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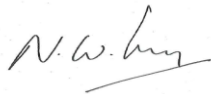
Please ask for:  
Graham Seal

30 December 2016

Dear Councillor

You are requested to attend a meeting of the WELWYN HATFIELD BOROUGH COUNCIL CABINET to be held on Tuesday 10 January 2017 at 7.30 pm in the Council Chamber, Council Offices, The Campus, Welwyn Garden City, Herts, AL8 6AE.

Yours faithfully



Executive Director  
Public Protection, Planning and Governance

**AGENDA**  
**PART 1**

1. **APOLOGIES**

2. **PUBLIC QUESTION TIME AND PETITIONS**

Up to fifteen minutes will be made available for questions from members of the public on issues relating to the work of the Cabinet and to receive any petitions.

3. **ACTIONS STATUS REPORT (Pages 5 - 6)**

Report of the Executive Director (Public Protection, Planning and Governance) on the status of actions agreed at the last Cabinet meeting.

4. **NOTIFICATION OF URGENT BUSINESS TO BE CONSIDERED UNDER ITEM 14**

5. **DECLARATIONS OF INTEREST BY MEMBERS**

To note declarations of Members' disclosable pecuniary interests, non-disclosable pecuniary interests and non-pecuniary interests in respect of items on the Agenda.

6. ITEM RELATING TO THE BUDGET AND POLICY FRAMEWORK FOR RECOMMENDATION TO COUNCIL

To consider the following item:-

- (a) Campus West Tower (Pages 7 - 10)

Report of the Executive Director (Resources, Environment and Cultural Services) on urgent repairs required to the tower at Campus West.

7. ITEMS REQUIRING KEY DECISION

To consider the following items for decision in the current Forward Plan:-

- (a) Council Tax Base 2017/18 (Forward Plan Reference FP767) (Pages 11 - 20)

Report of the Executive Director (Resources, Environment and Cultural Services) on the calculation of the Council Tax Base for 2017/18.

- (b) Medium Term Financial Strategy 2017/18 - 2018/20 (Forward Plan Reference FP769) (Pages 21 - 62)

Report of the Executive Director (Resources, Environment and Cultural Services) setting out the financial strategy for 2017/18 to 2019/20 providing a framework for the Council to plan and manage its resources.

- (c) Housing Revenue Account Budget - 2017/18 (Forward Plan Reference FP768) (Pages 63 - 76)

Report of the Executive Director (Resources, Environment and Cultural Services) on the Housing Revenue Account budget for 2017/18 together with the proposed rent decrease in line with proposed Government legislation.

- (d) General Fund Budget 2017/18 (Forward Plan Reference FP768) (Pages 77 - 204)

Report of the Executive Director (Resources, Environment and Cultural Services) presenting a first view of the General Fund revenue budget for 2017/18.

- (e) Capital Programme - 2017/18 to 2021/22 (Forward Plan Reference FP768) (Pages 205 - 232)

Report of the Executive Director (Resources, Environment and Cultural Services) providing details of capital expenditure and funding for the period 2017/18 to 2021/22.

- (f) Treasury Management Strategy 2017/18 (Forward Plan Reference FP770) (Pages 233 - 254)

Report of the Executive Director (Resources, Environment and Cultural Services) presenting the proposed Treasury Management Strategy for 2017/18.

8. RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY COMMITTEES

There are no recommendations from Overview and Scrutiny Committees to be considered.

9. RECOMMENDATIONS FROM CABINET PANELS

There are no recommendations from Cabinet Panels to be considered.

10. RECOMMENDATIONS FROM SCRUTINY SUB-COMMITTEES

There are no recommendations from Scrutiny Sub-Committees to be considered.

11. COUNCIL'S ACHIEVEMENT LIST (Pages 255 - 260)

Report of the Executive Director (Resources, Environment and Cultural Services) summarising Council achievements for the second quarter of 2016/17.

12. PERFORMANCE EXCEPTION REPORT - NOVEMBER 2016 (Pages 261 - 270)

Report of the Executive Director (Resources, Environment and Cultural Services) summarising strategic performance data for quarter two of 2016/17.

13. RISK MANAGEMENT (Pages 271 - 292)

Report of the Executive Director (Public Protection, Planning and Governance) on the current top strategic and operational risks facing the Council.

14. SUCH OTHER BUSINESS AS, IN THE OPINION OF THE CHAIRMAN, IS OF SUFFICIENT URGENCY TO WARRANT IMMEDIATE CONSIDERATION:

15. EXCLUSION OF PRESS AND PUBLIC

The Cabinet is asked to resolve:

That under Section 100(A)(2) and (4) of the Local Government Act 1972, the press and public be now excluded from the meeting for Items 16, 17, 18 and 19 on the grounds that they involve the likely disclosure of confidential or exempt information as defined in Section 100(A)(3) and Paragraphs 3 (private financial or business information) and 5 (legal and professional privilege) of Part 1 of Schedule 12A of the said Act (as amended).

In resolving to exclude the public in respect of the exempt information, it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## PART II

16. ITEMS OF AN EXEMPT NATURE RELATING TO THE BUDGET AND POLICY FRAMEWORK FOR RECOMMENDATION TO THE COUNCIL

To consider the following item of an exempt nature:-

- (a) Acquisition of Culpitt House, 70-74 and 80-86 Town Centre, Hatfield (Forward Plan Reference FP784) (Pages 293 - 300)

Exempt report of the Executive Director (Resources, Environment and Cultural Services) on the opportunity to acquire a number of properties in Hatfield Town Centre to add to the Council's holdings in the town.

17. HIGH VIEW PROCUREMENT (Pages 301 - 304)

Exempt report of the Executive Director (Resources, Environment and Cultural Services) on the appointment of a preferred bidder for this redevelopment project.

18. CREMATORIUM PROCUREMENT (Pages 305 - 324)

Exempt report of the Executive Director (Resources, Environment and Cultural Services) on the next stage of the procurement for the redevelopment project.

19. ANY OTHER BUSINESS OF A CONFIDENTIAL OR EXEMPT NATURE AT THE DISCRETION OF THE CHAIRMAN

Circulation: Councillors J Dean (Leader) M Perkins (Deputy Leader)  
D Bell B Sarson  
H Bromley R Trigg  
T Kingsbury

Executive Board  
Press and Public (except Part II Items)

**If you require any further information about this Agenda please contact Graham Seal, Governance Services Unit on 01707 357444 or email – [g.seal@welhat.gov.uk](mailto:g.seal@welhat.gov.uk)**

# Agenda Item 3

Part I  
Item No: 4  
Main author: Graham Seal  
Executive Member: Roger Trigg  
Not Ward Specific

WELWYN HATFIELD BOROUGH COUNCIL

CABINET– 10 JANUARY 2016

REPORT OF THE EXECUTIVE DIRECTOR (PUBLIC PROTECTION, PLANNING AND GOVERNANCE) ACTIONS STATUS REPORT

## 1 Executive Summary

1.1 In order to ensure that actions identified at meetings are completed, this report lists the actions from the last Cabinet meeting, those responsible for completing each action and its current status.

## 2 Recommendation(s)

2.1 That Members note the status of the following actions which were identified at the last Cabinet meeting on 6 December 2016.

Minute	Action	Responsible	Status/ Date Completed
There are no action updates to be reported.			

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# Agenda Item 6a

## Part I

Main author: Mike Storey

Executive Member: Roger Trigg

Handside Ward

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 10 JANUARY 2017

REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND CULTURAL SERVICES)

## CAMPUS WEST TOWER – URGENT REPAIRS

### **1 Executive Summary**

- 1.1 In August this year, a large piece of concrete separated and then fell from the around a window on the fourth floor of the Campus West Tower. This highlighted there could be a problem with the window reveals and other isolated areas on the tower.
- 1.2 Officers immediately fenced off the area and scaffolding was erected to allow for the tower to be inspected. Ashton Consulting were instructed to carry out that inspection and to produce a report to ascertain if the incident was likely to be a one-off or if there was a more widespread risk.
- 1.3 This report advised that the risk did affect more of the building and also recommended that testing should be carried out for chlorides in the concrete.
- 1.4 The purpose of this report is now to advise Members that urgent repairs are required to the tower to restore the external finishes to a safe state. Because these works are repairs, the cost cannot be treated as a capital expenditure and so the estimated requirement is for a one off revenue budget of £60,000 including fees

### **2 Recommendation(s)**

- 2.1 That Cabinet recommend to Council that it agrees that the urgent repairs outlined in this report are required and recommends to Council to agree a budget of £60,000 in this financial year 2016-17 to cover the estimated cost of the repairs required to the building.
- 2.2 That initially the cost is funded from the Emergency reserve using the Urgent Incident Procedure.

### **3 Explanation**

- 3.1 During the refurbishment of the library by Hertfordshire County Council about 4 years ago, they encountered a problem with the finishes to a number of the window reveals where facing bricks (brick slips) were separating from the window lintels. This was happening because moisture had been able to penetrate the concrete behind the slips which had led to surface “spalling”.
- 3.2 Spalling is the process where water penetrates a building material. This then may freeze due to the time of year. Ice occupies a larger volume than water which has the effect of pushing the material’s surface away allowing sections to fall. This regularly affects bricks at the foot of walls but can affect any hard material where moisture penetration can or has occurred.

- 3.3 The tower is subject to high temperature fluctuations and wind all of which, it now appears, has, over time, allowed moisture to penetrate the construction material. This has led to spalling occurring.
- 3.4 Areas of the finishes to the tower have now shown signs of deterioration culminating in a section separating and falling.
- 3.5 It is now essential that repairs are carried out to make the tower safer.
- 3.6 These works are for remediation purposes only. They will not enhance the building nor extend its life.

### **Implications**

#### **4 Legal Implication(s)**

- 4.1 The forecourt area beneath the tower forms part of the fire and other evacuation routes for the Campus West complex. This route has to be as safe as reasonably possible. Now the Council is aware that this issue exists, it cannot not take action.

#### **5 Financial Implication(s)**

- 5.1 The Council does have responsive and planned maintenance budgets but these budgets are already under significant pressure and cannot carry an additional level of expenditure of this nature.
- 5.2 The Council is still incurring on-going costs for the scaffold hire. This was originally sourced through the minor works contract as the quickest way to ensure the area around the building was protected.
- 5.3 The budget allocated to maintenance, both responsive and planned has been reduced over the last 6 years having fallen from a figure around £1.2M in 2010 to around £880,000 (including the garages allocation now managed separately) for 2016/17. Up to 2015/6, Corporate Property has managed to keep its total spend within the global figure but this has become more and more difficult with the passage of time and given the effects of price inflation.
- 5.4 The cost of the projected repairs including the scaffold hire to date is just under £44,000. It will not be possible to carry out the repairs until the New Year due to the construction break at Christmas.
- 5.5 The scaffolding costs the authority a little under £500 per week.
- 5.6 Officers are also exploring the erection of a 'capture net' to go around the base of the building to provide additional future protection in case this occurs again. That is expected to cost between £3-5,000.

#### **6 Risk Management Implications**

- 6.1 The risks related to this proposal are:
- 6.2 Not doing the work could result in building materials falling from the tower causing catastrophic or even fatal injury to users of the Campus West complex. In addition, the building will continue to deteriorate which will result in a greater level of expenditure in the future. Likelihood high, impact high.



6.3 The proposed works are aimed at remedying the problems identified. The work cannot guarantee that further deterioration may occur in the future nor that as yet unidentified issues will not surface. The only way that that could be prevented would be to strip all of the external finishes from the tower and to fully replace them and the windows. This would need a formal capital bid as the work would significantly enhance the building.

## **7 Security & Terrorism Implication(s)**

7.1 None

## **8 Procurement Implication(s)**

8.1 The cost of the works is within the minor works contract. The scaffolding has been treated as a separate order at this stage.

## **9 Climate Change Implication(s)**

9.1 None

## **10 Link to Corporate Priorities**

The subject of this report is linked to the Council's Corporate Priority to maintain a safe and healthy community and more specifically to work with partners to keep people safe.

10.1 It is also linked to the Council's statutory obligations contained within sections 1-4 of the Health and Safety at Work etc. Act 1974.

## **11 Equality and Diversity**

11.1 An Equality Impact Assessment (EIA) has not been carried out in connection with the proposals that are set out in this report.

Name of author                      (*Mike Storey 2457*)  
Title                                      (*Corporate Property Manager*)  
Date                                       (*30 November 2016*)

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## Part I

Main author: Farhad Cantel

Executive Member: Duncan Bell

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 10 JANUARY 2017

REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND CULTURAL SERVICES)

## COUNCIL TAX BASE 2017/2018

### **1 Executive Summary**

- 1.1 All Local Authorities have to calculate a Council Tax Base for their area each year. The rules which authorities are to use to calculate the Council Tax Base are prescribed in the Local Authorities (Calculation of Council Tax Base) Regulations 2012. This report sets out the detailed calculations for the Council's Tax Base for 2017/2018.
- 1.2 The taxbase for 2017/18 is calculated as 40324.2 and is 2.16% higher than the estimated taxbase for 2016/17.

### **2 Recommendation(s)**

- 2.1 That the Council's taxbase for the year 2017/2018 be approved, incorporating a collection rate of 97.70%.
- 2.2 That in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, the amount calculated by the Borough Council as its taxbase for the year 2017/2018 shall be 40324.2 and its constituent elements shall be:

	<u>100% TAXBASE</u>	<u>97.70% TAXBASE</u>
Welwyn Garden City	16683.5	16299.8
Hatfield	11206.1	10948.3
Welwyn	4556.2	4451.4
Ayot St Lawrence	70.9	69.3
Ayot St Peter	119.2	116.5
North Mymms	4325.2	4225.7
Essendon	431.1	421.2
Northaw & Cuffley	3343.0	3266.1
Woolmer Green	538.3	525.9

### **3 Explanation**

- 3.1 The basic methodology for calculating a Tax Base for A Billing Authority is shown in Appendix A.
- 3.2 Calculation of Tax Base
- 3.2.1 The relevant amounts for each band are then aggregated, and the tax base calculated from the formula A x B.

