



**WATFORD
BOROUGH
COUNCIL**

FINANCE SCRUTINY COMMITTEE

12 January 2021

7.00 pm

Contact

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For information about attending meetings please visit the [council's website](#).

Publication date: 4 January 2021

Committee Membership

Councillor M Turmaine (Chair)

Councillor P Kloss (Vice-Chair)

Councillors D Allen-Williamson, N Bell, A Khan, J Pattinson, G Saffery, B Stanton and D Walford

Agenda

Part A - Open to the Public

1. **Apologies for absence**

2. **Disclosure of interests**

3. **Minutes**

The [minutes](#) of the meeting held on 23 November 2020 to be agreed. The minutes will be signed when members and officers return to the Town Hall.

4. **Finance Digest - Period 8** (Pages 3 - 40)

Report of the Head of Finance

5. **Financial Planning** (Pages 41 - 138)

Report of the Head of Finance

Part A

Report to: Finance Scrutiny Committee

Date of meeting: Tuesday, 12 January 2021

Report author: Finance Manager - Financial Planning & Analysis

Title: Finance Digest - Period 8 November

1.0 Summary

1.1 This report informs the Finance Scrutiny Committee of the council's 2020/21 financial position at the end of November 2020 (Period 8).

1.2 The budget monitoring report is a key tool in scrutinising the council's financial performance. It is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives and that corrective action is taken where necessary.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
The budgets set are not sufficiently accurate	Creates either in-year budget pressures, underspends or additional borrowing costs	Use of reserves	Treat	6
The Council will not have adequate reserves to manage emerging risks	Reserves diminish	General Fund Balance is set a £2M	Treat	6
Watford as a place and as a council does not recover from the impact of the pandemic	Serious impact on the economy and vibrancy of the town. Reduction in the ability of the council to deliver the requirements of residents and businesses and fulfil its statutory obligations. Impact on long term financial sustainability of the Council	Recovery cell established to ensure that plans are put in place as early as possible with action taken as early as possible and to ensure the decision-making during the incident is cognisant of Recovery. The recovery cell will have a focus on financial and economic recovery.		9

3.0 **Recommendations**

- 3.1 To consider the 2020/21 Period 8 Finance Digest as shown in Annex A, and note both the revenue and capital forecast outturn positions.
- 3.2 Makes any recommendations to Cabinet/Council.

Further information:

Pritesh Shah

Pritesh.shah@watford.gov.uk

Report approved by: Alison Scott

4.0 **Detailed proposal**

- 4.1 The emergence of Covid-19 and the subsequent lockdown has had a significant impact upon the finances of the council both in terms of additional expenditure and reductions in income levels. The council has continued to monitor the position closely and this report set out the latest forecast of the impact of Covid-19 on the council's finances as well as business as usual variances that have been identified to date.
- 4.2 An interim budget monitoring report was presented to Council on 14 July 2020 showing the estimated financial impact of Covid 19 on the council finances to date. The report also highlighted that a review of existing earmarked reserves had been undertaken to identify a Recovery Fund of £1.2M to meet the one-off costs of the council's work on the recovery of Watford from Covid-19. The recommendations in the report were agreed which allowed for the changes to both individual capital and revenue budgets and the creation of the Recovery Fund.
- 4.3 The financial implications of the report has been included in the latest revenue and capital budgets. The attached Finance Digest therefore compares the latest budget, with the forecast outturn including business as usual variances and updates on Covid 19 implications.
- 4.4 The detailed report is attached at Annex A.

5.0 **Implications**

5.1 **Financial**

- 5.1.1 Contained in the report

5.2 **Legal Issues** (Monitoring Officer)

5.2.1 There are no legal implications arising this report.

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

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

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

5.3.2 Having had regard to the council's obligations under s149, it is considered that there are no equalities or Human Rights implications.

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

5.4 **Staffing**

5.4.1 There are no staffing implications arising from this report.

5.5 **Accommodation**

5.5.1 There are no accommodation implications arising from this report.

5.6 **Community Safety/Crime and Disorder**

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

5.7 **Sustainability**

5.7.1 There are no sustainability implications arising from this report.

Appendices

- Annex A – Finance Digest – November 2020 – Period 8

Background papers

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

Budget Setting (MTFS 2019/20- 2022/23) - Council 28 January 2020

Financial Outturn 2019/2020 (June 2020)

2020/21 Budget Update – Council 20 July 2020

Budget Monitoring Report P4 – July 2020

Budget Monitoring Report P6 – September 2020

FINANCE DIGEST

2020/21

BUDGET MONITORING



Period 8 (as at 30 November)



Executive Summary

The Budget monitoring report is a key tool in scrutinising the Council’s financial performance and is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives within its resource limits and, where necessary, corrective action is taken. A key principle of budgetary control is to align the budget holders’ financial and management responsibilities.

This Finance Digest shows the expected financial position (forecast outturn) for the current financial year based on the Council’s actual financial performance at the end of Period 8 (November) 2020 set against the latest budget. A glossary of financial terms is shown at **Appendix 9**.

Revenue summary

The original budget of **£15.753 million** for 2020/21 was approved by Council on 28 January 2020. The latest budget is **£17.509 million**, which includes approved budget carry forwards of £0.724 million from 2019/20 and £1.032 million additional budget change due to COVID19 as approved by Council on 14 July 2020.

The 2020/21 forecast outturn is estimated to be **£17.703 million**. This gives an unfavourable variance of **£0.194 million**, when compared to the latest budget of £17.509 million, which takes into account the estimated funding from the Government’s income guarantee scheme of £1.250 million

<u>Variance</u>	<u>£'000</u>	
<u>Variations to P8 – November 2020</u>		
Watford2020 savings previously identified not allocated against the savings target	121	
Additional operational support for SLM – COVID19	350	
Additional loss of income SLM contract – COVID19	721	
Loss of parking income from CPZ zones - COVID19	165	
Loss of parking income from off street car parks - COVID19	135	
Loss of income from the AFM recycling model - Revised	183	
Cassiobury car parking income shortfall	100	
Additional employee costs and efficiency saving adjustments	233	
Implementation costs of new payroll system – WBC cost	108	
Net Change in investment income from outsourced properties	-604	
Additional local authority support grant – COVID19	-503	
Loss of interest income from investments	90	
Lower borrowing costs following a revised capital programme	-386	
Net cost on Professional consultancy fees	205	
Increase in IT costs to support changes in work patterns	20	
Net savings form event and sports activities cancelled in year	-133	
Costs of renewal of the Veolia contract and garden waste service implementation	293	
Additional employee costs - revised pay award	83	
Lower maintenance costs on WBC properties	-33	
Net loss of income from Development, Building control and policy team	103	
Estimated recovery of lost income during Covid 19 from the Government’s Income Guarantee scheme	-1,250	
Other Variances (<£20,000)	53	<u>54</u>

Other Planned Variance		
Parking Service additional service provision costs – CPZ funded	263	
Sustainable Transport projects in 2021/22 - Budget C/F	-552	
Voluntary Sector Review - Renewal Budget	24	
Economic growth and Business support initiatives – Renewal Budget	143	
Project resource – Renewal budget	97	
Planters for the town - Renewal Budget	15	
Project resource support – PMB funded	82	
Heritage & Arts service integration – PMB funded	25	
New Commercial Strategy - PMB funded	3	
Digital service Improvements – PMB funded	40	140
Total Service Variance Period 8 (April – November)		194

The total unfavourable variance of (£0.194 million), £0.140 million will be funded from earmarked reserves, and the balance taken to the Economic Impact reserve. The table below shows a summary of the position on the Council’s funding and reserves for 2020/21.

Medium Term Financial Strategy	2020/21 £ 000
Latest Budget	17,509
Variances this period (Appendix 2)	194
Forecast Outturn	17,703
Funding (income from business rates, grants and council tax)	13,734
Budgeted use of reserves	3,775
Planned use of earmarked reserves included in total variance	140
Additional contribution (to) / from reserves	54
65	17,703

Capital summary

The 2020/21 capital budget is **£119.738 million**. The latest capital budget is £124.288 million, includes rephasing from 2019/20 and COVID19 variations as approved by Council on 14 July 2020. Services are now forecasting an outturn position of **£50.114 million** resulting in a variance of **£74.174 million**. The programme is funded as per the table below:

Medium Term Financial Strategy	2020/21 £ 000
Latest Budget (including rephased schemes from 2019/20)	124,288
Variances as at November 2020 (Appendix 3)	74,174
Forecast Outturn	50,114
Funding the capital programme	
Grants & contributions, S106 & CIL	7,207
Reserves	575
Capital Receipts	4,685
Borrowing – Internal/External	37,647
Total Funding	50,114

It is expected that there may be further rephasing between 2020/21 and future years however at this stage this has not yet been identified by services.

Reserves summary

The effect of the revenue variances upon the reserve is shown in the table below. A list of reserve balances is shown at **Appendix 8**.

Description	Balance at 1 April 2020	Movement in Year	Balance at 31 March 2021
	£000		£000
Earmarked Reserves	(19,916)	3,880	(16,036)
General Fund	(2,000)	0	(2,000)
Total	(21,916)	4,030	(18,036)

1.0 Revenue Budget

- 1.1 The latest budget is **£17.509 million**, which includes approved budget carry forwards from 2019/20 and changes due to COVID19 totalling £1.756M. The services' prediction of forecast outturn is now estimated to be **£17.853 million** which results in an unfavourable service variance of **£0.344 million**. However, all these variances are from the planned use of earmarked reserves.

The table below compares the latest budget to the forecast outturn and shows the variance against each service. The figures in the table relate to direct costs for each service.

Revenue Account 2020/21			
Service Area	Latest Budget	Forecast Outturn	Variance
	£000	£000	£000
Service Transformation	2,354	3,164	811
Community & Environmental	10,203	11,860	1,656
Democracy & Governance	1,972	2,076	103
Place Shaping	(3,047)	(4,226)	(1,178)
Corporate Strategy & Communications	523	(594)	(1,117)
Human Resources	699	726	28
Strategic Finance	4,805	4,697	(108)
Net Expenditure	17,509	17,703	194

- 1.2 Details of the latest budget, spend to date, forecast outturn and an explanation for the variance by service is shown at **Appendix 1**. Services with significant forecast outturn variances have provided the narratives below:

- **Service Transformation**

The Watford2020 Project has identified a total savings of £789k against the 2020/21 target, £668k has been allocated to services from the W2020 savings target budget and there is no overall effect as shown in the table below.

Watford 2020 budget realignments	
<u>Savings to Services</u>	£
Service Transformation	(163,128)
Community & Environmental	(101,385)
Democracy & Governance	(48,818)
Place Shaping	(244,507)
Corporate Strategy & Communications	(17,127)
Human Resources	(45,500)
Strategic Finance	(48,114)
From W2020 savings target	668,579
Net	0

In addition, as part of this budget monitoring £121k had been taken from the base budget previously which is now being allocated against the target savings. £80k projected income from letting additional space in the Annex is now not expected to materialise due to Covid 19.

- ***Community & Environmental***

Loss of income of £721k and additional support due to COVID19 of £350k has been agreed for SLM. The AFM recycling model credits for the year will be significantly lower resulting in net loss of income of £183k, this is a county wide scheme controlled by HCC. Budget of £130k has been transferred to other services to align with the correct project spend. Cost of renewal of the waste contract including changes to service provision is £187k. Additional professional legal fees are expected to be £220k. There is a net saving of £133k due to the cancellation of events and sports activities. Additional loss of income from the parking enforcement and pay and display car parks is expected to be £165k due to COVID19.

- ***Place shaping & Performance***

Additional costs as part of the parking service review of £256k. These costs will be funded from the CPZ reserve. Net increase in income from investment assets outsourced of £604k as detailed in Appendix 1A. Savings identified by the service for the Watford2020 project equates to £244k. The allocated budget for the Sustainable Transport Programme is for a period of 3 years, hence £552k is being carried into 2021/22. The next loss of income from Development, Building control and Policy team is £103K as detailed in Appendix 1A. There is a £32.5k saving on property maintenance costs from Housing.

- ***Corporate Strategy & Communications***

Expected recover of lost income due to COVID19 from the Government's income guarantee scheme of £1.250m. Budget transfer from services of £240k to support the Councils commercial agenda which includes Wenta Support, New business CRM and the economic growth strategy. Additional Grant totalling £353k has been received in support on COVID19. PMB has approved £44k additional resource funding for projects.

1.3 Spend to Date

The table below shows the net spend to date and the percentage for each service area when compared to the latest budget at Period 8. The total overall percentage spend is 50%

Revenue Account 2020/21			
Service Area	Latest Budget	Spend to Date	Percentage spend to date
	£000	£000	%
Service Transformation	2,354	2,678	114
Community & Environmental	10,203	8,039	79
Democracy & Governance	1,972	1,329	67
Place Shaping	(3,407)	(5,137)	169
Corporate Strategy & Communications	523	(761)	(145)
Human Resources	699	335	48
Strategic Finance	4,805	2,188	46
Net Expenditure	17,509	8,671	50

1.3.1 The council would expect to have spent approximately 67% (£11,731 million) of net expenditure by the end of Period 8. The reasons for the **significant** variance of each service is explained below;

- Service Transformation**
ICT costs for software licences have been paid for the whole year and staffing costs gets allocated to capital projects at year end. The Watford2020 forecast has been revised as explained in section 1.2 above, services are still working on finding savings that will be credited against service transformation. Print service income from services has yet to be credited pending ongoing of review.
- Community & Environmental**
Accrued income for the parking service (2019/20) gets recovered through the year. There will be no income from SLM for the year, this has been reported as part of this budget monitoring report. Waste contract costs have increased as reported at period 8.
- Place shaping & Performance**
Flexible homelessness grant received early in the year will be used as we progress through the year. Income from commercial rental income has been revised in year and reflects in the actuals to date. Sustainable transport projects costs will be incurred in the last quarter.
- Corporate Strategy & Communications**
Government Grant received for small businesses due to COVID19 to be paid out as and when claims are received. Additional grant received as reported at P8.

- **Strategic Finance**

The annual £2.2m pension deficit will be paid towards the end of the year. Lower borrowing costs due to delay in capital projects, this has been reflected in the revised forecast

1.4 **Staff Vacancies**

1.4.1 A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. The table below summarises the level of vacancies at the end of November 2020 with a detailed analysis provided by HR at **Appendix 2**.

Service	Number of Vacant Posts (FTE's)
Service Transformation	6.5
Community & Environmental	4.32
Democracy & Governance	3.57
Place Shaping	4.00
Corporate Strategy & Communications	0.00
HR	0.00
Total	18.39

1.4.2 The percentage of vacancies at the end of period 8 is 8% when compared against the total number of 229 Council FTE's. In some cases, vacant posts will be covered by agency staff to ensure service delivery.

1.5 **Government Funding**

1.5.1 The total level of funding that Government will make available to the Council is at present uncertain. In October the Government announced a further funding package for local government of an additional £900m for general support in addition to the £3.7bn already allocated. The amount that WBC has received is a further £223k bringing the total received to date to £1.383m from local government's £4.6bn of Emergency funding. The Council has also received £14k towards rough sleepers. This is to support the additional revenue implications that the Council is facing. There are concerns that local authorities especially district Councils will not be receiving any further financial support as the Government prioritises its funding to other public services.

1.5.2 In addition to the general support announced in October the Government has also announced that it will make £100m available to support council leisure centres. Access to this funding will be via a bid process whereby local authorities will need to submit an application for support.

1.5.3 The Council has received £802,000 for the Council Tax hardship fund and £17.3M for Small Business and Retail, Hospitality and Leisure Grants. A further Discretionary Grants Fund of up to 5% of the £17.3m is to be received to provide grants to small businesses with ongoing fixed property-related costs who were not eligible for Small Business Grant Fund (SBGF) or the Retail Hospitality and Leisure Grant Fund (RHLGF).

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2.0 Capital Programme

- 2.1 The Council has an approved capital investment programme that is designed to support its core services. The original capital programme for 2020/21 (as approved by Council in January 2020) was **£119.738 million**. The latest budget following re-phasing from 2019/20 and Covid 19 changes 2019/20 as approved by Council on 14 July 2020 is **£124.288 million**.
- 2.2 The forecast outturn is estimated to be **£50,114 million** which is a decrease of £74.174 million and relates mainly to the deletion of the car parking scheme project at Watford Riverwell and rephrasing requests for the colosseum refurbishment, redevelopment of town hall and loan to Hart homes.
- 2.3 The Council's medium term capital investment programme for 2020-2023 is shown at summary level in **Appendix 3** and by each scheme at **Appendix 4**. As at end of November services have spent £11.391 million against the latest forecast, which represents 23%.

Funding the Approved Capital Programme

- 2.4 The capital programme is mainly supported by three income streams; capital receipts (derived from the sales of assets), grants and contributions, and the use of reserves. Services can also make a contribution to capital from surplus revenue funds if needed. In addition the Council may borrow to fund its capital programme. Details of each funding stream are shown at **Appendix 5**. Any decision on borrowing will be taken if and when it is required, which depends on the progression of all the 2020/21 schemes.

3.0 Key Risk Areas

- 3.1 Resources are allocated in the revenue and capital budgets to support the achievement of The Council's corporate plan. The Council's budget is exposed to risks that can potentially impact on service level provision. The key risks highlighted as part of this monitoring are;

- **Covid 19**

Covid-19 is having a widespread impact on local authority spending throughout the country and had been particularly significant for district council's with much of the funding to date going to Counties in two tier levels. Although many restrictions are being lifted and the Council is working through its recovery phase there is much uncertainty as to how these will affect the 'new normal' and whether some services will return to normal as much will depend on the confidence and habits of the community at large and whether a second wave of the virus causes another national or local lockdown.

- **Temporary Accommodation**

The Council is exposed to its statutory obligation to provide temporary accommodation for those families who present themselves as homeless. The Council has a capital sum £2.4 million to provide temporary accommodation which will support the demand and reduce the

cost of expensive alternatives such as private Bed & Breakfast. The Council could see an increase in costs when evictions are able to resume in August and the Governments Coronavirus Job Retention Scheme closes on 31 October 2020.

- **Commercial Income**

Commercial income is collected for quarters in advance on what are known as ‘quarter days’. The last quarter day was in June and income is lower than expected due to Covid 19. The table below shows the comparisons across the 4 prior quarters at the 28 day mark.

	Sep-19	Dec-19	Mar-20	Jun-20
	28 Days PQD	28 Days PQD	28 Days PQD	28 Days PQD
Core Investment Portfolio	99%	97%	93%	76%
Croxley Park	77%	94%	84%	68%
Consolidated	85%	95%	87%	70%

The council has estimated that it could lose £1.8M in commercial income from the commercial investment portfolio, Intu and Croxley Park during the remainder of the year. When it entered into the Croxley Park lease, the Council received cash up front to cover any shortfalls in rent within the park. This cash will be used to mitigate the impact of any rent shortfalls as a result of Covid-19. It should be noted that the various assurances packages i.e. discretionary grants, rates and VAT holidays and other initiatives have no doubt helped business and tenants weather the storm so far. Further reduction in income will depend on any impact of a second spike of the virus, a prolonged recession and the effect of Brexit, which cannot yet be determined, but no doubt carries a continued risk.

- **Leisure Management Contract**

A financial agreement has been made with the operator, and although this is a capped sum which is estimated to be recovered through an enhanced profit share arrangement over the remaining life of the contract, it cannot be guaranteed and does not take account of a second wave of the pandemic.

- **Business Rates & Council Tax**

The Government has made funding available both for the additional Retail, Hospitality and Leisure reliefs given to business rate payers and the additional support for those of working age who are entitled to Council Tax Relief Support(CTRS). However these reliefs are not expected to completely mitigate the impacts of Covid-19 on Council Tax and NDR. Any impact on collection rates will feed through the Collection Fund to impact on council spending power in 2021-22. The table below shows the impact on collection rates in the first eight months of this year.

Fund	Period 8 2020/21 Target	Period 8 2020/21 Actual	Difference
Council Tax	73.9%	77.06%	3.16%
Business Rates (NNDR)	73.29%	76.37%	3.08%

There has been a recovery on collection rates, recovery and enforcement action was temporarily suspended in March 2020 and in response to enquiries from both businesses

and council tax payers the authority agreed to defer payment for approx. 100 businesses and 5,000 charge payers. 2,800 council tax instalment reminders have been issued since the 27/05/2020 for a total of £705,000 and 435 business rates reminders for a total of £825,000. Our recovery team have also been attempting to contact businesses and charge payers who have been issued a reminder notice but have not been in contact or made payment.

In addition to falls in collection rates the MTFS assumes a level of growth in both the council tax base and NDR base as a result of new developments. With the general slowdown as a result of Covid-19 it is likely that this new development will be delayed with a result impact on the council's tax base. The council is expecting there to be an increased number of working age people applying for CTRS as a result of increasing unemployment. The Government has announced that proposed changes to the system of business rates retention planned for April 2021 will be delayed and that deficits on the collection fund can be recovered over 3 years. It has also given indications that issues surrounding councils' tax collection rates and revenues from taxation will be considered as part of the autumn spending review along with New Homes Bonus.

- **Income from Hart Homes**

The Council is currently in joint venture with Watford Community Housing to develop a mixture of affordable, social and open market housing. The Council will receive interest on its investment loans to the companies and this will amount to £5.004 million gross over the MTFS four year period.

