



CABINET

Monday, 19th January, 2015

7.00 pm

Town Hall Watford

Publication date: 9 January 2015

CONTACT

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Welcome to this meeting. We hope you find these notes useful.

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CABINET MEMBERSHIP

Mayor	D Thornhill	(Chair)
Councillor	D Scudder	(Deputy Mayor)
Councillors	K Crout, S Johnson, I Sharpe and M Watkin	

AGENDA

PART A - OPEN TO THE PUBLIC

1. APOLOGIES FOR ABSENCE

2. DISCLOSURE OF INTEREST (IF ANY)

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 1 December 2014 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

(All minutes are available on the Council's [website](#).)

4. CONDUCT OF MEETING

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

5. WIFI CONNECTIVITY PROJECT - DELEGATION OF AUTHORITY TO PORTFOLIO HOLDER (Pages 1 - 2)

Report of Head of Regeneration and Development

6. ADOPTION OF A FINAL SPORTS FACILITIES STRATEGY FOR WATFORD FOR 2015-2025 (Pages 3 - 106)

A report of Environmental Services Client Manager (Parks and Streets)

7. PRIVATE RENTED SECTOR DISCHARGE POLICY (Pages 107 - 136)

Report of Housing Project Manager

8. HOUSING STORAGE POLICY (Pages 137 - 152)

Report of Housing Project Manager

9. FINANCIAL PLANNING - DRAFT REVENUE AND CAPITAL ESTIMATES 2015-18 AND THE TREASURY MANAGEMENT STRATEGY 2015-18 (Pages 153 - 248)

Report of the Director of Shared Services Finance

Please note that this report has been printed separately for Budget Panel on 15th January, Cabinet on 19th January and Council on 28th January. Members are reminded to take their copies to these meetings.

*PART A

Report to: Cabinet
Date of meeting: 19th January 2015
Report of: Jane Custance, Head of Regeneration and Development
Title: WiFi Connectivity Project – Delegation of Authority to Portfolio Holder

1.0 SUMMARY

1.1 The WiFi connectivity project was submitted to Cabinet on 1st December and the recommendation to proceed to procurement of a wireless concession contract was approved. It was proposed that the project be brought back to Cabinet for final approval following the procurement phase but before any contract is awarded. However the timeframe for procurement and the schedule for Cabinet meetings in Spring and early Summer do not align. Therefore this report recommends that authority be delegated to the Portfolio Holder to make the decision to award a contract, if a tender is deemed acceptable post evaluation and satisfactorily meets requirements.

2.0 RECOMMENDATIONS

2.1 The Portfolio Holder for Regeneration and Development is given the delegated authority to award the contract.

Contact Officer:

For further information on this report please contact: Cherie Norris, Economic Development Officer, 01923 278029 cherie.norris@watford.gov.uk

Report approved by: Jane Custance, Head of Regeneration and Development

3.0 DETAILED PROPOSAL

3.1 As outlined in the Cabinet report 1st December, much of the detail surrounding a wireless concession contract will be determined through the procurement phase, because the bidders will propose solutions based upon what they deem viable. Our ITT documentation will outline ours, and our partners aspirations for wireless connectivity across the town, (Watford Community Housing Trust, Town Centre

Partnership, Safer Watford, West Herts College), and bidders will respond with what they proposed to deliver based upon these aspirations. The evaluation process will focus on the quality of the solution (70%), including operational requirements, technical requirements and a high weighting towards coverage and customer experience, and also the commercial proposal (30%).

Once the evaluation and moderation panel have fully assessed the bids, a recommendation will be brought to the Portfolio Holder for a decision to award a contract.

4.0 **IMPLICATIONS**

4.1 **Financial**

4.2 There are no financial implications to delegating authority to the Portfolio Holder

4.1.1 There is no comment from the Director of Finance

4.2 **Legal Issues** (Monitoring Officer)

4.2.1 The Head of Democracy and Governance comments that the process for selecting a suitable contractor complies with the contract procedure rules.

4.3 **Equalities**

4.3.1 Not applicable in relation to this item

4.4 **Potential Risks**

	Potential Risk	Likelihood	Impact	Overall score
4.5	The Portfolio Holder is not provided with sufficient information to make the decision.	1	4	4
Those risks scoring 9 or above are considered significant and will need specific attention in project management. They will also be added to the service's Risk Register.				

Agenda Item 6

PART A

AGENDA

ITEM

Report to: Cabinet

Date of meeting: 19th January 2015

Report of: Environmental Services Client Manager (Parks and Streets)

Title: Adoption of a Final Sports Facilities Strategy for Watford for 2015-2025

1.0 SUMMARY

- 1.2 This report presents the final version of a Sports Facilities Strategy for Watford and contains a number of strategic goals as well as an action plan.
- 1.3 Progress has been considerable with a cross departmental working group established and engagement and consultation undertaken with a number of key stakeholders.
- 1.4 A report was presented to Cabinet in September 2014 with a Draft 10 year Strategy, which was approved for wider consultation. Consultation was carried out internally and externally and the feedback has been fed into the new FINAL strategy with an updated 10 year Action Plan to be adopted by January 2015. It is proposed that now wider public consultation has been completed on the draft Sports Facilities Strategy that Cabinet approve and formally adopt this new 10 year strategy.

2.0 RECOMMENDATIONS

- Cabinet is recommended to:
- 2.1 Approve the FINAL Sports Facilities Strategy
- 2.2 Receive regular updates on the Sports Facilities Strategy progress and Action Plan.

Contact Officer:

For further information on this report please contact: Paul Rabbitts,
Environmental Services Client Manager (Parks and Streets)
Telephone extension: 8250 Email: paul.rabbitts@watford.gov.uk

Report approved by: Lesley Palumbo, Head of Corporate Strategy and Client Services

3.0 DETAILED PROPOSAL

3.1 The Cabinet report of 1st September 2014 highlighted details in relation to the need for Watford to develop a Sports Facilities Strategy. Initially a detailed Sports Facilities Study was commissioned partly due to early objections to the Core Strategy pre-submission document from Sport England. It was also commissioned due to the overall lack of strategic direction for development of sports facilities across the Borough and to initially underpin the Sports Development Framework as well as provide the evidence base to develop a way forward for improving and enhancing sports facilities across the Borough.

This Sports Study was an important piece of work and:

- Identified shortcomings in existing provision;
- Provided information that could help the Borough Council, local schools and other sports facility providers manage their facilities more effectively;
- Identified local needs for more or better facilities and provided evidence to support investment in them and bids for external funding;
- Provided an evidence base to underpin the Council's planning policies in relation to sports provision; and
- Identified opportunities for potential cross-boundary working with adjacent councils

It also set out:

- A number of "guiding principles" for the Council and its key partners;
- Three long term "strategic goals" – in other words, what the Council intended to achieve, sometimes in the fairly long term;
- The key facility-related issues that the Council and its partners needed to tackle; and
- The specific actions that the Council and its partners intended to implement over the next decade

The findings from this Study were reported to cabinet in September 2014 and fed into a draft strategy which was presented to members for consideration and a recommendation to carry out further detailed consultation and engagement.

3.2 A number of presentations were made in June and July of 2014 highlighting and summarising the key issues facing sport both nationally and locally in Watford. They gave a mixed view of sport and highlighted those who were **thriving** or merely **surviving**. It was clear that we needed to look at the existing provision of sports facilities much more strategically and as a result of further engagement during September to December, with clubs, governing bodies and key stakeholders, a final 10 year strategy was developed and is now presented for final approval and adoption. The summary of consultation and engagement is attached as Appendix A. The final strategy is attached as Appendix B.

3.3 **Conclusions**

3.3.1 The final strategy considers a number of principles including the role of the council, clubs and governing bodies.

Taking all into consideration, this final 10 year Sports Facilities Strategy in essence sets out what the council intends to achieve over this period, setting a number of strategic priorities based on the evidence base collected in 2011 / 12 and later discussions and engagement throughout 2014. It now clearly sets out the roles and responsibilities of the Council and its partners / stakeholders to deliver this strategy.

In summary, this 10 year strategy sets out:-

- A number of “guiding principles” for the Council and its key partners;
- Three long term “strategic goals” – in other words, what the Council intends to achieve, sometimes in the fairly long term;
- The key facility-related issues that the Council and its partners need to tackle; and
- The specific actions that the Council and its partners intend to implement over the next decade

4.0 **IMPLICATIONS**

4.1 **Financial**

- 4.1.2 The Head of Strategic Finance comments that a considerable financial investment has been made over the past few years in upgrading our green spaces ‘offer’. This ability to invest ‘in the future health and well being of our community’ will be constrained as available local authority funding continues to reduce.

Any detailed Action Plan necessarily requires a financial commitment and, with the reductions in funding, the Action Plan for 2015-25 will need to recognise a longer delivery period. Alternative funding mechanisms such as government funding and partnerships will need to be further developed in order to make the Action Plan a reality.

Traditional funding through Section 106 capital receipts and the community infrastructure levy will be used wherever possible and this Sports Facilities Strategy will provide the evidence base to justify such investment.

4.2 **Legal Issues** (Monitoring Officer)

- 4.2.1 The Legal and Democratic Service Section Head comments that the legal implications are contained within the body of the strategy. Implementation of the results emanating from the Action Plan will require the execution of appropriate legal documentation (e.g. leases, contracts).

4.3 **Equalities**

- 4.3.1 An initial Equality Impact Analysis has been undertaken on the strategy. See Appendix C.

4.4 **Risk**

- 4.4.1 The Environmental Services Client team will develop a detailed risk register for the delivery of the Sports Facilities Strategy and Action Plan which will set out all the current risks and identifies the mitigating actions needed to manage the risks. This will continue to be monitored and updated throughout the life of the Strategy.

Potential Risk	Likelihood	Impact	Overall score
Unable to secure capital funding	2	4	8
Changes in policy locally and nationally	1	2	2
Staff pressures and lack of resources to deliver	2	4	8

4.5 **Staffing**

- 4.5.1 The responsibility for delivery and management of the Sports Facilities Strategy with Action Plan rests with Corporate Strategy and Client Services but working in partnership across the Council and with a range of partners identified within the strategy. The delivery of the Strategy will be monitored by the Environmental Services Client Manager (Parks and Streets).

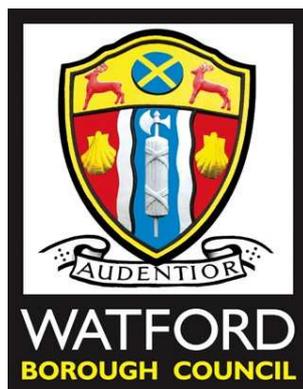
Background Papers:

Appendix A: Engagement and Consultation Report

Appendix B: A Sports Facilities Strategy for Watford 2015-2025

Appendix: C: Equality Impact Analysis

File Reference: None



Watford Borough Council

Sports Facilities Strategy

Engagement and Consultation Report

Prepared by Kathryn Robson, Partnerships and Performance - November 2014

SPORTS FACILITIES STRATEGY

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1.0 PROJECT OVERVIEW

Engagement and consultation

1.1 During autumn 2014, Watford Borough Council undertook engagement and consultation with a range of stakeholders to ascertain their views on its draft Sports Facilities Strategy 2015-2025.

The approach took three main forms:

- Engaging face to face through a specially arranged event for which invitations were sent to around 200 local sports clubs, groups and organisations as well to regional and national sports bodies (see Appendix I). An open invitation was also publicised to the Watford community (see Appendix II).
- Consulting through an online survey
- Inviting individual feedback from any club, group, organisation or individual who wished to make representations

The event

1.2 The event was held on 20 October 2014 at Watford Football Club. It ran from 6.30-9.00pm. It was arranged and managed by Watford Borough Council officers and supported by Cabinet member, Councillor Keith Crout who attended on the night and was able to provide the attendees with an overview of the importance of sport and leisure to the borough and the context for the new Sports Facilities Strategy.

1.3 45 people attended the event from a range of local sports clubs, groups and organisations. All were encouraged to participate and share their views (see format of event below) and an extremely good level of discussion and networking was achieved.

1.4 The format of the event comprised:

- **Welcome and context setting**
Councillor Keith Crout
- **Presentation on the draft Sports Facilities Strategy**
Paul Rabbitts - Environmental Services Client Manager - Parks & Streets
- **Round table discussions on issues identified in the Strategy + 'any other areas to raise'**
Facilitated tables (x 4) and feedback captured by facilitator

Table 1: Artificial Turf

Paul Rabbitts - Environmental Services Client Manager - Parks & Streets

Table 2: Sports Facilities Strategy - strategic goals

Caroline Roche - Sports Development Officer + Kathryn Robson - Partnerships & Performance

Table 3: Strategic Sports Sites (x4)

Lesley Palumbo - Head of Corporate Strategy + Client Services

Table 4: Any other areas to raise
Alan Gough - Head of Community & Customer Service

- 1.5 The roundtable discussion information boards are annexed as Appendix III.
- 1.6 An overview of the feedback from the event is detailed in section 3.0.

The survey

- 1.7 A survey to support the engagement on the draft Sports Facilities Strategy was developed in-house and made available through surveymonkey software. The survey comprised 23 questions and included both quantitative and qualitative questions.
- 1.8 The survey was in field from 1 October 2014 to 3 November 2014.

Response rate

- 1.9 49 responses were received.

Results

- 1.10 The survey results are reported in section 4.0.

Individual representations

- 1.11 Some organisations preferred to present their feedback for consideration in their own format. This is detailed in section 5.0

Comments and actions arising

- 1.12 An overview was taken of the individual comments made on the Strategy and actions arising have been documented in this section

2.0 Executive Summary

- 2.1 Overall, the engagement and consultation conducted on the draft Sports Facilities Strategy generated a high degree of endorsement for the strategy and what it is trying to achieve for the borough. This is evidenced by both the feedback from the engagement event and the online survey responses.
- 2.2 However, the engagement and consultation also identified a range of issues for consideration before the final Strategy is submitted for approval. People raised very similar issues through both the face to face engagement and the online survey, which both reinforces the importance of these areas to stakeholders and that the strategy would be strengthened by addressing the feedback as far as possible
- 2.3 Some of the issues raised are relatively straight forward, such as wording in the strategy and information that has been omitted or needs updating. Other areas raised require more in-depth consideration as they highlight where the strategy could be clearer on certain elements or where stakeholders feel issues have not been addressed. This is particularly the case in relation to the action plan as this identifies the actions emerging from the strategy and commits to delivery of outcomes.
- 2.4 **Areas of positive feedback include:**
- Artificial turf (3G) pitches: undoubtedly a need for more across the borough – the demand is there and they would facilitate better all year round use of facilities
 - Strategic goals: are the right ones to underpin improvement to sports facilities – they cover the right areas and address current issues – improving quality is vital
 - Strategic sports sites: are the right concept for Watford – bring together a better critical mass of sporting activity, which will be more influential and able to achieve greater investment and successful funding opportunities
 - Improved partnership / joint working: ensuring future success (if not survival) requires clubs / organisations to work together more effectively and this is recognised in the strategy
 - Support discussions with national / regional / county bodies: the strategy provides the framework to enable discussions to take place
- 2.4 **Areas to improve in the Strategy or that will require future consideration include:**
- Review strategic goal 3 so that it is clearer and to aid better understanding
 - Access to and from the sites (including parking/public transports) needs addressing
 - New forms of sports / activities are not sufficiently covered / too much emphasis on traditional sports – this would include how emerging sports / activities might be accommodated through the strategic sites in future
 - However, the above was counter-balanced by those who felt the new formats of sports might be promoted to the detriment of traditional formats
 - How would the competing demands for facilities on a site be managed and how would governance work – who would have the final say on areas such as bookings / managing the social elements of the site

- Not sufficient detail on how the multi-sports approach might be achieved – what does it mean exactly and how would these sports be brought together in practice
- Importance of volunteers (including coaches) not addressed – intrinsically linked to the success of the sites or else they could sit unused – possibly a key reason why some clubs are struggling
- Clarify what is meant by inclusive sports in the strategy
- Ensuring affordability for clubs - new facilities that are far more expensive will not help the majority of clubs
- Managing leases with the council
- Communication and promotion of facilities (including what is available where)
- More engagement would be needed in advance of any further planning of the sites

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3.0 Event Engagement

3.1 Following a presentation on the draft Sports Facilities Strategy, attendees at the event were invited to share their views through participation in round table discussions on four areas:

- 1 **Artificial Turf**
- 2: **Strategic goals**
- 3: **Strategic Sports Sites (x4)**
- 4: **Any other areas to raise**

Artificial Turf

- 3.2 There was general agreement that artificial turf would be well-used in Watford as they provide better 'weather proofing' than grass pitches. Many clubs experienced the cancellation of games / matches and training sessions due to water logged pitches etc. There were concerns expressed as to the affordability of the pitches in so far as the hiring price might exclude smaller clubs - with an acknowledgement that the investment required to deliver an artificial turf pitch would need to be recouped. Grass pitches are affordable and affordability appears to be a barrier to participation for some clubs / teams - even the cost of playing on grass pitch is an issue for some sports / leagues.
- 3.3 Whilst cost might be an issue, the feedback indicated that there would be demand for artificial surfaces but there was concern as to how they might accommodate all the different requirements of the clubs / organisations in the borough. They clearly need to provide a facility for more than football and ensuring fair access might also prove to be a barrier

Strategic goals

- 3.4 A number of issues were raised under this area of discussion.
- 3.5 **Strategic goal 1 (strategic sports sites):** Costs were again raised as an area of concern. The concerns reiterated the issue of whether clubs would be able to afford what was anticipated to be increased costs for hiring new artificial / 3G pitches. Current experience (e.g. Power League) indicated that there would be a significant increase in hiring cost over grass surfaces which would prove prohibitive to smaller clubs with fewer members or ones catering for young people. Cost discussions also covered issues regarding investment and funding and where this might come from. Some clubs / organisations struggle with accessing funding - either identifying opportunities or having the skills / experience to complete applications. This could prove a barrier to long-term sustainability. Attendees also questioned the level of investment required to deliver the strategic sites and the maintenance costs - who would be expected to cover these on an ongoing basis.
- 3.6 All those engaging in the discussions acknowledged the importance of the social aspect of sport participation and the need to support this through good quality facilities. Not only do good social facilities bring in additional revenue but they also support the networking that is essential to clubs thriving. Social aspects of sports clubs / organisation can be difficult to manage - membership can offer a solution - so this would need to be explored at any strategic sport site.
- 3.7 Even the more well-established clubs / groups / organisations acknowledged that encouraging membership is an ongoing challenge. All agreed poor facilities are a barrier to attracting and retaining new members (examples were given of people having to change in

cars / shower at home) and to recruiting volunteers (many youth teams are reliant on parents as there isn't a lot to attract others).

- 3.8 Therefore, the aim of the strategic goals to improve facilities in Watford was welcomed. There was general agreement that facilities are 'worn out' and many in need of refurbishment e.g. the astro turf at Woodside.
- 3.9 **Strategic goal 2 (multi-sports clubs):** The idea of multi-sport clubs raised issues as many felt they could result in a loss of identity for clubs / organisations that had been built up and worked hard for over the years. Smaller clubs questioned what would prevent larger clubs / organisations dominating the strategic sites - how would equal access be assured and who would set governance of the sites. The issue of larger clubs having more to gain from the Sports Facilities Strategy was raised and consideration of whether the strategy is more geared towards these larger clubs than the range of smaller clubs / groups - particularly those who prefer a more informal organisational structure / governance.
- 3.10 People felt there was not a great deal of detail within the strategy as to how the decision on what sports / activities would take place at which sites would be made although people did recognise that some sites already had 'specialities' e.g. cricket at Woodside / rugby at Cassiobury and River Colne. However, more information how other sports might be added – including more minority sports or emerging ones – would be of benefit.
- 3.11 **Strategic goal 3 (new forms of provision for traditional sports & peak usage):** 'Peaking' was acknowledged as a problem but there were a number of factors why this would prove hard to improve. Schools dictate participation in sports on Saturdays (i.e. young people are expected to play for their school on a Saturday) and the lack of floodlighting currently prevents evening use on many sites - with this there might be more mid-week demand. It was felt that schools could offer greater opportunities for shared facilities than at present but they are not always a cheaper alternative (costs of school hire can be high). Links to schools are important as facilities may be underused or insufficient and they could give access to youth opportunities. It was suggested that there might be value in mapping schools and layering with sports facilities to understand the extent of the Watford offer (and probably a little beyond e.g. Queens) and level of current investment.
- 3.12 New forms of traditional sports are already embraced by local clubs but it can mean current facilities are not always appropriate or meet the requirements of national bodies

Strategic sports sites

- 3.11 Overall, there was broad agreement for the concept of strategic sports sites. People thought that the geographical location made sense but there was acknowledgement that green belt and planning issues would need to be addressed if all four sites are to be delivered. Additionally, there was agreement that the concept would probably be the most effective way of ensuring the long-term quality of pitches but there were comments that this also needed to be addressed in the short.
- 3.12 Whilst the four strategic sport sites have been identified within the strategy, there were discussions as to what might happen to current facilities not referred to in the strategy as they are not located within the strategic sites. This was of particular concern to those clubs / organisations that are based / use alternative sites within the borough. This could be better expressed within the strategy.
- 3.13 Ongoing management of the sites was discussed - particularly if this was to be outsourced to a private sector company. The needs of clubs / organisations should be identified in any contract / partnering with the private sector.

- 3.14 Discussions on the sites extended to identifying and making the most of partnering opportunities - the sites alone will not address all current issues. This could be with other council's, schools, public health or involve a range of clubs / organisations coming together to meet their own and wider needs. A suggestion was made about sport specific forums so that issues could be addressed in advance of the development of any strategic sites.
- 3.15 Parking and access would be critical to the strategic sites as would storage opportunities.
- 3.16 Opportunities were identified for all four sites in terms of improving facilities, accessing funding and more collaborative working. Current successes for the multi-sports facility approach were identified e.g. West Herts Sports Clubs brings together a variety of sports and activities on one site

Any other issues

- 3.17 A number of clubs fed back specific issues they were currently experiencing and these have been passed to the relevant organisations as appropriate (e.g. SLM / Veolia).
- 3.18 It was pointed out that some sports e.g. running and martial arts had not been identified in the strategy. Martial arts as a whole is a significant area of sports activity in the borough and a suggestion was made on supporting the creation of a Martial Arts Forum for Watford, which could help raise the profile of this area and support better marketing etc. In terms of running, it was felt that this should be included given the use of outdoor areas and the potential link to facilities such as for meetings / social events.
- 3.19 Leases were raised as an issue by a number of attendees and it was felt the council could be doing more in this area to support clubs.

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4.0 SURVEY FEEDBACK

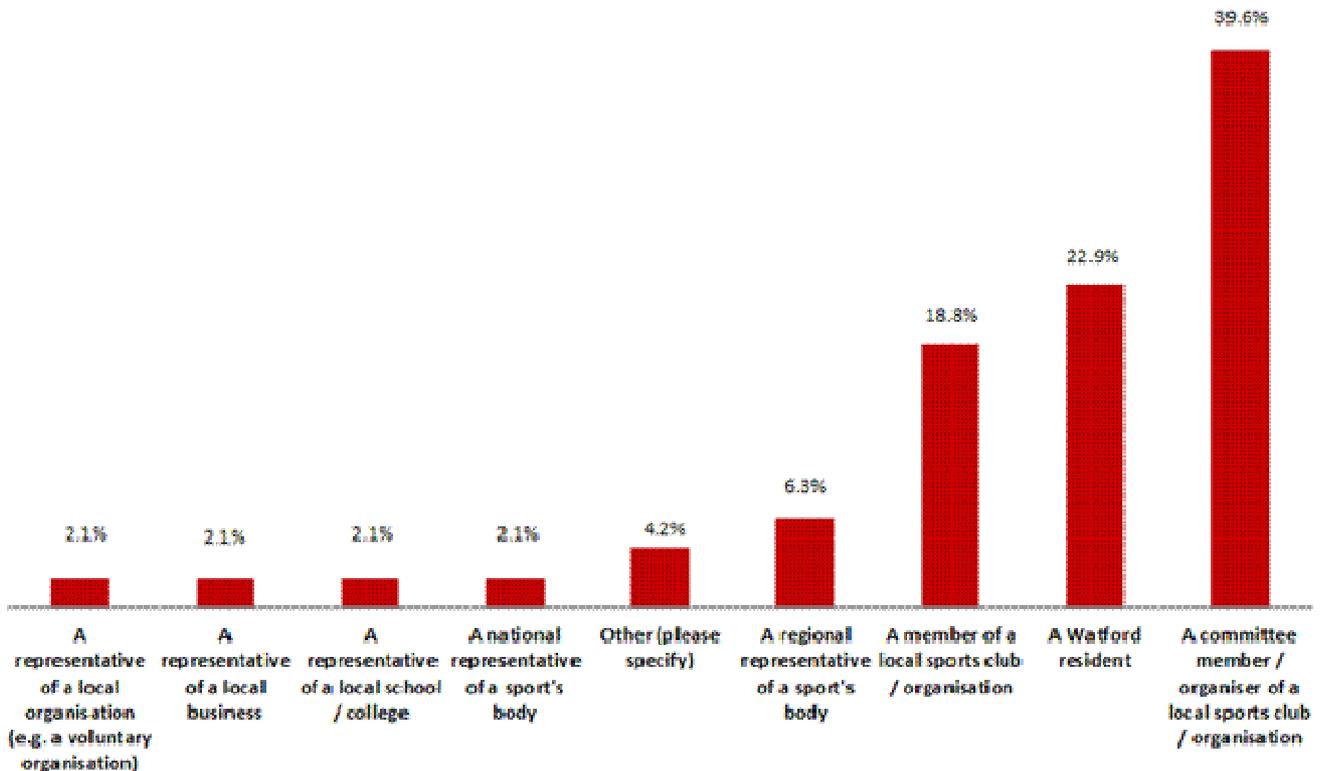
4.1 The Sports Facilities Strategy survey comprised 23 questions.

Respondents' profile

4.2 The first question in the survey asked respondents in what capacity they were answering survey. This was important as the invitation to take part in the survey extended to a range of stakeholders and, for some questions, it would be useful to understand the perspective from which people were answering.

4.3 The majority of respondents (just under 40%) were associated with a local sports club or organisation and identified themselves as involved in running the club or organisation in some capacity. The next largest category was Watford residents.

Q1: It would be helpful to understand the capacity in which you are responding to this consultation. Please select the MAIN capacity in which you are responding



Base respondents: 49

Questions 2 - 7 - additional details on capacity in which people were responding

4.4 Where relevant, respondents were then asked to provide additional information regarding the club / group / organisation they were associated with. This provides an overview of the range of sports / activities represented by the survey responses.

Sports represented include:

- Hockey
- Tennis
- Cricket
- Football

- Rugby
- Golf
- Table Tennis
- American Football
- Bowls
- Cycling
- Volleyball

4.5 In addition, a number of organisations, local schools and businesses (with a sports related interest) responded to the survey. These included: Watford Community Housing Trust, Herts FA, Herts Sports Partnership, Herts LTA and Hertfordshire Cricket League.

Strategic goals

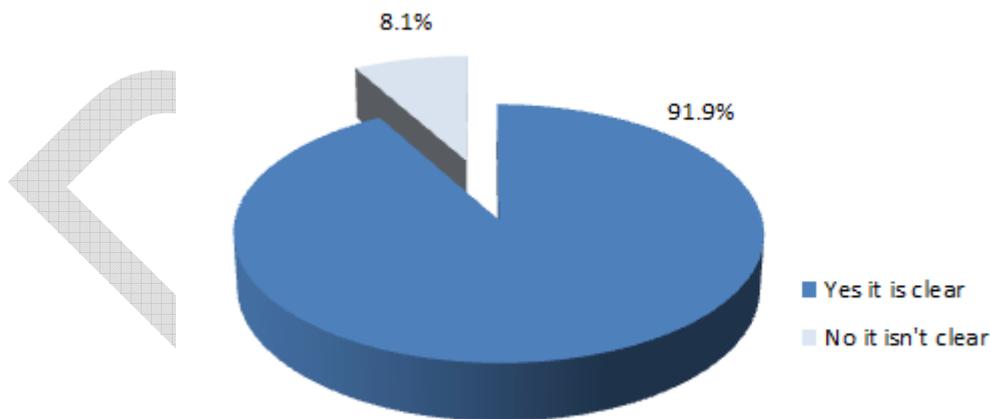
4.6 The next set of questions considered the strategic goals outlined in the Sports Facilities Strategy.

4.7 Strategic goal 1 is set out within the strategy as:

To ensure that Watford has a network of accessible, high quality, high capacity, well maintained, well used and financially and environmentally sustainable sports facilities, capable of accommodating local demand, complemented by good quality changing and social accommodation, on a limited number of strategically located sites – known as “Strategic Sports Sites

4.8 Question 8 asked whether respondents felt this strategic goal was clear: over nine in ten people said it is clear although some respondents felt it could be improved by breaking into more than one sentence (responses to Question 9).

Q8: Strategic goal 1: Is this goal clear?



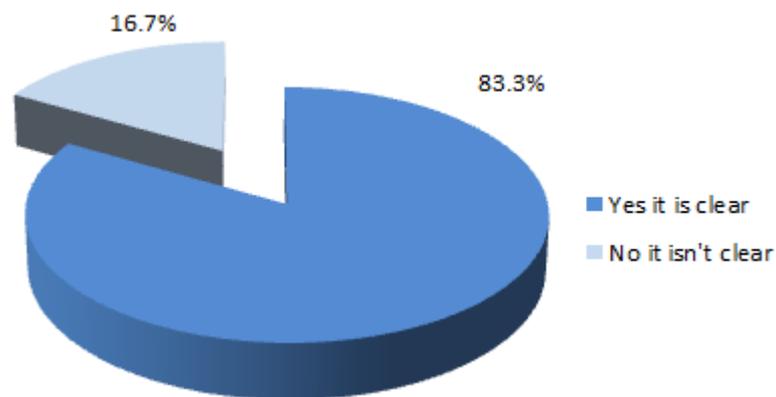
4.9 Strategic goal 2 is set out within the strategy as:

To promote the development of financially sustainable multi-sport clubs offering inclusive opportunities for players of all ages and abilities and both sexes

4.10 Question 10 asked whether respondents felt this strategic goal was clear: the majority felt it is clear but there were a number who felt it could be improved by providing greater explanation of what multi-sports clubs might entail. There was concern expressed about the loss of identity of individual sports clubs if a 'multi-sports' club approach were championed and

implemented (responses to Question 11).

Q10: Strategic goal 2: Is this goal clear?

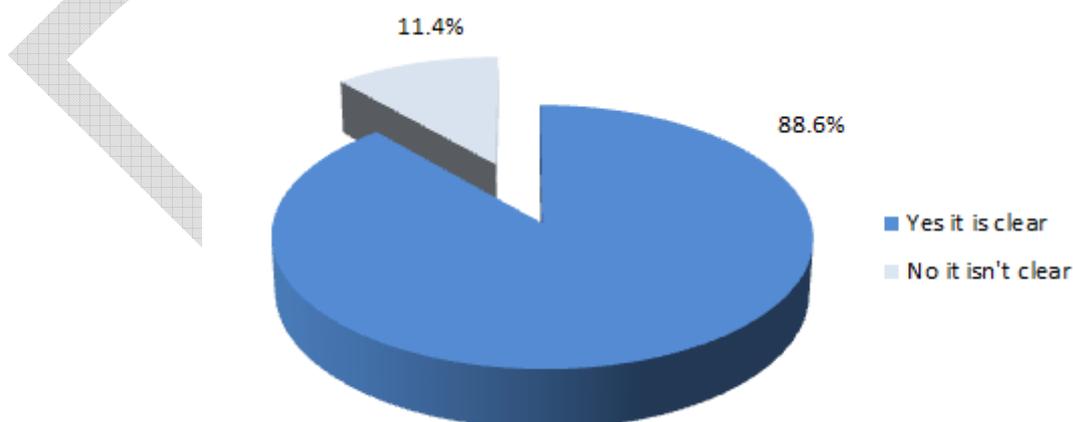


4.11 Strategic goal 3 is set out within the strategy as:

To develop new forms of provision for traditional sports in partnership with their governing bodies, in order to attract new participants and encourage past participants to return to their former sport, promote more mid-week participation and reduce the peaking of demand for pitches and other facilities at the weekend, particularly Sunday mornings

4.12 Question 12 asked whether respondents felt this strategic goal was clear: nearly nine in ten people said it was clear although some respondents felt it did cover two distinct ambitions - the introduction of different sport formats and reduction in demand at the weekend. Another comment said if participation equated to playing the sport or whether coaching / running a club might also be covered. There were comments as to Sunday morning being the time that people have free to participate in sporting activities.

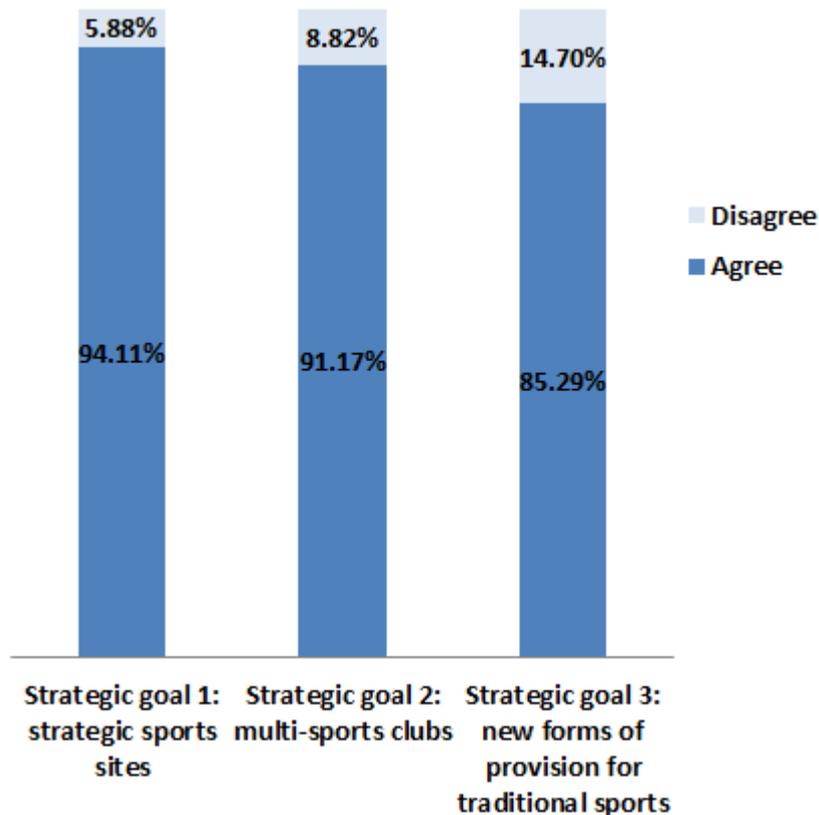
Q12: Strategic goal 3: Is this goal clear?



4.13 Respondents were then asked, overall, if they agreed or disagreed with the three strategic goals (**Question 13**).

There was general agreement with the goals - although less so with strategic goal 3.

Q14: And thinking about the 3 strategic goals, how far do you agree that they are the right goals to underpin the future of sports facilities in the borough?



4.14 Comments relating to the strategic goals covered a wide range of areas including:

- how the mix of traditional sports and new forms of sports could be achieved successfully
- how to ensure that multi-sports sites remain so and are not dominated by one sport and/or club
- the need for governing bodies active support and endorsement
- the delivery of the goals is underpinned by good quality, local sports coaches and people able to manage clubs and, if necessary, facilities
- governance arrangements for the sites
- the impact on other facilities not within the strategic sites
- good quality facilities are critical to attracting participants
- how will delivery be secured

Strategic sports sites

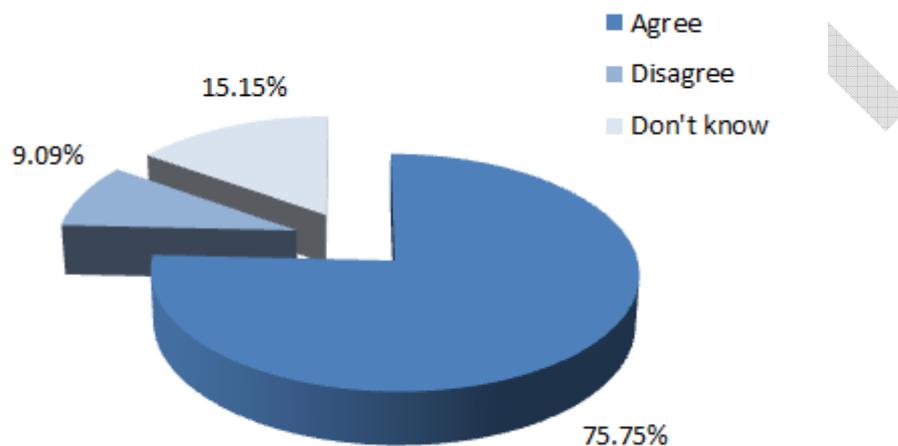
4.15 The survey invited feedback on the proposal for four strategic sports sites in Watford. These were outlined in the survey as defined in the Sports Facilities Strategy:

- **River Colne (EAST)**
(incorporating Radlett Road Playing Fields / Knutsford Playing Fields / Watford RUFC / Glen Rovers GAA / Top Golf – The Colne River Park)
- **Cassiobury site (WEST)**
(incorporating Fullarians RFC / Sun Postal FC / Watford Grammar School / Herts Bowls / West Herts Hockey)

- **Holywell (SOUTH)**
(incorporating King George V Playing Fields, W3RT/ Watford Cycle Hub / Schools / Football / Cricket)
- **Woodside (NORTH)**
(incorporating Woodside Playing Fields, Leisure Centre / SLM / WTCC / Bowls – Indoor and outdoor / Football / Cricket / Boxing / Schools)

4.16 There was general agreement with the principle of the proposed four strategic sports sites for Watford with just over three quarter of respondents saying that they agreed.

Q.16: Do you agree or disagree with the principle of the proposed four strategic sports sites in Watford?



4.17 Those that agreed with the proposal for the four strategic sites cited the following reasons (Q17)

- The sites would bring activities and facilities together to create a stronger and more resilient 'mass' – this in turn would achieve greater influence in terms of investment and funding
- The sites have capacity for future development opportunities
- The sites build on existing networks and activities
- Geographically they make sense in terms of the borough – providing access is straight forward and parking provision is addressed

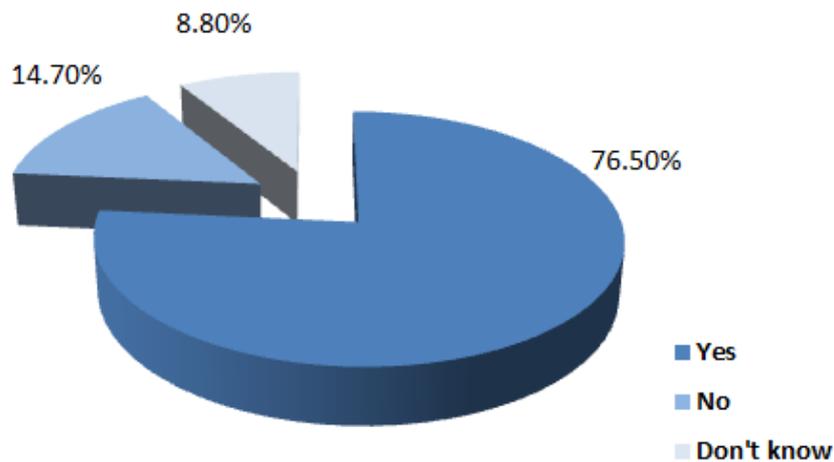
4.18 Those that did not agree with the proposal for the four strategic sites cited one main area of concern (Q18), which related to the potential loss of other facilities / amenities that are not located at these sites.

Artificial turf

4.19 The Sports Facilities Strategy identifies artificial turf as an integral to the success of its strategic goals. The survey asked people their views on artificial turf - also know as 3G pitches (third generation pitches).

4.20 Over three quarters of respondents agree that artificial turf was important to the borough and the four strategic sites

Q20: Do you think the strategy is right to identify artificial turf pitches (such as 3G) as important for the borough and, therefore, the identified strategic sites



4.21 The benefits of artificial turf / 3G overall were identified by respondents as:

4.22 Respondents also identified where there thought artificial turf / 3G would be of specific benefit to their sports club / organisation:

Final comments

4.24 The final question in the survey invited people to give their comments on the Sports Facilities Strategy overall. Twenty two comments were received.

4.25 Again, there was general approval for the strategy and its ambitions for Watford. The following areas were raised:

Areas strategy should consider addressing;

- access to the sites, transport and parking
- better communications and promotion so that people are aware of what is going on and where
- what will happen to other sites not on the strategic sites identified
- future proofing the strategy so that new / emerging sports can be accommodated if and when necessary
- ensuring new facilities do not 'price' out either clubs or individuals
- further engagement needed as plans emerge
- timescales for the action plan
- how can investment be realised both for the sites and for clubs looking for funding
- clearer explanation of link to green belt / planning policies for the borough

- reliance of clubs / organisations on volunteers including for coaching and how this might be supported through the strategic sites

5.0 INDIVIDUAL REPRESENTATIONS

- 5.1 A comprehensive representation was received from Sports England, which assessed the Strategy in detail and raised a number of points for consideration before the draft is finalised.
- 5.2 Individual feedback was also received from Watford and Three Rivers Trust (W3RT) in conjunction with Watford Cycle Hub. This feedback presented consideration for future options at the Holywell site and is being taken forward as part of the next phase of action planning when more site specific discussions take place.

6.0 ACTIONS ARISING

- 6.1 From the feedback received, the following table has been collated to highlight some of the areas raised through the consultation and engagement and the actions arising.

DRAFT

Overview of consultation and engagement feedback on draft Strategy: November 2014

Issue raised		Consideration	Action
1	WHGC has over 750 members with over 6000 visitors and is not mentioned	Inclusion of the WHGC in the SFS in relevant sections.	Done
2	Herts Bowls Club: has indoor and outdoor bowls facilities	Amend SFS to show this	Done
3	Explore including bowls in long term action plan	Added in to support bowls across the Borough at strategic sites as well as at Satellite sites	Done
4	3G costings	Amend figure in SFS for cost of 3G	Done
5	Price of pitch hire	Amend figure in SFS to reflect most up to date price	Done
6	Sun Postal grass football pitch is floodlit	Amend text in SFS to reflect this	Done
7	Cycling provision needs further exploration	Cycling is considered within the SFS and new opportunities are identified for broadening appeal through the BMX work. Further work will be needed to explore this area further as part of the more detailed action planning.	Continue to liaise with Watford Cycle Hub to explore future opportunities.
8	Strategic sites acting as a hub supported by 'spokes' – other facilities	How to identify and reference additional sports facilities not within the strategic sports sites areas.	These are referenced as 'satellites' and acknowledgement made as to developing action plans for key satellite sites.
9	Reference to funding needed	Include a 'Funding' section to the SFA	Done
10	Promotion of new sites to ensure success	How to ensure people know sites exist and what facilities they offer.	To be considered within future action planning as sites come forward and plans develop.
11	Parking / access issues	Need to consider this as part of the planning for the new strategic sites	Parking will be a key feature of any masterplan developed for the strategic sites as will accessibility overall (also recognised in the Equality Impact Analysis on the SFS)

Issue raised	Consideration	Action
12	Sports management's importance to the delivery of good quality sports activities	Important to ensure improved facilities are supported by effective sports management and development.
13	Affordability of new facilities – concern new facilities would mean higher costs to clubs	How can sites be profitable whilst ensuring cost is not a barrier.
14	Need for on-going engagement as SFS is delivered	The SFS generated a good level of feedback and engagement and began to build the relationships that will be important to the effective delivery of the Strategy.
15	Funding opportunities – including joint bids	How can these be identified and support given to applications.
16	Importance of leases to clubs (particularly in relation to bidding for funding)	The length and timing of releases was raised as an issue by clubs in terms of their future planning.
17	Link to Green Belt	Three of the four strategic sites have some overlap with the borough's Green Belt. This might limit what could be achieved at the sites in terms of reconfiguration of facilities etc.
		Whilst sports development is not within the scope of the SFS, the council ensures that the necessary liaison and synergy is in place and the sports development team is an active member of the SFS project team.
		Also raised within Equality Impact Analysis. At this stage it is impossible to assess this area but it has been noted as a consideration for future planning.
		Watford BC to ensure engagement is an on-going process and key areas are identified for engagement as the Strategy is delivered.
		Watford BC is exploring ways to ensure Watford is making the most of funding opportunities available and will share this in the new year.
		Watford BC to follow up where this has been highlighted
		Local Plan Part 2 is looking at Green Belt issues and there is effective liaison between Planning Policy and the SFS project team to ensure issues are highlighted and awareness raised.

Appendix I: Sports Facilities Strategy Survey

Watford BC: Sports Facilities Strategy: 2014

Share your views on the draft Sports Facilities Strategy for Watford 2015-2...

Watford Borough Council welcomes your views on the draft Sports Facilities Strategy for Watford 2015-2025.

Over the last few months, we have been developing the draft strategy and have already engaged with a number of local sports clubs and organisations on its emerging findings and recommendations.

Now we want to hear what you think.

Please take some time to complete this survey - it should take about 10 - 15 minutes.

You will need to have read the draft strategy to answer the survey. You can find a copy [here](#)

The consultation will be open until **27 October 2014**

If you have any questions on the strategy or on the consultation please contact Kathryn Robson on kathryn.robson@watford.gov.uk

Share your views on the draft Sports Facilities Strategy for Watford 2015-2...

As well as this survey, we are holding a **special engagement event** for people to find out more about the Strategy and share their views:

- **Date: 20 October 2014**
- **Time: 6.30pm to 9.00pm**
- **Venue: Elton John Suite, Watford Football Club**

If you are interested in attending or would like further information please contact:

Kathryn Robson on: 01923 278077 or email kathryn.robson@watford.gov.uk

It would be helpful to understand the capacity in which you are responding to this consultation. **Please select the MAIN capacity in which you are responding**

Watford BC: Sports Facilities Strategy: 2014

1. I am:

- A Watford resident
 - A member of a local sports club / organisation
 - A committee member / organiser of a local sports club / organisation
 - A representative of a local organisation (e.g. a voluntary organisation)
 - A representative of a local business
 - Other (please specify)
-

- A representative of a local school / college
- A regional representative of a sport's body
- A national representative of a sport's body
- A councillor

2. Please let us know which sports club / organisation, etc you belong to. If you belong to more than one, please write in all that apply

- Club / organisation 1:
- Club / organisation 2:
- Club / organisation 3:
- Club / organisation 4:
- Club / organisation 5:

3. Please let us know with which local organisation you are associated.

4. Please let us know with which business you are associated.

5. Please let us know with which school / college you are associated.

6. Please let us know with which regional sports body you are associated.

Watford BC: Sports Facilities Strategy: 2014

7. Please let us know with which national sports body you are associated.

Sports Facilities Strategy: Strategic goals

The draft strategy proposes **three** strategic goals - [see pages 25 & 26](#).

These goals are a vital part of the strategy and so it is important that they are explained clearly and in a way that supports your understanding of what they mean for sports facilities in Watford. Please tell us what you think of the strategic goals.

Sports Facilities Strategy: Strategic goals

8. Strategic goal 1: strategic sports sites

To ensure that Watford has a network of accessible, high quality, high capacity, well maintained, well used and financially and environmentally sustainable sports facilities, capable of accommodating local demand, complemented by good quality changing and social accommodation, on a limited number of strategically located sites – known as “Strategic Sports Sites”.

Is this goal clear?

- Yes it is clear
- No it isn't clear

Sports Facilities Strategy: Strategic goals

9. If Strategic goal 1 isn't clear, please let us know how we can improve the way it is explained.

Sports Facilities Strategy: Strategic goals

Watford BC: Sports Facilities Strategy: 2014

10. Strategic goal 2: multi-sports clubs

To promote the development of financially sustainable multi-sport clubs offering inclusive opportunities for players of all ages and abilities and both sexes

Is this goal clear?

- Yes it is clear
- No it isn't clear

Sports Facilities Strategy: Strategic goals

11. If Strategic goal 2 isn't clear, please let us know how we can improve the way it is explained.

Sports Facilities Strategy: Strategic goals

12. Strategic goal 3: new forms of provision for traditional sports

To develop new forms of provision for traditional sports in partnership with their governing bodies, in order to attract new participants and encourage past participants to return to their former sport, promote more mid-week participation and reduce the peaking of demand for pitches and other facilities at the weekend, particularly Sunday mornings

Is this goal clear?

- Yes it is clear
- No it isn't clear

Sports Facilities Strategy: Strategic goals

Page 4

Watford BC: Sports Facilities Strategy: 2014

13. If Strategic goal 3 isn't clear, please let us know how we can improve the way it is explained.

Sports Facilities Strategy: Strategic goals

14. And thinking about the 3 strategic goals, how far do you agree that they are the right goals to underpin the future of sports facilities in the borough? Please answer for each goal.