Where A is the total of the relevant amounts

B is the authority's estimate of the collection rate.

- 3.2.2 The estimate of the collection rate, the projected growth in properties and changes to discounts and exemptions are the only areas over which the Council has any discretion. Even in these areas, however, discretion is limited in that any estimate must be a realistic one.
- 3.2.3 The estimated collection rate for the council tax in 2016/2017 is 97.50%. The actual amount collected was 98.08% in 2015/16. From an income collection perspective the impact of the council tax legislative changes, specifically around the abolition of council tax benefit, is considerable in that council tax recovery action will be made more difficult. This is due to the reduction in financial assistance available from the replacement council tax support scheme. However, there was a slightly better than expected collection rate in 2015/16 and collection, to date, for 2016/17 is above target, and slightly higher than the same stage as last year, so it is therefore proposed to increase the collection rate in 2017/18 to 97.70%, consistent with the current collection target.
- 3.2.4 We have had an additional 329 properties banded for council tax purposes since our November 2015 taxbase, which has led to an increase in the taxbase.
- 3.2.5 We have also built in an estimated increase of 529 in the number of expected new properties during the 2017/18 year. This is based on 80% of the expected new properties coming in during the year and we have also taken a proportion of these as not all of them will come in from the start of the year. We have also built in an offsetting expected increase of 362 in the number of exempt student properties. This has been based on local knowledge and student figures for previous years, based on  $\frac{3}{4}$  of the year as less student exemptions apply over the summer months. There will not be any material impact on the taxbase from the changes made to our council tax support scheme.
- 3.2.6 Applying the relevant methodology and the above judgements with regard to collection rate and growth in the taxbase results with an estimated taxbase for 2017/18 which is 2.16% higher than the estimated taxbase for 2016/17.

### 3.3 Notification of Tax Base

#### 3.3.1 Precepting Authorities and Levying Bodies

Between 1-31st January, major precepting authorities and levying bodies **MUST** notify the billing authority of their precept requirements for those parts of their area for which tax base figures are required.

Local precepting authorities may request information on their tax base during the same period.

#### 3.3.2 Billing Authority

**MUST** notify the requested tax base calculations to the appropriate bodies within the period 1st December – 31st January.

- 3.4 The detailed calculations of the 2017/18 Taxbase for Welwyn Hatfield Council are provided in Appendix B.

## **Implications**

### **4 Legal Implication(s)**

- 4.1 In accordance with the Local Government Finance Act 1992 s. 30(1), billing authorities are required to carry out the necessary calculation of their tax base and to set an amount of council tax for each financial year and for each category of dwelling.
- 4.2 The Local Government Finance Act 2012 imposed a duty on local billing authorities to introduce a localised council tax reduction scheme, which will need to protect support for vulnerable people, pensioners and support the reduction of poverty.

### **5 Financial Implication(s)**

- 5.1 The council tax base is the measure in the council tax system of the relative taxable capacity of different areas. The taxbase shown in the recommendation of this report will be used in the 2017/18 council tax setting.
- 5.2 The tax base of 40324.2 is 2.16% higher than the 2016/17 taxbase and higher than estimate provided in the Medium Term Financial Strategy for 2017/18 and onwards.

### **6 Risk Management Implications**

- 6.1 A risk assessment has not been prepared in relation to the proposal in this report as there are no significant risks inherent in the proposals.
- 6.2 The risk of the actual taxbase in 2017/18 being different to the estimated taxbase is managed and accounted for in the collection fund and by incorporating an assumption for non-collection in the calculation of the taxbase. An under-achievement in taxbase will result in a deficit collection fund position and an over-achievement will result in a surplus. Surplus/deficits must be met by all the main preceptors in proportion to their precept in the following financial year. As the billing authority, Welwyn Hatfield retains the risk of the amount of council tax collected for all preceptors being less than the paid precepts during the financial year.

### **7 Security & Terrorism Implication(s)**

- 7.1 There are no security and terrorism implications with the recommendation in this report.

### **8 Procurement Implication(s)**

- 8.1 There are none.

### **9 Climate Change Implication(s)**

- 9.1 The proposals in this report will not impact on greenhouse gas emissions.

### **10 Link to Corporate Priorities**

- 10.1 The subject of this report is linked to the Council's Corporate Priority: Engage with our communities and provide value for money.

## **11 Equality and Diversity**

11.1 There are no equalities considerations associated with the setting of the taxbase and an equalities impact assessment has therefore not been prepared in relation to the proposal in this report.

Name of author	Farhad Cantel
Title	Client Support Services Manager
Date	November 2016

1.1 The basic methodology for calculating a Tax Base is as follows:-Calculations are to be made of the 'relevant amount' for the year for each of the valuation bands shown in the billing authority's valuation list. For each band this amount represents the estimated full year equivalent number of chargeable dwellings listed in the band - after taking account of those which are to be treated as in that band and not in that band for the purposes of disabled relief, and reduced to take account of the discounts estimated to be granted in respect of those dwellings, (e.g. that are occupied by a single person.) - expressed as the equivalent number of band D dwellings.

1.1.1 The 'relevant amounts' for each band are then aggregated.

1.1.2 The authority then multiplies this aggregate of all relevant amounts by its estimate of its collection rate for the year. The resulting figure is the authority's council tax base for its area and for the year concerned.

1.2 Calculation of Relevant Amount

**1.2.1 The 'relevant amount' for each band is to be calculated in accordance with the formula:**

$$((H - Q + E + J) - Z) \times (F \text{ divided by } G)$$

where -

H - is the number of chargeable dwellings listed in the band on the relevant day, calculated by the authority as:

- i) the number of dwellings in that band listed in the valuation list on the relevant day; less
- ii) its estimate of the number of those dwellings which on that day were exempt.

For these purposes the authority is to take account of any alterations to the list which were shown as having effect on that day, or of any alterations which, though not shown on the list, it had been informed of by the listing officer and had effect on that day. It is also to take account of the effect of regulations under section 13 of the 1992 Act ('disabled reductions'), treating a dwelling as being in the band in respect of which the reduced amount is calculated.

Q is a factor to take account of the discounts to which the amount of council tax payable was subject on the relevant day calculated in accordance with the aggregate of amounts found by multiplying, for each different relevant percentage, R by S, where—

R is the number of dwellings taken into account for the purposes of item H, for which the amount of council tax payable for the relevant day was reduced by that relevant percentage, estimated by the authority in accordance with Z and on the basis of all the information available to the authority on the relevant day.

S is that relevant percentage.

E is a factor to take account of the premiums, if any, to which the amount of council tax payable was subject on the relevant day calculated in accordance with the aggregate of amounts found by multiplying, for each different relevant percentage, R1 by S1, where-

R1 is the number of dwellings taken into account for the purposes of item H for which the amount of council tax payable for the relevant day was increased by that relevant percentage, estimated by the authority in accordance with Z and on the basis of all the information available to the authority on the relevant day.

S1 is that relevant percentage.

J - is the amount of any adjustment (whether positive or negative) in respect of changes in the number of chargeable dwellings or discounts calculated by the authority, during the period from the relevant day (i.e. 30 November in the preceding financial year) to end of the financial year concerned, calculated as **the difference between**

- i) its estimate of the aggregate number of full year equivalent chargeable dwellings which **are not** on the list on the relevant day but which will be listed in that band for the whole or part of the year, plus
- ii) its estimate of the discounts which it has estimated **are** applicable on the relevant day but which will not be applicable for the whole or part of the year, expressed as a full year equivalent number, treating a discount equal to one appropriate percentage as one, and a discount equal to two appropriate percentages, as two,

and

- iii) its estimate of the aggregate of the number of chargeable dwellings which **are** listed in the band on the relevant day but which will not be listed in that band for the whole or any part of the year,

and the number which **are not** exempt on the relevant day (i.e. were chargeable dwellings in respect of that day) but which will be exempt at any time in the year or that part of the year for which they will be listed,

plus

- iv) its estimates of the number of discounts, other than those which were taken into account for the purposes of item I in the formula above, to which council tax payable in respect of dwellings calculated for item H in the formula or item (i) above, will be subject for the whole or any part of the year, treating a discount equal to one appropriate percentage as one, and a discount equal to two appropriate percentages, as two.

Z is the total amount that the authority estimates will be applied pursuant to the authority's council tax reduction scheme and technical council tax adjustments in relation to the band, expressed as an equivalent number of chargeable dwellings in that band.

F - is the number which, in the proportion set out in section 5(1) of the Local Government Act 1992 Act is applicable to dwellings listed in the relevant band.



BAND A - values not exceeding £40,000	6
BAND B - £40,000 - £52,000	7
BAND C - £52,000 - £68,000	8
BAND D - £68,000 - £88,000	9
BAND E - £88,000 - £120,000	11
BAND F - £120,000 - £160,000	13
BAND G - £160,000 - £320,000	15
BAND H - values exceeding £320,000	18

G - is the number which, in that proportion, is applicable to dwellings in valuation band D.

### 1.3 Tax Base for Part of a Billing Authority's Area

1.3.1 The rules for calculating the Council tax base for any year for any part of a billing authority's area (e.g. a parish, or that part of its area to which a levy or special levy relates) are the same as the rules for calculating the council tax base for the whole of its area for that year, subject to the following additional rules:

- i) Chargeable dwellings and discounts are to be taken as only those chargeable dwellings and discounts relating to the part for which the council tax base is to be calculated ('the relevant part').
- ii) The same estimate of its collection rate is to be used as that used for the calculation of the council tax base for the whole of the authority's area.
- iii) The calculations are to be made so as to ensure that the tax base figure for the relevant part, taken together with the tax base figure for the remaining part of the authority's area, is equal to the figure calculated as the council tax base for the whole of the area.

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## Appendix B

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
<b>Number of chargeable dwellings after discounts, exemptions and disabled relief</b>									
Welwyn Garden City	97.40	1,711.30	6,316.70	5,817.00	2,226.00	1,975.30	715.00	20.00	<b>18,878.7</b>
Hatfield	201.80	1,304.50	4,622.00	3,107.80	1,652.80	1,070.30	660.40	138.00	<b>12,757.6</b>
Welwyn	17.70	51.70	370.20	533.50	579.00	1,267.90	1,742.50	184.50	<b>4,747.0</b>
Ayot St Lawrence	0.70	-	2.20	2.50	1.20	7.20	27.90	29.50	<b>71.2</b>
Ayot St Peter	-	-	3.30	5.50	8.30	22.80	63.30	16.00	<b>119.2</b>
North Mymms	61.70	86.50	275.30	745.50	836.00	666.60	1,511.70	343.00	<b>4,526.3</b>
Essendon	25.80	6.60	24.00	107.50	68.80	45.50	116.70	71.00	<b>465.9</b>
Northaw & Cuffley	8.80	58.90	198.00	212.00	400.60	824.80	1,265.80	452.50	<b>3,421.4</b>
Woolmer Green	0.50	32.70	120.20	186.00	108.50	100.00	17.10	6.50	<b>571.5</b>
<b>Total</b>	<b>414.40</b>	<b>3,252.20</b>	<b>11,931.90</b>	<b>10,717.30</b>	<b>5,881.20</b>	<b>5,980.40</b>	<b>6,120.40</b>	<b>1,261.00</b>	<b>45,558.80</b>
<b>Ratio to Band D</b>	6/9	7/9	8/9	1	11/9	13/9	15/9	2	
Taxbase deduction for Council Tax Support									
									(4,285.3)
Total taxbase before collection rate adjustment									
									41,273.50
Collection Rate									
									97.7%
<b>2017/18 taxbase after collection rate adjustment</b>									
									<b>40,324.2</b>

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Part I  
Main author: Tim Neill  
Executive Member: Duncan Bell  
All Wards

WELWYN HATFIELD BOROUGH COUNCIL  
CABINET – 10 JANUARY 2017  
REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND  
CULTURAL SERVICES)

## MEDIUM TERM FINANCIAL STRATEGY

### **1 Executive Summary**

- 1.1 The Medium Term Financial Strategy (MTFS) sets out the Council's strategy for maintaining financial sustainability and a commitment to provide the best possible value for money for the community. It provides a framework for the Council to plan and manage its resources over the current Comprehensive Spending Review period in order to meet the Council's overall corporate objectives.
- 1.2 The MTFS was last approved by Cabinet in January 2016. Since then the Cabinet reviewed the forecast financial position in August 2016.

### **2 Recommendation(s)**

- 2.1 That Cabinet notes the Medium Term Financial Strategy appended to this report and seeks comments from the Resources Overview and Scrutiny Committee before reconsidering at the next meeting.

### **3 Explanation**

- 3.1 The Council is currently in a good overall financial position with revenue reserves at £10m at the start of 2016/17 and a housing revenue account (HRA) balance of £13.9m. This is a direct result of robust financial management and a prolonged period of achieving efficiencies to balance the budget as government funding has reduced. However, in line with other local authorities, the Council is facing further severe financial constraints as central government grants continue to reduce. At the same time the demand on some of the Council's services continue to grow and further responsibilities will be transferred from central government.
- 3.2 Our best estimates suggest the Council is required to find a further £4.2m of savings on the general fund by 2019/20 in order to live within its means and maintain a reasonable cushion in reserves. This is a significant challenge and whilst the focus remains on safeguarding services it will not be possible to find efficiencies of this magnitude and guarantee no impact upon frontline services. The budget for 2017/18 includes the identification of £1.3million of efficiency proposals, growing to £1.8million by 2019/20, to be delivered towards the target of £4.2million leaving £2.4million to be found.
- 3.3 The current healthy general fund reserve balance provides an opportunity for some longer term planning and delivery of significant transformational projects over the medium term to help deliver the savings target. Initial estimates suggest an ongoing £900k of savings can be found from the projects already underway.

