	NO CHANGE	
New street name and postal numbers for a new development	£550.00 fee for street name plus postal nos based on nos of plots shown above	✓	*	*	*	*	£550.00 street name plus postal nos based on nos of plots shown above	NO CHANGE	
Existing property - registration of property details with Royal Mail and / or utility companies	£125.00 per	✓	*	*	*	*	£125.00	NO CHANGE	
Renaming a street at the request of residents	£600.00 plus	✓	*	*	*	*	£1,000.00 £40 per property	66.67 %	
GIS system search (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	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
ADW000-I0536 - Miscellaneous Charges	(12,500)	(12,500)	(12,500)	NO CHANGE	
	(12,500)	(12,500)	(12,500)		

COMMUNITY & CUSTOMER SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :- HOUSING

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope for VAT purposes								
Average weekly hostel rents and service charges	£167.50	*	✓	*	*	£167.50	NO CHANGE	The rent for the managed dwellings varies on the unit size from 1 beds £135 and 4 beds £332. The average is £207.40 per week. For both the Hostels, B&Bs and managed dwellings the rent we can charge is capped at what Housing Benefit will pay for temporary accommodation. Housing Benefit for temporary accommodation has been static for several years, which means we can not increase the rents.
Managed dwelling rents	£214.06	*	✓	*	*	£207.40	-3.11 %	
Bed & Breakfast/Nightly let weekly Charge	£167.50	*	✓	*	*	£167.50	NO CHANGE	

BUDGET POSITION SUMMARY - HOUSING

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22		Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
LAND & PROPERTY BASED CHARGES						
JWP000-I0901- Rent - WJ0316 - Hostels & Dwellings	(415,467)	(415,467)		(455,829)	9.71 %	Annual rent roll after Tibbles Close has been converted this year will be £525,148. Contract allows WCH to keep 8.2%. Then we have around 5% voids so I have reduced rent roll by 13.2%
	(415,467)	(415,467)		(455,829)		

PLANNING SERVICES

**2021/22 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	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 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 midn	£2.50	✓	*	✓	*	*	£2.50	NO CHANGE	
Saturday & Sunday 5 p.m. to midnight									
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	*	✓	*	*	*	£26.00	4.00 %	
full cpz 2nd permit	£55.00	*	✓	*	*	*	£57.00	3.64 %	
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) subsequent	£25.00	*	✓	*	*	*	£25.00	NO CHANGE	
	£55.00	*	✓	*	*	*	£55.00	NO CHANGE	
Car Park pass cards for disable	£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 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
Longspring					
KFB000-10623 - Income-Parking Fees	(34,000)	(34,000)	(34,000)	NO CHANGE	
The Avenue					
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	
Town Hall					
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	
Controlled Parking Zone					
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 - Deacons 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

**2021/22 FEES & CHARGES PROPOSED FOR :-
BUILDING CONTROL**

Description	2020/21 Charge	PRICING STRATEGY			Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments	
		COMMERCIAL	FULL COSTED	RESIDENTIAL				
Standard rated & exclusive of VAT								
BUILDING CONTROL FEES (TABLE 1)								
FULL PLANS								
New Dwellings								
1 new dwelling								
Plan Fee	£370.00	*	✓	*	£390.00	5.41 %	Building control service has not increased its fees since 2017, the current charges 2020/21 are no longer reflective of the time taken to carry out this statutory duty. The fees have been increased to cover costs whilst remaining competitive against the approved inspectors that operate within the area	
Inspection Fee	£525.00	*	✓	*	£545.00	3.81 %		
2 new dwellings								
Plan Fee	£420.00	*	✓	*	£440.00	4.76 %		
Inspection Fee	£680.00	*	✓	*	£700.00	2.94 %		
3 new dwellings								
Plan Fee	£470.00	*	✓	*	£490.00	4.26 %		
Inspection Fee	£760.00	*	✓	*	£780.00	2.63 %		
4 new dwellings								
Plan Fee	£630.00	*	✓	*	£650.00	3.17 %		
Inspection Fee	£1,115.00	*	✓	*	£1,135.00	1.79 %		
Conversion of dwelling into 2 flats								
Plan Fee	£370.00	*	✓	*	£390.00	5.41 %		
Inspection Fee	£520.00	*	✓	*	£545.00	4.81 %		
Conversion of dwelling into 3 flats								
Plan Fee	£470.00	*	✓	*	£490.00	4.26 %		
Inspection Fee	£655.00	*	✓	*	£675.00	3.05 %		
Conversion of dwelling into 4 flats								
Plan Fee	£630.00	*	✓	*	£650.00	3.17 %		
Inspection Fee	£825.00	*	✓	*	£845.00	2.42 %		
Fees for additional dwellings are based on volumes built								
BUILDING CONTROL FEES (TABLE 2)								
FULL PLANS								
Domestic Extensions								
Extension - Internal floor area under 10m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£370.00	*	✓	*	£390.00	5.41 %		
Extension - Over 10m² and under 40m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£515.00	*	✓	*	£535.00	3.88 %		
Extension - Over 40m² and under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£630.00	*	✓	*	£650.00	3.17 %		
Loft Conversion under 40m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£440.00	*	✓	*	£460.00	4.55 %		
Loft Conversion over 40m² under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£515.00	*	✓	*	£535.00	3.88 %		
DETACHED GARAGE OR CAR PORT								
Internal floor area below 40m²								
Plan Fee	£210.00	*	✓	*	£230.00	9.52 %		
Internal floor area over 40m² and under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£260.00	*	✓	*	£275.00	5.77 %		
Garage Conversion								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£210.00	*	✓	*	£220.00	4.76 %		
Upgrading thermal elements								
Plan Fee	£80.00	*	✓	*	£90.00	12.50 %		
Inspection Fee	£130.00	*	✓	*	£140.00	7.69 %		
Alterations up to £5000								
Plan Fee	£105.00	*	✓	*	£110.00	4.76 %		
Inspection Fee	£130.00	*	✓	*	£140.00	7.69 %		
Alterations over £5000 up to 20,000								
Plan Fee	£105.00	*	✓	*	£110.00	4.76 %		
Inspection Fee	£290.00	*	✓	*	£300.00	3.45 %		
Installation of replacement windows								
Plan Fee	£80.00	*	✓	*	£90.00	12.50 %		
Inspection Fee	£110.00	*	✓	*	£120.00	9.09 %		
Electrical works (test by consultant)								
Test Fee	£340.00	*	✓	*	£340.00	NO CHANGE		
BUILDING CONTROL FEES (TABLE 3)								
Non-domestic extensions (institutional)								
Extension - Internal floor area under 10m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£370.00	*	✓	*	£390.00	5.41 %		
Extension - Over 10m² and under 40m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£600.00	*	✓	*	£620.00	3.33 %		
Extension - Over 40m² and under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£705.00	*	✓	*	£720.00	2.13 %		
Upgrading thermal elements								
Plan Fee	£210.00	*	✓	*	£235.00	11.90 %		
Inspection Fee	£220.00	*	✓	*	£230.00	4.55 %		
Internal alterations under £5000								
Plan Fee	£210.00	*	✓	*	£235.00	11.90 %		
Inspection Fee	£170.00	*	✓	*	£210.00	23.53 %		
Internal alterations over £5000 up to £10,000								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£220.00	*	✓	*	£240.00	9.09 %		
BUILDING CONTROL FEES (TABLE 3)								
Non-domestic extensions (Industrial)								
Extension - Internal floor area under 10m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£340.00	*	✓	*	£360.00	5.88 %		
Extension - Over 10m² and under 40m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£455.00	*	✓	*	£475.00	4.40 %		
Extension - Over 40m² and under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£635.00	*	✓	*	£655.00	3.15 %		
Upgrading thermal elements								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£220.00	*	✓	*	£240.00	9.09 %		
Internal alterations under £5000								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£170.00	*	✓	*	£220.00	29.41 %		
Internal alterations over £5000 up to £10,000								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£220.00	*	✓	*	£240.00	9.09 %		
Window, door, shopfront replacement								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£115.00	*	✓	*	£125.00	8.70 %		
Installation of a mezzanine floor up 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£380.00	*	✓	*	£400.00	5.26 %		
Shop refurbishment under £15000								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£275.00	*	✓	*	£290.00	5.45 %		
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 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
GCA000-0104 - Publications / Copy Documents	(1,000)	(1,000)	(1,000)	NO CHANGE	
FEES & CHARGES					
GCA000-00503 - Building Regulation-Application Fees	(160,000)	(160,000)	(160,000)	NO CHANGE	
GCA000-00504 - Inspection Fees	(120,000)	(120,000)	(120,000)	NO CHANGE	
GCA000-00518 - Building Regs - Regularisation	(7,000)	(7,000)	(7,000)	NO CHANGE	
GCA000-00519 - Building Control Partnership	(4,000)	(4,000)	(4,000)	NO CHANGE	
Building Control	(291,000)	(291,000)	(291,000)	NO CHANGE	

PLANNING SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
DEVELOPMENT CONTROL**

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope for VAT purposes								
DEVELOPMENT CONTROL FEES OPERATIONS								
Outline applications for development in Categories 1,2 & 3								
a) where the site area does not exceed 2.5 hectares	£462 per 0.1 hectare	*	*	*	*	✓	£462 per 0.1 hectare	NO CHANGE
b) where the site area exceeds 2.5 hectares - □ see below	£11,432.40	*	*	*	*	✓	£11,432.40	NO CHANGE
□ - Indicates a further charge for each additional 0.1 hectare in excess of 2.5 hectares	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
Category 1 - New dwellings								
a) where the no of dwellings created is 50 or fewer	462 per dwelling	*	*	*	*	✓	462 per dwelling	NO CHANGE
a) where the no of dwellings created is more than 50 - ● see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE
● - Indicates a further charge for each dwelling in excess of 50	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
Category 2 - Erection of buildings except those in Categories 1,3,4,5 or 7								
a) where no floorspace is to be created	£234.00	*	*	*	*	✓	£234.00	NO CHANGE
b) where the gross floorspace does not exceed 40m ²	£234.00	*	*	*	*	✓	£234.00	NO CHANGE
c) where the gross floorspace exceeds 40m ² but not 75m ²	£462.00	*	*	*	*	✓	£462.00	NO CHANGE
d) where the gross floorspace exceeds 75m ² but not 3750m ²	£462 per 75 sqm	*	*	*	*	✓	£462 per 75 sqm	NO CHANGE
e) where the gross floorspace exceeds 3750m ² - ❖ see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE
❖ - Indicates a further charge for each 75m ² in excess of 3750m ²	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
Category 3 - Agricultural buildings except glasshouses								
a) where gross floorspace does not exceed 465 m ²	£96.00	*	*	*	*	✓	£96.00	NO CHANGE
b) where gross floorspace exceeds 465m ² but < 540m ²	£462.00	*	*	*	*	✓	£462.00	NO CHANGE
c) where gross floorspace exceeds 540m ² but < 4215m ²	£462 for first 520 sqm plus plus	*	*	*	*	✓	£462 for first 520 sqm plus plus	NO CHANGE
	£462.00 each extra 75 sq m	*	*	*	*	✓	£462.00	NO CHANGE
d) where gross floorspace exceeds 4215m ² ▶ see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE
▶ - Indicates a further charge for each 75m ² in excess of 4215m ²	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
Category 4 - Glasshouses								
a) where gross floorspace does not exceed 465 m ²	£96.00	*	*	*	*	✓	£96.00	NO CHANGE
b) where gross floorspace exceeds 465m ²	£2,580.00	*	*	*	*	✓	£2,580.00	NO CHANGE
Category 5 - Erection, alteration or replacement of plant or machinery								
a) where the site area does not exceed 5 hectares	£462.00 per 0.1 hectare	*	*	*	*	✓	£462.00 per 0.1 hectare	NO CHANGE
b) where the site area exceeds 5 hectares - ▲ see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE
▲ - Indicates a further charge for each 0.1 hectare in excess of 5 hectares	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
Category 6 - Enlargement, improvement or other alteration of existing dwellings								
a) where the application relates to 1 dwelling	£206.40	*	*	*	*	✓	£206.40	NO CHANGE
b) where the application relates to 2 or more dwellings	£406.80	*	*	*	*	✓	£406.80	NO CHANGE
Category 7 - Operations within the curtilage of an exiting dwelling for purposes ancillary to the enjoyment of the dwelling, including the erection or construction of gates, fences, walls or other means of enclosure along the boundary of the curtilage								
	£206.40	*	*	*	*	✓	£206.40	NO CHANGE
Category 8 - Construction of car parks, service roads and other means of access on land used for the purpose of a single undertaking, where the development is required for a purpose incidental to the existing use of land								
	£234.00	*	*	*	*	✓	£234.00	NO CHANGE
Category 9 - Operations connected with exploratory drilling for oil or natural gas								
a) where the site area does not exceed 7.5 hectares	£462.00 per 0.1 hectare	*	*	*	*	✓	£462.00 per 0.1 hectare	NO CHANGE
b) where the site area exceeds 7.5 hectares - ◀ see below	£34,500.00	*	*	*	*	✓	£34,500.00	NO CHANGE
◀ - Indicates a further charge for each 0.1 hectare in excess of 7.5 hectares	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
Category 10 - Other operations not within Categories 1-9								
a) in cases of mining extraction								
i) where the site area does not exceed 15 hectares	£234.00 per 0.1 hectare	*	*	*	*	✓	£234.00 per 0.1 hectare	NO CHANGE
ii) where the site area exceeds 15 hectares - ▼ see below	£34,934.40	*	*	*	*	✓	£34,934.40	NO CHANGE
▼ - Indicates a further charge for each 0.1 hectare in excess of 15 hectares	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
b) in any other case	£234.00 per hectare	*	*	*	*	✓	£234.00 per hectare	NO CHANGE

PLANNING SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
DEVELOPMENT CONTROL (continued)**

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope for VAT purposes								
DEVELOPMENT CONTROL FEES								
OPERATIONS (Continued)								
Category 11 - Change of use of a building to residential								
a) from an existing dwelling								
i) to 2 to 50 dwellings	£492.00 for each additional dwelling	*	*	*	*	£492.00 for each additional dwelling	NO CHANGE	
ii) to more than 50 dwellings - ♣ see below	£22,858.80	*	*	*	*	£22,858.80	NO CHANGE	
♣ - Indicates a further charge for each dwelling in excess of 50	£138.00	*	*	*	*	£138.00	NO CHANGE	
b) from a building other than a dwelling								
i) up to 50 dwellings	£462.00 per dwelling	*	*	*	*	£462.00	NO CHANGE	
ii) to more than 50 dwellings - * see below	£22,858.80	*	*	*	*	£22,858.80	NO CHANGE	
* - Indicates a further charge for each dwelling in excess of 50	£138.00	*	*	*	*	£138.00	NO CHANGE	
Category 12 - Use of land for disposal of refuse or waste materials or as open mineral storage								
a) where the site area does not exceed 15 hectares	£234.00 per 0.1 hectare	*	*	*	*	£234.00 per 0.1 hectare	NO CHANGE	
b) where the site area exceeds 15 hectares - — see below	£34,934.40	*	*	*	*	£34,934.40	NO CHANGE	
— - Indicates a further charge for each 0.1 hectare in excess of 15 hectares	£138.00	*	*	*	*	£138.00	NO CHANGE	
Category 13 - Material change of use except one falling within Categories 11 and 12								
	£462.00	*	*	*	*	£462.00	NO CHANGE	
ADVERTISEMENTS								
Category 14 - Advertisement relating to business on the premises								
	£132.00	*	*	*	*	£132.00	NO CHANGE	
Category 15 - Advance directional sign								
	£132.00	*	*	*	*	£132.00	NO CHANGE	
Category 16 - All other advertisements								
	£462.00	*	*	*	*	£462.00	NO CHANGE	
DETERMINATIONS								
Category 17 - Prior approval								
a) agricultural or forestry buildings	£96.00	*	*	*	*	£96.00	NO CHANGE	
b) demolition of buildings	£96.00	*	*	*	*	£96.00	NO CHANGE	
c) telecommunications installations	£462.00	*	*	*	*	£462.00	NO CHANGE	
d) development involving a material change of use	£96.00	*	*	*	*	£96.00	NO CHANGE	
e) development involving a material change of use and building operations in connection with that change of use	£206.40	*	*	*	*	£206.40	NO CHANGE	
ALTERATION OF PERMISSION								
Category 18 - Variation of condition								
	£234.00	*	*	*	*	£234.00	NO CHANGE	
Category 19 - Non material amendment								
a) householder development	£33.60	*	*	*	*	£33.60	NO CHANGE	
b) other development	£234.00	*	*	*	*	£234.00	NO CHANGE	
COMPLIANCE WITH CONDITIONS								
Category 20 - Confirmation of compliance with conditions								
a) relating to development within Categories 6 and 7	£33.60 per request	*	*	*	*	£33.60	NO CHANGE	
b) relating to any other development	£116.40 per request	*	*	*	*	£116.40	NO CHANGE	
RENEWAL OF PLANNING PERMISSION								
Category 21 - Renewal of planning permission where the development has not commenced								
a) householder development	£68.40	*	*	*	*	£68.40	NO CHANGE	
b) major development	£690.00	*	*	*	*	£690.00	NO CHANGE	
c) other development	£234.00	*	*	*	*	£234.00	NO CHANGE	
LAWFUL DEVELOPMENT								
Category 22 - Lawful Development Certificate								
a) for an existing use of land or operational development	Same fee for an equivalent planning application	*	*	*	*	Same fee for an equivalent planning application	NO CHANGE	
b) for non compliance with a condition	£234.00	*	*	*	*	£234.00	NO CHANGE	
c) for a proposed use of land or operational development	Half fee of an equivalent planning application	*	*	*	*	Half fee of an equivalent planning application	NO CHANGE	
APPROPRIATE ALTERNATIVE DEVELOPMENT								
Category 23 - Certificate of appropriate alternative development								
	£234.00	*	*	*	*	£234.00	NO CHANGE	
CONCESSION FEES AND EXEMPTIONS								
a) reserved matters application where the applicant's earlier reserved matters applications have incurred total fees at least equal to the fee payable for a reserved matters application for the entire scheme	£462.00	*	*	✓	*	£462.00	NO CHANGE	
b) extensions and alterations to a dwelling or works within its curtilage for the benefit of people with disabilities	Free of charge	*	*	*	✓	Free of charge	NO CHANGE	
c) alterations to public buildings in order to provide access for people with disabilities	Free of charge	*	*	*	✓	Free of charge	NO CHANGE	
d) applications required by reason of the removal of 'permitted development' rights either by a planning condition or by an Article 4 Direction	Free of charge	*	*	*	✓	Free of charge	NO CHANGE	

PLANNING SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-
DEVELOPMENT CONTROL (continued)

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope for VAT purposes								
DEVELOPMENT CONTROL FEES								
CONCESSION FEES AND EXEMPTIONS (Continued)								
e) a revised or new application for development of the same character or description submitted within 12 months of the refusal or withdrawal of an earlier application or within 12 months of the expiry of the statutory 8 week period where the applicant has appealed on grounds of 'non determination'	Free of charge	*	*	*	✓	✓	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
Standard rated & inclusive of VAT								
DEVELOPMENT CONTROL FEES								
PRE APPLICATION ADVICE								
CATEGORY 1 covers -								
a) householder proposals								
b) proposals involving less than 100 sq m of commercial floorspace	£100.00	*	*	*	✓	*	£100.00	NO CHANGE
c) lawful development certificates								
d) listed building consent								
e) conservation area consent								
CATEGORY 2 covers -								
a) 1 new residential unit (conversion of house into 2 flats)	£500.00	*	*	*	✓	*	£200.00	
B) 2-5 residential units	£500.00	*	*	*	✓	*	£500.00	
C) 6-10 residential units	£500.00	*	*	*	✓	*	£1,000.00	
CATEGORY 3 covers :-								
a) from 10 to 24 residential units or where the site area is 0.5 hectare to 1 hectare								
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	£2,500.00	*	✓	*	*	*	£3,000.00	The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.
d) change of use of land or buildings involving 500 sq m or more								
CATEGORY 3 follow up meeting								
In order benefit from the reduced fee for a follow-up meeting, the proposal must be (or include) the same site as the initial meeting, be for a similar use (or uses) as the initial meeting and be within three months of the initial pre-application meeting date.							£1,500.00	A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.
CATEGORY 4 covers :-								
a) 25-49 or residential units	£4,500.00	*	✓	*	*	*	£5,000.00	The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.
b) 2,000sqm to 4999sqm of non-residential floorspace	£4,500.00	*	✓	*	*	*	£5,000.00	The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.
CATEGORY 4 follow up meeting								
							£2,500.00	A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.