- **Croxley Park**

The Council completed its acquisition of Croxley Park in July 2019. As a result the Council is committed to paying the head lease rental of £9.2m per annum, increasing by RPI annually capped at 5%. The Council will receive rent from tenants which is modelled to provide over the 40 year term an additional £1.5 million per annum income within the revenue budget. This has been revised down to £0.7 million due to Covid 19. It is anticipated that the loss will be met from the set aside sinking fund.

As part of the deal the Council received £24 million in respect of rental top ups and £68 million towards the planned maintenance programme.

- **Town Hall Development**

Cabinet on 4 July 2019 approved the consultation on the Northern Hub Masterplan. If the Masterplan is implemented as proposed, this will have implications for the Town Hall site. As a result the previous town hall development plans have been put on hold. The reduction in rental income within the MTFS will still apply.

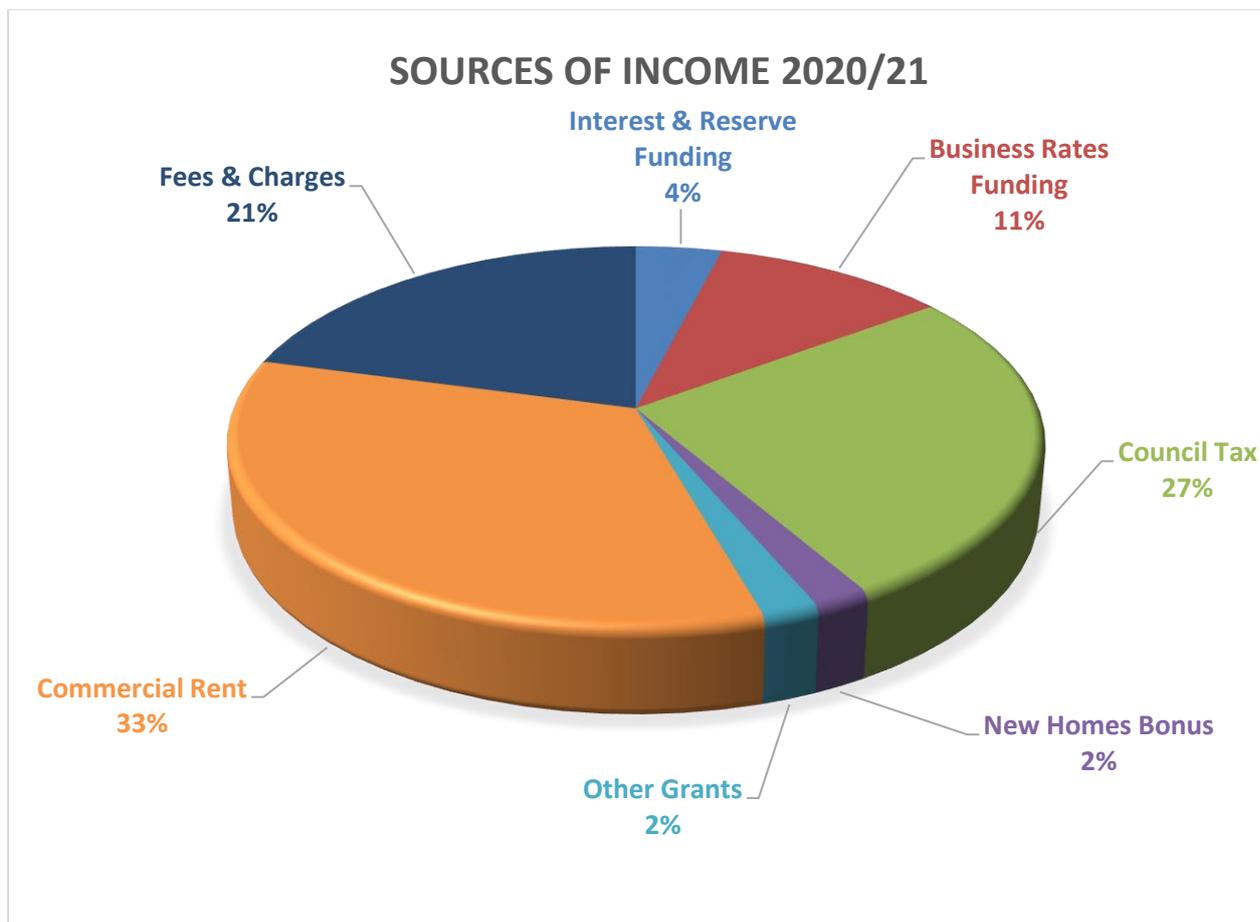
3.2 The Council's overall key financial risk matrix is shown at **Appendix 6**. These are reported and monitored and reviewed by the Council's Audit Committee on a quarterly basis. The latest matrix was presented to the Audit Committee on 7 July 2020.

4.0 Council Income

4.1 In providing its services to the public, the Council receives income from the Government, its local tax payers, customers who pay for using chargeable Council services and income from commercial rents and investments.

4.2 The total of all these sources of income for 2020/21 is **£34.5 million**. The three biggest

sources of income are council tax, commercial property rents and service fees and charges. It should be noted that the Council no longer receives any Revenue Support Grant. The chart below shows the percentage of the total amount of income for each source of income (excluding specific Covid-19 grants).



4.3 **Service Income Risk Area**

4.3.1 Particular income generating items can fluctuate depending on the economic climate, popularity and affordability. The main risks that are considered the most critical and their financial position are shown in the table below.

Service Area	Income Stream	Latest Budget 2020/21	Forecast 2020/21	Variance	Comments
		£000	£000	£000	
Place Shaping	Commercial Rent	(7,848)	(8,532)	(684)	Increase due to vacant unit lets, various rent reviews and backdated rent
	Car Parking Charges	(1,138)	(1,033)	105	Parking enforcement suspension
	Development Control Fees	(663)	(683)	(20)	Minor Increase
	Building Control Fees	(238)	(193)	45	Revise due to market conditions

Community & Environmental	Licensing	(273)	(241)	32	Minor decrease
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Debtors (invoicing)

4.4 The Council charges its customers for various services by raising a debtor invoice. The customer is given 21 days to pay and unless there is a dispute, a reminder is issued. If the debt remains outstanding, then a variety of recovery methods are employed including: rearranging the payment terms; stopping the provision of the service or pursuing the debt through legal recovery processes.

4.5 As at the 30 November 2020 the total outstanding value of debt (excluding council tax, business rates and government grants) was **£0.967 million** of which £0.486 million (50%) is less than one month old and therefore it is anticipated that this will be recovered. Outstanding debt over a year old is £0.77 million and equates to 8% of the total.

The table below shows a summary of the outstanding debt by the three main aged categories and further detail can be found at **Appendix 7**.

Aged Debtors At the end of November	Under 1 Month	Over 1 month to Year	Over a Year	Total
Service	£000	£000	£000	£000
Community & Environmental	151	39	40	231
Democracy & Governance	105	2	0	107
Place Shaping	124	95	30	249
Human Resources	0	0	1	1
Strategic Finance	106	268	5	380
Total	486	404	77	967

5.0 Treasury Management

5.1 The Council has managed its cash flows and adhered to its Treasury Management policy during the pandemic. The interest earned on the investments made by the Council supports the funding of the services it provides. The Council set a budget of £150,000 on short-investment interest for 2020/21. The outturn figure is predicted to be £60,000 due to extremely low interest rates as the Bank of England base rate was reduced from 0.25 to 0.10 on 19 March 2020. This will continued to be monitored closely as the year progresses.

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

Report prepared by: Pritesh Shah – Finance Manager

Report reviewed by: Tina Stankley – Interim Head of Finance

Background Papers

2019/20 Outturn report

Budget returns from Heads of Service

Budget Setting (MTFS 2019/20- 2022/23) - Council 28 January 2020

Financial Outturn 2019/2020 (June 2020)

APPENDICES

- Appendix 1 Revenue Summary – By Service and explanation of Variances
- Appendix 2 Staff Vacancies
- Appendix 3 Capital Programme (2019/20) Summary
- Appendix 4 Capital Programme (2019/20) Detail
- Appendix 5 Capital Funding
- Appendix 6 Key Financial Risks
- Appendix 7 Aged Debtor Analysis
- Appendix 8 Reserves
- Appendix 9 Glossary of terms

REVENUE SERVICES – FINANCIAL POSITION AT PERIOD 8

Service Area	Budget, Forecast & Actual at 30 November P8			
	Latest Budget £	Forecast Outturn £	Variance £	Actual £
Service Transformation				
Customer Services	952,211	1,002,377	50,166	686,676
ICT Services	1,069,433	1,182,203	112,770	1,033,082
Corporate Asset Management	1,139,388	1,033,499	(105,889)	733,779
Service Transformation	(807,322)	(53,841)	753,481	224,750
Totals - Service Transformation	2,353,710	3,164,238	810,528	2,678,288
Community & Environmental				
Contract Monitoring	691,605	1,193,515	501,910	1,054,148
Parks And Open Spaces	1,517,394	1,456,858	(60,536)	812,561
Leisure	407,463	1,420,890	1,013,427	960,773
Grants	766,933	763,684	(3,249)	534,056
Environmental Hlth & Licensing	1,454,232	1,662,560	208,328	964,145
Culture & Play	969,137	627,957	(341,180)	320,487
Street Cleansing	2,035,280	2,035,280	0	1,023,311
Waste And Recycling	1,959,616	2,142,320	182,704	1,183,694
Parking Service	401,666	556,666	155,000	1,185,510
Totals - Community & Customer Service	10,203,326	11,859,730	1,656,404	8,038,684
Democracy & Governance				
Legal And Democratic	1,972,196	2,075,600	103,404	1,328,986
Totals - Democracy & Governance	1,972,196	2,075,600	103,404	1,328,986
Place Shaping				
Housing	1,596,487	1,508,657	(87,830)	(550,665)
Property Management	924,332	799,908	(124,424)	416,879
Investment Assets Outsourced	(8,201,599)	(8,888,022)	(686,423)	(6,224,727)
Investment Assets Retained	(81,430)	(81,750)	(320)	(97,645)
Operational Assets - Owner Occupied	(18,009)	(18,009)	0	7,500
Community Assets	(8,780)	(8,780)	0	(5,432)
Development Section	360,288	304,291	(55,997)	28,121
Transport And Infrastructure	1,703,270	1,447,351	(255,919)	1,035,728
Policy Team	678,266	710,746	32,480	252,841
Totals - Place Shaping	(3,047,175)	(4,225,608)	(1,178,433)	(5,137,398)
Corporate Strategy & Comms				
Corporate Management	276,754	862,204	585,450	748,559
Partnerships & Performance	814,308	905,229	90,921	479,443
COVID19 Related	(568,112)	(2,361,596)	(1,793,484)	(1,988,776)
Totals - Corporate Strategy & Comms	522,950	(594,163)	(1,117,113)	(760,773)
Human Resources				
Human Resources Client	184,980	85,510	(99,470)	280
HR Shared Service	513,529	640,742	127,213	334,611
Totals - Human Resources	698,509	726,252	27,743	334,891
Strategic Finance				
Finance & Resources	243,753	242,413	(1,340)	88,337
Finance Services Client	870,619	1,077,479	206,860	873,693
Revenues And Benefits Client	1,113,280	1,065,166	(48,114)	923,584
Corporate Costs	2,577,504	2,311,927	(265,577)	302,567
Totals - Strategic Finance	4,805,156	4,696,985	(108,171)	2,188,181
GRAND TOTALS	17,508,672	17,703,035	194,363	8,670,860

VARIANCE ANALYSIS

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

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

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

STAFF VACANCIES

Service	Post Long Desc	FTE	Date Vacant	Comments
Community & Environmental	Business Compliance Officer	0.32	16/02/2020	Not currently advertised
Community & Environmental	Support Officer	0.53	14/09/2018	Covered by Agency
Community & Environmental	Environmental Health Officer	1.00	New Post	Covered by Agency
Community & Environmental	Environmental Health Comp Officer	1.00		Not currently advertised
Community & Environmental	Safeguarding Manager	0.41		Covered by agency
Community & Environmental	Environmental Crime Officer	0.50		Not currently advertised
Community & Environmental	Museum Learning Officer	0.57	28/03/2020	Not currently advertised
Legal & Democratic Services	Principal Solicitor	1.00	08/11/2019	Covered by interim
Legal & Democratic Services	Support Services Officer	0.57	30/06/2020	Not currently advertised
Legal & Democratic Services	Head of Legal Services	1.00	30/04/2020	Covered by interim
Legal & Democratic Services	Senior Solicitor	1.00	30/11/2015	Not currently advertised
Place Shaping & Performance	Principal Surveyor	1.00		Not currently advertised
Place Shaping & Performance	Head of Regeneration & Property	1.00	17/05/2020	Covered by interim
Place Shaping & Performance	Head of Planning Policy	1.00	13/04/2020	Covered by Current resources
Place Shaping & Performance	Urban Design Officer	1.00	22/12/2017	Not currently advertised
Service Transform	Head of Corporate Asset Management	1.00	30/11/2019	Covered by Interim
Service Transform	Facilities Officer	1.00	01/05/2018	Covered by interim
Service Transform	Customer Service Advisor	0.50	10/03/2020	Not currently advertised
Service Transform	Customer Service Centre Apprentice	1.00	02/04/2019	Not currently advertised
Service Transform	Customer Service Centre Apprentice	1.00	22/07/2018	Not currently advertised
Service Transform	Security & Infrastructure Mgr	1.00	29/02/2020	Not currently advertised
Service Transform	Procurement Manager	1.00		Covered by Agency

CAPITAL INVESTMENT PROGRAMME – SUMMARY

Service Area	Service Provision	Latest Budget 2020/21	Forecast Outturn	Actual to date	Latest Budget 2021/22	Latest Budget 2022/23
		£	£	£	£	£
Service Transformation	Customer Services	47,741	47,741	43,279	0	0
	ICT Shared Services	208,247	413,247	201,819	135,000	45,000
	ICT Client Services	619,568	21,568	(22,773)	765,000	485,000
	Corporate Asset Management	4,898,611	1,452,499	734,712	900,000	1,000,000
Community & Environmental	Waste & Recycling (inc Veolia)	1,468,712	1,529,073	237,815	1,106,260	100,230
	Parks & Open Spaces	1,678,119	2,168,119	1,434,467	435,000	325,000
	Cemeteries	988,160	220,160	112,140	0	0
	Leisure & Play	1,516,307	1,516,307	504,049	8,376,688	100,000
	Culture & Heritage	233,980	233,980	38,630	1,050,396	0
	Environmental Health	312,796	312,796	20,764	300,000	300,000
	Community Projects	690,000	690,000	93,990	824,250	0
	Commissioning	54,425	79,425	30,492	0	0
Place Shaping & Performance	Watford Business Park	4,100,734	4,100,734	1,066,992	9,100,000	3,000,000
	Watford Riverwell	51,165,904	14,687,904	382,201	2,855,003	8,878,000
	Housing	298,002	1,698,002	560,469	50,000	50,000
	Transport & Infrastructure	2,163,754	7,238,754	3,588,739	5,400,000	1,300,000
	Development Control	80,000	80,000	0	0	0
	Property Investment Board	13,342	13,342	(57,339)	50,000	0
	Property Management	53,070,232	12,930,907	2,103,508	19,220,000	0
Corporate Strategy & Communications	Corporate Communications	0	0	0	25,000	0
Strategic Finance	Capital Support Services	679,470	679,470	69,516	680,740	682,020
	West Herts Crematorium	0	0	247,651	0	0
TOTAL CURRENT CAPITAL PROGRAMME		124,288,104	50,114,028	11,391,122	51,273,337	16,265,250

CAPITAL INVESTMENT PROGRAMME – DETAIL

Capital Scheme	Latest Budget 2020/21	Forecast Outturn	Forecast Variance	Actual 2020/21	Scheme Update
	£	£	£	£	
SERVICE TRANSFORMATION					
Customer Services					
CSI Project	47,741	47,741	0	43,279	
ICT Shared Services					
ShS-Migration To The Cloud	66,000	66,000	0	0	
ShS-Hardware Replacement Programme	142,247	347,247	205,000	201,819	In year budget movement within service area.
ICT Client Services					
ICT-Hardware Replacement Programme	273,298	10,298	(263,000)	(22,873)	Service request for budget rephasing into 2021/22.
ICT-Business Application Upgrade	141,270	11,270	(130,000)	100	Service request for budget rephasing into 2021/22.
ICT-Project Management Provision	205,000	0	(205,000)	0	In year budget movement within service area.
Corporate Asset Management					
Colosseum Refurbishment	3,818,611	672,499	(3,146,112)	283,086	Service request for budget rephasing into 2021/22.
Community Asset Review	350,000	50,000	(300,000)	0	Service request for budget rephasing into 2021/22.
Building Investment Programme	730,000	730,000	0	451,627	
COMMUNITY & ENVIRONMENTAL					
Waste & Recycling (inc Veolia)					
Replacement Recycling Bins	0	19,700	19,700	19,699	Revised capital budgets due to contract re-award with Veolia commencing July 2020.
Replacement Food Bins & Caddies	0	133,200	133,200	133,199	
Replacement Domestic Bins	42,185	23,346	(18,839)	23,346	
Veolia Contract Fleet Requirements	1,256,777	1,256,777	0	0	
Recycling Boxes	36,940	0	(36,940)	0	
Veolia Capital Improvements	96,810	76,350	(20,460)	41,871	
Additional Green Waste Bins	36,000	19,700	(16,300)	19,699	
Parks & Open Spaces					
Farm Terrace Allotments	0	0	0	500	
Callowland Allotment Enhancement	8,156	8,156	0	0	
Whippendell Woods SSSI Enhancement	19,647	19,647	0	0	
Green Spaces Strategy	256,116	286,116	30,000	255,943	Service request for budget rephasing from 2021/22 due to anticipated in year overspend.
Cassiobury Park HLF Project	33,853	376,853	343,000	153,182	Predicted overspend on variations including further entrance works that will be significantly mitigated by expected additional HLF funding of circa £275k.
Oxhey Park North Enhancements	4,500	4,500	0	4,500	
Oxhey Park North	1,107,386	1,207,386	100,000	825,614	Predicted overspend due to on site contamination.
Tree Planting Programme	15,000	15,000	0	0	
River Colne Restoration	19,224	24,224	5,000	16,842	Minor overspend due to over running capital works.
Garston Park Improvements	171,132	183,132	12,000	177,886	Project overspend expected due to on site delays connected to COVID-19.
Oxhey Park North Project Mgmt	43,105	43,105	0	0	

Capital Scheme	Latest Budget 2020/21 £	Forecast Outturn £	Forecast Variance £	Actual 2020/21 £	Scheme Update
Cemeteries					
Cemetery Reprovision	141,000	0	(141,000)	0	Service request for budget rephasing into 2021/22.
North Watford Cemetery Imps	103,624	3,624	(100,000)	0	Service request for budget rephasing into 2021/22.
New Cemetery Provision	727,130	200,130	(527,000)	102,805	Service request for budget rephasing into 2021/22.
Vicarage Road Cemetery Feasibility Study	16,406	16,406	0	9,334	
Leisure & Play					
Gaelic Football Relocation	38,558	38,558	0	0	
Leisure Centres (SLM)	253,021	253,021	0	0	
Watford Tennis Partnership	25,000	25,000	0	0	
Woodside Sports Village	650,000	650,000	0	26,629	
Cassiobury Park Croquet Club	37,625	37,625	0	6,863	
Play Area Improvements	462,103	462,103	0	431,157	
Lea Farm Recreation Improvements	50,000	50,000	0	39,400	
Culture & Heritage					
Watford Museum HLF Matchfunding	0	0	0	38,630	
Improvements Community Centres	13,980	13,980	0	0	
Cultural Quarter Phase 1	10,000	10,000	0	0	
Heritage Trail	110,000	110,000	0	0	
Watford Market	100,000	100,000	0	0	
Environmental Health					
Decent Homes Assistance	25,000	25,000	0	(14,891)	
Private Sector Housing Renewal	200,000	200,000	0	8,889	
Street Improvement Programme	87,796	87,796	0	26,766	
Community Projects					
Cycle Hub	150,000	150,000	0	32,132	
All Saints Churchyard Improvements	40,000	40,000	0	38,871	
Paddock Road Depot Enhancements	500,000	500,000	0	22,986	
Commissioning					
Transport App	30,425	30,425	0	4,875	
Departmental Vehicle Renewal	24,000	24,000	0	12,400	
Cycle Hire Scheme	0	25,000	25,000	13,217	In year budget movement within similar schemes.
PLACE SHAPING & PERFORMANCE					
Watford Business Park					
Watford Business Park	700,734	700,734	0	496,042	
Watford Business Park Phase 2	3,400,000	3,400,000	0	570,949	