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Strategic goal 1: strategic sports sites	<input type="radio"/>				
Strategic goal 2: multi-sports clubs	<input type="radio"/>				
Strategic goal 3: new forms of provision for traditional sports	<input type="radio"/>				

15. If you have any comments you would like us to consider about the strategic goals, please let us know below:

Sports Facilities Strategy: Strategic sites

Strategic goal 1 proposes 'strategic sports sites' for Watford. The strategy then identifies these as:

1. River Colne (EAST)

(incorporating Radlett Road Playing Fields / Knutsford Playing Fields / Watford RUFC / Glen Rovers GAA / Top Golf – The Colne River Park)

2. Cassiobury site (WEST),

(incorporating Fulleriens RFC / Sun Postal FC / Watford Grammar School / Herts Bowls / West Herts Hockey)

Watford BC: Sports Facilities Strategy: 2014

3. Holywell (SOUTH) and

(incorporating King George V Playing Fields, W3RT/ Watford Cycle Hub / Schools / Football / Cricket)

4. Woodside (NORTH).

(incorporating Woodside Playing Fields, Leisure Centre / SLM / WTCC / Bowls – Indoor and outdoor / Football / Cricket / Boxing / Schools)

16. Do you agree or disagree with the principle of the proposed four strategic sports sites in Watford?

Strongly agree Agree Disagree Strongly disagree Don't know

Sports Facilities Strategy: Strategic sites

17. Why do you agree with the proposal for four strategic sports sites?

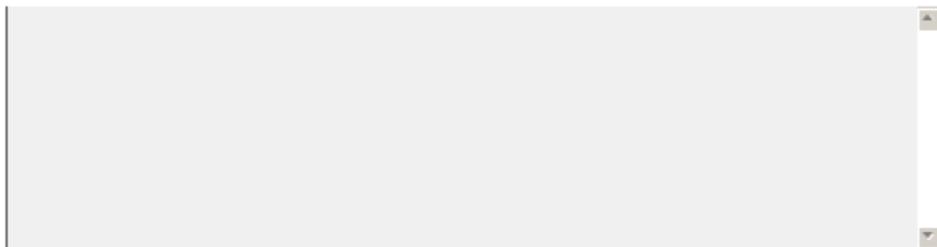
Sports Facilities Strategy: Strategic sites

18. Why do you disagree with the proposal for four strategic sports sites?

Sports Facilities Strategy: Strategic sites

Watford BC: Sports Facilities Strategy: 2014

19. Is there any additional information about the four strategic sports sites that you think would be helpful to include in the strategy?



3G and 4G pitches

The strategy refers to 3G artificial turf pitches [see page 17](#) and identifies these as part of future provision within the borough.

Essentially 3G pitches come with sand and rubber particle carpets which simulate the bounce of a natural turf surface. The pile height varies depending on the type of activity it is being installed for.

You might also have heard of 4G or even 5G pitches (the G stands for 'generation').

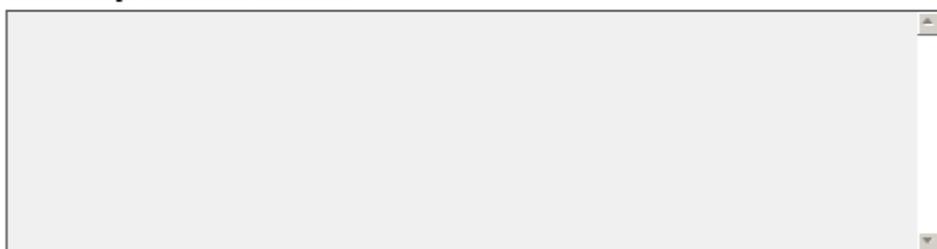
The differences between 3G, 4G and 5G pitches are subtle. 4G pitches have no particles but a rubber shock pad underlay. 5G pitches have fully rubber particles to provide the correct bounce the artificial surface needs. There is already research and development underway by manufacturers in the sixth generation of surface!

20. Do you think the strategy is right to identify artificial turf pitches (such as 3G) as important for the borough and, therefore, the identified strategic sites.

- Yes
- No
- Don't know

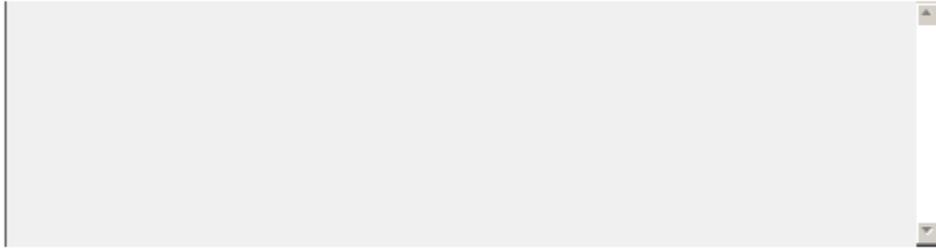
3G and 4G pitches

21. Overall what do you think the benefits of artificial turf pitches would be to sports facilities provision in Watford?



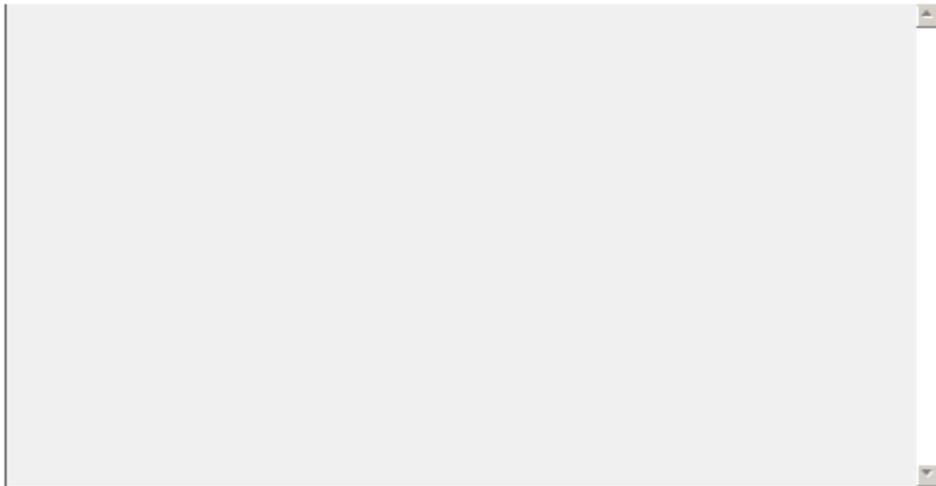
Watford BC: Sports Facilities Strategy: 2014

22. If you do belong to, or are part of, a sports club or organisation, what benefits might there be for the club/organisation if there was an increase in artificial turf provision in Watford?



23. And finally, we would like to know your views on the Sports Facilities Strategy overall. You might want to consider:

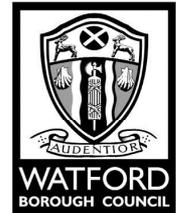
- **Whether the strategy clearly explains the future direction for sports facilities in the borough**
- **Whether the action plan explains how the strategy will be delivered**
- **If there is anything that needs to be made clearer**
- **If there is anything missing**
- **Your views overall**



NEWS RELEASE

Angela Farrance - Communications Officer

Tel: 01923 278252 email: angela.farrance@watford.gov.uk



For immediate release

14 October 2015

The future of sport in Watford

Watford Borough Council wants to hear what you think about sports facilities in the town.

Any interested resident, sports club or organisation is invited to come along to a special event at Watford Football Club on Monday 20 October from 6.30pm.

You can also get involved by completing a short online survey https://www.surveymonkey.com/s/SFS_2014

Together with our partners in Watford, we have drafted a sports facilities strategy, which we would like your views on. It sets out our goals for sporting provision in the town over the next ten years.

These include ensuring Watford has a number of high capacity, environmentally sustainable and well maintained sports facilities with good quality changing and social accommodation. As part of this, we will aim to develop more mid-week participation; reducing pressure on pitches and facilities at weekends.

We want to promote the development of financially secure multi-sport clubs offering sporting opportunities for players of all ages, abilities and for both sexes.

Working with sports governing bodies and clubs, we will work to attract new participants as well as encouraging past players back into their sports.

This is your chance to get involved and tell us your ideas about how to improve participation in sport in Watford.

The event will take place in the Elton John Suite, with refreshments from 6.30pm-8.45pm. Please contact Kathryn Robson to reserve a space; by email at kathryn.robson@watford.gov.uk or on tel: 01923 278077.

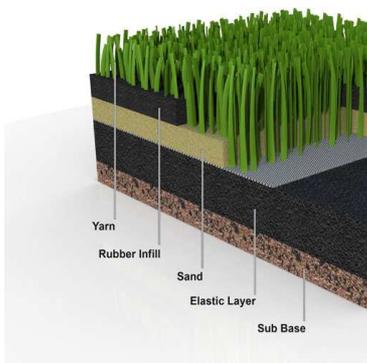


Sports Facilities Strategy for Watford

Discussion Topic 1

Artificial Turf

Artificial turf sports pitches are becoming increasingly popular. The most modern of these are known as 3rd or 4th generation pitches. They come in a various length of pile and are filled with sand and rubber.



These latest generation of artificial pitches offer improved durability, allowing even greater hours of play with the added advantages of improved comfort and safety.

Sports Facilities Strategy for Watford

Discussion Topic 2

Strategic Goals

Strategic Goal 1

High quality sports facilities focused on strategic sites

To ensure that Watford has a network of accessible, high quality, high capacity, well-maintained, well used and financially and environmentally sustainable sports facilities. These need to be capable of accommodating local demand, complemented by good quality changing and social accommodation, on a limited number of strategically located sites

Strategic Goal 2

Clubs with a multi-sport offer to appeal to the whole community

To promote the development of financially sustainable multi-sport clubs offering inclusive opportunities for players of all ages and abilities and both sexes

Strategic Goal 3

New forms of provision for traditional sports & more mid-week participation

To develop new forms of provision for traditional sports, in partnership with their governing bodies. in order to attract new participants and encourage past participants to return to their former sport. Additionally, this will involve promoting more mid-week participation and reducing the peaking of demand for pitches and other facilities at the weekend, particularly Sunday mornings



Sports Facilities Strategy for Watford

Discussion Topic 3

Strategic Sports Sites

- 1. River Colne (EAST)**
(incorporating Radlett Road Playing Fields / Knutsford Playing Fields / Watford RUFC / Glen Rovers GAA / Top Golf – The Colne River Park)

 - 2. Cassiobury site (WEST)**
(incorporating Fullerians RFC / Sun Postal FC / Watford Grammar School / Herts Bowls / West Herts Hockey)

 - 3. Holywell (SOUTH)**
(incorporating King George V Playing Fields, W3RT/ Watford Cycle Hub / Schools / Football / Cricket)

 - 4. Woodside (NORTH)**
(incorporating Woodside Playing Fields, Leisure Centre / SLM / WTCC / Bowls – Indoor and outdoor / Football / Cricket / Boxing / Schools)
-



Sports Facilities Strategy for Watford

Discussion Topic 4

Any other issues?

Are there any other issues you would like us to consider or feedback you would like to give

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A SPORTS FACILITIES STRATEGY FOR WATFORD

2015 – 2025



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All images © various Watford sports clubs and WBC

EXECUTIVE SUMMARY

The case for taking part in sport and fitness activities can be, and has been, made many times - but this does not mean that its value is universally understood. Involvement in sport and physical activity, whether it is for fitness, casual recreation or a way of life, is usually regarded – and often dismissed – as a matter of personal preference. Unfortunately, it is not that simple. Many people do not have the opportunity to take part in sport and fitness activities or to achieve their sporting potential. Analysis of participation patterns nationally and locally in Watford from Sport England’s Active People Survey shows that many sports are declining whilst others are doing better – *surviving or thriving* - moreover there are significant variations in participation rates and opportunities across the Borough.

Watford Borough Council therefore needed to understand better, what the local situation was, and commissioned Kit Campbell Associates to carry out a major study and analysis of sport facilities in the town. This was carried out in 2011/12 and underpins this new Sports Facilities Strategy. They reviewed the supply of and demand for a range of common sports facilities in the Borough; identified needs for more or better provision and opportunities to rationalise the pattern of provision in order to meet local demand better or more cost effectively; and sought to suggest ways of “future proofing” sports provision. They identified the planning context; gathered relevant information; carried out significant analysis (including assessment of the supply and demand for pitches using a slightly modified version of the Sport England Playing Pitch Model).

However, change for the better does not just happen, but results from the interaction of a complex set of social, economic, political and environmental factors or “drivers”. Few if any of these drivers are unique to Watford; instead they range from those over which the Council has little or no effective control, such as global warming, legislation and the priorities of the government of the day, to those it can promote and guide, such as sports development, the provision of sports facilities and the rate of house building.

The key drivers of change likely to affect sport and recreation provision in Watford include:

- Climate Change and Global Warming;
- Growing socio-economic inequalities;
- Greater demand for personalised solutions;
- Ageing and agelessness;
- Greater inequality in health;
- Greater obesity;
- Greater split between families and the child-free;
- The changing nature of community and ‘localism’;
- Time versus money;

- ‘Nowism’;
- Customer expectations;
- Eco-friendliness;
- Reduced disposable income;
- Public sector budget restraints;
- The need to find more effective ways of managing the community use of school sports facilities:
- A greater role for the voluntary sector and new types of sports club: and
- New forms of traditional sports.

This 10 year Sports Facilities Strategy in essence sets out what the council intends to achieve over this period, setting a number of strategic priorities based on the evidence base collected between 2011 and 2012. It sets out the roles and responsibilities of the Council and its partners and stakeholders. The analysis undertaken is highlighted and it paints a mixed view of sport in Watford. Issues highlighted included many clubs who have no bases, and are reliant on the council for facilities; the poor quality of facilities in many locations; the peaking of usage, especially on a Sunday morning; the length of leases is often too short and restricts clubs from obtaining grants and being able to plan long-term; the lack of artificial turf pitches; lack of training facilities; poor quality of changing facilities; low number of clubs with any accreditation; and club viability is often fragile. However, despite this, some are doing well and thriving and include the rugby clubs, hockey and tennis clubs.

Therefore, a strategic direction has been proposed that recognises the wide ranging planning policy issues, and in particular the need to be reflected in the Local Plan and review of Green Belt policy locally. Based on this robust evidence, three strategic goals are recommended:-

Strategic Goal 1 (SG1)

To ensure that Watford has a network of accessible, high quality, high capacity, well maintained, well used and financially and environmentally sustainable sports facilities, capable of accommodating local demand, complemented by good quality changing and social accommodation, on a limited number of strategically located sites – known as “**Strategic Sports Sites**”.

Strategic Goal 2 (SG2)

To promote the development of financially sustainable multi-sport clubs offering inclusive opportunities for players of all ages and abilities and both sexes

Strategic Goal 3 (SG3)

To develop new forms of provision for traditional sports in partnership with their governing bodies in order to attract new participants and encourage past participants to return to their former sport, promote more mid-week participation and reduce the peaking of demand for pitches and other facilities at the weekend, particularly Sunday mornings

The three main elements to the delivery of these three strategic goals will be through the **planning system, developing partnerships** and **funding** and incorporate the findings of the property review in 2014 as well as seeking further opportunities through the wider delivery of sports development in Watford.

In summary, this 10 year strategy sets out:-

- A number of “guiding principles” for the Council and its key partners;
- Three long term “strategic goals” – in other words, what the Council intends to achieve, sometimes in the fairly long term;
- The key facility-related issues that the Council and its partners need to tackle; and
- The specific actions that the Council and its partners intend to implement over the next decade.



1. INTRODUCTION

Why does Watford need this Sports Facilities Strategy?

There is a major and growing divergence between stated national sports policy aspirations and reality. A key government and Sport England priority is to grow and then sustain higher levels of sports participation; and the national governing bodies have strategies or development plans containing ambitious growth targets and in some cases ideas for new forms of traditional sports with potentially significant resource implications for both local authorities and their member clubs.

Evidence from Sport England's annual Active People Survey in 2011 (APS), however, suggested that participation in most sports was either static or in decline and has been for a number of years. The overall level of adult participation in sport (measured in terms of the number taking part in sport for at least 30 minutes three times a week) had increased in only 15 council areas since 2007-8; gone down in 34; and remained constant in the other 277, including Watford. Of 32 individual sports for which Sport England had published figures, participation (defined in terms of participation at least once a week) had increased in three, declined in 14 and remained the same in the other 15. Nationally participation had increased only in the two highest social groups – ironically just about the only people not targeted by sports bodies trying to boost participation, and is possibly because of the impact of commercial health and private leisure clubs.

However a briefing issued by the Local Government Information Unit (LGiU) in August 2014 looked at the implications for local authorities of Sport England's latest Active People Survey for 2013/14 post Olympics which showed that more people are now playing sport than ever before. It summarised that:-

1. A record 15.6 million people aged 16 and over are playing sport regularly, 1.7 million more than in 2005 when London won the bid to host the Olympic Games;
2. The largest growth is in young people, but there remains a significant gap in participation between young men and women and between people with disabilities and their non-disabled peers;
3. Local authorities should develop a coherent strategy for sports provision that is based on local need, informed by new models of service delivery, and fully aligned with the delivery of local public health services.

The LGiU briefing made the following recommendations:

1. Local authorities should understand how the national trend towards more people playing sport regularly translates locally. They should make use of local information on who plays sport and how to inform the wider commissioning of services in their areas, particularly in the public health

- arena, where there is so much to gain from encouraging people to stay active.
2. Local authorities should review their current sport and leisure offer against local demand and develop a coherent long term strategy for sport that is aligned and integrated with other relevant service functions;
 3. Where investment is needed councils should turn to more innovative models of service delivery, collaborating with sport and leisure providers and attracting investment around outcomes-based contracts, social impact bonds, or payment by results schemes that lend themselves well to sports provision in the community rather than under council control; and
 4. Local authorities should look at their governance arrangements to ensure that sport and leisure bodies are adequately represented in strategic decision making. Health and well-being boards for example should have strong links in with the local Community Sports Partnership.

In addition, a recent national survey of sports clubs undertaken by the Sport and Recreation Alliance in 2013 found that between 2010 and 2012 there has been a 67% increase in the average club's surplus, which is now £1,825, but, this is still 39% lower than it was in 2007. The average club now has 114 adult members – an increase of 21% since 2011 but are still below the peak of 2008. More than half (58%) of the UK's sports clubs are currently working with schools and nine in ten school-club links are reported as being successful. The average sports club has 33 non-participating members indicating that sports clubs don't just offer opportunities to play sport but a social environment for the community to be part of. Only one in ten clubs (13%) say they have had a sustained membership increase following London 2012.

Only one in five (21%) sports clubs in the UK own their own facilities. Two in five (38%) hire from local authorities. 49% of clubs want to improve their facilities and 47% see increasing facility costs as upcoming challenges. This will also be further impacted by the decision from Sport England to cut a total of £1.6 million from its £30 million grassroots funding for the next three years from 2014 to the Football Association.

Only one in three (35%) UK sports clubs has access to appropriate equipment for both disabled and non-disabled people to participate and in the last year, the decision was taken by 26% of clubs to decrease expenditure by not renewing equipment. Sport has more volunteers than any other sector and since 2011 the number of volunteers giving their time to sports club has gone up 20% – with the average club now having 24.

The Council therefore needs to respond to both the “top down” national policy agenda and the “bottom up” needs of local clubs at a time of sharply declining resources within Local Authorities and sports clubs themselves. The Council's Sports Development Framework 2011-14 (SDF) set an aspiration that Watford should be a town in which ***“participation in sport increases for everyone and there is a thriving and vibrant sporting infrastructure”***. In 2012, the council commissioned a study of

all its sports facilities by Kit Campbell Associates (KCA), to complement the SDF and set out the following:

- To identify shortcomings in existing provision;
- To provide information to help the Council, local schools and other sports facility providers to manage their facilities effectively;
- To Identify local needs for more or better facilities and to provide evidence to support investment in them and bids for external funding;
- To provide an evidence base to underpin the Council's planning policies in relation to sports and outdoor recreation provision; and
- To identify opportunities for cross-boundary working with adjacent councils.

This study was based on audits of existing provision, analysis of booking and usage records, club surveys and interviews with key stakeholders in 2012. All of this information is available in a background report entitled "*Watford Sports Facilities Study Evidence Base*".

The Council's **Sports Development Framework's** focus was to build on the good work already undertaken by partners, clubs, voluntary sector agencies, individuals, schools and various partnerships. It recognised that we have over 200 voluntary sports clubs in Watford, who work hard to provide a wealth of sporting opportunities for everyone. Its priorities were to:-

1. Increase community participation in physical activity and sport to contribute towards a healthy town for Watford residents; and
2. Develop capacity within the local sporting infrastructure, particularly around clubs, coaches and volunteers, to improve sporting opportunities.

The framework promoted a move away from direct provision to one of **enabling and commissioning** and focussed on the following:-

- Enabling and commissioning partners / organisations and local sports clubs to create sustainable sporting opportunities amongst identified target groups;
- Support the continuation of a vibrant Community Sports Network – Active Watford and other relevant stakeholders through active networks and forums;
- Help secure external future funding for sports to contribute to outcomes locally. Enable / manage funding to be effectively commissioned through our local sporting infrastructure; and
- Working in partnership with SLM to implement specific elements of the framework.

Successes have been many:-

- Watford Borough Council's Bursary scheme which offered volunteers from Watford sports clubs the opportunity to apply for a subsidy to support the development of their coaching qualifications. The overall increased number of qualified level 1, 2 and 3 coaches in Watford is 63 across a total of 13 different sports;

- Watford Borough Council in partnership with the Herts Sports partnership offered subsidised workshops to support Watford sports clubs that are working towards clubmark accreditation to develop the skills of their coaches. The Council has supported over 85 people from local sports clubs to attend the workshops including Equality, First Aid, Safeguarding, and coaching disabled people;
- In partnership with Herts CC, British Cycling and Watford Cycle Hub the Council has delivered a local Sky Ride programme specific to Watford for a three year period. This equates to 25 led rides being set up, throughout the summer. There were 46 partnership councils, Watford was in the top five performers and was also in the top 3 for best performing first year partnership;
- In partnership with, Public Health colleagues and Apex Multisports, the Council successfully delivered a 'Fit 4 Fun' healthy eating and physical activity programme to Year 4 pupils to Watford Schools.
- The Council continues to deliver Herts Youth Games which is aimed at introducing young people to new sports and link them with local clubs, with the overall objective being to celebrate youth sport with the emphasis very much on taking part. The Games seek to raise the profile of sport, to promote the development of coaches, leaders and volunteers, and also to encourage sporting attitudes of health, fun, fair play and enjoyment of participation.
- Successful Community Sport activation funding application to Sport England for just under £300,000 over 3 years. This project will enable Watford Borough Council to enhance sporting provision in the most deprived borough ward; Watford Central and allow development and delivery of interventions for target-specific groups which will overcome key participant barriers and increase engagement in sport amongst young people and adults aged 14+. This will be done through targeted sports provision.

With the expiry of the Sports Development Framework in 2014, it also seemed an opportune time to examine how the Council wished to use the resources for the future to maximise our sports offer. It offers an opportunity to also look wider at options as to how we can collectively work together on a strategic vision for sport that can maximise all of our resources.

In 2014, the Council also commissioned a **Property Review** to assess a range of issues relating to its property portfolio:-

Issue 1- To review the current property investment portfolio and its performance commercially in the context of the council's objectives recommending any rebalancing of the portfolio required.

Issue 2- To review the council's land holdings which are held for development and report on the soundness of potential development plans. Details of the properties will be provided to the successful bidder

Issue 3- To review the council's operational properties and future requirements which should highlight opportunities to rationalise and release development or sale opportunities.

Issue 4- To advise the council outlining options to establish a fit for purpose governance and property management structure to deliver the asset management strategy recommending a programme implementation and timetable options.

Issue 5- To propose specific portfolio management initiatives and set targets and stretch targets for properties with the objective of generating a minimum of 5% increases overall in commercial revenue per annum from its existing baseline in each of the next three years (2014/15, 2015/16 and 2016/17).

The impact of the review may impact on a number of properties that currently provide a sport and recreational provision on a range of sites – whether an isolated building or a whole site.

The **Local Plan (Core Strategy)** contains policies on Green Infrastructure, Sport and Recreation and was found sound by the Planning Inspectorate in the autumn of 2012, and was adopted in January 2013. In particular, Policy GI4 (Sport and Recreation) of the Local Plan (Core Strategy) states that the council will work in partnership with local sports clubs and organisations as well as take forward the concept of strategic sports sites recommended within the KCA sports study (see later). The intention behind the Core Strategy was to develop this approach with further detail on strategic sports sites in Local Plan Part 2 (LP2) which contains detailed planning policies and site allocations that support the Core Strategy.

The consultation document for LP2 set out a proposed policy on strategic sports sites (Sports Hubs). Policy GI6 also identified the proposed boundaries of the four sites.

Policy GI6 (Sports Hubs) in summary set out to support the development of improved sports facilities on the four proposed strategic sports sites whilst at the same time protecting these strategic sports sites against development for other land uses (unless there was no clear need demonstrated for the sports site in question). Feedback from this first consultation on LP2, whilst supportive of investment in sport, contained quite strong concerns on the lack of reference in Policy GI6 to Green Belt policy given that three of the four strategic sports sites are located in the Green Belt. This initial concern for the strategic sports sites approach also arose due to the lack of information about exactly what type of investment and what facilities were proposed on the four sites given that there are often significant planning issues

arising from the proposal of facilities such as new floodlighting and new changing facilities on sports grounds, especially in the Green Belt. Paragraph 81 of the National Planning Policy Framework (NPPF) specifically supports outdoor sports provision in the green belt and green belt designation does not prevent all forms of development but is intended to serve the specific purposes set out in the NPPF paragraph 80.

The **Public Health** agenda has also significantly changed recently. Local authorities have been given renewed responsibility for public health as part of the health and social care reforms introduced in April 2013, alongside dedicated funding and new public health outcomes framework. This now poses significant challenges for Local Authorities. One area highlighted is the impact access to green and open spaces and leisure can have on public health.

So why then **does** Watford need this Sports Facilities Strategy?

This is therefore no longer just about the quantity and quality of sports facilities in Watford. It needs to embrace a wide range of potentially conflicting objectives in relation to sports development, national vs local priorities, local and national planning issues, the widening concerns on public health and the Council's responsibility as well as the range of sport and recreation properties that the council is currently responsible for.

This new 10 Year **Sports Facilities Strategy** therefore needs to set out the following:

- Propose a number of "guiding principles" for the Council and its key partners;
- Develop a number of "strategic goals" – in other words, what the Council intends to achieve, sometimes in the fairly long term;
- The key facility-related issues that the Council and its partners need to tackle; and
- The specific actions that the Council and its partners intend to implement over the next decade.

These need to be underpinned by the following key objectives:-

1. To establish a clear understanding of the **current and future needs for sports facilities** in the borough through engagement with relevant organisations and groups and analysis of both the national and local context;
2. To **confirm the location of strategic sites** where future support and investment should be targeted and the areas where there is scope to disinvest to secure a more sustainable provision across the borough;
3. To understand the contribution of good quality sports facilities to the wider **public health agenda** and ensure provision matches proposed and **potential programmes of activity**;
 - To ensure synergy between the provision of sport facilities and the council's wider **property review** and its retained property portfolio;
 - To ensure synergy between the provision of sport facilities and the council's

- Local Plan 2** and potential impact on green belt within Watford's boundary;
- To ensure the delivery of a long-term sports facilities strategy that sets the strategic direction for sports in the borough both in terms of good quality facilities that meets **current and future needs** but also in terms of the activities that will be encouraged through these sites; and
 - To provide the framework to enable clubs / groups and the Council to **exploit funding opportunities** and their potential.

This strategy is deliberately ambitious because sport is an important part of the lives of many Watford citizens and it can help to deliver the One Watford vision of “a town to be proud of, where people will always choose to live, work and visit”.



2. A NUMBER OF GUIDING PRINCIPLES

This Sports Facilities Strategy cuts across many boundaries and involves a significant number of stakeholders with different roles and priorities. Therefore a number of guiding principles need to be defined in relation to these roles:-

The Role of the Council is:-

- To ensure that there is adequate provision of sports facilities to meet current and anticipated future demand arising within the Borough for at least the most popular sports, plus a small margin to allow for unforeseen growth and the import of some demand from adjoining areas;
- To ensure that all Council owned facilities, and any for which it grants planning permission, are fit for purpose, of good quality, financially and environmentally sustainable and meet appropriate governing body standards;
- To ensure that all Borough residents are able to take part in the sport of their choice, or an acceptable substitute, at a cost they find affordable in facilities they find accessible and welcoming;
- To support and foster a “mixed economy” of public, commercial, educational and voluntary sports provision;
- To drive the delivery of the strategy in partnership with stakeholders with the Council leading on the co-ordination, enabling and delivery of the actions arising from this strategy;
- To ensure that, in our role as the local planning authority, we support the delivery of the strategy by ensuring that the delivery of the Local Plan and decisions on planning applications are consistent with this strategy’s aims and objectives and action plan proposals;
- To drive sports development in partnership with relevant governing bodies of sport and local clubs and other voluntary organisations such as community centres, schools, West Herts College and commercial sports providers; and
- To give the greatest support to those sports organisations and initiatives that will help deliver against wider national and local objectives in a sustainable way.

The Role of Clubs is:-

- To provide affordable, inclusive, welcoming and financially sustainable opportunities for local residents of all ages to take part in sport, whether recreationally or through playing for their club in local competitive leagues.

The Role of Governing Bodies of Sport is:-

- To support the Council by helping plan and deliver sustainable new forms of provision and harness positive trends in their sports in order to deliver desirable outcomes in terms of the Council’s corporate priorities and enhancing the quality of life, health and well being of the Borough’s residents; and
- To provide and support accessible and affordable pathways that will enable

the best sportsmen and women in the Borough to move on to higher levels of performance and achieve their sporting potential.

The Role of Local Partnerships (Herts Sports Partnership and Active Watford) is:-

- As the County Sports Partnership and Community Sports Network respectively to assist in the delivery of the strategy through their enabling and partnership development roles.

The Role of Local Competitive Sports Leagues is:-

- To provide a comprehensive and well run set of opportunities for Watford's clubs, teams and residents to take part in local competitive sport at a range of levels appropriate to their abilities.

The Role of Schools and Colleges is:-

- To promote and manage community use of their sports facilities, giving particular priority to local clubs willing to provide pathways from school to community sport.



3. THE STATE OF OUTDOOR SPORTS PROVISION IN WATFORD – CURRENT KEY ISSUES

Sporting Contrasts within Watford

There are two broad groups of sports clubs in Watford, those that are thriving and those that are struggling. Those that are flourishing include the two rugby clubs, the hockey club and the two tennis clubs with their own sites. These clubs cater for players of all ages and both sexes, are financially viable, run a range of teams and offer high quality coaching to young players. Notably, they do not depend wholly on the Council.

However, many of the cricket and football clubs, are struggling. Most are just a single team without a proper home base and they find it difficult to attract players, volunteers and enough income to survive. Several believe that the Council and sponsors should increase their funding rather than that their members should pay more for their sport. Every year some teams disband and others form. Many have a high level of dependency on the Council in terms of pitch provision and they regard council charges for pitch hire as expensive, although – for example - the average cost for a football pitch, with changing and showers, works out at an average of only about £2 per player per match.

Most of the bowls clubs have low and in some cases declining membership and are likely to be approaching non-viability. Three of them however, were granted leases and are now responsible for their own maintenance and as a consequence, the quality of their sites has generally improved although membership numbers still remain a concern.

Only Sun Postal Sports Club, West Herts Sports Club and Cassiobury Tennis Club own their sites, although Fullerians RUFC and West Herts Golf Club have long term leases with the Council.

The Location and Size of Pitches

Nearly all the pitches that the Council own and manage are located in parks, including Cassiobury Park, Woodside Playing Fields, King George V Playing Fields, Callowland Recreation Ground, Harebreaks Recreation Ground, Knutsford Playing Fields and Radlett Road Playing Fields. When they are being used for a booked sports activity they limit the use of the parks for informal recreation. They are also used informally and this increases wear and maintenance costs but generates no income for the Council to offset their ongoing maintenance.

In relation to size of pitches, a number of the cricket, football and rugby pitches in Watford have dimensions and/or safety margins that do not meet governing body standards. Some adult football teams have to play their home matches on U16 size pitches. For pragmatic reasons, referees often ignore the issue but could refuse to allow adult matches to be played on them. The Football Association and English

Rugby are seeking to ensure that all matches are played on appropriately sized pitches, especially at mini/youth/junior level and are encouraging councils to provide a range of pitch sizes; this will have significant land use and possibly financial implications for the Council.

The Quality of Pitches and Other Outdoor Facilities

Many of Watford's cricket, football and rugby pitches (including the outfields for cricket pitches) are sloping or bumpy or wrongly oriented as well as drain poorly. Many football pitches also have bare goalmouths year round.

The only artificial cricket wickets in the Borough (at Watford Town Cricket Club and Westfield Community College) require replacement.

Grass cricket pitches are not protected in any way when not being used or during the winter. There are many instances of grounds staff preparing cricket wickets on Thursdays or Fridays for weekend matches only for them to be used informally and damaged before the booked use. Some of the Council's cricket pitches also require better infrastructure such as watering systems for squares and sightscreens.

The existing grass tennis courts at Cassiobury Park are very poor and most of the hard tennis courts in parks are average and do not appear to be well used (Oxhey Playing Fields, Lea Farm Rec, Cassiobury Park and North Watford Playing Fields).

The Use of Council Facilities

The average use of the Council's football pitches for which details were available were based on the season 2011-12 was only:

	Matches/week
Adult football pitches	1.06
Youth football pitches	0.82
Mini football pitches	0.93
Average for all Council pitches	0.93

In this season, the average use of the Council's cricket pitches was only 0.78 matches per week. However, there was also significant **peaking of football** demand. In the thirty weeks of season 2010-11 there were:

- 110 Saturday morning football bookings (14.5%)
- 36 Saturday afternoon football bookings (4.7%)
- 577 Sunday morning football bookings (76.1%)
- 35 Sunday afternoon football bookings (4.6%)

This means that the Council has to maintain significantly more football pitches than if demand was spread more evenly across potential match times. At the same time, the Council is doing nothing to promote the use of its open access tennis courts, despite increased usage in the summer months. A number of football pitches have also since been decommissioned since 2012 and include Waterfields Rec, Watford Fields and Leavesden Green Rec without impacting on overall usage rates. However, the significant peaking of usage is still a major issue every season.

Council Leases

Several of the bowls clubs have 15-year leases of their sites from the Council but they have only 12-13 years to run. However, funding agencies such as Sport England require clubs to have security of tenure for at least 15 years for any project costing £100,000 or more at the time of application and many of the national governing bodies require more. Smaller projects may however require only seven years tenure. Several other clubs have indicated that if the Council decides to lease other facilities to clubs it should ensure that leases are long enough to allow them to access external capital funding.

The Import and Export of Demand

A number of Watford football teams have home pitches around the perimeter of the Borough eg at Francis Combe Academy, St Michael's School, Parmiter's School and Queens School. Conversely, some teams from outside the Borough use Watford pitches, especially for cricket. This is not unusual with a Borough the size of Watford and the level of mobility of its residents. Cross boundary usage in either direction is difficult to assess and where there are deficiencies, facilities in adjacent authorities become important.

The Cost of Pitch Hire

The Council's pitches are less expensive than those in neighbouring local authority areas, but some clubs still clearly struggle to meet the cost of hiring them. However, the commercial 5-a-side football complex at Queens School charges players more per hour than the Council and hosts around 140 teams each week, although not all of them are Watford-based.

Artificial Turf Pitches

The Borough has three artificial turf pitches (ATPs), at Woodside Playing Fields, Watford Grammar School for Boys and Westfield Community Technical College. The Watford Grammar School for Boys pitch is designed for hockey, but also used for some football, while the other two are used mainly for football. However, there are no third generation or "3G" ATPs ("3G" pitches have a long pile artificial turf surface with a rubber crumb infill and are designed for football and rugby). The nearest is at Parmiter's School. Only ATP's that are designed to FIFA 1* performance standards can be used for competitive matches. At present there are none in Watford.

ATPs can be used for up to four matches in a day, provided leagues allow more than one start time (as hockey does), plus midweek matches and training. Therefore they make much more efficient use of land than grass pitches and it is necessary to cancel matches only rarely because of bad weather. However, several football clubs are likely to resist the introduction of a range of start times for Saturday and Sunday matches, simply because kick-off times are long established and there is a lack of flexibility with many clubs (eg the Sunday League is fixed). However, there is growing acceptance of 3G pitches; for example, commercial 5-a-side soccer centres have been using them for years and the Saracens Rugby Football Club is now playing all of its home matches on a 3G pitch since its move to Cophall Stadium.

The Lack of Training and Practice Facilities

There are no floodlit grass football pitches in Watford (with the exception of Sun Postal FC which is private) and some teams do no midweek training, although some do use one of the existing ATPs. The floodlit grass training facilities available to the rugby clubs are overused and in very poor condition by halfway through the season. Only the West Herts and Watford Town Cricket Clubs have practice nets. There is also a lack of decent quality floodlit multi-courts – ideally linked to community centres or schools, although some new facilities have been introduced at Radlett Road Playing Fields, Callowland Rec and Leavesden Green Recreation Ground but without floodlighting to most. There are also plans for a new multi use games area on an artificial turf pitch at the Meriden Community Centre in 2015, by Watford Football Club. Some of the Council's pitches are used for training but it derives no income from this use and the wear and tear is exacerbated by this use.

The Quality of Changing Facilities

The changing pavilions at Woodside Playing Fields (cricket and football), Callowland Rec (football), Oxhey Park (football and Gaelic Games), Harebreaks Rec (football), and Cassiobury Park do not meet current standards. In several of them referees have to share showers or changing with players. Although Callowland Rec has recently been refurbished as has Garston Park changing rooms, Woodside Playing Fields are still in very poor condition whilst at Cassiobury Park the changing rooms are also too far from car parking and the pitches. The latter at Cassiobury will be relocated as part of the proposed Parks for People HLF / BIG Lottery refurbishment of the park.

The pitches at Harwoods Recreation Ground, Radlett Road Playing Fields and Leggatts Campus, have no changing accommodation. KGV Playing Field lacks proper social accommodation for cricket usage despite the presence of Holywell Community Centre. Of the Council pitch sites, only the changing rooms at KGV Playing Fields can be used by both male and female players at the same time. At best, disabled accessibility to pavilions across the Borough is poor.

Club Development across Watford

Despite continued work and initiatives by the Council, the number of clubs with any form of accreditation in the Borough is still very low at 18. Related to this, apart from the tennis and rugby clubs and a few of the football clubs, most clubs have either adult or junior members, but not both. The majority of the football clubs and a number of the cricket clubs have only one adult team and are economically fragile at best although youth football is relatively vibrant. Many of the football and cricket clubs also lack ambition – they are mainly groups of friends that enjoy a weekly game but aren't particularly interested about improving their skills. Only a small number of (Saturday & Sunday) football teams play in leagues which are part of the pyramid system, which allows them to progress to higher standards of play. As players grow older, teams are likely to disband if one or two key players get injured or retire. Likewise there are no clear pathways from youth to adult football and very few adult football clubs have links to youth ones or schools such as the football academies at the Queens School and Parmiter's School. Very few clubs have

development plans and most are not planning for the future - they are simply surviving. Within Watford, the only true community football clubs are Everett Rovers and Sun Postal FC.

In Watford, West Herts is the only multi-sports club that exists. Some of the smaller football and cricket clubs have an ambition to get their own ground or pavilion but are doing nothing to deliver them as they lack resources and there is no obvious spare affordable land in the Borough.

Among the larger clubs, Watford Town Cricket Club, Fullerians Rugby Club, Glen Rovers GAA Club and West Herts Hockey Club all wish to expand and develop new changing and clubhouse accommodation but lack the funds to allow them to develop it or take forward.

The Viability of Clubs across Watford

The viability of clubs across Watford is often restricted by lack of ownership of sites as well as short term leases in place. Only Sun Postal FC, Cassiobury Tennis Club, Herts Bowling Club and West Herts Sports Club own their sites, although Fullerians RUFC has a long lease with the Council.

A number of the football clubs are dependent on volunteers and sponsorship, although most “sponsors” are simply making a donation as they get very little in return; in addition, clubs are finding it more and more difficult to find sponsors. Clubs with no home base find it very difficult to generate income, particularly those that are using Council facilities in existing parks. As a result, smaller clubs in all sports are likely to increasingly struggle for players, volunteers and funding. The feedback received from many players cites the 5-a-side soccer centre at Queens School, Bushey, which offers much of what many players appear to want – they don’t have to pay an annual subscription or give up half a day to play, can play on midweek evenings, get lots of ball contact, match administration is done for them and it is easier to manage a team of five than one of eleven plus reserves.

The town’s rugby clubs are however, relatively strong, primarily because of their social memberships, which in turn is a function of the emphasis they place on running a range of teams in various age groups for both sexes.

In relation to tennis, The West Herts and Cassiobury Tennis Clubs are thriving whilst Grosvenor Tennis Club in Cassiobury Park is not.

Girls and Women’s Sport

Within the borough, there is very little girls’ and women’s cricket, football or rugby. Sun Postal FC amongst the men’s football clubs has a women’s team as well as Garston Ladies who also run a thriving youth girls football with a team in all age groups. Glen Rovers GAA Gaelic Games Club are currently developing a female team. Opportunities are therefore very limited and are exacerbated by a lack of changing facilities suitable for female usage.

Teenage Sport

Significantly, teenage cricket and football appears to be in decline across the town and this will have a knock-on impact on adult participation in due course and further

exacerbates the current situation.

Pitch Costs and Subsidy Levels

At present, the Council lacks information on the operating costs of many of its outdoor facilities, particularly pitches and therefore the extent to which we are subsidising sports such as cricket and football and whether pitches are real value for money. Generally speaking, however, pitches nationally are the most highly subsidised of all publicly provided sports facilities on a subsidy per user basis. Basic costs are highlighted below in the table:-

- Installing drainage to a poor quality pitch - £ 40,000
- New two team changing facility - £250,000
- Annual maintenance - £ 10,000

Sport England's "Protecting Playing Fields" programme can provide grants of up to £100,000 for Local Authorities and up to £65,000 for other providers towards these costs. This expenditure would allow the Council to increase its annual income from one grass pitch by £2-300 from around £1,200 to £1,500 and result in a revenue subsidy, at current demand levels, of around £175 per hour of use. Therefore continued investment in grass pitches is not considered good value for money.

A third generation (3G) ATP can cost between £600-£800,000 (depending on size and specification) and a four-team changing pavilion around £575,000. The annual maintenance cost is similar to that of a grass pitch, although there is a need to build up a sinking fund to pay for carpet replacement every 8-10 years. At the same charges as for a grass pitch, and assuming 30 hours of use per week and floodlighting costs of £10,000 per year, the revenue surplus is about £10 per hour. In order to build up the sinking fund at a rate of £40,000 per year the required revenue subsidy per hour of use is around £17.

For comparison purposes, Birmingham University's playing fields contain 13 grass pitches and 3.5 ATPs. In round figures, the grass pitches generate a deficit of £200,000 per year and the ATPs a surplus of £200,000. These figures include pavilion and all grounds maintenance costs.

(Figures provided by Kit Campbell Associates 2012)

The Peaking of Demand

A little over three quarters of the weekly demand for Council (and other) football pitches arises on Sunday mornings. This means that the Council has to maintain more pitches than would be necessary if demand was spread more evenly throughout the week; it also results in very low overall occupancy of most pitches except on a Sunday morning when they are at capacity. Promoting more mid-week participation would reduce the peaking of demand and ideally allow a reduced but more cost-effective pattern of provision, although would require more floodlit grass

or 3G pitches as it would not be possible to transfer without floodlit pitches even if leagues and clubs were supportive.

Indoor Sports Provision

The 2012 Facilities Study concentrated on assessing the range, quality and accessibility of outdoor sports facilities and to a lesser extent, indoor sports provision. The emphasis is on outdoor sports facilities as there has been significant investment in indoor facilities within the two leisure centres at Central and Woodside. As a result, the Borough Council's excellent leisure centres are extremely well used. However, the Study did raise a number of issues which are highlighted below:-

Quantity and Quality Issues

1. Watford has the highest provision in Hertfordshire of indoor bowls rinks per 1000 residents; the second highest health and fitness provision; the second lowest provision of sports halls and swimming pools; and it is one of three Hertfordshire Councils with no indoor tennis provision. However, this does not necessarily mean that the level of provision of halls, pools and indoor tennis courts is inadequate.

Active Places Power also has a supply-demand tool for indoor bowls rinks, sports halls and swimming pools which suggests that the supply-demand balance is currently being met.

Watford has more than enough of each of these facilities. It has a higher level of provision than in England as a whole and also more indoor bowls halls and swimming pool provision than the average for the Eastern Region. Given that Hertsmeire and Three Rivers have a higher level of sports hall and pool provision per 1,000 residents than Watford it is very unlikely that there is a deficiency in provision in these areas and therefore no need for Watford facilities to have to import significant demand from adjoining areas. Furthermore, while Watford has no indoor tennis courts, the level of provision in Hertfordshire as a whole is one third higher than the East of England average and double the English average. The nearest courts are at the commercial David Lloyd Club in Bushey (13 courts) or the pay and play Batchwood Tennis Centre in St Albans (7 courts; recently rebuilt after a fire). As a result indoor tennis provision for Watford is a low priority for the Council.

2. Most of the indoor sports facilities in and around Watford have opened in the past decade. This means that Borough residents have access to a range of modern facilities that are generally in good condition and fit for purpose. The qualitative audit carried out in 2012 showed that the two Borough Council public facilities consistently scored the highest in the audit. However, all of the other facilities with the exception of Fuller Life and Shapers also scored well.

3. The Borough has a good set of recently opened indoor sports facilities. The mix of community and joint use facilities means that almost all Watford residents live within easy travel of at least one sports hall or pool.
4. The Borough Council facilities are extremely well used and have little spare capacity. However, the joint use of school facilities could all accommodate additional use and opening up these facilities more to community users should be a higher priority than the provision of additional ones. Possibly the most important potential use would be to increase the amount of training time available to the Watford Swimming Club.
5. There does seem to be a need for a specialist gymnastics hall with training pits. The Club is large enough to operate a specialist gymnastics hall and should be able to achieve at least break-even, although it could not raise the funds needed to build one. A specialist gymnastics training hall in Watford is likely to benefit not only the Dolphina Club but also other clubs based in north London and Hertfordshire.

Other Sports

The Woodside Stadium is a high quality, well equipped venue for **athletics** training and competitions. There is no need for any additional provision or further enhancements of the stadium for the foreseeable future.

There is one **netball** club in the Borough. It plays in the Watford Netball League and the West Hertfordshire Netball League, both of which use the Queens School in Bushey as a four court "central venue". There are also four good quality netball courts at Parmiter's School, but local clubs find them too expensive. Accordingly netball participation could double before there will be a need for more facilities. **Boxing** was recently catered for at Sun Postal FC but with the end of their current lease, new accommodation has been made available at Woodside Playing Fields within a redundant sports hall. **Gaelic Games** are popular in Watford with Glen Rovers GAA Gaelic Games Club, based at Oxhey Park. The development of the Health Campus Project will however impact on their facilities and with the closure of the Irish Centre, a new base is being developed at Radlett Road Playing Fields with a County size pitch and four-room changing facility. This will bring back into use redundant playing fields which were closed due to poor playing surface and lack of drainage.

4. PLANNING POLICY ISSUES INCLUDING GREEN BELT

Local Plan Part 1: Core Strategy has been developed with policies on Green Infrastructure, Sport and Recreation. Following extensive public consultation, it was found to be sound by the Government in the autumn of 2012, and was adopted in January 2013. Of particular note, Policy GI4 (Sport and Recreation) of the Core Strategy states that the Council will work in partnership with local sports clubs and organisations. It also advocates the concept of the four strategic sports sites which were recommended as part of the study by KCA. The intention behind the Core Strategy is to develop this approach with further detail on strategic sports sites in Local Plan Part 2 (LP2) which contains detailed planning policies and site allocations that support the Core Strategy.

Local Plan (Part 2)

The consultation document for LP2 set out a proposed policy on the concept of strategic sports sites (Policy GI6).

The outcome of the consultation on LP2 suggested that further work was required on:

- Developing the Sports Facilities Strategy further;
- Reconsidering the wording of Policy GI6 (including the original term of Sports Hubs) to be more sensitive to the potential conflict with Green Belt policy when proposals for sports facilities are made to the Council. Further consultation on proposed changes to LP2 is programmed for Autumn 2014 and this could include a revised version of Policy GI6 with greater reference to Green Belt policy;
- An alternative approach to be considered could be to omit the strategic sports site policy from the Local Plan and rely on this Sports Facilities Strategy to deliver improved sports facilities in these areas. Green Belt policy and open space policies would still apply for the four areas;
- There may be a need to consider the need for longer term changes to the Green Belt boundary in Watford. This may be a subject that is appropriately addressed in the next revision of the Local Plan (Core Strategy).

National Green Belt Policy

Section 9 of the National Planning Policy Framework (NPPF) explains national Green Belt policy.

The Government attaches great importance to Green Belts. The fundamental aim of Green Belt policy is to prevent urban sprawl by keeping land permanently open; the essential characteristics of Green Belts are their openness and their permanence.

Green Belt serves five purposes:

- to check the unrestricted sprawl of large built-up areas;
- to prevent neighbouring towns merging into one another;
- to assist in safeguarding the countryside from encroachment;
- to preserve the setting and special character of historic towns; and
- to assist in urban regeneration, by encouraging the recycling of derelict and other urban land.

Once Green Belts have been defined, local planning authorities should plan positively to enhance the beneficial use of the Green Belt, such as looking for opportunities to provide access; to provide opportunities for outdoor sport and recreation; to retain and enhance landscapes, visual amenity and biodiversity; or to improve damaged and derelict land.

Paragraph 89 of the NPPF specifically states:

“A local planning authority should regard the construction of new buildings as inappropriate in Green Belt. Exceptions to this are provision of appropriate facilities for outdoor sport, outdoor recreation and for cemeteries, as long as it preserves the openness of the Green Belt and does not conflict with the purposes of including land within it.....”

Current Sports Provision Planning Issues

There are three major issues ongoing in Watford at the current time that will impact on sports provision in the borough:

- Relocation of Glen Rovers GAA Gaelic Games Club

The relocation of the Gaelic Games Club from Oxhey Park to Radlett Road Playing Fields was the subject of a planning application that was approved in mid 2014. The impact of this relocation on the Colne Valley corridor (Colne River Park), which is Green Belt, needs to be carefully integrated, along with any future proposals for this area.