<p>In order benefit from the reduced fee for a follow-up meeting, the proposal must be (or include) the same site as the initial meeting, be for a similar use (or uses) as the initial meeting and be within three months of the initial pre-application meeting date.</p>								
<p>CATEGORY 5 covers :-</p>								
<p>a) 50-74 residential units</p>	<p>£6,000.00</p>	<p>*</p>	<p>✓</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>£7,000.00</p>	<p>The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.</p>
<p>b) 5000sqm or more of non-residential floorspace</p>	<p>£6,000.00</p>	<p>*</p>	<p>✓</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>£7,000.00</p>	<p>The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.</p>
<p>CATEGORY 5 follow up meeting</p>							<p>£3,500.00</p>	
<p>In order benefit from the reduced fee for a follow-up meeting, the proposal must be (or include) the same site as the initial meeting, be for a similar use (or uses) as the initial meeting and be within three months of the initial pre-application meeting date.</p>								<p>A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.</p>
<p>CATEGORY 6 covers :-</p>								
<p>a) 75 or more residential units</p>	<p>£9,000.00</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>✓</p>	<p>*</p>	<p>£10,000.00</p>	<p>The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.</p>
<p>CATEGORY 6 follow up meeting</p>								
<p>In order benefit from the reduced fee for a follow-up meeting, the proposal must be (or include) the same site as the initial meeting, be for a similar use (or uses) as the initial meeting and be within three months of the initial pre-application meeting date.</p>							<p>£5,000.00</p>	<p>A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.</p>

PLANNING SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
DEVELOPMENT CONTROL (continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & inclusive of VAT									
DEVELOPMENT CONTROL FEES PRE APPLICATION ADVICE (Continued)									
N.B. If a pre-application advice request is withdrawn prior to the preparation of a written response, half of the charge that has been paid will be refunded.									

BUDGET POSITION SUMMARY - DEVELOPMENT CONTROL

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
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	
Development Control	(785,000)	(785,000)	(785,000)	NO CHANGE	
Total	(785,000)	(785,000)	(785,000)	NO CHANGE	

PLANNING SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-

LAND CHARGES

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (%)	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Residential Search	£80.00	*	✓	*	*	*	£70.00	-12.50 %	The fee for 2020/21 was £67 not £80 as WBC no longer provide the LLC1 element of the search
Commercial Search	£150.00	*	✓	*	*	*	£142.00	-5.33 %	The fee for 2020/21 was £137 not £150 as WBC no longer provide the LLC1 element of the search
Con 29 optional enquiry	£7.50	*	✓	*	*	*	£9.00	20.00 %	The fee for 2020/21 was £9.00 not £7.50
Additional enquiry (E.G. Solicitor)	£10.00	*	✓	*	*	*	£10.00	NO CHANGE	
Enquiry by letter	£14.50	*	✓	*	*	*	£15.00	3.45 %	
Additional parcel of land	£13.50	*	✓	*	*	*	£13.50	NO CHANGE	The fee for 2020/21 was £11.40 not £13.50
Question 22 enquiry	£16.59	*	✓	*	*	*	£20.50	23.57 %	The fee for 2020/21 was £19.91 not £16.59
Question 21 enquiry	£9.00	*	✓	*	*	*	£4.00	-55.56 %	We don't actually provide an answer for this question the customer is referred to HCC. If we continue to charge £9.00 we could be challenged as would not justify cost recovery.
Question 16 enquiry	£9.00	*	✓	*	*	*	£4.00	-55.56 %	We don't actually provide an answer for this question the customer is referred to HCC. If we continue to charge £9.00 we could be challenged as would not justify cost recovery.
Question 4 enquiry	£9.00	*	✓	*	*	*	£4.00	-55.56 %	We don't actually provide an answer for this question the customer is referred to HCC. If we continue to charge £9.00 we could be challenged as would not justify cost recovery.
Fees for Local Land Charges excluding Con29.									
1. Registration of a charge in Part 11 of the register (light obstruction notices)	£67.00	*	✓	*	*	*			We are no longer responsible for any of these functions. Responsibility was transferred to HMLR in Feb 2020
2. Filing a definitive certificate of the Lands Tribunal under rule 10(3)	£2.50	*	✓	*	*	*			
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	*	✓	*	*	*			
4. Inspection of documents filed under rule 10 in respect of each parcel of land	£2.50	*	✓	*	*	*			
5. Personal search in the whole or in part of the register	£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	*	*	*	✓	*			
5a. Enhanced personal search service	£13.00	*	✓	*	*	*			
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	*	✓	*	*	*			
(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	*	✓	*	*	*			
(ii) and in any other case (previous statutory fee £6)	£13.00	*	✓	*	*	*			
In respect of each additional parcel of land (previous statutory fee £1)	£4.00	*	✓	*	*	*			
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	*	✓	*	*	*			

BUDGET POSITION SUMMARY - LAND CHARGES

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (%)	Comments
FEES & CHARGES					
AHC000-I0506 - Search Fees	(120,000)	(120,000)	(120,000)	NO CHANGE	
	(120,000)	(120,000)	(120,000)		

LEGAL AND PROPERTY SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
TOWN HALL FACILITIES**

Description	PMO	NPMO	PRICING STRATEGY				PROFIT MAKING ORGS (PMO)		NON PROFIT MAKING ORGS (NPMO)		Comments
	2020/21		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY	Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Proposed 2021/22 Charge	
Exempt from VAT											
COMMITTEE ROOM 1 (16 seats)											
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
COMMITTEE ROOM 2 (24 seats)											
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
COUNCIL CHAMBER (44 seats) (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
TRAINING ROOM 1 (20 seats)											
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
TRAINING ROOM 2 (20 seats)											
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
MEETING ROOM B (10 SEATS)											
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
Committee Room 3 (20 seats)											
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
Standard rated & exclusive of VAT											
OTHER CHARGES											
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	£53.00	*	*	✓	*	*	£53.00	NO CHANGE	£53.00	NO CHANGE
Weekend hire per hour on Sundays (Staffing Costs)	£71.00	£71.00	*	*	✓	*	*	£71.00	NO CHANGE	£71.00	NO CHANGE

BUDGET POSITION SUMMARY - TOWN HALL FACILITIES

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
LAND & PROPERTY BASED CHARGES					
KEC000-I0901 - Rent (from BBC)			0		
KEC000-I0908 - Service Charge (from BBC)	(68,000)	(20,000)	(20,000)	NO CHANGE (71)	
KEC000-I0908 - Service Charge (HCC - CLCH)	(40,300)	(226,300)	(226,300)	462	
KEC000-I0901 - Rent (HCC - CLCH)					
	(108,300)	(246,300)	(246,300)		

LEGAL AND PROPERTY SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
ELECTIONS UNIT**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
<u>Register of Electors</u>									
Electronic version - * (see below)	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	One of the Credit Agencies advised 2019 that they no longer require/intend to purchase a copy of the full register / monthly updates going forward which contributed to a drop in income in this area in 2019-20
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	Dependent upon elections being held and respective candidates/political parties requesting and paying for a marked copy of the marked electoral register
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)	£18.00	*	✓	*	*	*	£18.55	3.06 %	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 2021-2022
Multiple name - single address (current year)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
Single name - single address (up to 3 yrs)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
Single name - single address (4-10 yrs) - ◆ (see below)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
◆ - An additional levy of £2.00 is chargeable for each extra year	£2.60	*	✓	*	*	*	£2.70	3.85 %	
More than one name - single address (up to 3 yrs)	£27.60	*	✓	*	*	*	£28.45	3.08 %	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?
More than one name - single address (4-10 yrs) - ◆◆ (see below)	£27.60	*	✓	*	*	*	£28.45	3.08 %	
◆◆ - An additional levy of £2.00 is chargeable for each extra year	£2.60	*	✓	*	*	*	£2.70	3.85 %	
Where confirmation required for an individual / household at more than one address :-									
Single name - multiple addresses (up to 3 & current year)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
Multiple name - multiple but same addresses (up to 3 & current year)	£27.60	*	✓	*	*	*	£28.45	3.08 %	
Certification of overseas pension forms	£10.75	*	✓	*	*	*	£11.10	3.26 %	

BUDGET POSITION SUMMARY - ELECTIONS UNIT

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
SALES					
AGB000-I0103 - Register of Electors (Publications-Minutes)	(4,000)	(4,000)	(4,000)	NO CHANGE	2020/21 Budget forecast likely to be lower on account of all elections scheduled for year having been postponed due to Covid pandemic i.e. no marked registers purchased 2020/21 but prediction of total income will be more accurate January 2021 after publication of 2020-21 register 1/12/20 and receipt of orders/income for sales to Credit Agencies.
	(4,000)	(4,000)	(4,000)	NO CHANGE	

REVENUES & BENEFITS

**2021/22 FEES & CHARGES PROPOSED FOR :-
COUNCIL TAX**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope & exclusive of VAT									
Penalty Charge (Re : Single Person Discount)	£70.00	*	*	*	*	✓	£70.00	NO CHANGE	

BUDGET POSITION SUMMARY - COUNCIL TAX

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
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 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	£29.1M	£54.1M	£148.0M	£177.1M	£186.7M
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.

Operational Boundary	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
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.

Authorised Limit	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
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 Councils VAT advisers are PSTax.

6. Risk

- 6.1 Financial risks are closely monitored as a separately identifiable part of the corporate risk management framework. The Council’s risk appetite is evolving as it becomes involved in a wider range of major property lead investments both within its economic area linked to regeneration and more widely for income generation purposes.

- 6.2 The Council takes advice from its professional advisers to both identify and mitigate the key risks it faces and ensures that all decisions are made with an understanding of the risks involved. The ongoing management of risk is a key function of the Council's Property Investment Board which routinely takes advice from LSH.
- 6.3 The council currently has an income target of £7.3M pa from its commercial investment activities. This is equivalent to 28% of its total gross income (excluding housing benefit reimbursements from government). 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 1st 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
TOTAL CAPITAL PROGRAMME	42,045	119,738	36,502	16,265
Total over MTFS	214,550			

Capital Funding 2019-2022

Funding Type	2019/20 Revised Budget £000	2020/21 Draft Budget £000	2021/22 Draft Budget £000	2022/23 Draft Budget £000
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
TOTAL CAPITAL FINANCING	42,045	119,738	36,502	16,265

Treasury Management Policy

2020/21



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

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
<p>Building Societies not meeting the basic security requirements under the specified investments.</p> <p>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.</p>	£2m
<p>Specific Public Bodies</p> <p>The Council can seek Member approval to make loans to other public bodies for periods of more than one year.</p>	£10m
<p>Loans to Council Subsidiaries</p> <p>The Council will lend to its subsidiaries subject to approval of a business case by the 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.</p>	£10m limit for any single loan
<p>Money Market Funds</p> <p>Appointed through competitive process for the investment of the Croxley Park Reserve</p>	£100m
<p>Other unspecified investments</p> <p>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).</p>	£10m

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

The Monitoring of Investment Counterparties

The credit rating of counterparties is monitored regularly. The main rating agencies (Fitch, Moody's and Standard & Poor's) provide credit ratings for financial institutions. The Council receives credit rating information (changes, rating watches and rating outlooks) from 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.

Finance Scrutiny Committee

12 January 2021

Present: Councillor Turmaine (Chair)
Councillor Kloss (Vice Chair)
Councillors Allen-Williamson, Bell, Khan, Pattinson, Saffery (minute numbers 23 and 24), Stanton and Walford

Also present: Councillor Watkin (Portfolio Holder for Resources and Customer Services)

Officers: Director of Finance
Interim Head of Finance
Democratic Services Officer (JK)

24. Financial Planning

The committee received a report of the Director of Finance with details of service level expenditure, funding and council tax levels for the medium term 2021/22 to 2023/24, including the use of reserves and the 2021/22 Council Tax calculations.

The Director of Finance introduced the report and noted that the updated version of the papers were on the website. The key points to note, beyond those highlighted in the Finance Digest, were that overall there was a budget gap of £0.477 million, there had been savings in borrowing costs and the Demand Responsive Transport underspend was carried forward. There were also minor changes including to business rates, staff costs, changes in savings from the Watford 2020 programme and realignment of budgets.

The £0.471 million grant from the government would be incorporated into the renewal fund for Covid support or recovery, as appropriate. Covid-19 had also had a significant impact on the council tax base which had seen a reduction for the first time due to the number of council tax support payments and an increase in single person discounts. While there would be some government support in 21/22, and potentially beyond, to reflect this, it was anticipated that levels would take some time to normalise, in part due to delays experienced in some forthcoming developments.

The reserves were in a sustainable position with a lower use of reserves than planned. The budget gap to be funded from reserves was £0.477 million over three years.

While there was not a significant change in expenditure in the coming year, it was noted that there was further investment planned in the capital programme for Market Street, Queens Road and St Albans Road.

Responding to a question about car park charges, officers advised that further losses were anticipated in quarter 1 of 21/22 to be covered by the income guarantee scheme which was considered the most reliable basis for the budget in this regard. Additionally the extension to CPZ vouchers and the suspension of other parking fees had been accounted for in next year's income.

It was noted that the Labour group intended to provide a fuller response to budget proposals at the meeting of Full Council.

RESOLVED –

1. that the budget (Attachment 1) as laid out in the report, including:
 - the base budget for 2021/22
 - the Capital Investment Programme 2020-24were considered.
2. that the schedule of fees and charges and the income charging policy (Attachment 2) were considered.
3. that the capital strategy for 2021/22, including the Treasury Management policy (Attachment 3) were considered.
4. that the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves was noted.
5. that the indicative budgets for 2022/23 and 2023/24 were noted.
6. That the comments of Finance Scrutiny Committee be forwarded to Cabinet.

Chair
Finance Scrutiny Committee

The meeting started at 7.05 pm
and finished at 7.40 pm

Report to Council – 26 January 2021

Report of Cabinet – 18 January 2021

Cabinet met on 18 January 2021. The minutes are published on the council's website.

The following members and officers 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 Matt Turmaine, Chair of Finance Scrutiny Committee
Councillors Dychton and Ezeifedi

Officers: Managing Director
Interim Director of Finance
Group Head of Democracy and Governance
Group Head of Transformation
Group Head of Place Shaping
Executive Head of Strategy and Communications
Head of Housing
Head of Planning and Development
Head of Enterprise Programme Management Office
Housing Solutions Manager
Change Manager
Interim Senior Regeneration Manager
Mayor's Political Assistant
Democratic Services Manager

Minute 68 included a recommendation to Council

68. **Town Hall Quarter**

Cabinet received a report of the Managing Director setting out the transformation programme for the Town Hall Quarter. It was noted that if members were minded to discuss any of the exempt documents it would be necessary to agree to exclude any press and public and to stop the live stream.

The Mayor stated that it was important for the rejuvenation of the Town Hall and Colosseum; enabling them to better serve the town. It was proposed to rejuvenate the Museum and deliver the council's cultural strategy. It included an incubator space for new businesses. It would provide value for money for residents. The area would become a vibrant environment. There were various strands and they had all been brought together under one overall project. Clear governance was essential and a member steering group had been proposed.

The Managing Director advised that this was a complex but exciting programme for Watford. The council was proposing to revitalise this part of the town. It had built on the work carried out during 2019. Significant work had been carried out on the viability of the scheme to ensure the council could be confident the programme was achievable. Development partners were keen to work with the council on the project. She added that there was still a lot of work to be done. If agreed at this meeting and budget approved at Council the Member Steering Group would receive regular updates and at key points reports would be presented to Cabinet for approval.

Members welcomed the proposal. It would provide more cultural opportunities to the community. The Museum would be able to broaden its offer; currently it was too small to accommodate and share the town's diverse history. The programme was located in a conservation area including listed buildings and locally significant buildings. The area also included the modern building of the leisure centre and West Herts College. The space between the Town Hall and Library was not usable; this provided an opportunity to shape the area. It was an opportunity to provide an area that people wanted to visit. It was an ambitious, bold and exciting project.

Councillor Bell noted the changes from the original scheme. He welcomed the preservation of the Colosseum with its good acoustics. He hoped that the building could be used by more diverse groups.

The Mayor thanked members for their comments and noted that this was the start of the process.

RESOLVED –

1. that Cabinet agrees the overall vision for the THQ (section 9 of the report).
2. that Cabinet agrees the terms of reference for the Members Steering Group to oversee the THQ programme as set out in appendix A to the report.
3. that Cabinet confirms that the preferred commercial delivery structure for the Town Hall Quarter regeneration project would be to enter into a joint venture limited liability partnership with a private sector development partner (section 11.2 of the report).
4. that Cabinet authorises officers to proceed with the procurement for the appointment of a development partner for the Regeneration project via a procurement process under the Public Contract Regulations using the competitive dialogue procedure delegating authority to the Mayor in consultation with the Member Steering Group and the Group Head of Place Shaping to approve the following elements of the procurement process namely: the project objectives, the selection criteria, the evaluation criteria and the short-list of tenderers selected to proceed to invitation to participate in the dialogue and following the procurement to seek Cabinet approval of the appointment of a joint venture partner (section 11.2 of the report).
5. that Cabinet agrees to the Head of Property and Regeneration undertaking commercial negotiations with the landowners across the site to acquire their land interests and integrate those buildings and land into the proposals to undertake comprehensive development of the Town Hall Quarter site, and if terms are agreed to either enter option agreements or subject to Council approving expenditure of the necessary funding undertake those acquisitions (section 11.3 of the report).
6. that Cabinet authorises officers to proceed with the development of an Outline Business case and supporting design work for the redevelopment of the Town Hall and bring this back to Cabinet in Autumn 2021 or earlier if possible (section 12 of the report).
7. that Cabinet authorises officers to proceed with the development of an Outline Business case and supporting design work for the comprehensive refurbishment of the Colosseum and bring this back to Cabinet Autumn 2021 (section 13 of the report).