Capital Scheme	Latest Budget 2020/21 £	Forecast Outturn £	Forecast Variance £	Actual 2020/21 £	Scheme Update
Watford Riverwell					
Watford Riverwell Project	51,165,904	14,687,904	(36,478,000)	382,201	Car Parking scheme has been withdrawn from the capital programme.
Housing					
Private Sector Stock Condition	36,850	36,850	0	0	
Retained Housing Stock	186,152	186,152	0	18,318	
York House Boiler Replacement	75,000	75,000	0	1,151	
Partnership Acquisitions Programme	0	1,400,000	1,400,000	541,000	Budget funded through use of S106 monies relating to affordable housing.
Transport & Infrastructure					
Intro Electric Vehicle Charging	0	0	0	1,463	
Public Realm (High Street)	4,479	4,479	0	0	
Public Realm (Cl'dn Rd Phase III)	560,647	5,560,647	5,000,000	3,095,928	Service request for budget rephasing from 2021/22.
St Albans Rd Improvement Works	300,000	400,000	100,000	322,940	Service request for budget rephasing from 2021/22.
CCTV Site Equipment	24,000	24,000	0	7,770	
Watford Junction Masterplan	13,548	13,548	0	0	
Watford 3D Planning Model	27,388	27,388	0	0	
Public Realm (Watford Junct'n)	158,773	158,773	0	155,012	
High St Phase 2 (St Mary's)	592,478	592,478	0	0	
Upgrading/Resurfacing Car Parks	4,573	4,573	0	4,573	
Watford Junction Cycle Pk Hub	7,110	7,110	0	0	
Watford Cycle Hire Study	4,460	4,460	0	0	
Cycle & Road Infrastructure Improvements	466,298	441,298	(25,000)	1,053	In year budget movement within similar schemes.
Development Control					
CIL Review	80,000	80,000	0	0	

Capital Scheme	Latest Budget 2020/21	Forecast Outturn	Forecast Variance	Actual 2020/21	Scheme Update
	£	£	£	£	
Property Investment Board					
PIB Investment Strategy	13,342	13,342	0	(57,339)	
Property Management					
New Market	4,365	4,365	0	0	
Redevelopment Town Hall	8,937,463	207,463	(8,730,000)	188,087	Service request for budget rephasing into future year
Cultural Hub Phase 1 Works	0	25,000	25,000	70,493	Variance funded through use of PMB reserve.
Charter Place	0	0	0	(12,371)	
Temp Housing Accommodation	4,007,803	3,207,803	(800,000)	1,143,580	Service request for budget rephasing into 2021/22.
Social Rented Housing	1,000,000	500,000	(500,000)	0	Service request for budget rephasing into 2021/22.
Accelerating Housing Provision	1,215,601	115,601	(1,100,000)	22,381	Service request for budget rephasing into future year
Land Transfer - Croxley View Phase 2	3,000,000	3,000,000	0	0	
Land Transfer - Rear Of High St	760,000	0	(760,000)	0	
Land Transfer - Scheme A	605,000	0	(605,000)	0	
Land Transfer - Scheme B	530,000	0	(530,000)	0	
Loan to Hart Homes WDLLP	17,200,000	0	(17,200,000)	0	
Loan to Hart Homes WDLTD	9,800,000	0	(9,800,000)	0	
Hart Homes Development	0	0	0	12	
Croxley Park Asset	0	0	0	691,327	
Places For People Scheme	1,000,000	2,000,000	1,000,000	0	Variance funded through future related asset sales.
Pyramid Site	5,000,000	2,500,000	(2,500,000)	0	Service request for budget rephasing into 2021/22.
Scenery Store Redevelopment	10,000	530,000	520,000	0	Service request for budget rephasing from 2021/22.
Infill Sites (LEP funded)	0	840,675	840,675	0	Capital project all funded by LEP grant.
STRATEGIC FINANCE					
Capital Support Services					
Support Services	552,470	552,470	0	0	
Major Projects - FBP and QS	127,000	127,000	0	69,516	
Business Systems					
West Herts Crem					
West Herts Crem Bedmond Road	0	0	0	247,651	Scheme expenditure recharged in full to West Herts Crem.
TOTAL CURRENT CAPITAL PROGRAMME	124,288,104	50,114,028	(74,174,076)	11,391,122	

CAPITAL INVESTMENT PROGRAMME – FUNDING

FUNDING TYPE	Forecast Outturn 2020/21 £	Budget 2021/22 £	Budget 2022/23 £
Grants & Contributions	2,795,156	4,750,000	0
Reserves	574,967	0	0
Capital Receipts (PIB & non PIB)	4,684,862	3,402,000	6,643,000
Section 106 & CIL Contributions	4,411,570	3,000,000	0
Local Enterprise Partnership Loan	0	1,250,000	0
Borrowing (Internal & External)	37,647,473	38,871,337	9,622,250
TOTAL CAPITAL FUNDING APPLIED	50,114,028	51,273,337	16,265,250

KEY BUDGETARY RISKS

No.	Type of Consequence	Comment	Likelihood	Impact	Overall Score
1	The Medium term financial position worsens.	In that the general fund balance falls below the minimum prudent threshold and capital funding is insufficient to meet the capital programme. This appears as item no.8 in the Council's strategic risk register. The financial impact of COVID 19 will place a burden on the Councils Revenue account through loss of income and additional expenditure.	3	2	6
2	Revenue balances insufficient to meet estimate pay award increases	The medium term planning period takes into account the pay increases for the period - The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. Unions have submitted a pay claim in excess of this amount. Current offer is 2.75% whilst budget allows for 2%.This is an increase of £83k and included in the forecast outturn	3	2	6
3	Revenue balances insufficient to meet other inflationary increases	Other than contractual agreements, budgets have been cash limited where possible. Inflation currently running below assumptions.	2	2	4
4	Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the proceeds from capital receipts that are invested in the money market. The volatility of the global economy following the EU referendum continues to place uncertainty on the investment strategy. Interest rates are extremely low a the bank base rate is currently 0.10.	3	3	9
5	Inaccurate estimates of fees and charges income	See Key Income Streams are shown in the latest Finance Digest. The financial impact of COVID 19 will place a burden on the Councils Revenue account through loss of income . Govet guarantee income scheme will cover 70% of losses on Fees & Charges	3	3	9
6	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.	1	3	3
7	Major emergency	Major Emergency requires funds beyond Bellwin scheme and causes serious drain on balances. The financial impact of COVID 19 will place a burden on the Councils Revenue account through loss of income and additional expenditure.	3	3	9
8	The estimated cost reductions and additional income gains are not achieved	Savings identified are monitored as part of the monthly budget monitoring process. Some of these may not materialise as resources are diverted away to concentrate on the Councils Covid 19 recovery plan	3	3	9
9	The income received from Commercial rents decreases	The rental income received from the Councils property portfolio is a significant proportion of the total income the Council receives. The financial impact of COVID 19 places a burden on the Councils property income. At present there is an estimated loss of £1.7m. The Government's proposed Income guarantee grant scheme will not cover property rents	3	3	9
10	The amount of government grant is adversely affected	The provisional grant settlement has been factored into the MTFs. During the Covid 19 crisis, the Council has received £498,000 for the Council Tax hardship fund and £11.4M for Small Business and Retail, Hospitality and Leisure Grants. A further Discretionary Grants Fund of up to 5% of the £11.4m is to be received to provide grants to small businesses with ongoing fixed property-related costs who were not eligible for Small Business Grant Fund (SBGF) or the Retail Hospitality and Leisure Grant Fund (RHLGF).	2	3	6
11	Fluctuations in Business Rates Retention	The Council is legally obliged to cover the first 7.5% loss on its pre determined baseline level. The Council is currently in a safety net position. From April 2020 the system was due to be subject to reset and increase to 75% retention. This was originally postpone to 2021/22 and has been further postponed. Impact of Covid 19 on collection fund will impact in 2021/22	3	3	9
1= VERY LOW RISK 4 = VERY HIGH RISK					
			Likelihood	Impact	Overall Score
		very low risk	1	1	1
		low risk	2	2	4
		high risk	3	3	9
		very high risk	4	4	16

AGED DEBT ANALYSIS

Invoices outstanding from 1st December 2019 to 30th November 2020								
Service Area	Description	Invoices outstanding by age of debt						Grand Total
		0 - 1	2 - 3	4 - 6	7 - 9	10 - 12	Over 12	
Community & Environmental	Community and Customer Service	122,640	739	0	537	18,574	16,051	158,541
	Env Services-Premises Licence	27,918	1,515	1,950	1,535	2,745	13,735	49,398
	Environmental Health	260	6,916	0	4,459	468	10,605	22,709
Democracy and Governance	Democracy and Governance	105,064	750	850	0	0	98	106,762
Place, Shaping & Performance	Housing	3,327	2,646	4,873	13,631	41,151	29,629	95,257
	Property (exc. Commercial rent)	46,935	6,071	11,531	3,000	3,075	364	70,977
	Property - Commercial Rents	1,197	647	824	1,160	627	398	4,852
	Property - Parking Spaces	0	0	15	600	1,201	0	1,816
	Planning (exc. Inspection fees)	70,956	30	0	0	0	0	70,986
	Planning - Inspection Fees	1,910	1,842	765	860	0	84	5,460
Human Resources		10	0	0	0	0	673	683
Strategic Finance		106,098	248,536	21,455	-210	-1,397	5,303	379,785
Grand Total		486,315	269,691	42,262	25,572	66,445	76,941	967,226
Percentage of Amount Outstanding		50.28%	27.88%	4.37%	2.64%	6.87%	7.95%	100.00%

REVENUE RESERVE BALANCES

Description	Balance at 1 April £000	Movement 2020/21 £000	Balance at 31 March £000	Purpose
Revenue Reserves				
Area Based Grant	(86)	86	(0)	Balance transferred to Recovery Fund
Budget Carry Forward	(1,934)	1,382	(552)	Budgets carried forward from prior years
Car Parking Zones	(698)	263	(435)	Ring fenced for parking projects
Charter Place Tenants	(93)	93	(0)	Balance transferred to Recovery Fund
Climate Change	(48)	48	0	Balance transferred to Recovery Fund
Collection Fund	(297)	0	(297)	Equalisation fund to smooth impact of surplus / deficit
Crematorium	(150)	0	(150)	Funding repairs and maintenance
Economic Impact Reserve	(2,979)	1,806	(1,173)	Provide resources to offset economic downturn
Housing Benefit Subsidy	(1,832)	0	(1,832)	Provision if Dept for Work & Pensions claw back funds
Housing Planning Delivery Grant	(266)	0	(266)	Improve planning outcomes and delivery of housing
Invest to Save	(689)	689	0	Balance transferred to Recovery Fund
Le Marie Centre Repairs	(11)	11	0	Balance transferred to Recovery Fund
Leisure Structured Maintenance	(423)	173	(250)	£173k Balance transferred to Recovery Fund
Local Development Framework	(178)	0	(178)	Support local plan production and inspection
Multi-Storey Car Park Repair	(181)	0	(181)	Funding major structural works
Parks, Waste & Street Strategy	(60)	60	0	Balance transferred to Recovery Fund
Pension Funding	(2,248)	0	(2,248)	Reduction of pension deficit
Performance Reward Grant	(28)	28	(0)	Balance transferred to Recovery Fund
Project and Programme Management	(251)	150	(101)	Support major project work
Rent Deposit Guarantee Scheme	(100)	0	(100)	Assist in providing homelessness accommodation
Riverwell Project	(7,334)	0	(7,334)	To cover any guarantees, repayments of outstanding loans and fund future investment.
Weekly Collection Support Grant	(30)	0	(30)	Supporting weekly collection of waste
Recovery Fund	0	(909)	(909)	To support the recovery process for additional costs due to COVID19
	(19,916)	3,880	(16,036)	
General Fund Working Balance	(2,000)	0	(2,000)	Prudent balance
Total Revenue Reserves	(21,916)	3,880	(18,036)	

GLOSSARY OF TERMS

<i>Accounting period</i>	The timescale during which accounts are prepared or reported on.
<i>'Accounts Payable'</i>	The section and/or system within the Council that is responsible for paying the Council's creditors and invoices raised against the Council.
<i>'Accounts Receivable'</i>	The section and/or system within the Council that is responsible for invoicing and collection from the Council's debtors and for invoices raised by the Council.
<i>Accrual</i>	The recording within the accounts of the Council the cost of goods or services received and for which an invoice has been received but for which payment has not yet been made.
<i>Accrual accounting</i>	The practice of accounting for goods and services when they are received/provided rather than when they are paid for/payment received.
<i>Asset</i>	A present, economic resource of the Council to which it has a right or other type of access that other individuals or organisations do not have.
<i>Balances</i>	A figure representing the difference between credits and debits in an account; the amount of money held in an account. Also known as 'financial reserves'.
<i>Base budget</i>	Estimate of the amount required to provide services at current levels. Can also be referred to as 'rollover budget'.
<i>Budget Monitoring</i>	The process comparing of actual income and expenditure against budget; used to support budgetary control.
<i>Business Rates/NDR*</i>	Rates are payable on non-domestic property including libraries, offices, schools. The level of business rates is set by the Government and collected by the District Councils on their behalf. The money is then re-allocated to authorities in accordance with resident population as part of the annual financial settlement.
<i>Capital Asset</i>	Capital or Fixed assets are long-term resources, such as plant, equipment and buildings.
<i>Capital Charges</i>	A charge to services to reflect the cost of fixed assets used in the provision of those services
<i>Capital expenditure</i>	Expenditure on items that create an asset which has a long-term benefit of more than one year.
<i>Carry forward [of budget]</i>	Budgets unspent in a prior year that have (once approved) been added to the current year budget. Strict control on 'carried forwards' apply.

<i>Chart of accounts</i>	The hierarchy of recording income and expenditure within the Council's accounts. The main distinctions are between fund e.g. County fund, Pension Fund; objective e.g. service or cost centre; subjective e.g. the classification of expenditure between salaries, equipment, stationery, fuel costs etc.
<i>Commitment</i>	A commitment to spend occurs when an order is raised
<i>Cost centre</i>	A collection of subjective codes (<i>qv</i>) linked to a particular service or sub-service area.
<i>Creditor</i>	A person or company to whom the Council owes money.
<i>Debtor</i>	A person or company who owes money to the Council
<i>Depreciation</i>	The accounting method of amortising the value of an asset over its useful life
<i>Ear marking</i>	Setting aside for specific purposes
<i>Financial Regulations</i>	Rules of financial management that apply to all officers and members of the Council. These can be found on the intranet.
<i>Financial Year</i>	Period of twelve months commencing on 1 April and ending 31 March the following year.
<i>Forecast Outturn</i>	A projection of anticipated expenditure incurred and income received to provide an estimate of the service position at the end of the year compared to the planned budget.
<i>Funding</i>	Source of income to support service expenditure – can be capital or revenue
<i>General Fund</i>	The main revenue account of the Council through which day to day transactions are conducted.
<i>Journal</i>	The transfer of income or expenditure from one ledger code to another.
<i>Medium Term Financial [Plan] [Strategy]</i>	The Council's plan for the management of its resources during the next 3 years, which remains under a rolling review and links to the service planning process.
<i>Liability</i>	The Council's financial debt or obligations that arise during the course of its business operations. Liabilities are settled over time through the transfer of economic benefits including money, goods or services.

<i>NDR</i>	Non-Domestic Rates – see business rates (<i>qv</i>)
<i>Profile</i>	A term used to describe the pattern of expenditure or income that is expected to occur over a period of time
<i>[The] Prudential code</i>	The authority which enables the Council to set its own borrowing limits as part of the budget making processes.
<i>Reserves</i>	Amounts set aside for general contingencies and to provide for working balances, or can be earmarked for specific future expenditure.
<i>Resources</i>	Includes cash, staff, equipment, property, stocks, etc.
<i>Revenue expenditure</i>	Expenditure on ‘day-to-day’ items required to support the running of the Council services
<i>Subjective Code</i>	A code describing expenditure or income by type e.g. salaries costs, premises costs. Can also be called “accounting code”
<i>Ultra Vires</i>	A Latin term meaning ‘beyond the powers’.
<i>Variance</i>	Difference between budget and actual income or expenditure. May be favourable (more income or lower spend than budgeted) or unfavourable/adverse (less income or more spend than budgeted)
<i>Virement</i>	Formal transfer of funds from one budget to another. Does not change the Council’s overall budget.

Revenue Account 2020/21		
Budget Summary	Latest Budget £'000	Forecast Outturn £'000
Net Cost Of Service	15,753	15,753
Budget Changes COVID19		
Loss of income	2,437	2,437
Reduction In Expenditure	-989	-989
Savings on Employee costs	-117	-117
Additional Expenditure	724	724
Government Funding	-1,023	-1,023
Total COVID19	1,032	1,032
Budget Carried Forward from 2019/20	724	724
Latest Budget Approved by Council 14/07/20	17,509	17,509
Additional Changes COVID19		
Loss of Income		1,021
Additional Expenditure		350
Government Funding		-503
Estimated Recovery from loss of income		-1,250
Other Changes via monitoring		576
Total Budget Monitoring Changes 2020/21		194
Forecast as at November 2020		17,703

Revenue Account 2020/21			
Service Area	Latest Budget £0	Forecast Outturn £0	Variance £0
Service Transformation	2,354	3,164	810
Community & Environmental	10,203	11,860	1,657
Democracy & Governance	1,972	2,076	104
Place Shaping	-3,047	-4,226	-1,179
Corporate Strategy & Communications	523	-594	-1117
Human Resources	699	726	27
Strategic Finance	4,805	4,697	-108
Net Expenditure	17,509	17,703	194

Notes - LOSS OF INCOME	AMOUNT
Pest Control	50,000
On Street Pay & Display / parking permits / off street car parks	518,333
PCN Suspension	183,333
SLM Income	1,065,000
delays the introduction of charging residents for garden waste / commence July 2020	65,556
Watford market & Parade	43,850
To adopt the Covid 19 and rental income guidance note/policy' as attached in respect of rent for community assets (part A) and rent for investment properties (part B).	100,000
To adopt the Covid 19 and rental income guidance note/policy' as attached in respect of rent for community assets (part A) and rent for investment properties (part B).	100,000
Pre application advice and planning application fees	117,000
Building regulation application and inspection fees	42,000
Commercial Rent	930,000
Citi Park - Car Parks - Church / Gade / Sutton	224,001
Others Changes - Various	19,300
TOTAL	3,458,373
Notes - REDUCTION IN EXPENDITURE	AMOUNT
No Borough Elections	-76,500
Lower requirement due to rephasing of capital programme	-150,000
Reduction in spend on electricity - estimate	-10,000
Others Changes - Various	-33,380
TOTAL	-269,880
Notes - EMPLOYEE COSTS	AMOUNT
Museum Learning Officer	(10,150)
HR Assistant	(8,250)

Community Infrastrutue Levy Officer	(21,300)
Planing Policy Section Head	(34,350)
Principal Surveyor	(26,620)
Building Control Technican	(16,500)
TOTAL	-117,170

Notes - Reduction in Exp - COVID19	AMOUNT
Big beach & big sports	-50,000
Imagine Watford - Reduced expenditure	-15,000
Reduced works - community assets	-60,000
Reduction in survey costs	-29,470
Reduce engagement / consultation budget	-22,500
Lower borrowing costs	-250,000
Reduce number of MFD,s	-10,000
Reduce face to face service	-15,000
Statues planned maintenance savings	-15,000
Build maint - Savings on reactive repairs	-25,000
Building surveyor - Move to fund from Capital -	-29,000
Training - Not required this year -	-12,000
Infrast & Security Mamanger - ICT	-48,600
Stop Watford2020 projects	-52,000
Reduce business intelligence project	-60,000
Others Changes - Various	-26,500
TOTAL	-720,070

Notes - ADDITIONAL EXPENDITURE COVID19	AMOUNT
To provide financial support to SLM/Everyone Active	150,000
Additional recycling costs	19,500
Taxi screens	42,000

Home Working tax allowance plus IT equipment	25,620
Assistant Land Charges post has been extended for 6 months - April 20 - Sept 20	13,500
Additional spend on housing Rough Sleepers	240,000
Transitional cost of Housing Rough sleepers after lockdown	50,000
3 posts for CSC advisors full time Band 5 SCP 19 for 6 months cover	49,500
Watford 2020 team continue to work on Community Protection processes and web	25,000
PM resource no longer supporting W2020	40,000
Additional support for SLM - Leisure service provider	350,000
Others Changes - Various	69,420
	<u>1,074,540</u>

Notes - Funding	AMOUNT
Government Funding	-1,023,000
Local Authority support grant	-503,000
Estimated recovery loss of income	-1,250,000
	<u>-2,776,000</u>



FINANCE SCRUTINY COMMITTEE

12 January 2021

FINANCIAL PLANNING

**Council Finances 2020/21-2023/24: Medium Term Financial Strategy
Capital Strategy 2021/22**

Report to: Finance Scrutiny Committee
Date of meeting: 12 January 2021
Report of: Director of Finance
Title: Financial Planning

1.0 SUMMARY

- 1.1 The purpose of this report is to enable the Budget Panel to consider service level expenditure, funding and council tax levels for the medium term 2021/22 to 2023/24, including the use of reserves and the 2021/22 Council Tax calculations.
- 1.2 The report sets out:
- the revenue budgets for the period 2021-24 and a revised budget for 2020/21
 - the capital programme for the period 2020-24
 - the Council's income charging policy (including the individual Service fees and charges)
 - the Capital Strategy 2021/22
- all of which are subject to Council approval.
- 1.3 The report includes advice from the Director of Finance on the adequacy of general reserves and balances in the context of the three year planning horizon 2021-24.

2.0 RECOMMENDATIONS

That the Finance Scrutiny Committee:

- 2.1 Considers the budget (**Attachment 1**) as laid out in the report, including:
- the base budget for 2021/22
 - the Capital Investment Programme 2020-24
- 2.2 Considers the schedule of fees and charges & income charging policy (**Attachment 2**)
- 2.3 Considers the capital strategy for 2021/22, including the Treasury Management policy. (**Attachment 3**)
- 2.4 Notes the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves
- 2.5 Notes the indicative budgets for 2022/23 and 2023/24.
- 2.6 Makes any recommendations to Cabinet

3.0 IMPLICATIONS

3.1 Financial Implications

3.1.1 These are covered within the report.

3.2 Legal Implications

3.2.1 The Council must set its 2021/22 budget by 11 March 2021.

3.2.2 It is a statutory requirement that the Capital Strategy is 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.

3.2.3 It is a statutory requirement that the Chief Financial Officers provides a report under Section 25 of the Local Government Act 2003 on the robustness of estimates used in the budget and the sufficiency of the Council's reserves. This is included in the report.