This currently leaves an estimated budget gap of £1.56million by 2019/20 to be found from other longer term projects and initiatives and could include the outcome of work on the Customer Services strategy, a review into the provision of leisure services and identifying alternative ways of working. Working in this planned way should reduce the need for hasty cuts to services in order to balance the budget over the medium term.

- 3.4 The capital programme includes an allowance for investment to help alleviate the pressure on the general fund and the delivery of new facilities needed by residents of the Borough, including a substantial affordable housing programme to replace properties lost through the Government's Right to Buy scheme. The capital programme anticipates investment of around £153.6m over the five years. This level of investment will require further borrowing of around £50m.
- 3.5 Despite confirmation from the Secretary of State that the Council was successful in its application for a multi-year settlement, the MTFs has been written at a time of unprecedented uncertainty in local government funding. Forecasting the Council's likely level of income over the next three years has required a large degree of judgement and estimation. In particular there are key changes in relation to national non-domestic rates to take into consideration:
- A Revaluation which comes into effect on 1 April 2017
  - A new appeal process for businesses called "check, challenge, appeal" also coming into effect on 1 April 2017
  - The government's intention to move towards the retention of 100% of business rates in the local government sector by the end of this parliament
  - The transfer of additional responsibilities to Local Authorities in return for 100% business rate retention.
- 3.6 Further, the Government has announced changes to the New Homes Bonus scheme and there is work continuing on the fundamental review of the Local Government funding regime.
- 3.7 The government's rent reduction programme and other housing related government policy proposals do create challenges for the sustainability of the HRA over the medium term. A savings programme is being developed to offset the direct reduction in rents but it is clear that it will be necessary to effectively restructure the debt repayment schedule by taking out further borrowing over a longer time frame in order to maintain the HRA in a sustainable position.
- 3.8 There remain a number of uncertainties and risks to the Council's finances in the medium term, the details of which are contained within this strategy. The Council will continue to experience pressure on services arising from demographic and government policy changes and continued high expectations of service delivery. We will keep our MTFs under review and make changes accordingly to reflect the rapidly changing environment in which we work.

## **Implications**

### **4 Financial Implication(s)**

- 4.1 The financial implications are set out within this report and the accompanying MTFS.

## **5 Link to Corporate Priorities**

- 5.1 The subject of this report is linked to the delivery of all the Council's Corporate Priorities. The MTFS reflects the Corporate Business Plan, is designed to maintain financial sustainability, ensure value for money and ensure adequate resources are available to assist the delivery of other Council priorities.

## **6 Legal Implication(s)**

- 6.1 This MTFS sets out the framework for setting future budgets and levels of Council Tax. Members are reminded that Council must take into account the advice of the Corporate Director (Finance and Operations) (Chief Finance Officer) on the robustness of future budget proposals and the adequacy of the proposals for reserves. The Council has a legal duty to set a lawfully balanced budget.
- 6.2 The MTFS sets out how the Council will fulfil its Best Value Duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. In doing so the MTFS also acknowledges the Duty to Consult representatives of a wide range of local persons.

## **7 Climate Change Implication(s)**

- 7.1 There are no direct climate change implications as a result of the recommendation of this report. However, the MTFS seeks to ensure there are adequate resources available for the Council to fulfil its responsibilities with regards to climate change.

## **8 Risk Management Implications**

- 8.1 The MTFS is intended to reduce the risk to the Council of making decisions, which are not sustainable in the longer term, or of missing opportunities which might only be identified through a longer term planning horizon.
- 8.2 The risks associated with the MTFS are set out in the strategy document.

## **9 Equality and Diversity**

- 9.1 In developing individual budget proposals officers have undertaken an equality impact assessment. The MTFS is intended to reduce the risk to the Council of making decisions, which are not sustainable in the longer term, or of missing opportunities which might only be identified through a longer term planning.

Name of author	Tim Neill
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Date	06/12/2016

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**WELWYN HATFIELD BOROUGH COUNCIL**  
**MEDIUM TERM FINANCIAL STRATEGY**

**2017/18 TO 2019/20**



**WELWYN**  
**HATFIELD**

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## **1 KEY MESSAGES FROM FINANCE PORTFOLIO HOLDER AND EXECUTIVE DIRECTOR**

- 1.1 The medium term financial view for the Council has been prepared in unprecedented times of economic uncertainty and declining levels of public sector funding. Grant funding for local government in the traditional sense of revenue support grant will disappear completely over the current Parliament and local authorities will become more reliant on the more volatile income source of business rates.
- 1.2 After publishing our Efficiency Plan in the summer the Government has confirmed the Council will be granted the multi-year settlement with a view to providing more certainty of the levels of funding over the term of the Parliament. However, with the terms of the 100% business rates retention scheme yet to be finalised, a revaluation of the business rates underway, a new appeals process to start from April next year, the New homes Bonus scheme may be subject to further changes and the continuing fundamental review into local government funding, the level of resources available to the Authority over the medium term is actually much less than certain.
- 1.3 The Council has needed to deliver £11m of savings since the start of public austerity in 2010 and so many quick win saving opportunities have been exhausted. The council will face some major decisions when considering its budget in the medium term. The priority has always been to safeguard frontline services where possible, but inevitably there have been and will continue to be some difficult decisions that result in changes to services for our residents, customers and businesses.
- 1.4 The Medium Term Financial Strategy (MTFS) sets out the Council's commitment to provide the best possible value for money for the community. It provides a framework for the Council to plan and manage its revenue resources up to 2019/20; the Council also operates a five-year capital programme (2017/18 – 2021/22) detailing our long term investment plan for the community.
- 1.5 The Council starts the next three years in a reasonably strong financial position with £10m in general fund revenue reserves at the start of 2016/17. Capital reserve balances for general fund activity are £36.5m at the start of 2016/17 but are reducing and internal borrowing is being used to support some capital schemes. The ongoing sustainability of the capital investment programme will continuously need to be reviewed and prioritisation given to projects which are “invest to save” in nature and have a business plan which demonstrates a reasonable pay back of resources.
- 1.6 The Housing Revenue Account (HRA) reform came into effect in April 2012. Although the Council now keeps all of the rent it collects, it took a one-off debt of £305m which has a cost of servicing and repayment. This is met through the HRA and is included as part of the MTFS.
- 1.7 The HRA will have a good level of reserves going into 2017/18, amounting to around £10m; however, a number of significant changes such as the impact of welfare reform, the changes to the national rent setting policy, the Council's affordable housing programme as well as the uncertainty on the supporting

people grant will continue to have a material impact on the HRA balance going forward.

- 1.8 It is with this context that after a period of seven years with no increase in council tax our strategy over the medium term is to increase council tax by a small amount each year but below the level of inflation where possible.
- 1.9 As we move forward we are determined to continue with our successes and the medium term financial strategy provides the resources needed to achieve the ambitions set out in the Council's Business Plan.
- 1.10 There remain a number of uncertainties and risks to the Council's finances in the medium term, the details of which are contained within this strategy. Local government is being compelled to become financially self-sustainable and over the term of this MTFS it is expected that local tax and fees and charges for services and other locally driven income sources will become yet more important. We will continue to experience significant pressures on our services arising from demographic changes and an increasing population, the uncertainties surrounding the economy and continued high expectations of service delivery. We will keep our MTFS under review and make changes accordingly to reflect the rapidly changing environment in which we work.

**Duncan Bell**

**Ka Ng**

**Executive Member for Resources**

**Executive Director**

## 2 INTRODUCTION

- 2.1 Medium term financial planning is an important component of the Council's strategic planning framework. No more so than in the current economic climate in which we are faced with unprecedented reductions in public expenditure. Key financial decisions need to be set in the context of a plan that looks beyond the next financial year. Forward planning offers the opportunity to link service and financial planning, as decisions taken on an annual basis are constrained in what they can achieve.
- 2.2 The Medium Term Financial Strategy (MTFS) provides the foundation against which the Council will strive to deliver the best possible value for money in the provision of efficient and cost effective services across the Borough. Through the effective development and delivery of the Authority's financial and other resource strategies it seeks to build upon past achievements as well as provide clear direction to the attainment of the Council's longer-term goals.
- 2.3 The medium-term financial planning process has been in place for a number of years and is an established part of the budget setting process. It provides a forecast of the cost of continuing to provide existing levels of service and the resources that are likely to be available to the Council over the period. It identifies any shortfalls and sets out how this will be managed. This document is reviewed at least annually; regular review and update is essential to ensure the MTFS takes full account of any changes in the Council's aspirations, strategic and service delivery priorities, changes in government legislation, financial regulation and funding streams.
- 2.4 The Medium Term Financial Strategy (MTFS) sets out how the Council will manage its revenue finances up to 2019/20 and also covers a five-year capital programme. The MTFS supports the delivery of the Council's objectives and priorities as set out in the Council's Business Plan.
- 2.5 Underpinning the Business Plan are the individual service plans and a number of other key strategies and plans as set out below. In each case, these set out the detail of how the Council will achieve its objectives and the relevant milestones that will measure progress.
- Asset Management Strategy
  - Capital Strategy
  - Climate Change Strategy
  - Information Technology Strategy
  - People Strategy
  - Procurement Strategy
  - Risk Management Strategy
  - Treasury Management Strategy
- 2.6 The development of the 2017/18 budget has taken place within the context of a longer term strategic and resource planning process. In particular it takes account of the latest Spending Review and the uncertain economic climate. The review of the MTFS reported to the Cabinet in August 2016 identified the financial pressures facing the Council in the medium term and projected the level of resources that would be available to meet them.

- 2.7 These reports concluded that the Council's future financial outlook was likely to be more challenging over the next few years, because of reductions in overall public spending and the continued high expectation of public service delivery from the public. Given that the relatively easy wins for finding efficiency had already been taken Cabinet was advised that meeting new cost pressures would require an increasingly rigorous and innovative approach to new ways of working, identifying efficiencies, enhanced productivity, and re-prioritisation of spending within services.

### **3 OBJECTIVES**

- 3.1 The objectives of the Medium Term Financial Strategy are:
- To provide a financial plan of the resources available to deliver the Council's priorities and objectives.
  - To ensure priorities identified as part of the Corporate Planning process inform the MTFS including importance, timing and financial implications
  - To provide projections of spending, including spending pressures and income; and set expectations on council tax increases, over the next three years
  - To provide projections for our investment in assets, (our capital spend) and its impact on general day to day revenue spending
  - To test sensitivity of, and apply risk analysis, to projections.
  - To provide a framework for consultation with the public and partners about our service priorities and resources allocated to them.

## 4 VISION FOR WELWYN HATFIELD

4.1 The MTFS supports the Council's overall vision of what it aims to achieve:

"To make Welwyn Hatfield a great place to live, work and study with a vibrant, growing economy."

## 5 LOCAL CONTEXT

5.1 Welwyn Hatfield contains two new towns. The borough also comprises a variety of large villages and small settlements.

5.2 A large part of the borough is open countryside and nearly 80 per cent of the area is Metropolitan Green Belt. Welwyn Hatfield is highly accessible by both road and rail. Motorway connections are good with the A1(M) passing through the borough north-south and connecting to the M25 to the south.

5.3 Welwyn Hatfield is estimated to have a resident population of just over 114,000. The Borough is regarded as one of the areas with the highest population growth within England and Wales.

## 6 WELWYN HATFIELD BUSINESS PLAN

6.1 The Business Plan is influenced by a number of strategic documents which shape the council's work in the borough. These documents are listed below:

- **The Local Plan**
- **The Medium Term Financial Strategy**
- **Service Team Plans**
- **The Community Strategy**
- **The Equality and Diversity Delivery Plan**

In addition the Plan is supported through partnerships with:

- **Welwyn Hatfield Alliance Community Partnership**
- **Hertfordshire Forward Community Partnership.**

6.2 These exist to help elected members, staff and partners to work together to make Welwyn Hatfield the best that it can be. This requires an effective balance between support for national and local priorities.

6.3 **The Welwyn Hatfield Business Plan 2015-18** identifies all local and many national priorities.

6.4 Welwyn Hatfield has a list of Corporate Priorities which are

- **Maintain a safe and healthy community**
- **Protect and enhance the environment**
- **Meet the Borough's housing needs**
- **Help build a strong local economy**
- **Engage with our communities and provide value for money**

- 6.5 These priorities also represent the challenges faced by the council as it seeks to improve local quality of life for everyone who lives, works or visits the borough.
- 6.6 Everything we do is underpinned by our values. Our values demonstrate what is important to us in our dealings with residents, businesses, partners and staff. These are:
- We will be honest, clear and consistent about what we do
  - We will be approachable, accountable and transparent in the way we communicate and conduct our business
  - We will have respect for residents, businesses, partners and employees
  - We will be fair in our policies and decision making, listening to the views and feedback we receive
- 6.7 The budget setting process takes into account the priority framework and the priorities have a direct implication on the acceptability of the budget.
- 6.8 The People Strategy sets out the key priorities for improving the way in which the Council manages its workforce in order to achieve the Corporate & Community targets. Our greatest asset is our employees and we must have committed, skilled and empowered employees in order to provide the best possible service standards to the residents of the Borough.
- 6.9 The medium term financial strategy sets out the resources required to deliver the priorities stated within the Business Plan and how those resources will be obtained.

## **7 CONSULTATION STRATEGY, APPROVAL AND COMMUNICATION PROCESS**

- 7.1 The council has a Duty to Consult<sup>1</sup> and as such will carry out regular consultation with local people, customers, stakeholders, and partner organisations to establish current and future needs, the priorities of the community and how the Authority should fulfil its Best Value Duty<sup>2</sup> to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 7.2 The council will consult in a variety of ways including postal questionnaires (e.g. My Council survey), public meetings, attendance at community events, service feedback forms, and online consultation via the council's website (e.g. You Choose budget survey). As well as listening to local views, service teams recognise the importance of providing timely and meaningful feedback to local communities on what can be, or has been done, to address any issues raised. In some instances, issues raised are turned into measurable targets which help the council demonstrate a positive outcome for local people.