8. that Cabinet authorises officers to proceed with the development of a Strategic Business case for the development of an Innovation and Incubation Hub project and bring this back to Cabinet in Summer 2021 (section 14 of the report).
9. that Cabinet notes the appointment of the Museum and Heritage Service Review Consultants and authorises officers to proceed with the development of an Outline Service Plan for the redevelopment of the Museum and Heritage service and bring this back to a future Cabinet (section 15 of the report).
10. that Cabinet authorises officers to work with Watford cultural organisations' to understand their requirements to inform the future redevelopment of the Colosseum (section 16 of the report).
11. that Cabinet authorises officers to proceed on developing Transformational Change organisation strategy for how the Council staff operate and develop Communications plans to integrate with and complement the other projects in the THQ programme (section 17 of the report).
12. that Cabinet recommends to Council a budget of £2.1m for officers to progress the programme (section 18 of the report).

Part A

Report to: Cabinet

Date of meeting: 18 January 2021

Report author: Managing Director

Title: Town Hall Quarter

1.0 Summary

- 1.1 As part of its ambitions to ensure Watford builds on its reputation as a thriving, diverse and creative town, Watford Borough Council has recognised the potential of the area around the Town Hall to deliver an exciting, major regeneration programme. The Town Hall Quarter (THQ) programme will transform the area, securing a thriving new quarter with new homes, employment and public space, which will be underpinned by a revitalised creative, cultural and heritage offer
- 1.2 Since the initial development of the Watford High Street (North) Cultural Hub draft Masterplan in 2019, a number of critical factors have impacted and influenced the original programme. Our new forward looking and delivery focused Council Plan 2020-24 recognises the potential this project has to transform, not just the Town Hall area, but to provide a catalyst for new employment opportunities, a strengthened culture and heritage offer and to drive real change in the way the Council works and delivers services. Covid-19 has given impetus to this change, with the THQ programme now an important part of the town's plans for renewal and rejuvenation.
- 1.3 Through this significant transformation programme the Council is seeking to deliver the following outcomes:
- **rejuvenate two of the town's most important heritage buildings** – the Town Hall and Watford Colosseum, securing the long-term future of these landmark buildings and exploring ways they can make a greater contribution to the town's cultural, economic and business life, recognising the council will work in a more agile, flexible and efficient way, freeing up space for new and innovative uses for the Town Hall
 - **review and renew the town's Museum and Heritage service**, learning from the best, to secure an exciting, inventive and accessible offer for Watford that celebrates the town's diverse history, bringing it to life for the community and visitors and exploring a new base for the service within this revitalised quarter
 - **enhance the town's reputation as a regional centre for culture and the arts**, making more creative uses of Watford Colosseum, so it provides a catalyst for a range of entertainment encouraging a varied programme mix from professional performances to community and up and coming artists
 - **create a vibrant and attractive new neighbourhood** with well-designed homes, new work opportunities and welcoming public spaces for people to meet, spend time and relax, improving the linkage between the area and the rest of the town
 - **explore the development of a new innovation and incubation hub**, which would enhance the town's offer for business, providing inspiring, productive and connected working space

and investment in kit for businesses, all to accelerate business growth, collaboration, learning and wellbeing

- **reflect the Council's drive to be commercially focused**, generating positive returns on our investment so we can reinvest in the future of our town and in the services and facilities that local people value, whilst making better use of the land and buildings we own
- **transform how the Council works as an organisation, including its office accommodation**, so we are an outstanding and inspirational workplace that sets the standard as an enterprising, forward looking and supportive working environment and which our community recognises for excellent services and customer experience.

1.4 The THQ programme, which will deliver the vision outlined above, comprises seven projects:

- **Regeneration project** – will deliver the housing and regeneration aspects of the programme
- **Town Hall Development project** – will focus on how best to refurbish and use the Town Hall asset
- **Colosseum project** – will oversee the refurbishment of this historic building and broaden its use for both Watford residents and cultural organisations
- **Innovation and Incubation Hub project** – will assess how best we can support acceleration of business growth locally.
- **Museum and Heritage Service project** – will re-imagine the Museum and Heritage service and develop a service fit for the future
- **Culture project** – will provide an assessment of requirements for Watford's cultural organisations' use of the Colosseum and shape the design investment proposals accordingly
- **Transformational Change project** – will review the way the council works and where it works.

1.5 This report provides the rationale for the programme and explains in more detail the component projects of the programme which will help deliver the Council's vision for the THQ and articulates their associated benefits and costs.

1.6 Cabinet is asked to endorse the recommendations allowing officers to progress the programme and proceed to the next phase for each project and authorisation of £2.1m expenditure from existing capital budget allocations.

2.0 Risks

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
The effect of Covid-19 on the Economy	Reduced overall viability	Manage programme with economic cycle Use development partner expertise to manage sale risk	Tolerate and keep under review If the scheme becomes unviable, then review development strategy	Likelihood = 3 Severity = 3 Total risk = 9
Local Government Reorganisation	Office accommodation requirements for Council could change	Focus of programme is to reduce office requirements for council staff and ensure refurbishment of Town Hall provides office space suitable to a wider market	Treat by means of ensuring refurbished office space is commercially desirable by market	Likelihood = 2 Severity = 2 Total risk = 4
Procurement	Unable to secure a development partner	Soft market testing has suggested that the scheme will be attractive to market	Treat: Use commercial advisers to ensure that project is attractive to potential tenderers Treat: Ensure that tender process is not overly onerous	Likelihood = 2 Severity = 3 Total risk = 6
Development and Construction Risk	Joint venture means that Council is exposed to significant development and construction risk and project causes financial loss	Choose highly experienced joint venture partner and use their expertise to manage risk Ensure that business plan is risk assessed and frequently reviewed for extent of risk.	Treat: Use procurement process to ensure securing a suitable development partner Treat: maintain development strategy under continuous review	Likelihood = 2 Severity = 4 Total risk = 8

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Financial risk of the regeneration scheme not achieving its predicted return	Ultimately if the regeneration project does not generate the predicted return the project may not be able to cover all the projected costs	Soft market testing and external expert advice has been sought and confirms potential projections.	Treat: Engage external advice	Likelihood = 2 Severity = 3 Total risk = 6

3.0 Recommendations

3.1 The recommendations for Cabinet are listed below with a reference to where the detail can be found in the main body of the report. The recommendations are to:

1. Agree the overall vision for the THQ (see section 9)
2. Agree the terms of reference for the Members Steering Group to oversee the THQ programme as set out in appendix A (see section 10)
3. Confirm that the preferred commercial delivery structure for the Town Hall Quarter regeneration project would be to enter into a joint venture limited liability partnership with a private sector development partner (see section 11.2)
4. Authorise officers to proceed with the procurement for the appointment of a development partner for the Regeneration project via a procurement process under the Public Contract Regulations using the competitive dialogue procedure delegating authority to the Mayor in consultation with the Member Steering Group and the Group Head of Place Shaping to approve the following elements of the procurement process namely: the project objectives, the selection criteria, the evaluation criteria and the short-list of tenderers selected to proceed to invitation to participate in the dialogue and following the procurement to seek Cabinet approval of the appointment of a joint venture partner (see section 11.2)
5. Agree to the Head of Property and Regeneration undertaking commercial negotiations with the landowners across the site to acquire their land interests and integrate those buildings and land into the proposals to undertake comprehensive development of the Town Hall Quarter site, and if terms are agreed to either enter option agreements or subject to Council approving expenditure of the necessary funding undertake those acquisitions (see section 11.3).
6. Authorise officers to proceed with the development of an Outline Business case and supporting design work for the redevelopment of the Town Hall and bring this back to Cabinet in Autumn 2021 or earlier if possible (see section 12).
7. Authorise officers to proceed with the development of an Outline Business case and supporting design work for the comprehensive refurbishment of the Colosseum and bring this back to Cabinet Autumn 2021 (see section 13).
8. Authorise officers to proceed with the development of a Strategic Business case for the development of an Innovation and Incubation Hub project and bring this back to Cabinet in Summer 2021 (see section 14).

9. Note the appointment of the Museum and Heritage Service Review Consultants and authorise officers to proceed with the development of an Outline Service Plan for the redevelopment of the Museum and Heritage service and bring this back to a future Cabinet (see section 15).
10. Authorise officers to work with Watford cultural organisations' to understand their requirements to inform the future redevelopment of the Colosseum (see section 16).
11. Authorise officers to proceed on developing Transformational Change organisation strategy for how the Council staff operate and develop Communications plans to integrate with and complement the other projects in the THQ programme (see section 17).
12. Recommend to Council a budget of £2.1m for officers to progress the programme (see section 18).

4.0 Timetable of decision making

- 4.1 During the course of 2021 there will be a series of key programme gateways, when further decisions by Cabinet will be required. These decisions will include:

Timeframe	Decision
Quarter 2	Commence the procurement process for a joint venture development partner
	Proposals regarding innovation and incubation hub in the Town Hall
Quarter 3	Proposals regarding future location of the Museum and accompanying Heritage service plan
Quarter 4	Business plans, design proposals and delivery routes for the Town Hall, Colosseum and Museum
	Seek Cabinet authority to appoint joint venture development partner and seek allocation of funding to the project
2022	Confirmation of detailed business plan for regeneration project
	Establishment of joint venture LLP and associated governance structure
	Commence works on Town Hall and Colosseum

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Report approved by: Donna Nolan, Managing Director

5.0 Introduction and Background

- 5.1 This report updates Members on the plans the Council has for the development of what is known as the Town Hall Quarter (THQ) programme. The THQ Programme has previously been presented to Cabinet as the Watford High Street (North) and Cultural Hub draft Masterplan in 2019. That plan focused on the regeneration of the north end of Watford High Street. Phase 1 of the previously proposed masterplan is the area around the Town Hall as illustrated in the photograph below.



- 5.2 In October 2019 the masterplan was adopted and officers were instructed to progress further feasibility work and develop an implementation plan. The Cabinet Decision of October 2019 also suggested that there may be an opportunity to move the Museum up to the Town Hall area to help create a cultural hub. Over the course of 2020, the Council has carried out further design work for the area around the Town Hall, liaised with key landowners (in particular the NHS and HCC), considered the viability for a potential regeneration project and undertaken soft market testing with potential development partners. This has enabled the preparation of an outline business case and delivery plan to achieve regeneration through redevelopment of the land around the Town Hall Complex, Library and Leisure Centre. Part of this work has involved considering potential options for the future of the Town Hall.
- 5.3 In parallel with this, the Council has been considering the future of the Colosseum, which is in need of significant refurbishment works and where there is an opportunity to enhance the way that it performs and the consequential revenue that it could generate. During 2020 the Council procured Mace to carry out design work to identify in detail the works required and how improvements in performance could be achieved. Recognising the interlinkages and synergies between the various work streams, it is now proposed to bring these together to form the basis of the THQ programme as a holistic approach to regenerating the area around the Town Hall, giving the existing heritage buildings sustainable futures and improving Watford's cultural and heritage offer. The entire project will have the additional benefits of delivering at least 300 new homes and enable the Council to improve the way it operates and rationalise its own space requirements.
- 5.4 The work considering the regeneration and redevelopment of the land around the Town Hall Complex, Library and Leisure Centre is now sufficiently advanced for officers to present a delivery plan to Cabinet. Further work in developing business cases for the other elements of the programme is needed. We are seeking authorisation to be able to spend money to develop these business cases further as well as seeking authorisation to proceed with the procurement of a development partner for the regeneration project aspect of the programme and negotiating with other landowners to integrate their landholdings into the development.

5.5 The Council has also made a funding bid to the Government's Public Sector Decarbonisation Scheme to carry out energy efficiency improvement works to the Town Hall and Colosseum. This would help significantly improve the environmental performance of these buildings. If this bid is successful, then works will be carried out on the buildings during this coming year

6.0 Why are we doing this?

6.1 This THQ programme will radically transform the area around the Town Hall, securing a thriving new quarter with new homes, employment and public space, which will be underpinned by a revitalised creative, cultural and heritage offer. It will revitalise Watford, providing a huge economic boost post Covid. Our current estimates are that the regeneration project element of the programme will generate a circa £9m return, which will enable us to invest in the heritage and cultural aspects of the programme.

6.2 Clearly with a programme of this size and nature, there is a **significant** financial risk. In order for us to get to a position where we can properly assess the longer term financial and economic benefits of this ambitious programme we need to commit expenditure to develop a series of business cases for the projects in this programme. We are budgeting to cover early architectural and design work for the Town Hall and Colosseum, the cost of employing staff to work up detailed business cases for each project, and critical professional advice that programmes of this nature require (e.g. financial, commercial, legal and development advice) as well as covering the cost of a procurement process to secure a development partner. Our current estimate of the cost is in the region of £2.1m.

6.3 There is a risk that ultimately the programme may not be viable but this will not be known until we have done the detailed work on the business cases and undertaken the procurement exercise. In terms of the regeneration project, "soft" market testing of the scheme we are proposing has given us reasonable confidence that elements of the programme are workable and will generate the returns currently projected (which will be covered in Part B of the Cabinet report). Members will be aware there is always a risk that markets change and the programme may ultimately not be viable.

6.4 Cabinet need to be advised that capital spent to date and additional monies being allocated from this report will need to be converted from capital to the revenue budget if the projects described do not proceed. This would create a significant financial pressure and a potential impact on front line service delivery. At present we are assuming that the regeneration project will contribute towards the funding of the Town Hall and Colosseum, if the regeneration project is not profitable during the delivery phase of the regeneration programme this would not be the case.

7.0 What are we asking of Cabinet?

7.1 To progress to the next phase of each project of the programme it will be necessary to allocate funding for design work, support the procurement of a JV partner and enable the business case work to be undertaken. We estimate the funding required at present to be in the region of **£2.1m, such capital is already allocated within the capital programme**. This funding will be used primarily to develop the necessary business cases as well proceed with the procurement of a development partner for the regeneration project aspect of the programme. Further details of the funding requested can be found in the Financial Business Case section (section 18) of this report.

8.0 THQ Programme

8.1 Since the initial development of the Cultural Hub Masterplan in 2019, a number of critical factors have impacted, and influenced, the original project. Our new forward looking and delivery focused Council Plan 2020-24 recognises the potential this project has to transform, not just the Town Hall area, but to provide a catalyst for new employment opportunities, a strengthened culture and heritage offer and to drive real change in the way the Council works and delivers services. Covid-19

has given impetus to this change, with the project now an important part of the town's plans for renewal and rejuvenation.

- 8.2 The review of the Cultural Hub Masterplan in 2019 recognised that the project was much broader and complex than a single regeneration project, taking in a number of additional elements. In view of this, it has been reset as a joined up and comprehensive programme, bringing together seven projects. Together, these projects both through their individual successful delivery and by capitalising on the full potential of their links and connections, will achieve the ambitious and transformational vision for the THQ.

9.0 Vision

- 9.1 As part of its ambitions to ensure Watford builds on its reputation as a thriving, diverse and creative town, Watford Borough Council has recognised the potential of the area around the Town Hall to deliver an exciting, major regeneration programme. This programme will transform this area at the top of Watford's High Street, securing a thriving new quarter around a new town square with new homes, employment and public space, which will be underpinned by a revitalised creative, cultural and heritage offer.

- 9.2 "Town Hall Quarter: Vibrant, Inspiring, Creative and Collaborative"

Through this significant transformation programme the Council is seeking to:

- **rejuvenate two of the town's most important heritage buildings** – the Town Hall and Watford Colosseum, securing the long-term future of these landmark buildings and exploring ways they can make a greater contribution to the town's cultural, economic and business life, recognising the council will work in a more agile, flexible and efficient way, freeing up space for new and innovative uses for the Town Hall
- **review and renew the town's Museum and Heritage service**, learning from the best, to secure an exciting, inventive and accessible offer for Watford that celebrates the town's diverse history, bringing it to life for the community and visitors and exploring a new base for the service within this revitalised quarter
- **enhance the town's reputation as a regional centre for culture and the arts**, making more creative uses of Watford Colosseum, so it provides a catalyst for a range of entertainment encouraging a varied programme mix from professional performances to community and up and coming artists
- **create a vibrant and attractive new neighbourhood** with well-designed homes, new work opportunities and welcoming public spaces for people to meet, spend time and relax, improving the linkage between the area and the rest of the town
- **explore the development of a new innovation and incubation hub**, which would enhance the town's offer for business, providing inspiring, productive and connected working space and investment in kit for businesses, all to accelerate business growth, collaboration, learning and wellbeing
- **reflect the Council's drive to be commercially focused**, generating positive returns on our investment so we can reinvest in the future of our town and in the services and facilities that local people value, whilst making better use of the land and buildings we own
- **transform how the Council works as an organisation, including its office accommodation**, so we are an outstanding and inspirational workplace that sets the standard as an enterprising,

forward looking and supportive working environment and which our community recognises for excellent services and customer experience.

10.0 Town Hall Quarter Programme Structure

10.1 The programme comprises seven projects which are described in the sections 11 to 17. In summary the projects are:

- Regeneration project
- Town Hall Development project
- Colosseum project
- Innovation and Incubation Hub project
- Heritage Service Project
- Culture project
- Transformational Change project

10.2 The THQ programme will be managed in line with the Council's corporate approach to programme management and via the Council's internal governance arrangements, with a designated Programme Board overseeing delivery which is also carefully monitored by the Council's EPMO Assurance Group and the Leadership Board and regularly reported to Members.

10.3 As it is progressed, the programme requires regular political oversight. To this end, it is recommended that a Member Steering Group is established that will oversee the progression and delivery of the whole programme. Terms of reference for that group are included as Appendix A. This group will enable continuous political oversight of this important programme. Cabinet will of course be regularly appraised of progress and there will be fixed points at which proposals will come back to Cabinet.

11.0 Regeneration Project (Sponsor – Tom Dobrashian, Group Head of Place Shaping)

11.1 Background and work-to-date

11.1.1 This part of the THQ programme has been running for some time and has been presented at various stages to Cabinet under the guise of the Watford High Street (North) and Cultural Hub draft Masterplan. At Cabinet in October 2019, officers were instructed to prepare an implementation plan for Phase 1 of the draft Masterplan, which focussed on the area around the Town Hall.

11.1.2 The area under consideration concerns land that is bounded by Rickmansworth Road (on the south east side), A411 (on the north east side), Peace Prospect and Hyde Road (on the north west side) and the boundary between the Colosseum and the Peace Hospice (on the south west side). Over 50% of the land is owned by Watford Borough Council and most of the rest of the land is owned by other public sector organisations. The proposals exclude any changes to the Leisure Centre or the Library Building that both sit within the defined boundary.

11.1.3 In order to develop the implementation plan, the Council instructed a design team and commercial advisers (Montagu Evans) to help prepare a concept masterplan, carry out viability analysis on a variety of options and soft market test the proposals with potential future development partners. This fed through to the formulation of an outline business case including a delivery strategy and financial analysis of a preferred option. The latter has been carried out by Grant Thornton. In

parallel with this work, the Council has liaised with the other key public sector landowners, Hertfordshire County Council and the Hertfordshire Community NHS Trust, to ascertain whether they were supportive of the proposal to redevelop the land.