4.0 Equalities

4.1 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.

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

Contact Officers:

For further information on this report please contact:-

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Report approved by Alison Scott, Interim Director of Finance.

Attachments:

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

BUDGET SETTING

2021/22 to 2023/24

Medium Term Financial Strategy



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

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

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2	Capital Investment Programme	8
3	Reserves	10
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Executive Summary

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

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

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

Table 1 (on the next page) shows the impact on this 'budget gap' over a three year period, 2021/22 to 2023/24, based on the current understanding of likely financial impacts and the longer term major projects.

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

Table 1 Budget Gap

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

Appendix 1 shows the MTFS

1. Revenue

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

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

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

1.3. Fees and charges

Each year the Council reviews its fees and charges in conjunction with its agreed income charging policy and adjusts the anticipated income accordingly. The individual fees and charges are listed in the annual budget setting report, variations to projected fees and charges amount to £0.100 million over the MTFS. **Appendix 3** shows a summary of the implications of the 2021/22 fees & charges proposals. The Council's income charging policy is at Attachment 2 with individual charges listed by service area.

1.4. Changes to Business Rates on Council Properties

This relates to the business rates levied on the properties/sites that the Council uses in its provision of its services these are predominantly the Town Hall and car parks. The saving amounts to £0.219 million over the MTFS.

1.5. Changes from Shared Services

The Council shares its human resources, ICT, finance, revenues and benefits services with TRDC under a lead authority model whereby WBC are the lead for ICT and HR and TRDC are the lead for finance and revenues & benefits. The change represents a net saving in the charge to TRDC in respect of staffing costs. This amounts to (£0.324) million over the MTFS.

1.6. Watford 2020

This Watford 2020 transformation programme aimed to make the council customer focused, digitally enabled and commercially minded. The Council approved the Outline Business Case at its meeting on 10 July 2018, and set a recurring savings target of £1.0 million per annum from 2020/21. The Watford 2020 programme delivered savings equivalent to its original target. The transformation programme ended in March 2020. Whilst some elements of the programme had not been fully completed, council resource from March 2020 onwards was focused on providing the council's response to Covid-19. Since then, all outstanding elements have been subsumed into the business as usual or, in some cases such as the review of Legal Service operating model, re-established as new projects.

1.7. Sustainable Transport Schemes

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

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

1.8. Borrowing costs

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

1.9. Re-alignment of budgets

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

1.10. Covid -19

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

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

1.12. Impact of funding changes

The Council receives its income from various sources to fund its revenue expenditure on the services it provides. These are subject to fluctuation. The table below shows the adjustments to the budgets for the funding streams over the MTFS. These adjustments amount to a total reduction in resources of **(£1.280 million)** over the MTFS. It should be noted that the Government has once again postponed implementation of changes to local government funding. The allocations for the New Homes Bonus have been announced and included, which results in a shortfall of £0.097M over the MTFS. As part of the 2021/22 Provisional Settlement the Government announced a new Lower Tier Grant worth £0.122M in 2021/22.

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

Table 2 Changes in Funding Against Budget

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

1.14. The MTFS shown in Appendix 1 indicates that the total Net Expenditure of the Council in 2021/22 is **£14.151 million**. The Council needs to set a budget that gives an acceptable level of council tax, and is sustainable in the medium term using the balances it has at its disposal.

1.15. The number of properties (known as the Council Tax Base) is calculated by adjusting for banding (so that a total number of Band D properties are known) and the effects of the Local Council Tax Reduction Scheme. The analysis of dwellings in **Appendix 5** for the 2021/22 Council Tax Base results in a figure of **32,786.1** after allowing for the Council Tax Reduction Scheme and a collection rate of 97%.

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

2. Capital Investment Programme

2.1. The Capital Investment Programme relates to the three different types of scheme – business as usual (regular improvements and replacement of key Council assets such as buildings, vehicles and ICT) and existing schemes. Much of the capital expenditure which relates to major projects will be returned to the Council in future years as capital receipts. **Appendix 6** sets out the detail of the base Capital Programme.

Table 3 MTFS - Capital

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

Funding the Capital Investment Programme

2.2. The Council funds its capital programme from its reserves, capital receipts, and any capital grants and contributions. Subject to prudential and affordable limits, the Council may also borrow to support its capital aspirations.

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

Table 4 Funding the Capital Programme

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

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

3. Reserves

- 3.1. The Council has set aside specific amounts as reserves for future policy purposes and to cover contingencies. The full schedule of reserves and the anticipated position is attached at **Appendix 8**. The proposed use of reserves for revenue in 2021-24 is as follows:

- £0.600 million - The Council has set aside funds to cover the costs of future pension payments. Some of these funds are to be applied to the additional payments required by the scheme actuary for 2021/22 and 2022/23.
- Where there is a gap remaining, this is expected, for the time being, to be filled from the Economic Impact Reserve.
- The general fund working balance has been maintained at a prudent level of **£2.0 million**.

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

4. Key Risk Areas

- 4.1. The Council's budget is exposed to risks that can potentially impact on service level provision and financial stability. Officers have identified some key risks pertinent to the information and forecasts in this paper. These are:

- **Croxley Park**. The report to Council outlined the risks the Council was taking on as part of

the lease arrangement. There is a substantial cash pot that the Council has received to mitigate risks around rental shortfalls and planned programmed maintenance. The retention of this pot against these risks was taken into account in the Council decision.

- **Rental Income (voids etc.).** With all rental properties, there is risk of the property becoming empty and a void period occurring. The rental incomes work on a 5% void (i.e. 95% occupancy), but if there is a downturn in the economy this may be more. Similarly with a change of tenant there is usually a 'rent-free' incentive period agreed. Rentals have generally held up well during 2020/21 despite Covid-19, however the Council expects its income from Intu to fall in the first half of 2021/22 and this is reflected in the base budget.
- **Development risk (changes in the market).** If the market changes, then some of the development projects may not materialise and offer the benefits envisaged and would also impact adversely on some the Council's partners.

- 4.2. The matrix shows that there is an element of risk in setting the budget, and in particular for undertaking the large scale capital projects. The Council has a risk management framework and strong governance arrangements in place e.g. Property Investment Board, Major Projects Board, Audit Committee and Finance Scrutiny Committee to monitor these risks. Each project will have its own detailed risk matrix and risk management strategy.
- 4.3. The consequences of the key risks are shown at **Appendix 9** together with a risk matrix that shows the likelihood and impact of each consequence if they were to materialise.
- 4.4. The Council is looking to strengthen its budget monitoring arrangements for 2021/22 in order to promote corporate ownership of budgets. In addition to the current arrangements whereby budget monitoring is reviewed in detail by Finance Scrutiny Committee, Budget Monitoring reports will be formally reported to Cabinet.
- 4.5. Under section 25 of the Local Government Act 2003 there is a duty on the Chief Finance Officer to report on the robustness of the estimates and the adequacy of reserves when considering the budget requirement and for Members to have regard to this advice. **The Director of Finance confirms the estimates have been correctly calculated under the assumptions used and that balances and reserves are adequate.**
- 4.6. The General Fund balance is a general reserve providing a working balance to cushion the impact of uneven cash flows, avoid unnecessary temporary borrowing and provide a contingency to meet unexpected events and emergencies.
- 4.7. The external auditors, as part of their wider responsibilities, consider whether the Council has adequate arrangements with regard to balances and reserves. The Council's Director of Finance considers that a prudent minimum balance on the general fund should be £2.0 million.

REPORT PREPARED BY: Pritesh Shah - Finance Manager
Alison Scott – Interim Director of Finance
Tina Stankley – Interim Head of Finance

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

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

Medium Term Financial Strategy (MTFS) 2021-2024

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

In Year Base Budget Changes

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

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

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

Summary Fees & Charges

Service	(A)	(B)	(C)	(C) - (B)	Comments	
	2020/21 Original Budget £	2021/22 Draft Budget already included in MTFS £	2021/22 Proposed Budget £	Variance Draft to Proposed £		
COMMUNITY & ENVIRONMENTAL						
Parks, Pitches & Woods	(15,150)	(15,150)	(15,600)	(450)	No Significant Changes	
Parking - Controlled Parking Zones (see below)	(1,420,900)	(1,420,900)	(1,420,900)	0		
Cemeteries	(368,500)	(368,500)	(368,500)	0		
Cheslyn	(296,000)	(209,000)	(205,000)	4,000		
SLM	(1,065,877)	(1,065,877)	(1,065,877)	0		
Waste	(354,460)	(504,460)	(504,460)	0		
Specials & Street Cleansing	(51,130)	(51,130)	(51,130)	0		
Arts, Events and Heritage	(25,000)	(25,000)	(25,000)	0		
Licenses	(153,000)	(153,000)	(160,300)	(7,300)		
Other Licenses	(31,870)	(31,870)	(33,470)	(1,600)		
Gaming Licenses	(97,377)	(97,377)	(86,052)	11,325		
Stray Dogs	(2,400)	(2,400)	(1,100)	1,300		
Pests	(38,680)	(38,680)	(39,350)	(670)		
Environmental Abandoned Vehicles	(1,200)	(1,200)	(250)	950		
Environmental Miscellaneous	(51,564)	(51,564)	(52,000)	(436)		
	(3,973,108)	(4,036,108)	(4,028,989)	7,119		
SERVICE TRANSFORMATION						
Customer Services (including Information Unit)	(12,500)	(12,500)	(12,500)	0		
	(12,500)	(12,500)	(12,500)	0		
PLACE SHAPING & PERFORMANCE						
Housing	(415,467)	(415,467)	(455,829)	(40,362)		
Parking - Other (incl. Avenue, Longspring & Town H	(231,000)	(231,000)	(231,000)	0		
Building Control	(291,000)	(291,000)	(291,000)	0		
Development Control (including Policy Team)	(785,000)	(785,000)	(785,000)	0		
Land Searches	(120,000)	(120,000)	(120,000)	0		
	(1,842,467)	(1,842,467)	(1,882,829)	(40,362)		
DEMOCRACY & GOVERNANCE						
Elections Unit	(4,000)	(4,000)	(4,000)	0		
	(4,000)	(4,000)	(4,000)	0		
STRATEGIC FINANCE						
Council Tax (Single Person Discount)	(2,000)	(2,000)	(2,000)	0		
	(2,000)	(2,000)	(2,000)	0		
Sub Total	(5,834,075)	(5,897,075)	(5,930,318)	(33,243)		
Less : Parking - Controlled Parking	1,420,900	1,420,900	1,420,900	0		
Total	(4,413,175)	(4,476,175)	(4,509,418)	(33,243)		

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Realignment of Budgets

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

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

Council Tax Base and Calculation 2021/22

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

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

Capital Programme 2020 - 2024

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

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

Capital Scheme	Revised Budget 2020/21 £	Draft Budget 2021/22 (including rephasings) £	Draft Budget 2022/23 (including rephasings) £	Draft Budget 2023/24 (including rephasings) £
Property Investment Board				
PIB Investment Strategy	13,342	50,000	0	0
Property Management				
New Market	4,365	0	0	0
Redevelopment Town Hall	207,463	500,000	4,000,000	4,230,000
Cultural Hub Phase 1 Works	25,000	0	0	0
Temp Housing Accommodation	3,207,803	800,000	0	0
Social Rented Housing	500,000	500,000	0	0
Accelerating Housing Provision	115,601	600,000	500,000	0
Land Transfer - Croxley View Phase 2	3,000,000	0	0	0
Land Transfer - Croxley View Phase 3	0	3,130,000	0	0
Land Transfer - Rear Of High St	0	760,000	0	0
Land Transfer - Scheme A	0	605,000	0	0
Land Transfer - Scheme B	0	530,000	0	0
Loan to Hart Homes WDLLP	0	27,700,000	0	0
Loan to Hart Homes WDLTD	0	14,900,000	0	0
Places For People Scheme	2,000,000	(1,000,000)	0	0
Pyramid Site	2,500,000	2,500,000	0	0
Scenery Store Redevelopment	530,000	970,000	0	0
Infill Sites (LEP funded)	840,675	0	0	0
CORPORATE STRATEGY & COMMUNICATIONS				
Corporate Communications				
Town Boundary Signage	0	25,000	0	0
STRATEGIC FINANCE				
Capital Support Services				
Support Services	552,470	552,470	552,470	0
Major Projects - FBP and QS	127,000	128,270	129,550	0
TOTAL CURRENT CAPITAL PROGRAMME	50,114,028	84,025,449	20,765,250	4,230,000

New Capital Projects

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

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

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

Reserves and Balances

Description	Balance at	Movement	Balance at	Movement	Balance at	Movement	Balance at	Movement	Balance at	Purpose
	1 April	2020/21	31 March	2021/22	31 March	2022/23	31 March	2023/24	31 March	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Revenue Reserves										
Area Based Grant	(86)	86	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Budget Carry Forward	(1,934)	1,382	(552)	552	0	0	0	0	0	Budgets carried forward from prior years
Car Parking Zones	(698)	263	(435)	(157)	(592)	(157)	(749)	(157)	(906)	Ring fenced for parking projects
Charter Place Tenants	(93)	93	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Climate Change	(48)	48	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Crematorium	(150)	0	(150)	0	(150)	0	(150)	0	(150)	Funding repairs and maintenance
Economic Impact	(2,979)	1,806	(1,173)	0	(1,173)	(131)	(1,304)	(464)	(1,768)	Provide resources to offset economic downturn
Housing Benefit Subsidy	(1,832)	0	(1,832)	0	(1,832)	0	(1,832)	0	(1,832)	Provision if Dept for Work & Pensions claw back funds
Housing Planning Delivery Grant	(266)	0	(266)	0	(266)	0	(266)	0	(266)	Improve planning outcomes and delivery of housing
Invest to Save	(689)	689	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Le Marie Centre Repairs	(11)	11	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Leisure Structured Maintenance	(423)	173	(250)	0	(250)	0	(250)	0	(250)	Funding unforeseen maintenance not covered in contract
Local Development Framework	(178)	0	(178)	0	(178)	0	(178)	0	(178)	Support local plan production and inspection
Multi-Storey Car Park Repair	(181)	0	(181)	0	(181)	0	(181)	0	(181)	Funding major structural works
Parks, Waste & Street Strategy	(60)	60	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Pension Funding	(2,248)	0	(2,248)	200	(2,048)	200	(1,848)	200	(1,648)	Reduction of pension deficit
Performance Reward Grant (Revenue)	(28)	28	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Project and Programme Management	(251)	150	(101)	0	(101)	0	(101)	0	(101)	Support major project work
Rent Deposit Guarantee Scheme	(100)	0	(100)	0	(100)	0	(100)	0	(100)	Assist in providing homelessness accommodation
Riverwell Project	(7,334)	0	(7,334)	133	(7,201)	(1,000)	(8,201)	0	(8,201)	To cover any guarantees, repayments of outstanding loans and fund future investment.
Weekly Collection Support Grant	(30)	0	(30)	0	(30)	0	(30)	0	(30)	Supporting weekly collections of waste
Collection fund	(297)	0	(297)	0	(297)	0	(297)	0	(297)	Equalisation fund to smooth impact of surplus/deficit
Recovery Fund	0	(909)	(909)	(471)	(1,380)	0	(1,380)	0	(1,380)	To support the recovery process for additional costs due to COVID19
Total	(19,916)	3,880	(16,036)	257	(15,779)	(1,088)	(16,867)	(421)	(17,288)	
General Fund Working Balance	(2,000)	0	(2,000)	0	(2,000)	0	(2,000)	0	(2,000)	Prudent balance

Note: excludes gap identified in MTFS

Risk Matrix

No.	Type of Consequence	Comment	Likelihood	Impact	Overall Score
1	Project overruns	Most projects tend to lean towards 'optimism bias (over estimating that the project will be delivered on time and on budget). To avoid this it is important that the technical specification and outcome of each project is carefully considered at the project design stage.	3	3	9
2	Cost overruns	Cost overrun in a project could be as a result of a change in its scope. Any change in the project scope during execution will mean that the entire initial project plan will have to be reviewed such that a reviewed budget, schedule and quality will have to be developed.	3	3	9
3	Delays in project completion	The complexity of a project could also be a contributing factor to delays and cost overruns. This may cause a cash flow problem, but could be merely a timing difference. Delays can be affected by unforeseen works, extreme weather conditions, resource availability and changes in material prices.	3	3	9
4	Capital receipts and Interest/dividends are deferred	This may result in a cash flow issue and short term borrowing may be necessary to support the funding of projects that are in progress	3	3	9
5	Returns are lower than expected	This is a key risk as failure to achieve the returns will increase the pressure on the budget gap and the Council's financial stability. Due diligence prior to the project starting can reduce the likelihood of this happening.	2	4	8
6	Partners cease to collaborate	This is very unlikely, however it should not be discounted. If this were to happen it will have a detrimental effect on the Council's financial position and its reputation. Due diligence prior to the project starting can reduce the likelihood of this happening.	2	4	8
7	Revenue balances insufficient to meet estimated pay award increases	The medium term planning period includes an estimate for the likely pay increases for the period which is based on the information available at the time of preparing the MTFS.	2	2	4
8	Revenue balances insufficient to meet estimate of Employers' pension contributions	Employee revenue contributions have been included in the budgets.	2	2	4
9	Revenue balances insufficient to meet other inflationary increases	Other than contractual agreements, budgets have been cash limited where possible. The UK leaving the EU without a 'deal' at the end of 2020 may also have an impact on the UK economy. The cost of goods is anticipated to increase by up to 5% if this happens. This will place greater pressure on expenditure budgets.	3	3	9
10	Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the interest earned on the proceeds from capital receipts that are invested in the money market. The interest rates have been running at an historic low as a result of the impact of COVID-19 on the global economy. The UK leaving the EU without a 'deal' at the end of 2020 may also have an impact on the UK economy. However as interest rates are already at near zero or negative the additional impact of this is likely to be minimal. There is significant uncertainty in the investment strategy.	3	3	9
11	Inaccurate estimates of fees and charges income	See Key Income Streams are shown in the latest Finance Digest	2	3	6
12	Revenue balances insufficient to meet loss of partial exemption for VAT	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vat able expenditure, then the Council may lose its ability to recover VAT on all of its exempt inputs.	2	3	6
13	Major emergency	Major Emergency requires funds beyond Bellwin scheme and causes serious drain on balances. Whilst this had previously thought to be highly unlikely the impact that COVID-19 has had on the Council's income and expenditure has been significant. However the impact has been significantly reduced with central government support. Continued support is not guaranteed.	1	3	3

No.	Type of Consequence	Comment	Likelihood	Impact	Overall Score
14	The estimated cost reductions and additional income gains are not achieved	Savings identified are monitored as part of the monthly budget monitoring process.	2	3	6
15	The income received from Commercial rents decreases	The rental income received from the Councils property portfolio is a significant proportion of the total income the Council receives. Any shortfall will have a significant impact. Therefore the budgets are set assuming a 5% void rate.	2	4	8
16	The Council is faced with potential litigation and other employment related risks	The Council has one outstanding litigation case.	2	3	6
17	The amount of government grant is adversely affected	The provisional grant settlement has been factored into the MTFS.	2	3	6
18	The amount of New Homes Bonus grant is adversely affected	The grant has been factored into the MTFS in line with information provided in the Provisional Finance Settlement.	3	3	9
19	Fluctuations in Business Rates Retention	The Council is legally obliged to cover the first 7.5% loss on its pre determined baseline level. The Council is currently in a safety net position	2	2	4
20	Right to Buy Receipts & VAT Shelter Receipts	Under the Housing stock transfer with Watford Community Housing (WCH) the Council is entitled to use its share of the proceeds to fund the capital programme. The level of activity on both these income streams are outside the Council's control.	2	2	4
		1= VERY LOW RISK 4 = VERY HIGH RISK			
			Likelihood	Impact	Overall Score
			very low risk	1	1
			low risk	2	4
			high risk	3	9
			very high risk	4	16

Income (Charging Policy)

2020/21

Medium Term Financial Strategy



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

Summary

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

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

Key Principles for a Charging Policy

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

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

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

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

Service Responsibilities

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

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

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

important that any use of discretion is recorded so that it can be clearly shown that decisions have been made fairly and consistently.

Concessions

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

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

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

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

Proof of Benefits and Discounts

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

Amount of Concessions

The amount of concession will be to apply a 50% reduction for all fees and charges, with the exception of green waste collection, which will attract a £5 discount if residents pay by Direct Debit.