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<sup>1</sup> Section 3(2) of the Local Government Act 1999

<sup>2</sup> Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government and Public Involvement in Health Act 2007)



- 7.3 The MTFS is submitted to Cabinet in January of each year for approval. It is subject to challenge and scrutiny through the Resources Overview and Scrutiny Committee before final approval by Full Council alongside the budget and tax setting decisions in February.
- 7.4 Once approved, the MTFS will be communicated to all stakeholders and staff. This will include using the internet/intranet and newsletters to staff and customers.
- 7.5 It is reviewed at least annually against the outturn and forecasts and updated as necessary.

#### Consultation with Business Ratepayers and local community and voluntary organisations

- 7.6 The Council will consult annually on its budget proposals with business ratepayers in accordance with statutory requirements
- 7.7 The Council will also consult with local community and voluntary organisations at appropriate times where there is likely to be interest in a proposed service change and in particular where the authority is considering the decommissioning of a service or funding.

## 8 FINANCIAL PLANNING FRAMEWORK

- 8.1 The Council operates a medium to long term revenue and capital investment programme. The revenue plan covers a three year period, whilst the capital programme takes a five year view. The programme is revised annually to roll forward so as to incorporate a new year, as well as to review and revise the old financial years.
- 8.2 The future impact of all known issues have been considered as part of the 2017/18 budget setting process, including those which we already know about which may not impinge on our budgets until after the first year (2017/18). Outlined in the table below are the key stages involved in producing the budget.

<b>June/July</b>	Strategic priorities for the following year agreed by Members and Officers. Cabinet approves the framework for the budget setting process for the following year.
<b>August/September</b>	Officers are asked to submit bid forms requesting schemes to be incorporated into the capital and revenue programme.
<b>September/October</b>	The MTFS budget is updated to reflect the new schemes submitted / amendments made to existing schemes. All of the schemes are initially challenged by Director (Finance & Operations) to ensure that the bids submitted have complied with the approved budget guidance.
<b>October- December</b>	All capital and revenue bids are then challenged and scrutinised by the Executive Board, then to a Members forum (Strategic Leadership Group) for comments and recommendations. Budget consultation with the public is also analysed and fed into the budget decision process.
<b>November/December</b>	Provisional Local Government Finance Settlement announced by the Government (this indicates the levels of capital and revenue grant given to the Council).
<b>January</b>	The draft capital and revenue programme is presented to the Executive Board, Resources and Overview Scrutiny Committee, then Cabinet for approval.
<b>February</b>	Full Council approves next financial year's capital and revenue budget, and the remaining years budget is noted and acknowledged as part of the Council's medium financial strategy for further investment needs
<b>April</b>	The new financial year commences and the budget approved is then assessed under the monitoring process.

## 9 ECONOMIC OUTLOOK

- 9.1 The Chancellor's Autumn Statement provided an updated forecast for growth in GDP, as shown in the table below. The table shows that the forecast of UK economic growth in 2016/17 has remained at 2.0%. Figures show some revisions downwards throughout the period - from 2.2% to 1.3% in 2017/18, from 2.1% to 1.9% in 2018/19 and then unchanged in 2019/20.

Year	Economic Growth
2016/17	2.0%
2017/18	1.3%
2018/19	1.9%
2019/20	2.1%

- 9.2 The Consumer Price Inflation (CPI) and Retail Price Index (RPI) forecasts published on the day of the Autumn Statement are shown below:

Year	CPI	RPI
2016/17	1.0%	2.0%
2017/18	2.5%	3.2%
2018/19	2.5%	3.5%
2019/20	2.0%	3.1%

- 9.3 Many of the Council's contracts are linked to either RPI or RPIX as an inflationary increase. Low inflation means the pressure on contract budgets is lower but as can be seen from the table below inflation is expected to rise to over three per cent. As such, an assumption of annual inflation to reflect the above forecasts is built into the medium term estimates.
- 9.4 The Bank of England base rate remains at a historical low level of 0.25%. The estimates assume this low base rate will continue until 2019 and is consistent with the forecasts from our treasury advisors. With a steady reduction in available cash balances this will result in a gradual decline in investment income over the period.

## 10 GENERAL FUND REVENUE BUDGET

### Financial Context

- 10.1 The development of the 2017/18-2019/20 Medium Term Financial Strategy has taken place in an era which continues to be one of the most challenging periods for Local Government.
- 10.2 While there have been some recent signs of improvement in the economic outlook the continuing austerity measures have led to unprecedented reductions in Local Authority funding. The austerity programme is likely to last until at least 2019/20.
- 10.3 A review of the MTFs was submitted to Cabinet for discussion in August 2016. The report set out the broad principles and objectives for setting the 2017/18 budget and also examined the key issues and pressures facing the Council over the next three years.

### Risks and Opportunities

- 10.4 This section highlights the risks and opportunities facing the Council in the medium term.
- Demographic
  - External Income
  - Inflation
  - Service Demand
  - Business Rates Retention
  - Other Developments

### Demographic

- 10.5 Demographic factors affect the Council's planning in a number of ways:
- Changes in the number of households affect the tax base for Council Tax purposes, and hence the total amount which will be raised from this source
  - The characteristics of both population and households can help identify specific implications for the type and nature of many services provided by the Council
  - All of the above factors affect the level of demand for, and use of, services provided by the Council

The Office for National Statistics (ONS) estimated in previous Census that the population in Welwyn Hatfield was around 97,600 in 2001. This had increased substantially by 17% to 114,061 (based on mid-2013).

The Local Plan, subject to the outcome of the consultation, suggests a growth in domestic properties of around 12,100 over the life of the plan to accommodate a growing population.

The tax base is calculated using the latest property data and an assumption for growth and a rate of non-collection. For 2017/18 our estimates suggest an

increase in tax base of around 2%, or 854 properties compared to 2016/17, bringing the total number of properties for tax setting purposes to 40,324.2. This increase reflects a catch up on the number of properties delivered during 2016 and also an improved collection rate. In future years an assumed growth in the tax base of 0.8% is assumed.

### External Income

- 10.6 The Council relies on a number of external income sources. The economic downturn had an adverse impact on some of our income streams, although in recent times the economic recovery has resulted in a corresponding improvement.
- The service areas affected by falling income during the economic downturn were principally planning, building control, and income from the sale of recyclables.
  - Historically a key income stream for the council has been the income generated from investment of cash balances. The low rate set by the Bank of England has resulted in a large reduction in this income in recent years. Every 1% of movement in interest rates is equivalent to approximately £0.1m in income; however, the actual interest earned will also be affected by the level of cash balances.
- 10.7 The Council has a policy to maximise income from fees and charges where possible and practicable, however the current economic climate has restricted the amount of income that could be generated externally.

### Inflation

- 10.8 The financial impact of a 1% movement in pay inflation represents around a £0.1m change in the general fund employee budget. A 1% pay increase is anticipated for each year of the MTFS and will be subject to the national local government pay negotiations.
- 10.9 Budgets for contract payments are uplifted by appropriate indices as stated in the conditions of the contracts. The financial impact of a 1% movement in contractual inflation is around £0.1m. An allowance is also made for changes to business rates incurred by the Authority and also insurance costs. The draft published rateable values and multiplier suggest an increase in business rates payable in 2017/18 and along with a small increase in insurance premiums result in growth in 2017/18 of around £0.250m. No inflationary increase has been applied to the general services budget, except specific items such as utilities.

### Service demand

- 10.10 Under the current economic climate the demand for Council services remains high compared to historic levels. There is also an imposed demand by Central Government on local authorities to take a major part to revitalise the local economy and at the same time bear a significant part of the governments overall austerity measures from reduced funding.

- 10.11 While there has been a recent improvement in UK growth it is unknown whether this will be sustained, however the increase in the demand on our services coupled with the loss of external income will restrict our ability to make radical improvements to our discretionary services.

### Business rates retention and the multi-year settlement

- 10.12 Since April 2013 business rates are no longer pooled and redistributed in full nationally. Local authorities retain a proportion of business rates instead and get to keep a share in any growth in the baseline position.
- 10.13 The Provisional Settlement for 2016/17 was announced on the 17<sup>th</sup> December 2015 and the Council's Revenue Support Grant funding reduced by 40% to £1.3m. Indicative figures were also provided for 2017/18, 2018/19 and 2019/20 and the Government announced the intention to confirm the multi-year settlement for those Authorities that signed up to an efficiency plan. The Council's Efficiency plan was published in October 2016 and the Government has confirmed the Authority met the criteria for the multi-year settlement. As can be seen in the table below Revenue Support Grant is expected to fall to zero in 2019 and then effectively go into the negative as a further "adjustment" is introduced to the tariff. The total settlement is expected to continue to reduce over the period.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Revenue Support Grant	1.307	0.558	0.104	(402)
Business Rates Baseline	2.664	2.716	2.797	2.886
<b>Total Settlement</b>	<b>3.971</b>	<b>3.274</b>	<b>2.901</b>	<b>2.484</b>
Year on year change	-17%	-18%	-11%	-14%

- 10.14 Confirmation of the multi-year settlement should mean that the indicative settlement figures in the above table represent the minimum level of funding over the medium term. However, this level of funding is dependent on the amount of business rates actually collected and so there is a risk this will not be achieved as well as an opportunity that funding will be greater if the collection of business rates is better than expected.
- 10.15 On 5 July 2016, DCLG published the consultation paper, "Self-sufficient local government: 100% Business Rates Retention". Government intends to introduce 100% Business Rates Retention to local government by the end of the Parliament (2019). It is expected that, at the same time, the government will update the relative needs formulae (i.e. that determine the amount of resources that an authority will have if it collects at its business rates target). A discussion paper on the review of the Baseline Need figure was also published on 5 July 2016.
- 10.16 There are a number of questions asked in the consultation about the principles underlying the system including the additional responsibilities that will be

transferred to local government. While there are many unknowns at the moment about how this will impact on the Council's funding it is clear that the system will have to include a means of redistribution and so while the sector may retain all the business rates collected it will not be possible for each individual Council to retain all the business rates collected in its particular area.

- 10.17 In the absence of any alternative system to model, our current forecasts assume the continuation of the current business rate retention scheme. In this scheme of the business rates collected the Council pays 50% to Central Government, 10% to Hertfordshire County Council and then a further "tariff" to central government before a levy is calculated on the growth above the "baseline". This levy is then also paid to Central Government. The result of this redistribution is that Welwyn Hatfield Borough Council keeps around 6pence of every £1 collected.
- 10.18 The amount of business rates collected has grown above the Government's assessed "baseline" for the Borough. This means the amount forecast to be retained is more than the amount indicated in the financial settlement as the baseline and a levy is due to be paid. This is demonstrated in the table below. In 2015/16 the Council benefited from a reduced levy as a result of being included in the Hertfordshire Business Rates Pool. It is hoped this benefit will continue but will be dependent on the performance of all Councils in the pool.

**Table 3: Total forecasted amount of business rates retained by Welwyn Hatfield Borough Council**

		<b>Original Budget 2016/17 £000</b>	<b>Estimate 2017/18 £000</b>
A	Business Rates Collectable	60,042	58,810
B	Government share @ 50%	-30,021	-29,405
C	HCC share @ 10%	-6,004	-5,882
D	Tariff payable to Government	-19,911	-19,157
E1	Welwyn Hatfield share before Levy (A+B+C+D)	4,106	4,366
E2	Adj. for Small Business Rate Relief and Shops and Empty Property reliefs'	474	319
E3	Welwyn Hatfield adjusted share	4,580	4,686
F	Baseline funding level	2,664	2,716
G	Welwyn Hatfield adj. share less baseline funding level (E3-F)	1,916	1,970
H	Levy payable to Government @ 50% (G * 0.5) (*)	-958	-985
J	Retained business rate income (E1+H)	3,148	3,381

- 10.19 The Council is now exposed to the risk of successful appeals which reduce the rateable value of properties. As such, it is necessary to estimate the level of success for current and future appeals and make an appropriate provision. This is done by applying a success and likelihood factor to the list of current outstanding appeals based on past experience. By nature there is significant scope for variation in the actual amount of successful appeals and so it is likely the collection fund will either be in surplus or deficit at each year end, which has to be charged to the general fund in the following financial year. To help



mitigate this potential volatility the Council will hold a reserve balance of over-achieved retained business rates to use to cushion against future deficits.

### **Council tax support grant for parish and town councils**

- 10.20 Direct identifiable funding for the provision of our Local Council Tax Reduction Scheme ended in 2013/14. Since then the Authority has had to manage the cost of the scheme through the tax base and the collection fund.
- 10.21 Previous Local Government Ministers have stated that billing authorities should carry on passing on a local council tax support grant to town councils and parishes to help mitigate any reduction in their tax base due to the local Council Tax support scheme even though this funding to the Borough Council ended and was wrapped into the reducing financial settlement.
- 10.22 There is no legislative duty for billing authorities to pass down funding to Parish and Town Councils. The policy is to continue to reduce the level of grant each year over the term of the MTFS by the same amount as the reduction in revenue support grant from central government. As such, the grant will reduce by 57% in 2017/18 to a total of £28,000, to £5,000 in 2018/19 and then will cease completely in 2019/20.