- Commercial Multi Activity Sports Centre options

In Europe a new trend is emerging whereby sports companies trading in sports equipment also link up with gardening centres and new sports facilities to offer a retail and leisure activities experience, which brings in new investment and sporting activity into the area. If this was a direction the Council wished to help facilitate then the space required to deliver this would be unlikely to be found in Watford alone and would therefore involve working with our neighbours in Hertsmere or Three Rivers. Any such proposal would be likely to impact on the Green Belt.

- Development of the Fullerians RFC / Sun Postal FC / Watford Boys Grammar School site to the west of the Cassiobury Estate

This particular site has a number of public and private users including Fullerians RFC, Watford Boys Grammar School, Sun Postal FC and Herts Bowling Club with each club

and user having specific needs and aspirations. For example, Fullarians RFC are keen to improve their Club House and changing facilities whilst the Grammar School have developed new changing facilities during 2014. Cassiobury Tennis Club have also indicated an interest to relocate to this location with indoor and outdoor facilities an aspiration.

In 2013/14 the Draft Local Plan Part 2 was consulted upon in relation to sports facilities development proposals that may affect Green Belt areas, in particular King George V Playing Fields, the River Colne Corridor and Cassiobury Park / Fullarians site. Feedback from the early consultation raised some concerns relation to the impact of any proposed development on these sites. As many outdoor sports facilities fall within Green Belt areas, their Council therefore requires a clear planning policy for the retention and enhancement of pitches and other sports facilities in the Borough and in particular in Green Belt areas.

From initial site visits (undertaken in June 2014) of the proposed strategic sports sites it is clear that issues are likely to arise in the future with regard to the improvement of club house buildings and infrastructure, the introduction of additional floodlighting and the construction of new pitch facilities (including covered areas), that will have quite significant Green Belt policy implications when taken to the planning application stage.

Property issues

In March 2014, the Council also commissioned a Property Review to assess the capacity, condition and opportunities in relation to its property portfolio. This includes all the buildings and facilities associated with outdoor sports and in particular changing rooms, pavilions, depots and Woodside Playing Fields complex. The feedback from this review will be taken into consideration in delivering this strategy and in particular its recommendations for the proposed Strategic Sites. I



5. THE WAY FORWARD – DEVELOPING THE STRATEGY AND SETTING STRATEGIC GOALS

Aim of the Strategy

This 10 year Sports Facilities Strategy is based on the robust evidence base carried out in 2012 by Kit Campbell Associates on the state of sport in Watford and has been used to inform all future decisions about the prioritisation, provision and funding of sports facilities in the Borough which has been used to develop the Action Plan in Section 8. This 10 year strategy highlights deficiencies and opportunities for improvement, and sets the context for future decisions about the priority and delivery of local sports facilities up to 2025. It will ensure that the best use of resources will be achieved and will play a vital role in shaping and delivering Watford's agreed approach to sports facilities at the local and wider level. In addition, the long-term timescale for this strategy means that it provides a clear direction for accommodating future demand and changing patterns of use.

A number of strategic goals have therefore been proposed linked to the more detailed Action Plan in Section 8.

Strategic Goal 1 (SG1)

To ensure that Watford has a network of accessible, high quality, high capacity, well maintained, well used and financially and environmentally sustainable sports facilities, capable of accommodating local demand, complemented by good quality changing and social accommodation, on a limited number of strategically located sites – known as “Strategic Sports Sites”.

Rationale - Watford is a geographically small Borough, which means that it is possible to have both a relatively small number of separate facilities and high levels of accessibility. Having a small number of high capacity facilities – as the two excellent leisure centres have demonstrated - leads to economies of scale when compared with a larger number of smaller facilities. We also face significant development pressures so we have to make the best possible use of our limited land area.

Strategic Goal 2 (SG2)

To promote the development of financially sustainable multi-sport clubs offering inclusive opportunities for players of all ages and abilities and both sexes

Rationale - Watford has only one multi-sports club. Most other clubs are small, single sex and lack the resources to allow them to plan for the future. The Rugby Football Union (RFU), the Football Association and Sport England all want to see the development of vibrant, sustainable community-based multi-sport clubs for players of both sexes and all ages in order that they are vibrant, can offer good quality coaching and financially sustainable.

Strategic Goal 3 (SG3)

To develop new forms of provision for traditional sports in partnership with their governing bodies in order to attract new participants and encourage past participants to return to their former sport, promote more mid-week participation and reduce the peaking of demand for pitches and other facilities at the weekend, particularly Sunday mornings

Rationale - There is growing evidence that some traditional sports are in decline. The reasons for this are not completely clear, but they appear to include growing family and work-related pressures on players' and volunteers' time; the amount of sport on television; the often poor (and sometimes worsening) quality of many local facilities; and the unwillingness or inability of some players to pay realistic charges for their sport. In response, forward-thinking governing bodies are responding by developing new forms of their sports, with smaller teams, shorter match times, playable throughout the week by players with limited skill. Specifically:

- England Hockey has launched a new small-sided form of the game called Rush Hockey;
- The England and Wales Cricket Board is actively promoting shorter matches, for example using the 20-20 format, and developing a softball version of the game requiring less protective equipment. There is also a commercially-run "Last Man Stands" league for teams of eight players, designed to last for only about two and half hours; and
- The Rugby Football Union is actively promoting Rugby Sevens, Tag and Touch in an attempt to reverse the recent decline in participation.



6. Outdoor sports provision - facilities

Timescale definitions

Short term – 24 months

Medium term – 2 – 5 years

Long Term – 5 years +

Site	Timescale	Action
STRATEGIC SPORTS SITE #1 RIVER COLNE EAST (incorporating Radlett Road Playing Fields / Knutsford Playing Fields / Watford RUFC / Glen Rovers GAA / Top Golf – The Colne River Park)	Short term	Relocation for impacted facilities at Oxhey Park and protect site through the planning system. Prepare a masterplan for development as a strategic sports site
	Medium term	Community Park Community Rugby Club at WRFC (as existing)
	Long Term	Assist Glen Rovers and WRFC if they wish to develop or enhance their facilities further
STRATEGIC SPORTS SITE #2 CASSIOBURY SITE WEST (incorporating Fullerians RFC / Sun Postal FC / Watford Grammar School / Herts Bowls – Indoor and outdoor / Hockey)	Short term	Protect the site through the planning system. Approach Sun Postal, Fullerians RUFC, Cassiobury Lawn Tennis Club and the Grammar School and seek their agreement to the preparation of a masterplan / planning framework for the site that includes a 3G pitch designed for rugby and football, better drainage and an artificial cricket wicket, with potential access from Bellmount Wood Avenue.
	Medium term	Regional Park Strategic sports site, ideally with a community multi-sports club offering cricket, football, hockey, tennis, bowls (indoor & outdoor) and rugby.
	Long Term	Help the local clubs and school deliver the masterplan

<p>STRATEGIC SPORTS SITE #3 HOLYWELL SOUTH (incorporating King George V Playing Fields, W3RT/ Watford Cycle Hub / Schools / Football / Cricket)</p>	<p>Short term</p>	<p>Protect the site through the planning system. Prepare a masterplan for development as a strategic sports site</p>
	<p>Medium term</p>	<p>Regional Park Strategic sports site with cricket and grass football pitches and a floodlit 3G ATP and redeveloped accommodation / clubhouse / sports pavilion</p>
	<p>Long term</p>	<p>Implement the masterplan</p>
<p>STRATEGIC SPORTS SITE #4 WOODSIDE NORTH (incorporating Woodside Playing Fields, Leisure Centre / SLM / WTCC / Bowls - Indoor and outdoor / Football / Cricket / Boxing / Schools)</p>	<p>Short term</p>	<p>Protect the site through the planning system. Draw up a masterplan for the site with four main components:</p> <p>A Community Sports Club on the western part of the site offering cricket and football to players of all ages and both sexes, to be formed by a possible partnership between Watford Town Cricket Club and at least (a) a football club playing in the West Herts Saturday League; (b) a football club playing in one of the Sunday leagues; and (c) at least one mini/youth football club. This Community Sports Club could include changing and social accommodation overlooking the enclosed cricket pitch and the grass football pitch immediately to the east of it; it may be possible to re-use part of the existing building for this purpose, together with upgraded changing for other clubs using the grass pitches.</p> <p>To investigate with the FA/Herts FA and users, the conversion of the existing ATP adjacent to the Leisure Centre into three enclosed smaller pitches with a 3G surface. At present the</p>

		<p>100x60 m area is split into four 5-a-side football areas each 55 x 23 m that share common sidelines, plus a safety margin around the perimeter. If it was divided into three 60 x 33 m areas, separated by rebound walls, it could be used for both mini-soccer at the weekend and adult 5-a-sides during the week. This would allow significantly more mini-soccer and generate additional mid-week income.</p> <p>A full size floodlit 3G ATP in the eastern part of the site to be managed from the Woodside Leisure Centre</p> <p>New forms of provision for small-sided cricket and hockey (to be planned in partnership with the relevant governing bodies)</p>
	Medium term	<p>Regional Park (Green Flag status)</p> <p>Strategic Sports Site</p>
	Long Term	<p>Deliver the masterplan</p> <p>Demolish the existing cricket club pavilion. Develop a new or refurbished depot for the Council</p>
Callowland Recreation Ground	Short term	<p>Protect the park through the planning system.</p> <p>Support the Bowls Club in promoting its facilities and increasing membership</p>
	Medium term	<p>Community Park</p>
	Long term	<p>Take the pitches out of operation once it is possible to accommodate the current demand on other sites as soon as replacement football capacity is available on new ATPs elsewhere across the Borough and when Sunday morning peak usage is addressed.</p>

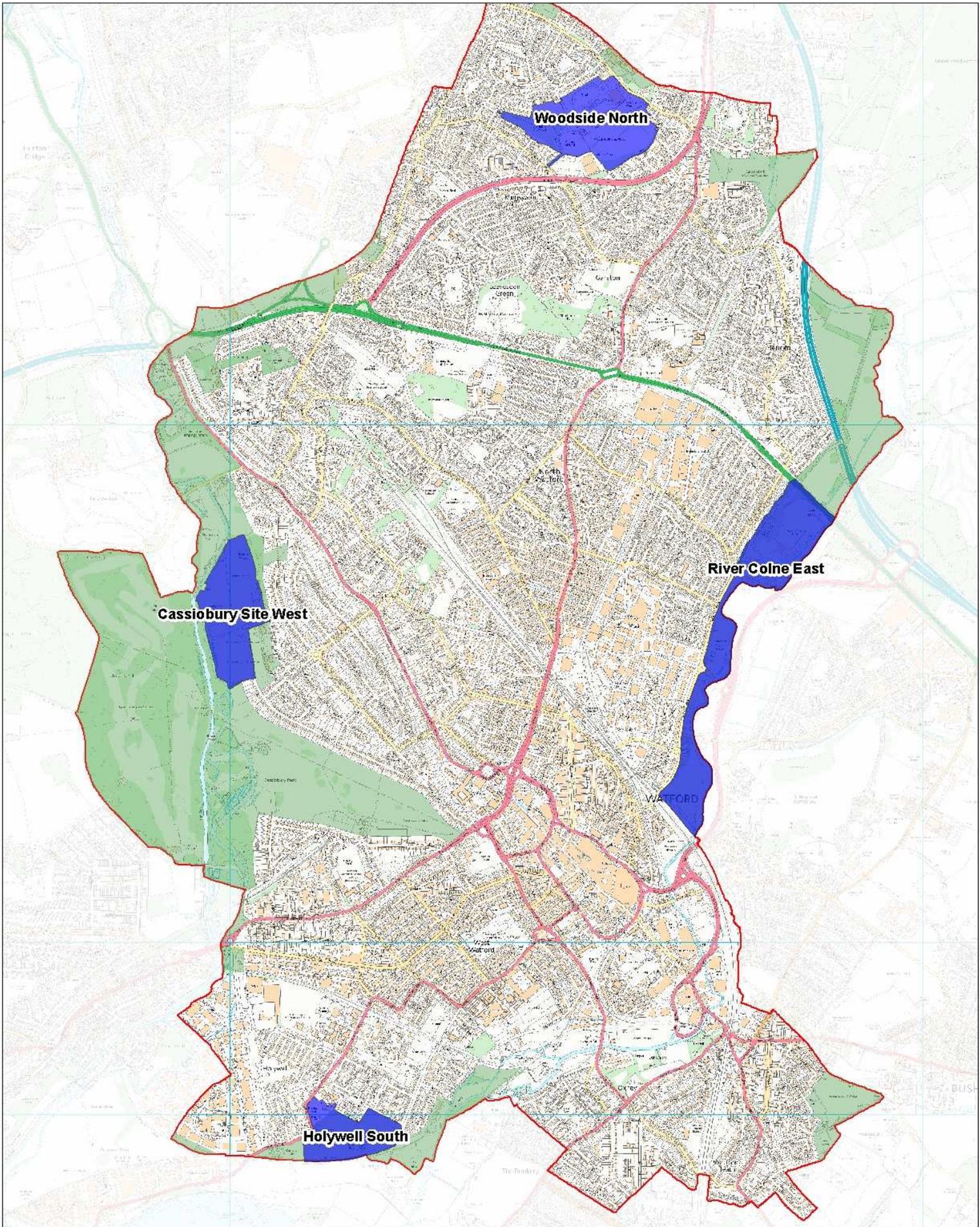
Cassiobury Park	Short term	Protect all parts of the park through the planning system. Support the Croquet Club, Grosvenor Tennis Club, West Herts Golf Club and the Bowls Club in promoting its facilities and increasing membership as part of the wider HLF/BIG funded restoration of Cassiobury Park.
	Medium term	Regional park (Green Flag status)
	Long term	Consider the removal or reduction of the football pitches, as soon as replacement football capacity is available on new ATPs elsewhere across the Borough and when Sunday morning peak usage is addressed.
Garston Park	Short term	Enhance the park through the planning system. Remove the football pitch as soon as replacement football is available on new ATPs elsewhere across the Borough and when Sunday morning peak usage is addressed.
	Medium term	Local Park
Harebreaks Recreation Ground	Medium term	Local Park Enhance the park through the planning system. With Herons FC, consider relocation to help fund the development of the strategic pitch sites and amalgamation of the Herons Youth FC with an adult football club at a community sports club site as soon as replacement football capacity is available on new ATPs elsewhere across the Borough and when Sunday morning peak usage is addressed.
	Long term	Assist Herons Youth FC to develop

Leggatts Campus	Short term	Protect the site through the planning system. Ensure that local developers provide Everett Rovers FC with a suitable changing pavilion through a planning obligation (CIL/S106) as well as improve parking on the site.
	Medium term	Community cricket and football club
	Long Term	Assist Everett Rovers FC to develop.
Oxhey Park	Short term	Protect the park through the planning system and require compensatory provision when the proposed Health Campus link road affects the sports facilities
	Medium term	Community Park Grass pitch site for Gaelic Games & football relocated & work up proposals for the use of remaining area.
West Herts Sports Club	Short term	No action
	Medium term	Community sports club with cricket, football and squash (as now)
	Long term	Assist the club if it wishes to develop or enhance its facilities further
Westfield Community College	Short term	Protect the site through the planning system
North Watford Playing Fields	Short term	Protect the site through the planning system. Re-provide football pitch at this location to offset the loss of pitch at Oxhey Park. Improve tennis courts

Lea Farm Recreation Ground	Short term	Protect the site through the planning system. Improve tennis courts. Support the Bowls Club in promoting its facilities and increasing membership.
Meriden Park	Short term	Protect the site through the planning system Supporting Watford FC in its ambitions to improve community sports facilities including the MUGA.

Ideally, Parmiter’s, Francis Combe and Queens Schools could become Strategic Sports Sites serving clubs from Watford, Three Rivers and Hertsmere as they offer good quality indoor and outdoor facilities that are used by the local community or could be used further. There is already considerable cross-boundary movement of teams in these three areas, with what are essentially Watford-based teams playing in adjoining areas and vice versa. Both schools already let their facilities to teams from a wide area. Therefore there is a sound argument that the Council could formally approach Three Rivers, Hertsmere, the County Council and the two schools to plan and deliver partnership developments at the three schools sites, especially as this will also benefit the schools’ PE and extra-curricular programmes. Parmiter’s already has a 3G pitch and excellent changing accommodation; Queens School, as a specialist sports college, should have at least one ATP, but does not, and its current pitch changing is poor. Bushey Academy’s facilities have also been significantly improved with the recently built sports centre and enhanced playing fields offering a greater potential for meeting needs in Watford and Bushey than the original school facilities. This is significant in view of the site’s close proximity to the district boundary.

If the adjoining Councils are not willing or able to enter into a partnership development, a good alternative will be the Metropolitan Police. Its facilities in Bushey are already well used by a significant number of community teams for midweek training and weekend matches and the addition of a third generation ATP will be a very cost effective way of increasing its overall capacity to accommodate community use.



Strategic Sports Sites

Strategic Sports Sites
 Green Belt



7. DELIVERY

There are three main elements to the delivery of this Sports Facilities Strategy: planning, developing partnerships and funding.

The key findings are that:

- **Participation:** most sports clubs in the Borough are small and potentially financially unsustainable; there is a high level of dependence on Council facilities; and there are only limited opportunities for teenage participants to progress into adult teams and clubs
- **Provision:** the average usage of grass cricket and football pitches across the borough is low but there is significant peaking of football demand on Sunday mornings; there is a surplus of adult football pitches but a need for more mini-soccer and youth pitches; suitable provision of floodlit artificial turf pitches suitable for football and hockey; a need for more training facilities for rugby, together with more mini and midi pitches; the quality of pitches for cricket and football, and related changing accommodation, is poor; the bowls clubs, despite low membership numbers, have good and generally improving facilities and provide valuable facilities, particularly for older people; the two large tennis clubs are thriving; and there is adequate provision for athletics and netball.

However.....

In the light of these findings, and the previous aims of the Council's Sports Development Framework, the strategy proposes **five main courses of action** with land use implications:

- The development of four "**strategic sports sites**" in the Borough – **Woodside North** (Woodside Playing Fields in the north of the Borough); **Cassiobury Site West** (the Sun Postal Football Club/Fullerians Rugby Club site in the centre of the Borough adjacent to the Cassiobury Estate); **River Colne East** (the Colne River Park corridor to the east of the Borough); and **Holywell South** (the KGV Playing Fields in the south of the Borough). Each of these sites should have a mix of grass and floodlit artificial turf pitches, good quality changing and provide a home base for a community sports club, formed by the amalgamation of two or more existing clubs, or the sharing of facilities by a group of clubs. Over time, the Council should work with clubs and leagues to maximise the use of ATPs and minimise the need for grass pitches as they require high levels of subsidy per player
- The potential joint development of additional strategic sports sites at Parmiter's and Queens Schools, subject to the agreement of the schools, the County Council and the adjoining councils;
- The protection of existing and currently used playing pitches, tennis courts and bowling greens within schools, parks and clubs – (consistent with paragraph 74 of the NPPF); and

- The removal and disinvestment of pitches from parks as additional pitch capacity becomes available at the strategic pitch sites.
- The Local Plan to reflect the findings and proposals of this Sports Facilities Strategy and to incorporate the consolidation and improvement of sports facilities to create strategic sports sites in the agreed locations and through S106 and CIL contributions to ensure that the Council's CIL charging schedule refers to sports facilities in the Regulation 123 list. Further sports policy detail to be provided at a lower level in the Local Plan. This will provide guidance on how the Council will respond to planning applications relating to sports facilities, and what the Council wishes to achieve in terms of sports provision including the impact on Green Belt and proposals in relation to the review of Green Belt policy in Watford.

Further detailed planning policy issues will be set out in Part 2 of the Local Plan (Site Allocations and Development Management Policies DPDs). Local Plan 2 will set out the policies that will apply to each of the Strategic Sites and other key sites referred to within this strategy.

Developing Partnerships

It is simply not realistic to expect the Council to deliver this alone. Instead, it will have to work in partnership with a range of agencies including local clubs, schools, county and national sports governing bodies, the Herts Sports Partnership and potential funding agencies to ensure the future health of sport and recreation in the Borough.

Accordingly it should:

- Seek the support of potential partners for the delivery of this Sports Facilities Strategy;
- Establish a steering group to deliver and monitor the strategy that will meet every six months and will have representatives from the Council and stakeholders with a key strategic role such as pitch sport governing bodies, Active Watford. This group will also monitor changes in needs to ensure the evidence the strategy is based upon is still robust.
- Institute an annual meeting at the end of each playing season with pitch sport leagues (and in time, representatives of the community clubs) to provide them with feedback on the levels of use of Council facilities and any issues that have arisen, estimate future needs, agree priorities for the next season and seek their views on any development proposals the Council is planning to implement in the following year; and
- Initiate discussions on the potential partnership developments suggested bearing in mind that they are likely to be long term projects that will depend on significant external funding for their delivery.

Delivering Sports Development

The Sports Development Framework has built on the good work already undertaken by partners, clubs, voluntary sector agencies, individuals, schools and various partnerships. We recommend the same priorities remain which are:-

- Increase community participation in physical activity and sport to contribute towards a healthy town for Watford residents; and
- Develop capacity within the local sporting infrastructure, particularly around clubs, coaches and volunteers, to improve sporting opportunities.

The Council will continue to work in partnership with organisations such as the Community Sports Network; Herts Sports Partnership; Schools Sports Partnership; SLM; National Governing Bodies; and local clubs.

However, the future delivery of sports development in Watford will be informed by the three strategic goals underpinning this Sports Facilities Strategy.

SG1 - To ensure that Watford has a network of accessible, high quality, high capacity, well maintained, well used and financially and environmentally sustainable sports facilities, capable of accommodating local demand, complemented by good quality changing and social accommodation, on a limited number of strategically located sites – known as “Strategic Sports Sites”.

SG2 - To promote the development of financially sustainable multi-sport clubs offering inclusive opportunities for players of all ages and abilities and both sexes

SG3 - To develop new forms of provision for traditional sports in partnership with their governing bodies in order to attract new participants and encourage past participants to return to their former sport, promote more mid-week participation and reduce the peaking of demand for pitches and other facilities at the weekend, particularly Sunday mornings

Rationale – Sports development provision has successfully moved away from direct provision to one of enabling, commissioning, capacity building, supporting funding bids etc. Evidence has shown that many local sports and clubs are struggling but others are thriving. In order to ensure that the infrastructure is in place for both areas (struggling and thriving), one future emphasis for sports development needs to underpin these three strategic goals and will focus on these areas – in particular the development of the four strategic sports sites and long term encouragement of multi-sports clubs in these locations.

The opportunity with the renewal of the leisure centre contract in 2018 as well as potential partnerships with local community centres should be investigated in relation to opportunities for synergies with regard to future delivery of some sports development activities

Funding

Delivering this strategy will not be easy and will require significant resources, but as its core aim is to drive up participation in a sustainable way the projects it proposes should be attractive to potential funding agencies such as Sport England and the Football Foundation.

However, generating external funding will depend on the Council being able to meet

a share of the cost itself. The Council currently receives financial contributions through S.106 agreements. However, the planning obligations regime is changing and from April 2015 the Council will operate a Community Infrastructure Levy (CIL). Although sports facilities could be funded using income generated by CIL the amount of money collected is likely to be less than is currently received and such funding will have to compete with other infrastructure requirement.

In addition, the Council could also be willing to allow the transfer of pitch sport demand from one or more existing sites with poor quality pitches and no or poor quality changing accommodation, thereby making it possible to enhance or re-use that site or those sites in ways that will benefit the communities in their vicinity. The main football leagues insist that the pitches used by their member teams should have changing accommodation, so the Council should review the need to retain those sites without changing. Given the peaking of football demand and the limited capacity of grass pitches to accommodate use, providing changing for them will be a poor use of limited resources. Some disinvestment will also reduce grounds maintenance costs or – better - allow the Council to spend more on maintaining the strategic sports sites without increasing its overall outdoor sports maintenance revenue budget.

Grant Funding - opportunities exist for securing further funding from external sources such as the Big Lottery Fund and possible Public Health Funding. Successes have included Barclays Spaces for Sport, Live Wire (Sport Unlimited) Government Funding as well as Sport England funding. Throughout the lifespan of the strategy, opportunities will arise through initiatives for securing funding to aid the delivery of the 3 strategic goals. The council will continue to maximise all avenues with its many partners to ensure the strategic outcomes of this 10 years Sports Facilities Strategy.



8.ACTION PLAN

Timescale definitions

Short term – 24 months

Medium term – 2 – 5 years

Long Term – 5 years +



A SPORTS FACILITIES STRATEGY FOR WATFORD 2015 - 2025

No.	Corporate Aim	Action	*Who	S,M,L Priority	Resource Requirements	Outcomes and Benefits
1.1	Making Watford a better place to live Promoting an active, cohesive & well informed town	Review of Green Belt policy as part of the wider planning context for the strategic sports sites at:- <ul style="list-style-type: none"> Holywell South River Colne East Cassiobury Site West 	Planning Policy	S,M	Staff costs Revenue costs	<ul style="list-style-type: none"> Greater flexibility in opportunities to enhance sports and recreation sites Increased quality of the most important open spaces
1.2	Making Watford a better place to live Promoting an active, cohesive & well informed town	Consult and engage with ALL stakeholders, local and regional governing bodies and users at the four strategic sites.	Client Services Comm. & Customer Services	S,M	Staff costs Revenue costs	<ul style="list-style-type: none"> Local community empowerment Efficient use of data and ability to prioritise works more effectively
1.3	Making Watford a better place to live Promoting an	Develop masterplans/ planning frameworks for the strategic sports sites and long term investment plans in consultation with ALL stakeholders; local	Client Services Comm. &	S,M	Staff costs Revenue costs Capital funding	<ul style="list-style-type: none"> Increased quality of the most important open spaces Greater flexibility in

A SPORTS FACILITIES STRATEGY FOR WATFORD 2015 - 2025

	active, cohesive & well informed town	and regional governing bodies and users.	Customer Services			<ul style="list-style-type: none"> opportunities to enhance sports and recreation sites Higher level of protection and continued enhancement
1.4	<p>Making Watford a better place to live</p> <p>Promoting an active, cohesive & well informed town</p>	Assess the impact of the Property Review in relation to the property portfolio in relation to the strategic sites as well as satellite sites across the town.	Client Services Regen. & Property	S	Staff costs	<ul style="list-style-type: none"> Greater flexibility in opportunities to enhance sports and recreation sites Efficient use of data and ability to prioritise works more effectively

No.	Corporate Aim	Action	*Who	S,M,L Priority	Resource Requirements	Outcomes and Benefits
1.5	<p>Promoting an active, cohesive & well informed town</p> <p>Promoting an active, cohesive & well informed town</p>	Assess usage of all pitches annually for cricket, football and rugby to look at ratio of usage, to include schools, clubs and council.	Client Services	S,M,L	<p>Staff costs</p> <p>Revenue costs</p>	<ul style="list-style-type: none"> Efficient use of data and ability to prioritise works more effectively

A SPORTS FACILITIES STRATEGY FOR WATFORD 2015 - 2025

	town					
1.6	<p>Making Watford a better place to live</p> <p>Promoting an active, cohesive & well informed town</p>	<p>Assess the length of current leases to existing facilities and look at long term aspirations of lessees</p>	<p>Client Services</p> <p>Regen. & Property</p>	S	<p>Staff costs</p>	<ul style="list-style-type: none"> Local community empowerment Greater flexibility in opportunities to enhance sports and recreation sites
1.7	<p>Making Watford a better place to live</p> <p>Promoting an active, cohesive & well informed town</p>	<p>Develop an investment plan for floodlit 3G ATP locations at the strategic sports sites taking into account the needs of football, rugby and hockey.</p>	<p>Client Services</p>	S,M	<p>Staff costs</p> <p>Revenue costs</p> <p>Capital funding</p>	<ul style="list-style-type: none"> Increased quality of the most important open spaces
1.8	<p>Making Watford a better place to live</p> <p>Promoting an active, cohesive & well informed town</p>	<p>Complete the relocation of Glen Rovers GAA Gaelic Games Club to Radlett Road Playing Fields</p>	<p>Client Services</p>	S	<p>Staff costs</p> <p>Revenue costs</p> <p>Capital funding</p>	<ul style="list-style-type: none"> Increased quality of the most important open spaces

A SPORTS FACILITIES STRATEGY FOR WATFORD 2015 - 2025

No.	Corporate Aim	Action	*Who	S,M,L Priority	Resource Requirements	Outcomes and Benefits
1.9	Making Watford a better place to live Promoting an active, cohesive & well informed town	Explore and develop the concept of sustainable multi-sports clubs at the four strategic sports sites engaging with ALL stakeholders including local, regional and national governing bodies.	Client Services Comm. & Customer Services	M,L	Staff costs Revenue costs Capital funding	<ul style="list-style-type: none"> Local community empowerment Greater flexibility in opportunities to enhance sports and recreation sites Increased usage of open spaces
1.10	Making Watford a better place to live Promoting an active, cohesive & well informed town	Investigate options for delivery of sports development framework through partnership delivery with a focus on the 4 strategic sports sites and supporting the delivery for new forms of provision for traditional sports Investigate further opportunities for increasing revenue funding to enhance existing and future sports development initiatives.	Comm. & Customer Services	S,M	Staff costs Revenue costs	<ul style="list-style-type: none"> Increased usage of open spaces Local community empowerment Greater flexibility in opportunities to enhance sports and recreation sites
1.11	Making Watford a better place to	Investigate all opportunities for funding through planning gain and external grant	Planning Policy	M	Staff costs Revenue costs	<ul style="list-style-type: none"> Higher level of protection and

A SPORTS FACILITIES STRATEGY FOR WATFORD 2015 - 2025

	live Promoting an active, cohesive & well informed town	funding to deliver the three strategic goals	Client Services			continued enhancement <ul style="list-style-type: none"> Greater flexibility in opportunities to enhance sports and recreation sites
1.12	Making Watford a better place to live Promoting an active, cohesive & well informed town	Develop a proposal for re-investing in tennis facilities at the 4 sites in public parks <ul style="list-style-type: none"> Oxhey Playing Fields Lea Farm Rec North Watford Playing Fields Cassiobury Park 	Client Services	S	Staff costs Revenue costs Capital funding	<ul style="list-style-type: none"> Increased quality of the most important open spaces
1.13	Making Watford a better place to live Promoting an active, cohesive & well informed town	Investigate the potential provision of extreme sports provision in relation to BMX / Skate boarding in a central location in the borough linked to a centralised Cycle Hub facility that encourages greater use of cycling in Watford.	Client Services	S	Staff costs Revenue costs Capital funding	<ul style="list-style-type: none"> Increased quality of the most important open spaces Greater flexibility in opportunities to enhance sports and recreation sites

A SPORTS FACILITIES STRATEGY FOR WATFORD 2015 - 2025

1.14	<p>Making Watford a better place to live</p> <p>Promoting an active, cohesive & well informed town</p>	<p>Consult and engage with clubs, local governing bodies and users where pitches and facilities are to be taken out of commission and relocation proposals and security of tenure are affected.</p>	<p>Client Services</p>	L	<p>Staff costs</p> <p>Revenue costs</p>	<ul style="list-style-type: none"> Local community empowerment
1.15	<p>Making Watford a better place to live</p> <p>Promoting an active, cohesive & well informed town</p>	<p>Continue to develop site specific policies for the strategic sites through the emerging Local Plan 2 and ensure that projects are identified in the Reg 123 list for CIL</p>	<p>Planning Policy</p> <p>Client Services</p>	S,M,L	<p>Staff costs</p> <p>Revenue costs</p>	<ul style="list-style-type: none"> Higher level of protection and continued enhancement Greater flexibility in opportunities to enhance sports and recreation sites
1.17	<p>Making Watford a better place to live</p> <p>Promoting an active, cohesive & well informed town</p>	<p>Develop Action Plans for satellite sites other than strategic sites to inform site specific actions.</p>	<p>Client Services</p>	M,L	<p>Staff costs</p> <p>Revenue costs</p>	<ul style="list-style-type: none"> Higher level of protection and continued enhancement Greater flexibility in opportunities to enhance sports and recreation sites



CONTACT DETAILS
CORPORATE STRATEGY AND CLIENT SERVICES
WATFORD BOROUGH COUNCIL
TOWN HALL, WATFORD, WD17 3EX
[WWW.WATFORD.GOV.UK](http://www.watford.gov.uk)

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Equality Impact Analysis

Title of policy, function or service	Sports Facilities Strategy 2015-2025
Lead officer	Paul Rabbitts
Person completing the EIA	Kathryn Robson
Type of policy, function or service:	Existing (reviewed) <input type="checkbox"/> New/Proposed <input checked="" type="checkbox"/>
Version	v.01- November 2014

Background

This Equality Impact Analysis considers the potential impacts, both positive and negative, of Watford Borough Council's draft Sports Facilities Strategy 2015-2025

Watford Borough Council has developed a 10 year Sports Facilities Strategy to set out the goals for the future of sports facilities within the borough. It outlines a number of strategic priorities based on a robust evidence base and is supported by engagement and consultation with the community and other stakeholders during the summer and autumn of 2014.

The strategy recognises the interaction between sports facilities and other strategic areas of work within the borough, in particular:

- planning policy and the borough's Local Plan, which sets out the future direction for development in Watford and where green and open space will be protected, including green belt
- the review of the council's property portfolio to ensure it is being used to best deliver a mixed, sustainable portfolio for the town and the local community
- public health, including the council's sports development programme and the links to the identified health priorities for Watford

Overall, the strategy highlights that there are a number of issues for Watford in terms of its current outdoor provision:

- mixed experience of clubs / organisations in terms of members, volunteers , finances (i.e. some are thriving, some struggling)
- many clubs do not have their own bases and are reliant on the council for facilities, which is not necessarily sustainable in the longer-term
- facilities are poor quality in many locations - this includes buildings such as club houses but also pitches / playing surfaces
- usage 'peaks; at certain time - especially Sunday mornings - meaning that demand outstrips supply and that there are other periods in the week when facilities are under used or not used at all
- length of leases for some clubs is often too short and restricts clubs from obtaining grants and being able to plan long-term
- lack of artificial turf pitches - which would help 'weather proof' both training and matches
- lack of training facilities
- poor quality changing rooms

The strategy identifies three strategic goals that address the issues highlighted by both the evidence base and engagement and consultation

Strategic goal 1:

To ensure that Watford has a network of accessible, high quality, high capacity, well maintained, well used and financially and environmentally sustainable sports facilities, capable of accommodating local demand, complemented by good quality changing and social accommodation, on a limited number of strategically located sites – known as “Strategic Sports Sites

The strategic sports sites are:

- **River Colne (EAST)**
(incorporating Radlett Road Playing Fields / Knutsford Playing Fields / Watford RUFC / Glen Rovers GAA / Top Golf – The Colne River Park)

- **Cassiobury site (WEST)**
(incorporating Fullarians RFC / Sun Postal FC / Watford Grammar School / Herts Bowls / West Herts Hockey)
- **Holywell (SOUTH)**
(incorporating King George V Playing Fields, W3RT/ Watford Cycle Hub / Schools / Football / Cricket)
- **Woodside (NORTH)**
(incorporating Woodside Playing Fields, Leisure Centre / SLM / WTCC / Bowls – Indoor and outdoor / Football / Cricket / Boxing / Schools)

Strategic goal 2:

To promote the development of financially sustainable multi-sport clubs offering inclusive opportunities for players of all ages and abilities and both sexes

Strategic goal 3:

To develop new forms of provision for traditional sports in partnership with their governing bodies, in order to attract new participants and encourage past participants to return to their former sport, promote more mid-week participation and reduce the peaking of demand for pitches and other facilities at the weekend, particularly Sunday mornings

Sports Facilities Strategy action plan

The Sports Facilities Strategy is supported by an action plan that will guide the delivery its ambitions and strategic goals through identifying actions and the outcomes they will deliver. These actions are also prioritised so that there is clear direction on the expectations on delivery timescales.

Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the Sports Facilities Strategy 2015-2025, including the associated action plan, on the people in the groups or with the characteristics protected in the Equalities Act 2010, should Watford Borough Council's Cabinet approve the strategy in December 2014.

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.

The analysis will take into account engagement and consultation undertaken and the profile of the Watford population.

Engagement and consultation

A significant programme of engagement and consultation was undertaken with stakeholders in the summer and autumn of 2014.

1. early engagement with clubs / groups and organisations that currently use the identified strategic sports sites in advance of the draft strategy being considered by Watford Borough Council's Cabinet (July / August 2014)
2. engagement and consultation following approval of the draft strategy by Watford Borough Council's Cabinet (September - November 2014)

This engagement and consultation focused on gathering feedback on the strategy and whether stakeholders felt it would achieve improved outcomes for the borough and the local community.

A separate engagement and consultation report has been produced, which provides an overview of findings. Overall the findings show that people are in support of the strategy and its strategic goals for sports facilities in Watford. Whilst concerns are expressed on some specific issues - such as how local groups maintain their individual identity, managing demand for any new facilities and infrastructure to support any new strategic sports sites - there is broad support for the direction of the Strategy and recognition that change is required to deliver improvement.

Through the engagement and consultation, the majority of representation has been received from stakeholders directly involved in running or supporting local sports clubs / groups / organisations and equality information is not available in terms of these respondents. Nor do the majority of clubs/ groups / organisations hold equality data on their membership or those who participate in sport through their activities. Therefore, the council has not specific equalities data relating to the users of Watford's outdoor sports facilities.

Given this, and the large number of clubs / groups / organisations undertaking sports related activities in the borough, which provide opportunities for participation across the Watford community, an understanding of the impact of the Sports Facilities Strategy needs to consider the composition of the Watford population.

What we know about the Watford population

Population	The size of Watford's population at the time of the census in 2011 was 90,300 . This is around a 13% increase in population since the last census in 2001 when the population was 79,726. The current mid-year estimate (2013 revised) puts the population at 93,700 .
Population density	The population density for Watford is 4,282 people per square kilometre. This makes it the most densely populated district in England and Wales. However, in comparison with some metropolitan boroughs, particularly those in and around the outskirts of London, the density is relatively low. This population density does mean that its green spaces and facilities for outdoor activity are highly valued by the local population and are seen as of high importance by the council because of the contribution they make to the quality of life in the borough.

<p>Age bands</p>	<p>Watford continues to be a relatively young population - particularly in comparison to the rest of Hertfordshire.</p> <p>The largest populations by age band in Watford are:</p> <ul style="list-style-type: none"> • 25-29 (8,000) • 30-34 (8,100) • the numbers in each successive age-band fall progressively until there are estimated to be 1,600 who are 85+. <p>The median age in Watford is 35 - no change since 2001. This is the lowest median age in Hertfordshire and is the fifth lowest median age in the Eastern region (47 local authority areas in total). The median age for the UK is 39.</p> <p>Watford has the fourth highest percentage population of 0-4 year olds in the Eastern region and the sixth highest 0-14 year olds. In comparison, Watford has the third lowest percentage population of 65+ in the region.</p>
<p>Households</p>	<p>The average household size in Watford is 2.4. This is average for the region.</p> <p>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 March 31 2014 the figure was 38,195..</p> <p>Watford had the fourth highest percentage change in households - +14.6% - in the Eastern region from 2001 to 2011.</p> <p>Household Composition</p> <ul style="list-style-type: none"> • Most frequent household = single people aged under pensionable age. <ul style="list-style-type: none"> • Grown from 17.5% in 2001 to 21.1% in 2011 (overtaken married couples with children) • Lone parents - significant rise in the number and % of lone parents (from 4.9% in 2001 to 7.2% in 2011) • One person pensioner households – declined in both numbers and percentage (from 12.2% 2001 to 10.0% in 2011) <p>Household tenure</p> <ul style="list-style-type: none"> • Privately rented housing: <ul style="list-style-type: none"> • increased from 3,170 homes in 2001 to 7,371 homes in 2011, from 9.8% to 20.1% of the housing stock • Homes owned outright: <ul style="list-style-type: none"> • decreased from 26.1% to 24.4% • Homes being purchased with a mortgage: <ul style="list-style-type: none"> • decreased from 46.1% to 37.2% • Social housing <ul style="list-style-type: none"> • remained static as % of the total housing stock (16.3% in both 2001 and 2011) yet it has increased in number from 5,266 in 2001 to 5,987 in 2014 •

Projections	<p>The ONS interim 2012-based subnational population projections are an indication of the future trends in population over the next 10 years.</p> <ul style="list-style-type: none"> • Watford's population is projected to be 103,000 by 2021 • Births are projected to be double deaths each year
Ethnicity	<p>The White British population has decreased from 2001 to 2011 and is now 62% of the Watford population.</p> <p>All ethnic categories except for White British and White Irish have increased over the time period, with notable percentage increase in White Other, Indian, Pakistani and Black African.</p>
Education	<p>A skilled workforce supports the economic development and employment aspirations for Watford. Year on year results show that there is an increasing trends in both GCSE results for pupils in Watford and the qualifications of the working age population.</p> <p>In the academic year 2011/12, 92.2% of pupils in Watford achieved 5 or more GCSEs graded A* to C, compared to the national average of 81.8%,</p> <p>There has been a mostly increasing trend in Watford over the last few years in NVQ qualifications held and these again increased during 2012. Watford's working age population has the second highest percentage (43.7%) in Hertfordshire of those with qualifications at NVQ 4 and above (St. Albans is the highest with 52.9%); this is also higher than both the 40.4% average in Hertfordshire and the England average of 34.2%.</p> <p>There are fewer people with no qualifications and significantly more people with Level 4/5 qualifications (degree level).</p>
Health	<p>Watford's population enjoys better health than the Eastern Region and England overall with nearly 85% of the population stating that they have 'good health' and just under 14% recording a disability.</p> <p>However, there are health issues that need addressing in the borough, some of which are related to improving people's physical activity - see 2 below. These have been identified by the borough's Health and Wellbeing Partnership as:</p> <ol style="list-style-type: none"> 1. Improving access to help with alcohol related issues 2. Increase exercise & weight Management referrals (NOTE: this may focus on specific gender, ages and/or communities) 3. Improve availability of screening in Primary Care for TB & Sexual Health (NOTE: this may be through wider community engagement) 4. Safe Healthy Food 5. Continued focus on delivering health outcomes through safe and healthy homes 6. Local or Emerging issues that arise from further or local research

Participation in sport in Watford

Local area estimates of adult participation in sport and active recreation

These results are taken from the Active People Survey that tracks the number of people taking part in sport at a local authority level.

It measures the percentage of the adult (age 16 and over) population in a local area who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 12 days out of the last 4 weeks (equivalent to 30 minutes on 3 or more days a week). The survey is conducted through telephone interviews

The results below are for a 24 month rolling period: (Apr 2012 - Apr 2014) across 1,000 residents.

	Watford	Hertfordshire
	% participation	
Sex		
Male	23.8%	32.5%
Female	24.1%	24.1%
Age		
16-34 years	31.2%	38.5%
35-54 years	24.8%	29.2%
55+	11.9%	17.4%
Disability		
Yes	9%	14.2%
No	26.1%	30.7%
Ethnicity		
White	24.3%	28.5%
BME	22.5%	25.7%
Population overall	23.8%	27.8%

This shows that participation in Watford could be improved across the community as a whole but there are some particular groups whose participation is significantly below that of the county average. This is also the case compared with the national picture.

How will the council ensure equality is promoted by the Sports Facilities Strategy 2015-2025

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Sports Facilities Strategy:

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

1. Positive impacts

The Sports Facilities Strategy 2015-2025 will deliver a number of positive impacts for the Watford community, including those sharing protected characteristics.

- **Improved sports facilities with good quality amenities that cater for the needs of users (both participants and spectators), including those related to the protected characteristics.**

For example, sufficient male / female changing rooms, access for people with disabilities or age related infirmities, facilities appropriate for both the young and adults.

Recommendation 1: as and when any new sports facilities are developed an equality impact analysis should be undertaken to ensure that positive benefits are addressed and any potential negative ones identified and mitigated where possible

- **Providing a strategic framework to support the delivery of sports activities in the borough and, through this, support local clubs and organisations secure funding and other resources to create and maintain high level sports activities that meet the needs of the community**

The framework set out in the Strategy provides additional assurance for local clubs and organisations on the future direction of sports facilities in Watford, which is important when bidding for funds/ resources. Through these bidding processes, the clubs and organisations will be expected to indicate how they will address inclusivity and remove barriers to participation.

- **Strengthen links between sports facilities and sports development to ensure that where gaps in provision are identified these can be jointly addressed**

For example, encouraging provision of sports activities for groups identified as under-represented in sporting activities. This could be linked to specific health priorities associated with identified groups

Recommendation 2: Continue to strengthen the links between sports facilities and the development of sports activities to meet the needs of the Watford community and ensure that these remain inclusive and catering for the needs of the whole community so that there are no barriers to participation

- **Explore opportunities to introduce new forms of sports that will appeal to people across the protected characteristics**

The Strategy identifies the opportunity to explore new forms of traditional sports. These could, potentially, open up participation to groups that traditionally do not engage in sports activities.

Recommendation 3: Where new forms of sports are introduced they should be encouraged to ensure they are inclusive and do not create any barriers to participation

- **Explore how the strategic approach outlined in the strategy can provide an effective link to the public health agenda in Watford**

Census data indicates the level of health related issues in Watford and it is known that certain groups do not participate as actively in sport as others and in a way that would support improved health outcomes. This includes older people, people with disabilities, black and minority ethnic communities

Recommendation 4: Ensure that the public health agenda for Watford engages with the delivery of this Strategy and that opportunities are identified to shape any new facilities in a way that encourages healthier lifestyles particularly amongst those groups whose participation is traditionally lower

- **The delivery of the sports facilities strategy will support fostering of good relations between people who share a relevant protected characteristic and people who do not**

Through enabling improved quality facilities that support the delivery of a range of sports activities the Strategy provides scope for improved community relations by offering accessible places where people will want to meet, spend time and take part in team and group activities. There might also be opportunities for social / community activities on the sites which would enhance the role they could play in fostering good relations

2. Negative impacts

In relation to the impact of the Sports Facilities Strategy, the following negative impacts can be identified.

- **Access to the proposed strategic sports sites**

The Sports Facilities Strategy consultation and engagement highlighted access to the strategic sites as a potential issue. Whilst this might be relevant to the population as a whole, there are some groups with protected characteristics who might be more impacted by accessibility issues. In particular, this would include people with disabilities and both older (who might have age related infirmities) and younger people (who would be reliant on public transport to get them to sites)

- **Focus on strategic sports sites & satellite sites might result in the loss of some current facilities**

Whilst this is not explicit within the Strategy as detailed decisions are not covered, engagement and consultation raised concerns of some groups / organisations that their current arrangements in terms of facilities might not continue in future. If this were to be the case, this EIA would need updating to understand the implications of any loss of facilities

- **Focus on traditional sports might be to the detriment of minority or newly emerging sports**

Any new facilities would need to ensure there is a degree of flexibility to the provision to ensure it can accommodate sports beyond those identified as 'traditional'

- **New facilities might cost more to use than current ones and thus some people within the protected characteristics who also face low income might not be able to participate**

At this stage it is not possible to know what level of hire charge etc might be associated with any new facilities but affordability should be taken into account so that cost does not become a barrier

3. Overall conclusion

Considering the information within this report and both the positive and negative impacts together, this analysis shows that Sports Facilities Strategy will overall deliver positive impacts for the Watford community.