Variations

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

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

Fees and Charges 2021/22

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

COMMUNITY SERVICES

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

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

COMMUNITY SERVICES

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

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

BUDGET POSITION SUMMARY - PARKS, PITCHES & WOODS

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

COMMUNITY SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & inclusive of VAT									
CHESLYN GARDENS									
Hire of garden for wedding photos	£50.00	*	*	✓	*	*	£50.00	NO CHANGE	
Exempt from VAT									
CHESLYN HOUSE									
Hire of 2 meeting rooms & kitchen per hour	£35.00	*	*	✓	*	*	£40.00	14.29 %	
Reduced charge for recognised voluntary groups per hour	£20.00	*	*	✓	*	*	£20.00	NO CHANGE	
PARKS - GENERAL									
HIRE OF FACILITIES									
Commercial rate per day up to 1500 people	£1,650.00	*	*	*	*	*	£1,700.00	3.03 %	
Commercial rate per day up to 1500-5000 people	£5,500.00	*	*	*	*	*	£5,750.00	4.55 %	
Commercial rate per day 5000 +		*	*	*	*	*	TBC		
Non commercial rate per day	£710.00	*	*	*	*	*	£750.00	5.63 %	
Local charities and community groups	£80.00	*	*	*	✓	*	£83.00	3.75 %	
*Bandstand Hire (community organisations)	Free						Free		
*Bandstand Hire (private party)	£100.00						£100.00	NO CHANGE	
*Cassiobury Hub Education Room Hire per hour	£20.00						£20.00	NO CHANGE	
*Cassiobury Hub Education Room Hire per hour	£40.00						£40.00	NO CHANGE	
*Events and activities	depends on event						Depends on event		

*New lines added

BUDGET POSITION SUMMARY - CHESLYN GARDENS

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

COMMUNITY SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :- CEMETERIES

RESIDENT

Description	PRICING STRATEGY						Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
	2020/21 Charge	2021/22	2022/23	2023/24	2024/25	2025/26			
Outside Scope for VAT purposes									
If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made									
TABLE OF FEES									
PART 1									
Exclusive rights of burial in earthen grave									
Exclusive right of burial for 50 yrs in an earthen grave on all sections including Muslim section	£1,430.00	*	*	✓	*	*	£1,470.00	2.80 %	
Walled graves & vaults:									
For the right to construct & build a walled grave or vault & for the exclusive right of burial for 50 yrs on all sections 8ftx4ft	£2,650.00	*	*	✓	*	*	£2,725.00	2.83 %	
The Garden of Rest									
For the exclusive right of burial for 50 yrs of cremated remains in the Garden of Rest at North Watford 4ft X 2ft	£690.00	*	*	✓	*	*	£710.00	2.90 %	
The Garden of Remembrance									
For the exclusive rights of burial for 50 yrs of cremated remains in the Garden of Remembrance at North Watford Cemetery size 2ft X 1ft	£610.00	*	*	✓	*	*	£630.00	3.28 %	
CHILDREN'S SECTION									
For the exclusive right of burial for 50 years 4ft x 2ft	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
For the exclusive right of burial for 50 years of a single depth grave for a child aged 5 years or over but not an adult	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
PART 2									
Interments - the fees indicated for various heads :-									
a) include the digging of the grave and									
b) Apply only where the interment is made between the hours of 9.30 am & 3.30 pm, or on the Certificate of a Coroner or Registered Medical Practitioner that immediate interment necessary. In any other case, an additional sum is payable	£265.00	*	*	✓	*	*	£273.00	3.02 %	
For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-									
a) All sections	£740.00	*	*	✓	*	*	£765.00	3.38 %	
b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft x 2ft	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
c) Casket	£965.00						£995.00	3.11 %	
d) For the interment / scattering of cremated remains in / on any grave on any section including Garden of Rest/Remembrance	£250.00	*	*	✓	*	*	£258.00	3.20 %	
e) For a stillborn child, or child whose age at the time of death did not exceed 1 month	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
f) Non viable foetus burial	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
g) Shrouded burial fee	£108.00	*	*	✓	*	*	£111.00	2.78 %	
For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-									
a) For a stillborn child, or child whose age at the time of death did not exceed 1 month	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 years	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
c) For a child over 5 years or an adult	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
PART 3									
Fees for memorial work and monumental work for the right to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted									
Headstones, or any other type of monument									
a) Not exceeding 3ft 6ins in height	£220.00	*	*	✓	*	*	£225.00	2.27 %	
b) Not exceeding 2ft 6inc in the Garden of Rest and in the children's section	£108.00	*	*	✓	*	*	£111.00	2.78 %	
c) Garden of Remembrance-as approved-sole design allowed	£100.00	*	*	✓	*	*	£103.00	3.00 %	

COMMUNITY SERVICES

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

RESIDENT.....continued

Description	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
	2020/21 Charge							
Outside Scope for VAT purposes								
Kerbs								
* a) Enclosing a space not exceeding 7ft x 3ft	£111.00	*	*	✓	*	*	£115.00	3.60 %
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and Children's Section	£53.00	*	*	✓	*	*	£55.00	3.77 %
Vases								
* For each vase, maximum size 12"x12"x12"	£37.00	*	*	✓	*	*	£38.00	2.70 %
a) Separate, or as an addition to a headstone, not exceeding 18" x 12"	£58.00	*	*	✓	*	*	£60.00	3.45 %
b) Where an inscription table or plate takes the place of a memorial	£111.00	*	*	✓	*	*	£115.00	3.60 %
* Complete memorial, consisting of headstone & Kerbs	£380.00	*	*	✓	*	*	£390.00	2.63 %
THE FEES INDICATED FOR THE VARIOUS HEADS OF THIS PART INCLUDE THE ORIGINAL INSCRIPTION(S) WHEN THE MEMORIAL IS APPROVED								
Fees for each subsequent inscription to an existing memorial	£69.00	*	*	✓	*	*	£71.00	2.90 %
* Any other replacement works not covered by above								
Standard rated & exclusive of VAT								
PART 4								
Miscellaneous								
The Burial Register - fee for transfer of grave grant for the exclusive right of burial	£44.00	*	*	✓	*	*	£45.00	2.27 %
Fee for the searches of Burial Register and for copies of extract to be taken there from	£62.00	*	*	✓	*	*	£64.00	3.23 %
Fee for the use of the Chapel	£142.00	*	*	✓	*	*	£146.00	2.82 %
Outside Scope for VAT purposes								
PART 5								
Maintenance of Grave spaces								
Turfing a grave	£111.00	*	*	✓	*	*	£115.00	3.60 %
Partial burying of headstone following failure of safety test	£137.00	*	*	✓	*	*	£141.00	2.92 %
Supply soil for memorial inset	£111.00	*	*	✓	*	*	£115.00	3.60 %
* Any other replacement works not covered by above								
NOTE:								
Memorials can now be placed on graves of stillborn children FREE of CHARGE Size: 12" x 12" x 2". To be laid flat on grave surface								

COMMUNITY SERVICES

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

NON RESIDENT

Description	PRICING STRATEGY						Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
	2020/21 Charge								
Outside Scope for VAT purposes									
If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made									
PART 1									
Exclusive rights of burial in earthen grave									
Exclusive right of burial for 50 yrs in an earthen grave on all sections including Muslim section	£4,350.00	*	*	✓	*	*	£4,480.00	2.99 %	
Walled graves & vaults:									
For the right to construct & build a walled grave or vault & for the exclusive right of burial for 50 yrs on all sections 8ftx4ft	£7,950.00	*	*	✓	*	*	£8,200.00	3.14 %	
The Garden of Rest									
For the exclusive right of burial for 50 yrs of cremated remains in the Garden of Rest at North Watford 4ft X 2ft	£2,070.00	*	*	✓	*	*	£2,135.00	3.14 %	
The Garden of Remembrance									
For the exclusive rights of burial for 50 yrs of cremated remains in the Garden of Remembrance at North Watford Cemetery size 2ft X 1ft	£1,830.00	*	*	✓	*	*	£1,885.00	3.01 %	
CHILDREN'S SECTION									
For the exclusive right of burial for 50 years 4ft x 2ft	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
For the exclusive right of burial for 50 years of a single depth grave for a child aged 5 years or over but not an adult	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
PART 2									
Interments - the fees indicated for various heads :-									
a) Include the digging of the grave and									
b) Apply only where the interment is made between the hours of 9.30 am & 3.30 pm, or on the Certificate of a Coroner or Registered Medical Practitioner that immediate interment necessary. In any other case, an additional sum is payable and									
c) Apply provided that the interment is made within 15 minutes of the time arranged with the "superintendent". If not an additional sum is payable	£265.00	*	*	✓	*	*	£273.00	3.02 %	
For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-									
a) All sections	£2,220.00	*	*	✓	*	*	£2,290.00	3.15 %	
b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft X2ft	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
c) caskets including extra digging required	£2,900.00	*	*	✓	*	*	£2,990.00	3.10 %	
d) For the interment / scattering of cremated remains in / on any grave on any section including Garden in/on any grave on any section including Garden of Rest/Remembrance	£750.00	*	*	✓	*	*	£775.00	3.33 %	
e) For a stillborn child, or child whose age at the time of death did not exceed 1 month of death did not exceed 1 month	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
f) Non viable foetus burial	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
g) Shrouded burial fee	£108.00	*	*	✓	*	*	£111.00	2.78 %	
For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-									
a) For a stillborn child, or child whose age at the time of death did not exceed 1 month	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 yrs.	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
c) For a child over 5 years or an adult	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
PART 3									
Fees for memorial work & monumental work for the right to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted									
Outside Scope for VAT purposes									
PART 3									
Fees for memorial work & monumental work for the right to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted									
Headstone, or any other type of monument									
a) Not exceeding 3ft 6inc in height	£655.00	*	*	✓	*	*	£675.00	3.05 %	
b) Not exceeding 2ft 6inc in the Garden of rest and in the children's section	£335.00	*	*	✓	*	*	£345.00	2.99 %	
c) Garden of Remembrance - as approved-sole design allowed	£295.00	*	*	✓	*	*	£305.00	3.39 %	
LEDGERS									
* A ledger not exceeding 7ft x 3ft	£330.00	*	*	✓	*	*	£340.00	3.03 %	
KERBS									
* a) Enclosing a space not exceeding 7ft x 3ft	£330.00	*	*	✓	*	*	£340.00	3.03 %	
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and children's Section	£165.00	*	*	✓	*	*	£170.00	3.03 %	
Vases									
* For each vase, maximum size 12" x 12" x 12"	£105.00	*	*	✓	*	*	£108.00	2.86 %	
a) separate, or as an addition to a headstone, not exceeding 18" x 12"	£169.00	*	*	✓	*	*	£174.00	2.96 %	
b) Where an inscription table or plate takes the place of a headstone, either at the foot or head of a memorial	£330.00	*	*	✓	*	*	£340.00	3.03 %	
* Complete memorial, consisting of headstone and kerbs	£1,160.00	*	*	✓	*	*	£1,195.00	3.02 %	
MEMORIAL BENCHES									
David Ogilvie Steel bench - supply and install with plaque	£2,100.00	✓	*	*	*	*	£2,165.00	3.10 %	
Plaque on existing bench - supply and install with maintenance	£265.00	✓	*	*	*	*	£273.00	3.02 %	
MEMORIAL TREES									
Supply and plant Standard tree with 5 years maintenance	£1,055.00	✓	*	*	*	*	£1,087.00	3.03 %	
THE FEES INDICATED FOR THE VARIOUS HEADS OF THIS PART INCLUDED THE ORIGINAL INSCRIPTION(S) WHEN THE MEMORIAL IS APPROVED									
Fees for each subsequent inscription to an existing memorial	£69.00	*	*	✓	*	*	£71.00	2.90 %	
* Any other replacement works not covered by above									
* GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY									

COMMUNITY SERVICES

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

NON RESIDENT.....continued

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

BUDGET POSITION SUMMARY - CEMETERIES

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

COMMUNITY SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-

LEISURE CENTRES - OPERATED BY SLM

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

COMMUNITY SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-

LEISURE CENTRES - OPERATED BY SLM (Continued)

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

COMMUNITY SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Standard rated & incl of VAT if applicable									
Main Hall / Dry Side Activities :-									
Badminton - Adult	£15.40	✓	*	*	*	*	£15.59	1.25 %	
- Junior	£7.91	✓	*	*	*	*	£8.00	1.25 %	
(8-4 weekdays and 8 - close weekends)	£12.30	✓	*	*	*	*	£12.45	1.25 %	
Drop-in Adult (Friday night)	£7.24	✓	*	*	*	*	£7.33	1.25 %	
Drop-in Junior	£4.64	✓	*	*	*	*	£4.70	1.25 %	
Table Tennis - Adult	£12.97	✓	*	*	*	*	£13.14	1.25 %	
Table Tennis - Junior	£6.57	✓	*	*	*	*	£6.65	1.25 %	
ATP 5 V 5 a side - Adult	£45.39	✓	*	*	*	*	£45.96	1.25 %	
- Junior	£23.85	✓	*	*	*	*	£24.15	1.25 %	
Squash - Adult	£13.00	✓	*	*	*	*	£13.16	1.25 %	
- Junior	£6.50	✓	*	*	*	*	£6.58	1.25 %	
Squash (off peak) - Adult	£6.57	✓	*	*	*	*	£6.65	1.25 %	
Squash (off peak) - Junior	£3.78	✓	*	*	*	*	£3.83	1.25 %	
Squash League (Monday nights off peak) - Adults	£6.12	✓	*	*	*	*	£6.20	1.25 %	
Climbing Wall - Adult	£5.78	✓	*	*	*	*	£5.85	1.25 %	
Climbing Wall - Junior	£4.52	✓	*	*	*	*	£4.57	1.25 %	
Climbing Wall - registration	£5.57	✓	*	*	*	*	£5.64	1.25 %	
Parties :-									
Children's Activities									
Creche - 1 hour	£3.47	✓	*	*	*	*	£3.51	1.25 %	
- 2 hours	£5.88	✓	*	*	*	*	£5.96	1.25 %	
Courses :-									
Sports Course Junior - Dry	£7.50	✓	*	*	*	*	£7.59	1.25 %	
Swimming Lessons Junior - Wet	£8.50	✓	*	*	*	*	£8.61	1.25 %	SLM as per the contract are able to set the fees and charges for this
Fitness Activities :-									
Group Exercise (45min and 1 hr)	£6.99	✓	*	*	*	*	£7.07	1.25 %	
Group Exercise (30min)	£3.41	✓	*	*	*	*	£3.46	1.25 %	
Induction (1:1) - Adult	£27.00	✓	*	*	*	*	£27.34	1.25 %	
- Junior	£13.45	✓	*	*	*	*	£13.62	1.25 %	
Gym Casual use	£9.10	✓	*	*	*	*	£9.21	1.25 %	
60+ Gym	£3.30	✓	*	*	*	*	£3.34	1.25 %	
Gym Active teen (11 - 16yrs)	£3.30	✓	*	*	*	*	£3.34	1.25 %	
Three Rivers junior gym	£3.25	✓	*	*	*	*	£3.29	1.25 %	
GP Referral	£3.50	✓	*	*	*	*	£3.54	1.25 %	
Special w/out Groups (eg Parkinsons)	£2.24	✓	*	*	*	*	£2.27	1.25 %	
Toning Chairs :-									
1 session	£9.25	✓	*	*	*	*	£9.36	1.25 %	
6 sessions	£53.58	✓	*	*	*	*	£54.25	1.25 %	
12 sessions	£91.93	✓	*	*	*	*	£93.08	1.25 %	
Toning Chairs + special work out	£0.00	✓	*	*	*	*	£0.00		
Toning Chairs Induction	£10.30	✓	*	*	*	*	£10.42	1.25 %	
Swimming :-									
Adult	£5.00	✓	*	*	*	*	£5.06	1.25 %	This now includes sauna usage
Junior	£3.20	✓	*	*	*	*	£3.24	1.25 %	
60+	£2.40	✓	*	*	*	*	£2.43	1.25 %	
50+	£5.00	✓	*	*	*	*	£5.06	1.25 %	Propose to remove this option and have adults up until 60+
Under 3 (free)	£0.00	*	*	*	✓	*	£0.00		
Fun Session - Jr	£4.08	✓	*	*	*	*	£4.13	1.25 %	
Three Rivers Junior U19's	£3.31	✓	*	*	*	*	£3.35	1.25 %	
Three Rivers 60+	£2.40	✓	*	*	*	*	£2.43	1.38 %	
Shower /Admission - Adult	£2.37	✓	*	*	*	*	£2.40	1.25 %	
- Junior	£1.58	✓	*	*	*	*	£1.60	1.25 %	
Spectator	£0.00	✓	*	*	*	*	£0.00	NO CHANGE	
Memberships (direct debits) :-									
GP Ref DD	£27.00	✓	*	*	*	*	£27.00	NO CHANGE	
Toning Suite DD	£27.00	✓	*	*	*	*	£27.00	NO CHANGE	
Toning Suite add-on DD	£13.50	✓	*	*	*	*	£13.50	NO CHANGE	
Toning Suite Annual	£270.00	✓	*	*	*	*	£270.00	NO CHANGE	
Toning Suite Annual add on -	£135.00	✓	*	*	*	*	£135.00	NO CHANGE	
Total Fitness - Single	£42.95	✓	*	*	*	*	£42.95	NO CHANGE	Non core price
- Couple	£74.00	✓	*	*	*	*	£74.00	NO CHANGE	Non core price
- Annual (single)	£429.50	✓	*	*	*	*	£429.50	NO CHANGE	Non core price
- Annual (Joint)	£740.00	✓	*	*	*	*	£740.00	NO CHANGE	Non core price
Corporate Single Only - Monthly	£35.43	✓	*	*	*	*	£35.43	NO CHANGE	Non core price
- Annual	£354.30	✓	*	*	*	*	£354.30	NO CHANGE	Non core price
Junior Active - Monthly	£16.99	✓	*	*	*	*	£16.99	NO CHANGE	Non core price
- Annual	£169.90	✓	*	*	*	*	£169.90	NO CHANGE	Non core price
Total Fit 60+ - Monthly	£32.00	✓	*	*	*	*	£32.00	NO CHANGE	Non core price
- Annual	£320.00	✓	*	*	*	*	£320.00	NO CHANGE	Non core price
Total Fitness Joining Fee - Single	£40.00	✓	*	*	*	*	£40.00	NO CHANGE	Non core price
Splash Fitness (swim) - Monthly	£27.50	✓	*	*	*	*	£27.50	NO CHANGE	Non core price
- Annual	£275.00	✓	*	*	*	*	£275.00	NO CHANGE	Non core price
Gym 16-18 - Monthly	£19.99	✓	*	*	*	*	£19.99	NO CHANGE	Non core price
- Annual	£199.90	✓	*	*	*	*	£199.90	NO CHANGE	Non core price
Student and Concessions - Monthly	£32.00	✓	*	*	*	*	£32.00	NO CHANGE	Non core price
- Annual	£320.00	✓	*	*	*	*	£320.00	NO CHANGE	Non core price

COMMUNITY SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-

LEISURE CENTRES - OPERATED BY SLM (Continued)

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

BUDGET POSITION SUMMARY - LEISURE CENTRES

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

COMMUNITY SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope & exclusive of VAT								
TRADE WASTE								
1100L Euro bin								
Container per empty (Schools/Charities)	£11.50	*	✓	✓	*	£11.85	3.00 %	Shared income 8.2% to WBC
1100L Euro bin hire	£2.20	*	✓	✓	*	£2.30	4.55 %	Shared income 8.2% to WBC
Container per empty (recycling) (schools)	£10.35	*	✓	✓	*	£10.65	2.90 %	Shared income 8.2% to WBC
940L Chamberlain bin Container								
Container per empty (Schools/Charities)	£10.35	*	✓	✓	*	£10.65	2.90 %	Shared income 8.2% to WBC
660L Euro bin container								
Container per empty (Schools/Charities)	£9.30	*	✓	✓	*	£9.60	3.23 %	Shared income 8.2% to WBC
360L wheeled bins								
Container per empty (Schools/Charities)	£7.85	*	✓	✓	*	£8.10	3.18 %	Shared income 8.2% to WBC
240L Wheeled bins								
Container per empty (Schools/Charities)	£6.55	*	✓	✓	*	£6.75	3.00 %	Shared income 8.2% to WBC
240L / 140 L wheeled bin (Schools/Charities)								
Standard charge per garden waste bin	£45.00	*	✓	✓	*	£45.00	NO CHANGE	WBC income
240L / 140 L wheeled bin (Schools/Charities)								
Charge per garden waste bin for customers paying by Direct Debit (DD)	£40.00	*	✓	✓	*	£40.00	NO CHANGE	WBC income
140L wheeled bin								
Container per empty (food waste) (Schools/Charities)	FREE	*	✓	✓	*	FREE		
23L food caddy								
Container per empty (food waste) (Schools/Charities)	FREE	*	✓	✓	*	FREE		
ADDITIONAL DOMESTIC COLLECTION SCENARIO								
1100L Euro bin								
Container per empty	£11.40	*	✓	✓	*	£14.25	25.00 %	Extra service offered to Managing Agents. Increased to 25% in anticipation of fortnightly waste collections in flats (Feb 21). May see an increased demand for chargeable weekly collections which will be scattered around the
660L Euro bin container								
Container per empty	£9.30	*	✓	✓	*	£11.63	25.00 %	Veolia income
240L Wheeled bins								
Container per empty	£6.55	*	✓	✓	*	£8.19	25.00 %	Veolia income
DOMESTIC WASTE								
Delivery of recycling boxes and wheeled bins	£6.00	*	✓	✓	*	£6.20	3.33 %	Veolia income
Collection of recycling boxes, wheeled bins, food caddy, kitchen caddy		*	✓	✓	*	£6.20		NEW
DOMESTIC SACKS								
Excess Waste Sack	£2.75	*	✓	✓	*	£2.75	NO CHANGE	Veolia and CSC income
Nappy Sack	£0.55	*	✓	✓	*	£0.55	NO CHANGE	Veolia and CSC income
2nd class delivery of individual sacks						£0.70		Veolia and CSC income
GARDEN WASTE BIN CHARGE - NEW CHARGE FROM 20/21								
240L / 140 L wheeled bin								
Standard charge per garden waste bin	£45.00	*	✓	✓	*	£45.00	NO CHANGE	WBC income
240L / 140 L wheeled bin								
Charge per garden waste bin for customers paying by Direct Debit (DD)	£40.00	*	✓	✓	*	£40.00	NO CHANGE	WBC income
240L / 140 L wheeled bin								
Concessionary rate per garden waste bin	£35.00	*	✓	✓	*	£35.00	NO CHANGE	WBC income
Compostable liners (roll of 52)								
	£2.55					£2.60	1.96 %	Veolia and CSC income
2nd class delivery of liners								
	£1.50					£1.50	NO CHANGE	Veolia and CSC income