### **New Homes Bonus Scheme**

- 10.23 The New Homes Bonus Scheme was introduced in 2011/12 as a way to encourage local authorities to facilitate housing growth. In essence, for every additional property built or brought back into use, the government match funds the additional council tax, with an additional amount for affordable homes, for the following six years. The grant has been paid as an un-ringfenced grant and split 80% to lower tier Authorities and 20% to the upper tier. Welwyn Hatfield received a New Homes Bonus grant of £2.243m in 2016/17.
- 10.24 The Government has consulted during 2016 on proposed changes to the scheme and changes were confirmed as part of the 2017/18 provisional settlement announcement in December 2016. In anticipation of this reduction in this funding, a proportion of the annual amount received is transferred into the strategic reserve for one-off strategic projects. This will ensure that in the short term funds are available for innovative projects and will also reduce the financial reliance on uncertain funds for the general running expenditure of the Council. This will help the Council to become financially self-sustainable over the course of the MTFS.

### **Other Developments**

#### **Pension**

- 10.25 Welwyn Hatfield Borough Council employees are eligible to be members of the Local Government Pension scheme, of which the Government sets the terms and conditions nationally. This is a statutory condition of employment available to all local government employees.
- 10.26 The most recently published actuarial draft valuations (2016) for the whole fund show that the Welwyn Hatfield Council element of the fund continues to be in deficit. The overall deficit position of the pension fund has improved



slightly compared to valuation 2013, however the fund is only 78% funded. The position is, however, subject to the transfer of the pension fund for the Community Housing Trust into the overall Council Fund.

- 10.27 The actuary has agreed to the smoothing of funding the structural deficit over a 20 year timeline. Even so the current draft valuation for the Council requires employer contributions of 17.9% of pensionable pay plus an annual lump sum payment of £1.533million in 2017/18 and growing by £100k per annum. The Council could choose to make a lump sum upfront contribution in order to mitigate these increases over this period. This would assist in balancing the annual budget and enable the Council to take advantage of an improved rate of return on investment than is achieved on the Council's own cash investments.
- 10.28 Automatic Enrolment has been established by the Government as a requirement for employers to provide a pension scheme for employees. The Local Government Pension Scheme (LGPS) is a qualifying scheme for the purposes of Automatic Enrolment within the terms set out by the Pension Regulator.
- 10.29 The Pensions Act 2008 includes a duty on employers to automatically enrol their eligible jobholders into a workplace pension scheme that meets certain requirements, and provide a minimum employer contribution. From early 2014, the Council must:
- Enrol any new employees into the qualifying approved scheme;
  - Enrol any employees who are not a member of the scheme but reach the age of 22; and
  - Enrol any employee who is passing the rate of salary to £9440 per annum for the first time
- 10.30 It should be noted the employee can still choose to opt out of the scheme, but the Council must not mention any option of how to opt out of the scheme during enrolment as it could be seen as an inducement not to join the scheme and could expose the council to a fine from the pensions regulator.

### Universal Credits

- 10.31 Universal Credits has been introduced through the Welfare Reform Bill and was launched for new single claimants in receipt of job seekers allowance in the Borough in October 2015. The government intends to begin the roll out of further elements of the Universal Credits service in December 2017. The roll out is happening in stages across the Country with a view to complete implementation by 2022.

- 10.32 Universal Credits is an integrated working-age credit that will provide a basic allowance with additional elements for children, disability, housing and caring. It will support people both in and out of work, replacing Working Tax Credit, Child Tax Credit, Housing Benefit, Income Support, income-based Jobseeker's Allowance and income-related Employment and Support Allowance. For local authorities, this means the link between Housing Benefit and Council Tax Support will be broken and that universal credits will be administered by the Department for Work and Pensions. Although current plans do not change the delivery of housing benefit for pensioners.
- 10.33 The Council currently administers housing benefit and receives an administration grant for housing benefit administration. At this stage the indications are that the Council will continue to have a role in delivering housing benefit to pensioners for the foreseeable future, although it is less clear whether there is a role for local authorities to deal with non-mainstream Housing Benefit cases (e.g. people living in supported or temporary accommodation) and what role the Council will have to play in delivering face-to-face contact for those who cannot use other channels to claim. The transition to universal credit will have profound implications for many council employees, councils systems and contractual arrangements with private suppliers. For the purpose of the MTFS, it is assumed that the costs resulting from the reform will be fully met by the government under the new burdens doctrine.

### **Land Charges (transfer of responsibility to Land Registry)**

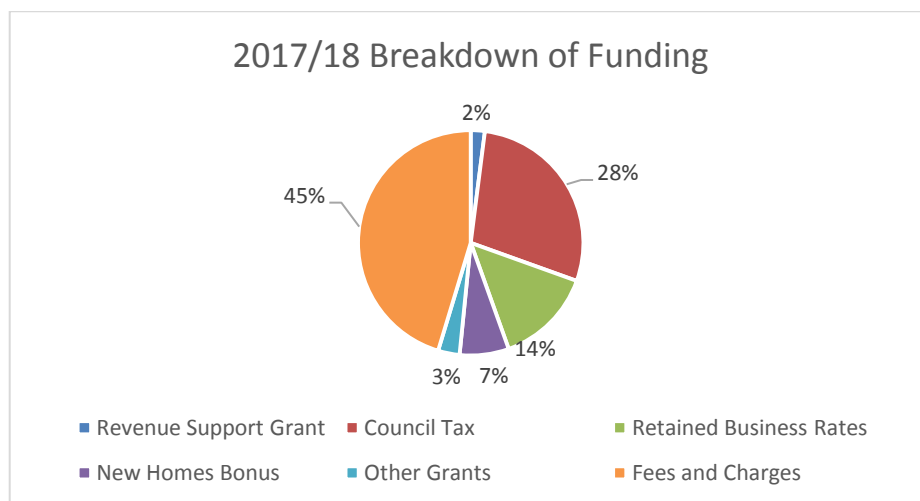
- 10.34 Section 34 of the 2015 Infrastructure Act enables the transfer of responsibility for all local land charges searches from local authorities to Land Registry, creating a single and central electronic register. The transfer will happen in stages and we will be notified of relevant dates following the necessary secondary legislation. Local Authorities will continue to be responsible for collecting and updating information and also for making CON29 searches. The Government has suggested that the Land Registry will meet all costs for the transfer.

### **2017/18 General Fund Budget**

- 10.35 As part of the budget setting process, Members have examined information provided by Directorates relating to the level of existing resources in each service areas, including the number of staff employed and comparisons have been drawn with historical expenditure data to identify savings areas. All budget options have been considered in the context of current service performance and priorities and all the growth bids went through a challenge process.
- 10.36 The details of the 2017/18 general fund revenue budget, including growth and savings can be found in the 2017/18 General Fund Revenue Budget report submitted to the Cabinet in January 2017.
- 10.37 The general fund net budget consist of expenditure incurred to deliver the wide range of services provided by the Borough Council and income directly generated for those specific services. This can be in the form of fees and charges, rental income, government grants etc. For 2017/18 the gross expenditure is estimated to be £74.1million (including Housing Benefit

payments) and gross income is estimated to be £59.3million, resulting in an estimated net general fund budget of £14.8million.

- 10.38 The net general fund budget is funded by non-specific government grants, local taxation and use of earmarked and general reserve balances. Over recent years government funding has been reducing, council tax has been frozen and so income generated via fees and charges and retained business rates has become more critical areas of funding for the Authority. The pie-chart below demonstrates the estimated proportion of income from these sources:



## 11 RISK MANAGEMENT

- 11.1 Risk Management is a key feature of the Council’s financial planning process
- 11.2 The Council is very aware of the need for effective risk management and considers that the assessment and minimisation of all types of risk to be vital. It has a Risk Management Strategy in place, and the financial risks to the Council are assessed in the context of the overall approach to risk management.
- 11.3 To mitigate risk the Council regularly monitors its budgets, the TEN system is used by Welwyn Hatfield to identify, monitor and reports on risks. The quarterly performance clinics provide a platform for the Members to scrutinise the financial and non-financial performance (e.g. local and national indicators)
- 11.4 Details of some of the key financial the risks facing the Council are highlighted in section 10 and the table below summarises the financial implications if assumptions made in the MTFs change in the future (the details of which are included in section 10 also). This gives some indications to the kind of risks which need to be allowed for in considering the level of reserves in future years.

Scenario	Estimated Cumulative financial impact		
	2017/18 £m	2018/19 £m	2019/20 £m
Inflation - Pay award 1% higher than assumed	0.1	0.1	0.1

Inflation on contracts - 1% higher than assumed	0.1	0.1	0.1
Average investment interest rate - 1% lower	0.1	0.2	0.2
Ongoing growth (10% higher than forecasted)	0.1	0.1	0.1
Savings (10% of savings not delivered)	0.1	0.2	0.3
Corporate Income - 5% lower than assumed	0.4	0.3	0.3
Income from fees and charges (5% lower)	0.6	0.6	0.6
Budget requirement - 1% overspent	0.2	0.2	0.2
<b>Total</b>	<b>1.7</b>	<b>1.8</b>	<b>1.9</b>

## 12 COUNCIL TAX

- 12.1 The Council is committed to do all it can to reduce the financial burdens placed upon its residents during a period of difficult economic circumstances. The Council has frozen its average band D council tax for seven consecutive years. This has resulted in a cumulative erosion in the income from council tax.
- 12.2 The government outlined its intentions for council tax referendum thresholds in the technical consultation over the summer. The principles are expected to be confirmed around the time of the final settlement announcement. The Council will be allowed increases of less than 2% or up to and including £5, whichever is higher, without triggering the need for a referendum. If Welwyn Hatfield chose to increase the average band D council tax by £5 in 2017/18, this increase alone would result in an extra £670k income over the life of the MTFs. The MTFs assumes a £5 increase in 2017/18 followed by a below inflation 1.5% increase in both 2018/19 and 2019/20.

<b>Effect of a £5 increase in 2016/17 and a 1.5% increase in 2018/19 and 2019/20</b>			
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Council Tax Band D increase (WHBC portion only)	<b>£5 (or 2.5%)</b>	<b>1.5%</b>	<b>1.5%</b>
<b>Average Band D tax</b>	201.61	204.63	207.70
<b>Adjusted tax base taking into account council tax support scheme</b>	<b>40,324.20</b>	<b>40,646.80</b>	<b>40,972.00</b>
Additional precept as a result of increases (£000)	202	326	455
<b>Council Tax Precept (£000)</b>	<b>8,130</b>	<b>8,318</b>	<b>8,510</b>

- 12.3 The local growth plan is likely to suggest a continuing upward trend in the population growth and this should be reflected in the council's tax base. To summarise, the projection of tax base is estimated to be increased by 0.8% per annum after 2017/18.

- 12.4 A copy of the medium term financial forecast on the general fund is attached in appendix A

### 13 VALUE FOR MONEY AND EFFICIENCY

- 13.1 Value for Money (VFM) is an assessment of whether or not we obtain the maximum benefit from the goods and services we both acquire and provide, within the resources available to achieve it. This assessment includes considerations about suitability, quality, whole life costs and the relationship between economy, efficiency and effectiveness.
- 13.2 Value for money remains an integral part of the external audit opinion. Although the Use of Resources regime has been abolished a considerable amount of work had been input by both officers and the external audit team. The general feedback was that the council had consolidated previous improvements and demonstrates good value for money across our services.
- 13.3 The Council's Value for Money Strategy provides a framework on how the Council will optimise the use of its resources.

#### Efficiencies

- 13.4 A key part of the Council's ethos is its focus on achieving efficiencies. This is a main driver during the budget and planning process; ensuring resources are directed in the appropriate areas and is embedded across the whole authority. Service efficiencies are monitored and reviewed highlighting where savings can be made.
- 13.5 The Council is committed to delivering efficiencies to drive costs down and improve services.
- 13.6 It is evident from the spending review that finding efficiencies to deliver a balanced budget will be a significant challenge as well as looking for opportunities to invest in improving services. Our approach to source efficiencies beyond 2017/18 will be via:
- Exploring new areas of income generation activities
  - Asset use optimisation and seeking commercial opportunities
  - Effective use of assets – challenging the asset base and the use of assets and looking to manage and plan maintenance in the most effective way
  - Working in partnership with both private and public bodies to improve quality and scope of service and reduce costs, including models for sharing

- Improving efficiency where possible but the scale of the financial constraint will almost certainly require reductions in services.
  - Smarter procurement processes and ways of working.
- 13.7 While the budget setting process is focused on the preparation of the budget for the following financial year it is clear from government funding forecasts that the Authority is facing a growing budget gap over the medium term period. In order to ensure the Council looks to future and takes the necessary action to maintain financial sustainability the annual budget process also focusses on the delivery of longer term projects to deliver efficiencies and increased income in future years.
- 13.8 Longer term projects are likely to require some upfront investment and so an annual allowance for corporate projects will be maintained in the base budget and a strategic reserve maintained with contributions of the New Homes Bonus to ensure resources are available as and when required.
- 13.9 The Council's efficiency plan is annually updated with progress against the longer term projects to inform the budget setting process.

## 14 INCOME GENERATION

### Forecasting Income

- 14.1 The assumptions built into the MTFS regarding grants from central government are highlighted in section 10, this section covers the income from fees and charges.

### Policy on Fees and Charges

- 14.2 The Council is looking to maximise the potential from fees and charges. A significant proportion of our income is from fees and charges and a balance has to be struck between meeting our statutory responsibilities and our subsidies on providing discretionary services. The Council takes the view that raising charges to recover part of costs is more preferable to removing the service completely. Charges are set after taking into account local circumstances (including economic conditions) and the user's ability to pay. The Council's fees and charges will normally increase at least in line with inflation or where appropriate statutory defined fees and charges increases. Increased or reduced income due to volume changes or charge proposals above or below inflation are addressed through the budget setting process.
- 14.3 The full list of fees and charges is shown in the General Fund January Cabinet report.
- 14.4 It is recognised that in developing a strategy for specific charges it is important to consider a number of factors on an options appraisal basis i.e. considering affordability, comparability and the implications of changing charges on forecasted income levels.