- 11.1.4 When reviewed in the context of planning policy and the sustainability agenda, the land around the Town Hall, behind the Colosseum, around the Watford Library building and the Avenue Car Park is manifestly under-used, given its central location and high accessibility. There is an opportunity to deliver significant regeneration of this area, to improve the quality of the public realm providing a much better environment for pedestrians through development of the surface car parking, reclaiming land used for highways, replacing some of the buildings and building on other unused land area. The concept masterplan work suggests that at least 300 new homes could be built here with a supporting mix of other uses to activate the public realm. It is incumbent on the public sector owners of the land to make much more effective use of this area of town.
- 11.1.5 The concept masterplan envisages comprehensive regeneration of the area involving building new homes and other premises on all the surface car parking area, involves the potential demolition of the Town Hall Annex (behind the Colosseum) and would involve demolition of the portacabins that are connected to the Town Hall. The area around the sides and back of the Library Building would also be redeveloped, including demolition of the Avenue Clinic and replacement of the health facilities elsewhere within the project.
- 11.1.6 The masterplanning work suggests that there is an opportunity to create a new active town square between the Town Hall and the Library Building, which celebrates the top of Watford's High Street. The development of the area can facilitate finding sustainable futures for the heritage buildings and re-provide the existing facilities (such as health facilities) in more suitable premises.
- 11.1.7 This concept masterplan is subject to change, once a development partner is procured to provide their expertise.
- 11.1.8 The business case work involved consideration of various options for redevelopment of the area, including development of discrete plots of land or individual landownerships. The conclusion has been that comprehensive regeneration gives rise to the greatest level of benefits, best meets the objective to improve this part of Watford town centre and represents the most viable proposition.
- 11.1.9 The development would be mostly paid for through the creation of value generating property such as new homes (private and affordable), commercial office space, the potential for a new hotel and active ground floor uses, such as cafes and other food and beverage combined potentially with a live music venue.
- 11.1.10 The Council has embraced the need to respond to the climate emergency and this also represents an opportunity for the Council to champion sustainability through extending the economic life of heritage buildings, help to reduce reliance on cars by improving the pedestrian access to the town centre and promote energy efficient design. The project itself will create economic activity within a highly accessible location, thereby being inherently less reliant on privately owned road transport. As the design of the project is progressed, the Council will explore ways to deliver refurbished and new buildings that are exemplary in energy efficiency.
- 11.1.11 Having identified a preferred option, consideration has then been given to the delivery strategy for the project and how this might be procured. This has been further supported by financial analysis to consider the potential impact of the project on the Council's medium term financial strategy; this latter work has been carried out by Grant Thornton.

11.2 Proposal

11.2.1 Based on the business case work and drawing on the commercial advice by Montagu Evans and Grant Thornton, the proposal for the Regeneration Project is to proceed with comprehensive regeneration of the whole identified area. Given that the Council does not have the in-house expertise, nor the appetite to take on the financial risk alone to deliver this ambitious regeneration scheme, it is proposed that the Council seek the assistance of an experienced private sector development partner to with a proven track record in progressing complex multi-phase urban regeneration projects of this nature.

11.2.2 There are various ways in which the Council could achieve regeneration with a private sector development partner. Given the high profile, town centre location of the project and importance of this scheme to the revitalisation of Watford town centre, the Council wishes to ensure that it is delivered to a high quality. In order to achieve this, the two options that most closely meet the Council's aspirations are through a development agreement with a private sector developer or by means of a joint venture with a developer. These are compared further in the table below.

Development Agreement	
Pros	Cons
<ul style="list-style-type: none"> ▪ This has the potential to generate a capital receipt from the sale of the land ▪ The Council could choose to use the capital receipt fund some the scheme e.g. to pay for non-value items, such as cultural benefits or Town Hall refurbishment. ▪ There is no development risk to the Council. ▪ A development agreement requires simpler governance arrangements. 	<ul style="list-style-type: none"> ▪ The development partner takes all the profit from the development and there is a relatively lower return to the Council. ▪ The Council would have less control over quality and design decisions for a high profile project where quality will be very important. ▪ The Council would have less influence over programming. ▪ A development agreement is less flexible to adapt to a changing economic environment or any changes driven by planning consent. If changes are required, this can lead to the need to re-procure a development partner thereby causing significant delay.
Joint Venture	
Pros	Cons
<ul style="list-style-type: none"> ▪ It is anticipated that a surplus will be generated by the project. ▪ There is potential to put this surplus back into the scheme to pay for non-value items, such as cultural benefits or Town Hall refurbishment to ensure the Town Hall redevelopment is cost neutral, or to increase the percentage of affordable 	<ul style="list-style-type: none"> ▪ The Council is required to take development risk together with a JV partner. A more involved and complicated governance structure is required to make the project successful.

<p>housing or use the surplus for other Council priorities.</p> <ul style="list-style-type: none"> ▪ The Council's land value is matched by development partner, so typically the Council does not need to contribute any funding until later in the project delivery. ▪ The Council will have equal control with the developers on decisions over quality, design decisions and final outcomes, because decision-making will be based on 50/50 voting rights. ▪ The Council would likewise have more influence over programming. ▪ Through the JV's business planning cycle, the project is capable of major adaptation to changing economic and other circumstances without need for re-procurement. ▪ The Council has had a positive experience of joint venture arrangements. 	<ul style="list-style-type: none"> ▪ The Council would be required to take construction and sales risk as part of a joint venture.
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11.2.3 Having considered the options for delivery, a joint venture arrangement with a suitably experienced private sector developer is recommended as providing the Council with the best outcomes.

11.2.4 In choosing to look for a development partner and establish a joint venture, the Council will be taking a share of the development risk. The key mechanisms for managing this development risk are:

- procure an experienced private sector development partner with appropriate expertise to ensure that the project is competently delivered and ensure that the development partner is equally exposed to financial risk;
- ensure that suitable development management and other professional services are provided to the joint venture vehicle;
- this project will take up to 10 years to deliver and will be progressed over at least one economic cycle – the project can therefore be programmed to take advantage of the economic cycles to ensure that housing sales take place at appropriate times;
- thorough risk assessment of the business plan and phases of development; and
- suitable contingencies should be assumed within viability work to cater for minor changes in values and construction costs and address any cost increases.

11.2.5 In suggesting this approach, it should be noted that Watford has experience with joint venture commercial arrangements and will use the experience from these to shape the commercial structure for the Town Hall Quarter programme. Joint ventures between private and public sector partners have become an approach that is regularly used by the public sector to deliver complex urban regeneration projects. There is now a body of documentation developed in the market to set out the commercial, financial, and operational structures for this type of vehicle and which most developers and their advisers are familiar and comfortable with.

- 11.2.6 These arrangements allow the public sector to draw on the experience and expertise within the private sector without giving away all the surplus that could be generated from a project, and without losing control of the project. Typically, the value of the land contributed by the Council will be matched with cash by the private sector partner. In this case, this will likely mean that the private sector partner would pay for all the pre-development design and planning work. Only once this matched contribution has been expended in adding value to the project does the Council need to start contributing capital to the project. Thereafter, the Council and the private sector partner contribute 50% each to the project, receive 50% each of any surplus generated and govern the project on a 50/50 basis. This type of arrangement allows the Council to retain considerable control of all aspects of delivery of the project and to ensure that such a high-profile project is delivered to a high quality for the benefit of the residents of Watford.
- 11.2.7 In addition, the Council is not under obligation to transfer land to the joint venture unless and until the JV (as developer) has satisfied all the necessary pre-conditions for a transfer of land (e.g. planning, funding, pre-lets, viability). Further, in selecting a joint venture partner it is possible but not an absolute requirement to appoint a partner with relevant construction and other limbs to their business which may complement the joint venture and the scheme. This can add benefits in terms of delivery.
- 11.2.8 Based on the advice given by its advisers, the Council proposes that the joint venture arrangement should be a limited liability partnership (LLP). As the Council will be entering into the joint venture in order to pursue primarily regeneration purposes, a LLP is lawful and has a tax advantages over a limited company. This is because LLPs established under the Limited Liability Partnerships Act 2000 are tax transparent vehicles. In other words, LLPs are 'transparent' for direct taxes (including corporation tax and capital gains tax) which means, for example, any profits of the LLP will be taxed in the hands of its members rather than in the LLP itself. The Council will be able to rely on its local authority exemption from corporation tax in relation to those profits.
- 11.2.9 Through the procurement process, an initial business plan for the project would be prepared for adoption by Cabinet at the time of appointment of the preferred development partner, typically with more detail on any first phase. Thereafter, a more detailed business plan would be prepared by the joint venture for confirmation by Cabinet together with appropriate governance arrangements to ensure that the Council retains sufficient control of the project as it proceeds. It will only be at this point that a formal commitment is required by the Cabinet to recommend to the Council a formal commitment of capital to the joint venture.
- 11.2.10 The Council has further considered the best route to secure a joint venture development partner. Due to the value of the proposed works the council will have to comply with the Public Contract Regulations. Advice from our commercial and legal advisors is using the competitive dialogue procedure will secure the best opportunity to get the right development partner for this project. Whilst there are various frameworks available that could be used and which might make the process slightly faster, these all constrain the type of contract that can subsequently be entered into and thereby prevent the Council from tailoring the future commercial structure in a way that is optimal for this project.
- 11.2.11 The advice received is that the council should use competitive dialogue (CD) (and not competitive procedure with negotiation (CPN)). None of the other procurement processes (i.e. open or restricted) are suitable. This approach has maximum flexibility and is especially preferable when looking for a joint venture partner. However, it is recognised that there is a risk of protracted dialogue that can cause programme delay and an escalation of costs. The way to mitigate against this is through careful preparation at the outset and using commercial advisers and legal teams who are well versed in procurement for this type of commercial structure. The council has already procured Browne Jacobson as its legal advisers for this project and they with Montague Evans

commercial advisers and Grant Thornton financial advisers will work with the council to achieve an optimum procurement process.

11.3 Land Assembly Requirements

11.3.1 In order to progress a comprehensive regeneration project for the identified area, the Council will need to reach agreement with the other landowners to acquire their land. In the first instance, in order to provide confidence to potential tenderers as part of a procurement process, the Council will need to seek to enter into in-principle agreements with respective landowners to demonstrate that there are no impediments to progressing the project.

12.0 Town Hall Project - (Sponsor – Andrew Cox, Group Head of Transformation)

12.1 Background and Work to date

12.1.1 Through progressing this programme, the Council wishes to ensure that the both the Colosseum and the Town Hall have sustainable futures and can help to improve Watford's cultural and employment offer. The Council will also need to decide on the future of the Town Hall Annex – whether this is a useful building in its current form or whether there is more value in its redevelopment as part of the regeneration project.

12.1.2 The Town Hall, as currently configured, has been recognised as not fit-for-purpose to meet the future accommodation requirements of the Council and the current use of the space is very inefficient. Additionally the Town Hall is not considered to be desirable rental space in its current configuration and condition, although following work over recent years it does have a suitable energy rating to be rented to third parties. There are also some essential works that need to be completed due to elements of the building being end-of-life, which will be required regardless of the buildings' future. All of these factors need to be addressed to give the building the desired sustainable future.

12.1.3 Through adaptation of the Town Hall building, there is an opportunity for the Council to compress its space usage, reduce operating costs, enhance its operations and at the same time free up space within the building for other purposes. The Council's space requirements will be defined through the Transformational Change Project to ensure that the space needed reflects the post-Covid culture and way of working that our staff have told us they want and which the Council aspires to deliver best in class services to residents.

12.1.4 Other purposes that have been identified as options for the Town Hall include making space for Watford Museum and providing flexible, easy-in-easy-out office space for other organisations such as the creative industries and voluntary sector. Alternatively there is the potential to turn the Town Hall and/or the Annex into an Innovation and Incubation Hub, an idea that is being explored as a separate project (see Innovation and Incubation project below).

12.1.5 Business case preparation and supporting design work is required to fully explore the available options and identify a preferred future for the building(s). This project is being linked with and managed alongside the Colosseum project (see below) as it is likely to be cheaper to deliver the works at the Town Hall at the same time as the Colosseum

12.2 Proposal

12.2.1 Further detailed work is required to develop an options appraisal and a subsequent Outline Business Case for redevelopment of the Town Hall. As part of this work a set of requirements will be developed for the Town Hall. These will be sourced from the work being carried out on other THQ projects work specifically, the Museum and Heritage Service project exploring the potential move the museum to the Town Hall), the potential for an Innovation and Incubation Hub being

based at the Town Hall and the Transformational Change project (this will determine the amount of space required for Council staff within the Town Hall).

- 12.2.2 The proposal is to work up a detailed planning and business case document for the Town Hall redevelopment in the first nine months of 2021 with a view to bringing this back to Cabinet in early Autumn.

13.0 Colosseum Project - (Sponsor – Andrew Cox, Group Head of Transformation)

13.1 Background and Work to date

- 13.1.1 Earlier this year the Council commissioned a design team to assess the standalone refurbishment requirements for the Colosseum to both address elements of the building that are “end-of-life” and to enhance the use of the building for a future operator. The initial design work, has been completed; however, it is thought that there are further opportunities to make even better use of the building (see Culture Project below). There may be further synergistic uses between the Colosseum and a re-purposed Town Hall and we are keen to explore whether these have any merit.
- 13.1.2 This project will develop requirements for the refurbishment of the Colosseum in parallel with the requirements and business case developed as part of the Culture Project (see below) and, once agreed, will deliver the refurbished Colosseum.

13.2 Proposal

- 13.2.1 As part of this work a set of requirements will be developed for the Colosseum. These will be fed by other work such as the Town Hall redevelopment project, the Heritage Service project and the Culture project.
- 13.2.2 The proposal is to work up an Outline Business case and supporting design work for the Colosseum redevelopment in the first nine months of 2021 with a view to bringing back to Cabinet a business case in early Autumn 2021.

14.0 Innovation and Incubation Hub Project - (Sponsor – Vivien Holland, Interim Executive Head of Commercial and Finance)

14.1 Background and Work to date

- 14.1.1 This project is to explore the feasibility of an innovation and incubation hub to be located in Watford, followed by steps to implementation in the event it proves to be viable and fundable.
- 14.1.2 There are several such hubs around the country, delivered by different providers. The purpose of these hubs in general is accelerated economic development. They are more than co-working spaces because they also provide infrastructure and support to growth businesses which then may go on to become major businesses in the town, supporting its economic growth and vibrancy and fulfilling the Council’s commitment to create a thriving, diverse and creative town. Typically the public or university sector provide space and in due course income could be achieved from the space usage.
- 14.1.3 Public sector funding is often required to support the establishment of a hub and having a business case prepared will enable us to bid for such funding.

14.2 Proposal

- 14.2.1 The first part of this project is to prepare a business case for the creation of an innovation and incubation hub within Watford, which, based on detailed understanding of Watford’s economy, will set out the key parameters for such hub – such as what economic sector(s) it will seek to bolster.

This will feed through to defining where such hub would best be placed (where the Town Hall is an option) and what spatial and other requirements are necessary to enable a hub to thrive.

- 14.2.2 If the Town Hall were to be a suitable site for a hub, then further analysis will be required to ascertain the funding requirements to deliver this ambition. If the Town Hall were to become the preferred option for an innovation and incubation hub, then further consideration will be required for the alternative uses of the Town Hall, including the Council offices and the Museum and whether these can be accommodated alongside the incubation hub or would need to be located elsewhere

15.0 Museum and Heritage Service Project - (Sponsor – Alan Gough, Group Head of Community and Environmental Services)

15.1 Background and Work to date

- 15.1.1 This project is reviewing the Museum and Heritage Service. The project will assess the options for the service and specifically:

- assess the requirement for the Museum in Watford, re-assess its purpose and value to the community;
- define new objectives for the Museum that set out its vision and determine what it should focus on in terms of its collection, where necessary rationalising the existing collection;
- define anew the objectives and remit of the associated heritage service;
- consider whether the Museum should remain at the current location (Benskin House) or whether it would better be relocated to a refurbished Watford Town Hall and Watford Colosseum site as part of the Town Hall Quarter (THQ) project at the top of the town; and
- re-assess the opportunity to seek lottery funding to improve the existing building, storage, displays and wider experience.

- 15.1.2 The objective of the project is to re-imagine the Museum and Heritage service and particularly bring the Museum experience up to modern standards. The project will then implement the changes to the way the heritage service is run and deliver the physical change.

- 15.1.3 A tender exercise has been completed and a company is in the process of being appointed to carry out a review of the Museum and Heritage service.

15.2 Proposal

- 15.2.1 The appointed consultants will, in conjunction with officers, develop an Outline Service Plan for the Museum and Heritage service in the first quarter of 2021.

16.0 Culture Project - (Sponsor – Alan Gough, Group Head of Community and Environmental Services)

16.1 Background and Work to date

- 16.1.1 This project is focused on the cultural offer and future operation of the Colosseum. As with the Museum and Heritage Service project, there is potential to make better use of the Colosseum space to support local cultural organisations.

- 16.1.2 We appointed design consultants Mace to review the Colosseum and the design work that has been carried out to-date by Mace has sought both to identify a refurbishment strategy for the

Colosseum and, critically, to identify ways that the building could generate more income by making it much more attractive to operators for example allowing them to increase income from food and beverage, and merchandising.

- 16.1.3 There is potential for even better use of the Colosseum to be made through making the facilities more useful to local theatre, performance, art and dance organisations. This would increase the activity in the building during the daytime and outside of major events, and potentially generate further income.

16.2 **Proposal**

- 16.2.1 The project will provide an assessment of requirements for Watford's cultural organisations' use of the Colosseum. It will then feed design requirements through to the design brief for the Colosseum with a supporting business case. In addition it will prepare for a new operator for the Colosseum.
- 16.2.2 Once a proposed approach has been confirmed, then procurement will progress for a future operator.

17.0 **Transformational Change – (Sponsor – Kathryn Robson, Executive Head of Strategy and Communications)**

17.1 **Background and Work to date**

- 17.1.1 The Council recognises that the Town Hall Quarter programme presents an outstanding opportunity to link the sustainability of the Town Hall to the direction of the 'future Council', which seeks to build on the adaptable, flexible and collective way we have worked this year. As a bold, forward looking Council we know that our future success will depend on matching our ambitions to the way we work. This will need to be underpinned by a robust and organisation-wide transformational change programme that has staff at its heart and that works alongside them, and members, to shape and embed our 'future Council' vision. This vision will reflect the type of Council we want to be, focusing on areas that we know are critical for successful and thriving workplaces such as collaboration, innovation, creativity and employee wellbeing and which our residents and community recognise for excellent services and outstanding customer experience.
- 17.1.2 This project is being led by the Executive Head of Strategy and Communications, with support from the Executive Head of Human Resources and Organisational Development. Additional expertise in organisational change and transformation will be secured to support the project, bringing in best practice from both the private and public sector as well as the latest thinking in embedding the ethos of 'work is what you do, not a place you go' but the Council, and its staff, will drive this project to secure the culture and ways of working that meets our goals and Council Plan ambitions.

17.2 **Communications and Engagement**

- 17.2.1 The Council recognises that timely, accurate and transparent communications and engagement will be a vitally important part of the successful delivery of the THQ programme and its component projects. As this is such a significant and transformational programme for the local community, staff and members, other identified stakeholders and the town overall, the Council is committed to keeping people informed, up to date and involved in the programme as it progresses.
- 17.2.2 An initial communications and engagement plan has been developed to support the programme and, given the scope of the plans, it is proposed that a dedicated resource works on this aspect, linking both external and internal communications and engagement. The dedicated role can also provide resource to the specific project areas as needed. It is envisaged that they will work closely with the Communications and Engagement team, taking responsibility for identifying effective opportunities to engage the community and keep them up to date, developing a proactive and

informative schedule of communications throughout the life of the programme. This will include reaching out to those groups within the community who may find it harder to engage through usual channels.