This is because new facilities can be designed to take into account the needs of those with protected characteristics, where applicable and these outweigh the potential negative impacts identified

Recommendation 5: to update this EIA in light of future development related to the Strategy's implementation

Summary of potential positive and negative impacts on protected characteristics

Protected Characteristic	Positive	Negative	None	Reasons for decision
Age	x	x		<p>The Sports Facilities Strategy has both positive and negative impacts in terms of age.</p> <p>Positive impacts</p> <ul style="list-style-type: none"> • As outlined in this EIA, the Sports Facilities Strategy sets the strategic direction for sports facilities in Watford over the next 10 years that will bring a range of positive outcomes for all the community, across the range of protected characteristics. In particular, improved facilities with better access will benefit the whole community and foster good relations between people with and without a protected characteristic • New provision can be designed to ensure issues that might make it difficult for older people to access sports facilities and participate in activities are taken into account • New forms of sport can be identified to appeal to older and younger people and to take into account any age related limitations to participation (e.g. shorter game length, smaller playing area) • Job opportunities that could be generated by the strategic sites will benefit people of working age • Opportunity to link to improved health outcomes through effective working on the public health agenda <p>Negative impacts</p> <ul style="list-style-type: none"> • Older and younger people might find it harder to get to a strategic site if they are unable to drive / have access to a car – consideration of

Protected Characteristic	Positive	Negative	None	Reasons for decision
				<p>accessibility will need to be taken into account when more detailed work is undertaken on delivery</p> <ul style="list-style-type: none"> Possible impact if new facilities cost significantly more to hire
Disability	x	x		<p>The Sports Facilities Strategy has both positive and negative impacts in terms of disability.</p> <p>Positive impacts</p> <ul style="list-style-type: none"> As outlined in this EIA, the Sports Facilities Strategy sets the strategic direction for sports facilities in Watford over the next 10 years that will bring a range of positive outcomes for all the community, across the range of protected characteristics. In particular, improved facilities with better access will benefit the whole community and foster good relations between people with and without a protected characteristic New provision can be designed to ensure issues that might make it difficult for people with disabilities to access sports facilities and participate in activities are taken into account New forms of sport can be identified to appeal people with disabilities and to take into account any barriers to participation (e.g. shorter game length, smaller playing area, equipment adaptations) Opportunity to link to improved health outcomes through effective working on the public health agenda

Protected Characteristic	Positive	Negative	None	Reasons for decision
				<p>Negative impacts</p> <ul style="list-style-type: none"> • People with disabilities might find it harder to get to a strategic site if they are unable to drive / have access to a car – consideration of accessibility will need to be taken into account when more detailed work is undertaken on delivery. • Possible impact if new facilities cost significantly more to hire
Ethnicity	x			<p>The Sports Facilities Strategy has positive impacts in terms of ethnicity</p> <p>Positive impacts</p> <ul style="list-style-type: none"> • As outlined in this EIA, the Sports Facilities Strategy sets the strategic direction for sports facilities in Watford over the next 10 years that will bring a range of positive outcomes for all the community, across the range of protected characteristics. In particular, improved facilities with better access will benefit the whole community and foster good relations between people with and without a protected characteristic • Opportunity to link to improved health outcomes through effective working on the public health agenda
Sex	x			<p>The Sports Facilities Strategy has positive impacts in terms of sex</p> <p>Positive impact</p> <ul style="list-style-type: none"> • As outlined in this EIA, the Sports Facilities Strategy sets the strategic direction for sports facilities in Watford over the next 10 years that will bring a range of positive outcomes for all the community, across the range of protected characteristics. In particular, improved facilities with better

Protected Characteristic	Positive	Negative	None	Reasons for decision
				<p>access will benefit the whole community and foster good relations between people with and without a protected characteristic</p> <ul style="list-style-type: none"> • Some facilities do not currently have sufficient facilities for both sexes; this will be addressed through the design of any new facilities • Opportunity to link to improved health outcomes through effective working on the public health agenda
Sexual orientation	x			<p>The Sports Facilities Strategy has positive impacts in terms of sexual orientation</p> <p>Positive impact</p> <ul style="list-style-type: none"> • As outlined in this EIA, the Sports Facilities Strategy sets the strategic direction for sports facilities in Watford over the next 10 years that will bring a range of positive outcomes for all the community, across the range of protected characteristics. In particular, improved facilities with better access will benefit the whole community and foster good relations between people with and without a protected characteristic • Opportunity to link to improved health outcomes through effective working on the public health agenda
Religion	x			<p>The Sports Facilities Strategy has positive impacts in terms of religion</p> <p>Positive impact</p> <ul style="list-style-type: none"> • As outlined in this EIA, the Sports Facilities Strategy sets the strategic direction for sports facilities in Watford over the next 10 years that will bring a range of positive outcomes for all the community, across the range of protected characteristics. In particular, improved facilities with better access will benefit the whole community and foster good relations between

Protected Characteristic	Positive	Negative	None	Reasons for decision
				<p>people with and without a protected characteristic</p> <ul style="list-style-type: none"> • Opportunity to link to improved health outcomes through effective working on the public health agenda
Pregnancy/maternity	x			<p>The Sports Facilities Strategy has positive impacts in terms in terms of pregnancy / maternity</p> <p>Positive impact</p> <ul style="list-style-type: none"> • As outlined in this EIA, the Sports Facilities Strategy sets the strategic direction for sports facilities in Watford over the next 10 years that will bring a range of positive outcomes for all the community, across the range of protected characteristics. In particular, improved facilities with better access will benefit the whole community and foster good relations between people with and without a protected characteristic • Opportunity to link to improved health outcomes through effective working on the public health agenda
Gender orientation	x			<p>The Sports Facilities Strategy has positive impacts in terms of gender orientation</p> <p>Positive impact</p> <ul style="list-style-type: none"> • As outlined in this EIA, the Sports Facilities Strategy sets the strategic direction for sports facilities in Watford over the next 10 years that will bring a range of positive outcomes for all the community, across the range of protected characteristics. In particular, improved facilities with better access will benefit the whole community and foster good relations between people with and without a protected characteristic

Protected Characteristic	Positive	Negative	None	Reasons for decision
				<ul style="list-style-type: none"> <li data-bbox="1122 384 2130 456">• Opportunity to link to improved health outcomes through effective working on the public health agenda

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

Positive Impact	Protected characteristics	Ways to ensure the positive impact
<p>Sports Facilities Strategy's role in enabling the delivery of improved sports facilities within the borough taking into account:</p> <ul style="list-style-type: none"> ○ Accessibility (both in terms of how to access the sites and across the sites themselves) ○ Appropriate facilities for protected characteristics (e.g. sex, disability) 	All	As the strategic sites are brought forward for consideration, then any proposed designs / layouts etc that will be brought together through a site masterplan need to consider the needs of those with protected characteristics as highlighted in this EIA.
<p>Multi sports and new types of sports to take into account the requirements of those with protected characteristics</p> <p>Opportunity to encourage a greater participation level in sports</p>	All – particularly for those with a disability / mobility problems / age related issues	Ensure that when the concept of multi-sport provision and new types of traditional sport are considered that the needs of those with protected characteristics highlighted in this EIA are taken into account. Where possible new provision and activities should be inclusive and address any potential barriers to participation.
<p>Promotion of sports facilities and associated activities</p>	All	Any new provision will need to be supported by an effective promotional programme to ensure people are aware of what is on offer. This should be accessible and easy to follow. This should be identified as part of any programme of re-development etc.
<p>Opportunity to link to improved health outcomes through effective working on the public health agenda</p>	All	Ensure that the public health agenda for Watford is aware of the strategic framework provided by the Strategy and can, therefore, make appropriate links as it develops its areas of work to deliver improved health outcomes.

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

Negative Impact	Protected characteristics	Ways to mitigate the negative impact
<p>Access to the proposed strategic sports sites The Sports Facilities Strategy consultation and engagement highlighted access to the strategic sites as a potential issue.</p>	<p>Disability Age</p>	<p>As for positive impact - as the strategic sites are brought forward for consideration, then any proposed designs / layouts etc that will be brought together through a site masterplan need to consider the needs of those with protected characteristics as highlighted in this EIA. Explore green travel strategies and promote these to the community.</p>
<p>Focus on strategic sports sites & satellite sites might result in the loss of some current facilities Whilst this is not explicit within the Strategy as detailed decisions are not covered, engagement and consultation raised concerns of some groups / organisations that their current arrangements in terms of facilities might not continue in future.</p>	<p>All</p>	<p>EIA to be carried out where there is any proposed change to provision.</p>
<p>Focus on traditional sports might be to the detriment of minority or newly emerging sports</p>	<p>All</p>	<p>Ensure any new facilities are flexible to accommodate minority or newly emerging sports and not designed for traditional sports to the exclusion of all other possibilities Engage with sports development / Sports England to understand this area at design stage and research where possible</p>
<p>New facilities might cost more to use than current ones and thus some people within the protected characteristics who also face low income might not be able to participate</p>	<p>All but particularly younger people, older people, people with disabilities who are not working</p>	<p>Difficult to assess at this stage but will be kept as an area to review.</p>

Negative Impact	Protected characteristics	Ways to mitigate the negative impact
Fostering good relations	All	<p>Ensure that the provision within any masterplans for the strategic sites to create opportunities for building good community relations is delivered based on the principles of good design and creating a strong community destination.</p> <p>Engagement on any new facilities could identify community aspirations for the facilities and barriers to participation that could be considered at the design stage.</p>

Monitoring the review

This analysis will be reviewed on an on going basis.

This EIA has been approved by:

Lesley Palumbo

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Date05.01.15.....

*PART A

Report to: Cabinet
Date of meeting: 19 January 2015
Report of: Housing Project Manager
Title: Private Rented Sector Discharge Policy

1.0 **SUMMARY**

- 1.1 The council has prepared a draft Private Rented Sector Discharge Policy which sets out how the Council will discharge its homelessness duty to the eligible Watford residents into the private rented sector and how this will be assessed, prioritised and managed. The draft copy of the policy is attached.
- 1.2 This draft policy is in response to changes brought in by the Localism Act which mean that the council is now empowered to discharge its homelessness duty and can set local criteria regarding this. This will be with an offer of a private rented tenancy without the consent of the applicant, rather than relying on social housing in all cases. The aim is that the Private Rented Sector Discharge Policy will become operational once approved and prior to the full implementation of Nomination Policy.
- 1.3 The intention is also to review and bolster the information available to those who can register and those who can no longer register for affordable housing so that more effective signposting to alternative housing options is available.
- 1.4 This report summarises the background to the intended Policy and the key changes which will be introduced. It also outlines the implementation process and seeks the necessary delegations for executing a project of this scale and complexity.

2.0 **RECOMMENDATIONS**

- 2.1 That Cabinet approves the Private Rented Sector Discharge Policy
- 2.2 That, while noting the target approval date of 19th January 2015, Cabinet delegates authority for agreeing the detailed implementation plan and precise implementation date to the Head of Community and Customer Services in consultation with the Portfolio Holder for Housing.
- 2.3 That Cabinet notes that minor changes to the Policy may be deemed necessary during implementation and that the council's Constitution delegates authority for these to be made by the Head of Community and Customer Services in consultation with the Portfolio Holder for Housing

Contact Officer:

For further information on this report please contact:

Abiodun Omotoso,
Housing Project Manager
Telephone extension:8915
Email: abiodun.omotoso@watford.gov.uk

Report approved by: Alan Gough
Head of Community & Customer Services
Watford Borough Council

3.0 DETAILED PROPOSAL

- 3.1 The Localism Act has empowered local authorities to discharge their homelessness duty through offers of accommodation in the private rented sector.
- 3.2 Partner local authorities within Herts Choice Homes have already developed similar policies and set local criteria about who may access the service.
- 3.3 With the high demand for social housing in Watford, it is proposed that the Council should also discharge its homelessness duty to eligible households into the private rented sector.
- 3.4 Where the council has a homelessness duty to a household, it is proposed that this should be met through the offer of a private sector tenancy where the applicants do not qualify to join the housing register. Under this policy, the Council can also discharge its duty to any other homeless household by offering a private sector tenancy. There are strict criteria concerning property condition, location and length of tenancy which must be met in order for a private sector housing offer to be made.
- 3.5 The Housing Service is currently undertaking a review of the HomeLet Scheme which assists clients to access private rented properties. A number of other options are being explored with private and social landlords with the aim of securing additional housing supply for example through private sector leasing.
- 3.6 It is clear that resources could be better utilised in improving promotion of other housing options and managing expectations of this client group rather than continuing to register applications for social housing where there is no prospect of being rehoused.
- 3.7 The overall aim of the Policy is to ensure that the Council allocate a scarce resource most effectively and help manage historical expectations around the availability of social housing and entitlement to it.
- 3.8 The Policy is also intended to encourage planned pathways into housing and therefore prevent homelessness where clients do have an element of control over their departure from home.
- 3.9 Due to the complexities concerning homelessness applications and advice given

during the process, it is proposed that the Policy can be applied at any stage during the process.

- 3.10 Consultation on the draft policy has included registered providers, voluntary sector, housing applicants and statutory agencies. Results have shown support for what the council is seeking to achieve through this process, with some concern around the availability of properties and the move-on options for single homeless people within hostels in Watford which we will continue to monitor and manage with our partners.

4.0 **IMPLICATIONS**

4.1 **Financial**

- 4.1.1 Under the Council's new Nomination Policy, there is a risk that some homeless households may remain in temporary accommodation for longer while private sector properties are sourced. However, other households may move more quickly due to less competition for social housing vacancies overall. Monies have been allocated in order to resource additional staffing, communication materials and software changes due to the link to preventing homelessness amongst those affected and the overall aim of introducing a cultural shift towards planned departure from accommodation rather than applying as homeless.

4.2 **Legal Issues** (Monitoring Officer)

- 4.2.1 Under the policy all applicants are entitled to request a review of any offer of accommodation in relation to its suitability and also have further appeal rights to the county court. This policy has been the subject of consultation and has had an equality impact analysis which demonstrates that any adverse impacts on individuals with protected characteristics can be mitigated satisfactorily as explained below.

4.3 **Equalities**

- 4.3.1 An equality impact analysis has been carried out during the development of the Policy. Analysis carried out during development of the Policy indicated that there were not adverse impacts on clients with a particular protected characteristic which could not be mitigated.

4.4 **Potential Risks**

Potential Risk	Likelihood	Impact	Overall score
Lack of private sector properties for homeless applicants, more time in temporary accommodation and more supply needed.	4	4	16
Increased legal challenges	4	2	8
Increase in complaints	4	3	12

Increase in aggression towards staff	4	3	12
In order to mitigate these risks, the approach to securing private sector properties is being reviewed and the Private Sector Discharge Policy will help address this.			

4.5 **Accommodation**

4.5.1 No accommodation implications other than adjustments to workstations in the Customer Services Centre to accommodate additional advice and support as required.

4.6 **Community Safety**

4.7.1 The Housing Service will continue to work with partners to meet community safety objectives as we seek to rehouse in the private rented housing sector.

4.8 **Sustainability**

4.8.1 The Private Rented Sector Discharge Policy will continue to work with local partners to ensure the Council maximises the use of available stock.

Appendices

- Private Rented Sector Discharge Policy – Appendix A
- Equalities Impact Analysis – Appendix B
- Summary of Consultation – Appendix C
- Outline implementation plan – Appendix D

Background Papers

- The following background papers were used in the preparation of this report:
 - Localism Bill - available online
 - Homelessness Code of guidance 2006 – available online
- If you wish to inspect or take copies of the background papers, please contact the officer named on the front page of the report.

File Reference

- None

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Private Rented Sector Discharge Policy

Implemented from XXXX

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1.0 Introduction

- 1.1 The 1996 Housing Act as amended by the Homelessness Act 2002 enables local authorities to discharge their homeless duties through securing suitable accommodation for households. Under this Act, private rented accommodation could be made available as a qualifying offer usually with the consent of the applicant. Such offers could also be made to prevent homelessness for applicants who are threatened with homelessness within 28 days.
- 1.2 The introduction of the Localism Act of 2011 (sections 148 and 149) amended the 1996 Housing Act and new statutory regulations were issued. These have now made available new powers for local authorities that allow suitable private rented sector offers to be used to discharge the main homeless duty without requiring the applicant's consent and applies to new homeless applicants applying as homeless from the 9th of November 2012. The current regulations now require local authorities to consider a number of factors in assessing the suitability of prospective private sector accommodation as the legislation on 'qualifying offers' has been repealed.
- 1.3 The changes form part of the government's plan for wider social reforms and will grant local authorities greater freedom to benefit from use of good quality private sector accommodation for housing households accepted as homeless, so making best use of the permanent and temporary accommodation available across all tenures.
- 1.4 There is a large private rented sector market in Watford and surrounding boroughs and this policy is aimed at assisting people to whom the Council has a homelessness duty in accessing this market.

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2.0 Private Rented Sector Offers

2.1.1 Due to the demand on social housing in the borough, Watford Borough Council has made the decision to review the residency connection required by households in order to join the housing register for social housing. In order to register for social housing, households need to be living in the borough currently and also for 5 out of the last 6 years. Due to this and other qualifying criteria in the Nominations policy, there will be households to whom the authority owes a homelessness duty who cannot register for social housing.

2.1.2 In order to maximise the use of all the available housing stock, including the temporary accommodation owned or commissioned by the council, the decision has been made to consider all households accepted as homeless by the council for a Private Rented Sector Offer.

2.1.3 Watford Borough Council intends to fully discharge all full housing duty by way of a 'private rented sector offer' made using the power granted to it (s193(7AA)-(7AC) Housing Act 1996 as amended by s.148(5)-(7) Localism Act 2011).

2.1.4 Where an application has resulted in a full housing duty being owed, the presumption will be that the authority could discharge that duty by arranging for a private landlord to make an offer of an assured short-hold tenancy in the private rented sector for a period of at least 12 months ("a private rented sector offer").

2.1.5 A decision will be taken after a full consideration of household's individual circumstances and the facts that apply to that case. Having undertaken this consideration if the council is satisfied that it is appropriate to exercise the power given to it under the Housing Act 1996 (as amended) it will discharge its duty in this way.

2.1.6 Each private rented sector offer will be assessed for suitability against the Homelessness (Suitability of Accommodation) (England) Order 2012 Part and matched to an individual household. This further clarifies for all prospective applicants that homelessness will no longer give any guarantee that homeless households will receive an offer of social housing.

2.2 Criteria for Private Rented Sector Discharge

- Fixed term Assured Shorthold Tenancy for 12 month minimum term
- 12 month minimum applies even if a household *agrees* to the private sector offer and the council is discharging its duty through it

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- For every application considered appropriate, Watford BC will bring the duty to an end through a private rented sector offer as far as reasonably possible
- Watford Borough Council must have been involved in the arrangements for duty to be discharged
- If an applicant becomes unintentionally homeless within two years of the tenancy start date, Watford Borough Council will have a duty to assist and this is regardless of their Priority Need however they must remain eligible. Where a homelessness duty is reinstated, the revived duty may be discharged into the private sector again in accordance with this policy.
- The accommodation must be suitable in location, in property condition and management in the view of the Council .
- The applicant has the right to request a review on the suitability of the accommodation and of appeal to the county court.

3.0 Statutory Requirement

Statutory Requirement to consider	WBC Policy approach
<p>The significance of any disruption caused by the location from employment, caring responsibilities or education of the household</p>	<p>In determining whether a location is suitable, Watford Borough Council will consider:</p> <p>Whether the applicant and / or their partner are in employment usually taken to be at least 16 hours per week. If they are, the location must be within a reasonable travel to work area of that employment and have transport links frequent enough to enable it.</p> <p>If the applicant is verified as a carer for another person, who cannot readily withdraw this care without serious detriment to the well being of the other party then the location will need to be of sufficient proximity to enable this, although this may require public transport.</p> <p>If any members of the household are undertaking GCSEs at school (Years 10 & 11 – children aged 14 to 16), or other proven vital examination, then</p>

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Statutory Requirement to consider	WBC Policy approach
	they should not be required to change schools
The proximity and accessibility to medical facilities and other support which are used by, or essential to the well-being of the household	<p>If the applicant or any member of the household requires specialist medical treatment or support which can only be provided in Watford, then the location will need to be of sufficient proximity to enable this, although this may require public transport.</p> <p>Watford Borough Council will also have regard to other medical treatment or support required by the applicant or any member of the household.</p>
The proximity and accessibility to local services, amenities and transport	WBC will seek to offer accommodation that is reasonably accessible to local services and amenities
Whether the property is in a reasonable physical condition	<p>WBC officers will either:</p> <p>Physically inspect all PRS accommodation before it is offered</p> <p>or</p> <p>Require a letting agent to physically inspect a property (usually requiring that agent to be a member of a suitable trade body such as ARLA or NLA)</p> <p>or</p> <p>Request another local authority or agent to undertake an inspection on its behalf</p> <p>Inspections will be documented to record condition (using broadly similar categories to the HHSRS approach) and to ensure consistent quality. They will usually be undertaken by staff but where possible HHSRS category 1 or 2 hazards are identified then a further inspection by qualified</p>

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Statutory Requirement to consider	WBC Policy approach
	<p>HHSRS assessors will be required (usually from Environmental Health). Properties with Category 1 hazards and unacceptable Category 2 hazards will not be utilised until these hazards have been eliminated.</p>
<p>Whether any electrical equipment meets the requirements of the Electrical Equipment (Safety) Regs 1994</p>	<p>All landlords/agents will be required to supply a satisfactory Electrical Safety Certificate from within the last 5 years</p> <p>Any moveable electrical items in the property will require a Portable Appliance Test (PAT) within the last year, with a suitable indication of this usually expected to be identifiable on the inspection of the appliances plug</p> <p>The physical inspection of the property will seek to identify any broken fittings or obvious electrical defects, such as loose wiring or electrical faults.</p>
<p>The proximity and accessibility to local services, amenities and transport</p>	<p>WBC will seek to offer accommodation that is reasonably accessible to local services and amenities</p>
<p>Whether the local authority are of the view that the landlord has taken reasonable precautions to prevent carbon monoxide poisoning.</p>	<p>If the property has an active gas supply (for heating or cooking) then a recent carbon monoxide detector should be provided by the landlord and appropriate advice and assistance to ensure it is properly fitted.</p>
<p>Whether there is a current gas safety record for the property</p>	<p>If the property has a gas supply, then all landlords/agents will be asked to supply a current Gas Safety Certificate.</p> <p>Lettings will not be started until the council has receipt of a copy of this.</p>
<p>Whether the accommodation has a valid Energy Performance Certificate</p>	<p>All landlords/agents will be asked to supply a valid EPC for the property</p>
<p>Whether the accommodation is an HMO and is licensed if required</p>	<p>Environmental Health will be contacted to ensure the property is</p>

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Statutory Requirement to consider	WBC Policy approach
	properly licensed and complying with licence conditions
Whether the landlord has provided a written tenancy agreement that the local authority considers to be adequate	WBC offers a model Assured Shorthold Tenancy for landlords to use. Where this is not used, officers will ensure that an acceptable, written AST is used clearly setting out the rents and charges, landlord and tenants obligations and is free from any unfair or unreasonable terms. Landlords will also be informed of the requirements to use Tenancy Deposit Schemes by officers prior to sign ups.
Whether the letting agent is a member of one of the Government approved redress schemes	Prior to using a letting agent they will be required to provide confirmation of which scheme they are a member of. Housing staff will confirm this with the relevant scheme operator.

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4.0 Property size

4.1 The Council will assess the property size required as follows, with the assumption that where there are two reception rooms in a property, one may be used as a bedroom. HHSRS Category 1 hazards for crowding and space will not be acceptable and all rooms must be suitable for their intended use.

HOUSEHOLD SIZE	NUMBER OF BEDROOMS
Single person (including where expecting first child)	Bedsit /1 bedroom
Single person with staying access to children	Bedsit/1bedroom
For the following, access to one living room whether sole or shared plus:	
Couple	1 bedroom
For the following, sole use of one living room plus:	
Parent (s) plus 1 child	2 bedrooms
Parent (s) plus 2 children, same sex (where under 16 or one or more is over 16 but the age gap is less than 7 years)	2 bedrooms
Parent (s) plus 2 children of opposite sex (under 10 years)	2 bedrooms
Parent (s) plus 2 children of opposite sex (over 10 years)	3 bedrooms
Parent (s) plus 2 children, same sex where there is an age gap of 7 years or more and one child is 16 or over	3 bedrooms
Parent (s) plus 3 children	3 or 4 bedrooms depending on ages and gender
Parent (s) plus 4 children or more	3 or 4 bedrooms depending on ages (limited number of 4 bedroom properties)

4.2.1 Where an additional bedroom may be required for exceptional circumstances, the council will make an assessment to determine whether this can be accommodated.

4.2.2 These exceptional circumstances will be limited to:

- Medical conditions or disabilities caused or made worse by sharing a bedroom or not having an additional bedroom
- The need for a live in carer which has been verified by appropriate professional agencies

4.2.3 The assessment of exceptional circumstances will take into account:

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- Whether there is a verified need for an additional bedroom supported by appropriate independent agencies
- Whether there is a proven link between the issues identified and the property size
- Whether a larger property would be affordable to the household in the long term
- Whether a larger property is likely to become available within a reasonable timescale and whether this could be justified bearing in mind pressures on properties of that size
- Whether there are alternative solutions for the household e.g. independent arrangements for some family members
- Note: Housing benefit is not necessarily granted in all these cases.
- Where there are more households owed the full homeless duty than properties available in the private rented sector to end the duty, applicants will be nominated for a private rented sector offer using criteria set to meet the most pressing needs of clients and the operational needs of the service and financial impact on the authority.

Criteria used to prioritise these nominations may include for example-

Applicants owed a full housing duty that:

- Do not qualify for the Housing Register
- Are in temporary accommodation where there is a cost to the council
- Have expressed a preference to live in a particular area. Choice of area will be considered when making a PRS offer but cannot be guaranteed.
- Are in temporary accommodation where due to the level of rent charged there is a cost to the applicant
- That have been accepted as being threatened with homelessness and owed a full housing duty and where a PRS offer will avoid the need for the household to go into temporary accommodation.
- That are owed the full homeless duty and have been waiting longest since being accepted as homeless by the council
- Applicants who are to be made a private rented sector offer of accommodation are expected to co-operate with council officers and the appropriate private sector landlord and abide by the terms of their respective tenancy agreements once an offer has been made.
- Have a clear rent/service charge account

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5.0 Suitability Review

5.1.0 With an offer of accommodation under this policy, applicants will be required to confirm their decision whether or not they will accept the offer within a reasonable period of time, usually at the viewing. They will also be advised of their right to request a review of the suitability of the offer of accommodation. They will be signposted to agencies such as the Citizens Advice Bureau and Shelter as appropriate for support with this process.

5.1.1 An applicant can request a review of the decision that a property is suitable and that the duty owed to them under the homeless legislation is discharged within 21 days of being notified of the decision. Review requests received later than this will only be accepted in exceptional circumstances.

5.1.2 Once a review request is received, the Council will write to the applicant to acknowledge receipt of the request. The review will normally be completed within 56 days of the review being requested unless a longer time period has been agreed. The review will be carried out by a senior officer who was not involved in the original decision or by the independent reviews service commissioned by the Council for this purpose.

5.1.3 The review may be unsuccessful (that is the original decision is upheld) or successful in which case the original decision is amended. The Council will write to the applicant to advise of the decision. The letter will be sent to their address and where this is not known, a copy will be available for collection at the Council's offices. The decision letter will give reasons for any findings. It will also set out the limited right of appeal to the County Court.

5.2 Accommodation Pending Review

5.2.1 The Council is not obliged to provide temporary accommodation during the review process and will only do so in exceptional circumstances. A review can be completed after the disputed offer has been accepted provided this is within the timescales above. Applicants will be advised to accept the disputed offer even if they wish to request a review to ensure that, if unsuccessful, they are not left without accommodation

6.0 Implementation

6.1.0 Once this policy is adopted, the Housing Service will communicate to all applicants where a homeless application has been made after the 9th November 2012 and where a full housing duty is owed. A copy of this policy will be available to applicants via the Council's website. This policy will also be sent to all relevant stakeholders in Watford along with the Nominations Policy.

7.0 Reviewing the Policy

7.1.0 The Policy will be monitored and reviewed formally in line with the development of a new Homelessness Strategy to ensure effectiveness. If changes are required, these will be made as and when necessary. The Policy may also be reviewed at any time, in line with any relevant changes in legislation or Guidance issued by relevant Government Departments.

Appendix B

WATFORD BOROUGH COUNCIL PRIVATE RENTED SECTOR DISCHARGE POLICY: EQUALITY IMPACT ANALYSIS

1. Introduction

This report presents the findings of an assessment of the potential impacts of Private Rented Sector Discharge Policy.

2. Report methodology

The methodology used is based on guidance published by Watford Borough Council. In line with this guidance, this report will assess the impact of the proposals included within the proposed Private Rented Sector Discharge Policy in respect of the “protected characteristics” set out in the Equality Act 2010. These are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion and belief
- Sex (gender)
- Sexual orientation
- Marriage and civil partnership

The assessment considers the impact of the Policy in order to:

- Identify the needs of equality groups
- Identify the positive impacts of the proposed policy
- Identify the adverse impacts of the proposed policy
- Identify whether the impacts are justified and/or whether there are proportionate and reasonable mitigation measures that need to be incorporated into the policy

This will be established by:

- Reference to the relevant legislation, regulations and guidance
- Analysis of available data
- Consultation with stakeholders, individuals and organisations.

Once proposals are approved, the outcome of the Policy changes can be monitored going forward.

Until such time, the council can only use the best data available to assess likely impacts and numbers and profiles of those who may be assisted through the policy.

3. Local and National policies

A variety of national legislation underpins the requirement and need to carry out an equality impact assessment for the proposed policy. This legislation highlights how equality is increasingly recognised as a fundamental part of the policy-making process, while also requiring organisations to adopt a more proactive approach to promoting equality of opportunity across a variety of projects including those to the built environment.

Consultation and this Equalities Impact Assessment are required stages of the process to ensure Watford Borough Council meets its duties under The Equality Act 2010.

These are particularly important in the case of the Private Rented Sector Discharge Policy which will impact on those with protected characteristics.

4. Project background and description

The introduction of the Localism Act of 2011 (sections 148 and 149) amended the 1996 Housing Act and new statutory regulations were issued. These have now made available new powers for local authorities that allow suitable private rented sector offers to be used to discharge the main homeless duty without requiring the applicant's consent and applies to new homeless applicants applying as homeless from the 9th of November 2012. The current regulations now require local authorities to consider a number of factors in assessing the suitability of prospective private sector accommodation as the legislation on 'qualifying offers' has been repealed.

The changes form part of the government's plan for wider social reforms and will grant local authorities greater freedom to benefit from use of good quality private sector accommodation for housing households accepted as homeless, so making best use of the permanent and temporary accommodation available across all tenures.

The criteria for consideration in the implementation of this policy

- Fixed term Assured Shorthold Tenancy for 12 month minimum term
- 12 month minimum applies even if a household *agrees* to the private sector offer and the council is discharging its duty through it
- For every application considered appropriate, Watford BC will bring the duty to an end through a private rented sector offer as far as reasonably possible
- Watford Borough Council must have been involved in the arrangements for duty to be discharged
- If an applicant becomes unintentionally homeless within two years of the tenancy start date, Watford Borough Council will have a duty to assist

and this is regardless of their Priority Need however they must remain eligible. Where a homelessness duty is reinstated, the revived duty may be discharged into the private sector again in accordance with this policy.

- The accommodation must be suitable in location, in property condition and management in the view of the Council .
- The applicant has the right to request a review on the suitability of the accommodation and of appeal to the county court.

5. Consultation Methods and Headline Findings

The draft copy of the policy has been made available to stakeholders and service providers operating within the Watford Borough Council area and the representative response indicate that stakeholders are keen to see this policy effectively implemented in the borough.

Respondents to survey

Stakeholders operating within the Watford Borough Council area including service providers, support groups and advice services.

Headline findings

- Recognition and acceptance that the social housing sector can no longer meet the totality of housing need of people in Watford
- Strong support for sourcing properties in the private rented sector
- Desire from support services to be involved in the process of placing potential applicants particularly the vulnerable client group
- Request for further support with quicker access and processing of housing benefit applications to avoid applicants losing offers of accommodation.
- Limited number of available properties in the private rented sector in the Watford area
- Restricted access for potential applicants in receipt of benefits and welfare assistance as most landlords prefer working tenants

6. Impact Assessments

AGE		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has or may accept the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

DISABILITY		
Issue	Impact	Comment including mitigating measures
Disabled clients	All offers will be assessed for suitability	The number of applicants in this group is limited

GENDER REASSIGNMENT		
Issue	Impact	Comment including mitigating measures
May have clients who are undergoing/have undergone gender reassignment	The policy relates to applicants who apply as homeless and to whom the Council has or may accept the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

PREGNANCY AND MATERNITY		
Issue	Impact	Comment including mitigating measures
Pregnant clients and those with young children	The policy relates to applicants who apply as homeless and to whom the Council has or may accept the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

RACE		
Issue	Impact	Comment including mitigating measures
Homeless households represent an ethnically diverse group	The policy relates to applicants who apply as homeless and to whom the Council has or may accept the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

RELIGION AND BELIEF		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has or may accept the duty to assist with housing. This is the	The policy is inclusive of all household groups

	criteria for assessment	
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SEX (GENDER)		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has or may accept the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

SEXUAL ORIENTATION		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has or may accept the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups
MARRIAGE AND CIVIL PARTNERSHIP		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has or may accept the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

7. Conclusion

In order to maximise the use of all the available housing stock, including the temporary accommodation owned or commissioned by the council, the Council intends to consider all households accepted as homeless by the council for a Private Rented Sector Offer.

In this, Watford Borough Council intends to fully discharge all full housing duty to homeless households by way of a 'private rented sector offer' made using the power granted to it (s193(7AA)-(7AC) Housing Act 1996 as amended by s.148(5)-(7) Localism Act 2011. This policy sets out how the Council will discharge this duty and will operate as part of the recently approved Nominations Policy of the Council. This will also bring Watford in line with neighbouring boroughs who now have similar policies in existence.

it is intended that the policy will become fully operational following cabinet approval in January of 2015 as this will assist the Council in the discharge of its duty to assist eligible homeless households in Watford.

Appendix C

1.0 SUMMARY OF CONSULTATION

- 1.1 The consultation on the implementation of the private rented sector discharge policy was carried out in November 2014. This was among the stakeholders within the Watford area and there was widespread response from groups contacted.
- 1.2 Electronic copies of the draft were sent to stakeholders and comments were invited from those contacted to reflect on how the policy will impact on their operations and their service users, eligible residents of Watford.
- 1.3 This report provides an overview of the responses generated. The responses were analysed and the deductions interpreted broadly in line with the intended policy
- 1.4 It was observed that the responses were guided by how the policy changes would impact on them and their clients

2.0 RESULT

- 2.1 The responses broadly reflect that most stakeholders are supportive of the proposed policy as the viable alternative in light of the current housing climate in the country.
- 2.2 Some respondents sought clarity on certain aspects of the policy on how the policy will progress within the Watford area

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APPENDIX D

Although there was a mixed response to the implementation of the proposed policy, there is a broad support expressed in the consultation survey, a prospective outline of as there is the overriding need to increase the supply of accommodation in response to the demand. The implementation plan is as below. The start and end dates are estimates as defined and may be subject to change in the course of implementation.

Outline implementation plan

Task	Estimated Start Date	Estimated End Date	Priority	Notes
<ul style="list-style-type: none"> Draft policy prepared out on consultation. 	Sep-14	Nov-14	High	
<ul style="list-style-type: none"> Responses to consultation and Equality Impact Analysis Prepare draft storage policy 	Nov-14	Dec-14	High	
<ul style="list-style-type: none"> EIA report on Private Rented Sector Discharge Policy and Storage policy. Prepare Committee Report 	Dec-14	Dec-14	High	
<ul style="list-style-type: none"> Draft Private Rented Sector Discharge Policy and Storage policy referred to Cabinet 	Dec-14	Dec-14	High	
<ul style="list-style-type: none"> Cabinet approval and commence operation. 	Jan-14	Jan-15	High	

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Localism Act 2011

2011 CHAPTER 20

PART 7

HOUSING

CHAPTER 1

ALLOCATION AND HOMELESSNESS

Homelessness

148 Duties to homeless persons

(1) Section 193 of the Housing Act 1996 (duty to persons with priority need who are not homeless intentionally) is amended as follows.

(2) Omit subsection (3A).

(3) For subsection (5) substitute—

“(5) The local housing authority shall cease to be subject to the duty under this section if—

- (a) the applicant, having been informed by the authority of the possible consequence of refusal or acceptance and of the right to request a review of the suitability of the accommodation, refuses an offer of accommodation which the authority are satisfied is suitable for the applicant,
- (b) that offer of accommodation is not an offer of accommodation under Part 6 or a private rented sector offer, and
- (c) the authority notify the applicant that they regard themselves as ceasing to be subject to the duty under this section.”

(4) In subsection (7) after “refusal” insert “or acceptance”.

Status: This is the original version (as it was originally enacted).

- (5) In subsection (7AA)—
- (a) omit “In a restricted case”,
 - (b) after “informed” insert “in writing”, and
 - (c) in paragraph (a) for “private accommodation offer” substitute “private rented sector offer”.
- (6) In subsection (7AB)—
- (a) in paragraph (a) after “refusal” insert “or acceptance”, and
 - (b) at the end of paragraph (b) insert “, and
 - (c) in a case which is not a restricted case, the effect under section 195A of a further application to a local housing authority within two years of acceptance of the offer.”
- (7) In subsection (7AC) for “private accommodation offer” substitute “private rented sector offer”.
- (8) Omit subsections (7B) to (7E).
- (9) In subsection (7F)—
- (a) at the end of paragraph (a) insert “or”,
 - (b) in paragraph (ab) for “private accommodation offer” substitute “private rented sector offer”,
 - (c) omit paragraph (b), and
 - (d) in the words following that paragraph for “it is reasonable for him to accept the offer” substitute “subsection (8) does not apply to the applicant.”
- (10) For subsection (8) substitute—
- “(8) This subsection applies to an applicant if—
- (a) the applicant is under contractual or other obligations in respect of the applicant’s existing accommodation, and
 - (b) the applicant is not able to bring those obligations to an end before being required to take up the offer.”
- (11) After subsection (9) insert—
- “(10) The appropriate authority may provide by regulations that subsection (7AC) (c) is to have effect as if it referred to a period of the length specified in the regulations.
- (11) Regulations under subsection (10)—
- (a) may not specify a period of less than 12 months, and
 - (b) may not apply to restricted cases.
- (12) In subsection (10) “the appropriate authority”—
- (a) in relation to local housing authorities in England, means the Secretary of State;
 - (b) in relation to local housing authorities in Wales, means the Welsh Ministers.”

MAXIMISING THE USE OF EXISTING HOUSING STOCK

3.13. A number of options are discussed below for how housing authorities might maximise the use of current housing stock.

The private rented sector

3.14. Some people living in the private rented sector can experience homelessness, but this sector can also provide solutions to homelessness. Homelessness statistics routinely show that the end of an assured shorthold tenancy (AST) is one of the top three reasons for loss of a settled home. Authorities are encouraged to work with landlords in their area to see how this can be addressed, for example, by offering mediation between landlord and tenant where relations have broken down, and negotiating to extend or renew ASTs where appropriate.

3.15. For many, renting in the private sector may offer a practical solution to their housing need (for example, it may offer more choice over location and type of property). Authorities are therefore encouraged to consider providing rent deposits, guarantees or rent in advance, to help households access this sector. They may also consider establishing Accreditation Schemes, whereby landlords voluntarily agree to a set of standards relating to the management or physical condition of privately rented accommodation to help increase the supply of private rented accommodation.

3.16. Many local authorities have used the private rented sector as a source of good quality, self-contained temporary accommodation. However, the private rented sector can also provide a source of settled accommodation, where qualifying offers of ASTs are accepted by households who are owed the main homelessness duty.

3.17. There is scope to make greater use of the private rented sector, either to help households avoid homelessness or to provide more settled homes for people living in temporary accommodation. Authorities are recommended to establish and maintain good relations with private sector landlords, for example through landlord fora. This can be effective in securing an improved supply of properties in the private rented sector for homeless, or potentially homeless, households.

3.18. It is also recommended that authorities review the extent to which qualifying offers of ASTs are being made to households in temporary accommodation in their area; whether there are any barriers to such offers being made or accepted and, if so, what additional steps would need to be taken to address those barriers.

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*PART A

Report to: Cabinet
Date of meeting: 19 January 2015
Report of: Housing Project Manager
Title: Housing Storage Policy Cabinet Report

1.0 **SUMMARY**

- 1.1 Watford Borough Council has prepared a draft Storage Policy which sets out how the Council will deliver this function to the eligible homeless applicants to whom the Council has or may have a duty to assist and how this will be assessed and managed. The Council currently has no policy on this area of service.
- 1.2 This draft policy is in line with the guidelines provided in Part 7 S211 of the 1996 Housing Act which requires local authorities to take reasonable steps to prevent the loss of, or damage to, any personal property of the applicant where no other suitable arrangements have been made.
- 1.3 The intention is also to review and bolster the information available to those who require this form of assistance.
- 1.4 This report summarises the background to the intended Policy and the key changes which will be introduced. It also outlines how the policy will be implemented and seeks the necessary delegations for executing a project of this scale and complexity.

2.0 **RECOMMENDATIONS**

- 2.1 That Cabinet approves the Storage Policy
- 2.2 That, while noting the target approval date of 19th January 2015, Cabinet delegates authority for agreeing the implementation and precise implementation date to the Head of Community and Customer Services in consultation with the Portfolio Holder for Housing.
- 2.3 That Cabinet notes that minor changes to the Policy may be deemed necessary during implementation and that the council's Constitution delegates authority for these to be made by the Head of Community and Customer Services in consultation with the Portfolio Holder for Housing

Contact Officer:

For further information on this report please contact:

Abiodun Omotoso,
Housing Project Manager
Telephone extension:8915
Email: abiodun.omotoso@watford.gov.uk

Report approved by: Alan Gough

Head of Community & Customer Services
Watford Borough Council

3.0 DETAILED PROPOSAL

- 3.1 Section 211(3) Part 7 of the Housing Act 1996 sets out provisions enabling local housing authorities to assist eligible homeless applicants with storage
- 3.2 Many local authorities have developed policies and set local criteria about who may access the service.
- 3.3 Where the council has a homelessness duty to a household, and the household requires assistance with storage, assistance will be offered in line with the Policy
- 3.4 The overall aim of the Policy is to ensure that the Council allocate a scarce resource most effectively and fairly.
- 3.5 To ensure fairness, it is proposed that all costs will be recharged to the receiving applicant irrespective of their financial position.
- 3.6 The Council will seek to recover the costs of providing these storage facilities in all cases
- 3.7 Under the Council's new Nominations Policy, there is a risk that some homeless households may remain in temporary accommodation for longer while private sector properties are sourced. However, progressively, other households may move more quickly due to less competition for social housing vacancies overall. However, the funds expended are to be recovered

4.0 IMPLICATIONS

4.1 Financial

The Shared Director of Finance comments

- 4.1.1 Minimising losses and recovering expended cost is key for the policy to succeed.

4.2 Legal Issues (Monitoring Officer) comments

- 4.2. The legal implications are contained within the report and in the policy.

4.3 Equalities

- 4.3.1 An equality impact analysis has been carried out during the development of the Policy. There is no discrimination towards any groups within the community. Client with a larger income will invariably take less time to repay the cost of the storage than a household who is fully reliant on state benefits, however, re – charging everyone 100% means that it is a fairer system for all and does not penalise those who are in work.

4.4 Potential Risks

Potential Risk	Likelihood	Impact	Overall score
Lack of private sector properties for homeless applicants, more time in temporary accommodation and more supply needed.	4	4	16
Increased legal challenges	3	2	6
Increase in complaints	4	3	12
Increase in aggression towards staff	3	3	9
In order to mitigate these risks, the approach to securing private sector properties is being reviewed and the Private Sector Discharge Policy will help address these risks			

4.5 Accommodation

- 4.5.1 No accommodation implications other than adjustments to workstations in the Customer Service Centre to accommodate any IT amendments

4.6 Community Safety

- 4.7.1 The policy does not impact on community safety

4.8 Sustainability

- 4.8.1 The Storage Policy will be implemented to work with other policies.

Appendices

- Storage Policy – Appendix A
- Equalities Impact Analysis- Appendix B

Background Papers

- The following background papers were used in the preparation of this report:
 - Housing Act 1996, Part 7 S211 (link below)
<http://www.legislation.gov.uk/ukpga/1996/52/part/VII>
- If you wish to inspect or take copies of the background papers, please contact the officer named on the front page of the report.

File Reference

- None

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Storage Policy

Implemented from XXXX

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1.0 Background

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1.1 Where a housing authority has become subject to a duty to a homeless Applicant (Part 7 of the Housing Act 1996) and it has reason to believe:

- i) There is a danger of loss of, or damage to, the applicant's personal property because the applicant is unable to protect it or deal with it, and
- ii) no other suitable arrangements have been made, then it must take reasonable steps to prevent the loss of, or damage to, any personal property of the applicant.

The specified provisions are:

- s.188 (interim duty to accommodate);
- s.190, s.193 or s.195 (duties to persons found to be homeless or threatened with homelessness); or
- s.200 (duties to applicant whose case is considered for referral or referred).

1.2 In all other circumstances, housing authorities do not have a duty but do have a power to take any steps they consider reasonable to protect in the same way as described in 1.1 above an applicant's personal property (s.211(3)).

1.3 In practice reasonable steps to prevent loss or damage means storing the personal property, or moving it to a safe location.

1.4 Despite the provision of government guidance the interpretation of the guidance varies between Local Authorities. The intention of this policy is to set down clearly the circumstances in which Watford Borough Council will protect the personal property of homeless applicants, and how they will be recharged for this service.

2.0 Key Objectives

2.1 To set out how the Council will discharge its duties under the legislation

2.2 To ensure all homeless applicants are treated fairly and consistently

2.3 To protect personal property in the most economic way, having regard to the requirement for the Council to exercise reasonable care to keep it safe

3.0 Procedure

3.1 Storage types

3.1.1 Where the Council has a duty it will normally arrange storage as follows:-

3.1.1 Secure storage – the use of secure, containerised and traditional

depository storage units will be used.

- 3.1.2 Self storage – the Council will consider other storage options if the applicant so wishes (i.e. garage rental) provided that it is satisfied that the storage is secure and fully protects the property.

3.2 Charging Policy

- 3.2.1 Where the Council has a duty as set out in 1.1 above or the Applicant asks and the Council agrees to store the applicants possessions it will enter into appropriate contractual arrangements with reputable storage facilities to store the applicants possessions.

- 3.2.2 In all circumstances where the Council is arranging storage of an applicants possessions an applicant will be required to fully reimburse any costs incurred by the Council for arranging such storage, including but not limited to storage fees, removal fees (if undertaken at the request of the Applicant) any access fees to that storage by the Applicant and disposing of any items not collected by the Applicant after the Council has notified the Applicant that it has discharged it's duty to the Applicant.

- 3.2.3 If an applicant arranges their own storage without the Council's prior consent, the Council will not pay the costs incurred. In these circumstances the applicant will have to make arrangements to pay the full cost themselves

3.3 Recovery of Charges

- 3.3.1 Applicants will be informed of the charges at the outset and will be required to sign an agreement accepting responsibility to pay the same.

- 3.3.2 Payment of storage charges will be invoiced monthly

- 3.3.3 Payments will be closely monitored and debt recovery procedures followed for any unpaid amounts.

3.4 Ending Duty to Protect Property

- 3.4.1 The Council's duty to protect the personal property ends when the Council believes that there is no longer any serious risk of loss or damage to the property, i.e. when the applicant has accommodation where the property can be kept.

- 3.4.2 Accordingly the Council will write to the applicant requesting that the property be moved to their new accommodation as soon as it becomes available

- 3.4.3 Should an applicant refuse to arrange for their personal property to be removed from storage or fail to remove the items from storage within 14

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days of the date of the letter referred to in 3.4.2 the Council will give 14 calendar days written notice to the storage company confirming that they will no longer pay for storage.

- 3.4.4 The applicant will also be advised in writing that if the property is not removed from the store within the 14 days, the Council will discontinue paying all further payments and arrangements will then be between the applicant and the storage company.
- 3.4.5 If on completion of enquiries into a homeless application it is found that no duty is owed or that the applicant is intentionally homeless a written notice will be sent to the applicant giving them 14 calendar days to contact the storage company and arrange for the removal of items from storage. If the property is not removed, at the end of this period a second notice will be sent advising the applicant that if the property is not removed within a further 14 calendar days the Council will discontinue any further payments to the storage company.
- 3.4.6 It will be made clear to the applicant at the outset that if they do not keep in touch with the Council or fail to notify the Council of a change to their contact details the Council reserves the right to discontinue any further payments to the storage company.
- 3.4.7 In those cases where an applicant subsequently loses contact or changes their contact details without informing the Council, attempts will be made to trace the applicant (e.g. by contacting partner agencies if appropriate).
- 3.4.8 Where this proves unsuccessful the Council will write to the last known address to advise that unless they make contact within 14 days we will discontinue payments to the removal and storage company.

4.0 Policy Review

- 4.1 The policy will be reviewed annually.

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Equality Impact Analysis

1. Introduction

This report presents the findings of an assessment of the potential impacts of Storage Policy.

2. Report methodology

The methodology used is based on guidance published by Watford Borough Council. In line with this guidance, this report will assess the impact of the proposals included within the proposed Storage Policy in respect of the “protected characteristics” set out in the Equality Act 2010. These are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion and belief
- Sex (gender)
- Sexual orientation
- Marriage and civil partnership

Impact Assessments

AGE		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has accepted the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups
DISABILITY		
Issue	Impact	Comment including mitigating measures
Disabled clients	Limited	The number of applicants in this group is limited

GENDER REASSIGNMENT		
Issue	Impact	Comment including mitigating measures
May have clients who are undergoing/have undergone gender reassignment	The policy relates to all applicants who apply as homeless and to whom the Council has accepted the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

PREGNANCY AND MATERNITY		
Issue	Impact	Comment including mitigating measures
Pregnant clients and those with young children	The policy relates to applicants who apply as homeless and to whom the Council has accepted the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

RACE		
Issue	Impact	Comment including mitigating measures
Homeless households represent an ethnically diverse group	The policy relates to applicants who apply as homeless and to whom the Council has accepted the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

RELIGION AND BELIEF		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has accepted the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

SEX (GENDER)		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has accepted the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

SEXUAL ORIENTATION		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has accepted the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups
MARRIAGE AND CIVIL PARTNERSHIP		
Issue	Impact	Comment including mitigating measures
	The policy relates to applicants who apply as homeless and to whom the Council has accepted the duty to assist with housing. This is the criteria for assessment	The policy is inclusive of all household groups

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Housing Act 1996, Part 7 S211

<http://www.legislation.gov.uk/ukpga/1996/52/part/VII>

211 Protection of property of homeless persons and persons threatened with homelessness.

(1) This section applies where a local housing authority have reason to believe that—

(a) there is danger of loss of, or damage to, any personal property of an applicant by reason of his inability to protect it or deal with it, and

(b) no other suitable arrangements have been or are being made.

(2) If the authority have become subject to a duty towards the applicant under—

- section 188 (interim duty to accommodate),
- section 190, 193 or 195 (duties to persons found to be homeless or threatened with homelessness), or
- section 200 (duties to applicant whose case is considered for referral or referred),

then, whether or not they are still subject to such a duty, they shall take reasonable steps to prevent the loss of the property or prevent or mitigate damage to it.

(3) If they have not become subject to such a duty, they may take any steps they consider reasonable for that purpose.

(4) The authority may decline to take action under this section except upon such conditions as they consider appropriate in the particular case, which may include conditions as to—

(a) the making and recovery by the authority of reasonable charges for the action taken, or

(b) the disposal by the authority, in such circumstances as may be specified, of property in relation to which they have taken action.