- 14.5 Concessionary charges should be as appropriate to the circumstances of the customer while encouraging increased participation for less advantaged groups. This should not lead to unjustifiable preferential treatment.
- 14.6 The Council's longer term policy has three fundamental principals:
- Services should raise income wherever there is a power or duty to do so.
  - The income raised should cover the full costs of providing the service including all overheads.
  - Any departures from this policy must be justified in a transparent manner with reference to the Council's priorities and policies.
- 14.7 When the Council does not raise income in areas where it has the power to do so, it foregoes the opportunity to raise money to improve services and leaves less money available for spending on high priority services. Members must be supplied with information to allow them to make decisions in a structured and explicit manner. A decision to forego income or to subsidise a service is a policy decision about resources as significant as any decision made in the budget setting process.

### Developing the New Trading and Charging Powers

- 14.8 The Council has developed a number of partnership arrangements for delivery of services, and would not view extension of its own provision of services as a high priority. However, there are a number of possibilities that could be considered as Local Government provides more examples of models of this form of service provision.

### Income and Debt Management

- 14.9 The Council has a good history of debt collection. The Council continues to build on this to maximise income received and minimise income written off. Monitoring information which is produced monthly has been enhanced to provide information on evaluating the effectiveness of debt recovery actions, associated costs, and the cost of not recovering debt promptly.

## 15 USE OF RESERVES

- 15.1 The Council will retain its approved minimum reserve level of £1.6m, reviewing this regularly in the light of changing financial risk assessment. Based on previous guidance from the Audit Commission (that reserves should be at least 5% of turnover), the Council should set an absolute minimum level of around £0.8m.
- 15.2 Risks to the Council's financial position could derive potentially from budget overspend, loss of income, contractual/legislative failure or challenge and emergency events. Historically, the Council has a very good record of outturn financial position being within budget. However, local government finance reform is continuing to transfer greater risk and opportunity to Local Authorities with regard to the retention of business rates. This key source of income is uncertain (unlike the previous regime when grant funding was certain for the year) and so holding additional provision in reserves is prudent.



- 15.3 The level of risk posed by contractual or legislative failure and emergency events is difficult to predict, but it would be a low probability with a potentially high impact. However, it is not appropriate to set aside large amounts of reserve against the possibility of this happening. Therefore it is felt prudent to set aside a further amount of £0.8m that is similar to the previously recommended minimum level.
- 15.4 In setting budgets and projections for individual years, it is important that the use of reserves is not increasing and creating an unsustainable future problem. To achieve this it is important to note the requirement to meet the budget gap savings identified in Appendix A.
- 15.5 A summary of the proposed use of reserves is shown in the table below and is based on a budget projection that includes aspects such as inflation, pension fund contributions and a number of priority and statutory growth pressures offset by savings identified. The overall aim is ensure that reserves do not fall below £1.6m and the current projections keep well within this target. A copy of the policy for reserves and balances can be found in appendix C.

<b>Balances Movement (taking into account known movements in 16/17 budget)</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Balance b/f			
General Fund Reserves	5,735	5,596	5,596
Strategic Reserves	1,044	1,076	1,449
Ring-fenced/Earmarked Reserves	1,414	1,049	1,049
<b>Total</b>	<b>8,194</b>	<b>7,721</b>	<b>8,094</b>
<b>Projected Movement</b>			
General Fund Reserves	(139)	0	0
Strategic Reserves	31	373	352
Ring-fenced/Earmarked Reserves	(365)	0	0
<b>Total</b>	<b>(473)</b>	<b>373</b>	<b>352</b>
<b>Balance c/f</b>			
General Fund Reserves	5,596	5,596	5,596
Strategic Reserves	1,076	1,449	1,801
Ring-fenced/Earmarked Reserves	1,049	1,049	1,049
<b>Total</b>	<b>7,721</b>	<b>8,094</b>	<b>8,446</b>

## 16 CAPITAL

### Capital spend and funding

- 16.1 The Council's Capital Strategy sets out how the Council will manage its capital investments in the future. It is agreed on an annual basis and serves the following purposes:
- It sets out how capital contributes to the achievement of the Council's corporate objectives.
  - It establishes the criteria for the allocation of capital resources.



- It provides a framework for the administration of capital projects and monitoring of outcomes.
- 16.2 The Council's capital programme has in general always been funded by the use of capital receipts, contributions, major repairs reserve or from capital grants. However, levels of capital receipts have fallen over time as the number of assets identified for the disposal list has reduced. This has meant it has been necessary to internally borrow cash balances to fund some of the capital programme.
- 16.3 The current five year capital programme is underpinned by capital receipts generated through the sale of homes through the right to buy programme as well as further internal borrowing.
- 16.4 The extent of the capital programme will be influenced by the ongoing affordability of the level of internal borrowing needed to fund the programme. A minimum level of revenue provision is charged to the general fund to repay the borrowing over the life of the asset. New capital schemes for the programme will, therefore, be prioritised if there is a financial business case which can demonstrate a revenue return on the investment to the general fund and/or the Housing Revenue Account.
- 16.5 The Council is able to use receipts from sales of General Fund assets and limited income from Council House sales to fund any type of capital expenditure. In addition there are ring-fenced funds for capital spend on housing from the Major Repairs Allowance.
- 16.6 The current programme for 2017/18 to 2021/22 has been set out in detail and is deemed to be affordable.
- 16.7 A summary of the programme and funding is given at Appendix B.

#### Revenue implications of capital programme

- 16.8 The key driver for the Council's approach to capital expenditure is revenue affordability.
- 16.9 Most Capital Projects have financial implications on the annual Revenue Budget. The revenue implications can take a variety of forms and they include:
- Capital financing costs
  - Loss of investment income
  - Annual non-capital financing costs, e.g.
    - Salaries
    - Rent
    - Rates
    - Energy costs
    - On-going maintenance costs
    - Income generated from the scheme or project
- 16.10 The revenue implication of the capital programme has been built into the general fund forecasts in the MTFs.

## 17 HOUSING REVENUE ACCOUNT (HRA) BUDGET

- 17.1 Since April 2010, the council's housing stock has been managed by an arms length management organisation (ALMO), Welwyn Hatfield Community Housing Trust. The HRA and its element of the capital and revenue programme has ultimately remained the responsibility of Welwyn Hatfield Borough Council and with the decision taken to end the management agreement with the Trust during 2016/17 this responsibility will now be delivered directly by the Council.
- 17.2 The HRA is a ring-fenced account relating to the council's landlord function. Historically, the resources available to spend on the housing stock were dictated by the government's national subsidy system. However, in 2012/13, this system was replaced with a one off debt allocation and the costs for servicing the debt are included in the current MTFS. The self-financing system for the HRA removed the uncertainty caused by the old annual subsidy announcements and has allowed for better longer term financial planning for the ring fenced account. Since April 2016 the government have decided to implement direct control over council rent setting and have instigated a four year programme of 1% reductions for social housing rents. This is a reversal of previous policy and has led to a revision of the debt strategy for the HRA moving forward.
- 17.3 The core constituents of the account are rent income; both capital and revenue maintenance of the housing stock; management costs; and debt repayments. As the account has been carrying a fairly high balance, the council has also been making revenue contributions to capital expenditure as well. This has been most recently used for the provision of new properties, supplementing retained right to buy receipts. However, with the incorporation of the new government rent strategy into the projections these contributions will cease. As a ring fenced account, any balances at the year-end are accumulated and carried forward for use in future years.
- 17.4 A large proportion of the expenditure on the account relates to services provided through long-term partnering contracts, linked to maintaining the decent homes standard and sound asset management. These contracts were aimed at improving value for money and generating ongoing efficiency savings. This is particularly true of the 15 year maintenance contract, with Mears, which commenced in October 2007. The council have also let a long term gas maintenance contract to TSG in 2014 that is expected to deliver an improved and more efficient service over a contract term of 10 years. While these two contracts form the bulk of maintenance spending, further procurement work has continued on some of the smaller electrical and specialist maintenance areas, with the expectation of greater value for money and efficiency gains.
- 17.5 The process for setting financial targets for HRA services is the same as for general fund services in terms of links to the Corporate Plan, Corporate Objectives and service planning and setting the approved budget.
- 17.6 The HRA projection is set with regard to the council's overall Housing Strategy, overall HRA business planning and the trust's annually agreed Delivery Plan.
- 17.7 The table below shows the HRA position to 2021/22 based on projected activity and including the government's planned rent reductions. The table also

includes restructured debt payments, necessary due to reducing rent levels and for investment in new stock, in support of the affordable housing programme. This entails additional borrowing of £4.9million in 2019/20 and £5.9million in 2020/21. This will enable the HRA to replace some of the sold stock and continue to meet the council's legal duty regarding qualifying homelessness cases and is well within the headroom available.

- 17.8 In previous years the council has taken the position of a managed reduction of the balances held in the HRA, with the intention of leaving a reasonable reserve in the accounts of £5m. The HRA will then remain at a breakeven position over the rest of the projected period, due to the inclusion of further borrowing to support current levels of service. The projections also include a target of savings to offset the 1% 'year on year' rent reductions.
- 17.9 Right to buy sales continue to reduce stock numbers, but this is being mitigated by the affordable housing programme. In the longer term continued reduction in stock numbers would damage the economies of scale within the account and this is considered as part of the HRA business planning process.
- 17.10 The government policy to force the sale of high price void properties to fund the right to buy in the registered provider sector will have an impact on the HRA as it is implemented and will need to be factored into the forecasts as more detail is known. The previous government intention to charge higher rent for households earning above a defined maximum has been withdrawn in its current form but any further government proposals may impact on the HRA financial position and will need to be factored in as they become known.
- 17.11 As reported last year, welfare reform continues to be a large threat to the sustainability of the account, mainly as many of the changes are still not finalised or fully implemented and some have not had time to take full effect. To date financial performance has remained strong and rent collection levels have continued to be very high. Further reductions to the benefit cap, wider roll out of universal credit payments direct to customers and the cumulative impact of previous reforms make this a continued area of concern. Due to the difficulty in modelling these changes, it is important to note that this position is likely to change, as more data becomes available.

HRA Projections	2016/17	2017/18	2018/19	2019/20	2020/21
	Budget	Projection	Projection	Projection	Projection
	£m	£m	£m	£m	£m
Dwelling and Hostel Rent	49.4	49.3	48.8	48.3	49.3
Other Income	2.6	3.0	3.1	3.1	3.1
HRA expenditure (excluding repairs)	10.5	11.0	10.5	10.0	10.2
Revenue Maintenance	11.0	11.1	11.2	11.4	11.6
Depreciation	11.2	13.4	13.8	14.2	14.6
Debt Principal and Interest	19.9	21.5	16.8	15.8	16.0
Revenue Contributions to Capital	3.7	0.0	0.0	0.0	0.0
<b>HRA Surplus/(Defecit)</b>	<b>-4.3</b>	<b>-4.7</b>	<b>-0.4</b>	<b>0.0</b>	<b>0.0</b>
<b>HRA Balance</b>	<b>10.1</b>	<b>5.4</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
<b>Tenanted Stock</b>	<b>8,963</b>	<b>8,905</b>	<b>8,858</b>	<b>8,823</b>	<b>8,790</b>

17.12 The Major Repairs Allowance (MRA) will continue to be the primary source of capital funding for the housing stock, with no anticipated funding from capital receipts for general housing maintenance related schemes. The current asset management plan has been funded within this allowance. Depreciation on the housing stock is now a direct charge to the account and transitional arrangements have come to an end. This has resulted in a higher contribution to the Major repairs reserve and a balance over and above that needed for the capital programme. As such, the remaining balance will be used to make some of the loan repayments, as is allowable under legislation.

17.13 The table below illustrates that the current capital allowances are able to fund the maintenance requirements of the stock over the next five years. There is a proposed scheme of £1.3m over three years for the refurbishment of sheltered housing schemes that is shown as funded from capital receipts. A detailed project is currently being undertaken in order to more accurately define costs for this project and it is likely that the overall budget and funding for this work will need to change.

Capital	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m	£m	£m
<b>Brought Forward</b>	<b>1.2</b>	<b>1.8</b>	<b>4.4</b>	<b>0.9</b>	<b>0.0</b>	<b>0.0</b>
<b>Planned Expenditure</b>						
MRA Schemes	11.2	11.3	11.3	11.3	11.1	11.3
Non-MRA Schemes	3.7	0.0	0.0	0.0	0.0	0.0
Repayment of Debt	0.0	0.0	6.3	3.8	3.5	3.7
<b>Total</b>	<b>14.9</b>	<b>11.3</b>	<b>17.6</b>	<b>15.1</b>	<b>14.6</b>	<b>15.0</b>
<b>Funding</b>						
MRA Funding	11.3	13.4	13.8	14.2	14.6	15.0
Direct Revenue Funding From HRA	3.7	0.0	0.0	0.0	0.0	0.0
Capital Receipts	0.5	0.5	0.3	0.0	0.0	0.0
<b>Total</b>	<b>15.5</b>	<b>13.9</b>	<b>14.1</b>	<b>14.2</b>	<b>14.6</b>	<b>15.0</b>
<b>Carried Forward</b>	<b>1.8</b>	<b>4.4</b>	<b>0.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

17.14 Overall, the HRA and its supporting capital programme are projected to be in a sustainable position over the next five years, but this is only possible by re-financing the current debt on the account and making considerable service savings. There are also still significant risks in the medium term, particularly to income streams, from the changes to the welfare system and the potential of large payments to the government to support the extension of the right to buy programme.

## 18 TREASURY MANAGEMENT LINKS WITH FINANCIAL STRATEGY

18.1 The Council will continue to invest in accordance with the Treasury Management Strategy and will plan any consideration of borrowing closely through the financial strategy and Asset Management Plan and five year Capital Budget.

- 18.2 Investment income is used to support the budgets of the authority and movements in interest rates can result in significant changes. This is considered in more detail in the Treasury management and Investment strategy which is submitted for Cabinet Approval.