17.3 **Proposal**

17.3.1 This project will work up plans to support the significant transformational change for the Council and develop and manage the Communications plan.

18.0 **Implications**

18.1 **Financial Issues**

18.1.1 Part B Appendices D, E and F are attached to this report and they include financial and commercial advice from Grant Thornton (Appendix D) and Montagu Evans (Appendix E) plus a high level financial summary (Appendix F).

18.1.2 The strategic business case for the regeneration project indicates that there is potential for a return of circa £9m by year 10 of the programme. Further work is required to develop the detailed business cases for the Town Hall redevelopment, the Colosseum development and the potential relocation of the Museum though it should be noted that these projects do not impact on the financial return from the regeneration project.

18.1.3 The cost of developing these business cases plus the costs of carrying out the procurement of a development partner to deliver the regeneration project we estimate will be circa £2.1m. We are seeking approval to use an equivalent proportion of the existing £11M capital budget for the Town Hall/Colosseum to fund developing detailed business cases for all of the projects in the programme and taking the regeneration project through the procurement process for a development partner. Specifically it covers the following costs:

- procurement of a development partner - £500k
- design and business planning for the Town Hall and Colosseum - £1m
- staffing all projects - £500k
- contingency - £100k

18.1.4 Should the full project not proceed there is a risk that a proportion these costs would not be able to be charged to the capital programme and would have to be met from revenue reserves.

18.1.5 The key financial risks around the regeneration project include:

- Inflation may rise more than planned
- Sales values may be lower than forecast
- Construction costs may be higher than forecast
- Interest rates may go up
- PWLB / State Aid implications

18.1.6 Soft market testing has given some confidence in respect of these and they will be covered in more detail within the final business case.

- 18.1.7 In terms of funding already available the capital programme already has £11m identified towards the refurbishment of the Town Hall and Colosseum. However it is recognised that to deliver the ambitions set out above in this comprehensive and transformational programme we will need to borrow additional funds from the Public Works Loan Board, which it is planned will be offset against the projected £9m income generated by year 10 of the regeneration project. The requirement to borrow arises largely from the desire to carry out works to the Town Hall and Colosseum ahead of the delivery of the final housing. Additional funding could come from the sale of the current Museum building. This should allow the potential relocation of the Museum to be cost neutral.
- 18.1.8 Members should also be aware that there may be a need for us to return so seek further capital funding at some point in the future. This should become clear once we have completed the various business cases and we have undertaken the procurement for a JV partner.
- 18.2 **Legal Issues** (Monitoring Officer)
- 18.2.1 The Council has instructed Browne Jacobson LLP to provide advice for the regeneration project their advice in full is set out in the attached appendix.
- 18.2.2 Section 1(1) of the Localism Act 2011 introduced the “general power of competence” for local authorities, defined as “the power to do anything that individuals generally may do” and which expressly includes the power to do something for the benefit of the authority, its area or persons resident or present in its area. The generality of the power conferred by subsection (1) is not limited by the existence of any other power of the authority which (to any extent) overlaps the general power. This is subject to the proviso that where a council undertakes activity for a commercial purpose it must do so through a company (meaning a limited liability company that will be subject to corporation tax in the usual way). This statutory requirement is designed to ensure a level playing field where councils engage in purely economic activity.
- 18.2.3 In relation to the recommended delivery structure for the regeneration project as a joint venture limited liability partnership (LLP), provided the purpose of the Council in pursuing the scheme (and in entering into the LLP with the selected development partner) is not a commercial purpose, a LLP will be lawful. Where the purpose of the Council is predominantly a commercial purpose, a company structure would be required for the reasons given in that advice.
- 18.2.4 In the case of *Peters v London Borough of Haringey* (2018) EWHC 192 (Admin) it was confirmed that a Limited Liability Partnership (LLP) structure can legitimately be used to create joint ventures with the private sector to promote regeneration objectives (being for a non-commercial purpose). It does not matter for these purposes that the LLP itself may generate profit, it is the dominant purpose of the council in being a member of the LLP that matters.
- 18.2.5 Although the council has Housing Act powers, it may also rely on the Localism Act 2011 for the purpose of this project and in doing so (and in any event) would need to have regeneration purposes in mind (not commercial purposes) to form a LLP.
- 18.2.6 In addition to the general power, Section 111 of the Local Government Act 1972 enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any other of its functions, whether involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property. This further supports the lawfulness of the recommended approach. The Council has powers under the Housing Act 1985 to provide housing accommodation and therefore is a legitimate function to which section 111 would attach.
- 18.2.7 Where applicable, the Council, as a contracting authority, must adhere to the rules set out in the Public Contracts Regulations 2015. The threshold above which the award of public services contracts must comply with the full rigour of the Regulations is £189,330 and for works contract

the sum is £4,733,252. For over-threshold contracts, contracting authorities must, among other things, publish a contract notice, which from 1 January 2021 will no longer be in OJEU but in the replacement Find a Tender. This project will exceed these thresholds and would qualify as a works contract because that represents the main object of the procurement (i.e. construction of the scheme). In conducting the procurement, the Council would be bound to observe the general principles enshrined in the Regulations, namely openness, transparency, non-discrimination, and confidentiality. The observance of the Council's procurement procedures in the selection process would provide compliance in this regard.

18.2.8 In electing to adopt a competitive dialogue procedure under the Regulations, the Council must be satisfied that one of the grounds for using that procedure apply; here the justification (under regulation 26) being that "the contract cannot be awarded without prior negotiation because of specific circumstances related to the nature, the complexity or the legal and financial make-up or because of risks attaching to them". Browne Jacobson confirm the availability of this justification in relation to the procurement.

18.2.9 When considering whether to adopt the recommendations of this report, the decision maker will be exercising discretion and should therefore have in mind the following principles of administrative law:

- the decision must be within the Council's powers;
- all relevant information and consideration, including the Council's fiduciary duty to the Council Tax payer, must be taken into account; and
- all irrelevant considerations, including unauthorised purposes, must be ignored.

18.3 Equalities, Human Rights and Data Protection

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

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

18.3.2 The Council has carried out an Equalities Impact Analysis (EIA) of the current stage of the Town Hall Quarter Programme. The analysis is attached as Appendix C to this report. The EIA found that, the overall programme, will have positive impacts for the Watford community as it is providing new public spaces for the community, opportunities to celebrate Watford's diverse community, accessible facilities that will appeal to all ages and interests as well as accessible places to work that will provide employment opportunities for those of working age. Whilst negative impacts have been identified in the EIA mitigations have been proposed.

18.3.3 The EIA also makes the following recommendations:

Recommendation 1 - All projects identified within the programme to carry out EIAs. The Programme Manager should be responsible for ensuring that each project team undertakes a robust and comprehensive EIA.

Recommendation 2 - All projects to take into account Watford's community, demographics and protected characteristics.

Recommendation 3 - The Transformation Change and Town Hall development projects should be underpinned by staff data and information. Staff should be fully engaged in these two projects in particular and kept up to date on the programme overall.

Recommendation 4 - Where consultation and engagement is undertaken, the project leads should ensure that, as far as possible, they reach out to harder to hear groups within the community, learning from recent experiences of effective engagement. Relevant demographic questions should be included in any surveys.

18.3.4 Article 1 of The First Protocol of the Human Rights Act 1998 provides that every person is entitled to the peaceful enjoyment of their possessions and that no one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law. These provisions do not impair the rights of the state to enforce such laws as it deems necessary to control the use of property in accordance with the general interest or to secure the payment of taxes or other contributions or penalties.

18.3.5 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.

18.4 **Staffing**

18.4.1 The Council has a team engaged to progress this work but will need to recruit additional project management support and to procure specialist consultancy support to enable delivery.

18.4.2 The Council will need to extend the existing contracts with Mace (providing multi-disciplinary engineering and design support in relation to the refurbishment of the Colosseum and Town Hall) and with Montagu Evans (acting as commercial advisers for the Regeneration Project).

18.5 **Accommodation**

18.5.1 The proposals involve changes to the Council's office accommodation, seeking to reduce the amount of office space used by the Council and thereby reduce the Council's operating costs. The proposals will give rise to more flexible and agile working arrangements and will need to be discussed with Council staff as they are progressed.

18.6 **Community Safety/Crime and Disorder**

18.6.1 Section 17 of the Crime and Disorder Act 1998 requires the Council to give due regard to the likely effect of the exercise of its functions on crime and disorder in its area and to do all it reasonably can to prevent these.

18.6.2 The proposals to regenerate the area around the Town Hall will lead to changes to the public realm. Secured by design principles will need to be actively embraced to ensure that design proposals inhibit crime. Given that there is a high footfall passing through this area on a daily basis, consideration will need to be given during construction works to ensure the public is safe at all times.

18.7 **Sustainability**

18.7.1 This project will deliver more activity in a very central, highly accessible location, which will inherently be beneficial from a sustainability perspective in travel and transport terms. There is an

opportunity to champion energy efficiency in the building design and the Council will actively seek central government funding to help improve the design performance of the heritage buildings. In addition to this, the Council will explore whether a central heating system for the whole new development would be beneficial in terms of energy delivery.

18.7.2 The Council has made a funding bid to the Government's Public Sector Decarbonisation Scheme to carry out energy efficiency improvement works to the Town Hall and Colosseum. This would help significantly improve the environmental performance of these buildings. If this bid is successful, then works will be carried out on the buildings during this coming year.

Appendices

A - Member Steering Group – Terms of Reference (Part A)

B - Legal advice from Browne Jacobson (Part A)

C - Equalities Impact Assessment (also referenced in section 18.3 of the report) (Part A)

D - Grant Thornton Report (Part B)

E - Montagu Evans Report (Part B)

F – High level Financial Summary (Part B)

PART A

Supporting Document

Town Hall Cultural Quarter – Member Steering Group

Terms of Reference

Date: 18th January 2021

1.0 SUMMARY

1.1 Watford Borough Council intends to establish a Member Steering Group to provide political oversight of the Town Hall Cultural Quarter project.

1.2 This document sets out the Terms of Reference for the proposed Member Steering Group.

2.0 Terms of Reference

2.1 Membership

The THCQ Member Steering Group will be chaired by the Mayor who will take any formal decisions delegated in accordance with the Council's delegation scheme for executive functions. Where appropriate or specifically requested, the THCQ Member Steering Group will be advised by external investment/technical expertise.

In addition to the Mayor it will comprise xx councillors nominated by the Mayor These will include a combination of Portfolio Holders and other Members.

2.2 Role

The role of the THCQ Member Steering Group is to provide political oversight of the Town Hall Cultural Quarter project. It will receive reports relating to :

- Performance of the project against Council's corporate objectives
- Performance against declared project objectives
- Programme
- Risks and Issues
- Commercial and financial considerations
- Masterplanning and Design
- Procurement matters
- Project Budgets and Expenditure

Where a report is taken that requires a formal decision, in accordance with the executive scheme of delegation this will be taken by the Mayor after consideration of the views of the Steering Group and having had the benefit of officer advice.

2.3 Meetings

The THCQ Member Steering Group will meet at least quarterly although in the early stages more frequent meetings may be required. Ad hoc meetings, teleconferences or virtual meetings are also envisaged to take place when required to enable Member oversight but so as not to delay the project programme or in order to respond quickly to matters arising.

The agenda will be circulated no later than 5 working days in advance with accompanying reports.

The Managing Directors PA will provide administrative support to the Steering Group and will minute the meetings.

Any decisions to be taken under delegated authority that are deemed to be key decisions will need to be notified to Democratic Services no later than 28 days before the date of the decision and will be subject to call in.

The formal decision will be published in accordance with the access to information requirements of the Local Government Act 1972

Legally Privileged and Confidential

Watford Borough Council

Cultural Quarter - Advice

8th December 2020

This report is provided subject to our Terms of Engagement, for the stated purpose and for the sole use of Watford Borough Council. It is confidential to the Council and their professional advisers and Browne Jacobson accepts no responsibility whatsoever to any other person. Neither the whole nor any part of this report nor any reference hereto may be included in any published document, circular, or statement, or published in any way without Browne Jacobson's prior written approval of the form and context in which it may appear.

1 Executive Summary

- 1.1 We have been asked to advise on:
 - 1.1.1 The appropriate procurement route to select a developer partner for the project;
 - 1.1.2 The legal considerations where adopting a limited liability partnership (LLP) route;
 - 1.1.3 Justification for a JV LLP approach;
 - 1.1.4 The impact of BREXIT on the procurement route (if any).
- 1.2 Use of a framework¹ would not be appropriate for this Project because the project has certain features that will require detailed treatment in the legal agreements. No framework exists which readily lends itself to the type of joint venture LLP being contemplated.
- 1.3 Assuming a joint venture LLP, a free-standing OJEU would be significantly safer from a risk point of view. This enables the Council to develop its own documentation and legal requirements rather than being tied to the standard documents that must be used under a framework.
- 1.4 A limited liability partnership (LLP) will be lawful provided the dominant purpose of the Council is not commercial (and is therefore regeneration), notwithstanding that the LLP itself will seek to make a profit.
- 1.5 For a complex procurement of this kind, the Council may, and we advise should, elect to use competitive dialogue under the Public Contracts Regulations 2015.
- 1.6 The UK's departure from the EU will have no immediate impact on the choice of procurement route. Although change to the current rules are likely, these have not yet made their way into statute. The only noticeable difference will be the platforms on which the opportunity will be advertised (although soft market testing will ensure that there is strong market awareness).

2 Background

- 2.1 We have been instructed by Watford Borough Council (the "Council") to provide advice in respect of the Cultural Quarter project ("the Project").

¹ By "framework" we mean an established framework of developers, such as those set up by Homes England and used for certain types of project in order to shorten and streamline the competitive process.

- 2.2 Background to the project is publicly available, including a July 2019 Masterplan. In general terms, the Council will seek to procure a development partner for this circa £150m project (by value).
- 2.3 It is a complex, multi-phase urban regeneration project combining a potential mix of uses - and circa 70 to 80% residential. As it stands, the Project will be taken to market under a competitive process of some kind.
- 2.4 In terms of commercial approach, the Council is considering and likely to adopt a corporate joint venture.

3 The appropriate procurement route to select a developer partner for the project

3.1 After investigation we advise that none of the pre-existing frameworks (e.g. Homes England - Delivery Partner Panel 3 (DPP3)) would be suited to this project. This, and other developer frameworks, are primarily designed for use where the relationship is to be governed by an arm’s length agreement rather than a joint venture of the kind being recommended in this case.

3.2 OJEU Procurement

- 3.2.1 The preferable route would be a free-standing OJEU procurement under the Public Contracts Regulations 2015 (PCR).
- 3.2.2 The table below identifies the two relevant types of procurement procedures provided for in the Regulations.
- 3.2.3 Neither an Open nor Restricted Procedure would be appropriate in this case. The former is used for the purchase of commonly used supplies or services “off the shelf” and latter allows for no negotiation between the Council and potential partners.
- 3.2.4 Therefore, the choice is between Competitive Dialogue and Competitive Procedure with Negotiation.

Type	Description and relevance
Competitive Dialogue (CD)	Under which (following a selection process) the Council would dialogue with bidders, to develop one or more suitable solutions. Protracted dialogue can be mitigated by a well-planned procurement. Also, some degree of negotiation is permitted at preferred bidder stage.
Competitive Procedure with Negotiation (CPN)	Under which (following a selection process) the Council may negotiate the terms of a contract. This option allows a contracting authority to tailor its tender to meet its requirements. However, the main difficulty with CPN is that no further negotiation or clarification of the tender submission is

	permitted at preferred bidder stage.
Conclusion	We recommend a CD route and not CPN. So far as we are aware, all similar regeneration projects have been procured under CD. In particular, under CPN there is no scope at all for clarifications at preferred bidder stage and that would place a material limitation on how the procurement would need to be conducted.

- 3.3 **Rationale for use of competitive dialogue.** In order to use this procurement route, which enables dialogue to establish the solution, the Council must be satisfied that the necessary grounds exist under the Regulations. In this case, the Council may justify use of competitive dialogue because “the contract cannot be awarded without prior negotiation because of specific circumstances related to the nature, the complexity or the legal and financial make-up or because of risks attaching to them”.
- 3.4 **Process.** Under an OJEU process, advertised in the required manner (on-line), any party may examine the procurement documents and submit an expression of interest by way of a completed selection questionnaire (SQ). The Council may also alert parties to publication of the notice (e.g. those it has engaged with in soft market testing).
- 3.5 The Council may then enter into dialogue in order to establish a solution capable of acceptance before calling for final tenders, evaluating those tenders and appointing a preferred bidder. Certain limited further negotiation on detailed terms is then permitted.

4 The legal considerations where adopting a limited liability partnership (LLP) route

- 4.1 A limited liability partnership (LLP) is a corporate vehicle in which two or more persons may participate with a view to profit. The main benefit of a LLP is tax transparency. This means that the LLP is not subject to corporation tax on profits; instead the distributed profit is taxed in the hands of its members. Since a local authority is not subject to income or corporation tax, this has the benefit of meaning that profits are received gross and not subject to tax.
- 4.2 For this reason, many regeneration joint ventures between local councils and developers have been formed as LLPs.
- 4.3 Under the Localism Act 2011 the Council has power to do anything that individuals generally may do. But this is subject to the proviso that where a council undertakes activity for a commercial purpose it must do so through a company (meaning a limited liability company that will be subject to corporation tax in the usual way). This statutory requirement is designed to

ensure a level playing field where councils engage in purely commercial activity in the market.

4.4 In the case of *Peters v London Borough of Haringey* [2018] EWHC 192 (Admin) it was confirmed that a Limited Liability Partnership (LLP) structure can legitimately be used to create joint ventures with the private sector to promote regeneration objectives (being for a non-commercial purpose). It does not matter for these purposes that the LLP itself may generate profit²; it is the dominant purpose of the Council in being a member of the LLP that matters.

4.5 Although the Council has Housing Act powers, it may also rely on the Localism Act 2011 for the purpose of this project and in doing so (and in any event) would need to have regeneration purposes in mind (not commercial purposes) to form a LLP.

5 Justification for a JV LLP approach

5.1 The Council has been advised in relation to the pros and cons of a joint venture LLP approach.

5.2 Aside from the tax transparency tax benefits, a joint venture (whether as a company limited by shares or as a LLP) enables the Council to exercise a degree of “control” over the development that will be more flexible than is possible under a contractual arrangement, and also secures better scope to share in returns than may be achieved via overage or other purely contractual entitlement.

5.3 In short, a JV LLP will mean that the Council is sharing development risk and returns with the private sector partner and actively involved in business planning and decisions being made as the development is progressed. This is advantageous where a scheme may be subject to market fluctuations or other external factors that cannot be fully regulated under a traditional development agreement for example.

6 Impact of Brexit

6.1 The UK government has only enacted very modest changes to the procurement regulations following Brexit. Largely the changes are technical to ensure the regulations are consistent with the UK’s status as a former EU Member State.

² Under the Limited Liabilities Partnerships Act 2000, a LLP has to be formed for carrying on a business “with a view to profit”. However, merely making a profit from activities or maximising return did not, in the Haringey case, mean that those activities were carried out with a commercial purpose.