(5) References in this section to personal property of the applicant include personal property of any person who might reasonably be expected to reside with him.

(6) Section 212 contains provisions supplementing this section.

Annotations:

 **Modifications etc. (not altering text)**

C33Ss. 183-218 modified (3.4.1997) by S.I. 1997/797, art.2(1)

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Part A

Report to: Cabinet
Date of meeting: 19 January 2015
Report of: Director of Finance Shared Services
Title: Financial Planning - Draft Revenue and Capital Estimates 2015-18 and the Treasury Management Strategy 2015-18

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 2015/16 to 2018/19, including consideration of the use of reserves and balances. This budget is a component part of the 2015/16 Council Tax calculations.

1.2 The report sets out:

- the draft revenue estimates for the period 2015-18, including a revised budget for 2014/15
- the draft capital programme for the period 2015-18
- the Treasury Management Strategy 2015-18

1.3 The Cabinet is recommended to agree the Council Tax Base to apply for 2015/16.

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 2015-18 (see paragraph 7.8).

2.0 RECOMMENDATIONS

That Cabinet;

2.1 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 2015/16 is 30,804.58 as outlined in paragraph 7.5 and summarised at Appendix 7.

2.2 Approves the estimate of surplus and deficit position on the Collection Fund.

2.3 Approves the 2015/16 savings of £869,650 as detailed at Appendix 1.

2.4 Approves the 2015/16 growth of £581,260 and as detailed at Appendix 2A, 2B and 2C.

2.5 Approves the proposed fees and charges for 2015/16, which are included in the base estimates and detailed at Appendix 4.

2.6 Approves all the assumptions made within the Medium Term Financial Strategy at Appendix 5 which includes a council tax freeze for 2015/16.

That Council be recommended to approve

- 2.7 The General Fund Budget Requirement (Net Expenditure) (before use of grants and reserves) as outlined at paragraph 7.1 and detailed at Appendix 5 as follows:
- Revised budget for 2014/15 as £13,990,215
 - Base budget for 2015/16 as £15,174,850.
- 2.8 The Capital Programme as set out at Appendix 10.
- 2.9 The financial risks set out in Appendix 9.
- 2.10 The current Local Council Tax Reduction Scheme continues for financial year 2015/16 (paragraph 7.6.5 refers).
- 2.11 The use of reserves and balances as identified in paragraph 7.8
- 2.12 The Treasury Management Strategy for 2015-18 as set out in Appendix 11.
- 2.12.1 That the Portfolio Holder, in consultation with the Director of Finance, is given 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 1 year and to invest in other investment instruments i.e Government bonds, Gilts and property with a view of maximising the Councils returns without significantly increasing risk.
- 2.13 To delegate to the Director of Finance and Portfolio Holder the ability to amend the budget figures in accordance with decisions taken at the Cabinet meeting and any minor variations that may occur before the Council meeting on 28th January 2015.

Contact Officers:

For further information on this report please contact:-

Revenue - Nigel Pollard – Acting Head of Finance
Email nigel.pollard@threerivers.gov.uk

Capital - Richard Hammerman – Finance Manager
Email richard.hammerman@threerivers.gov.uk

Treasury – Alfia Gafourova – Finance Officer
Email Alfia.Gafourova@watford.gov.uk

Report approved by Joanne Wagstaffe, Director of Finance.

FINANCIAL PLANNING – REVENUE SERVICES

3.0 INTRODUCTION

3.1 The preparation of the 2015/16 budget has been completed against a backdrop of further cuts in Government funding to local authorities and increased expectation from stakeholders.

3.2 Officers have prepared a 'revised' budget for 2014/15 and a 'base budget' for 2015/16 which are shown as part of the high level forecasts in the three year Medium Term Financial Strategy 2015-18 (MTFS) shown at Appendix 5. The Base Estimates change during the year as a consequence of variations which are reported through the Finance Digest and considered by Budget Panel/Cabinet. This report has taken into account all variations to base estimates as at the Period 8 (end of November) Finance Digest and provides a revised budget for 2014/15.

The 3 year medium-term base budget includes:

- Saving reductions as attached at Appendix 1.
- Growth additions as attached at Appendix 2A, 2B and 2C.
- Estimates of fees and charges as attached at Appendix 4.
- The Government Grant announced in the provisional Local Government Finance Settlement on 18 December 2014 at Appendix 6.
- A Council Tax Base of 30,804.58 for 2015/16. This represents an increase of 2.3% on the comparable figure for 2014/15.
- A zero council tax increase in 2015/16 and subsequent years (see paragraph 7 for details).

4.0 Savings

4.1 Due to the ongoing funding reductions the Council has to continue to make savings. The saving proposals are included at **Appendix 1** and are anticipated to be delivered in the period 2015/16 to 2017/18.

4.2 The 2015/16 and future years savings have been approved by the Leadership Team and are considered achievable.

5.0 Growth

5.1 Wherever possible Officers have made every effort to cash limit expenditure budgets without affecting service delivery. However some growth is unavoidable i.e inflation on contracts. Proposed growth which affects service delivery totals £397,260 for 2015/16. **Appendix 2A** and **2B** details each proposed growth bid by service area.

5.2 In addition there is some one off growth totalling £184,000 that is proposed to be funded from reserves and this is shown in **Appendix 2C**.

6.0 Fees and Charges

6.1 The income charging policy (which includes the concessions policy) is shown at **Appendix 3** and the estimates of fees and charges for 2015/16 are shown at **Appendix 4**. Full details are available on the Council's website.

6.2 The detailed schedule of the proposed fees & charges was presented to Budget Panel on 2nd December 2014 who noted the report. Budget Panel recommended to Cabinet that the charge for graffiti removal be frozen in 2015/16 to the 2014/15 charge, pending a scrutiny review.

7.0 Funding the Revenue Budget

7.1 The MTFs at **Appendix 5** indicates that the budget requirement for 2015/16 is £15,174,850

This will be funded from the following sources:

- Settlement Funding Assessment
- Specific Government Grants
- New Homes Bonus
- Council Tax
- Collection Fund Surplus
- Revenue Reserves

7.2 Local Government Finance Settlement

7.2.1 The Government Grant announced in the provisional Finance Settlement on 18 December 2014 for 2015/16 is detailed at **Appendix 6**. The respective amount has been included in the MTFs with further estimated reductions of 20% and 40% in years 2016/17 and, 2017/18 respectively.

7.3 New Homes Bonus

7.3.1 The provisional allocations for 2015/16 were announced on 16 December which allows local authorities to check the data used in the calculation. The allocations will total £1.167 billion for English local authorities. The total number of net additional homes rewarded over the 2011/12 - 2015/16 period is over 800,000. This includes over 100,000 empty homes brought back into use and over 200,000 affordable homes provided. The New Homes Bonus provisional allocation for Watford totals £3,279,932. This year 5 instalment includes an affordable homes premium of £15,960. Although it has been assumed that this funding stream will cease in 2016/17, it is estimated that a grant in Lieu of New Homes Bonus will be received and estimated amounts have been included in the MTFs.

7.4 Setting the Council Tax

The Council needs to set a budget that gives an acceptable level of council tax, and breaks even in the medium to long term using the balances it has at its disposal.

The Council tax is calculated as follows:-

$$\frac{\text{Council Tax Requirement}}{\text{Council Tax Base}} = \text{Band D Tax}$$

The council tax requirement is the Council's net revenue expenditure, after crediting government grants, less the use of any balances in the year (i.e. any deficit in the year).

7.5 **Council Tax Base 2015/16**

7.5.1 The analysis of dwellings in **Appendix 7** for the 2015/16 Council Tax Base results in a figure of 30,804.58 after allowing for the Council Tax Reduction Scheme and a collection rate of 97% (same as 2014/15).

7.6 **Council Tax for 2015/16**

7.6.1 The level of expenditure to be funded from council tax will be dependent upon the following factors:

- Council Tax for 2014/15
- net expenditure for 2015/16
- the Local Council Tax Reduction Scheme
- use of revenue reserves
- Government Grant
- the Council Tax Base

7.6.2 The Council currently receives grants for freezing council tax in 2011/12, 2012/13, 2013/14 and 2014/15. The Secretary of State has announced that the Council will receive a grant for freezing its council tax in 2015/16 equivalent to a 1% increase in Council Tax.

7.6.3 The proposals included in this document assume that the Council will freeze the Council Tax and will take the Council Tax Freeze Grant for 2015/16. It is estimated that the grant will be approximately £82,000. This will mean that the average Council Tax will remain at £249.84 for 2015/16. This amount has been included in the MTFS.

7.6.4 The Localism Act 2011 abolished capping in England and instead introduced a power for local electorates to approve or veto excessive council tax rises. Any authority setting a council tax increase which exceeds principles endorsed by the House of Commons (i.e. if it is "excessive") will be required to hold a council tax referendum. The result of a council tax referendum will be binding. The Secretary of State has announced that an increase in Council Tax of 2% or more is excessive.

7.6.5 **Local Council Tax Reduction Scheme**

The Council have previously agreed to implement a Local Council Tax Reduction Scheme from 1 April 2013. The scheme replaced Council Tax Benefit and was introduced following consultation with the public and the major precepting authorities. There are no proposals to change the current scheme for 2015/16. Both Hertfordshire County Council and the Police & Crime Commissioner have been informed of the position. This decision means there will be no change or new impact on applicants from 1st April 2015.

7.7 Collection Fund

- 7.7.1 The Collection Fund is a statutory requirement to account separately for Council Tax and following localisation of business rates in April 2013, Non Domestic Rates (NDR). The Fund records all transactions such as the yield, exemptions, discounts, provisions for bad debts, payments to major preceptors to Central Government and takes into account collection rates.
- 7.7.2 Until 2012/13, all business rates were paid to a national pool and then distributed to local government using grant formulae. From April 2013, the Council retains fifty percent of business rates collected but where this is above the DCLG baseline, the excess is paid to central government. The business rates retention scheme is volatile and estimating the outturn is complex due to factors such as appeals, demolitions, new builds, occupation and reliefs.
- 7.7.3 The Council Tax setting process requires an estimate of the surplus or deficit at 31 March 2015 on Council Tax and Business Rates. The balances are distributed to the Council as the Billing Authority, the major preceptors and Central Government. The balance on the Collection Fund for Council Tax at 1 April 2014 was a £1,758K surplus, with £290K as WBC's share. The balance on the Collection Fund for Business Rates at 1 April 2014 was a £11,653K deficit, with £4,661K as WBC's share. Due to the Council being in deficit or 'safety net' for Business Rates at the end of the year, the Government pays the Council a grant to cover the majority of this amount. The Director of Finance will report the estimated position for 2014/15 to the Cabinet meeting. Any surplus or deficit is a one-off adjustment.

7.8 Balances and Reserves

- 7.8.1 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.
- 7.8.2 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.
- 7.8.3 The external auditors, as part of their wider responsibilities, consider whether the Council has adequate arrangements with regard to balances and reserves. In assessing the adequacy of the level of the working balance the Council's external auditor (Grant Thornton) has commented they would not wish to see the General Fund Working Balance reduced below its current level of £1.35m.
- 7.8.4 The Council has set aside specific amounts as reserves for future policy purposes and to cover contingencies. Reserves have been created by appropriating amounts out of the General Fund balance to meet known or predicted requirements. Cabinet has previously agreed that the Economic Impact Reserve would, in the first instance, be used to meet any budget shortfalls. The full schedule of reserves and the anticipated position as at 1st April 2015 is attached at **Appendix 8**. An explanation as to intended use is shown in **Appendix 8a**.
- 7.8.5 It is necessary to distinguish between those reserves that are earmarked for specific expenditures, those which support the capital programme and those upon which restrictions exist. For example, the Spend to Save reserve can meet expenditure to secure future savings whilst the Car Parking Zones reserve has statutory uses.

- 7.8.6 A new reserve for 2015/16 is to be established. This will take £1M from the Economic Impact reserve and create a separate reserve which will be used to fund a review of the council's property and to also provide programme management support to the Council. Proposals on the detail of the expenditure will be considered by Cabinet later in the year.
- 7.8.7 An analysis of Key Risks that could require a further drawdown from reserves has been detailed at **Appendix 9** and should be considered before making any decisions upon the use of reserves.

8.0 CAPITAL INVESTMENT PROGRAMME 2014-18

- 8.1 The current capital programme was approved by Council at its meeting on 29th January 2014. Since that date the capital programme is reported regularly to the Budget Panel with a quarterly review by Cabinet. In addition specific reports have been considered by Cabinet and which have affected the originally approved programme.
- 8.2 The capital programme is attached at **Appendix 10**. Cabinet should note that there is a Section highlighted as being new schemes which require approval for inclusion within the capital programme.
- 8.3 These new schemes, which total £1.495m, include the Green Spaces Strategy (£600k), ICT Business Application Upgrades (£525k), Town Hall Subway CCTV (£37k), Relocation of CCTV camera (£18k), Introduction of Electric Vehicle Rapid Charging Units (£40k), Watford Museum HLF Matchfunding (£125k) and Private Sector Stock Condition Survey (£150k).
- 8.4 Some schemes have been rephased in 2014/15 where the expenditure is expected to take place in 2015/16. These include Watford Health Campus (£2m) and the Gaelic Football Relocation (600k). In addition some schemes have been rephased in to 2016/17 which includes the Additional Green Waste Bins (£18k), Recycling Boxes (£37k), Replacement Domestic Bins (£22k) and Pop Up Toilets Refurbishment (£35k).
- 8.5 The capital programme includes capital schemes of £15.149m in 2014/15, £9.668m in 2015/16, £5.136m in 2016/17 and £2.154m in 2017/18. The larger capital schemes include the spend and contribution towards the Cassiobury Park HLF Project (£6.148m), Watford Health Campus Scheme (£4.6m), Cultural Quarter (£2.1m), New Market (£2.5m), Allotment Upgrades and Relocation (2.0m), Building Investment Programme (£2.2m) and Disabled Facility Grants (£1.8m). The actual expenditure required for these larger schemes is under constant review to secure best value.
- 8.6 Cabinet approved the Cassiobury Park HLF (Heritage Lottery Fund) project final stage 2 submission and budget on 20th January 2014. A budget of £979k for the HLF Development Stage had already been approved in previous years and the report to Cabinet approved a further draft budget of £5.979m to complete the scheme however in the final calculations the budget request was revised down to £5.669m. The capital programme includes an additional budget for the Delivery Stage of £5.669m, of which £4.535m will be funded by HLF grants and the balance of £1.134m funded from S106 contributions which had previously been earmarked for this scheme. There are some potential external sources of funding however there is uncertainty about how much may be received and from whom and so this has been excluded from the capital funding calculations.
- 8.7 The Capital Programme also includes an assessment of likely available resources to finance all capital expenditure and includes assumptions regarding new capital receipts. Capital receipts have been estimated at £3.5m in 2014/15, £2m in 2015/16, £1.3m in 2016/17 and £2m in 2017/18. The receipts in 2016/17 and 2017/18 include the first dividends from the Watford Health Campus Joint Venture.

- 8.8 The Council has been prudent in the past by building up Earmarked Reserves in order to fund future capital projects. The Council now intends to utilise some of these Reserves in order to reduce the need for any future external funding requirements. To fund the capital programme during the period 2014 to 2019 the Council intends to use the Capital Fund Reserve (£1.642m), the Development Sites Decontamination Reserve (£1.275m), the Weekly Collection Support Grant Reserve (£115k) and the Vehicle Replacement Reserve (£125k). In addition, the Council is also funded from Government Grants and Other Contributions (£5.950m) and S106 Contributions (£3.040m). The balance of £19.961m will be funded from the Capital Receipts Reserve.
- 8.9 The last two tables in **Appendix 10** indicate that the revised capital programme once completed in 2017/18 will leave a balance of £2.570m in the Capital Receipts Reserve and a balance of £0.278m for Section 106 funded schemes. This will be monitored as the capital programme develops and is revised.
- 8.10 Based on the revised capital programme, the Council has sufficient capital receipts, reserves, grants and contributions to fund the capital programme in the medium term (up until 2017/18), and so external borrowing will not be required. However, if either capital expenditure increases or forecasted capital receipts fall substantially then external borrowing may be required. At this stage, there is no forecast to borrow from the PWLB, however the Council has approval to borrow if required (see Treasury Management Strategy).

9.0 TREASURY MANAGEMENT STRATEGY 2015-18

- 9.1 The Treasury Management Strategy for 2015-18 is attached at **Appendix 11**. The Council is required to operate a balanced budget, which 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 medium risk appetite, providing adequate liquidity initially before considering investment returns.
- 9.2 The Treasury Management Policy Statement, details the policies, practices, objectives and approaches to risk management of its treasury management activities and has previously been adopted by the Audit Committee. There are only minor amendments to the Treasury Management Policy Statement, namely to give greater flexibility without significantly increasing risk by requesting for the opportunity to review investing for a period of greater than 1 year and to investigate other investment instruments i.e Government bonds, Gilts and property with a view of maximising the Council's returns. Officers are recommending that the Portfolio Holder, in consultation with the Director of Finance, is given the delegated authority to approve any variation during the year.
- 9.3 It should be noted that the criteria for placing investments has been reviewed to take into account general credit rating adjustments that have occurred over the past twelve months.
- 9.4 It is necessary for Council to agree the degree of risk to which it is prepared to expose the investment portfolio. The Director of Finance would define this as follows:
- Low Risk—limited to use of the Debt Management Office facility and other UK sovereign financial instruments; major clearing banks possessing high credit rating (or substantially owned by the UK Government); triple AAA money market funds; local authorities.
- Medium Risk—the use of UK Building Societies with an asset base above £5,000M as this sector is generally not rated by the Credit Rating Agencies;
- High Risk—low rated clearing banks; banks based outside the UK (this is a generalisation as many German / Dutch / Scandinavian and French banks would almost certainly be deemed too big to fail); building societies having a small asset base.
- 9.6 The Director of Finance comments that the Treasury Management Strategy has no direct financial implications. **Appendix 11** details both the criteria for determining those institutions the Council should be lending its money and sets the parameters within which officers should operate.
- 9.7 It recommends the ability to borrow up to a maximum of £10m and reflects anticipated borrowing of £6M from the Herts Local Enterprise Partnership Growing Places Fund with further potential funding for other re-development projects. In all cases there will be an expectation that a financial return will accrue to enable these loans to be repaid within a relatively short period of time.
- 9.8 **Annex A to Appendix 11** reports upon the Treasury Management Practice (TMP1) - Credit and Counterparty Risk Management guidance.

10.0 CONSULTATION

10.1 Budget Panel has been fully engaged throughout this process and feedback from its meeting on 15th January 2015 will be circulated prior to the Cabinet meeting.

10.2 As part of the statutory consultation with business ratepayers copies of this report has been sent to the Watford Chamber of Commerce and the borough's Local Strategic Partnership-One Watford. Any feedback from business or partners will be reported at the meeting.

11.0 IMPLICATIONS

11.1 Financial Implications

These are covered within the report.

11.2 Legal Implications

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 8th 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 2015/16 budget by 11th March 2015. The Local Council Tax Reduction Scheme has to be approved by Council by 31 January each year for the next financial year.

It is a statutory requirement that the Treasury Management Strategy and Treasury Management Practices 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.

11.3 **Equalities**

11.3.1 Watford Borough Council is committed to equality and diversity as an employer, service provider and as a strategic partner. In order to fulfil this commitment and its duties under the Equality Act 2010 it is important to demonstrate how policies, practices, and decisions impact on people with different protected characteristics. It is also important that the Council is not discriminating unlawfully when carrying out any of its functions.

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

11.4 **Potential Risks**

The potential risks of not approving the recommendations in this report are shown below; (1= very low risk, 4 = a very high risk)

Potential Risk	Likelihood	Impact	Overall Score
That Cabinet does not agree the council tax base before the statutory date	1	4	4
That Cabinet does not recommend revenue and capital estimates for 2015/2016 to Council	1	3	3
That Cabinet does not agree a medium term financial strategy to address future government grant reductions	1	3	3
That Cabinet does not recommend a council tax to apply for 2015/2016	1	3	3
That Cabinet does not indicate how it intends to finance any difference between net expenditure and sources of funding	2	4	8
That the Council will exceed its borrowing parameters	1	3	3
That the Council will be unable to service its annual borrowing costs	1	3	3
That the Council will be unable to repay any loans at maturity date	1	4	4
Investment placed with a non approved body	1	3	3
Investment with a counterparty that subsequently defaults	1	4	4

11.5 **Staffing**

It is inevitable that proposals to reduce the council's levels of expenditure will contain implications for current levels of staffing. At such time that any proposals are identified then consultation with affected staff and trade union representatives will take place.

11.6 **Accommodation**

There are no clearly defined proposals that will affect current accommodation standards or service delivery.

11.7 **Community Safety**

All proposals relating to 2015/16 Revenue and Capital budgets have taken into account the effect upon community safety.

11.8 **Sustainability**

The Council has established policies in the past to support sustainability such as the purchase of green energy through its procurement policies.

Appendices

Appendix 1	Proposed Revenue Savings 2015-18
Appendix 2A	Proposed Revenue Growth 2015-18
Appendix 2B	Unavoidable Revenue Growth 2015-18
Appendix 2C	Revenue Growth funded from Earmarked Reserves 2015 -18
Appendix 3	Income Charging Policy for Fees & Charges
Appendix 4	Fees and Charges Proposals for 2015-16
Appendix 5	Medium Term Financial Strategy 2015-18
Appendix 6	Summary of Local Government Finance Settlement 2015-16
Appendix 7	Council Tax Base 2015-16
Appendix 8	Schedule of Reserves
Appendix 8a	Notes to the Reserves
Appendix 9	Key Risks
Appendix 10	Draft Capital Programme 2014-19
Appendix 11	Treasury Management Policy

REVENUE ESTIMATES – Proposed Savings submitted by Services Affecting General Fund

Department	Cost Centre Description	Budget Code	2015/16 Budget Saving	2016/17 Budget Saving	2017/18 Budget Saving	Reason
			£	£	£	
Corporate Strategy & Client Services	Colosseum (Landlord Costs)	DAA000	-2,030	-2,030	-2,030	This was for contract services no longer required since outsourcing the Colosseum
	Leavesden Green Community Centre	DHG000	-3,000	-3,000	-3,000	Rebuild & now established centre means contingency budget no longer required
	Leavesden Green Community Centre	DHG000	-16,000	0	0	Negotiated reductions in management fees for the running of the community centre
	Orbital Community Centre	DHN000	-6,290	0	0	Negotiated reductions in management fees for the running of the community centre
	Grants (Admin. & General)	AEA000	-13,270	-13,270	-13,270	Efficiency savings identified as a saving from Grants Administration budget and no longer required
	W3RT (was Watford CVS)	AEH000	-8,800	0	0	This is a negotiated reduction in the grant funding for infrastructure services
	Community Services Support	ACX000	-4,000	-4,000	-4,000	Review of expected employee costs has enabled a 50% budget reduction
	Leavesden Green Community Office	DHJ000	-270	-270	-270	Rebuild & now established centre means cleaning materials budget no longer required
	Increase in Fees and Charges	Various	-23,960	-23,960	-23,960	
Corporate Strategy & Client Services			-77,620	-46,530	-46,530	
Community & Customer Services		tbc		-100,000	-100,000	A target of £100K for service efficiencies.
	Decrease in Fees and Charges	Various	5,350	5,350	5,350	
Community & Customer Services			5,350	-94,650	-94,650	
Regeneration & Development	Car Parks	FNM000	-200,000	-200,000	-200,000	Lease out Sutton, Gade and Church and achieve increased income
	Increase in Fees and Charges	Various	-355,400	-405,400	-405,400	Additional £50K income added in 2016/17
Regeneration & Development			-555,400	-605,400	-605,400	
Democracy & Governance	Procurement	ADM000	-21,290	-21,290	-21,290	Income from sharing Procurement Manager with TRDC on 60:40 split
	Legal Services Team	AHX000	-5,000	-5,000	-5,000	Reduce "Professional Fees - Legal" budget after reviewing spending over the last couple of years
	Members Remuneration	AGX000	-1,650	-1,650	-1,650	Reduce Members training budget following underspend in previous year
	Emergency Planning	KEB000	-800	-800	-800	Now using a new mobile phone contract and no longer subscribe to radio wave
	Mobile Phones	Various	-1,600	-1,600	-1,600	Reduced due to new contract on mobile phones
Democracy & Governance			-30,340	-30,340	-30,340	
Strategic Finance	Utility Savings	ARG000	-100,000	-100,000	-100,000	Utility Savings to be spread across the services. Reduction in usage.
	Insurance	ARG000	-25,000	-10,000	-10,000	Insurance savings due to retenders
Strategic Finance			-125,000	-110,000	-110,000	
Human Resources Client	Corp Employee Exp.Client	AMC000	-50,000	-50,000	-50,000	Reduce Corporate Training by average underspend
	Corp Employee Exp.Client	AMC000	-5,000	-5,000	-5,000	Reduction in contract fee (First Care) following outsourcing
	Corp Employee Exp.Client	AMC000	-19,000	-19,000	-19,000	Switch to Serco under the Herts CC framework agreement leading to reductions in cost of Occupational Health contract
	Corp Employee Exp.Client	AMC000	-7,000	-7,000	-7,000	Charge to TRDC for share of service
Human Resources Client			-81,000	-81,000	-81,000	
Managing Director	Corporate Management	AAA000	-5,640	-5,640	-5,640	Remove budget no longer required
Managing Director			-5,640	-5,640	-5,640	
All Services			-869,650	-973,560	-973,560	

REVENUE ESTIMATES - Proposed growth submitted by Services Affecting General Fund

<u>Department</u>	<u>Cost Centre Description</u>	<u>Budget Code</u>	<u>2015/16 Budget Growth</u>	<u>2016/17 Budget Growth</u>	<u>2017/18 Budget Growth</u>	<u>Reason</u>
Democracy & Governance	Non-Operational Buildings maintenance	FKE000	6,500	6,500	6,500	Electric usage increase for new events space and pond
	Committee Services	AJX000	8,100	32,300	32,300	Election Administrator Temporary Post to Permanent Post
Democracy & Governance			14,600	38,800	38,800	
Regeneration & Development	Development Control	GBA000	33,010	34,040	35,040	1 additional Planning Officer at Band 6 and 1 additional technical admin officer at Band 5. To be met from Increased Income
			27,910	28,820	29,770	
	Regeneration & Development		60,000	60,000	60,000	Business Manager
Regeneration & Development			120,920	122,860	124,810	
All Services			135,520	161,660	163,610	

REVENUE ESTIMATES - Unavoidable growth submitted by Services Affecting General Fund

Department	Cost Centre Description	Budget Code	2015/16	2016/17	2017/18	Reason
			Budget Change £	Budget Change £	Budget Change £	
Corporate Strategy & Client Services	Veolia Contract Payment	DVE000	65,000	65,000	65,000	Earlier than expected growth in the number of dwellings that form part of waste collection service
	Veolia Pensions Payment	DVE000	60,000	60,000	60,000	Due to change in Local Government Pension scheme regulations , where non contractual overtime is now pensionable.
Corporate Strategy & Client Services			125,000	125,000	125,000	
Community & Customer Services	Customer Services Centre	ADX000	6,000	6,500	6,500	Annual RPI price increase and additional costs of voice automated telephony system
	WBC Properties	JWP000	450	460	470	Council tax payable on hostels and self contained properties (latter only when void). To cover estimated increase in precepts from other agencies.
	Housing Supply	JHS000	50,000	50,000	50,000	Recoverable income has stabilised at around 60% of the cost of emergency accommodation. Budget adjustment reflects this due to increasing demands on temporary accommodation.
	WBC Properties	JWP000	3,120	3,200	3,290	Indexation in contract for managing hostels and self contained properties. Based on CPI at September minus 1%.
Community & Customer Services			59,570	60,160	60,260	
Democracy & Governance	Registration of Electors	AGB000	5,000	0	0	October 2015 - BID ballot
	Parliamentary Election	AGT000	100,000	0	0	Parliamentary Election - May 2015
	Parliamentary Election	AGT000	-100,000	0	0	Parliamentary Election - May 2015 - Central Government funding
Democracy & Governance			5,000	0	0	
Strategic Finance	ICT Shared Service	AWA000	72,170	72,170	72,170	Currently there are no budgets for Microsoft Licences. This covers the shortfall as well as the costs to associated with the new Windows 7 desktop estate within the Modernise IT programme.
Strategic Finance			72,170	72,170	72,170	
All Services			261,740	257,330	257,430	

REVENUE ESTIMATES - Proposed Growth to be funded from Reserves

Department	Cost Centre Description	Budget Code	2015/16	2016/17	2017/18	Reason
			Budget Growth	Budget Growth	Budget Growth	
			£	£	£	
Community & Customer Services	Arts, Events and Heritage	DDS000	180,000	0	0	One off funding for the Big Events programme. - To be funded from reserves.
Community & Customer Services			180,000	0	0	
Strategic Finance	ICT Shared Service	AWA000	4,000	0	0	Employment of consultant to review ICT third party contracts. Funded from Invest to Save reserve
Strategic Finance			4,000	0	0	
All Services			184,000	0	0	

Income (Charging) Policy

Summary

The Budget Panel agreed to adopt the income charging policy below at their meeting on 11 September 2012 and accepted the categorisation of charges referred to at table 1.

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

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

Key Principles for a Charging Policy

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

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

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

Table 1: Charging Strategy

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

Service Responsibilities

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

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

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

Council Fees & Charges Concessions Policy

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)

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

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

Proof of Benefits and Discounts

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

Amount of Concessions

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

Variations

For use of the Council's sports pitches the existing arrangements that provide for subsidised fees for junior (under 18) sports teams to use pitches is to continue so as to encourage usage and participation (concession to be harmonised to 50%)

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

Fees and Charges - Service Income Budgets

	2013/14 Actual	2014/15 Original Budget	2015/16 Original Budget
CORPORATE STRATEGY & CLIENT SERVICE			
Parks, Pitches & Woods	0	0	0
Community Centres	(4,500)	(4,500)	(14,500)
Allotments	0	0	0
Cheslyn Gardens	(633)	(1,000)	(1,000)
Cemeteries	(113,695)	(215,750)	(217,000)
SLM & Related Income	(51,932)	(40,000)	(56,000)
Trade Waste	0	0	0
Domestic Waste	(7,130)	(7,550)	(7,670)
Recycling Banks	(10,872)	(14,400)	(4,900)
Kerbside Recycling	(37,145)	(7,720)	(13,810)
Specials & Street Cleansing	(29,653)	(30,000)	(30,000)
	(255,560)	(320,920)	(344,880)
COMMUNITY & CUSTOMER SERVICES			
Arts, Events and Heritage	(7,335)	(13,300)	(13,300)
Housing	(743,705)	(580,500)	(580,500)
Licenses	(151,607)	(145,480)	(145,480)
Other Licenses	(13,874)	(2,110)	(2,110)
Gaming Licenses	(120,846)	(100,780)	(101,260)
Pest Control	(18,734)	(24,190)	(21,290)
Stray Dogs	(3,624)	(1,300)	(1,300)
Environmental Abandoned Vehicles	(554)	(1,800)	(1,800)
Environmental Miscellaneous	(75,561)	(50,930)	(48,000)
Filming	(19,190)	(9,000)	(9,000)
Customer Services (including Information Unit)	(15,396)	(10,000)	(10,000)
	(1,170,426)	(939,390)	(934,040)
PLANNING SERVICES			
Parking - Controlled Parking Zones (v see below)	(2,394,369)	(1,342,550)	(1,342,550)
Parking - Other (incl. Avenue, Longspring & Town Hall)	(278,648)	(266,560)	(266,560)
Building Control	(255,239)	(197,500)	(197,500)
Development Control (including Policy Team)	(480,713)	(296,600)	(682,000)
Land Searches	(126,310)	(80,000)	(50,000)
	(3,535,279)	(2,183,210)	(2,538,610)
LEGAL & PROPERTY SERVICES			
Town Hall Facilities	(87,632)	(86,000)	(86,000)
Elections Unit	(3,956)	(3,000)	(3,000)
	(91,588)	(89,000)	(89,000)
REVENUES & BENEFITS			
Council Tax (Single Person Discount)	140	(2,000)	(2,000)
	140	(2,000)	(2,000)
Sub Total	(5,052,713)	(3,534,520)	(3,908,530)
Less : Parking - Controlled Parking Zones (v see above)	2,394,369	1,342,550	1,342,550
Total	(2,658,344)	(2,191,970)	(2,565,980)

Note: Changes have been included in the base budgets. There will be a change in the cost of Car Parking permits due to the price increase agreed in 2014/15 being implemented from April 2015.

MEDIUM TERM FINANCIAL STRATEGY 2015–18

General Fund Budget Projections 2014/15 – 2017/18 at January 2015

	2014/15 Revised Budget	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Base	14,592,960	13,990,215	15,174,850	15,571,020
New Savings Identified - see Appendix 1	-	(869,650)	(103,910)	-
Savings previously agreed to be implemented over lifetime of MTFS		(169,910)	(11,000)	(7,000)
Growth items - see Appendix 2A	-	135,520	26,140	1,950
Growth Items previously agreed to be implemented over the lifetime of the MTFS		(10,000)	(34,000)	-
Unavoidable changes - see Appendix 2B	-	261,740	(4,410)	100
Unavoidable changes previously agreed to be implemented over the lifetime of the MTFS		66,880	131,890	28,520
Other Items:				
Housing Benefit Grant Changes	-	76,030	4,850	-
Changes in Investment Income	-	20,000	-	-
Contract review	(815,000)	660,000	-	30,000
Commercial Rents	308,000	270,000	-	-
Waste Veolia Outsource	-	(79,490)	-	(146,000)
DCLG Waste grant	-	474,970	-	-
Employer's superannuation contributions	-	199,070	199,240	-
Health Campus-Interest & Dividends	-	-	(400,000)	(600,000)
Employee costs	(248,640)	275,220	71,370	78,400
Contingency review	-	(65,850)	-	-
Increased employer's NI	-	-	-	160,000
Pensions payment	-	-	700,000	(700,000)
Review of co-mingling recycling	-	(91,000)	-	-
Other 'In Year' Forecast Changes	152,895	(152,895)	-	-
Reserve Funded Growth - see Appendix 2C	-	184,000	(184,000)	-
Net Expenditure	13,990,215	15,174,850	15,571,020	14,416,990
Funded By:				
Grant Settlement	4,906,600	4,100,078	3,802,720	3,506,310
Business Rate Changes	(186,000)	(189,000)	(189,000)	-
CLG Grant for Council Tax Freeze	369,180	451,307	451,910	451,306
New homes bonus	1,731,450	2,822,432	3,500,000	-
Grant in Lieu of New Homes Bonus	-	-	-	2,000,000
Grant re. Homelessness Prevention	275,700	274,633	274,633	274,633
Total Government Funding	7,096,930	7,459,450	7,840,263	6,232,249
Council Tax Requirement	7,523,180	7,696,220	7,734,700	7,773,370
Total Government Funding Plus Council Tax	14,620,110	15,155,670	15,574,963	14,005,619
Planned contribution (to)/from Earmarked Reserves	338,950	-	700,000	-
(To)/From Reserves (Net Expenditure less Total Funding)	(968,845)	19,180	(703,943)	411,371
Council Tax Calculation				
CTR target	7,523,180	7,696,220	7,734,700	7,773,370
Council Tax Base	30,112	30,805	30,959	31,113
Council Tax % increase	-	-	-	-
Average charge	249.84	249.84	249.84	249.84
Collection rate used (as a percentage)	97	97	97	97

Briefing on the Provisional Local Government Settlement 2015/16 – 18 December 2014

Introduction

The statement on the provisional local government finance settlement 2015/16 was announced on the 18th December 2014. This briefing note highlights key issues included in the announcement. Details of all the documents relating to the settlement, including the Minister's statement can be found on the link below:

<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2015-to-2016>

This is a provisional settlement for 2015-16 and is subject to parliamentary approval.

Key issues emerging from the announcement are as follows:

Local authorities freezing or lowering Council Tax level in 2015/16 will receive a Council Tax Freeze Grant equivalent to a 1% increase in Council Tax. Local authorities increasing Council Tax by 2% or above will be required to hold a local referendum. This also applies to fire and police authorities.

Council Tax Freeze Grant for 2014/15 is now included within the Settlement Funding Assessment for 2015/16.

Rural funding has increased to £15.5m (previously £11.5m). This funding is now all within Revenue Support Grant (RSG) – previously, £9.5m was in RSG and £2.0m was paid as Rural Services Delivery Grant.

A deduction of £23.4m has been made from RSG to fund the Improvement and Development Agency.

The £9.4m in Efficiency Support Grant payments for 2014/15 will be rolled into the Settlement Funding Assessment for 2015/16.

Revenue Support Grant was identified as including £129.6m for Local Welfare Provision. It is important to note that this funding is not new funding. The DCLG have decided to split out an element of RSG to reflect what it believes should reflect Local Welfare Provision. However, this amount was previously paid as a Specific Grant in 2014/15, with no funding added to RSG for 2015/16.

The loss in funding as a result of the 2% cap on the 2015/16 Business Rates Multiplier (announced at Autumn Statement 2014) will be refunded to local authorities through a S31 grant payment (in the same way as the 2014/15 2% cap).

The 2015/16 provisional finance settlement represents the third year in which the Business Rates Retention (BRR) scheme is the principal form of local government funding. As in the previous two years, the provisional settlement provides authorities with a combination of provisional grant allocations and their baseline figures within the BRR scheme.

The provisional figures are expected to be confirmed in late January/early February 2015 (within the final settlement announcement).

What does this mean for Watford Borough Council?

Overall the settlement was in line with the amount which was included in the budget for 2015/16. The figures are included in the table below.

	2015/16 £
Budget	4,750,880
Settlement	4,743,018
Reduced Funding	7,862

Figures for funding beyond 2015/16 have not been announced but it is expected that further reductions will continue and reductions of 20% and 25% have been applied for the years 2016/17 & 2017/18 respectively.

However, the New Homes Bonus grant allocations were higher than included in the 2015/16 budget and this increase had been reflected in the future projections. The New Homes bonus allocations can be found on the link below:

<https://www.gov.uk/government/policies/increasing-the-number-of-available-homes/supporting-pages/new-homes-bonus>

Figures for funding beyond 2015/16 have not been announced but it is expected that these will be in line with current budget projections.

NOTES TO THE COUNCIL TAX BASE – 2015/16

1. The Local Government Finance Act 1992 requires Councils which collect the Council Tax (known as “Billing Authorities”) to carry out certain functions. This includes the calculations in Sections 31 to 37 of the Act concerned with setting the Council Tax. These calculations produce the Council Tax Base, which is used to work out the basic amount of Council Tax. This must be notified to Hertfordshire County Council and Hertfordshire Police Authority (known as precepting authorities) between 1st December and 31st January in the financial year before that to which the Tax Base applies.

2. The methodology for calculating the base is contained within The Local Authorities (Calculation of Council Tax Base)(England) Regulations 2012 (SI2914/2012), “the Regulations”.

3. The calculation is made by applying the following formula:-

$$T = A \times B$$

where -

A is the total of the “relevant amounts” for that year for each of the valuation bands shown in the billing authority’s valuation list as applicable to one or more dwellings situated in its area;

B is the authority’s estimate of its collection rate for that year.

4. The Tax Base (denoted as “T”) is calculated by taking the total number of properties in each valuation band, reflecting the estimated discounts to be applied for single occupancy and empty properties, stating the net result in terms of Band D and applying to the total figure our best estimate of the rate of collection. Watford Borough Council will use the “T” figure to calculate its total Council Tax to be raised for the new financial year.

5. The formula set out in the regulations for the calculation of “A” is set out as:

$$((H - Q + E + J) - Z) \times \frac{E}{G}$$

where -

H is the number of chargeable dwellings in the area listed in the band on 30 November (described as ‘Dwellings’ in the Appendices); less the number of dwellings which were exempt on that day; plus or less the net number of full-year equivalent dwellings in each band resulting from properties being placed in a lower valuation band reflecting reductions for disabled persons under Section 13 of the Act. This is shown in Row 6.

Q is a factor to take into account the amount of discounts of council tax payable and is calculated by multiplying the number of dwellings affected by the relevant percentage discount. Shown in Row 10 of the table

J is the amount of any adjustment in respect of changes in the number of chargeable dwellings (described as “Additions and Reductions” in the Appendices). Shown in Row 12 of the table.

Z is the total amount that will be applied in accordance with the Council’s council tax reduction scheme in relation to the band expressed as an equivalent number of chargeable dwellings in that band. Shown in Row 14 of the table.

F is the number in the proportions 5:6:7:8:9:11:13:15:18 applicable to properties in Bands A Disabled to H respectively. Shown in Row 16 of the table.

G is the number, which, in that proportion, is applicable to dwellings in valuation Band D (i.e. 9). Shown in Row 17.

6. The result of the calculation is that "A" is determined as 31,757.30

7. For the purposes of calculating "T", the assumed collection rate "B" has been determined to be 97%.

8. This results in the calculation of T being $31,757.30 \times 97\% = 30,804.58$

9. The other authorities who raise monies from the residents of Watford (the precepting authorities) will also use this figure and those from other billing authorities within their area to determine their Band D charge (Hertfordshire County Council will require this information from all ten Hertfordshire Districts). They will then total their "T" figure, divide it into the net income they need to raise, to arrive at their Band D charge, which will be notified to each relevant Billing Authority (District Council) in the form of both Band D charge and monies to be paid over to them during the year.

10. This information will be determined and notified in February when the whole budget exercise incorporating our likely expenditure and the precepts from the County Council and Police Authority will result in the Council setting its Council Tax levels for 2015/16 at the Functions Committee on 26 February 2015.

2015/16 Description	Band A Disabled	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
1. Dwellings	0.00	279.00	3,938.00	14,028.00	12,430.00	3,628.00	2,135.00	1,871.00	82.00	38,391.00
2. Demolished	0.00	0.00	0.00	1.00	0.00	0.00	2.00	1.00	1.00	5.00
3. Exemptions	0.00	16.00	69.00	130.00	98.00	16.00	19.00	10.00	1.00	359.00
4. Long Term Empty Premium	0.00	0.00	4.00	13.00	8.00	0.00	0.00	0.00	0.00	25.00
5. Disabled Relief	0.00	6.00	27.00	29.00	-29.00	-9.00	-2.00	-18.00	-4.00	0.00
6. Chargeable Dwellings (H)	0.00	269.00	3,898.00	13,932.50	12,307.00	3,603.00	2,112.00	1,842.00	76.00	38,039.50
7. Discounts x 25% SPD	0.00	191.00	2,300.00	5,006.00	3,115.00	708.00	335.00	236.00	3.00	11,894.00
8. Discounts x 25%	0.00	0.00	25.00	158.00	115.00	22.00	14.00	11.00	0.00	345.00
9. Discounts x 50%	0.00	0.00	0.00	5.00	9.00	9.00	3.00	11.00	11.00	48.00
10. Discount Deduction (Q)	0.00	47.75	581.25	1,293.50	812.00	187.00	88.75	67.25	6.25	3,083.75
11. Additions/ Reductions	0.00	11.00	16.00	114.00	2.00	1.00	12.00	1.00	-1.00	156.00
12. Total Adjustments (J)	0.00	11.00	16.00	114.00	2.00	1.00	12.00	1.00	-1.00	156.00
13. Sub-Total (H-Q+J)	0.00	232.25	3,332.75	12,753.00	11,497.00	3,417.00	2,035.25	1,775.75	68.75	35,111.75
14. Reduction Scheme (Z)	0.00	75.54	926.73	1,868.02	1,241.61	210.77	51.68	18.25	0.00	4,392.60
15. Net Dwellings ((H-Q+J)-Z)	0.00	156.71	2,406.02	10,884.98	10,255.39	3,206.23	1,983.57	1,757.50	68.75	30,719.15
16. Band Proportion (F)	5.00	6.00	7.00	8.00	9.00	11.00	13.00	15.00	18.00	
17. Band D Proportion (G)	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	
18. Band D Equivalents	0.00	104.47	1,871.35	9,675.54	10,255.39	3,918.73	2,865.16	2,929.17	137.50	31,757.30

TAX BASE CALCULATION	
Total Band D Equivalents	31,757.30
Collection Rate	97.00%
Adjusted Band D	30,804.58
Contribution in Lieu	0.00
Tax Base	30,804.58

Balance on Reserves

Description	Bal B/F as @ 1-Apr-2014	Agreed use of reserves	Movement in Year	Total Movement	Forecast Bal as @ 31-Mar-2015
General Fund Working Balance	-1,350,000				-1,350,000
REVENUE					
<u>Capital Financing Reserves</u>					
Multi-Storey Car Pk Rep Reserve	-181,000	0	0	0	-181,000
Leisure Structured Maintenance Reserve	-423,000	0	0	0	-423,000
<u>Earmarked Reserves</u>					0
Car Parking Zones Reserve	-630,000	0	0	0	-630,000
Charter Place Tenants Reserve	-160,000	0	0	0	-160,000
Le Marie Centre Repair Reserve	-12,000	0	0	0	-12,000
Rent Deposit Guarantee Scheme	-100,000	0	0	0	-100,000
Homeless Prevention Reserve	-113,000	0	0	0	-113,000
Budget Carry Forwards Reserve	-338,950	338,950	0	338,950	0
Climate Change Reserve	-57,000	0	0	0	-57,000
Recycling Reserve	0	0	0	0	0
NNDR Collection Fund Reserve	-4,661,000	0	0	0	-4,661,000
Parks Waste & street Strategy	-60,000	0	0	0	-60,000
<u>General Reserves</u>		0	0	0	
Exam In Public - LDF Reserve	-233,000	0	0	0	-233,000
Housing Benefit Subsidy Reserve	-996,000	0	0	0	-996,000
Invest To Save Reserve	-839,000	0	80,000	80,000	-759,000
Future Pension Funding Reserve	-2,249,000	0	0	0	-2,249,000
Insurance Fund Reserve	0	0	0	0	0
LA Business Growth Incentive Reserve	-570,000	0	0	0	-570,000
Area Based Grant Reserve	-85,000	0	0	0	-85,000
Performance Reward Grant Resrv	-32,000	0	0	0	-32,000
Housing & PDG Reserve	-266,000	0	0	0	-266,000
Economic Impact Reserve	-1,927,000	-38,000	-1,010,845	-1,048,845	-2,975,845
High Street Innovation Reserve	-90,000	0	0	0	-90,000
PRG Capital Grants-One Watford Reserve	-191,000	0	0	0	-191,000
Revenue Reserves	-14,213,950	300,950	-930,845	-629,895	-14,843,845
Total Reserves incl GFWB	-15,563,950				-16,193,845

Details of the purpose of each current reserve are set out below:

Reserve	Purpose
Area Based Grant	Grant received to encourage initiatives preventing violent extremism & anti social behaviour.
Budget Carry Forward	To 'carry forward' unspent revenue budgets for use in the proceeding financial year.
Capital Fund	To provide for funding of key capital projects.
Car Parking Zone	This is a statutory ring-fenced reserve, for future controlled parking related costs.
Charter Place Tenants	Tenants' contributions to meet major works.
Climate Change	To fund energy saving initiatives to reduce energy consumption.
Development Sites Decontamination	To provide for the costs of any decontamination of development sites for which the Council may have liability.
Economic Impact	To provide resources to offset the impact of the potential downturn of the economy and consequent potential overspends to the Council's budget.
Future Pension Funding	To meet one off pension costs and redundancy programme.
High Street Innovation	To assist with regeneration of Town Centres.
Homelessness Prevention	To assist with homelessness among young people.
Housing Benefit Subsidy	This reserve has been created to meet any subsidy clawback by DWP.
Housing Planning Delivery Grant	This grant was introduced to reward authorities for improved delivery of housing and other planning outcomes.
Invest to Save	To support initial expenditure will produce longer term savings.
LA Business Growth Incentive	Government grant received in respect of business rate growth.
Le Marie Centre Repair	To help meet the Council's obligation as landlord.
Leisure Structured Maintenance	To fund future structural maintenance needs not covered within the existing Leisure services contract.
Local Development Framework	To help fund the costs of the Local Development Plan.
Multi Storey Car Park Repair	To provide funds towards major structural works.
New Homes Bonus	Government grant received in respect of new homes built.
NNDR Collection Fund	To collect and distribute NNDR on behalf of Herts Councils.
Parks, Waste & Street Strategy	To cover unspecified works on the Veolia contract.
Performance Reward Grant	This is grant allocated for use in conjunction with the LSP, based on the achievement of performance targets.
PRG Capital Grants – One Watford	This is grant allocated for use in conjunction with One Watford.
Property and Programme Management Reserve	To provide resources to support a property review and to provide capacity around programme management support.
Recycling	This reserve will help to 'smooth out' fluctuations in recycling income in future years.
Rent Deposit Guarantee Scheme	To assist in the provision of homelessness accommodation.
Vehicle Replacement	To provide for the replacement of the Council's refuse freighters.
Weekly Collection Support Grant	To support LA's to introduce, retain or reinstate weekly collection of residual waste and/or recycling.

Key Risks

Type of Risk	Comment
Revenue balances insufficient to meet estimate pay award increases	The medium term planning period takes into account the pay increases for the period 2015/16 to 2017/18
Revenue balances insufficient to meet estimate of Employers' pension contributions	Pension Contributions have been budgeted at 15.9% for the period 2015/16 to 2017/18
Revenue balances insufficient to meet other inflationary increases	Other than contractual agreements, budgets have been cash limited where possible.
Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the proceeds from capital receipts that are invested in the money market. The volatility of the global economy continues to place uncertainty on the investment strategy. (see Treasury Management Strategy at Appendix 11)
Inaccurate estimates of fees and charges income	See Key Budget Indicators shown in the latest Finance Digest on the Council's intranet
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. The new market management arrangement may increase this risk
Major emergency	Major Emergency requires funds beyond Bellwin scheme and causes serious drain on balances
The estimated cost reductions and additional income gains are not achieved	Savings identified in 2015/16 will be monitored as part of the monthly Finance Digest process.
The Council is faced with potential litigation and other employment related risks	The Council has one outstanding litigation case.
The amount of government grant is adversely affected	The grant settlement for 2015/16 has been factored into the MTFS along with reductions of a 20%, & 40% in years 2016/17 & 2017/18 respectively.
Fluctuations in Business Rates Retention	The Council is legally obliged to cover the first 7.5% loss on its pre determined baseline level.
Right to Buy Receipts & VAT Shelter Receipts	Under the Housing stock transfer with Watford Community Housing Trust (WCHT) 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.