## 19 WORKING WITH PARTNERS

- 19.1 The council works with partners and other key stakeholders to deliver services within Welwyn Hatfield.

- 19.2 Four significant financial arrangements are with:

### **Serco**

- 19.3 The Council has a £5.3m per annum contract for provision of street scene activities, grounds maintenance and refuse collection. The contract expires on 31 March 2020.

### **Mears**

- 19.4 This is a 15 year contract for provision of housing maintenance for council dwellings, to the value of £14m per annum. The contract expires on 30 September 2022.

### **Finesse**

- 19.5 This is a Leisure Trust that provides leisure facilities within the borough for a fee of £0.9m per annum. Finesse manages the Hatfield Leisure Centre and Swim Centre, the Panshanger Golf complex, Stanborough and King George V parks and a number of smaller playing fields. The leisure management agreement expires on 18 January 2029.

### **Steria**

- 19.6 The Council has a 12 year contract for the delivery of Council Tax, Housing Benefits, ICT and Customer Services to the value of £3m per annum. This contract expires on 31 December 2022.

### **Local Strategic Partnership**

- 19.7 A well organised Local Strategic Partnership exists to promote strong partnership working in areas where we are not the lead organisation.

### **Shared Services**

- 19.8 Some shared arrangements exist for providing services within the organisation. The Authority is a partner of the Hertfordshire Shared Internal Audit Service and in 2016 became one of 7 Authorities to start a joint Building Control service across Hertfordshire. The Council also shares a Procurement Officer with other Hertfordshire districts and works with North Hertfordshire District Council in the provision of the Local Land and Property Gazateer service.

### **John O'Conner**

- 19.9 The contract for the maintenance of cemeteries was re-tendered during 2015 and was won by John O-Conner.

## 20 EQUALITY IMPACT ASSESSMENTS (EIA)

- 20.1 The council is committed to ensuring equality and diversity issues are given proper consideration. Equality Impact Assessments an important part of our decision making to enable us to asses the impact of decisions on our residents, stakeholders and customers. Where the impact is high mitigation plans can be developed to reduce the impact of decisions. These are completed in accordance with national guidance and best practice.
- 20.2 In developing individual budget proposals officers are requested to undertake an equality impact assessment.

## 21 CONCLUSION

- 21.1 The MTFS should be considered in the context of the following issues:
- The unprecedented reductions to local government funding as indicated in the Chancellor's Autumn Statement.
  - The Council's robust financial management as shown by the healthy General Fund balances, robust financial controls and excellent track record in achieving efficiency savings
  - That challenging decisions will still need to be made to safeguard frontline services and maintain a balanced budget.
- 21.2 The next three years will see the Council use some cash balances for internal borrowing for the capital programme. Key schemes included in the capital programme have been designed to improve the position of the general fund over the medium term, which currently has an anticipated £2.4million gap to be achieved. The HRA can no longer support the affordable housing programme and the aggressive debt repayment schedule and as such the repayment of this debt will start to be pushed out to later years.

### List of Appendices

Appendix A sets out medium term projections for the General Fund

Appendix B sets out the medium term projections for Capital

Appendix C shows the Policy on reserves and balances

## Appendix A - Medium term financial strategy 2017/18 - 2019/20

	2017/18	2018/19	2019/20
	£000	£000	£000
<b>Base budget</b>	14,426	14,908	15,404
Pay Inflation	142	184	185
Inflation	340	312	321
Growth - one -offs	479	350	350
Growth - ongoing	645	724	822
Savings /Increased income	(1,268)	(1,523)	(1,767)
Interest payable	320	360	463
Investment income	(273)	(239)	(188)
<b>Budget before transfers to/from reserves</b>	<b>14,811</b>	<b>15,076</b>	<b>15,590</b>
Transfer (from)/to Strategic Initiative Reserve	31	373	352
Transfer (from)/to General Reserve	(139)	0	0
Transfer (from)/to other earmarked reserves	(365)	0	0
<b>Sub-total</b>	<b>(473)</b>	<b>373</b>	<b>352</b>
Collection fund deficit/ (surplus)	320	0	0
Council Tax Support Grant for Parish/Town Councils	28	5	0
<b>Corporate income (Retained Business Rates + RSG + New Homes Bonus + other un-ringfenced grants)</b>	<b>(6,556)</b>	<b>(5,492)</b>	<b>(4,970)</b>
<b>Council Tax Requirement</b>	<b>(8,130)</b>	<b>(8,318)</b>	<b>(8,510)</b>
<b>Budget Gap [(Surplus) / Deficit]</b>	<b>0</b>	<b>1,644</b>	<b>2,462</b>
Further Savings Plans in development	0	(650)	(900)
<b>Budget Gap [(Surplus) / Deficit]</b>	<b>0</b>	<b>994</b>	<b>1,562</b>

## Appendix B – Summary of Capital Programme and Funding 2017/18 – 2021/22

### Capital Receipts & Reserves 2017/18 to 2021/22

	Forecast Outturn 2016/17 £	Original Budget 2017/18 £	Original Budget 2018/19 £	Original Budget 2019/20 £	Original Budget 2020/21 £	Original Budget 2021/22 £
<b>CAPITAL GRANTS</b>						
<b>OPENING RESERVES - as at 1st April</b>	<b>706,780</b>	<b>474,225</b>	<b>595,045</b>	<b>715,865</b>	<b>836,685</b>	<b>957,505</b>
DCLG Disabled Facilities Grant	591,820	591,820	591,820	591,820	591,820	591,820
<b>In year grants received</b>	<b>591,820</b>	<b>591,820</b>	<b>591,820</b>	<b>591,820</b>	<b>591,820</b>	<b>591,820</b>
<b>In year grants expenditure</b>	<b>1,194,200</b>	<b>471,000</b>	<b>471,000</b>	<b>471,000</b>	<b>471,000</b>	<b>471,000</b>
<i>Less schemes part funded by UCR's:</i>						
Disabled Facility Grants	306,450	206,400	206,400	206,400	206,400	206,400
Chantry Lane Chalk Mines	63,375	0	0	0	0	0
<b>CLOSING RESERVES 31ST MARCH</b>	<b>474,225</b>	<b>595,045</b>	<b>715,865</b>	<b>836,685</b>	<b>957,505</b>	<b>1,078,325</b>
<b>OPENING S106 RESERVES - as at 1st April</b>	<b>380,000</b>	<b>1,154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>
<b>In year receipts</b>	<b>1,059,040</b>					
<b>In year S106 expenditure</b>	<b>285,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total S106 Reserves</b>	<b>1,154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>
<b>RECEIPTS ALLOCATED TO HATFIELD TOWN CENTRE SCHEMES</b>						
<b>OPENING RESERVES - as at 1st April</b>	<b>635,055</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>In year receipts</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>In year expenditure</b>	<b>2,838,025</b>	<b>630,000</b>	<b>850,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>In year borrowing (Internal)</b>	<b>2,202,970</b>	<b>630,000</b>	<b>850,000</b>			
<b>CLOSING RESERVES 31ST MARCH</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>AFFORDABLE HOUSING RESERVES</b>						
<b>OPENING RESERVES - as at 1st April</b>	<b>23,164,052</b>	<b>16,456,474</b>	<b>15,647,094</b>	<b>16,412,134</b>	<b>14,744,663</b>	<b>13,024,045</b>
One for One Reinvestments Reserve (net of pooling payments)	6,073,022	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
RTB Attributable Debt 50% - HRA Use	2,000,710	919,700	702,320	737,440	774,310	774,310
Internal borrowing	0	2,500,000	2,500,000	2,500,000	2,500,000	0
External Borrowing	0	3,700,000	1,500,000	7,734,019	8,557,102	2,787,290
HRA High Value House Sales	564,900	0	0	0	0	0
HRA Revenue contributions to capital	3,700,000	0	0	0	0	0
<b>In year receipts</b>	<b>12,338,632</b>	<b>13,119,700</b>	<b>10,702,320</b>	<b>16,971,459</b>	<b>17,831,412</b>	<b>9,561,600</b>
<b>In year expenditure</b>	<b>19,046,210</b>	<b>13,929,080</b>	<b>9,937,280</b>	<b>18,638,930</b>	<b>19,552,030</b>	<b>5,088,000</b>
<b>CLOSING RESERVES 31ST MARCH</b>	<b>16,456,474</b>	<b>15,647,094</b>	<b>16,412,134</b>	<b>14,744,663</b>	<b>13,024,045</b>	<b>17,497,645</b>



USEABLE RECEIPTS RESERVES						
<b>OPENING USEABLE RECEIPTS RESERVES - as at 1st April</b>	<b>8,168,275</b>	<b>6,816,150</b>	<b>2,277,785</b>	<b>2,854,505</b>	<b>5,537,245</b>	<b>6,366,855</b>
HTC redevelop. professional fees	25,000	20,000	0	0	0	0
Finesse KGV Football Pitches (7yr loan) ends Dec 2018	25,210	25,210	18,910	0	0	0
<b>In year Contributions</b>	<b>50,210</b>	<b>45,210</b>	<b>18,910</b>	<b>0</b>	<b>0</b>	<b>0</b>
Jubilee Care Trust Loan capital	14,800	14,800	14,800	14,800	14,800	14,800
SERCO vehicle repayments	221,540	169,580	0	0	0	0
Gosling 10 yr Loan Start 2009_10	90,000	90,000	90,000	90,000	0	0
<b>In year Loan Repayments</b>	<b>326,340</b>	<b>274,380</b>	<b>104,800</b>	<b>104,800</b>	<b>14,800</b>	<b>14,800</b>
Council House Sales	595,000	595,000	595,000	595,000	595,000	595,000
DCLG Repayment of Grants and Loans	35,000	35,000	35,000	35,000	35,000	35,000
RCCO non AHP (EDP & Orchard) + Sheltered Housing for 17/18 & 18/19	280,000	0	0	0	0	0
Sale of Ludwick way garages site residential units	0	0	500,000	0	0	0
Sale of Moors Walk Flat 109	277,200	0	0	0	0	0
RTB Attributable Debt 50% - GF Use	228,870	919,700	702,320	737,440	774,310	774,310
Sale of Garages, Homestead Lane (9 garages)	60,000	0	0	0	0	0
Sale of 1 & 3-9 Hatfield Town Centre Long Term Lease	0	0	0	2,400,000	0	0
Sale of Flats 2 & 9 White Lion House Hatfield	0	240,000	0	0	0	0
Sale of council interest in Salisbury Square	0	400,000	0	0	0	0
Freehold Reversions - over £10k	23,000	60,000	60,000	60,000	60,000	60,000
<b>In year Useable Capital Receipts</b>	<b>1,499,070</b>	<b>2,249,700</b>	<b>1,892,320</b>	<b>3,827,440</b>	<b>1,464,310</b>	<b>1,464,310</b>
<b>In year expenditure funded by Usable Capital Receipts</b>	<b>3,530,205</b>	<b>16,301,115</b>	<b>6,439,310</b>	<b>1,249,500</b>	<b>649,500</b>	<b>670,001</b>
<b>In year borrowing (Internal)</b>	<b>644,890</b>	<b>9,193,460</b>	<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Plus schemes part funded by UCR's						
Disabled Facility Grants	288,050	206,400	206,400	206,400	206,400	206,400
Chantry Lane Chalk Mines	54,380	0	0	0	0	0
<b>CLOSING USEABLE RESERVES 31ST MARCH</b>	<b>6,816,150</b>	<b>2,277,785</b>	<b>2,854,505</b>	<b>5,537,245</b>	<b>6,366,855</b>	<b>7,175,964</b>

<b>OPENING RESERVES - MRR 1st April</b>	<b>3,468,849</b>	<b>1,156,769</b>	<b>3,273,769</b>	<b>2,992,469</b>	<b>2,710,869</b>	<b>2,428,569</b>
Major Repairs Allowance	11,226,720	13,412,300	11,006,500	11,020,000	11,046,400	11,050,700
Total MRA Capital Spend	13,538,800	11,295,300	11,287,800	11,301,600	11,328,700	11,080,889
<b>CLOSING RESERVES - MRR 31st March</b>	<b>1,156,769</b>	<b>3,273,769</b>	<b>2,992,469</b>	<b>2,710,869</b>	<b>2,428,569</b>	<b>2,398,380</b>

SUMMARY						
<b>OPENING RESERVES 1ST APRIL</b>	<b>36,523,012</b>	<b>26,057,659</b>	<b>21,947,734</b>	<b>23,129,014</b>	<b>23,983,503</b>	<b>22,931,015</b>
<b>IN YEAR RECEIPTS (less pooling payment)</b>	<b>27,091,832</b>	<b>27,193,110</b>	<b>21,816,670</b>	<b>30,015,519</b>	<b>28,448,742</b>	<b>22,683,230</b>
<b>INTERNAL BORROWING</b>	<b>2,847,860</b>	<b>12,323,460</b>	<b>8,350,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>0</b>
<b>EXTERNAL BORROWING</b>	<b>0</b>	<b>3,700,000</b>	<b>1,500,000</b>	<b>7,734,019</b>	<b>8,557,102</b>	<b>2,787,290</b>
<b>IN YEAR EXPENDITURE</b>	<b>40,432,440</b>	<b>43,626,495</b>	<b>28,985,390</b>	<b>31,661,030</b>	<b>32,001,230</b>	<b>17,309,890</b>
<b>CLOSING RESERVES 31ST MARCH</b>	<b>26,030,264</b>	<b>21,947,734</b>	<b>23,129,014</b>	<b>23,983,503</b>	<b>22,931,015</b>	<b>28,304,355</b>

## Appendix C – Policy on Reserves and Balances

### Purpose

A Policy for Reserve and Balances represents good financial management and should be reviewed annually.

CIPFA guidelines were reissued in November 2008 under LAAP Bulletin No. 77. The main issues covered in the guidelines are set out below together with Welwyn Hatfield's approach.