- 6.2 References to the European Commission having any say in UK procurement have been removed as have the rights of EU businesses to bid for UK contracts outside of the GPA (the Agreement on Government Procurement). And the UK government has introduced a new electronic system for advertising tenders and publishing awards to apply in place of OJEU, to be called 'Find a Tender'. Besides that, nothing of substance will change immediately post-Brexit to the way UK public bodies across the UK have to run tenders and evaluate bids.
- 6.3 For the purposes of this project therefore, the working assumption should be the conduct of a procurement consistent with the existing Public Contracts Regulations. This should be kept under review. However, many of the core principles of procurement (e.g. equal treatment and non-discrimination) remain valid and likely to remain in law. It would therefore be prudent to establish a procurement for this project on the basis of prevailing law and existing good practice.

BROWNE JACOBSON LLP - 8TH November 2020



Town Hall Quarter

Equalities Impact Assessment (EIA)

Title of policy, function or service	Town Hall Quarter Programme
Lead officer	
Person completing the EIA	Kathryn Robson
Type of policy, function or service:	Existing (reviewed) New/Proposed <input checked="" type="checkbox"/>
Version	v-2 – 27 December 2020 v-3 – 5 January 2021

Author	Kathryn Robson
Version number	Version 3
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Version	Date	Comments
Version 2	27/12/20	Developed by Kathryn Robson
Version 3	05/01/2021	Minor amendments by Kathryn Robson

1. Background

Town Hall Quarter Programme

Overview

As part of its ambitions to ensure Watford builds on its reputation as a thriving, diverse and creative town, Watford Borough Council has recognised the potential of the area around the Town Hall to deliver an exciting, major regeneration programme. The Town Hall Quarter (THCQ) programme will transform the area, securing a thriving new quarter with new homes, employment and public space, which will be underpinned by a revitalised creative, cultural and heritage offer.

Since the initial development of the Watford High Street (North) Cultural Hub draft Masterplan last year, a number of critical factors have impacted and influenced the original programme. Our new forward looking and delivery focused Council Plan 2020-24 recognises the potential this project has to transform, not just the Town Hall area, but to provide a catalyst for new employment opportunities, a strengthened culture and heritage offer and to drive real change in the way the Council works and delivers services. Covid-19 has given impetus to this change, with the THCQ programme now an important part of the town's plans for renewal and rejuvenation.

This is a complex programme, comprising of seven project areas:

- Regeneration project
- Town Hall Development project
- Colosseum project
- Innovation and Incubation Hub project
- Heritage Service Project
- Culture project
- Transformational Change project

Each of these projects will be expected to develop their own Equality Impact Analysis (EIA), which will relate specifically to their objectives, outcomes and the impact of these across Watford's community.

RECOMMENDATION 1

All projects identified within the programme to carry out EIAs.

Vision

The council has developed the following vision for the programme, which highlights the future outcomes for each of the seven project areas plus some underpinning themes for the programme, particularly in relation to the council's ambition to be more commercial and ensure sound returns on its investment and the programme overall.

“Town Hall Quarter: Vibrant, Inspiring, Creative and Collaborative”

Through this significant transformation programme the Council is seeking to:

The Town Hall Quarter: Vibrant, Inspiring, Creative and Collaborative

Through this significant transformation programme the Council is seeking to:

- **rejuvenate two of the town’s most important heritage buildings** – the Town Hall and Watford Colosseum, securing the long-term future of these landmark buildings and exploring ways they can make a greater contribution to the town’s cultural, economic and business life, recognising the council will work in a more agile, flexible and efficient way, freeing up space for new and innovative uses for the Town Hall
- **review and renew the town’s Museum and Heritage service**, learning from the best, to secure an exciting, inventive and accessible offer for Watford that celebrates the town’s diverse history, bringing it to life for the community and visitors and exploring a new base for the service within this revitalised quarter
- **enhance the town’s reputation as a regional centre for culture and the arts**, making more creative uses of Watford Colosseum, so it provides a catalyst for a range of entertainment encouraging a varied programme mix from professional performances to community and up and coming artists
- **create a vibrant and attractive new neighbourhood** with well-designed homes, new work opportunities and welcoming public spaces for people to meet, spend time and relax, improving the linkage between the area and the rest of the town
- **explore the development of a new innovation and incubation hub**, which would enhance the town’s offer for business, providing inspiring, productive and connected working space and investment in kit for businesses, all to accelerate business growth, collaboration, learning and wellbeing
- **reflect the Council’s drive to be commercially focused**, generating positive returns on our investment so we can reinvest in the future of our town and in the services and facilities that local people value, whilst making better use of the land and buildings we own
- **transform how the Council works as an organisation, including its office accommodation**, so we are an outstanding and inspirational workplace that sets the standard as an enterprising, forward looking and supportive working environment and which our community recognises for excellent services and customer experience.

2. Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the Town Hall Quarter programme on the Watford community and the people in the groups or with the characteristics protected in the Equalities Act 2010.

These are:

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

This analysis will reference **Watford BC’s Equalities and Diversity policy statement:**

Watford Borough Council is committed to championing equality and embracing diversity in everything we do. This encompasses our role as a leader in our community, in the delivery of our services, whether we deliver a service ourselves or through partnership, and as an employer.

We see this commitment as going beyond our statutory duty so that we understand the community we serve and are working with them, and for them, to make sure everyone in Watford feels part of our town and is able to access and enjoy all that it has to offer.

The council considers equality issues when making decisions as an employer; when developing, evaluating and reviewing policy; when designing, delivering and evaluating services, and when we commission and procure from others. We also recognise we have a role in working with other organisations – both in the public and private sector – to influence and champion the advancement of equalities, the breaking down of barriers and elimination of inequalities to make sure everyone in our town has the opportunity to reach their full potential.

The analysis will also draw on what we know about the Watford population and any feedback / insight we have from our community on the Town Hall Quarter.

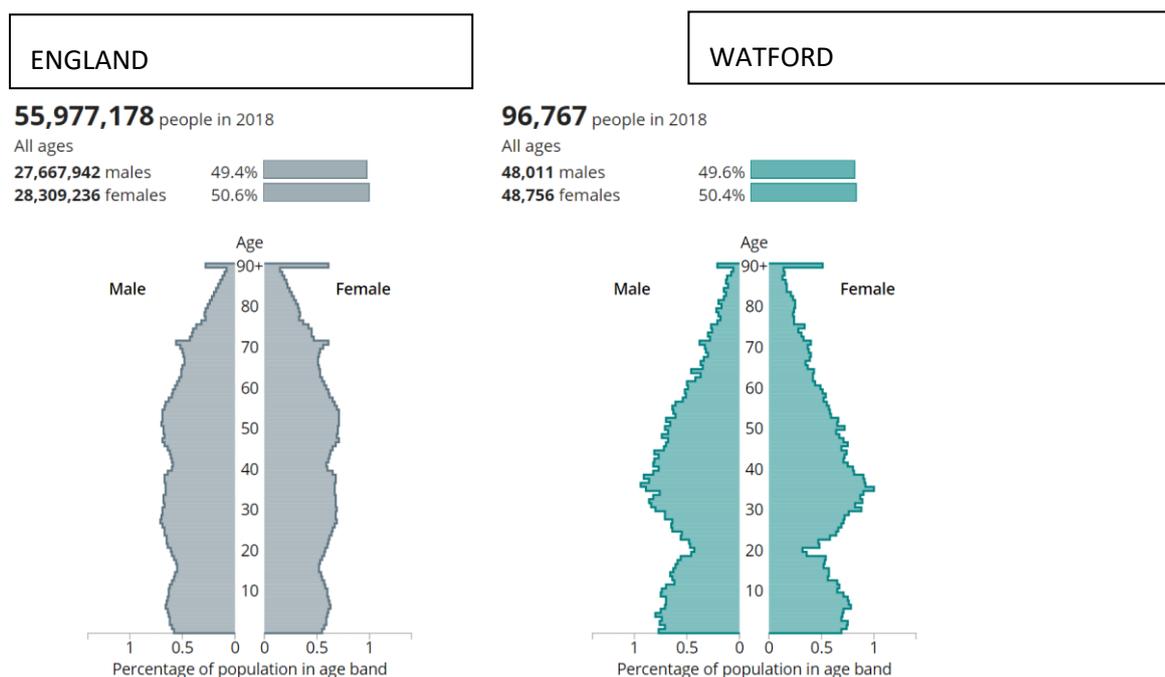
3. What we know about the Watford population

Population

The current population of Watford is 96,600 (ONS mid-2019 estimate). This was slightly less than estimated in 2018 (96,800 rounded). The slowing of population growth across the UK (marked by a fall in Watford) is attributed to the lowest number of births for 14 years alongside an increase in emigration and a fall in international immigration.

Watford’s population is currently projected to increase to 105,000 by 2025 and 110,300 by 2035, a rise from 2016 of 14.2%. This growth will be a challenge for Watford, given our tight borough boundaries and is recognised within the Council Plan, shaping a number of our commitments and areas for action in the Delivery Plan.

The graphs below show a comparison between the sex and age profile of England’s population with that of Watford. (ONS 2018).



Overall, this comparison shows that Watford is a relatively young town. This is particularly the case in the 0 to 19 age range where 26.5% of the population are between those ages, compared with 23.6% nationally. Similarly the 30 to 49 cohort accounts for a significantly higher proportion of the Watford population at 32.1%, compared to 26.1% nationally. This means that we are a town which is popular with families and, whilst we are a town for all, we recognise that our plans need to reflect our large number of young people and families.

Population density

The population density for Watford is circa 4,600 people per square kilometre. This makes it the most densely populated district area in Hertfordshire and in the country (432 per square kilometre). This is a reflection that we are an urban district, with many characteristics of a metropolitan borough. In comparison with many metropolitan boroughs, particularly those in and around the outskirts of London, our density is relatively low.

Ward level populations (mid-year 2019 estimates)

The ONS publishes experimental data on ward level populations. The last release date was for mid-year 2019. This showed Central ward had the highest population (9,556) and Tudor the lowest (6,713). Further analysis shows that Nascot ward had a significantly higher number of elderly residents than other wards in Watford, whilst Central a significantly higher number of under 20s.

Ward	Mid-year 2018
Callowland	7,943
Central	9,556
Holywell	8,748
Leggatts	7,697
Meriden	7,876
Nascot	8,774

Ward	Mid-year 2018
Oxhey	6,800
Park	8,698
Stanborough	7,395
Tudor	6,713
Vicarage	8,723
Woodside	7,678

ONS experimental data ([Ward Level Mid-Year Population Estimates \(experimental\), Mid-2019](#))

Households

Number of households

The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of 31 May 2020 the figure was 40,275 (council tax base).

The average household size in Watford is currently 2.45. This is currently average for the region. Nationally, there is downward trend in household size projected over the next 20 years. The Watford average household size is envisaged to drop to 2.33 person household in 2039, which this is larger than that projected for the English average (2.21 in 2039) and the Hertfordshire average (2.29 in 2039). These projections have implications for Watford in terms of development and growth.

Household size

The 2014 projections estimate that, between 2014 and 2039:

- Watford's average household size will decrease from 2.45 to 2.33

- Hertfordshire's average household size will decrease from 2.42 to 2.29
- England's average household size will decrease from 2.35 to 2.21

Household Composition

From the 2016 projections, one person households see the biggest increase in household growth in Watford, representing 44% of the total household growth.

However, households with dependent children see the next biggest rise, with 35% of household growth; couples with other adults make up 9%; other (multi-person adult) households make up 7% and couple households (without children or other adults) make up the remaining 6% of all estimated growth.

Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire; it is one of the strengths of our town and what makes us such a vibrant and diverse town.

For Watford, the Census 2011 shows the following main breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%), British other Asian (4.4%) and African (3.5%), White Irish (2.3%) and Caribbean (1.7%).

The full breakdown from Census 2011 is at Appendix A.

In 2016, the ONS published population estimates by ethnicity. This did not report ethnicities to the level of granularity that the Census reported ethnicity. The estimates for 2016 were: White British (59% - 57,000 residents), Asian / Asian British (19% - 19,000 residents), All Other White (12% - 12,000 residents), Black / African / Caribbean / Black British (4% - 4,000 residents), Mixed / Multiple Ethnic Group (4% - 4,000 residents) and Other Ethnic Group (1% - 1,000 residents).

National insurance registration: Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014).

We know from other data such as National Insurance Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

The National Insurance Registrations year to September 2020 shows there were 1,258 registrations in Watford, of which 608 were from the EU, 331 were from Romania and Bulgaria, 342 from South Asia and 211 from Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden. 90 came from sub Saharan Africa and 22 from North Africa.

The most recent breakdown (September 2020) is at Appendix B.

Language spoken at home: Other data sources, including school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings that Watford remains a town with a diverse community with English still the predominant language (at around 60%) followed by (in order of self-selection by Watford families): Urdu, Polish, Tamil, Romanian, Gujarati, Pahari, Gujarati and Hindi. The most selected African language spoken is Arabic (113 families – although not spoken exclusively in Africa) and Akan/Twi-Fante (78 families).

The full breakdown for 2018 is at Appendix C.

Births and origin of parents: In 2018, nearly 60% (59.6%) of children born to Watford based parents, had one or both parents born outside of the UK, with 42% having both parents born outside of the UK. 52% of new mothers in Watford were born outside of the UK (1397 births in total, with 667 to mothers born in the UK and 730 born outside of the UK. Of these 257 mothers were born in the 'new' EU countries – those that had joined since 2004) and 252 in the Middle East and Asia. 88 mothers were born in Africa.

EU Settlement Scheme (EUSS) quarterly statistics (28 August 2018 to 31 March 2020) – experimental data: In May 2020, the Government issued data on the number of applications made to the EUSS from 28 August 2018 to 31 March 2020, and applications concluded during the same time period. This shows that up to March 2020, 11,630 people in Watford had applied for EUSS. Of these the following were the highest number of nationalities who had applied: Romanian (3,530), Polish (1,810), Portuguese (1,020) and Bulgarian (580).

The full analysis is at Appendix D.

Age

The largest populations by age band in Watford are:

- 35-39 years (8,537)
- 30-34 years (7,921)
- 40 -44 years (7,458)
- 5 -9 years (7,027)

Compared with other districts in Hertfordshire, Watford has fewer 65+ years residents. The age profile of the borough is more comparable with cities who have younger age profiles and where younger people are attracted by lifestyle opportunities, affordable housing and good transport links.

Median age: the median age in Watford is 37 years. This compares to 40 for England (mid-year 2019 population estimates)

Disability / Health

Around 85% of the population of Watford state that they have 'good health' and just under 14% record a disability. We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairment (Census 2011).

The 2019 NHS Health Profile's summary conclusion is that the health of people in Watford is 'varied' compared with the England average. About 12% (2,300) of children live in low income families – this is an improvement on 2016 (14% / 2,700). Life expectancy for men at 65 is similar to the England average but for women it is significantly worse (2016-18).

The profile also shows that Watford is below average for a number of important health indicators, which may have had some impact on the town's rate of deaths from COVID-19. These include: residents eating the recommended 5 a day portions of fruit and vegetables, over-18s who are obese and physically active adults. All reported cancer screenings were below average for Watford and emergency admissions for falls from the age of 65 plus were worse than for the England average.

Religion / belief

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

In 2016, the ONS published population estimates by religion. This took an estimated population of 94,000 for Watford and the main religions identified through the estimates were: Christian (53%), Muslim (10%), Hindu (9%) with no religion at 26%.

Sexual orientation / Transgender

Watford has no specific data on the transgender community within the borough or for the sexual orientation of its community. It is anticipated that these questions will be asked in the Census 2021.

Education and skills

A skilled workforce supports the economic development and employment aspirations for Watford. There has been a mostly increasing trend in educational attainment in Watford over the last few years. Watford's working age population has the fourth highest percentage (44.4%) in Hertfordshire of those with qualifications at NVQ 4 and above (Three Rivers is the highest with 63.5%, St Albans the second highest at 58.5% and East Herts third highest with 45.7%); this is close to the Hertfordshire average of 42% average but higher than the Great Britain average of 40.3%.

83.7% of Watford residents have achieved 5 A*-C or equivalent. This is the better than the England average of 75.6 (Jan – Dec 2019)

Homelessness

Whilst this is not a protected characteristic under the Equality Act 2010, the council recognises that the particular circumstances of people without their own home might be a factor in their taking an active role in our community. We currently have 27 statutory homeless (September 2020) and 95 households in temporary accommodation (September 2020).

Deprivation

The English Indices of Deprivation (IoD) 2019 were published by the Government in September 2019, and updates the previous 2015 Indices, published in September 2015. The Indices of Deprivation measure relative levels of deprivation in 32,844 small areas or neighbourhoods, called Lower-layer Super Output Areas, in England

The IoD2019 is based on 39 separate indicators, organised across seven distinct domains of deprivation which are combined and weighted to calculate the Index of Multiple Deprivation 2019

In the IMD 2019, Watford is ranked 195 out of 317 authorities, putting it in the 7th decile nationally. This means that, overall, Watford is less deprived than half the authorities in England.

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

Overall, Watford is not an area with significant deprivation issues and the majority of the LSOAs within the town are in the bottom 50% of LSOAs nationally for deprivation; the borough's position has improved relative to that of 2015.

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

The ten most deprived LSOAs in Watford, as ranked in the IMD 2019 are as follows (the ranking for the last IMD data in 2015 is shown in brackets in the first column). Deprivation has also been identified as an indicator for poorer COVID-19 outcomes so understanding our areas of deprivation, particularly if we apply greater granularity around health and income deprivation. The LSOA, which contains some of

Whippendell Road, Chester Road and Durban Road West is within the second most deprived health and disability quartile does not feature in the top 10 most deprived LSOAs

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (1)	Central (Water Lane, Gladstone Road, Grosvenor Road, part of Radlett Road, Brockleberry Close, Raphael Drive, top part of Queens Road)	E01023860 (009B)	5 (5)	1st (1st)	5055 (5005)	2nd (2nd)
2 (3)	Holywell (Caractus Green, part of Charlock Way, Moor View, Jellicoe Road, Stripling Way, Rose Gardens)	E01023865 (011C)	21 (22)	1st (1st)	7239 (7800)	3rd (3rd)
3 (2)	Meriden (Garsmouth Way, Aldbury Close, Harvest End, part of York Way)	E01023876 (003D)	26 (19)	1st (1st)	7924 (7590)	3rd (3rd)
4 (4)	Holywell (Ascot Road, Greenhill Crescent, Caxton Way, Croxley View)	E01023866 (011D)	27 (30)	1st (1st)	8294 (9203)	3rd (3rd)
5 (7)	Woodside (Haines Way, Queenswood Crescent, Sheriff Way, Nottingham Close)	E01023906 (001C)	61 (41)	1st (1st)	10719 (10062)	4th (4th)
6 (10)	Oxhey (Deacons Hill, Blackwell Drive, Riverside Road, Eastbury Road, Thorpe Crescent)	E01023883 (012B)	62 (49)	1st (1st)	10758 (10710)	4th (4th)
7 (13)	Callowland (Maude Crescent, St George's Road, Breakspeare Close, Nicholas Close)	E01023857 (006C)	67 (56)	1st (1st)	10894 (10812)	4th (4th)
8 (9)	Meriden (Gaddesden Crescent, Bovingdon Crescent, Garston Lane)	E01023877 (003E)	73 (75)	2nd (2nd)	11225 (11837)	4th (4th)
9 (12)	Leggatts (The Harebreaks, Chestnut Walk, Foxhill, Brushrise, Elm Grove)	E01023870 (004C)	78 (52)	2nd (1st)	11515 (10734)	4th (4th)
10 (5)	Stanborough (Clarke Way, Rushton Avenue, Orbital Crescent, Harris Road)	E01023891 (002B)	92 (31)	1st (1st)	11970 (9377)	4th (3rd)

MOSAIC profile

Our MOSAIC profiling of the borough enhances our understanding of our population and provides valuable context for our decision-making as well as underpinning our communications and engagement. It confirms we are a young and diverse borough.