CAPITAL INVESTMENT PROGRAMME

Cost Centre	Capital Schemes	2014/15			2015/16	2016/17	2017/18
		Current Budget	Total Budget Variances	Revised Budget	Revised Budget	Revised Budget	Revised Budget
WA6920	Key Projects						
WAA983	Cultural Quarter Phase 1	2,050,582	0	2,050,582	89,710	0	0
WAA954	Green Spaces Strategy	52,741	0	52,741	0	0	0
WAA923	Health Campus-Contribution to LABV	1,500,000	(1,500,000)	0	3,000,000	0	0
WAA927	Health Campus-Loan to WHHT	2,000,000	(2,000,000)	0	0	0	0
WAA920	Health Campus	1,603,790	(500,000)	1,103,790	500,000	0	0
WAA167	Contribution to Croxley Rail Link	0	0	0	0	0	0
WAA211	New Market	2,462,364	0	2,462,364	0	0	0
WA6921	Environmental Services						
WAA992	Additional Green Waste Bins	18,000	(18,000)	0	18,000	18,000	0
WAJ300	Decent Homes Assistance	219,015	0	219,015	200,000	0	0
WAJ602	Energy Grants	26,954	0	26,954	0	0	0
WAJ600	Environmental Services Schemes	8,393	0	8,393	0	0	0
WAJ800	Environmental Services Schemes	72,590	0	72,590	0	0	0
WAA975	Recycling Boxes	36,940	(36,940)	0	0	36,940	0
WAA161	Replacement Domestic Bins	22,186	(22,185)	1	20,000	22,185	0
WAA197	Veolia Contract Fleet Requirement	0	124,750	124,750	0	0	0
WA6922	Community & Leisure Services						
WAA201	Allotments Upgrades	1,374,720	(16,000)	1,358,720	0	0	0
WAB966	Cassiobury Park HLF Project	478,261	70,420	548,681	2,816,760	2,782,120	0
WAA202	Farm Terrace Allotments	647,835	0	647,835	0	0	0
WAA219	Gaelic Football Relocation	908,146	(600,000)	308,146	600,000	0	0
WAA912	Improvements Community Centres	80,000	0	80,000	0	0	0
WAA214	Museum CCTV Intruder Alarm Sys	50,000	0	50,000	0	0	0
WAA215	Town Centre CCTV Camera Replac	21,000	0	21,000	21,000	21,000	0
WA6923	Housing Services						
WAJ203	Affordable Housing	24,328	0	24,328	0	0	0
WAJ100	Mand Disabled Facilities Grant	599,552	0	599,552	400,000	400,000	400,000
WAA987	Stand Alone Prop to Decent Std	61,922	0	61,922	50,000	50,000	50,000
WA6924	Parking Services						
WAA950	Upgrading/Resurfacing CarParks	59,111	0	59,111	0	0	0
WA6925	Asset Management						
WAA203	Atrium Phase 5	34,000	0	34,000	0	0	0
WAA995	Building Investment Programme	1,015,369	0	1,015,369	400,000	400,000	400,000
WAA210	Car Parks Structure Surv	15,000	10,000	25,000	0	0	0
WAA173	CCTV Control Room Relocation	0	198,000	198,000	0	0	0
WAA925	Charter Place	0	0	0	0	0	0
WAA994	Depot Refurbishment	0	0	0	0	0	0
WAB963	Guest Market (Indoor)	0	0	0	0	0	0
WAA952	Match Funding Capital Projects	35,000	0	35,000	35,000	20,000	20,000
WAA213	Pop Up Toilets Refurbishment	35,000	(35,000)	0	0	35,000	0
WAA225	Property Review	0	100,000	100,000	0	0	0
WAA991	Veolia Capital Improvements	90,000	1,040	91,040	92,100	93,170	94,250
WAA185	Watford Business Park Redevelo	225,000	0	225,000	0	0	0

Cost Centre	Capital Schemes	2014/15			2015/16	2016/17	2017/18
		Current Budget	Total Budget Variances	Revised Budget	Budget	Budget	Budget
WA6926	ICT						
WAA132	ICT - Document Management Proc	15,000	0	15,000	0	0	0
WAA134	ICT-Env Health	189,139	0	189,139	45,000	0	0
WAA109	ICT-Hardware Replacement Prog	80,000	0	80,000	160,000	160,000	200,000
WAA221	ICT-Project Management Provisi	120,000	0	120,000	120,000	120,000	120,000
WAA212	Telephony-Cost of Server Repla	10,000	0	10,000	0	0	0
WA6927	ICT Shared Services						
WAA982	ShS-Hardware Replace Prog	18,000	0	18,000	30,000	78,000	45,000
WAA945	ShS-IT Modernisation	906,917	0	906,917	0	0	0
WAB925	ShS-HR Appraisal Module	0	3,600	3,600	0	0	0
WAA601	Corporate Services / Project Management						
WAA601	Support Services	552,470	0	552,470	500,000	400,000	400,000
WA6990	New Schemes Requiring Approval (see details of Schemes Below)						
WAA190	Green Spaces Strategy	0	0	0	150,000	200,000	250,000
WAA191	ShS-Business Application Upgrades	0	0	0	195,000	165,000	165,000
WAA192	Town Hall Subway CCTV	0	0	0	37,000	0	0
WAA193	Clarendon Road Streetscape Improvements	0	0	0	18,000	0	0
WAA194	Introduction of Electric VehicleCharging Units	0	0	0	20,000	10,000	10,000
WAA195	Watford Museum HLF Matchfunding	0	0	0	0	125,000	0
WAA196	Private Sector Stock Condition Survey	0	0	0	150,000	0	0
WA6928	Section 106 Funded Schemes						
WAB300	Contribution to Croxley Rail Link	0	0	0	0	0	0
WAB931	Himalayan Way Play Area	98,942	0	98,942	0	0	0
WAB932	Jellicoe Road Play Area Improv	6,893	0	6,893	0	0	0
WAB938	Goodwood Rec Play Area Improve	5,000	0	5,000	0	0	0
WAB940	East Drive Play Area	120,000	38,500	158,500	0	0	0
WAB942	Waterfields Rec Play Area	122,172	7,100	129,272	0	0	0
WAB944	Berry Avenue Play Area	60,000	0	60,000	0	0	0
WAB945	Southwold Road Play Area	50,000	0	50,000	0	0	0
WAB946	Ridgehurst Avenue Play Area	50,000	(23,500)	26,500	0	0	0
WAB948	Riverside Recreation Ground	310,300	0	310,300	0	0	0
WAB949	Oxhey Park	0	2,150	2,150	0	0	0
WAB950	King George V Playing Field	0	39,400	39,400	0	0	0
WAB951	Colne River Project	464,903	(7,100)	457,803	0	0	0
WAB952	Fern Way Play Area Landscaping	15,000	(15,000)	0	0	0	0
WAB953	Radlet Road MUGA	30,000	0	30,000	0	0	0
WAB954	Knutsford Road	34,600	0	34,600	0	0	0
WAB958	Local Park Improvements	60,779	0	60,779	0	0	0
WAB960	Wiggenhall Allotments	0	0	0	0	0	0
WAB961	Cherry Tree Allotments	12,000	0	12,000	0	0	0
WAB962	Local Nature Reserves	38,784	0	38,784	0	0	0
WAB964	Centennial House Landscaping	210	0	210	0	0	0
WNC004	Colne Valley Improvments	8,699	0	8,699	0	0	0
WNC022	Multi Use Games At Meriden	120,000	0	120,000	0	0	0
WA4900	TOTAL CAPITAL PROGRAMME	19,327,607	(4,178,765)	15,148,842	9,667,570	5,136,415	2,154,250

Cost Centre	Capital Schemes	2014/15			2015/16	2016/17	2017/18
		Current Budget	Total Budget Variances	Revised Budget	Budget	Budget	Budget
WA6920	Key Projects	9,669,477	(4,000,000)	5,669,477	3,589,710	0	0
WA6921	Environmental Services	404,078	47,625	451,703	238,000	77,125	0
WA6922	Community & Leisure Services	3,559,962	(545,580)	3,014,382	3,437,760	2,803,120	0
WA6923	Housing Services	685,802	0	685,802	450,000	450,000	450,000
WA6924	Parking Services	59,111	0	59,111	0	0	0
WA6925	Asset Management	1,449,369	274,040	1,723,409	527,100	548,170	514,250
WA6926	ICT	414,139	0	414,139	325,000	280,000	320,000
WA6927	ICT Shared Services	924,917	3,600	928,517	30,000	78,000	45,000
WAA601	Corp Serv / Project Mgt	552,470	0	552,470	500,000	400,000	400,000
WA6990	New Schemes Requiring Approval	0	0	0	570,000	500,000	425,000
WA6928	Section 106 Funded Schemes	1,608,282	41,550	1,649,832	0	0	0
WA4900	TOTAL CAPITAL PROGRAMME	19,327,607	(4,178,765)	15,148,842	9,667,570	5,136,415	2,154,250

	Capital Funding	2014/15	2015/16	2016/17	2017/18	
		Revised Budget	Budget	Budget	Budget	
	CAPITAL FUNDING					
	Grants & Contributions		697,951	2,523,900	2,489,000	239,000
	Reserves		3,041,605	38,000	77,125	0
	Capital Receipts		9,433,536	6,573,810	2,038,170	1,915,250
	Section 106 Contributions		1,975,750	531,860	532,120	0
	TOTAL CAPITAL FUNDING		15,148,842	9,667,570	5,136,415	2,154,250
	AVAILABLE FUNDING-CAPITAL RECEIPTS					
	Balance Brought Forward		13,701,293	7,797,367	3,223,557	2,485,387
	Used for Financing		(9,433,536)	(6,573,810)	(2,038,170)	(1,915,250)
	In Year Receipts		3,529,610	2,000,000	1,300,000	2,000,000
	BALANCE CARRIED FORWARD		7,797,367	3,223,557	2,485,387	2,570,137
	AVAILABLE FUNDING-SECTION 106					
	Balance Brought Forward		2,788,107	1,312,356	795,496	273,376
	Used for Financing		(1,975,750)	(531,860)	(532,120)	0
	In Year Receipts + Interest		500,000	15,000	10,000	5,000
	BALANCE CARRIED FORWARD		1,312,356	795,496	273,376	278,376

Details of New Schemes Requiring Approval

1. Green Spaces Strategy: This will allow the delivery of targeted actions within the Green Spaces Strategy which was adopted by Cabinet on 11th November 2013. This budget will ensure the attainment of the action plan and will also allow the sustained programme of improvement works to continue unabated. There is though the recognition that funding must be obtained from other sources and in particular grant awarding bodies. This scheme also includes costs incurred relating to knotweed removal and land decontamination.

2. Business Application Upgrades: The Council are contractually obliged with all our third party business application vendors to remain within two version of our business applications. Very few upgrades for business applications have occurred since Capita took over supporting our business applications estate in May 2013. The ICT Service needs to upgrade all business applications to support service levels.

3. Town Hall Subway CCTV: The subway public toilet entrances are not covered by the town centre CCTV system. The newly refurbished subway walls, approaches and poster sites have been subject to vandalism and anti social behaviour. The public toilets are currently being refurbished and coverage of these entrances are desirable.

4. Clarendon Road Streetscape Improvements: Town centre camera C10 is pole mounted and covers the area from Beechen Grove to The Parade. There is a desire to see street clutter reduced in this area as part of the HCC streetscape plans for Clarendon Rd and this could be achieved by removing the cctv pole. It is proposed that C10 is relocated to a wall mounted bracket to improve the view along Watford House Lane a key pedestrian route to the New Watford Market.

5. Introduction of Electric Vehicle Rapid Charging Units: The introduction of Rapid Charging Units for 5 Electric Vehicles will enable the Borough to continue to expand the required infrastructure to encourage the take up of electric vehicles. On street rapid chargers will provide opportunities for the towns fleet of taxi's to change over to electric vehicles. With a range of 60-80 miles per charge the new infrastructure will provide the ability to rapidly charge in 20 minutes.

6. Watford Museum HLF Matchfunding: Watford Museum is in need of renewal and the Council has the opportunity to make a bid to the Heritage Lottery Fund (HLF) for £1.25m to assist with this. This capital bid is the 10% WBC match funding to lever in the £1.25m

7. Private Sector Stock Condition Survey: Opportunity for joint procurement with other LAs in order to achieve efficiencies. The council has a statutory duty to keep under review the condition of residential property in the private sector. This is undertaken by commissioning a detailed Private Sector Stock Condition Survey of a sample of properties so that data can be extrapolated. Commissioned services will include stock modelling in order to select a sample of properties, fieldwork in over 1,000 properties and detailed reporting. The data will inform our revised Private Sector Renewal Policy and associated initiatives.

TREASURY MANAGEMENT STRATEGY STATEMENT 2015 – 2018

1.0 Introduction

The Local Government Act 2003 requires the Council to adopt the CIPFA Prudential Code and produce prudential indicators. Each indicator either summarises the expected capital activity or introduces limits upon that activity, reflecting the outcome of the Council's underlying capital appraisal systems. This report updates the approved indicators.

Within this overall prudential framework there is an impact on the Council's treasury management function as it can directly impact on borrowing or investment decisions. As a consequence the treasury management strategy for 2015/16 to 2017/18 is included.

2.0 The Capital Plans and Prudential Indicators 2015/16 – 2017/18

The Council's capital expenditure plans are one of the key drivers of the treasury management function. The outputs of the capital expenditure plans are reflected in prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 The Council's Capital Position

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts within the proposed capital expenditure programme. The Council's capital expenditure plans are due to be approved by Cabinet and Council on 19 January and 28 January 2015 respectively.

	2013/14 Actual	2014/15 Latest Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Total Capital Expenditure	£12.6M	£15.1M	£9.7M	£5.1M	£2.2M

The capital expenditure plans are financed by capital receipts, capital grants or capital reserves. Over the next three years there are no planned shortfalls of resources which would result in borrowing. A certain level of capital expenditure is grant supported by the Government; any decisions by the Council to spend above this level will be considered unsupported capital expenditure which needs to have regards to:

- Service objectives (e.g. strategic planning);
- Stewardship of assets (e.g. asset management planning);
- Value for money (e.g. option appraisal);
- Prudence and sustainability (e.g. implications for external borrowing and whole life costing);
- Affordability (e.g. ongoing revenue implications);

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

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 above, which has not immediately been paid for, will increase the CFR.

Following accounting changes the CFR includes any other long term liabilities (e.g. finance leases) brought onto the balance sheet. Whilst this increases the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

The Council is asked to approve the CFR projections below:

	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Total CFR	£2.6m	£2.5m	£2.4m	£2.3m	£2.2m
Adjustment A	£2.6m	£2.5m	£2.4m	£2.3m	£2.2m
Movement in the CFR*	£0.1m	£0.1m	£0.1m	£0.1m	£0.1m

* Includes MRP and/or voluntary contributions to reduce the CFR.

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge called the Minimum Revenue Provision (MRP), although it is also allowed to undertake additional voluntary payments if required called the Voluntary Revenue Provision (VRP).

The Council complies with the regulations which allow debt free authorities to continue to **not** make an MRP known as Adjustment A. Any new capital expenditure if unfunded and requiring credit cover above adjustment A would however need to generate a MRP.

2.3 Minimum Revenue Provision (MRP) Strategy and Policy Statement

Communities and Local Government Regulations have been issued that require the Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

The Council is gradually paying down its CFR as a result of Minimum Revenue Provisions relating to finance leases. The Council borrowed £6m from the Growing Places Fund in 2013/14 to fund the Health Campus Scheme. This funding has a reasonable expectation of a repayment return within the period of the loan (5years) and, under CLG regulations no MRP is necessary.

2.4 The Use of the Council's Resources and the Investment Position

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc).

3.0 Treasury Management Strategy

The treasury management strategy is an important part of the overall financial management of the Council's affairs. The prudential indicators consider the affordability and impact of capital expenditure decisions, and set out the Council's overall capital framework. The treasury service considers the effective funding of these decisions. Together they form part of the process which ensures the Council meets its balanced budget requirement under the Local Government Finance Act 1992.

The Council's treasury activities are regulated by statutory requirements and the CIPFA Code of Practice on Treasury Management. The Council has adopted a Treasury Management Policy Statement in accordance with the code of practice.

The Constitution requires a strategy to be reported to Council outlining the expected treasury activity for the forthcoming 3 years. A key requirement is to explain the risks associated with the treasury service. Further treasury reports are produced after the year-end to report on actual activity for the year and a mid-year monitoring update. This strategy covers:

- The current portfolio position;
- The borrowing strategy;
- Annual investment strategy;
- Specific limits on treasury activities;
- Treasury performance indicators;
- Reporting requirements;
- Policy on use of external service providers;
- Training of Officers and Members.

The treasury management function ensures that the Council's cash is organised in accordance with the the relevant professional codes, so that sufficient cash is available to meet this service delivery. This will involve the organisation of both cash flow and of appropriate borrowing facilities if required. The strategy covers the relevant treasury prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current Portfolio Position

The Council's current treasury portfolio position at 31 December 2014, with forward projections are summarised below.

Treasury Portfolio	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
External Borrowing	£6M	£6M	£6M	£6M	£6M
Total Investments 31 March	£31.5M	£30M	£22M	£19M	£16.5M

The external borrowing relates to the Growing Places Funding from LEP (Local Enterprise Partnership) was received in July 2013 and is due to be repaid in July 2018. The money is being paid over to the LABV (Local Asset Backed Vehicle). Growing Places Funding that has not been transferred to the LABV is invested with the DMO for security.

The Council held £37.2M of investments as at 30 November 2014. (See table below). This information is reported in the monthly Members Information Bulletin.

Institution	Principal (£)
Clydesdale Bank plc	3,000,000
Lloyds Bank plc	9,200,000
Nat West Bank plc	8,000,000
Santander UK plc	5,000,000
Total Banks	25,200,000
Nationwide Building Society	4,000,000
Principality Building Society	3,000,000
Skipton Building Society	5,000,000
Total Building Societies	12,000,000
Total	37,200,000.00

In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As set out in Annex B, it is a very difficult investment market in terms of earning the level of interest rates as rates are very low and in line with the 0.5% Bank Rate.

Table of Monthly Interest Rates to Date:

Month	Rate Achieved
April	0.58%
May	0.58%
June	0.59%
July	0.57%
August	0.59%
September	0.60%
October	0.62%
November	0.60%

The approved benchmark measure of yield is a return of 0.12% above the average bank rate of 0.50%. The returns up to 30 November 2014 averaged 0.59%, against a benchmark rate of 0.62%. The average yield return is lower than the benchmark for the year to date. The Council tends to keep the majority of investments short term (not greater than 364 days). With the many counterparties being downgraded over the past few years, most investments have been limited to a 6 months period and has therefore resulted in lower interest rates being achieved.

The budget for interest on investments for 2014/15 is £240,000; interest received up to the end of November was £138,000. At this stage, the budget is assumed for future years.

3.2 Prospects for Interest Rates

The Council contract with Capita Asset Services who act as its treasury advisor. Below is their latest view on the future of the bank base rate.

Month & Year	Bank Rate %
Dec 2014	0.50
Mar 2015	0.50
Jun 2015	0.50
Sep 2015	0.50
Dec 2015	0.75
Mar 2016	0.75
Jun 2016	1.00
Sep 2016	1.00
Dec 2016	1.25
Mar 2017	1.25
Jun 2017	1.50
Sep 2017	1.75
Dec 2017	1.75
Mar 2018	2.00

Capita Asset Services undertook a review of its interest rate forecasts on 5 January 2015. Their view is shown below;

Change in market sentiment and outlook

The plunge in the price of oil has been the major surprise of the last three months. This will reduce inflation and stimulate the economies of oil importing countries. There is a downside to the plunge in oil prices in terms of a sharp increase in the risk of emerging country debt default and emerging country oil producing corporate defaults. This could have a knock on effect on western banks who have lent to these areas and to hedge, pension and investment funds which have been wrong footed by holding debt or equities in these areas. UK GDP growth forecasts have recently been more subdued although growth will still remain strong, but not as strong as previously expected. The political risks around the UK general election in May 2015 have increased with the likely result now being very hard to predict. A combination of the above factors has caused us to put back the start of increases in Bank Rate from Q2 2015 to Q4 with knock on delays on increases in following years.

Economic forecasting remains difficult with so many external influences weighing on the UK. Our Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data transpires over 2015. Forecasts for average earnings beyond the three year time horizon will be heavily dependent on economic and political developments. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, or the safe haven of bonds.

The overall balance of risks to economic recovery in the UK is currently evenly balanced. Only time will tell just how long this current period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

3.3 Treasury Indicators: Limits to Borrowing Activity

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.

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.

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 2015/16 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. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

3.3.1 Treasury Management Indicator - The Operational Boundary

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. As the council already has a loan of £6.0m with Growing Places and no plans to borrow for other capital purposes in the next three years, it would be prudent to set the operational boundary at £10m.

Operational Boundary	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Borrowing	£10m	£10m	£10m	£10m

3.3.2 Treasury Management Indicator - The Authorised Limit for External Borrowing

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	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Borrowing	£13m	£13m	£13m	£13m

3.3.3 Treasury Management Indicator – Actual External Debt

This is the closing balance for actual gross borrowing obtained directly from the council's Balance Sheet at year end.

The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals within this report regarding future external borrowing.

3.4 Borrowing Strategy

Although at this stage there is no requirement to borrow externally over the medium term, the Council has a number of regeneration projects and it is possible that these may require pump priming for the necessary infrastructure works. Any external borrowing that is required by the Council will be reported to Members at the appropriate time.

3.5 Annual Investment Strategy

3.5.1 Key Objectives

The Council's investment strategy's primary objectives are safeguarding the re-payment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective. The current economic ensures that the current investment climate has one over-riding priority which is the management of counterparty security risk. In order to accommodate any changes to the Strategy during the year, it is recommended that the Portfolio Holder, in consultation with the Director of Finance, is given 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 1 year and to invest in other investment instruments i.e Government bonds, Gilts and property with a view of maximising the Council's returns without significantly increasing risk.

3.5.2 Investment Policy

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.

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.

3.5.3 Creditworthiness policy

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.

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.

The rating criteria use the **lowest common denominator** method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution will fall outside the lending criteria. This is in compliance with the CIPFA Treasury Management Code of Practice.

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.

Counterparty Categories

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 – Eligible Institutions**
The Council will use organisations considered an Eligible Institution for the HM Treasury Credit Guarantee Scheme initially announced on 13 October 2008, with the necessary short and long term ratings required in Banks 1 above. Note: Capita Asset Services advice is for a cautious approach when using these Institutions. Further amendments were announced by HM Treasury on 8 June 2011 to the rules of the UK Government's Credit Guarantee Scheme, permitting eligible institutions to repurchase UK Government guaranteed debt in certain circumstances. As well as providing UK banks and financial institutions with a welcome opportunity to manage their liability profiles, it also signalled the continued restoration of confidence in the UK banking sector.
- **Banks 3 – 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:
Either,
(i) **Meet the ratings for banks outlined above; or,**
(ii) **Are Eligible Institutions; and have assets in excess of limits for each category.**
- **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 £2m per authority will be applied.
- **Debt Management Deposit Account Facility**
A Government body which accepts local authority deposits.

The current investment counterparty criteria selection approved in the Treasury Management Strategy is being met, with the exception for Clydesdale Bank plc. When the Bank's credit rating was downgraded, its continuing use as a counterparty has been approved by Leadership Team

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

Use of Additional Information Other Than Credit Ratings

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.

Time and Monetary Limits Applying to Investments

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.

Exceptional Circumstances

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.

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.

3.5.4 Investment Strategy

In-House Funds - investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment Returns Expectations - bank rate is forecast to remain unchanged at 0.50% before starting to rise from quarter 4 of 2016/17. Bank rate forecasts for financial year ends (March) are:

- 2014/15 0.50%
- 2015/16 0.75%
- 2016/17 1.25%
- 2017/18 2.00%

Investment Treasury Indicator and Limit - total principal funds invested for up to 1 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	2014/15	2015/16	2016/17
Maximum Principal Sums Invested up to 1 year	£2m	£5m	£5m

3.5.5 Investment Risk & Security Benchmarking

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 TMS, 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

Security of the investments is measured by credit ratings, which is supplied by the three main credit rating agencies (Fitch, Moody's and Standard and Poors). Whilst this approach embodies security considerations, it makes benchmarking the levels of risk difficult. Therefore another method to benchmark security risk is to assess the **historic level of default** against the minimum criteria used in the Council's investment strategy. The benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment. The table beneath shows average defaults for differing periods of investment grade products for each Fitch, Moody's and Standard and Poor's long term rating category for historic periods up to 2013:

Years	1	2	3	4	5
AAA	0.00%	0.02%	0.06%	0.09%	0.13%
AA	0.02%	0.04%	0.14%	0.27%	0.38%
A	0.09%	0.24%	0.43%	0.61%	0.86%

The Council's minimum long term rating criteria is currently "AA", meaning the average expectation of default for a one year investment in a counterparty with an "AA" long term rating would be 0.02% of the total investment (e.g. for a £1m investment the average loss would be £200). This is only an average - any specific counterparty loss is likely to be higher - but these figures do act as a proxy benchmark for risk across the portfolio. The Council's investments in rated institutions are all for periods of less than one year, so the average loss will be scaled down by the length of investment

The Council's current maximum security risk benchmark for the portfolio, when compared to these historic default tables, is 0.01%. The average historic risk of default for the Council's portfolio as of the end of November 2014 is 0.02%.

The maximum security benchmark for 2015/16 to be recommended is 0.02% to reflect the average expectation of default for a one year investment in a counterparty with an "AA" long term rating, which is the Council's minimum long term rating criteria.

Liquidity

The Council set liquidity facilities/benchmarks to maintain:

- Bank overdraft - £0m.
- Liquid short term deposits of at least £2m available with a week's notice.
- Weighted Average Life benchmark is expected to be 0.5years, with a maximum of 10 years for an individual loan with a public body.

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

Yield

The measure of yield on Investments is a return of 0.12% above average bank rate. In accordance with the Code of Practice on Treasury Management, this is also used as performance indicator in order to assess the adequacy of the treasury function over the year. Investments – returns 0.12% above average bank rate. The results of this indicator for 2014/15 will be reported in the Treasury Annual Report.

3.6 Reporting Requirements

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.

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).

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

3.7 Policy on the Use of External Service Providers

The Council uses Capita Asset Services as its external treasury management advisors. The current contract expires in October 2016. 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.

3.8 Member and Officer Training

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;
- Regular briefings both by e mail and face to face with the Council's consultants;
- Reports and briefing sessions to Members on major changes to Treasury policies and strategies.

The CLG issued a reviewed Investment Guidance in 2010 (second edition), and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds, which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council has adopted the Code and will apply its principles to all investment activity. In accordance with the Code, the Director of Finance has produced this Treasury Management Practices (TMP's) guidance.

Annual Investment Strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments;
- The principles to be used to determine the maximum periods for which funds can be committed;
- Specified investments that the Council will use. These are high security, and high liquidity investments in sterling and with a maturity of no more than a year;
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy Guidelines – the main strategy guidelines are contained in the body of the treasury strategy statement.

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:

1. The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
2. A local authority, parish council or community council.
3. 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.
4. 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**.

Exception 1 RBS Group

In accordance with Capita Asset Services advice, RBS Group should continue to be included within the counterparty list even though Moody's has downgraded them to P-2 (which is below the ratings limits). This is because the RBS Group is 82% Government owned and is therefore considered to be 'secure'. The Audit Committee / Council has previously approved that a £10m ceiling is permitted for investments with RBS. In addition, for Lloyds Banking Group and RBS Group investments with a maturity of 12 months is permitted whereas for all other banking and building society institutions a 6 month maturity limit is currently in operation.

Exception 2 Clydesdale Bank plc

Clydesdale Bank plc

The investment with Clydesdale is a long-standing investment made in April 2010. The Council placed funds with Clydesdale to support local businesses. When the Bank's credit rating was downgraded and it no longer met the criteria as outlined within the Treasury Management Strategy, its continuing use as a counterparty has been approved by Leadership Team. At the time of the report Clydesdale bank plc had the following credit ratings by Fitch, Standard and Poors and Moody's respectively: short term F-1, A-2 and P-2 and long term A, BBB+ and Baa2 respectively. The Council improved the rate from 0.50% to 0.70% keeping the benefit of 30 days notice to minimise the risk, with effect from October 2014.

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 %)
a.	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
b.	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
c.	Building Societies not meeting the basic security requirements under the specified investments. The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies which were originally considered Eligible Institutions and have a minimum asset size of £5,000m, but will restrict these type of investments to £2m for up to six months.	£2m
d.	Specific Public Bodies The Council can seek Member approval to make loans to other public bodies for periods of more than one year.	£10m

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

In respect of category d this will only be considered after obtaining external advice and subsequent Member approval.

The Monitoring of Investment Counterparties

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

Institution Type	Max Amount:			£5m	£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								
Banks with Clearing Status in the United Kingdom	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
The Council's own Bankers	F1	P-1	A-1	If Council's own bankers fall below the minimum long term criteria for UK banks, cash balances will be managed within operational liquidity constraints and balances will be minimised as much as possible.				
Wholly Owned Subsidiaries of UK Clearing Banks - Parent Ratings	F1	P-1	A-1		Backed up by AA(F), Aa2(M) and AA(S&P) long term credit rating	Backed up by single A long term ratings by all agencies	Backed up by lower than A long term rating	Backed up by lower than A long term rating
Partially Owned Subsidiaries of UK Clearing Banks - Parent Ratings	F1	P-1	A-1		Backed up by AA(F), Aa2(M) and AA(S&P) long term credit rating	Backed up by single A long term ratings by all agencies	Backed up by lower than A long term rating	Backed up by lower than A long term rating
UK Building Societies								
Either	F1	P-1	A-1		Backed up by AA(F), Aa2(M) and AA(S&P) long term credit rating	Backed up by single A long term ratings by all agencies	Backed up by lower than A long term rating	Backed up by lower than A long term rating
Or					Assets over £15,000m	Assets over £5,000m	Assets of £2,500m	Assets of £1,000m
Specific Public Bodies				As approved by Members				
Debt Management Deposit Facility (UK Government)						Unlimited		
Money Market Funds (AAA Rated)								£5m per fund
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).

Fees and Charges 2015/16 - Budget Movement Reconciliation

	2013/14 Actual	2014/15 Original Budget	Budget Variance <i>Note : () represent a favourable variance</i>	2015/16 Original Budget
CORPORATE STRATEGY & CLIENT SERVICE				
Parks, Pitches & Woods	0	0	0	0
Community Centres	(4,500)	(4,500)	(10,000)	(14,500)
Allotments	0	0	0	0
Cheslyn Gardens	(633)	(1,000)	0	(1,000)
Cemeteries	(113,695)	(215,750)	(1,250)	(217,000)
SLM & Related Income	(51,932)	(40,000)	(16,000)	(56,000)
Trade Waste	0	0	0	0
Domestic Waste	(7,130)	(7,550)	(121)	(7,671)
Recycling Banks	(10,872)	(14,400)	9,500	(4,900)
Kerbside Recycling	(37,145)	(7,720)	(6,093)	(13,813)
Specials & Street Cleansing	(29,653)	(30,000)	0	(30,000)
	(255,560)	(320,920)	(23,964)	(344,884)
COMMUNITY & CUSTOMER SERVICES				
Arts, Events and Heritage	(7,335)	(13,300)	0	(13,300)
Housing	(743,705)	(580,500)	0	(580,500)
Licenses	(151,607)	(145,480)	0	(145,480)
Other Licenses	(13,874)	(2,110)	0	(2,110)
Gaming Licenses	(120,846)	(100,780)	(480)	(101,260)
Pest Control	(18,734)	(24,190)	2,900	(21,290)
Stray Dogs	(3,624)	(1,300)	0	(1,300)
Environmental Abandoned Vehicles	(554)	(1,800)	0	(1,800)
Environmental Miscellaneous	(75,561)	(50,930)	2,930	(48,000)
Filming	(19,190)	(9,000)	0	(9,000)
Customer Services (including Information Unit)	(15,396)	(10,000)	0	(10,000)
	(1,170,426)	(939,390)	5,350	(934,040)
REGENERATION & DEVELOPMENT SERVICES				
Parking - Controlled Parking Zones (❖ see below)	(2,394,369)	(1,342,550)	0	(1,342,550)
Parking - Other (incl. Avenue, Longspring & Town Hall)	(278,648)	(266,560)	0	(266,560)
Building Control	(255,239)	(197,500)	0	(197,500)
Development Control (including Policy Team)	(480,713)	(296,600)	(385,400)	(682,000)
Land Searches	(126,310)	(80,000)	30,000	(50,000)
	(3,535,279)	(2,183,210)	(355,400)	(2,538,610)
DEMOCRACY & GOVERNANCE SERVICES				
Town Hall Facilities	(87,632)	(86,000)	0	(86,000)
Elections Unit	(3,956)	(3,000)	0	(3,000)
	(91,588)	(89,000)	0	(89,000)
SHARED SERVICES - REVENUES & BENEFITS				
Council Tax (Single Person Discount)	140	(2,000)	0	(2,000)
	140	(2,000)	0	(2,000)
Sub Total	(5,052,713)	(3,534,520)	(374,014)	(3,908,534)
Less : Parking - Controlled Parking Zones (❖ see above)	2,394,369	1,342,550	0	1,342,550
Total	(2,658,344)	(2,191,970)	(374,014)	(2,565,984)

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
PARKS / SPORTS PITCHES & WOODS**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 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)	£47.50	x	x	✓	x	x	£48.00	1.05 %	Cost of living increase applied
Other wickets - per match (Juniors)	£24.25	x	x	✓	x	x	£24.50	1.03 %	
FOOTBALL									
Seniors with changing facilities & showers	£53.00	x	x	✓	x	x	£54.00	1.89 %	
Juniors with changing facilities & showers	£22.50	x	x	✓	x	x	£23.00	2.22 %	
HURLING/RUGBY									
Per match including corner flags	£44.50	x	x	✓	x	x	£45.00	1.12 %	
Exempt from VAT									
FOOTBALL									
Seniors with changing facilities & showers (15 games)	£675.00	x	x	✓	x	x	£685.00	1.48 %	
Juniors with changing facilities & showers (12 games)	£215.00	x	x	✓	x	x	£220.00	2.33 %	
Seniors with no changing facilities & showers (15 games)	£410.00	x	x	✓	x	x	£415.00	1.22 %	
Juniors with no changing facilities & showers (12 games)	£160.00	x	x	✓	x	x	£165.00	3.13 %	
Under 11s (small size pitch per season)	£91.00	x	x	✓	x	x	£93.00	2.20 %	
FOOTBALL TRAINING									
KGVPF, Oxhey Park (per hour)	£9.55	x	x	✓	x	x	£9.75	2.09 %	
Changing accommodation / showers (per event)	£10.60	x	x	✓	x	x	£10.75	1.42 %	
PARKS & SPORTS PITCHES									
BOWLS									
Club hire of rinks (per season)	£850.00	x	x	✓	x	x	£875.00	2.94 %	
CRICKET									
Enclosed wicket (per season)	£2,690.00	x	x	✓	x	x	£2,750.00	2.23 %	
CROQUET									
Seasonal charges :-									
Adults	£43.50	x	x	✓	x	x	£44.00	1.15 %	
OAPs	£21.50	x	x	✓	x	x	£21.75	1.16 %	
TENNIS - club charges									
Hire of court per season (May-Sept inc)	£1,010.00	x	x	✓	x	x	£1,040.00	2.97 %	
Zero Rated									
Orienteering maps up to 5 copies	Free	x	x	x	✓	x	free	NO CHANGE	
Subsequent copies each	£1.00	x	✓	x	x	x	£1.00	NO CHANGE	

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
COMMUNITY CENTRES**

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			

BUDGET POSITION SUMMARY - COMMUNITY CENTRES

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
JCE000-I0650 - Centrepoint CC - Admissions	£0	£0	-£10,000	100.00 %	Returned to council temporarily pending future decisions	£0	£0
LAND & PROPERTY BASED CHARGES							
DHE000-I0901 - Woodside CC - Rent	-£4,500	-£4,500	-£4,500	NO CHANGE		-£4,500	-£4,500
	-£4,500	-£4,500	-£14,500	222.22 %		-£4,500	-£4,500

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
ALLOTMENTS**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes								Cost of living increase applied	
Allotments Per pole per annum 50% reduction for the disabled and those in receipt of income related benefit	£4.50	x	x	✓	x	x	£4.60	2.22 %	

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
CHESLYN GARDENS**

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 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	£25.00	x	x	✓	x	x	£30.00	20.00 %	
Exempt from VAT									
CHESLYN HOUSE									
Hire of 2 meeting rooms & kitchen per hour	£35.00	x	x	✓	x	x	£35.00	NO CHANGE	
Reduced charge for recognised voluntary groups per hour	£9.00	x	x	✓	x	x	£10.00	11.11 %	
HIRE OF FACILITIES									
Commercial rate per day	£900.00	x	x	✓	x	x	£1,000.00	11.11 %	
Non commercial rate per day	£570.00	x	x	✓	x	x	£570.00	NO CHANGE	

BUDGET POSITION SUMMARY - CHESLYN GARDENS

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
KRA000-I0676 - Use of Facilities	-£633	-£1,000	-£1,000	NO CHANGE		-£1,000	-£1,000
	-£633	-£1,000	-£1,000	NO CHANGE		-£1,000	-£1,000

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
CEMETERIES**

RESIDENT

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									Cost of living increase applied
<p>If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made</p> <p>TABLE OF FEES</p> <p>PART 1</p> <p>Exclusive rights of burial in earthen grave Exclusive right of burial for 50 yrs in an earthen grave on all sections including Muslim section</p> <p>£860.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £870.00 Annual Increase / Decrease (-) %: 1.16 %</p> <p>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</p> <p>£1,550.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £1,600.00 Annual Increase / Decrease (-) %: 3.23 %</p> <p>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</p> <p>£415.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £420.00 Annual Increase / Decrease (-) %: 1.20 %</p> <p>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</p> <p>£365.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £370.00 Annual Increase / Decrease (-) %: 1.37 %</p> <p>CHILDREN'S SECTION</p> <p>For the exclusive right of burial for 50 years 4ft x 2ft</p> <p>£100.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £100.00 Annual Increase / Decrease (-) %: NO CHANGE</p> <p>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</p> <p>£200.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £200.00 Annual Increase / Decrease (-) %: NO CHANGE</p> <p>PART 2</p> <p>Interments - the fees indicated for various heads :-</p> <p>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</p> <p>£53.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £54.00 Annual Increase / Decrease (-) %: 1.89 %</p> <p>For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-</p> <p>a) All sections</p> <p>£450.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £455.00 Annual Increase / Decrease (-) %: 1.11 %</p> <p>b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft x 2ft</p> <p>£155.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £160.00 Annual Increase / Decrease (-) %: 3.23 %</p> <p>c) Caskets including extra digging required</p> <p>£600.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £610.00 Annual Increase / Decrease (-) %: 1.67 %</p> <p>d) For the interment / scattering of cremated remains in / on any grave on any section including Garden of Rest/Remembrance</p> <p>£170.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £175.00 Annual Increase / Decrease (-) %: 2.94 %</p> <p>e) For a stillborn child, or child whose age at the time of death did not exceed 1 month</p> <p>£37.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £38.00 Annual Increase / Decrease (-) %: 2.70 %</p> <p>f) Non viable foetus burial</p> <p>£37.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £38.00 Annual Increase / Decrease (-) %: 2.70 %</p> <p>g) Shrouded burial fee</p> <p>£63.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £65.00 Annual Increase / Decrease (-) %: 3.17 %</p> <p>For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-</p> <p>a) For a stillborn child, or child whose age at the time of death did not exceed 1 month</p> <p>£37.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £37.00 Annual Increase / Decrease (-) %: NO CHANGE</p> <p>b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 years</p> <p>£100.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £100.00 Annual Increase / Decrease (-) %: NO CHANGE</p> <p>c) For a child over 5 years or an adult</p> <p>£185.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £185.00 Annual Increase / Decrease (-) %: NO CHANGE</p> <p>PART 3</p> <p>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</p> <p>Headstones, or any other type of monument</p> <p>a) Not exceeding 3ft 6ins in height</p> <p>£140.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £145.00 Annual Increase / Decrease (-) %: 3.57 %</p> <p>b) Not exceeding 2ft 6ins in the Garden of Rest and in the children's section</p> <p>£72.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £75.00 Annual Increase / Decrease (-) %: 4.17 %</p> <p>c) Garden of Remembrance-as approved-sole design allowed</p> <p>£62.00 * * ✓ * *</p> <p>Proposed 2015/16 Charge: £65.00 Annual Increase / Decrease (-) %: 4.84 %</p>									

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
CEMETERIES (continued)**

RESIDENT.....continued

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope for VAT purposes								
Kerbs								
* a) Enclosing a space not exceeding 7ft x 3ft	£73.00	x	x	✓	x	£75.00	2.74 %	Cost of living increase applied
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and Children's Section	£35.00	x	x	✓	x	£36.00	2.86 %	
Vases								
* For each vase, maximum size 12"x12"x12"	£21.00	x	x	✓	x	£22.00	4.76 %	
a) Separate, or as an addition to a headstone, not exceeding 18" x 12"	£30.00	x	x	✓	x	£31.00	3.33 %	
b) Where an inscription table or plate takes the place of a memorial	£75.00	x	x	✓	x	£76.00	1.33 %	
* Complete memorial, consisting of headstone & Kerbs	£250.00	x	x	✓	x	£255.00	2.00 %	
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	£33.00	x	x	✓	x	£34.00	3.03 %	
* 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	£27.00	x	x	✓	x	£28.00	3.70 %	
Fee for the searches of Burial Register and for copies of extract to be taken there from	£35.00	x	x	✓	x	£36.00	2.86 %	
Fee for the use of the Chapel	£80.00	x	x	✓	x	£82.00	2.50 %	
Outside Scope for VAT purposes								
PART 5 Maintenance of Grave spaces								
Turfing a grave	£48.00	x	x	✓	x	£50.00	4.17 %	
Partial burying of headstone following failure of safety test	£53.00	x	x	✓	x	£55.00	3.77 %	
Supply soil for memorial inset	£43.00	x	x	✓	x	£45.00	4.65 %	
* 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								

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
CEMETERIES (continued)**

NON RESIDENT

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (%)	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made									
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	£2,600.00	*	*	✓	*	*	£2,650.00	1.92 %	
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	£4,700.00	*	*	✓	*	*	£4,750.00	1.06 %	
The Garden of Rest									
For the exclusive right of burial for 50 yrs of cremated remains in the Garden of Rest at North Watford 4ft X 2ft	£1,250.00	*	*	✓	*	*	£1,275.00	2.00 %	
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	£1,100.00	*	*	✓	*	*	£1,125.00	2.27 %	
CHILDREN'S SECTION									
For the exclusive right of burial for 50 years 4ft x 2ft	£300.00	*	*	✓	*	*	£305.00	1.67 %	
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	£600.00	*	*	✓	*	*	£610.00	1.67 %	
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	£53.00	*	*	✓	*	*	£54.00	1.89 %	
For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-									
a) All sections	£450.00	*	*	✓	*	*	£450.00	NO CHANGE	
b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft X2ft	£150.00	*	*	✓	*	*	£150.00	NO CHANGE	
c) caskets including extra digging required	£600.00	*	*	✓	*	*	£600.00	NO CHANGE	
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	£170.00	*	*	✓	*	*	£170.00	NO CHANGE	
e) For a stillborn child, or child whose age at the time of death did not exceed 1 month of death did not exceed 1 month	£38.00	*	*	✓	*	*	£38.00	NO CHANGE	
f) Non viable foetus burial	£38.00	*	*	✓	*	*	£38.00	NO CHANGE	
g) Shrouded burial fee	£62.00	*	*	✓	*	*	£62.00	NO CHANGE	
For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-									
a) For a stillborn child, or child whose age at the time of death did not exceed 1 month	£38.00	*	*	✓	*	*	£38.00	NO CHANGE	
b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 yrs.	£100.00	*	*	✓	*	*	£100.00	NO CHANGE	
c) For a child over 5 years or an adult	£190.00	*	*	✓	*	*	£190.00	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	£140.00	*	*	✓	*	*	£145.00	3.57 %	
b) Not exceeding 2ft 6inc in the Garden of rest and in the children's section	£73.00	*	*	✓	*	*	£75.00	2.74 %	
c) Garden of Remembrance - as approved-sole design allowed	£62.00	*	*	✓	*	*	£65.00	4.84 %	
LEDGERS									
* A ledger not exceeding 7ft x 3ft	£73.00	*	*	✓	*	*	£75.00	2.74 %	
KERBS									
* a) Enclosing a space not exceeding 7ft x 3ft	£73.00	*	*	✓	*	*	£75.00	2.74 %	
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and children's Section	£35.00	*	*	✓	*	*	£36.00	2.86 %	
Vases									
* For each vase, maximum size 12" x 12" x 12"	£21.00	*	*	✓	*	*	£22.00	4.76 %	
a) separate, or as an addition to a headstone, not exceeding 18" x 12"	£30.00	*	*	✓	*	*	£31.00	3.33 %	
b) Where an inscription table or plate takes the place of a headstone, either at the foot or head of a memorial	£75.00	*	*	✓	*	*	£76.00	1.33 %	
* Complete memorial, consisting of headstone and kerbs	£260.00	*	*	✓	*	*	£265.00	1.92 %	
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	£32.00	*	*	✓	*	*	£33.00	3.13 %	
* Any other replacement works not covered by above									
* GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY									

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
CEMETERIES (continued)**

NON RESIDENT.....continued

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 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	£26.00	*	*	✓	*	*	£27.00	3.85 %	Cost of living increase applied
Fee for the searches of Burial Register and for copies of extract to be taken there from	£34.00	*	*	✓	*	*	£35.00	2.94 %	
Fee for the use of the Chapel	£78.00	*	*	✓	*	*	£80.00	2.56 %	
PART 5									
Outside Scope for VAT purposes									
Maintenance of Grave spaces									
Turfing a grave	£47.00	*	*	✓	*	*	£48.00	2.13 %	
Partial burying of headstone following failure of safety test	£52.00	*	*	✓	*	*	£54.00	3.85 %	
Supply soil for memorial inset	£42.00	*	*	✓	*	*	£43.00	2.38 %	
* 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									

BUDGET POSITION SUMMARY - CEMETERIES

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
KNA000-I0520 - Sale of Grave Spaces	-£12,099	-£115,000	-£115,000	NO CHANGE		-£115,000	-£115,000
KNA000-I0522 - Burial Fees	-£74,057	-£75,000	-£75,000	NO CHANGE		-£75,000	-£75,000
KNA000-I0524 - Memorial Fees	-£16,378	-£16,000	-£16,000	NO CHANGE		-£16,000	-£16,000
KNA000-I0526 - Use of Chapel	-£2,920	-£3,000	-£3,000	NO CHANGE		-£3,000	-£3,000
KNA000-I0527 - Transfer Fees	-£2,057	-£1,500	-£2,000	33.33 %		-£1,500	-£1,500
KNA000-I0682 - Headstone Insertion	£0	£0	£0	NO CHANGE		£0	£0
LAND & PROPERTY BASED CHARGES							
KNA000-I0901 - Rent	-£6,184	-£5,250	-£6,000	14.29 %		-£6,000	-£6,000
	-£113,695	-£215,750	-£217,000			-£216,500	-£216,500