CHARGES TO DEVELOPERS FOR WASTE CONTAINERS

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

BUDGET POSITION SUMMARY - WASTE SERVICES INCLUDING TRADE WASTE

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
SALES					
KMG000-I0113 - Sales of Paper	0	0		NO CHANGE	
KMH000-I0706 - Green Bin Charges	(334,000)	(484,000)	(484,000)	45	
FEES & CHARGES					
KMD000-I0531 WJ0371 - Fees - Trade Refuse	0	0	0	NO CHANGE	
KMD000-I0531 WJ0505 - Veolia Unspecified	(4,160)	(4,160)	(4,160)	NO CHANGE	
KME000-I0537 WJ0082 - Misc Fees & Charges (TRDC)	(2,400)	(2,400)	(2,400)	NO CHANGE	
KMG000-I0538 - Recycling Textiles	(5,500)	(5,500)	(5,500)	NO CHANGE	
KMH000-I0537 WJ0082 - Misc Fees & Charges (TRDC)	(8,400)	(8,400)	(8,400)	NO CHANGE	
	(354,460)	(504,460)	(504,460)	42	

COMMUNITY SERVICES

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

Prices quoted below are exclusive of VAT

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

BUDGET POSITION SUMMARY - SPECIAL COLLECTIONS & STREET CLEANSING

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
KMF000-I0532 - WJ0327 Fees - Bulky Domestic	(43,930)	(43,930)	(43,930)	NO CHANGE	
KSC000-I0537 - Miscellaneous Fees & Charges - WJ0082 (TRDC)	(7,200)	(7,200)	(7,200)	NO CHANGE	
	(51,130)	(51,130)	(51,130)	NO CHANGE	

COMMUNITY & CUSTOMER SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
ARTS, EVENTS & HERITAGE**

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

BUDGET POSITION SUMMARY - ARTS, EVENTS & HERITAGE

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

COMMUNITY & CUSTOMER SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Taxi & Private Hire Vehicle Licences									
Annual Vehicle Licence - Initial Application	£235.00	*	✓	*	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Initial Application(wholly elect	£117.50	*	✓	✓	*	*	£117.50	NO CHANGE	
Annual Vehicle Licence - Initial Application (Limd	£235.00	*	✓	*	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Initial Application (Coul	£235.00	*	✓	*	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Renewal	£225.00	*	✓	*	*	*	£225.00	NO CHANGE	
Annual Vehicle Licence - Renewal (wholly electic	£112.50	*	✓	✓	*	*	£112.50	NO CHANGE	
Transfer of vehicle ownership (payable by buyer	£17.50	*	✓	*	*	*	£18.00	2.86 %	
Taximeter tests	£17.50	*	✓	*	*	*	£18.00	2.86 %	
Replacement vehicle plates	£21.00	*	✓	*	*	*	£21.00	NO CHANGE	
Optional plate fitting brackets	£21.00	*	✓	*	*	*	£21.00	NO CHANGE	
Compulsory door signs for hackney carriages (v	£10.50	*	✓	*	*	*	£10.50	NO CHANGE	
Compulsory door signs for hackney carriages (m	£20.50	*	✓	*	*	*	£20.50	NO CHANGE	
Advertising approval on hackney carriages (aget	£150.00	*	✓	*	*	*	£154.50	3.00 %	
Advertising approval per hackney carriage	£50.00	*	✓	*	*	*	£51.50	3.00 %	
Advertising approval (Licensing Committee refer	£250.00	*	✓	*	*	*	£257.50	3.00 %	
Private Hire Operators - initial application (5 yrs)	£771.00	*	✓	*	*	*	£771.00	NO CHANGE	
Private Hire Operators - renewal (5 yrs)	£769.00	*	✓	*	*	*	£769.00	NO CHANGE	
Driver Licences - initial application (3 yrs)	£329.00	*	✓	*	*	*	£329.00	NO CHANGE	
Driver Licences - renewal application (3 yrs)	325	*	✓	*	*	*	£325.00		
Theory Knowledge Test	£102.00	*	✓	*	*	*	£105.00	2.94 %	
Repeat Knowledge Test with Training	£70.00	*	✓	*	*	*	£72.00	2.86 %	
Repeat Knowledge Test (Test Only)	£31.50	*	✓	*	*	*	£32.50	3.17 %	
Replacement drivers badges	£18.00	*	✓	*	*	*	£18.50	2.78 %	
Duplicate documents	£18.00	*	✓	*	*	*	£18.50	2.78 %	
Driver change of address	£7.00	*	✓	*	*	*	£7.20	2.86 %	
Street Trading									
Street Trading Consent (per annum)	£500.00	*	✓	*	*	*	£515.00	3.00 %	
Street Trading Consent (per annum) - Vicarage	£500.00	*	✓	*	*	*	£515.00	3.00 %	
Street Trading Consent daily rate (if less than one year)	£22.65	*	✓	*	*	*	£23.30	2.87 %	
Street Trading Consent (Town Centre Markets per stall per day, waived for charitable etc stalls)	£22.65	*	✓	*	*	*	£23.30	2.87 %	
Permit for Tables & Chairs on the Highway									
Initial application (1 year permit)	£397.00	*	✓	*	*	*	£409.00	3.02 %	
Renewal of annual permit	£108.00	*	✓	*	*	*	£111.00	2.78 %	
Limited duration pavement licence	£100.00	*	✓	*	*	✓	£100.00	NO CHANGE	
Free Printed Matter Distribution									
First distributor	£54.00	*	✓	*	*	*	£55.50	2.78 %	
Each additional distributor	£32.50	*	✓	*	*	*	£33.50	3.08 %	
Additional fee for each distributor between 1700 and 0900	£21.50	*	✓	*	*	*	£22.00	2.33 %	

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

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

COMMUNITY & CUSTOMER SERVICES

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

Prices quoted below are exclusive of VAT

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

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

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

COMMUNITY & CUSTOMER SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
GAMBLING ACT 2005									
<u>New applications</u>									
Bingo	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Betting (off-course)	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Betting (track)	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Adult Gaming Centre	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Family Entertainment Centre	£912.00	*	✓	*	*	*	£940.00		
Family Entertainment Centre with permit	£300.00	*	✓	*	*	*	£300.00	NO CHANGE	
Licensed Premises Gaming Machine Notification	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Licensed Premises Gaming Machine Notification permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Club Gaming Permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Club Gaming Machine Permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Small society lottery	£40.00	*	*	*	*	✓	£40.00	NO CHANGE	
Prize Gaming Permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
<u>Miscellaneous fees</u>									
Duplicate licences	£25.00	*	✓	*	*	*	£25.00	NO CHANGE	Already at statutory maximum
Change of circumstances	£50.00	*	✓	*	*	*	£50.00	NO CHANGE	Already at statutory maximum
Provisional statements	£848.00	*	✓	*	*	*	£875.00	3.18 %	
Transfer of licence re-instatement of licence	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Variation of licence	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Change of name of prize gaming or entertainment centre permit	£25.00	*	*	*	*	✓	£25.00	NO CHANGE	
copy of prize gaming or family	£25.00	*	*	*	*	✓	£25.00		
copy of family entertainment centre permit	£15.00	*	*	*	*	✓	£15.00	NO CHANGE	

COMMUNITY & CUSTOMER SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
GAMBLING ACT 2005									
Annual Fee									
Bingo	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	set at statutory maximum
Betting (off-course)	£489.00	*	✓	*	*	*	£489.00	NO CHANGE	
Betting (track)	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	set at statutory maximum
Adult Gaming Centre	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	set at statutory maximum
Family Entertainment Centre	£750.00	*	✓	*	*	*	£750.00	NO CHANGE	set at statutory maximum
Family Entertainment Centre with permit	£300.00	*	*	*	*	✓	£300.00	NO CHANGE	set at statutory maximum
Licensed Premises Gaming Machine Notifica	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Licensed Premises Gaming Machine permit	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Club Gaming Permit	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Club Gaming Machine Permit	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Small society lottery	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	
Prize Gaming Permit	£300.00	*	*	*	*	✓	£300.00	NO CHANGE	
Licensing Act 2003									
(Statutory fees)									
Premises Licence/Club Premises Application fees									
Rateable value £0-4300	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Rateable value £ 4301 - £33,000	£190.00	*	*	*	*	✓	£190.00	NO CHANGE	
Rateable value £ 33,001 - £ 87,000	£315.00	*	*	*	*	✓	£315.00	NO CHANGE	
Rateable value £87001 - £125,000	£450.00	*	*	*	*	✓	£450.00	NO CHANGE	
Rateable value £125,001 and above	£635.00	*	*	*	*	✓	£635.00	NO CHANGE	
Premises Licence/Club Premises Annual Fees									
Rateable value £0- £4300	£70.00	*	*	*	*	✓	£70.00	NO CHANGE	
Rateable value £ 4301 - £33,000	£180.00	*	*	*	*	✓	£180.00	NO CHANGE	
Rateable value £ 33,001 - £ 87,000	£295.00	*	*	*	*	✓	£295.00	NO CHANGE	
Rateable value £87001 - £125,000	£320.00	*	*	*	*	✓	£320.00	NO CHANGE	
Rateable value £125,001 and above	£350.00	*	*	*	*	✓	£350.00	NO CHANGE	
Replacement licence	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Application for provisional licence	£315.00	*	*	*	*	✓	£315.00	NO CHANGE	
Change of licence details (name or address)	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Variation of designated premises supervisor	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Transfer of premises licence	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Interim authority notice	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Variation of designated premises supervisor	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Variation of premises	£315.00	*	*	*	*	✓	£315.00	NO CHANGE	
Minor variation of premises	£89.00	*	*	*	*	✓	£89.00	NO CHANGE	
Notification of change of name or club rules	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Change of relevant registered address of club	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Temporary event notice	£21.00	*	*	*	*	✓	£21.00	NO CHANGE	
Replacement temporary event notice	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Application for personal licence	£37.00	*	*	*	*	✓	£37.00	NO CHANGE	
Replacement personal licence	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Notification of change of name etc for person	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Entry on freeholder register	£21.00	*	*	*	*	✓	£21.00	NO CHANGE	

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
EGB000-I0553 WJ0090 - LA 2003 Prem Lic	(2,000)	(2,000)	(1,000)	-50.00 %	
EGB000-I0553 WJ0091 - LA 2003 Prem Lic	(75,000)	(75,000)	(65,000)	-13.33 %	reflective of business closures anticipated
EGB000-I0553 WJ0092 - LA 2003 Prem Lic	(1,000)	(1,000)	(1,000)	NO CHANGE	
EGB000-I0553 WJ0093 - LA 2003 Prem Lic	(500)	(500)	(500)	NO CHANGE	
EGB000-I0553 WJ0095 - LA 2003 Club Cert Annual Fee	(2,670)	(2,670)	(2,670)	NO CHANGE	current premises
EGB000-I0553 WJ0098 - LA 2003 Personal Licences App Fee	(1,500)	(1,500)	(1,500)	NO CHANGE	
EGB000-I0553 WJ0099 - LA 2003 Personal Licences Misc Fee	(300)	(300)	(300)	NO CHANGE	
EGB000-I0553 WJ0100 - LA 2003 Temp Event Notices App Fee	(1,500)	(1,500)	(1,000)	-33.33 %	fewer TENS in recent years
EGC000-I0552 - GA 2005 Registration Fees	(1,600)	(1,600)	(1,600)	NO CHANGE	
EGC000-I0554 - Fees - Amusement Machines	(800)	(800)	(750)	-6.25 %	
EGC000-I0557 WJ0102 - GA 2005 Adult Gaming Centres	(1,082)	(1,082)	(1,082)	NO CHANGE	
EGC000-I0557 WJ0103 - GA 2005 Betting Shops	(8,075)	(8,075)	(8,300)	2.79 %	current premises
EGC000-I0557 WJ0104 - GA 2005 Clubs	(350)	(350)	(350)	NO CHANGE	
EGC000-I0557 WJ0106 - GA 2005 Bingo	(1,000)	(1,000)	(1,000)	NO CHANGE	
	(97,377)	(97,377)	(86,052)		

COMMUNITY & CUSTOMER SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Standard rated & inclusive of VAT								
Pest Control								
Note commercial treatments quoted individually on request								
Pest control treatment for residential properties :-								
NOTE : Fees are inclusive of VAT								
Rats & Mice								
NOTE : Fees are inclusive of VAT								
Rats (max 3 visits)	£65.00	x	x	✓	x	£67.00	3.08 %	
Rats Concession (max 3 visits)	£16.50	x	x	✓	x	£17.00	3.03 %	
Rats (repeat visits - not following advice) (max 3 visits)	£108.00	x	x	✓	x	£111.00	2.78 %	
Rats (repeat visits, not following advice)(Concession) (max 3 visits)	£33.00	x	x	✓	x	£34.00	3.03 %	
Rats HMO (max 3 visits)	£163.00	x	x	✓	x	£168.00	3.07 %	
Mice(inside) (max 3 visits)	£65.00	x	x	✓	x	£67.00	3.08 %	
Mice(inside) Concession (max 3 visits)	£16.50	x	x	✓	x	£17.00	3.03 %	
Mice(inside) (repeat visits - not following advice) (max 3 visits)	£108.00	x	x	✓	x	£111.00	2.78 %	
Mice(inside) (repeat visits, not following advice)(Concession) (max 3 visits)	£33.00	x	x	✓	x	£34.00	3.03 %	
Mice(inside) HMO (max 3 visits)	£163.00	x	x	✓	x	£168.00	3.07 %	
Wasps/Honets Nests								
Single nest	£50.00	x	✓	x	x	£50.00	NO CHANGE	Would be uncompetitive.
Single nest concession	£25.00	x	x	✓	x	£25.00	NO CHANGE	
Each additional nest treated at the same time	£16.00	x	✓	x	x	£16.00	NO CHANGE	competition
Each additional nest treated at the same time concession	£8.00	x	x	✓	x	£8.00	NO CHANGE	competition
Fleas								
Fleas - Upto and inc 3 bed house (per visit)	£92.00	x	x	✓	x	£95.00	3.26 %	
>3 bed house	£103.00	x	x	✓	x	£106.00	2.91 %	
Concessionary Rate	£24.00	x	x	✓	x	£24.50	2.08 %	
>3 bed house	£36.00	x	x	✓	x	£37.00	2.78 %	
Fleas - per visit HMO	£216.00	x	✓	x	x	£222.00	2.78 %	
Cockroaches								
Cockroaches	£86.00	x	✓	x	x	£88.50	2.91 %	
Cockroaches Concession	£43.00	x	x	✓	x	£44.25	2.91 %	
Cockroaches HMO	£195.00	x	✓	x	x	£201.00	3.08 %	
Bedbugs								
Bed bugs- Upto and inc 3 bed house (per visit)	£120.00	x	✓	x	x	£123.50	2.92 %	
>3 beds	£145.00	x	x	✓	x	£149.00	2.76 %	
Bed Bugs Concession	£48.00	x	x	✓	x	£48.00	NO CHANGE	
>3 beds	£60.00	x	✓	x	x	£60.00	NO CHANGE	
Bed bugs HMO	£240.00	x	✓	x	x	£247.00	2.92 %	
Squirrels(internal only, 3 visits)	£160	x	✓	x	x	£165.00	3.13 %	
Glis Glis								
Annual charge	£422			✓		£435.00	3.01 %	
Annual charge concession	£80			✓		£82.00	2.50 %	
Weekly treatment - Daily (mon- Fri)	134					£138.00	2.99 %	
Ants (pharaoh only)								
Ants	£105.00	x	✓	x	x	£105.00	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Ants concession	£52.50	x	✓	x	x	£52.50	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Other insects (Inside)								
Other insects (Inside)	£105.00	x	✓	x	x	£105.00	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Other insects (Inside) Concession	£52.50	x	✓	x	x	£52.50	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Advice visit to identify pest.	£30.00	x	✓	x	x	£30.00	NO CHANGE	low numbers , keep cost low to encourage ID then treatment rather than book incorrect treatment and have to cancel/refund.
Advice visit to identify pest (Concession).	£15.00	x	✓	x	x	£15.00	NO CHANGE	low numbers , keep cost low to encourage ID then treatment rather than book incorrect treatment and have to cancel/refund.

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
EFG000-10562 - Wasps Nests	(5,500)	(5,500)	(6,500)	18.18 %	demand led and weather dependent
EFG000-10563 - Pest Control Contracts	(15,000)	(15,000)	(15,000)	NO CHANGE	uncertain given business economic challenges
EFG000-10565 - Other Pests	(5,150)	(5,150)	(4,000)	-22.33 %	
EFG000-10566 - Animal Fleas	(670)	(670)	(350)	-47.76 %	
EFG000-10567 - Rats & Mice	(12,360)	(12,360)	(13,500)	9.22 %	dependent on covid not impacting treatments from April
	(38,680)	(38,680)	(39,350)		

COMMUNITY & CUSTOMER SERVICES

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

Prices quoted below are exclusive of VAT

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

BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING

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

COMMUNITY & CUSTOMER SERVICES

**2021/22
ENVIRONMENTAL ABANDONED VEHICLES**

Prices quoted below are exclusive of VAT

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
ABANDONED VEHICLES (Statutory Charges) (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)									
Removal of vehicle on road not substantially damaged, or 2 wheeled vehicle on or off road									
equal to or less than 3.5 tonnes	£150.00	*	*	*	*	✓	£150.00	NO CHANGE	
exceeding 3.5 tonne but less than 7.5 tonnes	£200.00	*	*	*	*	✓	£200.00	NO CHANGE	
exceeding 7.5 tonnes	£350.00	*	*	*	*	✓	£350.00	NO CHANGE	
Removal of vehicle on road substantially damaged excluding 2 wheeled vehicle									
equal to or less than 3.5 tonnes	£250.00	*	*	*	*	✓	£250.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£650.00	*	*	*	*	✓	£650.00	NO CHANGE	
exceeding 7.5 tonnes *	£2,000.00	*	*	*	*	✓	£2,000.00	NO CHANGE	
Removal of vehicle off road not substantially damaged excluding 2 wheeled vehicle									
equal to or less than 3.5 tonnes	£200.00	*	*	*	*	✓	£200.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£400.00	*	*	*	*	✓	£400.00	NO CHANGE	
exceeding 7.5 tonnes*	£1,000.00	*	*	*	*	✓	£1,000.00	NO CHANGE	
Removal of vehicle off road substantially damaged excluding 2 wheeled vehicle									
equal to or less than 3.5 tonnes	£300.00	*	*	*	*	✓	£300.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£850.00	*	*	*	*	✓	£850.00	NO CHANGE	
exceeding 7.5 tonnes *	£3,000.00	*	*	*	*	✓	£3,000.00	NO CHANGE	
Storage charge per day									
equal to or less than 3.5 tonnes	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£25.00	*	*	*	*	✓	£25.00	NO CHANGE	
exceeding 7.5 tonnes	£30.00	*	*	*	*	✓	£30.00	NO CHANGE	
Destruction / disposal									
equal to or less than 3.5 tonnes	£75.00	*	*	*	*	✓	£75.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
exceeding 7.5 tonnes unladen	£125.00	*	*	*	*	✓	£125.00	NO CHANGE	
Note: Additional removal charges apply where non standard measures are required to seize and transport vehicles from and across private land to the nearest highway									
*unladen weight only									
ABANDONED VEHICLES (Non Statutory Charges) (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)									
Return of seized vehicle - cost per mile									
equal or less than 3.5 tonnes	£2.40	✓	*	*	*	*	£2.40	NO CHANGE	Fees set in contract with Redcorn.
exceeding 3.5 tonnes less than 7.5 tonnes	£4.45	✓	*	*	*	*	£4.45	NO CHANGE	Fees set in contract with Redcorn.
equal to or exceeding 7.5 tonnes		✓	*	*	*	*			
Private Land									
Administration Cost to organise AV removal on Private Land.	£105.00	*	✓	*	*	*	£108.00	2.86 %	Recharge/ cost recovery only
Per additional vehicle on same land	£32	*	✓	*	*	*	£33.00	3.13 %	Recharge/ cost recovery only

BUDGET POSITION SUMMARY - ENVIRONMENTAL ABANDONED VEHICLES

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

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

COMMUNITY & CUSTOMER SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Street Naming and Numbering :- Change to existing property	£125.00	✓	*	*	*	*	£125.00	NO CHANGE	
<u>New Build</u>									
1 Plot	£125.00	✓	*	*	*	*	£125.00	NO CHANGE	
For each additional plot/unit	£40.00						£40.00	NO CHANGE	
New street name and postal numbers for a new development	£550.00 fee for street name plus postal nos based on nos of plots shown above	✓	*	*	*	*	£550.00 street name plus postal nos based on nos of plots shown above	NO CHANGE	
Existing property - registration of property details with Royal Mail and / or utility companies	£125.00 per	✓	*	*	*	*	£125.00	NO CHANGE	
Renaming a street at the request of residents	£600.00 plus	✓	*	*	*	*	£1,000.00 £40 per property	66.67 %	
GIS system search (when operational) with letter amount to be submitted with request	£200.00	*	✓	*	*	*	£200.00	NO CHANGE	