Old Code	Type Code	Type Label	Type Description	2020 Households	2017 Households	2020 Watford %	2017 Watford %	Difference	Trend	2017 Rank
J40	O61	Career Builders	Professional singles and couples in their 20s and 30s progressing in their field of work from commutable properties	5257	4045	13.3%	12.5%	0.8%	▲	1
D14	G26	Cafés and Catchments	Affluent families with growing children living in upmarket housing in city environs	3660	2499	9.2%	7.7%	1.5%	▲	3
I36	N58	Culture & Comfort	Thriving families with good incomes in diverse suburbs	3575	3321	9.0%	10.3%	-1.3%	▼	2
J44	O63	Flexible Workforce	Successful young renters ready to move to follow worthwhile incomes from service sector jobs	2927	1954	7.4%	6.0%	1.4%	▲	6
M56	I36	Solid Economy	Stable families with children, renting higher value homes from social landlords	2701	2172	6.8%	6.7%	0.1%	▲	5
I37	N57	Community Elders	Established older households owning city homes in diverse neighbourhoods	2574	1128	6.5%	3.5%	3.0%	▲	9
H35	H30	Primary Ambitions	Families with school-age children, who have bought the best house they can afford within popular neighbourhoods	2434	1550	6.1%	4.8%	1.3%	▲	7
D17	G27	Thriving Independence	Well-qualified older singles with incomes from successful professional careers in good quality housing	1949	2422	4.9%	7.5%	-2.6%	▼	4
I39	N60	Ageing Access	Older residents owning small inner suburban properties with good access to amenities	1731	1099	4.4%	3.4%	1.0%	▲	10
B08	B05	Premium Fortunes	Asset-rich families with substantial income, established in distinctive, expansive homes in wealthy enclaves	1448	1237	3.6%	3.8%	-0.2%	▼	8
 Total (Top 10) Total Households in Watford				28,256	21,427					32,370

Watford's MOSAIC profile (2020)

Key issues identified from our borough profile:

- A young population with a higher proportion of those under 50, which, given the higher proportion of under 20s indicates Watford is a town with a high number of families
- A growing population where there will be more smaller households but where there will still be a need for family homes
- A very diverse population and a town that continues to attract people from across the globe and with a high proportion of BAME residents
- Some underlying health related issues, particularly around preventative health measures and healthy living
- Areas where residents are experiencing less positive outcomes – often as a result of multiple issues but which could be impacting on life chances and opportunities

RECOMMENDATION 2

All projects to take into account Watford's community, demographics and protected characteristics.

4. What we know about Watford borough staff

The council undertakes a Workforce Monitoring Report each year. The following headline figures from the 2019/20 report are as follows:

- Race: BAME representation is about 13% (noting that 40% of staff have not provided details)
- Gender (Sex): 59% of staff are female
- Disability: around 5% of staff have declared themselves as disabled (noting that 75% have not provided details)
- Age: the age profile is slightly older than the Watford resident population average
- Maternity: circa 1 to 2% of staff take maternity each year

- Sexual Orientation: less than 2% declare themselves to be in minority groups (noting that 60% have not provided details)

There is no information on Gender Re-assignment, Religion and Belief or Marriage and Civil Partnership. Full details are in Appendix E.

RECOMMENDATION 3

The Transformation Change and Town Hall development projects should be underpinned by staff data and information.

Staff should be fully engaged in these two projects in particular and kept up to date on the programme overall.

5. What local people have said is important to them

This programme impacts across the whole Watford community and across Watford Borough Council's workforce.

Each project within the programme will be expected to engage with key stakeholders to help shape and inform the project and to support the development of the relevant EIA for the project.

An overall communications and engagement plan has been developed to identify the programme's stakeholders and to highlight the importance of effective and thorough engagement across the Watford community.

Previous engagement: 2019

The consultation and engagement undertaken in 2019, has helped inform the review of the programme and feedback provided at this time has helped consolidate the current vision and projects.

In 2019, the online survey received 467 responses and nearly 160 people attended the face to face engagement sessions.

Reviewing the online survey responses, which contained demographic information including: sex, age, race and disability, a recommendation for the programme would be to make sure, as far as possible, that there is a representative response.

RECOMMENDATION 4

Where consultation and engagement is undertaken, the project leads should ensure that, as far as possible, they reach out to harder to hear groups within the community, learning from recent experiences of effective engagement. Relevant demographic questions should be included in any surveys.

Overview of stakeholders

Within the stakeholder groups the following are ones where those with protected characteristics may be more impacted by the Town Hall Quarter:

- West Herts College – most stakeholders are students who are typically a younger population cohort
- Visitors to various NHS facilities in and neighbouring the development area are likely to be more likely than the average population to have a Disability, to have poorer Health, potentially more likely to have or be under-going Gender Re-Assignment (specifically attendees of the Sexual Health Clinic) and possibly disproportionately older (Age)

6. How will the council ensure equality is promoted through the Town Hall Quarter

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Council Plan:

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

Whilst each project area requires an EIA to ensure the council meets its responsibilities under the Equality Act 2010 as well as to meet the council's own commitment to equalities and diversity (as outlined in the equality policy statement) there are some underpinning equality related impacts that should be considered within these EIAs to ensure the programme overall has considered the three areas outlined above.

1. Regeneration project

Potential negative impacts:

- Failure to deliver a well-designed, accessible new quarter for Watford that has addressed issues such as disability access, appeal and relevance to the whole Watford community, affordable housing, safe ingress and egress, opportunities for healthy ways to travel and enjoy new public spaces.
- Disruption during construction – more difficult to navigate / potentially less safe / services in the area become harder to access
- Loss of current health facilities on the site

Protected characteristics:

All – those who use the current NHS clinic on the site are likely to be younger, housing is likely to appeal to younger people and people with families

Mitigation:

Ensure high quality design, based on best practice, which is tested with the community (including harder to reach communities).

Early engagement with Housing on housing within the scheme - Housing strategy for the project should seek to meet the Council's planning policy on affordable housing so as to benefit all characteristic groups.

Early engagement with key stakeholders, particularly nearest neighbours - early engagement with the NHS to understand their ongoing requirements.

Construction management plans to accompany all construction works to ensure that accessibility, legibility and security are addressed

Continuity plans for all services delivered from facilities within the area to ensure continuity of service for customers.

Good communications campaign so people are aware of the regeneration and any potential disruption. Particular consideration to be given to the needs of people with disabilities, parents / carers with young children + prams / buggies and older people with age-related mobility issues.

Procure good design teams and ensure a focus on quality during delivery to ensure that new facilities are better than existing and make sure that future public realm is high quality.

Positive impacts

- A well-designed new neighbourhood, with attractive open spaces, new homes and opportunities for leisure, entertainment and culture.
- Less reliance on the car, making it a healthier place to live and work

Protected characteristics:

All

2. Town Hall Development project

Potential negative impacts:

- Failure to deliver a well-designed, accessible refurbished building that has addressed issues such as disability access, appeal and relevance to the whole Watford community and to staff.

Protected characteristics:

All

Mitigation:

Ensure high quality design, based on best practice, which is tested with the community including harder to reach communities) and staff.

Early engagement with the community, members and staff.

Positive impacts

- A well-designed refurbished building, with attractive working spaces that could be adapted to other uses
- A more sustainable building, with lower impact on the environment making it healthier for those using it and for the area overall

Protected characteristics:

All

3. Colosseum project

Potential negative impacts:

- Failure to deliver a well-designed, accessible refurbished building that has addressed issues such as disability access, appeal and relevance to the whole Watford community.

Protected characteristics:

All

Mitigation:

Ensure high quality design and refurbishment, based on best practice, which is tested with the community including harder to reach communities.

Early engagement with key stakeholders.

Positive impacts

- A well-designed refurbished building, with attractive, accessible spaces that would be welcoming to all the community – of all ages, abilities, interests and cultures
- A more sustainable building, with lower impact on the environment making it healthier for those using it and for the area overall

Protected characteristics:

All

4. Innovation and Incubation Hub project

Potential negative impacts:

- Failure to deliver an accessible, forward looking hub that will provide space for new employment opportunities

Protected characteristics:

All – particularly those of working age

Mitigation:

Ensure high quality design and refurbishment, based on best practice, which is tested with the community including harder to reach communities.

Early engagement with key stakeholders.

Positive impacts

- A well-designed refurbished building, with attractive, accessible spaces that would be welcoming to all the community – of all ages, abilities, interests and cultures
- A more sustainable building, with lower impact on the environment making it healthier for those using it and for the area overall

5. Heritage services project

Potential negative impacts:

- Failure to deliver an accessible, modern heritage and museum service that appeals to all ages and interests, celebrates the town's rich diverse history but also reflects the town as it is today. This would also include ensuring that all the Watford community recognise their lives and experience within the service.

Protected characteristics:

All – particularly relating to race, disability, sexual orientation and age

Mitigation:

Ensure high quality design and refurbishment, based on best practice, which is tested with the community including harder to reach communities. Meaningful commitment to working with the community to shape a refreshed and vibrant service. Consideration of how people can access the service, addressing any barriers to participation whether they are physical or cultural.

Early engagement with key stakeholders.

Positive impacts

- A well-designed refurbished building, with attractive, accessible spaces that would be welcoming to all the community – of all ages, abilities, interests and cultures

Protected characteristics:

All

6. Culture project

Potential negative impacts:

- Failure to deliver the recommendations within the recent Cultural Strategy review to enhance and enrich the town's cultural offer so it reflects its diverse community, ensuring that the cultural offer within the quarter is accessible and appealing
- Potential changes to future offer in the Quarter may not meet everyone's expectations / aspirations

Protected characteristics:

All – particularly relating to race, disability, sexual orientation and age

Mitigation:

Early engagement with key stakeholders and the community on the implementation of the Cultural Strategy review, building strong links across the town's cultural sector and listening to the community's feedback on proposals

Positive impacts

- A flourishing, diverse and cultural, arts and entertainment offer located within the Quarter as part of the town's overall offer

7. Transformational Change project

Potential negative impacts:

- Failure to deliver the transformational change for the council's staff to support a flexible, agile and innovative workforce that retains and attracts high quality staff across all the protected characteristics and delivers outstanding services and customer services. In addition the transformational change needs to improve the sustainability of the building and reduce the council operating costs

Protected characteristics:

All

Mitigation:

Early engagement with staff and members and ongoing engagement.

Senior leadership commitment.

Experienced transformation / change management support linking to best practice

Positive impacts

- A motivated, agile and customer focused workforce that strives to set the standard for excellence for local authorities
- An organisation where there are no barriers to staff achieving their potential

Protected characteristics:

All

7. Overall conclusion

Meeting the Public Sector Equality Duty

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

The information within this report and an assessment of both the positive and negative impacts together indicate that the Town Hall Quarter Programme will, overall deliver positive benefits for Watford and the community. It is acknowledged that there are potential negative impacts for those with protected characteristics but this is offset by the mitigation and the positive impacts set out in the EIA.

The mitigation and positive benefits will need to be identified within EIAs for each project and actions identified as to how they will be delivered within the project.

The recommendations within the EIA should also be addressed in the project EIAs.

RECOMMENDATION 1

All projects identified within the programme to carry out EIAs. The Programme Manager should be responsible for ensuring that each project team undertakes a robust and comprehensive EIA.

RECOMMENDATION 2

All projects to take into account Watford's community, demographics and protected characteristics.

RECOMMENDATION 3

The Transformation Change and Town Hall development projects should be underpinned by staff data and information.

Staff should be fully engaged in these two projects in particular and kept up to date on the programme overall.

RECOMMENDATION 4

Where consultation and engagement is undertaken, the project leads should ensure that, as far as possible, they reach out to harder to hear groups within the community, learning from recent experiences of effective engagement. Relevant demographic questions should be included in any surveys.

Appendix A:**Census 2011: Watford Borough ethnicity data**

	WATFORD 2011
White: English/Welsh/Scottish/Northern Irish/British	61.9% (55,875)
White Irish	2.3% (2,063)
White: Gypsy or Irish Traveller	0.1% (61)
White: Other White	7.7% (6,947)
Mixed/multiple ethnic group: White and Black Caribbean	1.1% (990)
Mixed/multiple ethnic group: White and Black African	0.5% (412)
Mixed/multiple ethnic group: White and Asian	1.0% (939)
Mixed/multiple ethnic group: Other Mixed	0.8% (763)
Asian/Asian British: Indian	5.5% (4,923)
Asian/Asian British: Pakistani	6.7% (6,082)
Asian/Asian British: Bangladeshi	0.4% (362)
Asian/Asian British: Chinese	0.9% (822)
Asian/Asian British: Other Asian	4.4% (3,981)
Black/African/Caribbean/Black British: African	3.5% (3,142)
Black/African/Caribbean/Black British: Caribbean	1.7% (1,558)
Black/African/Caribbean/Black British: Other Black	0.6% (529)
Other ethnic group: Arab	0.3% (294)
Other ethnic group: Any other ethnic group	0.6% (558)

Appendix

National Insurance registrations – Hertfordshire – September 2020

B:

		European Union				Non-European Union (Other Europe)	Asia				Rest of the World				Unknown	
	TOTAL	European Union EU15	European Union EU8	European Union EU2	European Union Other	Other Europe	Middle East and Central Asia	East Asia	South Asia	South East Asia	Sub-Saharan Africa	North Africa	North America	Central and South America	Oceania	Unknown
Broxbourne	483	66	49	190	7	79	5	7	27	8	33	8	8	7
Dacorum	698	129	55	238	..	33	12	12	80	11	84	5	13	13	13	..
East Hertfordshire	680	398	56	96	..	18	..	5	42	9	18	5	16	19	7	..
Hertsmere	696	120	35	240	..	68	15	8	61	30	64	6	14	15	12	..
North Hertfordshire	270	50	35	65	5	12	51	5	23	..	5	5	10	..
St Albans	470	136	32	72	5	40	11	16	50	12	35	11	20	12	24	..
Stevenage	466	48	28	124	7	13	130	28	48	18	5	5
Three Rivers	311	69	10	84	6	21	..	5	64	5	17	..	12	12	15	..
Watford	1,258	211	66	331	608	40	13	13	342	37	90	22	20	41	14	..
Welwyn Hatfield	2,326	226	116	332	9	47	25	19	1,146	83	257	8	27	28	12	..

World area reporting structure - subgroups and nationalities.

World region	Sub group	Nationality
Asia	East Asia	China
Asia	East Asia	Hong Kong
Asia	East Asia	Japan
Asia	East Asia	Macau
Asia	East Asia	Mongolia
Asia	East Asia	North Korea
Asia	East Asia	South Korea
Asia	East Asia	Taiwan
Asia	Middle East and Central Asia	Afghanistan
Asia	Middle East and Central Asia	Bahrain
Asia	Middle East and Central Asia	Iran
Asia	Middle East and Central Asia	Iraq
Asia	Middle East and Central Asia	Israel
Asia	Middle East and Central Asia	Jordan
Asia	Middle East and Central Asia	Kazakhstan
Asia	Middle East and Central Asia	Kuwait
Asia	Middle East and Central Asia	Kyrgyzstan
Asia	Middle East and Central Asia	Lebanon
Asia	Middle East and Central Asia	Oman
Asia	Middle East and Central Asia	Qatar
Asia	Middle East and Central Asia	Saudi Arabia
Asia	Middle East and Central Asia	Sharjah
Asia	Middle East and Central Asia	Syria
Asia	Middle East and Central Asia	Tajikistan

World region	Sub group	Nationality
Asia	Middle East and Central Asia	Turkmenistan
Asia	Middle East and Central Asia	United Arab Emirates
Asia	Middle East and Central Asia	Uzbekistan
Asia	Middle East and Central Asia	Yemen
Asia	South Asia	Bangladesh
Asia	South Asia	Bhutan
Asia	South Asia	British Indian Ocean Territory
Asia	South Asia	India
Asia	South Asia	Maldives
Asia	South Asia	Nepal
Asia	South Asia	Pakistan
Asia	South Asia	Sri Lanka
Asia	South East Asia	Brunei
Asia	South East Asia	Burma
Asia	South East Asia	Cambodia
Asia	South East Asia	East Timor
Asia	South East Asia	Indonesia
Asia	South East Asia	Laos
Asia	South East Asia	Malaysia
Asia	South East Asia	Philippines
Asia	South East Asia	Sabah
Asia	South East Asia	Sarawak
Asia	South East Asia	Singapore
Asia	South East Asia	Thailand
Asia	South East Asia	Vietnam
European Union	European Union EU15	Austria
European Union	European Union EU15	Belgium

World region	Sub group	Nationality
European Union	European Union EU15	Denmark
European Union	European Union EU15	Finland
European Union	European Union EU15	France
European Union	European Union EU15	Germany
European Union	European Union EU15	Greece
European Union	European Union EU15	Ireland
European Union	European Union EU15	Italy
European Union	European Union EU15	Luxembourg
European Union	European Union EU15	Netherlands
European Union	European Union EU15	Portugal
European Union	European Union EU15	Spain
European Union	European Union EU15	Sweden
European Union	European Union EU2	Bulgaria
European Union	European Union EU2	Romania
European Union	European Union EU8	Czech Republic
European Union	European Union EU8	Estonia
European Union	European Union EU8	Hungary
European Union	European Union EU8	Latvia
European Union	European Union EU8	Lithuania
European Union	European Union EU8	Poland
European Union	European Union EU8	Slovakia
European Union	European Union EU8	Slovenia
European Union	European Union Other	Croatia
European Union	European Union Other	Cyprus
European Union	European Union Other	Malta
Non-European Union (Other Europe)	Other Europe	Albania
Non-European Union (Other Europe)	Other Europe	Andorra

World region	Sub group	Nationality
Non-European Union (Other Europe)	Other Europe	Armenia
Non-European Union (Other Europe)	Other Europe	Azerbaijan
Non-European Union (Other Europe)	Other Europe	Belarus
Non-European Union (Other Europe)	Other Europe	Bosnia and Herzegovina
Non-European Union (Other Europe)	Other Europe	Bouvet Island
Non-European Union (Other Europe)	Other Europe	Faroe Islands
Non-European Union (Other Europe)	Other Europe	Georgia
Non-European Union (Other Europe)	Other Europe	Greenland
Non-European Union (Other Europe)	Other Europe	Iceland
Non-European Union (Other Europe)	Other Europe	Liechtenstein
Non-European Union (Other Europe)	Other Europe	Macedonia
Non-European Union (Other Europe)	Other Europe	Moldova
Non-European Union (Other Europe)	Other Europe	Monaco
Non-European Union (Other Europe)	Other Europe	Norway
Non-European Union (Other Europe)	Other Europe	Russia
Non-European Union (Other Europe)	Other Europe	San Marino
Non-European Union (Other Europe)	Other Europe	Serbia & Montenegro
Non-European Union (Other Europe)	Other Europe	Switzerland
Non-European Union (Other Europe)	Other Europe	Turkey
Non-European Union (Other Europe)	Other Europe	Ukraine
Non-European Union (Other Europe)	Other Europe	Vatican City
Rest of the World	Central and South America	Anguilla
Rest of the World	Central and South America	Antigua
Rest of the World	Central and South America	Antilles (Netherlands)
Rest of the World	Central and South America	Argentina
Rest of the World	Central and South America	Aruba and Curaçao
Rest of the World	Central and South America	Bahamas