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
LEISURE CENTRES - OPERATED BY SLM**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 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	£57.00	✓	✗	✗	✗	✗	£58.50	2.63 %	Cost of living increase applied
- Junior	£28.50	✓	✗	✗	✗	✗	£29.25	2.63 %	
Whole Hall hire - Woodside - Adult	£115.00	✓	✗	✗	✗	✗	£118.00	2.61 %	
- Junior	£57.50	✓	✗	✗	✗	✗	£59.00	2.61 %	
Whole Hall hire - Central - Adult	£57.00	✓	✗	✗	✗	✗	£58.50	2.63 %	
- Junior	£28.50	✓	✗	✗	✗	✗	£29.25	2.63 %	
Cricket - Adult	£57.00	✓	✗	✗	✗	✗	£58.50	2.63 %	
- Junior	£28.50	✓	✗	✗	✗	✗	£29.25	2.63 %	
Parties with food, party leader up to 16 kids									
Dry side (football / allsportz, bouncy castle)	£175.00	✓	✗	✗	✗	✗	£180.00	2.86 %	
Wetside (mini, mega wet and wild)	£195.00	✓	✗	✗	✗	✗	£200.00	2.56 %	
Wetside (inflatable)	£205.00	✓	✗	✗	✗	✗	£210.00	0.02 %	
Creative Learning and Sportzone	£180.00	✓	✗	✗	✗	✗	£185.00	2.78 %	
Trampoline and Dance Party	£195.00	✓	✗	✗	✗	✗	£200.00	2.56 %	
Additional children	£9.20	✓	✗	✗	✗	✗	£9.45	2.72 %	
Additional party leader	£17.00	✓	✗	✗	✗	✗	£17.00	NO CHANGE	
Cost per head for food	£3.40	✓	✗	✗	✗	✗	£3.50	2.94 %	
Parties (self catering, party leader, up to 16 kids)									
Dry side (football/allsportz,bouncy castle)	£122.50	✓	✗	✗	✗	✗	£126.00	2.86 %	
Wetside (mini, mega wet and wild)	£145.00	✓	✗	✗	✗	✗	£149.00	2.76 %	
Wetside (inflatable)	£155.00	✓	✗	✗	✗	✗	£159.00	2.58 %	
Creative Learning and Sportzone	£132.50	✓	✗	✗	✗	✗	£136.00	2.64 %	
Trampoline and Dance Party	£142.50	✓	✗	✗	✗	✗	£147.50	3.51 %	
Additional children	£5.90	✓	✗	✗	✗	✗	£6.00	1.69 %	
Additional party leader	£17.00	✓	✗	✗	✗	✗	£17.00	NO CHANGE	
Junior Activities									
Active antz	£5.25	✓	✗	✗	✗	✗	£5.40	2.86 %	
Crafty tots	£6.00	✓	✗	✗	✗	✗	£6.15	2.50 %	
Mini gym	£5.25	✓	✗	✗	✗	✗	£5.40	2.86 %	
Mini dribblers	£5.25	✓	✗	✗	✗	✗	£5.40	2.86 %	
Mini bouncers	£5.25	✓	✗	✗	✗	✗	£5.40	2.86 %	
Sports Course - Adult - Dry	£6.15	✓	✗	✗	✗	✗	£6.30	2.44 %	
Trampolining (drop-in adults)	£6.40	✓	✗	✗	✗	✗	£6.55	2.34 %	
Pilates (3 wks - 45mins)	£18.45	✓	✗	✗	✗	✗	£19.00	2.98 %	
Swimming Course - Adult	£5.50	✓	✗	✗	✗	✗	£5.65	2.73 %	
Swimming Coaching 1 hour (Sat am only)	£5.50	✓	✗	✗	✗	✗	£5.65	2.73 %	
Everyone Active card - Watford & Three Rivers	Free Of Charge	✗	✗	✗	✓	✗	Free of charge	NO CHANGE	
Everyone Active card - Non resident adult	£30.00	✓	✗	✗	✗	✗	£30.50	1.67 %	
Everyone Active card - Non resident junior	£15.00	✓	✗	✗	✗	✗	£15.25	1.67 %	
Everyone Active card - Non resident - family (2 adults and up to 3 children)	£60.00	✓	✗	✗	✗	✗	£61.00	1.67 %	
Lost card/replacement	£5.00	✓	✗	✗	✗	✗	£5.00	NO CHANGE	
50+ Short Mat Bowls	£2.70	✓	✗	✗	✗	✗	£2.75	1.85 %	
50+ Keep Fit	£3.20	✓	✗	✗	✗	✗	£3.25	1.56 %	
50+ Line Dancing	£3.40	✓	✗	✗	✗	✗	£3.45	1.47 %	
50+ Tap	£3.20	✓	✗	✗	✗	✗	£3.25	1.56 %	
50+ Water Workout	£4.40	✓	✗	✗	✗	✗	£4.45	2.95 %	
50+ Swimming	£2.90	✓	✗	✗	✗	✗	£2.95	1.72 %	
50+ Badminton	£3.20	✓	✗	✗	✗	✗	£3.25	1.56 %	

CORPORATE STRATEGY & CLIENT SERVICE

2015/16 FEES & CHARGES PROPOSED FOR :-
LEISURE CENTRES - OPERATED BY SLM (Continued)

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Standard rated & incl of VAT if applicable								
Hire Prices (A refundable deposit of £5.00 is required per each item hired)								
Badminton Racquets	£2.35	✓	✗	✗	✗	✗	£2.40 2.13 %	Cost of living increase applied
Table Tennis Bats	£2.35	✓	✗	✗	✗	✗	£2.40 2.13 %	
Squash racquets	£2.35	✓	✗	✗	✗	✗	£2.40 2.13 %	
Trampoline per hour	£13.00	✓	✗	✗	✗	✗	£13.50 3.85 %	
Equipment purchase :-								
Squash balls	£3.75	✓	✗	✗	✗	✗	£3.85 2.67 %	
Shuttlecocks	£2.10	✓	✗	✗	✗	✗	£2.15 2.38 %	
Meetings :-								
Conference Room & Executive Suite (WLC)	£20.00 - £26.00	✓	✗	✗	✗	✗	£20.00-£26.00	
Studios :-								
Studio 1 (14.7 x 11.7)	£30.50	✓	✗	✗	✗	✗	£31.25 2.46 %	
Studio 2 (12.5 x 9.8)	£26.50	✓	✗	✗	✗	✗	£27.25 2.83 %	
Studio 3 - (8.9 x 9.9)	£21.00	✓	✗	✗	✗	✗	£21.75 3.57 %	
Studio 1 (Central)	£26.00	✓	✗	✗	✗	✗	£26.75 2.88 %	
Creche	£21.00	✓	✗	✗	✗	✗	£21.50 2.38 %	
Schools per half hour per teacher	£30.00	✓	✗	✗	✗	✗	£30.50 1.67 %	
Second teacher per pool	£20.00	✓	✗	✗	✗	✗	£20.50 2.50 %	
Gym, per student	£2.90	✓	✗	✗	✗	✗	£3.00 3.45 %	
Woodside Stadium :-								
Public Training - Adult	£4.50	✓	✗	✗	✗	✗	£4.60 2.22 %	
- Junior	£2.65	✓	✗	✗	✗	✗	£2.65 NO CHANGE	
Adult (Watford Harriers Club Members)	£3.90	✓	✗	✗	✗	✗	£3.95 1.28 %	
Junior (Watford Harriers Club Members)	£1.60	✓	✗	✗	✗	✗	£1.60 NO CHANGE	
Season Tickets adults - Summer								
- Winter	£82.00	✓	✗	✗	✗	✗	£84.00 2.44 %	
- Yearly	£62.00	✓	✗	✗	✗	✗	£63.50 2.42 %	
Season Tickets junior - Summer								
- Winter	£120.00	✓	✗	✗	✗	✗	£123.00 2.50 %	
- Yearly	£40.00	✓	✗	✗	✗	✗	£40.00 NO CHANGE	
- Winter	£30.00	✓	✗	✗	✗	✗	£30.00 NO CHANGE	
- Yearly	£60.00	✓	✗	✗	✗	✗	£60.00 NO CHANGE	
Athletics Meet (Up to 8 hours Mon - Fri up to 5pm)	£145.00	✓	✗	✗	✗	✗	£147.50 1.72 %	
Athletics Meet (Up to 8 hours Weekend or Bank Holiday)	£235.00	✓	✗	✗	✗	✗	£237.50 1.06 %	
Athletics Meet (Up to 4 hours Midweek evening from 6pm)	£90.00	✓	✗	✗	✗	✗	£91.50 1.67 %	
Athletics Meet - Additional hours	£50.00	✓	✗	✗	✗	✗	£51.00 2.00 %	
School Athletic Meet/Sports Day (Up to 5pm weekdays)	£90.00	✓	✗	✗	✗	✗	£92.50 2.78 %	
Member of staff	£16.00	✓	✗	✗	✗	✗	£16.50 3.13 %	
Additional colleagues / person	£16.00	✓	✗	✗	✗	✗	£16.50 3.13 %	
Car Park Steward for large events	£11.50	✓	✗	✗	✗	✗	£11.75 2.17 %	
Athletic Meet - Set up time per hr	£20.00	✓	✗	✗	✗	✗	£20.50 2.50 %	
Athletic Meet - Clean Up time per hr	£20.00	✓	✗	✗	✗	✗	£20.50 2.50 %	
Harriers Charges								
Hire for training/coaching purposes, day time inc	£25.00	✓	✗	✗	✗	✗	£25.00 NO CHANGE	
As Above including Flood Lights in Evening, plus a colleague	£38.00	✓	✗	✗	✗	✗	£39.00 2.63 %	
Block Booking (standard price less VAT where bookings are 10 consecutive weeks or more)								
ATP 1x5v5 - Adult	£33.50	✓	✗	✗	✗	✗	£34.50 2.99 %	
ATP 1x5v5 - Junior	£17.00	✓	✗	✗	✗	✗	£17.50 2.94 %	
Badminton Clubs - Adult	£11.65	✓	✗	✗	✗	✗	£12.00 3.00 %	
Sports Activity - Adult	£45.00	✓	✗	✗	✗	✗	£46.00 2.22 %	
- Junior	£22.50	✓	✗	✗	✗	✗	£23.00 2.22 %	
Cricket (Nets only) - Adult	£47.50	✓	✗	✗	✗	✗	£48.50 2.11 %	
- Junior	£23.75	✓	✗	✗	✗	✗	£24.25 2.11 %	
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	£29.00	✓	✗	✗	✗	✗	£29.00 NO CHANGE	
Learner pool (1 hour) - woodside	£36.00	✓	✗	✗	✗	✗	£36.00 NO CHANGE	
Gala Prices								
Swim Clubs (general) incl timing equip	£140.00	✓	✗	✗	✗	✗	£140.00 NO CHANGE	
Watford Swim Club / voluntary organisations	£95.00	✓	✗	✗	✗	✗	£95.00 NO CHANGE	
Waterpolo	£71.00	✓	✗	✗	✗	✗	£71.00 NO CHANGE	

CORPORATE STRATEGY & CLIENT SERVICE

2015/16 FEES & CHARGES PROPOSED FOR :-
LEISURE CENTRES - OPERATED BY SLM (Continued)

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 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	£14.00	✓	✗	✗	✗	✗	£14.15	1.07 %	Cost of living increase applied
- Junior	£7.00	✓	✗	✗	✗	✗	£7.05	0.71 %	
(8-4 weekdays and 8 - close weekends)	£7.00	✓	✗	✗	✗	✗	£7.05	0.71 %	
Drop-in Adult (Friday night)	£5.10	✓	✗	✗	✗	✗	£5.15	0.98 %	
Drop-in Junior	£4.10	✓	✗	✗	✗	✗	£4.15	1.22 %	
Table Tennis - Adult	£7.40	✓	✗	✗	✗	✗	£7.60	2.70 %	
Table Tennis - Junior	£3.80	✓	✗	✗	✗	✗	£3.90	2.63 %	
ATP 5 V 5 a side - Adult	£40.00	✓	✗	✗	✗	✗	£41.25	3.13 %	
- Junior	£20.00	✓	✗	✗	✗	✗	£20.50	2.51 %	
Squash - Adult	£11.40	✓	✗	✗	✗	✗	£11.50	0.88 %	
- Junior	£5.70	✓	✗	✗	✗	✗	£5.75	0.88 %	
Squash (off peak) - Adult	£5.70	✓	✗	✗	✗	✗	£5.75	0.88 %	
Squash (off peak) - Junior	£3.30	✓	✗	✗	✗	✗	£3.35	1.52 %	
Climbing Wall - Adult	£5.20	✓	✗	✗	✗	✗	£5.20	NO CHANGE	
Climbing Wall - Junior	£4.10	✓	✗	✗	✗	✗	£4.10	NO CHANGE	
Climbing Wall - registration	£5.00	✓	✗	✗	✗	✗	£5.00	NO CHANGE	
Parties :-									
Children's Activities									
Creche - 1 hour	£3.00	✓	✗	✗	✗	✗	£3.05	1.67 %	
- 2 hours	£5.20	✓	✗	✗	✗	✗	£5.25	0.96 %	
Courses :-									
Sports Course Junior - Dry	£5.40	✓	✗	✗	✗	✗	£5.55	2.78 %	
Swimming Lessons Junior - Wet	£5.50	✓	✗	✗	✗	✗	£5.65	2.73 %	
Fitness Activities :-									
Group Exercise (45min and 1 hr)	£6.20	✓	✗	✗	✗	✗	£6.30	1.61 %	
Induction (1:1) - Adult	£25.00	✓	✗	✗	✗	✗	£25.00	NO CHANGE	
- Junior	£12.50	✓	✗	✗	✗	✗	£12.50	NO CHANGE	
Gym Casual use	£7.90	✓	✗	✗	✗	✗	£8.10	2.53 %	
60+ Gym	£2.90	✓	✗	✗	✗	✗	£2.95	1.72 %	
Gym Active teen (11 - 16yrs)	£2.90	✓	✗	✗	✗	✗	£2.95	1.72 %	
Three Rivers junior gym	£2.90	✓	✗	✗	✗	✗	£3.00	3.45 %	
GP Referral	£3.50	✓	✗	✗	✗	✗	£3.50	NO CHANGE	
Special w/out Groups (eg Parkinsons)	£2.00	✓	✗	✗	✗	✗	£2.05	2.50 %	
Toning Chairs :-									
1 session	£8.20	✓	✗	✗	✗	✗	£8.35	1.83 %	
6 sessions	£47.00	✓	✗	✗	✗	✗	£48.00	2.13 %	
12 sessions	£82.00	✓	✗	✗	✗	✗	£84.00	2.44 %	
Toning Chairs Induction	£9.20	✓	✗	✗	✗	✗	£9.40	2.17 %	
Swimming :-									
Adult	£4.10	✓	✗	✗	✗	✗	£4.15	1.22 %	
Junior	£2.80	✓	✗	✗	✗	✗	£2.85	1.79 %	
60+	£2.10	✓	✗	✗	✗	✗	£2.15	2.38 %	
50+	£2.80	✓	✗	✗	✗	✗	£2.85	1.79 %	
Under 3 (free)	Free Of Charge	✗	✗	✗	✓	✗	free of charge	NO CHANGE	
Fun Session - Jr	£3.50	✓	✗	✗	✗	✗	£3.60	2.86 %	
Three Rivers Junior U19's	£2.90	✓	✗	✗	✗	✗	£2.95	1.72 %	
Three Rivers 60+	£2.10	✓	✗	✗	✗	✗	£2.15	2.38 %	
Shower /Admission - Adult	£2.10	✓	✗	✗	✗	✗	£2.15	2.38 %	
- Junior	£1.35	✓	✗	✗	✗	✗	£1.40	3.70 %	
Spectator	£1.35	✓	✗	✗	✗	✗	£1.35	NO CHANGE	
Sauna	£3.80	✓	✗	✗	✗	✗	£3.90	2.63 %	
Sauna and Swim	£5.00	✓	✗	✗	✗	✗	£5.10	2.00 %	
Memberships (direct debits) :-									
Group Exercise - Single	£33.00	✓	✗	✗	✗	✗	£33.00	NO CHANGE	
- Couple	£53.00	✓	✗	✗	✗	✗	£53.00	NO CHANGE	
- Annual (single)	£330.00	✓	✗	✗	✗	✗	£330.00	NO CHANGE	
- Annual (Joint)	£530.00	✓	✗	✗	✗	✗	£530.00	NO CHANGE	
Total Fitness - Single	£39.50	✓	✗	✗	✗	✗	£39.50	NO CHANGE	
- Couple	£68.00	✓	✗	✗	✗	✗	£68.00	NO CHANGE	
- Annual (single)	£395.00	✓	✗	✗	✗	✗	£395.00	NO CHANGE	
- Annual (Joint)	£680.00	✓	✗	✗	✗	✗	£680.00	NO CHANGE	
Corporate Single Only - Monthly	£33.00	✓	✗	✗	✗	✗	£33.00	NO CHANGE	
- Annual	£330.00	✓	✗	✗	✗	✗	£330.00	NO CHANGE	
Junior Active - Monthly	£23.00	✓	✗	✗	✗	✗	£23.00	NO CHANGE	
- Annual	£230.00	✓	✗	✗	✗	✗	£230.00	NO CHANGE	
Total Fit 60+ - Monthly	£27.00	✓	✗	✗	✗	✗	£27.00	NO CHANGE	
- Annual	£270.00	✓	✗	✗	✗	✗	£270.00	NO CHANGE	
Total Fitness Joining Fee - Single	£25.00	✓	✗	✗	✗	✗	£25.00	NO CHANGE	
Splash Fitness (swim) - Monthly	£25.00	✓	✗	✗	✗	✗	£25.00	NO CHANGE	
- Annual	£250.00	✓	✗	✗	✗	✗	£250.00	NO CHANGE	

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
LEISURE CENTRES - OPERATED BY SLM (Continued)**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments	
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY				
Standard rated & incl of VAT if applicable										
Watford Borough Council - Monthly	£27.00	✓	x	x	x	x	£27.00	NO CHANGE	Cost of living increase applied	
- Annual	£270.00	✓	x	x	x	x	£270.00	NO CHANGE		
Watford Harriers - Monthly	£31.00	✓	x	x	x	x	£31.00	NO CHANGE		
- Annual	£310.00	✓	x	x	x	x	£310.00	NO CHANGE		
Pool hire - standard charge :-										
Watford Woodside - Main pool (4 lanes)	£54.00	✓	x	x	x	x	£55.50	2.78 %		
Watford Woodside - Main pool (whole)	£108.00	✓	x	x	x	x	£111.00	2.78 %		
Watford Central - Main pool (3 lanes)	£47.00	✓	x	x	x	x	£48.00	2.13 %		
Watford Central - Main pool (whole)	£94.00	✓	x	x	x	x	£96.00	2.13 %		
Pool hire - Club / School rate :-										
We have agreed to hold Club rates for 2 years										
Watford Woodside - Main pool (4 lanes)	£47.00	✓	x	x	x	x	£48.00	2.13 %		
Watford Woodside - Main pool (whole)	£94.00	✓	x	x	x	x	£96.00	2.13 %		
Watford Central - Main pool (3 lanes)	£41.00	✓	x	x	x	x	£42.00	2.44 %		
Watford Central - Main pool (whole)	£82.00	✓	x	x	x	x	£84.00	2.44 %		

BUDGET POSITION SUMMARY - LEISURE CENTRES

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
DLM000-10630 WJ0079 - Service Provider (WHC)	-£51,932	-£40,000	-£56,000	40.00 %		-£56,000	-£56,000
	-£51,932	-£40,000	-£56,000	40.00 %		-£56,000	-£56,000

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
WASTE SERVICES INCLUDING TRADE WASTE**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope & exclusive of VAT									
TRADE WASTE									
1100L Euro bin									
Container per empty (Schools/Charities)	£9.95	×	✓	✓	×	✓	£9.95	NO CHANGE	Price to remain static after new pricing structure implemented
1100L Euro bin hire									
Container per empty (recycling) (schools)	£9.50	×	✓	✓	×	✓	£9.50	NO CHANGE	Price to remain static after new pricing structure implemented
940L Chamberlain bin Container									
Container per empty (Schools/Charities)	£9.00	×	✓	✓	×	✓	£9.00	NO CHANGE	Price to remain static after new pricing structure implemented
660L Euro bin container									
Container per empty (Schools/Charities)	£8.05	×	✓	✓	×	✓	£8.05	NO CHANGE	Price to remain static after new pricing structure implemented
360L wheeled bins									
Container per empty (Schools/Charities)	£6.65	×	✓	✓	×	✓	£6.65	NO CHANGE	Price to remain static after new pricing structure implemented
240L Wheeled bins									
Container per empty (Schools/Charities)	£5.70	×	✓	✓	×	✓	£5.70	NO CHANGE	Price to remain static after new pricing structure implemented
ADDITIONAL DOMESTIC COLLECTION SCENARIO									
1100L Euro bin									
Container per empty	N/A	×	✓	✓	×	✓	£9.95		
660L Euro bin container									
Container per empty	N/A	×	✓	✓	×	✓	£8.05		
240L Wheeled bins									
Container per empty	N/A	×	✓	✓	×	✓	£5.70		
DOMESTIC WASTE									
Delivery of recycling boxes and wheeled bins	£5.20	×	×	✓	×	×	£5.20	NO CHANGE	Charge to include delivery of black residual bin
DOMESTIC SACKS									
Excess Waste Sack	£2.00	×	✓	×	×	×	£2.00	NO CHANGE	No price increase to ensure round number charged
Nappy Sack	£0.30	×	✓	×	×	×	£0.30	NO CHANGE	No price increase to ensure round number charged

CHARGES TO DEVELOPERS FOR WASTE CONTAINERS - NEW CHARGE**

Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	COMMENTS
WASTE BINS FOR NEW DEVELOPMENTS					
Euro 660 litre residual bin	0	£0	£-246.00	N/A	Discounted rate for developers to promote the use of communal bins
Euro 1100 litre residual bin	0	£0	£-265.00	N/A	Discounted rate for developers to promote the use of communal bins
Euro 1100 litre recycling bin	0	£0	£0.00	N/A	Nil charge for recycling provision

BUDGET POSITION SUMMARY - WASTE SERVICES INCLUDING TRADE WASTE

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
SALES							
KMG000-I0113 - Sales of Paper	£-2,812	£-2,400	£-1,900	-20.83 %	Decline in price per ton and popularity of the sites particularly now operate a commingled doorstep collection service	£-1,200	£-1,200
KMG000-I0538 - Recycling Textiles	£-8,060	£-12,000	£-3,000	-75.00 %	Decline in price per ton and popularity of sites due to growth in shops to recycle textiles	£-2,000	£-2,000
KMH000-I0129 - Sales of Co Mingled Recycling	£-27,120	£0	£-6,000	100.00 %	Now have price per ton for material	£-6,000	£-6,000
FEES & CHARGES							
KME000-I0537 WJ0082 - Misc Fees & Charges (TRDC)	£-7,130	£-7,550	£-7,671	1.20 %	Annual TRDC charge - CPI	£-7,763	£-7,856
KMH000-I0537 WJ0082 - Misc Fees & Charges (TRDC)	£-10,025	£-7,720	£-7,813	1.20 %	Annual TRDC charge - CPI	£-7,906	£-8,001
	£-55,147	£-29,670	£-26,384	-11.08 %		£-24,869	£-25,057

CORPORATE STRATEGY & CLIENT SERVICE

**2015/16 FEES & CHARGES PROPOSED FOR :-
SPECIAL COLLECTIONS & STREET CLEANSING**

Prices quoted below are exclusive of VAT

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 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 *	£28.50	x	x	✓	x	x	£29.00	1.75 %	Keeps service competitive with neighbouring authorities and affordable
Up to 3 bulky items	£28.50	x	x	✓	x	x	£29.00	1.75 %	Keeps service competitive with neighbouring authorities and affordable
Each additional bulky item :- White Goods	£28.50	x	x	✓	x	x	£29.00	1.75 %	Keeps service competitive with neighbouring authorities and affordable
Other bulky/garden clearance collections and disposal minimum charge	£72.50	x	x	✓	x	x	£73.50	1.38 %	Keeps service competitive with neighbouring authorities and affordable
Hazardous Waste* (TV/Electrical)	£31.00	x	x	✓	x	x	£31.50	1.61 %	Keeps service competitive with neighbouring authorities and affordable
ABANDONED SHOPPING TROLLEY (Non prescribed statutory charges) (Outside Scope for VAT)									
Seizure									
From highway & open spaces - per trolley	£31.00	✓	✓	x	x	✓	£31.50	1.61 %	
From river/riverside areas - per trolley	£42.00	✓	✓	x	x	✓	£43.00	2.38 %	
From private land - per trolley	£48.00	✓	✓	x	x	✓	£49.00	2.08 %	
Storage									
Trolleys not collected within the statutory 6 week disposal notice period - per trolley	£6.20	✓	✓	x	x	✓	£6.50	4.84 %	
ABANDONED SHOPPING TROLLEY (Non statutory charges) (Standard Rated for VAT)									
Requested return delivery charge - per trolley	Quotation	✓	✓	x	x	x	Quotation	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	£32.00	✓	✓	x	✓	x	£33.00	3.13 %	
Removal from private Property additional sqm's	£15.50	✓	✓	x	✓	x	£16.00	3.23 %	
Removal - any type affixed 2.4 m above ground level	Quotation	✓	✓	x	✓	x	Quotation	NO CHANGE	
FLYPOSTER REMOVAL									
Removal - minimum each - tied or clamped on	£20.75	✓	✓	x	✓	x	£21.00	1.20 %	
Removal - minimum each - glued on/self adhering	£37.50	✓	✓	x	✓	x	£38.00	1.33 %	
Removal - any type affixed 2.4 m above ground level	Quotation	✓	✓	x	✓	x	Quotation	NO CHANGE	

BUDGET POSITION SUMMARY - SPECIAL COLLECTIONS & STREET CLEANSING

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
KMF000-I0532 - Bulky Domestic Fees	-£29,653	-£30,000	-£30,000	NO CHANGE		-£30,000	-£30,000
	-£29,653	-£30,000	-£30,000	NO CHANGE		-£30,000	-£30,000

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
ARTS, EVENTS & HERITAGE**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Exempt from VAT									
Workshops	£7.00	x	✓	x	x	x	£7.00	NO CHANGE	
Ghost walks	£7.00	x	✓	x	x	x	£7.00	NO CHANGE	
High street trail	£4.00	x	✓	x	x	x	£4.00	NO CHANGE	
Study day	£10.00	x	✓	x	x	x	£10.00	NO CHANGE	
Group talk or trail	£4.00	x	✓	x	x	x	£4.00	NO CHANGE	
Community use of one space (per hour) days	£15.00	x	✓	x	x	x	£15.00	NO CHANGE	
Community use of one space (per hour) eve *	£15.00	x	✓	x	x	x	£15.00	NO CHANGE	
Community use of one space (per hour) Sun *	£30.00	x	✓	x	x	x	£30.00	NO CHANGE	
Private/commercial (per hour) days	£30.00	✓	x	x	x	x	£30.00	NO CHANGE	
Private/commercial (per hour) eve *	£30.00	✓	x	x	x	x	£30.00	NO CHANGE	
Private/commercial (per hour) Sun *	£60.00	✓	x	x	x	x	£60.00	NO CHANGE	
* 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	30.00%	✓	x	x	x	x	30.00%	NO CHANGE	
Percentage share to Museum on foyer sales	10.00%	✓	x	x	x	x	10.00%	NO CHANGE	
Photocopying per sheet	£0.10	x	✓	x	x	x	£0.10	NO CHANGE	
Museum digitised images (per image)	£5.00	x	✓	x	x	x	£5.00	NO CHANGE	
Museum digitised images CD charge	£3.00	x	✓	x	x	x	£3.00	NO CHANGE	
Museum un digitised images incurring an hourly scanning rate	£15.00	x	✓	x	x	x	£15.00	NO CHANGE	
Reproduction image one country one language (non commercial)	£25.00	✓	x	x	x	x	£25.00	NO CHANGE	
Reproduction Image world right inc web (non commercial)	£35.00	✓	x	x	x	x	£35.00	NO CHANGE	
Reproduction image one country one language (commercial)	£45.00	✓	x	x	x	x	£45.00	NO CHANGE	
Reproduction image world right inc web (commercial)	£75.00	✓	x	x	x	x	£75.00	NO CHANGE	
Standard rated & exclusive of VAT									
Market stalls price per stall - rates are not cumulative									
Charges cover the below annual costs :-									
Repairs to stalls - labour									
Repairs to stalls - parts									
Other replacements E.G. ratchet straps									
Storage									
Other equipment / clothing									
Advertising									
Insurance for storage									
Commercial Rate A - 1-5 days	£50.00	x	✓	x	x	x	£50.00	NO CHANGE	
Commercial Rate B - 6-12 days	£70.00	x	✓	x	x	x	£70.00	NO CHANGE	
Commercial Rate C - 13-20 days	£90.00	x	✓	x	x	x	£90.00	NO CHANGE	
Commercial Rate D - 20-28 days	£110.00	x	✓	x	x	x	£110.00	NO CHANGE	
Charity rate A - 1-5 days	£0.00	x	x	✓	x	x	£0.00		
Charity rate B - 6-12 days	£0.00	x	x	✓	x	x	£0.00		
Charity rate C - 13-20 days	£0.00	x	x	✓	x	x	£0.00		
Charity rate D - 20-28 days	£0.00	x	x	✓	x	x	£0.00		
Community Rate A - 1-5 days	£0.00	x	x	✓	x	x	£0.00		
Community Rate B - 6-12 days	£0.00	x	x	✓	x	x	£0.00		
Community Rate C - 13-20days	£0.00	x	x	✓	x	x	£0.00		
Community Rate D - 20-28 days	£0.00	x	x	✓	x	x	£0.00		
Tables only Rate A - 1-5 days	£0.00	x	x	✓	x	x	£0.00		
Tables only Rate B - 6-12 days	£0.00	x	x	✓	x	x	£0.00		
Tables only Rate C - 13-20 days	£0.00	x	x	✓	x	x	£0.00		
Tables only Rate D - 20-28 days	£0.00	x	x	✓	x	x	£0.00		

BUDGET POSITION SUMMARY - ARTS, EVENTS & HERITAGE

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
SALES							
DEA000-I0101 - Miscellaneous Sales	-£5,840	-£1,600	-£1,600	NO CHANGE		-£1,600	-£1,600
DEA000-I0118 - Sales Exhibitions	-£412	-£500	-£500	NO CHANGE		-£500	-£500
DEA000-I0118 WJ0146 - Donations	-£1,083	-£1,000	-£1,000	NO CHANGE		-£1,000	-£1,000
DEA000-I0692 - Room Hire	£0	-£200	-£200	NO CHANGE		-£200	-£200
DDI000-I0697 - Income - Filming Income	£0	-£10,000	-£10,000	NO CHANGE		-£10,000	-£10,000
	-£7,335	-£13,300	-£13,300	NO CHANGE		-£13,300	-£13,300

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
HOUSING**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Average weekly hostel rents and service charges	£160.35	x	✓	x	x	x	£175.00	9.14 %	
Managed dwelling rents	£130.72	x	✓	x	x	x	£136.94	4.76 %	This will increase to £252.51 when existing tenants move out
Bed & Breakfast/Nightly let weekly Charge	£14.49	x	✓	x	x	x	£167.50	1,055.97 %	This is the actual weekly charge - the figure previously shown was incorr

BUDGET POSITION SUMMARY - HOUSING

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
JAC000-I0537 - Miscellaneous Fees & Charges	£0	£0	£0	NO CHANGE		£0	£0
JHS000-I0905 -(Ex JAN000 i0905)	-£189,695	-£40,500	-£40,500	NO CHANGE		-£40,500	-£40,500
LAND & PROPERTY BASED CHARGES							
JWP000-I0901 - Rent	-£554,011	-£540,000	-£540,000	NO CHANGE		-£540,000	-£540,000
JAJ000-I0901 WJ0083 - Rent (Dwellings)	£0	£0	£0	NO CHANGE		£0	£0
JAJ000-I0901 WJ0084 - Rent (Hostels)	£0	£0	£0	NO CHANGE		£0	£0
JAJ000-I0901 WJ0301 - Hostels (Former Tenants)	£0	£0	£0	NO CHANGE		£0	£0
	-£743,705	-£580,500	-£580,500	NO CHANGE		-£580,500	-£580,500

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING**

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope for VAT purposes								
Taxi & Private Hire Vehicle Licences								
Annual Vehicle Licence	£218.00	x	✓	x	x	£218.00	NO CHANGE	
Vehicle re test fee paid direct to council approved MOT testing station if vehicle re-tested more than 14 days after original test	£0.00	x	✓	x	x	£0.00	N/A	
TOTAL FEE FOR ANNUAL LICENCE *	£218.00	x	✓	x	x	£218.00	NO CHANGE	
Vehicle re test fee paid direct to Council approved MOT testing station if vehicle re-tested more than 14 days after original test	£0.00	x	✓	x	x	£0.00	N/A	
Transfer of vehicle ownership (payable by buyer)	£17.50	x	✓	x	x	£17.50	NO CHANGE	
Taximeter tests	£17.50	x	✓	x	x	£17.50	NO CHANGE	
Replacement vehicle plates	£21.00	x	✓	x	x	£21.00	NO CHANGE	
Optional plate fitting brackets	£21.00	x	✓	x	x	£21.00	NO CHANGE	
Compulsory door signs for hackney carriages	£10.50	x	✓	x	x	£10.50	NO CHANGE	
Advertising approval on hackney carriages (agency)	£150.00	x	✓	x	x	£150.00	NO CHANGE	
Advertising approval per hackney carriage	£50.00	x	✓	x	x	£50.00	NO CHANGE	
Advertising approval (Licensing Committee referral)	£250.00	x	✓	x	x	£250.00	NO CHANGE	
Private Hire Operators (5 yrs)	£735.00	x	✓	x	x	£735.00	NO CHANGE	
Driver Licences (3 yrs)	£335.00	x	✓	x	x	£335.00	NO CHANGE	
Driver Licences (1 yr)	£117.00	x	✓	x	x	£117.00	NO CHANGE	
Theory Knowledge Test (each attempt)	£35.00	x	✓	x	x	£35.00	NO CHANGE	
Disability awareness Course non-attendance fee	£27.90	x	✓	x	x	£27.90	NO CHANGE	
Replacement drivers badges	£17.50	x	✓	x	x	£17.50	NO CHANGE	
Duplicate documents	£17.50	x	✓	x	x	£17.50	NO CHANGE	
Street Trading								
Street Trading Consent (per annum)	£462.00	x	✓	x	x	£462.00	NO CHANGE	
Street Trading Consent (per annum) - Vicarage Road	£462.00	x	✓	x	x	£462.00	NO CHANGE	
Street Trading Consent daily rate (if less than one year)	£21.00	x	✓	x	x	£21.00	NO CHANGE	
Street Trading Consent (Town Centre Markets per stall per day, waived for charitable etc stalls)	£21.00	x	✓	x	x	£21.00	NO CHANGE	
Permit for Tables & Chairs on the Highway								
Initial application (1 year permit)	£367.00	x	✓	x	x	£367.00	NO CHANGE	
Renewal of annual permit	£315.00	x	✓	x	x	£315.00	NO CHANGE	
Free Printed Matter Distribution								
First distributor	£50.00	x	✓	x	x	£50.00	NO CHANGE	
Each additional distributor	£30.00	x	✓	x	x	£30.00	NO CHANGE	
Additional fee for each distributor between 1700 and 0900	£20.00	x	✓	x	x	£20.00	NO CHANGE	

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
EGA000-10101 - Miscellaneous Sales	-£2,365	-£1,000	-£1,000	NO CHANGE		-£1,000	-£1,000
EGA000-10541 - Drivers' Licences (Private Hire)	-£2,680	-£2,000	-£2,000	NO CHANGE		-£2,000	-£2,000
EGA000-10542 - Vehicle Licences (Private Hire)	-£18,219	-£22,000	-£22,000	NO CHANGE		-£22,000	-£22,000
EGA000-10543 - Operator Licences (Private Hire)	-£430	-£1,500	-£1,500	NO CHANGE		-£1,500	-£1,500
EGA000-10545 - Drivers' Licences (Hackney Carriage)	-£25,807	-£41,880	-£41,880	NO CHANGE		-£41,880	-£41,880
EGA000-10546 - Vehicle Licences (Hackney Carriage)	-£77,308	-£60,000	-£60,000	NO CHANGE		-£60,000	-£60,000
EGA000-10548 - Fees - Drivers' Tests	-£2,730	-£1,200	-£1,200	NO CHANGE		-£1,200	-£1,200
EGA000-10549 - Fees - Record Transfers	-£788	-£500	-£500	NO CHANGE		-£500	-£500
EGA000-10551 - Fees - Criminal	-£4,229	£0	£0	NO CHANGE		£0	£0
EGD000-10558 - Fees - Street Trading	-£462	£0	£0	NO CHANGE		£0	£0
EGD000-10558 WJ0108 - Pavement Licences	-£4,514	-£5,400	-£5,400	NO CHANGE		-£5,400	-£5,400
EGJ000-10558 - Fees - Street Trading	-£2,431	£0	£0	NO CHANGE		£0	£0
EGJ000-10558 WJ0107 - Street Trading	-£5,713	-£6,000	-£6,000	NO CHANGE		-£6,000	-£6,000
EGJ000-10558 WJ0282 - Street Trading (Printed Matter)	-£3,930	-£4,000	-£4,000	NO CHANGE		-£4,000	-£4,000
	-£151,607	-£145,480	-£145,480	NO CHANGE		-£145,480	-£145,480

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Prices quoted below are exclusive of VAT

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Sex Establishment Licence									
Grant of Licence	£615.00	x	✓	x	x	x	£615.00	NO CHANGE	
Annual licence fee	£315.00	x	✓	x	x	x	£315.00	NO CHANGE	
Sexual Entertainment Venue Licence									
Application for grant of licence	£900.00	x	✓	x	x	x	£900.00	NO CHANGE	
Fee on grant of licence	£315.00	x	✓	x	x	x	£315.00	NO CHANGE	
Renewal of licence	£315.00	x	✓	x	x	x	£315.00	NO CHANGE	
Major variations (at officer's discretion)	£315.00	x	✓	x	x	x	£315.00	NO CHANGE	
Minor variations (at officer's discretion)	£89.00	x	✓	x	x	x	£89.00	NO CHANGE	
Skin Piercing									
Operator (each)	£50.00	x	✓	x	x	x	£50.00	NO CHANGE	
Premises	£150.00	x	✓	x	x	x	£150.00	NO CHANGE	
Special Shop & Other Animal Licences (excl Veterinary fees)									
Pet Shops	£185.00	x	✓	x	x	x	£185.00	NO CHANGE	
Dangerous Wild Animals	£200.00	x	✓	x	x	x	£200.00	NO CHANGE	
Animal Boarding / Breeding Establishment annual registration (exc. Home boarding)									
Initial home Boarding registration	£290.00	x	✓	x	x	x	£290.00	NO CHANGE	
Annual re-registration	£115.00	x	✓	x	x	x	£115.00	NO CHANGE	
Annual re-registration (home boarding)	£75.00	x	✓	x	x	x	£75.00	NO CHANGE	
Motor Salvage									
Operator (Statutory fee)	£0.00	x	✓	x	x	x	£0.00		
Scrap metal Dealers									
Grant of Licence	£245.48	x	✓	x	x	x	£245.48	NO CHANGE	
Renewal of Licence	£191.50	x	✓	x	x	x	£191.50	NO CHANGE	
Variation of Licence	£51.00	x	✓	x	x	x	£51.00	NO CHANGE	
Change of Name	£51.00	x	✓	x	x	x	£51.00	NO CHANGE	
Change of Site	£51.00	x	✓	x	x	x	£51.00	NO CHANGE	
A request for a CRB check would be subject to VAT at the Standard rate.									
A request for a CRB check which forms part of a Licence application would be Outside Scope for VAT purposes.									
CRB checks									
Criminal Records Bureau check for selected licences	£44.00	x	x	x	x	✓	£44.00	NO CHANGE	
Statutory fee plus admin fee of £7	£51.00	x	✓	x	x	x	£51.00	NO CHANGE	

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
EBL000-I0559 - Motor Salvage Operator	-£4,072	£0	£0	NO CHANGE		£0	£0
ECE000-I0578 - Skin Piercing / Tattooing	-£1,020	-£500	-£500	NO CHANGE		-£500	-£500
EGA000-I0551 - Fees-Criminal Records Bureau	-£4,229	£0	£0	NO CHANGE		£0	£0
EGE000-I0556 - Other Licences (incl Sex Establishment)	-£930	-£310	-£310	NO CHANGE		-£310	-£310
EGG000-I0552 - Registration Fees	£0	£0	£0	NO CHANGE		£0	£0
EGG000-I0553 WJ0091 - LA 2003 Prem Lic Annual Fee	£0	£0	£0	NO CHANGE		£0	£0
EFC000-I0555 - Pet/Dog Breeding/Game Dealers	-£525	£0	£0	NO CHANGE		£0	£0
EFC000-I0568 - Kennelling	-£3,099	-£1,300	-£1,300	NO CHANGE		-£1,300	-£1,300
	-£13,874	-£2,110	-£2,110	NO CHANGE		-£2,110	-£2,110

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
GAMBLING ACT 2005									
New applications									
Bingo	£843.00	x	✓	x	x	x	£843.00	NO CHANGE	
Betting (off-course)	£843.00	x	✓	x	x	x	£843.00	NO CHANGE	
Betting (track)	£843.00	x	✓	x	x	x	£843.00	NO CHANGE	
Adult Gaming Centre	£843.00	x	✓	x	x	x	£843.00	NO CHANGE	
Family Entertainment Centre	£843.00	x	✓	x	x	x	£843.00	NO CHANGE	
Family Entertainment Centre with permit	£315.00	x	✓	x	x	x	£315.00	NO CHANGE	
Licensed Premises Gaming Machine Notification	£50.00	x	x	x	x	✓	£50.00	NO CHANGE	
Licensed Premises Gaming Machine Notification permit	£100.00	x	x	x	x	✓	£100.00	NO CHANGE	
Club Gaming Permit	£100.00	x	x	x	x	✓	£100.00	NO CHANGE	
Club Gaming Machine Permit	£100.00	x	x	x	x	✓	£100.00	NO CHANGE	
Small society lottery	£40.00	x	x	x	x	✓	£40.00	NO CHANGE	
Prize Gaming Permit	£100.00	x	x	x	x	✓	£100.00	NO CHANGE	
Miscellaneous fees									
Duplicate licences	£25.00	x	✓	x	x	x	£25.00	NO CHANGE	
Change of circumstances	£50.00	x	✓	x	x	x	£50.00	NO CHANGE	
Provisional statements	£803.00	x	✓	x	x	x	£803.00	NO CHANGE	
Transfer of licence re-instatement of licence	£843.00	x	✓	x	x	x	£843.00	NO CHANGE	
Variation of licence	£843.00	x	✓	x	x	x	£843.00	NO CHANGE	
Change of name of prize gaming or entertainment centre permit	£25.00	x	x	x	x	✓	£25.00	NO CHANGE	
copy of prize gaming or family entertainment permit	£25.00	x	x	x	x	✓	£25.00	NO CHANGE	

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope for VAT purposes								
GAMBLING ACT 2005								
Annual Fee								
Bingo	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE
Betting (off-course)	£453.00	*	✓	*	*	*	£453.00	NO CHANGE
Betting (track)	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE
Adult Gaming Centre	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE
Family Entertainment Centre	£750.00	*	✓	*	*	*	£750.00	NO CHANGE
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 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 personal licence	£10.50	*	*	*	*	✓	£10.50	NO CHANGE
Entry on freeholder register	£21.00	*	*	*	*	✓	£21.00	NO CHANGE

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
EGB000-10533 - Fees - Special Commercial	£0	-£5,180	£0	£0		£0	£0
EGB000-10552 - Registration Fees	-£1,260	£0	£0	NO CHANGE		£0	£0
EGB000-10553 - Fees - Licensing Act 2003	-£17,428	£1,000	-£9,000	-£1,000		-£9,000	-£9,000
EGB000-10553 WJ0090 - LA 2003 Prem Lic App Fee	-£3,960	-£2,500	-£2,500	NO CHANGE		-£2,500	-£2,500
EGB000-10553 WJ0091 - LA 2003 Prem Lic Annual Fee	-£66,391	-£55,040	-£55,040	NO CHANGE		-£55,040	-£55,040
EGB000-10553 WJ0092 - LA 2003 Prem Lic Var Fee	-£5,697	-£8,000	-£8,000	NO CHANGE		-£8,000	-£8,000
EGB000-10553 WJ0093 - LA 2003 Prem Lic Misc Fee	-£474	-£500	-£500	NO CHANGE		-£500	-£500
EGB000-10553 WJ0095 - LA 2003 Club Cert Annual Fee	£0	-£3,340	£0	£0		£0	£0
EGB000-10553 WJ0096 - LA 2003 Club Cert Var Fee	£0	£0	£0	NO CHANGE		£0	£0
EGB000-10553 WJ0098 - LA 2003 Personal Licences App Fee	-£2,412	-£2,000	-£2,000	NO CHANGE		-£2,000	-£2,000
EGB000-10553 WJ0099 - LA 2003 Personal Licences Misc Fee	-£609	-£300	-£300	NO CHANGE		-£300	-£300
EGB000-10553 WJ0100 - LA 2003 Temp Event Notices App Fee	-£2,846	-£4,500	-£4,500	NO CHANGE		-£4,500	-£4,500
EGB000-10604 - Income Court	£0	£0	£0	NO CHANGE		£0	£0
EGC000-10552 - GA 2005 Registration Fees	-£320	-£1,200	-£1,200	NO CHANGE		-£1,200	-£1,200
EGC000-10553 - Fees - Licensing Act 2003	£0	£0	£0	NO CHANGE		£0	£0
EGC000-10554 - Fees - Amusement Machines	-£1,150	-£850	-£850	NO CHANGE		-£850	-£850
EGC000-10557 - Fees - GA 2005	-£1,050	£0	£0	NO CHANGE		£0	£0
EGC000-10557 WJ0102 - GA 2005 Adult Gaming Centres	-£2,150	-£4,000	-£4,000	NO CHANGE		-£4,000	-£4,000
EGC000-10557 WJ0103 - GA 2005 Betting Shops	-£10,558	-£9,970	-£9,970	NO CHANGE		-£9,970	-£9,970
EGC000-10557 WJ0104 - GA 2005 Clubs	-£650	-£600	-£600	NO CHANGE		-£600	-£600
EGC000-10557 WJ0105 - GA 2005 Tracks	£0	-£1,000	£0	£0		£0	£0
EGC000-10557 WJ0106 - GA 2005 Bingo	-£3,893	-£2,800	-£2,800	NO CHANGE		-£2,800	-£2,800
	-£120,846	-£100,780	-£101,260	0.48 %		-£101,260	-£101,260

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & inclusive of VAT									
Pest Control									
Rats & Mice Pest control treatment for residential properties :-									
Rats	Free	x	x	x	✓	x	Free	NO CHANGE	
Mice	£25.00	x	x	✓	x	x	£25.00	NO CHANGE	
Mice Concession	£12.50	x	x	✓	x	x	£12.50	NO CHANGE	
Wasps Nests									
NOTE : Fees are inclusive of VAT									
Single nest	£45.00	x	✓	x	x	x	£45.00	NO CHANGE	
Single nest concession	£22.50	x	x	✓	x	x	£22.50	NO CHANGE	
Each additional nest treated at the same time	£15.00	x	✓	x	x	x	£15.00	NO CHANGE	
Each additional nest treated at the same time concession	£7.50	x	x	✓	x	x	£7.50	NO CHANGE	
Fleas - First treatment at a property									
Concessionary Rate	£40.00	x	x	✓	x	x	£40.00	NO CHANGE	
Fleas -2nd treatment at the same property within 28 days									
NOTE: Treatments requested after 28 days of first treatment to be classed as a first treatment and charged £20									
Concessionary Rate	£35.00	x	✓	x	x	x	£35.00	NO CHANGE	
Fleas -3rd & subsequent treatment at the same property within 28 days of each other									
NOTE: Treatments requested after 28 days of 2nd, 3rd or subsequent treatment to be classed as first treatment and charged £20									
Concessionary rate	£30.00	x	✓	x	x	x	£30.00	NO CHANGE	
Concessionary rate	£15.00	x	x	✓	x	x	£15.00	NO CHANGE	
Other pests Fixed Charge (single dwelling)									
Cockroaches, Bedbugs and Pharaoh Ants	£73.50	x	✓	x	x	x	£73.50	NO CHANGE	
Concessionary Rate	£36.75	x	x	✓	x	x	£36.75	NO CHANGE	
Other pests Fixed Charge (House in multiple Occupation)									
Cockroaches, Bedbugs and Pharaoh's Ants	£157.50	x	✓	x	x	x	£157.50	NO CHANGE	

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
EFG000-I0562 - Wasps Nests	-£7,683	-£10,000	-£10,000	NO CHANGE	NOTE: TBC after meeting with Manny Lewis & Jo Wagstaffe	-£10,000	-£10,000
EFG000-I0565 - Other Pests	-£7,257	-£7,590	-£7,590	NO CHANGE		-£7,590	-£7,590
EFG000-I0566 - Animal Fleas	-£414	-£600	-£500	-16.67 %		-£600	-£600
EFG000-I0567 - Rats & Mice	-£1,083	-£2,000	-£1,000	-50.00 %		-£2,000	-£2,000
EFG000-I0563 - Pest Control Contracts	-£2,298	-£4,000	-£2,200	-45.00 %		-£4,000	-£4,000
	-£18,734	-£24,190	-£21,290	-11.99 %		-£24,190	-£24,190

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Prices quoted below are exclusive of VAT

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Where an agreement is in place , the charge would be subject to VAT at the Standard rate.								
Where an agreement is NOT in place , the charge would be Outside Scope for VAT purposes.								
STRAY DOGS								
Stray dogs fine (set by statute)	£25.00	x	x	x	x	x	✓	£25.00 NO CHANGE
1st Day Kennelling charge & administration	£75.00	x	x	x	x	x	x	£75.00 NO CHANGE
Concessionary rate	£37.50	x	x	x	x	x	x	£37.50 NO CHANGE
Additional daily Kennel Charges	£4.00	x	x	x	x	x	x	£4.00 NO CHANGE
Concessionary rate	£2.00	x	x	x	x	x	x	£2.00 NO CHANGE

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
EFC000-10555 - Pet/Dog Breeding/Game Dealers	-£525	£0	£0	NO CHANGE		£0	£0
EFC000-10568 - Income from Kennelling	-£3,099	-£1,300	-£1,300	NO CHANGE		-£1,300	-£1,300
EFC000-10569 - Income - Microchip Service	£0	£0	£0	NO CHANGE		£0	£0
EFC000-10607 - Income - Administration Charges	£0	£0	£0	NO CHANGE		£0	£0
	-£3,624	-£1,300	-£1,300	NO CHANGE		-£1,300	-£1,300

COMMUNITY & CUSTOMER SERVICES

2015/16 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL ABANDONED VEHICLES

Prices quoted below are exclusive of VAT

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
ABANDONED VEHICLES (Statutory Charges) (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)								
Removal of vehicle on road not substantially damaged, or 2 wheeled vehicle on or off road equal to or less than 3.5 tonnes	£150.00	x	x	x	x	✓	£150.00	NO CHANGE
exceeding 3.5 tonne but less than 7.5 tonnes	£200.00	x	x	x	x	✓	£200.00	NO CHANGE
exceeding 7.5 tonnes	£350.00	x	x	x	x	✓	£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	x	x	x	x	✓	£250.00	NO CHANGE
exceeding 3.5 tonnes but less than 7.5 tonnes	£650.00	x	x	x	x	✓	£650.00	NO CHANGE
exceeding 7.5 tonnes *	£2,000.00	x	x	x	x	✓	£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	x	x	x	x	✓	£200.00	NO CHANGE
exceeding 3.5 tonnes but less than 7.5 tonnes	£400.00	x	x	x	x	✓	£400.00	NO CHANGE
exceeding 7.5 tonnes*	£1,000.00	x	x	x	x	✓	£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	x	x	x	x	✓	£300.00	NO CHANGE
exceeding 3.5 tonnes but less than 7.5 tonnes	£850.00	x	x	x	x	✓	£850.00	NO CHANGE
exceeding 7.5 tonnes *	£3,000.00	x	x	x	x	✓	£3,000.00	NO CHANGE
Storage charge per day								
equal to or less than 3.5 tonnes	£20.00	x	x	x	x	✓	£20.00	NO CHANGE
exceeding 3.5 tonnes but less than 7.5 tonnes	£25.00	x	x	x	x	✓	£25.00	NO CHANGE
exceeding 7.5 tonnes	£30.00	x	x	x	x	✓	£30.00	NO CHANGE
Destruction / disposal								
equal to or less than 3.5 tonnes	£75.00	x	x	x	x	✓	£75.00	NO CHANGE
exceeding 3.5 tonnes but less than 7.5 tonnes	£100.00	x	x	x	x	✓	£100.00	NO CHANGE
exceeding 7.5 tonnes unladen	£125.00	x	x	x	x	✓	£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	✓	✓	x	x	x	£2.40	NO CHANGE
exceeding 3.5 tonnes less than 7.5 tonnes	£4.45	✓	✓	x	x	x	£4.45	NO CHANGE
equal to or exceeding 7.5 tonnes	Quotation	✓	✓	x	x	x	Quotation	

BUDGET POSITION SUMMARY - SPECIAL COLLECTIONS & STREET CLEANSING

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
SALES							
KKB004-I0112 - Sales of Abandoned Vehicles	-£554	-£1,800	-£1,800	NO CHANGE		-£1,800	-£1,800
	-£554	-£1,800	-£1,800	NO CHANGE		-£1,800	-£1,800

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Prices quoted below are exclusive of VAT

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (%)	Comments
		COMMERCIAL	BULL DOG REG	SUBSIDISED	FREE			
Standard rated & exclusive of VAT								
Officer charges per hour for carrying out Works in default (no VAT) or for charging external companies (VAT to be added)								
Licensing Enforcement Officer	£28.60	x	✓	x	x	£28.60	NO CHANGE	
Licensing Manager	£40.60	x	✓	x	x	£40.60	NO CHANGE	
Licensing Support Officer	£22.90	x	✓	x	x	£22.90	NO CHANGE	
Licensing Officer	£28.60	x	✓	x	x	£28.60	NO CHANGE	
Support Officer	£20.10	x	✓	x	x	£20.10	NO CHANGE	
Support Team Co-ordinator	£22.90	x	✓	x	x	£22.90	NO CHANGE	
Environmental Health Technical Officer	£27.80	x	✓	x	x	£27.80	NO CHANGE	
Assistant Environmental Health Officer	£27.80	x	✓	x	x	£27.80	NO CHANGE	
Senior Environmental Crime Officer	£28.60	x	✓	x	x	£28.60	NO CHANGE	
Environmental Crime Officer	£27.80	x	✓	x	x	£27.80	NO CHANGE	
Town Enforcement Officer	£27.80	x	✓	x	x	£27.80	NO CHANGE	
Environmental Health Officer	£38.40	x	✓	x	x	£38.40	NO CHANGE	
Environmental Health Manager	£46.30	x	✓	x	x	£46.30	NO CHANGE	
Section Head	£50.70	x	✓	x	x	£50.70	NO CHANGE	
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	£210.00	x	✓	x	x	£210.00	NO CHANGE	
GIS system search (when operational)								
with letter amount to be submitted with request	£150.00	x	✓	x	x	£150.00	NO CHANGE	
List of authorised processes and other pollution registers								
10p per photocopy	10p per photocopy	x	✓	x	x	10p per photocopy	NO CHANGE	
Hard copy of Food Premises Register	10p per photocopy	x	✓	x	x	10p per photocopy	NO CHANGE	
Hard copy of Licensed HMO Public Register	10p per photocopy	x	✓	x	x	10p per photocopy	NO CHANGE	
(Where allowed by law) per single sheet of A4 paper	10p per photocopy	x	✓	x	x	10p per photocopy	NO CHANGE	
More complex work								
Probably including active date gathering, site visits, interviews etc. Minimum charge first two hours where additional time charged in 15 minute blocks - only where not covered by FCI Act.	As per officer charges above plus 10p per photocopy	x	✓	x	x	As per officer charges above plus 10p per photocopy	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)	£110.00	x	✓	x	x	£110.00	NO CHANGE	
Priority Service (within 3 days)	£175.00	x	✓	x	x	£175.00	NO CHANGE	
Exempt for VAT purposes								
Level 2 Award in Food Safety in Catering Candidate Fee	£65.00	✓				£65.00	NO CHANGE	
Outside Scope for VAT purposes								
Food Export Certificate	£35.00	x	✓	x	x	£35.00	NO CHANGE	
Houses in Multiple Occupation (HMO)								
HMO Licensing fee	£770.00	x	✓	x	x	£770.00	NO CHANGE	
Extra copy of HMO licence document (where release agreed/requested by landlord)	£25.00	x	✓	x	x	£25.00	NO CHANGE	
Housing Enforcement Charges								
Charge to cover expenses if an enforcement notice is served under the Housing Act 2004	£100.00	x		✓	x	£100.00	NO CHANGE	
Private Water Supplies								
Risk Assessment	0	x	x	x	✓	£500.00	#DIV/0!	Covers Consultant's time spent at the site, completion of a risk assessment and a final report sent to the owner.
Sampling Visit (each visit) (iii)	0	x	x	x	✓	£100.00	#DIV/0!	Charge for per sampling visit.
Investigation (each investigation)	0	x	x	x	✓	£100.00	#DIV/0!	Visit carried out in the event of a test failure.
Granting of an authorisation (each authorisation)	0	x	x	x	✓	£100.00	#DIV/0!	Application by the owner of the supply for temporary permission to breach a standard.
Analysis of a sample taken under Regulation 10	0	x	x	x	✓	£25.00	#DIV/0!	Where a domestic supply provides <10m3 per day or serves <50 people. Check monitoring as determined by the risk assessment to ensure that the water complies with the standard.
Analysis of a sample taken during Check Monitoring	0	x	x	x	✓	£100.00	#DIV/0!	Additional parameters sampled less often to ensure the water complies with all standards (usually carried out alongside check monitoring).
Analysis of a sample taken during Audit Monitoring	0	x	x	x	✓	£500.00	#DIV/0!	