BUDGET POSITION SUMMARY - INFORMATION UNIT & CUSTOMER SERVICES

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
ADW000-I0536 - Miscellaneous Charges	(12,500)	(12,500)	(12,500)	NO CHANGE	
	(12,500)	(12,500)	(12,500)		

COMMUNITY & CUSTOMER SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :- HOUSING

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

BUDGET POSITION SUMMARY - HOUSING

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

PLANNING SERVICES

**2021/22 FEES & CHARGES PROPOSED FOR :-
PARKING SERVICES**

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

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
On Street pay and display									
Inner CPZ P&D charge per hour	£1.60	*	✓	*	*	*	£1.60	NO CHANGE	
Outer CPZ P&D charge per hour	£1.10	*	✓	*	*	*	£1.10	NO CHANGE	
Standard rated & inclusive of VAT									
The Avenue Car Park									
7 a.m. to 5 p.m. - 60p per hour									
1 Hour	£0.80	✓	*	✓	*	*	£0.80	NO CHANGE	
2 Hours	£1.60	✓	*	✓	*	*	£1.60	NO CHANGE	
3 Hours	£2.40	✓	*	✓	*	*	£2.40	NO CHANGE	
4 Hours	£3.20	✓	*	✓	*	*	£3.20	NO CHANGE	
All day till midnight	£5.50	✓	*	✓	*	*	£5.50	NO CHANGE	
5 p.m. to midnight	£2.50	✓	*	✓	*	*	£2.50	NO CHANGE	
Season tickets per annum	£800.00	✓	*	✓	*	*	£800.00	NO CHANGE	
Town Hall Car Park									
Monday - Friday 5 p.m. to midn	£2.50	✓	*	✓	*	*	£2.50	NO CHANGE	
Saturday & Sunday 5 p.m. to midnight									
1 Hour	£0.80	✓	*	✓	*	*	£0.80	NO CHANGE	
2 Hours	£1.60	✓	*	✓	*	*	£1.60	NO CHANGE	
3 Hours	£2.40	✓	*	✓	*	*	£2.40	NO CHANGE	
4 Hours	£3.20	✓	*	✓	*	*	£3.20	NO CHANGE	
All day till midnight	£5.50	✓	*	✓	*	*	£5.50	NO CHANGE	
5 p.m. to midnight	£2.50	✓	*	✓	*	*	£2.50	NO CHANGE	
Longspring Charges									
Monday - Saturday									
1 hour	£0.60	✓	*	✓	*	*	£0.60	NO CHANGE	
Up to 4 hours	£1.20	✓	*	✓	*	*	£1.20	NO CHANGE	
All day	£2.40	✓	*	✓	*	*	£2.40	NO CHANGE	
Harebreaks Car park									
Monday - Saturday									
1 hour	£0.50	✓	*	✓	*	*	£0.50	NO CHANGE	
4 hours (maximum stay)	£1.00	✓	*	✓	*	*	£1.00	NO CHANGE	
Outside Scope for VAT purposes									
Parking Penalties									
Serious Contravention	£50.00	*	✓	*	*	*	£50.00	NO CHANGE	
More Serious Contravention	£70.00	*	✓	*	*	*	£70.00	NO CHANGE	
Permit Charges									
full cpz 1st permit	£25.00	*	✓	*	*	*	£26.00	4.00 %	
full cpz 2nd permit	£55.00	*	✓	*	*	*	£57.00	3.64 %	
fullcpz V Vouchers 40 1hour	£4.50	*	✓	*	*	*	£4.50	NO CHANGE	
fullcpz V Vouchers 20 4hour	£7.00	*	✓	*	*	*	£7.00	NO CHANGE	
fullcpz 1 day vouchers 5	£4.50	*	✓	*	*	*	£4.50	NO CHANGE	
fullcpz 1 week v voucher	£4.50	*	✓	*	*	*	£4.50	NO CHANGE	
fullcpz Business permit inner zone	£300.00	*	✓	*	*	*	£300.00	NO CHANGE	
fullcpz Business permit outer zone	£150.00	*	✓	*	*	*	£150.00	NO CHANGE	
Match Day 1st Permit	£6.00	*	✓	*	*	*	£6.00	NO CHANGE	
Match Day 2nd permit	£12.00	*	✓	*	*	*	£12.00	NO CHANGE	
MD V Vouchers 1 Day for 5	£4.50	*	✓	*	*	*	£4.50	NO CHANGE	
MD Business permit	£60.00	*	✓	*	*	*	£60.00	NO CHANGE	
Medical Permits (DHV) subsequent	£25.00	*	✓	*	*	*	£25.00	NO CHANGE	
	£55.00	*	✓	*	*	*	£55.00	NO CHANGE	
Car Park pass cards for disable	£10.00	*	✓	*	*	*	£10.00	NO CHANGE	
Parking Dispensations/bay suspensions :-									
Per bay per day	£20.00	*	✓	*	*	*	£20.00	NO CHANGE	
Per bay per week first 2 weeks	£120.00	*	✓	*	*	*	£120.00	NO CHANGE	
Per bay per week 3 weeks or more	£100.00	*	✓	*	*	*	£100.00	NO CHANGE	

BUDGET POSITION SUMMARY - PARKING SERVICES

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
Longspring					
KFB000-10623 - Income-Parking Fees	(34,000)	(34,000)	(34,000)	NO CHANGE	
The Avenue					
KFC000-10623 - Income-Parking Fees	(127,000)	(127,000)	(127,000)	NO CHANGE	
KFC000-10624 - Income-Season Tickets	(10,000)	(10,000)	(10,000)	NO CHANGE	
Town Hall					
BEA001-10623 - Income-Parking Fees (Staff)	(20,000)	(20,000)	(20,000)	NO CHANGE	
KFD000-10623 - Income-Parking Fees	(40,000)	(40,000)	(40,000)	NO CHANGE	
Controlled Parking Zone					
HDR000-10620 - Permit Charges	(265,000)	(265,000)	(265,000)	NO CHANGE	
HDR000-10621 - Pay & Display Receipts	(475,000)	(475,000)	(475,000)	NO CHANGE	
HDR000-10623 - Income - Parking Fees	(50,000)	(50,000)	(50,000)	NO CHANGE	
HDR000-10683 - Penalty Charges	(550,000)	(550,000)	(550,000)	NO CHANGE	
HDR001-10622 WJ0134 - Deacons Borough Council (Net)	(15,200)	(15,200)	(15,200)	NO CHANGE	
HDR002-10622 WJ0082 - TRDC (Net)	(65,700)	(65,700)	(65,700)	NO CHANGE	
	(1,651,900)	(1,651,900)	(1,651,900)		

PLANNING SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY			Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments	
		COMMERCIAL	FULL COSTED	RESIDENTIAL				
Standard rated & exclusive of VAT								
BUILDING CONTROL FEES (TABLE 1)								
FULL PLANS								
New Dwellings								
1 new dwelling								
Plan Fee	£370.00	*	✓	*	£390.00	5.41 %	Building control service has not increased its fees since 2017, the current charges 2020/21 are no longer reflective of the time taken to carry out this statutory duty. The fees have been increased to cover costs whilst remaining competitive against the approved inspectors that operate within the area	
Inspection Fee	£525.00	*	✓	*	£545.00	3.81 %		
2 new dwellings								
Plan Fee	£420.00	*	✓	*	£440.00	4.76 %		
Inspection Fee	£680.00	*	✓	*	£700.00	2.94 %		
3 new dwellings								
Plan Fee	£470.00	*	✓	*	£490.00	4.26 %		
Inspection Fee	£760.00	*	✓	*	£780.00	2.63 %		
4 new dwellings								
Plan Fee	£630.00	*	✓	*	£650.00	3.17 %		
Inspection Fee	£1,115.00	*	✓	*	£1,135.00	1.79 %		
Conversion of dwelling into 2 flats								
Plan Fee	£370.00	*	✓	*	£390.00	5.41 %		
Inspection Fee	£520.00	*	✓	*	£545.00	4.81 %		
Conversion of dwelling into 3 flats								
Plan Fee	£470.00	*	✓	*	£490.00	4.26 %		
Inspection Fee	£655.00	*	✓	*	£675.00	3.05 %		
Conversion of dwelling into 4 flats								
Plan Fee	£630.00	*	✓	*	£650.00	3.17 %		
Inspection Fee	£625.00	*	✓	*	£645.00	2.42 %		
Fees for additional dwellings are based on volumes built								
BUILDING CONTROL FEES (TABLE 2)								
FULL PLANS								
Domestic Extensions								
Extension - Internal floor area under 10m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£370.00	*	✓	*	£390.00	5.41 %		
Extension - Over 10m² and under 40m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£515.00	*	✓	*	£535.00	3.88 %		
Extension - Over 40m² and under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£630.00	*	✓	*	£650.00	3.17 %		
Loft Conversion under 40m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£440.00	*	✓	*	£460.00	4.55 %		
Loft Conversion over 40m² under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£515.00	*	✓	*	£535.00	3.88 %		
DETACHED GARAGE OR CAR PORT								
Internal floor area below 40m²								
Plan Fee	£210.00	*	✓	*	£230.00	9.52 %		
Internal floor area over 40m² and under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£260.00	*	✓	*	£275.00	5.77 %		
Garage Conversion								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£210.00	*	✓	*	£220.00	4.76 %		
Upgrading thermal elements								
Plan Fee	£80.00	*	✓	*	£90.00	12.50 %		
Inspection Fee	£130.00	*	✓	*	£140.00	7.69 %		
Alterations up to £5000								
Plan Fee	£105.00	*	✓	*	£110.00	4.76 %		
Inspection Fee	£130.00	*	✓	*	£140.00	7.69 %		
Alterations over £5000 up to 20,000								
Plan Fee	£105.00	*	✓	*	£110.00	4.76 %		
Inspection Fee	£290.00	*	✓	*	£300.00	3.45 %		
Installation of replacement windows								
Plan Fee	£80.00	*	✓	*	£90.00	12.50 %		
Inspection Fee	£110.00	*	✓	*	£120.00	9.09 %		
Electrical works (test by consultant)								
Test Fee	£340.00	*	✓	*	£340.00	NO CHANGE		
BUILDING CONTROL FEES (TABLE 3)								
Non-domestic extensions (institutional)								
Extension - Internal floor area under 10m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£370.00	*	✓	*	£390.00	5.41 %		
Extension - Over 10m² and under 40m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£600.00	*	✓	*	£620.00	3.33 %		
Extension - Over 40m² and under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£705.00	*	✓	*	£720.00	2.13 %		
Upgrading thermal elements								
Plan Fee	£210.00	*	✓	*	£235.00	11.90 %		
Inspection Fee	£220.00	*	✓	*	£230.00	4.55 %		
Internal alterations under £5000								
Plan Fee	£210.00	*	✓	*	£235.00	11.90 %		
Inspection Fee	£170.00	*	✓	*	£210.00	23.53 %		
Internal alterations over £5000 up to £10,000								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£220.00	*	✓	*	£240.00	9.09 %		
BUILDING CONTROL FEES (TABLE 3)								
Non-domestic extensions (Industrial)								
Extension - Internal floor area under 10m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£340.00	*	✓	*	£360.00	5.88 %		
Extension - Over 10m² and under 40m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£455.00	*	✓	*	£475.00	4.40 %		
Extension - Over 40m² and under 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£635.00	*	✓	*	£655.00	3.15 %		
Upgrading thermal elements								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£220.00	*	✓	*	£240.00	9.09 %		
Internal alterations under £5000								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£170.00	*	✓	*	£220.00	29.41 %		
Internal alterations over £5000 up to £10,000								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£220.00	*	✓	*	£240.00	9.09 %		
Window, door, shopfront replacement								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£115.00	*	✓	*	£125.00	8.70 %		
Installation of a mezzanine floor up 100m²								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£380.00	*	✓	*	£400.00	5.26 %		
Shop refurbishment under £15000								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£275.00	*	✓	*	£290.00	5.45 %		
Fees for domestic alterations are subject to floor area and type of construction								
Administrative fees associated with S106 agreements :-								
Minor Works	£370.00	*	✓	*	£370.00	NO CHANGE		
Major Works	£525.00	*	✓	*	£525.00	NO CHANGE		
With contribution to healthcare	£105.00	*	✓	*	£105.00	NO CHANGE		

BUDGET POSITION SUMMARY - BUILDING CONTROL

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
GCA000-I0104 - Publications / Copy Documents	(1,000)	(1,000)	(1,000)	NO CHANGE	
FEES & CHARGES					
GCA000-I0503 - Building Regulation-Application Fees	(160,000)	(160,000)	(160,000)	NO CHANGE	
GCA000-I0504 - Inspection Fees	(120,000)	(120,000)	(120,000)	NO CHANGE	
GCA000-I0518 - Regularisation	(7,000)	(7,000)	(7,000)	NO CHANGE	
GCA000-I0519 - Building Control Partnership	(4,000)	(4,000)	(4,000)	NO CHANGE	
Building Control	(291,000)	(291,000)	(291,000)	NO CHANGE	

PLANNING SERVICES

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

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

PLANNING SERVICES

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

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

PLANNING SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
Outside Scope for VAT purposes								
DEVELOPMENT CONTROL FEES								
CONCESSION FEES AND EXEMPTIONS (Continued)								
e) a revised or new application for development of the same character or description submitted within 12 months of the refusal or withdrawal of an earlier application or within 12 months of the expiry of the statutory 8 week period where the applicant has appealed on grounds of 'non determination'	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
f) a revised or new application for development of the same character or description submitted within 12 months of the grant of permission on an earlier application	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
g) application for listed building consent or conservation area consent	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
h) application made by or on behalf of a club, society or other organisation which is not established or conducted for profit and whose objects are the provision of facilities for sport or recreation which relates to the change of use of land to playing fields or the carrying out of operations (other than the erection of a building) for purposes ancillary to the use of the land as a playing field	£462.00	*	*	✓	*	✓	£462.00	NO CHANGE
i) a prior approval application for a material change of use made on the same date and by or on behalf of the same applicant as an application for planning permission for the same development	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
j) a planning application which is only for the demolition of an unlisted building in a conservation area	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
Standard rated & inclusive of VAT								
DEVELOPMENT CONTROL FEES								
PRE APPLICATION ADVICE								
CATEGORY 1 covers -								
a) householder proposals								
b) proposals involving less than 100 sq m of commercial floorspace	£100.00	*	*	*	✓	*	£100.00	NO CHANGE
c) lawful development certificates								
d) listed building consent								
e) conservation area consent								
CATEGORY 2 covers -								
a) 1 new residential unit (conversion of house into 2 flats)	£500.00	*	*	*	✓	*	£200.00	
B) 2-5 residential units	£500.00	*	*	*	✓	*	£500.00	
C) 6-10 residential units	£500.00	*	*	*	✓	*	£1,000.00	
CATEGORY 3 covers :-								
a) from 10 to 24 residential units or where the site area is 0.5 hectare to 1 hectare								
b) from 1000 sq m to 1999 sq m of commercial floorspace								
c) mixed use developments on a site between 0.5 hectare and 1 hectare	£2,500.00	*	✓	*	*	*	£3,000.00	The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.
d) change of use of land or buildings involving 500 sq m or more								
CATEGORY 3 follow up meeting								
In order benefit from the reduced fee for a follow-up meeting, the proposal must be (or include) the same site as the initial meeting, be for a similar use (or uses) as the initial meeting and be within three months of the initial pre-application meeting date.							£1,500.00	A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.
CATEGORY 4 covers :-								
a) 25-49 or residential units	£4,500.00	*	✓	*	*	*	£5,000.00	The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.
b) 2,000sqm to 4999sqm of non-residential floorspace	£4,500.00	*	✓	*	*	*	£5,000.00	The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.
CATEGORY 4 follow up meeting								
							£2,500.00	A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.

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

PLANNING SERVICES

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

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

BUDGET POSITION SUMMARY - DEVELOPMENT CONTROL

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
GBA000-I0505 - Pre-Application Advice	(60,000)	(60,000)	(60,000)	NO CHANGE	
GBA000-I0508 - Planning Application Fees	(720,000)	(720,000)	(720,000)	NO CHANGE	
GBA000-I0517 - UU Drafting Fees	(5,000)	(5,000)	(5,000)	NO CHANGE	
Development Control	(785,000)	(785,000)	(785,000)	NO CHANGE	
Total	(785,000)	(785,000)	(785,000)	NO CHANGE	

PLANNING SERVICES

2021/22 FEES & CHARGES PROPOSED FOR :-
LAND CHARGES

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
Residential Search	£80.00	*	✓	*	*	*	£70.00	-12.50 %	The fee for 2020/21 was £67 not £80 as WBC no longer provide the LLC1 element of the search
Commercial Search	£150.00	*	✓	*	*	*	£142.00	-5.33 %	The fee for 2020/21 was £137 not £150 as WBC no longer provide the LLC1 element of the search
Con 29 optional enquiry	£7.50	*	✓	*	*	*	£9.00	20.00 %	The fee for 2020/21 was £9.00 not £7.50
Additional enquiry (E.G. Solicitor)	£10.00	*	✓	*	*	*	£10.00	NO CHANGE	
Enquiry by letter	£14.50	*	✓	*	*	*	£15.00	3.45 %	
Additional parcel of land	£13.50	*	✓	*	*	*	£13.50	NO CHANGE	The fee for 2020/21 was £11.40 not £13.50
Question 22 enquiry	£16.59	*	✓	*	*	*	£20.50	23.57 %	The fee for 2020/21 was £19.91 not £16.59
Question 21 enquiry	£9.00	*	✓	*	*	*	£4.00	-55.56 %	We don't actually provide an answer for this question the customer is referred to HCC. If we continue to charge £9.00 we could be challenged as would not justify cost recovery.
Question 16 enquiry	£9.00	*	✓	*	*	*	£4.00	-55.56 %	We don't actually provide an answer for this question the customer is referred to HCC. If we continue to charge £9.00 we could be challenged as would not justify cost recovery.
Question 4 enquiry	£9.00	*	✓	*	*	*	£4.00	-55.56 %	We don't actually provide an answer for this question the customer is referred to HCC. If we continue to charge £9.00 we could be challenged as would not justify cost recovery.
Fees for Local Land Charges excluding Con29.									
1. Registration of a charge in Part 11 of the register (light obstruction notices)	£67.00	*	✓	*	*	*			We are no longer responsible for any of these functions. Responsibility was transferred to HMLR in Feb 2020
2. Filing a definitive certificate of the Lands Tribunal under rule 10(3)	£2.50	*	✓	*	*	*			
3. Filing a judgement, order or application for the variation or cancellation of any entry in Part 11 of the register (light obstruction charges)	£7.00	*	✓	*	*	*			
4. Inspection of documents filed under rule 10 in respect of each parcel of land	£2.50	*	✓	*	*	*			
5. Personal search in the whole or in part of the register	£0.00	*	*	*	✓	*			
In addition, in respect of each parcel of land above one, where under rule 11(2) the search extends to more than one parcel, subject to a maximum of £16	£0.00	*	*	*	✓	*			
5a. Enhanced personal search service	£13.00	*	✓	*	*	*			
6. Official Search (including issue of official certificate of search) in respect of one parcel of land:									
(a) in any one part of the register (previous statutory fee £2)	£2.00	*	✓	*	*	*			
(b) in the whole of the register									
(i) Where the requisition is made by electronic means in accordance with rule 16 (previous statutory fee £4)	£13.00	*	✓	*	*	*			
(ii) and in any other case (previous statutory fee £6)	£13.00	*	✓	*	*	*			
In respect of each additional parcel of land (previous statutory fee £1)	£4.00	*	✓	*	*	*			
7. Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to the Rules - previous statutory fee £1.50)	£1.50	*	✓	*	*	*			