World region	Sub group	Nationality
Rest of the World	Central and South America	Barbados
Rest of the World	Central and South America	Barbuda
Rest of the World	Central and South America	Belize
Rest of the World	Central and South America	Bermuda
Rest of the World	Central and South America	Bolivia
Rest of the World	Central and South America	Brazil
Rest of the World	Central and South America	Cayman Islands
Rest of the World	Central and South America	Chile
Rest of the World	Central and South America	Colombia
Rest of the World	Central and South America	Costa Rica
Rest of the World	Central and South America	Cuba
Rest of the World	Central and South America	Dominica
Rest of the World	Central and South America	Dominican Rep
Rest of the World	Central and South America	Ecuador
Rest of the World	Central and South America	El Salvador
Rest of the World	Central and South America	Falkland Islands
Rest of the World	Central and South America	French Guiana
Rest of the World	Central and South America	Grenada
Rest of the World	Central and South America	Guadeloupe
Rest of the World	Central and South America	Guatemala
Rest of the World	Central and South America	Guyana
Rest of the World	Central and South America	Haiti
Rest of the World	Central and South America	Honduras
Rest of the World	Central and South America	Jamaica
Rest of the World	Central and South America	Martinique
Rest of the World	Central and South America	Mexico
Rest of the World	Central and South America	Montserrat

World region	Sub group	Nationality
Rest of the World	Central and South America	Nicaragua
Rest of the World	Central and South America	Panama
Rest of the World	Central and South America	Paraguay
Rest of the World	Central and South America	Peru
Rest of the World	Central and South America	Sint Maarten (Dutch Part)
Rest of the World	Central and South America	South Georgia & South Sandwich Island
Rest of the World	Central and South America	St Kitts and Nevis
Rest of the World	Central and South America	St Lucia
Rest of the World	Central and South America	St Pierre & Miquelon
Rest of the World	Central and South America	St Vincent & Grenadines
Rest of the World	Central and South America	Suriname
Rest of the World	Central and South America	Trinidad & Tobago
Rest of the World	Central and South America	Turks & Caicos Islands
Rest of the World	Central and South America	Uruguay
Rest of the World	Central and South America	Venezuela
Rest of the World	Central and South America	Virgin Islands (British)
Rest of the World	North Africa	Algeria
Rest of the World	North Africa	Egypt
Rest of the World	North Africa	Libya
Rest of the World	North Africa	Mauritania
Rest of the World	North Africa	Morocco
Rest of the World	North Africa	Sudan
Rest of the World	North Africa	Tunisia
Rest of the World	North Africa	Western Sahara
Rest of the World	North America	Canada
Rest of the World	North America	Puerto Rico
Rest of the World	North America	United States

World region	Sub group	Nationality
Rest of the World	North America	Virgin Islands (USA)
Rest of the World	Oceania	American Samoa
Rest of the World	Oceania	Antarctic Territories (British)
Rest of the World	Oceania	Australia
Rest of the World	Oceania	Christmas Island
Rest of the World	Oceania	Cocos (Keeling) Islands
Rest of the World	Oceania	Cook Islands
Rest of the World	Oceania	Fiji
Rest of the World	Oceania	French Polynesia (inc. Tahiti)
Rest of the World	Oceania	French Southern Territories
Rest of the World	Oceania	Heard Island & McDonald Islands
Rest of the World	Oceania	Micronesia (Sub Region)
Rest of the World	Oceania	New Caledonia
Rest of the World	Oceania	New Zealand
Rest of the World	Oceania	Niue
Rest of the World	Oceania	Norfolk Island
Rest of the World	Oceania	Papua New Guinea
Rest of the World	Oceania	Pitcairn
Rest of the World	Oceania	Samoa
Rest of the World	Oceania	Solomon Islands
Rest of the World	Oceania	Tokelau
Rest of the World	Oceania	Tonga
Rest of the World	Oceania	Tuvalu
Rest of the World	Oceania	US Minor Outlying Islands
Rest of the World	Oceania	Vanuatu
Rest of the World	Oceania	Wallis & Futuna
Rest of the World	Sub-Saharan Africa	Angola

World region	Sub group	Nationality
Rest of the World	Sub-Saharan Africa	Benin
Rest of the World	Sub-Saharan Africa	Botswana
Rest of the World	Sub-Saharan Africa	Burkina Faso
Rest of the World	Sub-Saharan Africa	Burundi
Rest of the World	Sub-Saharan Africa	Cameroon
Rest of the World	Sub-Saharan Africa	Cape Verde
Rest of the World	Sub-Saharan Africa	Central African Republic
Rest of the World	Sub-Saharan Africa	Chad
Rest of the World	Sub-Saharan Africa	Comoros
Rest of the World	Sub-Saharan Africa	Congo
Rest of the World	Sub-Saharan Africa	Congo (Democratic Republic)
Rest of the World	Sub-Saharan Africa	Djibouti
Rest of the World	Sub-Saharan Africa	Equatorial Guinea
Rest of the World	Sub-Saharan Africa	Eritrea
Rest of the World	Sub-Saharan Africa	Ethiopia
Rest of the World	Sub-Saharan Africa	Gabon
Rest of the World	Sub-Saharan Africa	Gambia
Rest of the World	Sub-Saharan Africa	Ghana
Rest of the World	Sub-Saharan Africa	Guinea
Rest of the World	Sub-Saharan Africa	Guinea-Bissau
Rest of the World	Sub-Saharan Africa	Ivory Coast
Rest of the World	Sub-Saharan Africa	Kenya
Rest of the World	Sub-Saharan Africa	Lesotho
Rest of the World	Sub-Saharan Africa	Liberia
Rest of the World	Sub-Saharan Africa	Madagascar
Rest of the World	Sub-Saharan Africa	Malawi
Rest of the World	Sub-Saharan Africa	Mali

World region	Sub group	Nationality
Rest of the World	Sub-Saharan Africa	Mauritius
Rest of the World	Sub-Saharan Africa	Mayotte
Rest of the World	Sub-Saharan Africa	Mozambique
Rest of the World	Sub-Saharan Africa	Namibia
Rest of the World	Sub-Saharan Africa	Niger
Rest of the World	Sub-Saharan Africa	Nigeria
Rest of the World	Sub-Saharan Africa	Reunion
Rest of the World	Sub-Saharan Africa	Rwanda
Rest of the World	Sub-Saharan Africa	Sao Tome and Principe
Rest of the World	Sub-Saharan Africa	Senegal
Rest of the World	Sub-Saharan Africa	Seychelles
Rest of the World	Sub-Saharan Africa	Sierra Leone
Rest of the World	Sub-Saharan Africa	Somalia
Rest of the World	Sub-Saharan Africa	South Africa
Rest of the World	Sub-Saharan Africa	St Helena
Rest of the World	Sub-Saharan Africa	Swaziland
Rest of the World	Sub-Saharan Africa	Tanzania
Rest of the World	Sub-Saharan Africa	Togo
Rest of the World	Sub-Saharan Africa	Uganda
Rest of the World	Sub-Saharan Africa	Zambia
Rest of the World	Sub-Saharan Africa	Zimbabwe

Appendix C: Languages spoken at home from Watford school survey

Language	Total	Percentage
English*	8751	59.10%
Urdu	980	6.62%
Polish	501	3.38%
Tamil	456	3.08%
Romanian	380	2.57%
Gujarati	373	2.52%
Pahari (Pakistan)	265	1.79%
Hindi	226	1.53%
Other than English*	150	1.01%
Portuguese	150	1.01%
Panjabi	121	0.82%
Malayalam	117	0.79%
Arabic	113	0.76%
Sinhala	97	0.66%
Italian	96	0.65%
Telugu	81	0.55%
Akan/Twi-Fante	78	0.53%
Bulgarian	77	0.52%
French	75	0.51%
Spanish	74	0.50%
Albanian/Shqip	64	0.43%
Nepali	61	0.41%
Turkish	58	0.39%
Bengali	56	0.38%
Hungarian	55	0.37%
Russian	49	0.33%
Filipino	48	0.32%
Chinese	44	0.30%
Chinese (Cantonese)	41	0.28%
Marathi	38	0.26%
Dari Persian	35	0.24%
Somali	34	0.23%
Portuguese (any other)	33	0.22%
Lithuanian	32	0.22%
Panjabi (Mirpuri)	32	0.22%

Romanian (Romania)	32	0.22%
Pashto/Pakhto	31	0.21%
Persian/Farsi	31	0.21%
Slovak	31	0.21%
Shona	30	0.20%
Wolof	30	0.20%
Akan (Twi/Asante)	29	0.20%
Japanese	29	0.20%
Chinese (Mandarin/Putonghua)	28	0.19%
Refused*	28	0.19%
Yoruba	28	0.19%
Czech	27	0.18%
Portuguese (Brazil)	24	0.16%
Farsi/Persian (any other)	24	0.16%
Tagalog/Filipino	24	0.16%
Tagalog	21	0.14%
Classification pending	21	0.14%
Bengali (Sylheti)	19	0.13%
Panjabi (any other)	19	0.13%
Greek	18	0.12%
Kashmiri	18	0.12%
Panjabi (Gurmukhi)	17	0.11%
Kannada	16	0.11%
Akan (Fante)	15	0.10%
Dutch/Flemish	15	0.10%
Bengali (any other)	14	0.09%
German	14	0.09%
Swahili/Kiswahili	13	0.09%
Thai	13	0.09%
Igbo	12	0.08%
Believed to be other than English*	11	0.07%
Vietnamese	11	0.07%
Kikuyu/Gikuyu	10	0.07%
Other language	10	0.07%
Katchi	9	0.06%
Korean	9	0.06%
Macedonian	9	0.06%

Swahili (any other)	9	0.06%
Ukrainian	9	0.06%
Danish	8	0.05%
Guarani	8	0.05%
Arabic (Algeria)	7	0.05%
Ewe	7	0.05%
Konkani	7	0.05%
Kurdish	7	0.05%
Lingala	7	0.05%
Serbian	7	0.05%
Latvian	6	0.04%
Panjabi (Pothwari)	6	0.04%
Believed to be English*	5	0.03%
Ga	5	0.03%
Hebrew	5	0.03%
Manding/Malinke	5	0.03%
Bosnian	5	0.03%
Sindhi	5	0.03%
Afrikaans	4	0.03%
Arabic (any other)	4	0.03%
Caribbean Creole English	4	0.03%
Chinese (any other)	4	0.03%
Chichewa/Nyanja	4	0.03%
Fula/Fulfulde-Pulaar	4	0.03%
Ndebele	4	0.03%
Slovenian	4	0.03%
Berber (Tamashek)	4	0.03%
Finnish	3	0.02%
Greek (any other)	3	0.02%
Krio	3	0.02%
Norwegian	3	0.02%
Pahari/Himachali (India)	3	0.02%
Romanian (Moldova)	3	0.02%
Croatian	3	0.02%
Swedish	3	0.02%
Amharic	2	0.01%
Arabic (Morocco)	2	0.01%

Caribbean Creole French	2	0.01%
Idoma	2	0.01%
Luganda	2	0.01%
Manding/Malinke (any other)	2	0.01%
Bambara	2	0.01%
Ndebele (South Africa)	2	0.01%
Romany/English Romanes	2	0.01%
Serbian/Croatian/Bosnian	2	0.01%
Tibetan	2	0.01%
Adangme	1	0.01%
Assyrian/Aramaic	1	0.01%
Bemba	1	0.01%
Burmese/Myanma	1	0.01%
Bengali (Chittagong/Noakhali)	1	0.01%
Chinese (Hakka)	1	0.01%
Welsh/Cymraeg	1	0.01%
Ebira	1	0.01%
Esan/Ishan	1	0.01%
Estonian	1	0.01%
Greek (Cyprus)	1	0.01%
Ilokano	1	0.01%
Kisi (West Africa)	1	0.01%
Kurdish (Kurmanji)	1	0.01%
Lusoga	1	0.01%
Malay/Indonesian	1	0.01%
Malay (any other)	1	0.01%
Mauritian/Seychelles Creole	1	0.01%
Ndebele (Zimbabwe)	1	0.01%
Romani (International)	1	0.01%
Sotho/Sesotho	1	0.01%
Tiv	1	0.01%
Berber/Tamazight (any other)	1	0.01%
Uzbek	1	0.01%
Venda	1	0.01%
Xhosa	1	0.01%
Zulu	1	0.01%
14808	100.00%	

Appendix D:

EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 September 2020 (Countries A-K)

Hertfordshire Districts and Borough comparisons

	Total	Austria	Belgium	Bulgaria	Croatia	Cyprus	Czech Republic	Denmark	Estonia	Finland	France	Germany	Greece	Hungary	Iceland	Ireland	Italy
Broxbourne	7,300	30	30	480	*	80	40	20	10	*	130	100	150	220	0	10	1,350
Dacorum	8,060	30	90	460	*	10	100	50	20	20	270	240	150	320	*	*	710
East Hertfordshire	7,180	30	30	350	20	30	110	40	30	30	270	240	220	270	10	10	1,180
Hertsmere	8,770	30	80	370	20	50	100	30	20	30	280	220	220	320	*	10	580
North Hertfordshire	4,200	10	40	160	*	20	50	40	20	30	300	210	90	160	*	10	640
East of London St Albans	7,280	40	90	270	30	30	120	70	20	70	460	360	350	300	*	20	990
St Albans Stevenage	4,950	20	40	230	40	20	50	*	*	*	130	170	70	240	0	*	310
Three Rivers	4,450	20	20	170	10	*	40	30	*	30	170	130	50	110	*	*	270
Watford	13,310	30	100	650	20	10	110	40	30	30	370	270	240	590	*	*	1,210
Welwyn Hatfield	9,590	20	80	400	30	60	90	40	20	30	180	190	230	670	*	*	600

* = 1 to 9

EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 September 2020 (Countries L-R)

Hertfordshire Districts and Borough comparisons

		Latvia	Liechtenstein	Lithuania	Luxembourg	Malta	Netherlands	Norway	Poland	Portugal	Romania
Broxbourne	7,300	140	0	520	*	*	60	*	1,520	240	1,560
Dacorum	8,060	130	0	250	*	10	150	20	1,220	350	2,490
East Hertfordshire	7,180	70	0	180	*	*	140	20	1,200	790	1,030
Hertsmere	8,770	60	0	220	0	20	170	10	1,050	440	3,500
North Hertfordshire	4,200	60	0	170	0	*	110	10	760	170	510
St Albans	7,280	50	0	140	*	10	190	30	1,010	420	860
Stevenage	4,950	80	0	180	0	0	80	*	1,140	190	1,400
Three Rivers	4,450	40	0	180	*	*	80	20	560	830	1,200
Watford	13,310	120	0	270	10	10	240	20	2,080	1,130	4,040
Welwyn Hatfield	9,590	100	0	290	*	10	130	20	2,130	490	2,880

EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 September 2020 (Countries S - Z)

Hertfordshire Districts and Borough comparisons

		Slovakia	Slovenia	Spain	Sweden	Switzerland	Non-EEA
Broxbourne	7,300	60	*	200	30	*	290
Dacorum	8,060	150	*	310	60	20	440
East Hertfordshire	7,180	90	10	490	70	30	210
Hertsmere	8,770	200	*	260	60	*	420
North Hertfordshire	4,200	80	*	260	70	20	190
St Albans	7,280	150	*	710	100	40	320
Stevenage	4,950	100	*	190	20	10	210
Three Rivers	4,450	70	*	140	60	20	160
Watford	13,310	150	10	560	100	*	860
Welwyn Hatfield	9,590	160	*	280	60	20	380

* = 1 to 9

Appendix E:

Watford Borough Council – Staff profile

1. Race

Ethnic Origin Description	No of Employees 2019/20	% of Employees 2019/2020	% of Employees 2018/19	% of local population (Census 2011)
Asian British: Bangladeshi	1	0.46%	0.45%	0.40%
Asian British: Indian	14	6.42%	5.91%	5.50%
Asian British: Other	2	0.92%	0.91%	4.40%
Asian British: Pakistani	1	0.46%	0.45%	6.70%
Black British: African	4	1.83%	1.82%	3.50%
Black British: Caribbean	1	0.46%	0.45%	1.70%
Black British: Other	3	1.38%	1.36%	0.60%
Mixed: White & Black Caribbean	2	0.92%	0.91%	3.40%
Other Ethnic Group	0	0.00%	0.00%	0.00%
White: British	88	40.37%	42.27%	61.90%
White: Irish	6	2.75%	2.27%	2.30%
White: Other	8	3.67%	3.18%	7.70%
Prefer not to say / not stated	88	40.37%	40.00%	0.00%
Total	218	100.00%	100.00%	

BAME	2019/20		2018/19	
	Total Employees (Headcount)	% of Employees	Total Employees (Headcount)	% of Employees
Yes	28	12.84%	27	12.27%
No	102	46.79%	105	47.73%
Prefer not to say / Not stated	88	40.37%	88	40.00%
Total	218	100.00%	220	100.00%

2. Sex

Gender	Total no of employees	% of employees
Female	128 (129)	58.72% (58.64%)
Male	90 (91)	41.28% (41.36%)
Total	218 (220)	100.00%

3. Disability

Disability	Total no of employees	% of employees
No	48 (50)	22.02% (22.73%)
Yes	6 (4)	2.75% (1.82%)
Not Stated	164 (166)	75.23% (75.45%)
Total	218 (220)	100.00%

4. Age

Age Group	Number of employees	% of employees	% of local population (from mid-2016 population estimates)
29 and under	20 (22)	9.17% (10.00%)	38.95% (38.95%)
30 – 39	41 (44)	18.81% (20.00%)	17.56% (17.56%)
40 – 49	61 (63)	27.98% (28.64%)	14.57% (14.57%)
50 – 59	68 (69)	31.19% (31.36 %)	11.67% (11.67%)
60 – 64	24 (19)	11.01% (8.64%)	4.24% (4.24%)
65 +	4 (3)	1.83% (1.36%)	13.02% (13.02%)
Total	218	100.00%	

5. Sexual orientation

Sexual Orientation	No of employees	% of employees
Bisexual	1 (1)	0.46% (0.45%)
Gay Man	1(1)	0.46% (0.45%)
Gender Reassignment	0 (0)	0.00% (0.00%)
Heterosexual	83 (82)	38.07% (37.27%)
Lesbian / Gay Woman	1 (1)	0.46% (0.45%)
Not Stated	130 (133)	59.63% (60.45%)
Prefer not to say	2 (2)	0.92% (0.91%)
Total	218	100.00%