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (%)	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
SALES							
EDG000-10101 - Climate Change - Miscellaneous Sales	£0	£0	£0	NO CHANGE		£0	£0
FEES & CHARGES							
EBA000-10501 - Fixed Penalty Notice	£0	£0	£0	NO CHANGE		£0	£0
EBA000-10607 - Income Administration Charges	£0	£0	£0	NO CHANGE		£0	£0
ECE000-10537 - Health & Safety - Miscellaneous Fees	-£8,210	-£3,000	-£3,000	NO CHANGE		-£3,000	-£3,000
ECJ000-10502 - Income Training Courses (Food Safety)	-£5,231	-£4,000	-£4,000	NO CHANGE		-£4,000	-£4,000
ECJ000-10504 - Income - Court	-£2,170	£0	£0	NO CHANGE		£0	£0
ECJ000-10689 - Income Food Certificates	-£8,120	-£4,000	-£4,000	NO CHANGE		-£4,000	-£4,000
EDC000-10604 - Income - Court	-£4,965	£0	£0	NO CHANGE		£0	£0
EDC000-10504 - Inspection Fees	-£3,300	-£2,000	-£2,000	NO CHANGE		-£2,000	-£2,000
EDC000-10631 - Income HMO Registration Fees	-£5,060	-£5,000	-£5,000	NO CHANGE		-£5,000	-£5,000
EDD000-10504 - Inspection Fees	£0	£0	£0	NO CHANGE		-£1,500	£0
EDD000-10572 - Fees-EPA 1990	-£5,136	-£5,140	-£5,000	-2.72 %		-£5,000	-£5,000
EDF000-10537 - Public Health - Miscellaneous Fees	-£1,952	£0	£0	NO CHANGE		£0	£0
EDH000-10501 - Envirocrime - Fixed Penalty Notice	-£26,040	-£27,790	-£25,000	-10.04 %		-£25,000	-£25,000
EDH000-10604 - Envirocrime - Income - Court	-£5,377	£0	£0	NO CHANGE		£0	£0
	-£75,561	-£50,930	-£48,000	-5.75 %		-£49,500	-£48,000

COMMUNITY & CUSTOMER SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
INFORMATION UNIT & CUSTOMER SERVICES**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 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	£55.00	✓	x	x	x	x	£55.00	NO CHANGE	
<u>New Build</u>									
1 Plot	£55.00	✓	x	x	x	x	£55.00	NO CHANGE	
2-5 Plots	£110.00	✓	x	x	x	x	£110.00	NO CHANGE	
6-10 Plots	£165.00	✓	x	x	x	x	£165.00	NO CHANGE	
11-20 Plots	£220.00	✓	x	x	x	x	£220.00	NO CHANGE	
21-25 Plots	£275.00	✓	x	x	x	x	£275.00	NO CHANGE	
26-50 Plots	£330.00	✓	x	x	x	x	£330.00	NO CHANGE	
51-75 Plots	£440.00	✓	x	x	x	x	£440.00	NO CHANGE	
76-100 Plots	£550.00	✓	x	x	x	x	£550.00	NO CHANGE	
101-150 Plots	£660.00	✓	x	x	x	x	£660.00	NO CHANGE	
151-250 Plots	£750.00	✓	x	x	x	x	£750.00	NO CHANGE	
More than 250 Plots	£750.00 plus £2.00 per unit	✓	x	x	x	x	£750.00 plus £2.00 per unit	NO CHANGE	
New street name and postal numbers for a new development	£165.00 fee for street name plus postal nos based on nos of plots shown above	✓	x	x	x	x	£165.00 fee for 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	£55.00 per property	✓	x	x	x	x	£55.00 per property	NO CHANGE	
Subdividing an existing property	£85.00 unit per property	✓	x	x	x	x	£85.00 unit per property	NO CHANGE	
Renaming a street at the request of residents	£200.00 plus £30 per property	✓	x	x	x	x	£200.00 plus £30 per property	NO CHANGE	

BUDGET POSITION SUMMARY - INFORMATION UNIT & CUSTOMER SERVICES

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
ADW000-I0536 - Miscellaneous Charges	-£13,353	-£10,000	-£10,000	NO CHANGE		-£10,000	-£10,000
ADX000-I0122 - Sales - Nappy Sacks	-£1,631	£0	£0	NO CHANGE		£0	£0
ADX000-I0537 - Miscellaneous Fees & Charges	-£413	£0	£0	NO CHANGE		£0	£0
	-£15,396	-£10,000	-£10,000	NO CHANGE		-£10,000	-£10,000

PLANNING SERVICES

**2015/16 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	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope for VAT purposes								
On Street pay and display								
Inner CPZ P&D charge per hour	£1.50	x	✓	x	x	£1.50	NO CHANGE	
Outer CPZ P&D charge per hour	£1.00	x	✓	x	x	£1.00	NO CHANGE	
Standard rated & inclusive of VAT								
The Avenue Car Park								
7 a.m. to 5 p.m. - 60p per hour								
1 Hour	£0.60	✓	x	✓	x	£0.60	NO CHANGE	
2 Hours	£1.20	✓	x	✓	x	£1.20	NO CHANGE	
3 Hours	£1.80	✓	x	✓	x	£1.80	NO CHANGE	
4 Hours	£2.40	✓	x	✓	x	£2.40	NO CHANGE	
All day till midnight	£5.00	✓	x	✓	x	£5.00	NO CHANGE	
5 p.m. to midnight	£1.50	✓	x	✓	x	£1.50	NO CHANGE	
Season tickets per annum	£800.00	✓	x	✓	x	£800.00	NO CHANGE	
Town Hall Car Park								
Monday - Friday 5 p.m. to midnight and Saturday & Sunday 5 p.m. to midnight	£1.50	✓	x	✓	x	£1.50	NO CHANGE	
1 Hour	£0.60	✓	x	✓	x	£0.60	NO CHANGE	
2 Hours	£1.20	✓	x	✓	x	£1.20	NO CHANGE	
3 Hours	£1.80	✓	x	✓	x	£1.80	NO CHANGE	
4 Hours	£2.40	✓	x	✓	x	£2.40	NO CHANGE	
All day till midnight	£5.00	✓	x	✓	x	£5.00	NO CHANGE	
5 p.m. to midnight	£1.50	✓	x	✓	x	£1.50	NO CHANGE	
Longspring Charges								
Monday - Saturday								
1 hour	£0.50	✓	x	✓	x	£0.50	NO CHANGE	
Up to 4 hours	£1.00	✓	x	✓	x	£1.00	NO CHANGE	
All day	£2.00	✓	x	✓	x	£2.00	NO CHANGE	
Harebreaks Car park								
Monday - Saturday								
1 hour	£0.50	✓	x	✓	x	£0.50	NO CHANGE	
4 hours (maximum stay)	£1.00	✓	x	✓	x	£1.00	NO CHANGE	
Outside Scope for VAT purposes								
Parking Penalties								
Serious Contravention	£50.00	x	✓	x	x	£50.00	NO CHANGE	
More Serious Contravention	£70.00	x	✓	x	x	£70.00	NO CHANGE	
Permit Charges								
full cpz 1st permit	£25.00	x	✓	x	x	£25.00	NO CHANGE	There will be a change in the cost of car parking permits due to the price increase agreed in 2014/15 which is being implemented from April 2015
full cpz 2nd permit	£55.00	x	✓	x	x	£55.00	NO CHANGE	
fullcpz V Vouchers 40 1hour	£4.50	x	✓	x	x	£4.50	NO CHANGE	
fullcpz V Vouchers 20 4hour	£7.00	x	✓	x	x	£7.00	NO CHANGE	
fullcpz 1 day vouchers 5	£4.50	x	✓	x	x	£4.50	NO CHANGE	
fullcpz 1 week v voucher	£4.50	x	✓	x	x	£4.50	NO CHANGE	
fullcpz Business permit inner zone	£300.00	x	✓	x	x	£300.00	NO CHANGE	
fullcpz Business permit outer zone	£150.00	x	✓	x	x	£150.00	NO CHANGE	
Match Day 1st Permit	£6.00	x	✓	x	x	£6.00	NO CHANGE	
Match Day 2nd permit	£12.00	x	✓	x	x	£12.00	NO CHANGE	
MD V Vouchers 1 Day for 5	£4.50	x	✓	x	x	£4.50	NO CHANGE	
MD Business permit	£60.00	x	✓	x	x	£60.00	NO CHANGE	
Medical Permits (DHV)	£20.00	x	✓	x	x	£20.00	NO CHANGE	
Car Park pass cards for disabled residents	£10.00	x	✓	x	x	£10.00	NO CHANGE	
Parking Dispensations/bay suspensions :-								
Per bay per day	£20.00	x	✓	x	x	£20.00	NO CHANGE	
Per bay per week first 2 weeks	£120.00	x	✓	x	x	£120.00	NO CHANGE	
Per bay per week 3 weeks or more	£100.00	x	✓	x	x	£100.00	NO CHANGE	

BUDGET POSITION SUMMARY - PARKING SERVICES

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
GEA000-10632 - Transport Subsidies - Staff Bus Permits	-£3,368	£0	£0	NO CHANGE		£0	£0
GGA000-10103 - Publications / Minutes	-£14	£0	£0	NO CHANGE		£0	£0
GGA000-10536 - Miscellaneous Charges	£0	£0	£0	NO CHANGE		£0	£0
Longspring							
KFB000-10623 - Income-Parking Fees	-£13,914	-£12,000	-£12,000	NO CHANGE		-£12,000	-£12,000
The Avenue							
KFC000-10623 - Income-Parking Fees	-£151,811	-£165,000	-£165,000	NO CHANGE		-£165,000	-£165,000
KFC000-10624 - Income-Season Tickets	-£6,469	-£14,400	-£14,400	NO CHANGE		-£14,400	-£14,400
Car Parks - Other Sites							
KFE000-10101 - Miscellaneous Sales	£0	£0	£0	NO CHANGE		£0	£0
KFE000-10901 - Rent	-£27,789	-£14,750	-£14,750	NO CHANGE		-£14,750	-£14,750
KFE000-10902 - Rent - Advertising Site	-£11,520	-£9,410	-£9,410	NO CHANGE		-£9,410	-£9,410
Town Hall							
BEA001-10623 - Income-Parking Fees (Staff)	-£20,750	-£26,000	-£26,000	NO CHANGE		-£26,000	-£26,000
KFD000-10623 - Income-Parking Fees	-£43,013	-£25,000	-£25,000	NO CHANGE		-£25,000	-£25,000
Controlled Parking Zone							
HDR000-10620 - Permit Charges	-£261,920	-£251,000	-£251,000	NO CHANGE		-£251,000	-£251,000
HDR000-10621 - Pay & Display Receipts	-£499,914	-£450,000	-£450,000	NO CHANGE		-£450,000	-£450,000
HDR000-10623 - Income - Parking Fees	-£11,938	-£10,000	-£10,000	NO CHANGE		-£10,000	-£10,000
HDR000-10683 - Penalty Charges	-£651,247	-£550,000	-£550,000	NO CHANGE		-£550,000	-£550,000
HDR001-10622 - Income Other Local Authorities	£0	-£1,550	-£1,550	NO CHANGE		-£1,550	-£1,550
HDR001-10622 WJ0134 - Dacorum Borough Council (Net)	-£670,352	-£15,000	-£15,000	NO CHANGE		-£15,000	-£15,000
HDR002-10622 - Income Other Local Authorities	-£1,226	£0	£0	NO CHANGE		£0	£0
HDR002-10622 WJ0082 - TRDC (Net)	-£297,773	-£65,000	-£65,000	NO CHANGE		-£65,000	-£65,000
	-£2,673,017	-£1,609,110	-£1,609,110	NO CHANGE		-£1,609,110	-£1,609,110

PLANNING SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
BUILDING CONTROL**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & exclusive of VAT									
<u>BUILDING CONTROL FEES (TABLE 1)</u>									
FULL PLANS									
New Dwellings									
1 new dwelling									
Plan Fee	£400.00	*	✓	*	*	*	£400.00	NO CHANGE	
Inspection Fee	£450.00	*	✓	*	*	*	£450.00	NO CHANGE	
Fees for additional dwellings are based on volumes built									
<u>BUILDING CONTROL FEES (TABLE 2)</u>									
FULL PLANS									
Domestic Extensions									
Extension - Internal floor area under 10m²									
Plan Fee	£200.00	*	✓	*	*	*	£200.00	NO CHANGE	
Inspection Fee	£320.00	*	✓	*	*	*	£320.00	NO CHANGE	
Extension - Over 10m² and under 40m²									
Plan Fee	£200.00	*	✓	*	*	*	£200.00	NO CHANGE	
Inspection Fee	£425.00	*	✓	*	*	*	£425.00	NO CHANGE	
Extension - Over 10m² and under 40m² plus other works costing up to £5,000									
Plan Fee	£200.00	*	✓	*	*	*	£200.00	NO CHANGE	
Inspection Fee	£480.00	*	✓	*	*	*	£480.00	NO CHANGE	
Extension - Over 40m² and under 100m²									
Plan Fee	£200.00	*	✓	*	*	*	£200.00	NO CHANGE	
Inspection Fee	£600.00	*	✓	*	*	*	£600.00	NO CHANGE	
Extension - Over 40m² and under 100m² plus other works costing up to £5,000									
Plan Fee	£200.00	*	✓	*	*	*	£200.00	NO CHANGE	
Inspection Fee	£650.00	*	✓	*	*	*	£650.00	NO CHANGE	
DETACHED GARAGE OR CAR PORT									
Internal floor area below 40m²									
Plan Fee	£200.00	*	✓	*	*	*	£200.00	NO CHANGE	
Internal floor area over 40m² and under 100m²									
Plan Fee	£200.00	*	✓	*	*	*	£200.00	NO CHANGE	
Inspection Fee	£220.00	*	✓	*	*	*	£220.00	NO CHANGE	
Fees for domestic alterations are subject to floor area and type of construction									
Administrative fees associated with S106 agreements :-									
Minor Works	£350.00	*	✓	*	*	*	£350.00	NO CHANGE	
Major Works	£500.00	*	✓	*	*	*	£500.00	NO CHANGE	
With contribution to healthcare	£100.00	*	✓	*	*	*	£100.00	NO CHANGE	

BUDGET POSITION SUMMARY - BUILDING CONTROL

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
SALES							
GCA000-I0104 - Publications / Copy Documents	-£990	-£1,000	-£1,000	NO CHANGE		-£1,000	-£1,000
Building Control	-£990	-£1,000	-£1,000	NO CHANGE		-£1,000	-£1,000
FEES & CHARGES							
GCA000-I0503 - Building Regulation-Application Fees	-£132,645	-£100,000	-£100,000	NO CHANGE		-£100,000	-£100,000
GCA000-I0504 - Inspection Fees	-£108,299	-£83,500	-£83,500	NO CHANGE		-£83,500	-£83,500
GCA000-I0514 - Domestic Applications - Extensions	£0	£0	£0	NO CHANGE		£0	£0
GCA000-I0518 - Building Regs - Regularisation	-£5,440	-£5,000	-£5,000	NO CHANGE		-£5,000	-£5,000
GCA000-I0519 - Building Control Partnership	-£7,864	-£8,000	-£8,000	NO CHANGE		-£8,000	-£8,000
Building Control	-£254,249	-£196,500	-£196,500	NO CHANGE		-£196,500	-£196,500
Total	-£255,239	-£197,500	-£197,500	NO CHANGE		-£197,500	-£197,500

PLANNING SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
DEVELOPMENT CONTROL**

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 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	£385.00 per 0.1 hectare	x	x	x	x	£385.00 per 0.1 hectare	NO CHANGE	
b) where the site area exceeds 2.5 hectares - □ see below	£9,527.00	x	x	x	x	£9,527.00	NO CHANGE	
□ - Indicates a further charge for each additional 0.1 hectare in excess of 2.5 hectares	£115.00	x	x	x	x	£115.00	NO CHANGE	
Category 1 - New dwellings								
a) where the no of dwellings created is 50 or fewer	£385.00 per dwelling	x	x	x	x	£385.00 per dwelling	NO CHANGE	
a) where the no of dwellings created is more than 50 - ● see below	£19,049.00	x	x	x	x	£19,049.00	NO CHANGE	
● - Indicates a further charge for each dwelling in excess of 50	£115.00	x	x	x	x	£115.00	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	£195.00	x	x	x	x	£195.00	NO CHANGE	
b) where the gross floorspace does not exceed 40m ²	£195.00	x	x	x	x	£195.00	NO CHANGE	
c) where the gross floorspace exceeds 40m ² but not 75m ²	£385.00	x	x	x	x	£385.00	NO CHANGE	
d) where the gross floorspace exceeds 75m ² but not 3750m ²	£385.00 each 75 sq m	x	x	x	x	£385.00 each 75 sq m	NO CHANGE	
e) where the gross floorspace exceeds 3750m ² - ✦ see below	£19,049.00	x	x	x	x	£19,049.00	NO CHANGE	
✦ - Indicates a further charge for each 75m ² in excess of 3750m ²	£115.00	x	x	x	x	£115.00	NO CHANGE	
Category 3 - Agricultural buildings except glasshouses								
a) where gross floorspace does not exceed 465 m ²	£80.00	x	x	x	x	£80.00	NO CHANGE	
b) where gross floorspace exceeds 465m ² but < 540m ²	£385.00	x	x	x	x	£385.00	NO CHANGE	
c) where gross floorspace exceeds 540m ² but < 4215m ²	£385.00 first 540 sq m plus	x	x	x	x	£385.00 first 540 sq m plus	NO CHANGE	
	£385.00 each extra 75 sq m	x	x	x	x	£385.00 each extra 75 sq m	NO CHANGE	
d) where gross floorspace exceeds 4215m ² - ▶ see below	£19,049.00	x	x	x	x	£19,049.00	NO CHANGE	
▶ - Indicates a further charge for each 75m ² in excess of 4215m ²	£115.00	x	x	x	x	£115.00	NO CHANGE	
Category 4 - Glasshouses								
a) where gross floorspace does not exceed 465 m ²	£80.00	x	x	x	x	£80.00	NO CHANGE	
b) where gross floorspace exceeds 465m ²	£2,150.00	x	x	x	x	£2,150.00	NO CHANGE	
Category 5 - Erection, alteration or replacement of plant or machinery								
a) where the site area does not exceed 5 hectares	£385.00 per 0.1 hectare	x	x	x	x	£385.00 per 0.1 hectare	NO CHANGE	
b) where the site area exceeds 5 hectares - ▲ see below	£19,049.00	x	x	x	x	£19,049.00	NO CHANGE	
▲ - Indicates a further charge for each 0.1 hectare in excess of 5 hectares	£115.00	x	x	x	x	£115.00	NO CHANGE	
Category 6 - Enlargement, improvement or other alteration of existing dwellings								
a) where the application relates to 1 dwelling	£172.00	x	x	x	x	£172.00	NO CHANGE	
b) where the application relates to 2 or more dwellings	£339.00	x	x	x	x	£339.00	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								
	£172.00	x	x	x	x	£172.00	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								
	£195.00	x	x	x	x	£195.00	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	£385.00 per 0.1 hectare	x	x	x	x	£385.00 per 0.1 hectare	NO CHANGE	
b) where the site area exceeds 7.5 hectares - ◀ see below	£28,750.00	x	x	x	x	£28,750.00	NO CHANGE	
◀ - Indicates a further charge for each 0.1 hectare in excess of 7.5 hectares	£115.00	x	x	x	x	£115.00	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	£195.00 per 0.1 hectare	x	x	x	x	£195.00 per 0.1 hectare	NO CHANGE	
ii) where the site area exceeds 15 hectares - ▼ see below	£29,112.00	x	x	x	x	£29,112.00	NO CHANGE	
▼ - Indicates a further charge for each 0.1 hectare in excess of 15 hectares	£115.00	x	x	x	x	£115.00	NO CHANGE	
b) in any other case	£195.00 per 0.1 hectare	x	x	x	x	£195.00 per 0.1 hectare	NO CHANGE	

PLANNING SERVICES

2015/16 FEES & CHARGES PROPOSED FOR :-
DEVELOPMENT CONTROL (continued)

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
DEVELOPMENT CONTROL FEES									
OPERATIONS (Continued)									
Category 11 - Change of use of a building to residential									
a) from an existing dwelling									
i) to 2 to 50 dwellings	£385.00 for each additional dwelling	x	x	x	x	✓	£385.00 for each additional dwelling	NO CHANGE	
ii) to more than 50 dwellings - see below	£19,049.00	x	x	x	x	✓	£19,049.00	NO CHANGE	
♣ - Indicates a further charge for each dwelling in excess of 50	£115.00	x	x	x	x	✓	£115.00	NO CHANGE	
b) from a building other than a dwelling									
i) up to 50 dwellings	£385.00 per dwelling	x	x	x	x	✓	£385.00 per dwelling	NO CHANGE	
ii) to more than 50 dwellings - see below	£19,049.00	x	x	x	x	✓	£19,049.00	NO CHANGE	
• - Indicates a further charge for each dwelling in excess of 50	£115.00	x	x	x	x	✓	£115.00	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	£195.00 per 0.1 hectare	x	x	x	x	✓	£195.00 per 0.1 hectare	NO CHANGE	
b) where the site area exceeds 15 hectares - see below	£29,112.00	x	x	x	x	✓	£29,112.00	NO CHANGE	
— - Indicates a further charge for each 0.1 hectare in excess of 15 hectares	£115.00	x	x	x	x	✓	£115.00	NO CHANGE	
Category 13 - Material change of use except one falling within Categories 11 and 12									
	£385.00	x	x	x	x	✓	£385.00	NO CHANGE	
ADVERTISEMENTS									
Category 14 - Advertisement relating to business on the premises									
	£110.00	x	x	x	x	✓	£110.00	NO CHANGE	
Category 15 - Advance directional sign									
	£110.00	x	x	x	x	✓	£110.00	NO CHANGE	
Category 16 - All other advertisements									
	£385.00	x	x	x	x	✓	£385.00	NO CHANGE	
DETERMINATIONS									
Category 17 - Prior approval									
a) agricultural or forestry buildings	£80.00	x	x	x	x	✓	£80.00	NO CHANGE	
b) demolition of buildings	£80.00	x	x	x	x	✓	£80.00	NO CHANGE	
c) telecommunications installations	£385.00	x	x	x	x	✓	£385.00	NO CHANGE	
d) development involving a material change of use		x	x	x	x	✓	£80.00		
e) development involving a material change of use and building operations in connection with that change of use		x	x	x	x	✓	£172.00		
ALTERATION OF PERMISSION									
Category 18 - Variation of condition									
	£195.00	x	x	x	x	✓	£195.00	NO CHANGE	
Category 19 - Non material amendment									
a) householder development	£28.00	x	x	x	x	✓	£28.00	NO CHANGE	
b) other development	£195.00	x	x	x	x	✓	£195.00	NO CHANGE	
COMPLIANCE WITH CONDITIONS									
Category 20 - Confirmation of compliance with conditions									
a) relating to development within Categories 6 and 7	£28.00 per request	x	x	x	x	✓	£28.00 per request	NO CHANGE	
b) relating to any other development	£97.00 per request	x	x	x	x	✓	£97.00 per request	NO CHANGE	
RENEWAL OF PLANNING PERMISSION									
Category 21 - Renewal of planning permission where the development has not commenced									
a) householder development	£57.00	x	x	x	x	✓	£57.00	NO CHANGE	
b) major development	£575.00	x	x	x	x	✓	£575.00	NO CHANGE	
c) other development	£195.00	x	x	x	x	✓	£195.00	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	x	x	x	x	✓	Same fee for an equivalent planning application	NO CHANGE	
b) for non compliance with a condition	£195.00	x	x	x	x	✓	£195.00	NO CHANGE	
c) for a proposed use of land or operational development	Half fee of an equivalent planning application	x	x	x	x	✓	Half fee of an equivalent planning application	NO CHANGE	
APPROPRIATE ALTERNATIVE DEVELOPMENT									
Category 23 - Certificate of appropriate alternative development									
	£195.00	x	x	x	x	✓	£195.00	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	£385.00	x	x	✓	x	✓	£385.00	NO CHANGE	
b) extensions and alterations to a dwelling or works within its curtilage for the benefit of people with disabilities	Free of charge	x	x	x	✓	✓	Free of charge	NO CHANGE	
c) alterations to public buildings in order to provide access for people with disabilities	Free of charge	x	x	x	✓	✓	Free of charge	NO CHANGE	
d) applications required by reason of the removal of 'permitted development' rights either by a planning condition or by an Article 4 Direction	Free of charge	x	x	x	✓	✓	Free of charge	NO CHANGE	

PLANNING SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
DEVELOPMENT CONTROL (continued)**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
DEVELOPMENT CONTROL FEES									
CONCESSION FEES AND EXEMPTIONS (Continued)									
e) a revised or new application for development of the same character or description submitted within 12 months of the refusal or withdrawal of an earlier application or within 12 months of the expiry of the statutory 8 week period where the applicant has appealed on grounds of 'non determination'	Free of charge	*	*	*	✓	✓	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	£385.00	*	*	✓	*	✓	£385	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		New fee from 31/7/2014
j) a planning application which is only for the demolition of an unlisted building in a conservation area		*	*	*	✓	✓	Free of charge		New fee from 31/7/2014
Standard rated & inclusive of VAT									
DEVELOPMENT CONTROL FEES									
PRE APPLICATION ADVICE									
CATEGORY A covers :-									
a) 25 or more residential units or where the site area exceeds 1 hectare	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	
b) 2000 sq m or more of commercial floorspace									
c) mixed use developments on a site exceeding one hectare									
d) development requiring an EIA									
e) planning brief									
f) master planning exercise									
CATEGORY B covers :-									
a) from 10 to 24 residential units or where the site area is 0.5 hectare to 1 hectare	£500.00	*	✓	*	*	*	£500.00	NO CHANGE	
b) from 1000 sq m to 1999 sq m of commercial floorspace									
c) mixed use developments on a site between 0.5 hectare and 1 hectare									
d) change of use of land or buildings involving 500 sq m or more									
CATEGORY C covers :-									
a) less than 10 residential units or where the site area is less than 0.5 hectare	£250.00	*	✓	*	*	*	£250.00	NO CHANGE	
b) from 100 sq m to 999 sq m of commercial floorspace									
c) mixed use developments on a site less than 0.5 hectare									
d) advertisement consent									
e) telecommunications proposals									
CATEGORY D covers :-									
a) householder proposals	Free of charge	*	*	*	✓	*	Free of charge	NO CHANGE	
b) proposals involving less than 100 sq m of commercial floorspace									
c) lawful development certificates									
d) listed building consent									
e) conservation area consent									
# - Indicates that if a meeting is required for the above categories, the following additional charges will apply :-									
Category A - Meeting up to 90 mins	£450.00	*	✓	*	*	*	£450.00	NO CHANGE	
Category A - Meeting up to 45 mins	Free of charge	*	*	*	✓	*	Free of charge	NO CHANGE	
Category A - Meeting up to 30 mins	Free of charge	*	*	*	✓	*	Free of charge	NO CHANGE	
Category B - Meeting up to 90 mins	£300.00	*	✓	*	*	*	£300.00	NO CHANGE	
Category B - Meeting up to 45 mins	Free of charge	*	*	*	✓	*	Free of charge	NO CHANGE	
Category B - Meeting up to 30 mins	Free of charge	*	*	*	✓	*	Free of charge	NO CHANGE	
Category C - Meeting up to 90 mins	£150.00	*	✓	*	*	*	£150.00	NO CHANGE	
Category C - Meeting up to 45 mins	£100.00	*	✓	*	*	*	£100.00	NO CHANGE	
Category C - Meeting up to 30 mins	Free of charge	*	*	*	✓	*	Free of charge	NO CHANGE	
Category D - Meeting up to 90 mins	Free of charge	*	*	*	✓	*	Free of charge	NO CHANGE	
Category D - Meeting up to 45 mins	£75.00	*	✓	*	*	*	£75.00	NO CHANGE	
Category D - Meeting up to 30 mins	£50.00	*	✓	*	*	*	£50.00	NO CHANGE	
Attendance by Specialist Officers - Meeting up to 90 mins	£150.00	*	✓	*	*	*	£150.00	NO CHANGE	
Attendance by Specialist Officers - Meeting up to 45 mins	£75.00	*	✓	*	*	*	£75.00	NO CHANGE	
Attendance by Specialist Officers - Meeting up to 30 mins	£50.00	*	✓	*	*	*	£50.00	NO CHANGE	
Attendance by Section Head - Meeting up to 90 mins	£300.00	*	✓	*	*	*	£300.00	NO CHANGE	
Attendance by Section Head - Meeting up to 45 mins	£130.00	*	✓	*	*	*	£130.00	NO CHANGE	
Attendance by Section Head - Meeting up to 30 mins	£85.00	*	✓	*	*	*	£85.00	NO CHANGE	
Attendance by Head of Service - Meeting up to 90 mins	£375.00	*	✓	*	*	*	£375.00	NO CHANGE	
Attendance by Head of Service - Meeting up to 45 mins	£190.00	*	✓	*	*	*	£190.00	NO CHANGE	
Attendance by Head of Service - Meeting up to 30 mins	£125.00	*	✓	*	*	*	£125.00	NO CHANGE	

PLANNING SERVICES

2015/16 FEES & CHARGES PROPOSED FOR :-
DEVELOPMENT CONTROL (continued)

Description	2014/15 Charge	PRICING STRATEGY				Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Standard rated & inclusive of VAT								
DEVELOPMENT CONTROL FEES PRE APPLICATION ADVICE (Continued)								
N.B. If a pre-application advice request is withdrawn prior to the preparation of a written response, half of the charge that has been paid will be refunded.								

BUDGET POSITION SUMMARY - DEVELOPMENT CONTROL

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
SALES							
GAA000-I0106 - Publications / Maps	-£492	£0	£0.00	NO CHANGE		£0.00	£0.00
Policy Team	-£492	£0	£0			£0	£0
FEES & CHARGES							
GBA000-I0505 - Pre-Application Advice	-£26,546	-£5,600	-£25,000.00	346.43 %		-£30,000.00	-£30,000.00
GBA000-I0508 - Planning Application Fees	-£424,675	-£275,000	-£650,000.00	136.36 %		-£700,000.00	-£700,000.00
GBA000-I0517 - UU Drafting Fees	-£17,850	-£9,000	£0.00			£0.00	£0.00
GBA000-I0609 - Staff Monitoring Costs	-£11,150	-£7,000	-£7,000.00	NO CHANGE		-£5,000.00	-£2,000.00
Development Control	-£480,221	-£296,600	-£682,000	129.94 %		-£735,000	-£732,000
Total	-£480,713	-£296,600	-£682,000	129.94 %		-£735,000	-£732,000

PLANNING SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
LAND CHARGES**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Residential Search	£64.00	x	✓	x	x	x	£64.00	NO CHANGE	
Commercial Search	£120.00	x	✓	x	x	x	£120.00	NO CHANGE	
Con 29 optional enquiry	£7.50	x	✓	x	x	x	£7.50	NO CHANGE	
Additional enquiry (E.G. Solicitor)	£10.00	x	✓	x	x	x	£10.00	NO CHANGE	
Enquiry by letter	£14.50	x	✓	x	x	x	£14.50	NO CHANGE	
Additional parcel of land	£13.50	x	✓	x	x	x	£13.50	NO CHANGE	
Question 22 enquiry	£16.59	x	✓	x	x	x	£16.59	NO CHANGE	
Fees for Local Land Charges as from 1st April 2007 excluding Con29.									
1. Registration of a charge in Part 11 of the register (light obstruction notices)	£67.00	x	✓	x	x	x	£67.00	NO CHANGE	
2. Filing a definitive certificate of the Lands Tribunal under rule 10(3)	£2.50	x	✓	x	x	x	£2.50	NO CHANGE	
3. Filing a judgement, order or application for the variation or cancellation of any entry in Part 11 of the register (light obstruction charges)	£7.00	x	✓	x	x	x	£7.00	NO CHANGE	
4. Inspection of documents filed under rule 10 in respect of each parcel of land	£2.50	x	✓	x	x	x	£2.50	NO CHANGE	
5. Personal search in the whole or in part of the register In addition, in respect of each parcel of land above one, where under rule 11(2) the search extends to more than one parcel, subject to a maximum of £16	£0.00	x	x	x	✓	x	£0.00		
5a. Enhanced personal search service	£13.00	x	✓	x	x	x	£13.00	NO CHANGE	
6. Official Search (including issue of official certificate of search) in respect of one parcel of land:									
(a) in any one part of the register (previous statutory fee £2)	£2.00	x	✓	x	x	x	£2.00	NO CHANGE	
(b) in the whole of the register									
(i) Where the requisition is made by electronic means in accordance with rule 16 (previous statutory fee £4)	£13.00	x	✓	x	x	x	£13.00	NO CHANGE	
(ii) and in any other case (previous statutory fee £6)	£13.00	x	✓	x	x	x	£13.00	NO CHANGE	
In respect of each additional parcel of land (previous statutory fee £1)	£4.00	x	✓	x	x	x	£4.00	NO CHANGE	
7. Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to the Rules - previous statutory fee £1.50)	£1.50	x	✓	x	x	x	£1.50	NO CHANGE	

BUDGET POSITION SUMMARY - LAND CHARGES

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
AHC000-I0506 - Search Fees	-£126,310	-£80,000	-£50,000.00	-37.50 %		£0.00	£0.00
	-£126,310	-£80,000	-£50,000	-37.50 %		£0	£0

LEGAL AND PROPERTY SERVICES

2015/16 FEES & CHARGES PROPOSED FOR :-
LEGAL FEES

Prices quoted below are exclusive of VAT

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Where the filming company is given exclusive rights to a defined area and they can exclude others from access, the income is 'Exempt' from VAT. This is subject to an 'option to tax' not being in force. Admin fees for VAT purposes would follow the same treatment as the main supply.									
Where the filming company is given no exclusivity and cannot exclude others from access, the income is treated as 'Standard rated'. Admin fees for VAT purposes would follow the same treatment as the main supply.									
Admin Fee	£95.00	✓	✗	✗	✗	✗	£95.00	NO CHANGE	
Up to 1 Hour	£205.00	✓	✗	✗	✗	✗	£205.00	NO CHANGE	
1- 4 Hours	£470.00	✓	✗	✗	✗	✗	£470.00	NO CHANGE	
4-6 Hours	£800.00	✓	✗	✗	✗	✗	£800.00	NO CHANGE	
6 Hours and over (Whole Day)	£1,200.00	✓	✗	✗	✗	✗	£1,200.00	NO CHANGE	
Use of KGV Car Park	£550.00	✓	✗	✗	✗	✗	£550.00	NO CHANGE	

BUDGET POSITION SUMMARY - LEGAL FEES (INCL FILMING)

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
FEES & CHARGES							
ADH000-10536 - Miscellaneous Charges	-£5,445	£0	£0.00	NO CHANGE		£0.00	£0.00
AHX000-10602 - Income - Legal and Other Fees	-£13,745	-£9,000	-£9,000.00	NO CHANGE		-£9,000.00	-£9,000.00
	-£19,190	-£9,000	-£9,000	NO CHANGE		-£9,000	-£9,000

LEGAL AND PROPERTY SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
TOWN HALL FACILITIES**

Description	PMO	NPMO	PRICING STRATEGY				PROFIT MAKING ORGS (PMO)		NON PROFIT MAKING ORGS (NPMO)		Comments
	2014/15		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY	Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Proposed 2015/16 Charge	
Exempt from VAT											
COMMITTEE ROOM 1 (16 seats)											
1-3 Hours	£105.00	£0.00	*	*	✓	✓	*	£105.00	NO CHANGE	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£35.00	£0.00	*	*	✓	✓	*	£35.00	NO CHANGE	£0.00	
COMMITTEE ROOM 2 (24 seats)											
1-3 Hours	£135.00	£0.00	*	*	✓	✓	*	£135.00	NO CHANGE	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£45.00	£0.00	*	*	✓	✓	*	£45.00	NO CHANGE	£0.00	
COUNCIL CHAMBER (44 seats) (Refreshments are not permitted in the Council Chamber)											
1-3 Hours	£165.00	£0.00	*	*	✓	✓	*	£165.00	NO CHANGE	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£55.00	£0.00	*	*	✓	✓	*	£55.00	NO CHANGE	£0.00	
TRAINING ROOM 1 (20 seats)											
1-3 Hours	£105.00	£0.00	*	*	✓	✓	*	£105.00	NO CHANGE	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£35.00	£0.00	*	*	✓	✓	*	£35.00	NO CHANGE	£0.00	
TRAINING ROOM 2 (20 seats)											
1-3 Hours	£135.00	£0.00	*	*	✓	✓	*	£135.00	NO CHANGE	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£45.00	£0.00	*	*	✓	✓	*	£45.00	NO CHANGE	£0.00	
MEETING ROOM B (10 SEATS)											
1-3 Hours	£105.00	£0.00	*	*	✓	✓	*	£105.00	NO CHANGE	£0.00	
Each additional hour (Weekend bookings will incur an additional charge)	£35.00	£0.00	*	*	✓	✓	*	£35.00	NO CHANGE	£0.00	
MEETING ROOMS A C D (3 to 4)											
1-3 Hours	£105.00	£0.00	*	*	✓	✓	*	£105.00	NO CHANGE	£0.00	
Each additional hour	£35.00	£0.00	*	*	✓	✓	*	£35.00	NO CHANGE	£0.00	
Standard rated & exclusive of VAT											
OTHER CHARGES											
Hire of laptop for period of hire	£10.00	£10.00	*	*	✓	*	*	£10.00	NO CHANGE	£10.00	NO CHANGE
Hire of projector for period of hire	£10.00	£10.00	*	*	✓	*	*	£10.00	NO CHANGE	£10.00	NO CHANGE
Flipchart pad (each) incl of pens (conditions apply)	£5.00	£5.00	*	*	✓	*	*	£5.00	NO CHANGE	£5.00	NO CHANGE
Weekend hire per hour on Saturdays (Staffing Costs)	£51.68	£51.68	*	*	✓	*	*	£51.68	NO CHANGE	£51.68	NO CHANGE
Weekend hire per hour on Sundays (Staffing Costs)	£68.90	£68.90	*	*	✓	*	*	£68.90	NO CHANGE	£68.90	NO CHANGE

BUDGET POSITION SUMMARY - TOWN HALL FACILITIES

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
LAND & PROPERTY BASED CHARGES							
KEC000-I0901 - Rent (from BBC)	-£61,000	-£61,000	-£61,000.00	NO CHANGE		-£61,000.00	-£61,000.00
KEC000-I0908 - Service Charge (from BBC)	-£26,632	-£25,000	-£25,000.00	NO CHANGE		-£25,000.00	-£25,000.00
	-£87,632	-£86,000	-£86,000	NO CHANGE		-£86,000	-£86,000

LEGAL AND PROPERTY SERVICES

**2015/16 FEES & CHARGES PROPOSED FOR :-
ELECTIONS UNIT**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
<u>Register of Electors</u>									
Electronic version - * (see below)	£20.00	x	x	x	x	✓	£20.00	NO CHANGE	Charges fixed as per Statutory Regulations
Hardcopy version - ** (see below)	£10.00	x	x	x	x	✓	£10.00	NO CHANGE	Charges fixed as per Statutory Regulations
* - Indicates that per 1000 electorate (and part thereof), an additional levy of £1.50 is chargeable ** - Indicates that per 1000 electorate (and part thereof), an additional levy of £5.00 is chargeable									
<u>Marked Register of Electors</u>									
Electronic version - ○ (see below)	£10.00	x	x	x	x	✓	£10.00	NO CHANGE	Charges fixed as per Statutory Regulations
Hardcopy version - ○○ (see below)	£10.00	x	x	x	x	✓	£10.00	NO CHANGE	Charges fixed as per Statutory Regulations
○ - 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)	£16.00	x	✓	x	x	x	£16.50	3.13 %	Charges reasonable and in line with other authorities who charge for such confirmation. Believed increase in charges unlikely to be greatly beneficial or increase actual income. However, additional household registration write-out scheduled for January 2015 likely to provide evidence frequently sought by individuals for credit reasons and possibly reduce actual total income for 2015-16.
Multiple name - single address (current year)	£20.50	x	✓	x	x	x	£21.00	2.44 %	
Single name - single address (up to 3 yrs)	£20.50	x	✓	x	x	x	£21.00	2.44 %	
Single name - single address (4-10 yrs) - ◆ (see below)	£20.50	x	✓	x	x	x	£21.00	2.44 %	
◆ - An additional levy of £2.00 is chargeable for each extra year									
More than one name - single address (up to 3 yrs)	£25.50	x	✓	x	x	x	£26.00	1.96 %	
More than one name - single address (4-10 yrs) - ◆◆ (see below)	£25.50	x	✓	x	x	x	£26.00	1.96 %	
◆◆ - An additional levy of £2.00 is chargeable for each extra year									
Where confirmation required for an individual / household at more than one address :-									
Single name - multiple addresses (up to 3 & current year)	£20.50	x	✓	x	x	x	£21.00	2.44 %	
Multiple name - multiple but same addresses (up to 3 & current year)	£25.50	x	✓	x	x	x	£26.00	1.96 %	

BUDGET POSITION SUMMARY - ELECTIONS UNIT

Income Code & Description	Actual 2013/14	Original Budget 2014/15	Proposed Budget 2015/16	Annual Increase / Decrease (-) %	Comments	Proposed Budget 2016/17	Proposed Budget 2017/18
SALES							
AGB000-I0103 - Register of Electors (Publications-Minutes)	-£3,956	-£3,000	-£3,000	NO CHANGE		-£3,000.00	-£3,000.00
	-£3,956	-£3,000	-£3,000	NO CHANGE		-£3,000	-£3,000

REVENUES & BENEFITS

**2015/16 FEES & CHARGES PROPOSED FOR :-
COUNCIL TAX**

Description	2014/15 Charge	PRICING STRATEGY					Proposed 2015/16 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope & exclusive of VAT									
Penalty Charge (Re : Single Person Discount)	£70.00	x	x	x	x	✓	£70.00	NO CHANGE	

BUDGET POSITION SUMMARY - COUNCIL TAX

Income Code & Description	<u>Actual 2013/14</u>	<u>Original Budget 2014/15</u>	<u>Proposed Budget 2015/16</u>	Annual Increase / Decrease (-) %	Comments	<u>Proposed Budget 2016/17</u>	<u>Proposed Budget 2017/18</u>
FEES & CHARGES							
BAD900-I0683 - Income - Penalty Charges	£140	-£2,000	-£2,000.00	NO CHANGE		-£2,000.00	-£2,000.00
	£140	-£2,000	-£2,000	NO CHANGE		-£2,000	-£2,000

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