BUDGET POSITION SUMMARY - LAND CHARGES

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

LEGAL AND PROPERTY SERVICES

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

Description	PMO	NPMO	PRICING STRATEGY				PROFIT MAKING ORGS (PMO)		NON PROFIT MAKING ORGS (NPMO)		Comments
	2020/21		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY	Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Proposed 2021/22 Charge	
Exempt from VAT											
COMMITTEE ROOM 1 (16 seats)											
1-3 Hours	£108.00	£0.00	*	*	✓	✓	*	£108.00	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£36.00	£0.00	*	*	✓	✓	*	£36.00	NO CHANGE	£0.00	NO CHANGE
COMMITTEE ROOM 2 (24 seats)											
1-3 Hours	£138.50	£0.00	*	*	✓	✓	*	£138.50	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£46.50	£0.00	*	*	✓	✓	*	£46.50	NO CHANGE	£0.00	NO CHANGE
COUNCIL CHAMBER (44 seats) (Refreshments are not permitted in the Council Chamber)											
1-3 Hours	£169.00	£0.00	*	*	✓	✓	*	£169.00	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£56.50	£0.00	*	*	✓	✓	*	£56.50	NO CHANGE	£0.00	NO CHANGE
TRAINING ROOM 1 (20 seats)											
1-3 Hours	£108.00	£0.00	*	*	✓	✓	*	£108.00	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£36.00	£0.00	*	*	✓	✓	*	£36.00	NO CHANGE	£0.00	NO CHANGE
TRAINING ROOM 2 (20 seats)											
1-3 Hours	£138.50	£0.00	*	*	✓	✓	*	£138.50	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£46.50	£0.00	*	*	✓	✓	*	£46.50	NO CHANGE	£0.00	NO CHANGE
MEETING ROOM B (10 SEATS)											
1-3 Hours	£108.00	£0.00	*	*	✓	✓	*	£108.00	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£36.00	£0.00	*	*	✓	✓	*	£36.00	NO CHANGE	£0.00	NO CHANGE
Committee Room 3 (20 seats)											
1-3 Hours	£138.50	£0.00	*	*	✓	✓	*	£138.50	NO CHANGE	£0.00	NO CHANGE
Each Additional Hour (weekend bookings will incur and additional charge)	£46.50	£0.00	*	*	✓	✓	*	£46.50	NO CHANGE	£0.00	NO CHANGE
Standard rated & exclusive of VAT											
OTHER CHARGES											
Hire of laptop for period of hire	£10.50	£0.00	*	*	✓	*	*	£10.50	NO CHANGE	£0.00	NO CHANGE
Hire of projector for period of hire	£10.50	£0.00	*	*	✓	*	*	£10.50	NO CHANGE	£0.00	NO CHANGE
Flipchart pad (each) incl of pens (conditions apply)	£5.50	£0.00	*	*	✓	*	*	£5.50	NO CHANGE	£0.00	NO CHANGE
Weekend hire per hour on Saturdays (Staffing Costs)	£53.00	£53.00	*	*	✓	*	*	£53.00	NO CHANGE	£53.00	NO CHANGE
Weekend hire per hour on Sundays (Staffing Costs)	£71.00	£71.00	*	*	✓	*	*	£71.00	NO CHANGE	£71.00	NO CHANGE

BUDGET POSITION SUMMARY - TOWN HALL FACILITIES

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

LEGAL AND PROPERTY SERVICES

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

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Outside Scope for VAT purposes									
<u>Register of Electors</u>									
Electronic version - * (see below)	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	One of the Credit Agencies advised 2019 that they no longer require/intend to purchase a copy of the full register / monthly updates going forward which contributed to a drop in income in this area in 2019-20
Hardcopy version - ** (see below)	£10.00	*	*	*	*	✓	£10.00	NO CHANGE	
* - Indicates that per 1000 electorate (and part thereof), an additional levy of £1.50 is chargeable ** - Indicates that per 1000 electorate (and part thereof), an additional levy of £5.00 is chargeable									
<u>Marked Register of Electors</u>									
Electronic version - ○ (see below)	£10.00	*	*	*	*	✓	£10.00	NO CHANGE	Dependent upon elections being held and respective candidates/political parties requesting and paying for a marked copy of the marked electoral register
Hardcopy version - ○○ (see below)	£10.00	*	*	*	*	✓	£10.00	NO CHANGE	
○ - Indicates that per 1000 electorate (and part thereof), an additional levy of £1.00 is chargeable ○○ - Indicates that per 1000 electorate (and part thereof), an additional levy of £2.00 is chargeable									
<u>Confirmation Letter Fees</u>									
Single name - single address (current year)	£18.00	*	✓	*	*	*	£18.55	3.06 %	Provision of contribution letters has historically provided a service with all actual costs adequately covered. GDPR requirements now enable many if not most such requests to be provided free of charge. However, increased charges should enable some income to be maintained during 2021-2022
Multiple name - single address (current year)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
Single name - single address (up to 3 yrs)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
Single name - single address (4-10 yrs) - ◆ (see below)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
◆ - An additional levy of £2.00 is chargeable for each extra year	£2.60	*	✓	*	*	*	£2.70	3.85 %	Full effect of GDPR legislation in this area will be realised fully in due course but as stated, in the interim stated increases may serve to maintain some level of income even if decreased?
More than one name - single address (up to 3 yrs)	£27.60	*	✓	*	*	*	£28.45	3.08 %	
More than one name - single address (4-10 yrs) - ◆◆ (see below)	£27.60	*	✓	*	*	*	£28.45	3.08 %	
◆◆ - An additional levy of £2.00 is chargeable for each extra year	£2.60	*	✓	*	*	*	£2.70	3.85 %	
Where confirmation required for an individual / household at more than one address :-									
Single name - multiple addresses (up to 3 & current year)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
Multiple name - multiple but same addresses (up to 3 & current year)	£27.60	*	✓	*	*	*	£28.45	3.08 %	
Certification of overseas pension forms	£10.75	*	✓	*	*	*	£11.10	3.26 %	

BUDGET POSITION SUMMARY - ELECTIONS UNIT

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

REVENUES & BENEFITS

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

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

BUDGET POSITION SUMMARY - COUNCIL TAX

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
FEES & CHARGES					
BAD900-I0683 - Income - Penalty Charges	(2,000)	(2,000)	(2,000)	NO CHANGE	
	(2,000)	(2,000)	(2,000)		

Watford Borough Council

Capital Strategy

2020/21



1. Introduction

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

2. CAPITAL INVESTMENT PROGRAMME

Capital Investment Programme - Expenditure

- 2.1 Capital Investment is the term used to cover all expenditure by the council that can be classified as capital under legislation and proper accounting practice. This includes expenditure on:
- property, plant and equipment
 - heritage assets, and
 - investment properties.
- 2.2 Property plant and equipment includes assets that have physical substance and are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes. They are expected to be used during more than one financial year. Expenditure on the acquisition, creation or enhancement of these assets is capitalised on an accruals basis, provided that the Council is likely to benefit from the future economic benefits or service potential and the cost of the item can be measured reliably. Expenditure on repairs and maintenance is charged to the revenue account when it is incurred.
- 2.3 Heritage Assets are held with the objective of increasing knowledge, understanding and the appreciation of the Council's history and local area.
- 2.4 Investment properties are those that are used solely to earn rentals and/or for increases in value. The definition is not met if the property is used in any way for the delivery of services or production of goods or is held for sale.

- 2.5 The Council does not capitalise borrowing costs for assets under construction with the exception of development in relation to its commercial portfolio. The council has a number of joint ventures for development where borrowing costs in relation to assets under construction are routinely capitalised and repaid from the proceeds of sale.
- 2.6 Detailed accounting policies in relation to assets and capital expenditure may be found in the annual statement of accounts.
- 2.7 Appendix 1 shows the latest MTFs position on the capital programme.

Capital Investment Programme - Funding

- 2.8 The Capital Investment Programme can be funded from the following sources:
- 2.9 Government Grants & Other Contributions: These are grants for specific purposes which may be available from the Government, e.g. Disabled Facility Grants. The Council can also attract partnership funding from other local authorities and agencies e.g. Local Enterprise Partnership (LEP). The Council has also benefited in the past from other funding such as lottery grants.
- 2.10 Section 106 Contributions: These are contributions from developers to the public services and amenities required for the development. These have been in part replaced by the Community Infrastructure Levy.
- 2.11 Capital Receipts: Capital receipts are derived when selling assets such as land. The main receipt relates to the arrangements made when the Council sold its housing stock to Watford Community Housing; the Transfer Agreement included a Right to Buy (RTB) Sharing Agreement whereby the Council is entitled to a share of the post-transfer receipts from RTB sales and a 'VAT Shelter Agreement' whereby the Council benefits from the recovery of VAT on continuing works carried out by Watford Community Housing.
- 2.12 Revenue Contributions: Revenue balances from the General Fund may be used to support capital expenditure.
- 2.13 Capital Expenditure Reserves: The Council has reserves which it has put aside for capital expenditure.
- 2.14 Borrowing: The Council is allowed to borrow to support its capital expenditure as long as this is prudent, sustainable, and affordable. Whilst the Council does not currently borrow, with the exception of LEP funding, it is likely that borrowing will be required to finance the future capital programme.
- 2.15 The capital programme includes an assessment of likely available resources to finance capital expenditure this is included at Appendix 2.

Property investment

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

Other investments

- 2.19 Watford Borough has established a commercial trading company Watford Commercial Services Ltd, of which it has 100% ownership. At present the only activity carried out through the company is Watford's investment in Hart Homes Development LLP, of which it has a 50% share. This is a joint venture with Watford Community Housing set up to deliver housing development within the area. In addition Watford Borough Council has a direct 50% share in Hart Homes (Watford) Ltd which was set up for the ongoing management of rental properties developed by Hart Homes Development LLP.
- 2.20 Watford Borough Council has set up a Local Asset Backed Vehicle (LABV) (the Watford Health Campus Partnership LLP) with Kier to develop Watford Health Campus. Under the LABV model, the public sector transfers land into to the partnership and the private sector matches the value of the asset to deliver the joint venture's objectives. Empowering the joint venture (by way of land and money) to deliver the regeneration and transformation activities agreed between the parties.
- 2.21 In July 2019, the Council acquired Croxley Park (a local business park) by way of a finance lease. Both the asset and lease liability are recognised on the Council's balance sheet. Because of the size of the finance lease, this is shown separately with the Council's authorised limit and operational boundary for borrowing.
- 2.22 All investment activity in relation to other investments is managed through the capital programme and revenue budget process. The activity of the joint venture and investments in partnerships and companies is included within the Group Accounts which are prepared as part of the Annual Statement of Accounts.

Future Investment

- 2.23 Future Investment Schemes will be assessed on the basis of a full business case which will include full resourcing for the project and an assessment of affordability. Priority areas for future capital investment are:
- ***Schemes through the joint ventures that generate a surplus and increase the supply of housing locally.***
 - ***Schemes that generate revenue budget savings or income.***
 - ***Schemes that allow the council to benefit from future economic regeneration potential within the local area.***

3. TREASURY MANAGEMENT

- 3.1 The Council is required to operate a balanced budget over the medium term which, after allowing for contributions to and from reserves, broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing the requisite liquidity before considering investment return. The Council has purchased investment properties to improve the yield on its longer term surplus cash.
- 3.2 The Treasury Management Policy Statement, details the policies, practices, objectives and approaches to risk management of its treasury management activities, which is to be monitored by the Audit Committee. The Council's investment strategy's primary objectives are safeguarding the repayment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective. The strategy allows the Director of Finance, in consultation with the Portfolio Holder for Resources, the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than one year and also to invest in other investment instruments i.e Government bonds, Gilts and investment property with a view of maximising the Council's returns without significantly increasing risk.

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

- 3.3 The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure, which has not immediately been paid for, will increase the CFR. An increase in the CFR does not necessarily mean that the council will borrow externally to fund the increase. The Council manages its cash balances as a whole and may choose to use internal cash (generated by holding reserves and through timing differences between income and expenditure).
- 3.4 The table below shows the estimate of the CFR for 2019/20 and 2020/21 along with an analysis of forecast resources for 2021/22 and beyond.

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

Minimum Revenue Provision (MRP) Strategy and Policy Statement

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

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

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

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

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

- 3.8 Watford Borough Council's process is to produce for approval by the Director of Finance, in consultation with the Portfolio Holder, a business case for each scheme intended to be unfunded from other resources. This will clearly show the level of MRP which is proposed to ensure that the repayment of any debt can be made in a period

commensurate with the period over which the expenditure provides benefits or makes returns.

- 3.9 No MRP provision is made in respect of investments or payments in to Watford Commercial Services or the joint ventures as such investments are intended to be time-limited and allow for the repayment of debt. For finance leases the council will charge MRP to its General Fund each year dependant on the life of the underlying asset.

Revenue Cost of Borrowing

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

Prudential Indicators

- 3.11 There are two limits on external debt: the 'Operational Boundary' and the 'Authorised Limit'. Both are consistent with existing plans and the proposals in the budget report for capital expenditure and financing, and with approved treasury management policy statement and practices.
- 3.12 The first key control over the treasury activity is a Performance Indicator (PI) to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and next two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

Treasury Management Indicator - The Operational Boundary

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

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

Treasury Management Indicator - The Authorised Limit for External Borrowing

- 3.14 This PI, which is required to be set and revised by Members, controls the overall level of borrowing and represents the limit beyond which external long and short term borrowing is prohibited, and this limit needs to be set or revised by the Council. It reflects the level of borrowing which, while not desired, could be afforded in the short

term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (2) of the Local Government Act 2003.

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

4. Future Investments

- 4.1 The Council will continue to seek opportunities to work in partnership with others to promote economic development and the provision of housing within Watford’s wider economic area. Current partners include Kier for the Riverwell project, along with Watford Community Housing as the main local registered social provider.
- 4.2 The council has established Watford Commercial Services to allow it to work more closely with providers and exploit future commercial opportunities. The Council currently has a joint venture with Watford Community Housing through Hart Homes Development LLP.

5. Skills and Knowledge and Professional Advice

- 5.1 The Council has a shared service with Three Rivers District Council for the provision of the finance function allowing access to a greater range of professional skills than would otherwise be available if each council had a separate team.
- 5.2 Watford Borough Council uses Lambert Smith Hampton (LSH) to provide advice on and management of its investment property portfolio. LSH also provide ad-hoc advice where required on other projects. It also uses CTI as adviser on Croxley Park. The Council has a framework agreement in place with Grant Thornton to provide finance and accountancy advice and has used Trowers for legal advice on the acquisition of Croxley Park. The council uses external advisers on all major projects.
- 5.3 The Council contracts with Link Asset Services for the provision of Treasury advice. Link Asset Services provide non-regulated advice on the management of the council’s cash flows, investments and borrowings and a markets information service. The Councils VAT advisers are PSTax.

6. Risk

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

- 6.2 The Council takes advice from its professional advisers to both identify and mitigate the key risks it faces and ensures that all decisions are made with an understanding of the risks involved. The ongoing management of risk is a key function of the Council's Property Investment Board which routinely takes advice from LSH.
- 6.3 The council currently has an income target of £7.3M pa from its commercial investment activities. This is equivalent to 28% of its total gross income (excluding housing benefit reimbursements from government). In addition the Council is using £1.5M pa from the Croxley Park investment to support its revenue budget. All other monies are being ring-fenced within the project. The Council does not receive RSG and is entirely dependent upon locally raised taxes and locally generated income to fund services. The general fund balance as at 1st April 2019 was £2M.
- 6.4 Whilst recognising the importance of generating income to support services, the Council will ensure that its external income is actively managed to safeguard the future financial sustainability of the council. In this respect it will continue to seek to balance income from its commercial investment activities against its overall level of risk and the amount of reserves available to mitigate this risk.
- 6.5 In assessing the risk of its commercial investments the Council will consider the level of risk inherent in the income stream, the security held, its ability to realise assets or other security should the need arise and the level of income received from commercial investments compared to the total income of the council.

Capital Forecast

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

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

Capital Funding 2019-2022

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

Treasury Management Policy

2020/21



1. Summary

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

2. Risks

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

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

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

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

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

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

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

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

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

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

3. Treasury Indicators: Limits to Borrowing Activity

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

4. Borrowing Strategy

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

5. Investment Policy

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

be as set through the Council's Treasury Management Practices Schedules and are detailed at Annex A.

- 5.3. As part of its diversification of investments, the Council has invested some of its core funds (i.e: funds not immediately required for cashflow reasons) in longer-term investment property instruments. These are in the form of individual assets directly owned by the council. Although the Council has no current investments or plans to invest in pooled property funds, these are an option that could be considered in the future. All property investments are controlled through the Property Investment Board (PIB) and each investment is subject to its own business case and appraisal before a decision to invest is taken and before any Council funds are committed.
- 5.4. The Council received a £92M reserve as a result of its acquisition of Croxley Park. Due to the nature of these funds, which will be required over the life of the asset in the form of funding for shortfalls in rent or planned programmed maintenance, the Councils Treasury Advisers are currently assisting the Council in appointing Fund Managers to manage the money on a longer-term basis. The appointment of fund managers will be through a competitive process.

6. Creditworthiness policy

6.1. The Council will ensure:

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

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

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

7. Counterparty Categories

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

- **Banks 1 - Good Credit Quality**
The Council will only use UK banks or foreign banks trading in the UK in sterling denomination and which meet the Rating criteria.
- **Banks 2 – The Council’s Own Banker**
For transactional purposes, if the bank falls below the above criteria, it will be included, although in this case balances will be minimised as far as possible in both monetary size and time within operational constraints.
- **Bank Subsidiary and Treasury Operations**
The Council will use these where the parent bank has the necessary ratings outlined above and the parent has provided an indemnity guarantee.
- **Building Societies**
The Council will use all Societies which meet the ratings for banks outlined above.
- **Specific Public Bodies**
The Council may lend to Public Bodies other than Local Authorities. The criterion for lending to these bodies is that the loan has been approved by Council.
- **Money Market Funds AAA Rated**
The Council may lend to Money Market Funds in order to spread its investment risk.
- **Local Authorities**
A limit of £5m per authority will be applied.
- **Debt Management Deposit Account Facility**
A Government body which accepts local authority deposits.
- **Council Subsidiaries (non-specified)**
The Council will lend to its subsidiaries subject to approval of a business case by the Director of Finance in consultation with the Portfolio Holder for Resources. Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.

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

8. Use of Additional Information Other Than Credit Ratings

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

watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

9. Time and Monetary Limits Applying to Investments

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

10. Exceptional Circumstances

- 10.1. The criteria for choosing counterparties set out above provide a sound approach to investment in “normal” market circumstances. Whilst Members are asked to approve this base criteria above, under the exceptional current market conditions Director of Finance may temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out for approval. These restrictions will remain in place until the banking system returns to “normal” conditions. Similarly, the time periods for investments will be restricted.
- 10.2. Examples of these restrictions would be the greater use of the Debt Management Deposit Account Facility (DMO) – a Government body which accepts local authority deposits, money Market Funds, and strongly rated institutions. The credit criteria have been amended to reflect these facilities.

11. Investment Strategy

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

Treasury Indicator & Limit	2019/20	2020/21	2021/22	2022/23
Maximum Principal Sums invested for greater than one year (excluding investment of Croxley Park Reserve, property investment and loans to Council subsidiaries).	£10m	£5m	£5m	£5m
Maximum Principal Sums invested for greater than one year (Money Market Funds – Croxley Park Reserve)	£100m	£100m	£100m	£100m

12. Investment Risk & Security Benchmarking

12.1. These benchmarks are simple guides to maximum risk and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmarks is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual

Report. In line with the Treasury Management Strategy, the Council has managed to invest with those institutions who offered the best rate and the investment portfolio is above the overall benchmark during the year to date.

Security

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

Liquidity

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

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

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

13. Reporting Requirements

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

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

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

14. Policy on the Use of External Service Providers

14.1. The contract for external treasury management advisors is carried out by Link Asset Services. The Council recognises that responsibility for treasury management decisions remains with the Council at all times and will ensure that undue reliance is not placed upon our external service providers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

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

15. Member and Officer Training

15.1. The increased Member consideration of treasury management matters and the need to ensure officers dealing with treasury management are trained and kept up to date requires

a suitable training process for Members and officers. This Council has addressed this important issue by:

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

Annual Investment Strategy

The investment policy for the Council is:

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

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

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

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

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

Non-Specified Investments – non-specified investments are any other type of investment (i.e. not defined as Specified above). The identification and rationale supporting the selection of

these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

Non Specified Investment Category	Limit (£ or %)
Any bank or building society that has a minimum long term credit rating of A (or equivalent), for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	£5m
The Council's own banker if it fails to meet the basic credit criteria.	In this instance balances will be minimised as much as possible
<p>Building Societies not meeting the basic security requirements under the specified investments.</p> <p>The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies which were originally considered Eligible Institutions and have a minimum asset size of £5,000m, but will restrict these types of investments to £2m for up to six months.</p>	£2m
<p>Specific Public Bodies</p> <p>The Council can seek Member approval to make loans to other public bodies for periods of more than one year.</p>	£10m
<p>Loans to Council Subsidiaries</p> <p>The Council will lend to its subsidiaries subject to approval of a business case by the Director of Finance in consultation with the Portfolio Holder (Resources). Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.</p>	£10m limit for any single loan
<p>Money Market Funds</p> <p>Appointed through competitive process for the investment of the Croxley Park Reserve</p>	£100m
<p>Other unspecified investments</p> <p>The strategy allows the Director of Finance, in consultation with the Portfolio Holder (Resources), the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than one year and also to invest in other investment instruments i.e Government bonds, Gilts and investment property with a view of to maximising the Council's returns without significantly increasing risk. This allows the addition of further unspecified investments, subject to conditions which will be generally similar to (e).</p>	£10m

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

The Monitoring of Investment Counterparties

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

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

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

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

Notes:-

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

PROPERTY INVESTMENT STRATEGY

Property Investment Policy

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

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

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

How much is invested?

Approximately £200 million is currently held in the property portfolio and £ 20 million is invested in treasury investments (short term investments (less than 1 year) with UK building societies and banks).

What type of property?

There are different types of property investment as follows:

- Retail
- Office
- Industrial
- Leisure

For risk management purposes it is recommended that no single asset should comprise more than 10% of the whole portfolio and locations should be diverse as should property types. Convention has often dictated an ideal balance of 30% of monies invested in each retail, office and industrial sectors, and the remaining 10% into leisure and miscellaneous

uses. The mix helps to protect the fund against movements that might adversely affect one specific sector which would otherwise have a disproportionate impact.

What level of financial return?

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

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

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

Where should it be located?

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

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

INVESTMENT PORTFOLIO ASSESSMENT MATRIX

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

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

The threshold score should be set at 60.