### Application

The general principles set out in this Reserves and Balances Policy apply to the General Fund and to the Housing Revenue Account for Welwyn Hatfield Council. It applies to reserves only and not provisions.

### The Existing Legislative/Regulatory Framework

The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

The Local Government Finance Act 1992 and Local Government Act 2003 set out that a range of safeguards to mitigate against local authorities over-committing themselves financially. These include:

- the balanced budget requirement
- Chief Finance Officers' duty to report robustness of estimates and adequacy of reserves when considering the budget requirement.
- Requirement for local authority to make arrangements for proper administration of their financial affairs and that the Chief Finance Officer is that responsible person (section 151 duties)
- the requirements of the prudential code.
- the auditor will consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based.

Generally, the balanced budget requirement is sufficient discipline for the majority of local authorities. This requirement is reinforced by section 114 of the Local Government Finance Act 1988 which requires the Chief Finance Officer in England and Wales to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year. The issue of a section 114 notice by the Chief Finance officer cannot be taken lightly and has serious operational implications.

The prudential code requires chief finance officers to have full regard to affordability when making recommendations about future capital programmes.

Guidance on specific levels of reserves and balances is not given in statute or by CIPFA (the recognised accountancy body for local government finance) or the Audit Commission. There is no statutory minimum level of reserves. It is up to local authorities themselves to set their own level of reserves and balances on the advice of the Chief Finance Officer.

### The Role of the Head of Resources

Within the existing statutory and regulatory framework, it is the responsibility of the Head of Resources to advise the Council about the level of reserves that it should hold and to ensure that there are clear protocols for their establishment and use.

The Council then, acting on the advice of the Head of Resources must make its own judgements on the level of reserves and balances taking into account all the relevant local circumstances. These include the operational and financial risks, and the arrangements in place to manage them, including adequate and effective systems of internal control. The duties of the Chief Finance Officer in relation to the level of reserves are covered by the legislative framework described in 3 above. Under the Local Government Act 2003, the Chief Finance Officer must report to the Council on the adequacy of reserves (section 27) and reserve transactions must be taken account of within the required budget monitoring arrangements (section 28).

### Types of Reserves

Reserves can be held for three main purposes:

- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves
- a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves
- a means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.

The Council also holds other reserves that arise out of the interaction of legislation and proper accounting practice. These reserves are not resource backed and cannot be used for other purposes :

- Pensions Reserve ( required under IAS19). This is a specific accounting mechanism used to recognise the Council's share of pension fund liabilities in its balance sheet. As this is a reserve which arises from an accounting standard it is not available to finance Council expenditure.
- Revaluation Reserve – this records unrealised gains in the value of fixed assets.
- Capital Adjustment Account – this is a specific accounting mechanism used to reconcile different rates at which assets are depreciated under proper accounting practice and financed through the capital controls system.

For each earmarked reserve held by the Council there should be a clear protocol setting out:

- the reason for/purpose of the reserve

- how and when the reserve can be used
- procedures for the reserve's management and control
- a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

This Reserves and Balances Policy ensures that when establishing reserves, Welwyn Hatfield Council complies with the Code of Practice on Local Authority Accounting in the United Kingdom (the Code) and in particular the need to distinguish between reserves and provisions.

### Policy and Principles to Assess the Adequacy of Reserves

The principles used by the Chief Finance Officer to assess the adequacy of unallocated general reserves when setting the budget, ensure that account is taken of the strategic, operational and financial risks facing the authority.

Setting the level of reserves is just one of several related decisions in the formulation of the medium term financial strategy and the budget for a particular year. This is carried out as part of the four year Service and Resource Planning Process. Account is taken of the key financial assumptions underpinning the budget alongside a consideration of the authority's financial management arrangements. In addition to the cash flow requirements of the authority the following factors are considered:

- The treatment of inflation and interest rates
- Estimates of the level and timing of capital receipts
- The treatment of demand led pressures
- The treatment of planned efficiency savings / productivity gains
- The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments
- The availability of other funds to deal with major contingencies and the adequacy of provisions.
- The economic situation, unforeseen events etc.
- The risks identified by the authority as part of its risk management arrangements

The Council holds two types of reserves

- General non earmarked reserves (the Council's General Fund Balances)
- Earmarked reserves held for specific purposes

It is the current policy of Welwyn Hatfield Council for the *General Fund non earmarked reserves* (the General Fund Balances) to be held at a level of, at least, £1.6M. This is reviewed at least annually, during the setting of the budget. Factors which are taken into account during the review include; the level of balances as a percentage of the net revenue requirement, budget management and monitoring

procedures, risk levels and financial projections for future years. The HRA balance is also reviewed annually.

One earmarked reserve is referred to as our strategic reserve. The strategic approach has been to draw down on this reserve to meet one-off items of spending in the budget.

Reserves can be created or increased to ensure that the Service and Resource Planning Process takes account of any need to increase due to factors which may arise and to fully account for these factors.

In addition, the regular budget monitoring process carried out by the Council throughout the year will report on any changes in the level of balances or reserves.

The Reserves and Balances Policy is set in the context of the authority's Medium Term Financial Strategy and does not focus exclusively on short-term considerations. Balancing the annual budget by drawing on general reserves may be viewed as a legitimate short-term option. However, where reserves are to be deployed to finance recurrent expenditure this will be made explicit. Advice will be given by the Chief Finance Officer on the adequacy of reserves over the lifetime of the medium term financial projections. This is addressed in the Medium Term Financial Strategy.

### A New Reporting Framework

The Chief Finance Officer has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds. Compliance with this Reserves and Balances Policy assists in allowing the Chief Finance Officer to be satisfied that there is proper stewardship of public funds. The level and utilisation of reserves is determined formally by the Council at its meetings to approve the annual budget and the final accounts. These decisions are informed by the advice and judgement of the Chief Finance Officer.

The Reporting Policy for Welwyn Hatfield Council is:

- The Medium Term Financial Strategy report to the Council includes a statement showing the proposed use of, or contribution to, general and earmarked reserves for the year ahead. Reference should be made as to the extent to which such reserves are to be used to finance recurrent expenditure
- The budget report itself includes a statement from the Chief Finance Officer on the adequacy of reserves in respect of the forthcoming financial year and the authority's medium term financial strategy.
- The Councils' annual statement of accounts includes a schedule of all reserves in the balance sheet, showing opening balance, net movement in year and year-end balance. Notes to individual reserves are given in the accounts and significant reserve movements are explained in the Chief Finance Officer's foreword to the accounts and the covering report to Council which accompanies the presentation of the accounts.
- The regular in-year Budget Monitoring reports to Cabinet include details of any transactions affecting the Council's reserves.

### Good Governance

It is important that local authority councillors take responsibility for ensuring the adequacy of reserves and provisions when they set the budget. This will be subject to the advice of the Chief Finance Officer and the arrangements for reviewing and reporting on the level of reserves and balances as set out above.

Part I

Main author: Sam Davidson

Executive Member: Cllr. D. Bell

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 10 JANUARY 2017

REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND CULTURAL SERVICES)

## HOUSING REVENUE ACCOUNT BUDGET – 2017/18

### 1 Executive Summary

- 1.1 The purpose of this report is to recommend that members approve the Housing Revenue Account (HRA) budget for 2017/18. The report also details the planned rent decrease for the next financial year, in line with proposed government legislation.
- 1.2 The budgets reflect the decision to return the management of the Housing stock directly to the Council. All Housing Services will be directly managed within a simplified structure and there will now be no requirement for a management fee.
- 1.3 Rents have been set in accordance with the proposed legislative programme to reduce council rents by 1% each year for four years. This has led to an average weekly rent for 2017/18 of £105.33 (on a 52 week year).
- 1.4 The underlying HRA position for 2017/18 is an operational deficit of £4.7m. This will be met from balances and leaves a reserve position of £5.4m going forward. This has included savings of £523k that equate to the actual 1% decrease in rents, but does not compensate for the previously anticipated rent increase of inflation plus 1%. There have been no changes to the loan and debt financing schedule to achieve next year's budget. However, there is an increase in loan repayments of £1.8m which puts pressure on reserves and along with further rent reductions increases the difficulty in supporting service requirements without a restructure of the loan repayments over the medium term.
- 1.5 The Major Repairs Reserve (MRR) is the primary source of capital maintenance funding for the housing stock. The reserve will increase over the next financial year. The depreciation charge that will be transferred into the MRR is £13.4m which is an increase of £2.19m on the transfer in 2016/17. This increase is mostly due to an increase in the overall value of the housing stock following a revaluation as well as the implementation of component accounting and the end of transitional arrangements. Expenditure in 2017/18 is planned to be £11.3m, which will leave the MRR at £3.3m at year end (please refer to appendix 2).
- 1.6 The Affordable Housing Programme is budgeted to spend £13.9m in 2017/18. Plans for the 3 years from 2016/17 to 2018/19 are set out in the table below. This programme is designed to replace each property sold with a new home so that the affordable housing stock is maintained.

<b>Affordable Housing Programme Income and Expenditure Budgets</b>			
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Grant Funded Schemes	1,142,300	1,420,100	950,000
Council New Build	3,020,780	5,756,920	2,738,410
Open Market Purchases	14,883,130	6,752,070	6,248,870
<b>Total</b>	<b>19,046,210</b>	<b>13,929,090</b>	<b>9,937,280</b>
<b>Funding</b>			
Right to Buy Receipts	7,122,590	5,172,730	3,646,180
HRA Revenue Contribution	3,700,000		
RTB Attributable Debt	8,223,620	2,556,360	2,291,100
Borrowing		6,200,000	4,000,000
<b>Total</b>	<b>19,046,210</b>	<b>13,929,090</b>	<b>9,937,280</b>

- 1.7 The main assumptions in setting the budget were: -
- Pay awards have been calculated at 1% per annum plus contractual increments.
  - Pension contributions continue at the current rate of 20.1% (this will be subject to the actuary valuation report on the combined fund following the transfer of the pension fund for the Community Housing Trust).
  - National Insurance is now calculated at a flat rate of 13.8% whether employees are in the pension scheme or not.
  - All income and expenditure items have been reviewed on a line by line basis.
  - No automatic inflationary increases have been made on expenditure.
- 1.8 The main changes between the budgets for 2016/17 and 2017/18 are as follows:-
- Statutory changes have increased pressure on the HRA. The 1% reduction in rent has reduced income by £520k. There is a new compulsory apprenticeship fee of 0.5% of the total salary bill, resulting in a cost of around £21k.
  - Savings have been made to cover these pressures from a reduction in the bad debt provision, increases in fees and charges and the introduction of a vacancy factor in the HRA to match that already in place in the general fund.



## **2 Recommendations**

- 2.1 Cabinet recommend the Housing Revenue Account budget for Full Council approval.
- 2.2 Cabinet approve a rent decrease of 1% that results in an average rent of £105.33 per week for a 52 week year and that vacant properties are moved straight to formula rent, less 1%, in line with the legislation.
- 2.3 Cabinet to recommend to Full Council the approval of fees and charges as set out in Appendix 3.

## **3 Financial Implications**

- 3.1 Financial implications are contained in the recommendations and explanations to this report.

## **4 Link to Corporate Priorities**

- 4.1 The subject of this report is linked to the council's corporate priorities "Meet the borough's housing need" and "Engage with our communities and provide value for money".

## **5 Legal Implication(s)**

- 5.1 The principal statutory provision governing the fixing of rent for council property is contained in section 24 of the Housing Act 1985. This has now been supplemented by provisions in the Welfare Reform and Work Bill 2016 that details enforced rent reductions by local authorities and was passed in March 2016.
- 5.2 Sub-section (1) provides that authorities may "...make such reasonable charges.... as they may determine". This section should be considered with regard to section 76 of the Local Government and Housing Act 1989. This act put a duty on local housing authorities to prevent a debit balance arising in their HRA and also imposed ring-fence restrictions on the use of the account. It is now no longer possible for a local housing authority to subsidise rents from its general fund, or use HRA resources for non-specified activities.

## 6 Explanation

### Housing Revenue Account Budgets

- 6.1 The following section of the report details the rent decrease for 2017/18 and the proposed HRA budget for next year. The Council is required to present a balanced budget over the medium term to ensure the long term viability of the HRA. The position set out below will maintain services and meet council priorities. Savings in the budget of £560k have been proposed to offset the cash amount lost through the government's 1% rent reduction and the apprenticeship levy.
- 6.2 There is a range of government initiatives that potentially may impact on the financial position of the HRA in the near future. These include the sale of high value void properties to fund the extension of the right to buy scheme to housing associations tenants and limitations on the total level of benefits that a family can receive. The plan to increase affordable rents towards market rates for those households above a certain salary has been shelved, but the government are looking for an alternative to replace it.

### Rental income and Rent Restructuring

- 6.3 As previously reported, The Welfare Reform and Work Act (March 2016) amended the rent setting policy for Local Authorities and Housing Associations. There is now a statutory requirement for these organisations to reduce rents by 1% each year for the four years from 2016/17 to 2019/20. This amends previous guidance that required Local Authorities to move towards rent convergence through annual increases of inflation plus 1% over a ten year period. The effect of this on the business plan projections is a real term loss of rental income. This has been calculated at 17% over the four years. Over the five year medium term there will be rent loss of £37m and over the long term 30 year plan a loss of £388m.
- 6.4 Rent restructuring as a policy has been superseded by the rent reduction initiative and the majority of rents are below this level. However, when a property becomes void the rent will be allowed to increase to the formula level, less the 1% annual reduction. The loss of revenue through rent reductions is around £520k as a year on year comparison. When set against the rent increases that would have taken place under rent restructuring where annual rises were in the order of 6%, this translates into a medium term projected loss of £3.5m.
- 6.5 The table below compares 2016/17 rents to the proposed 2017/18 rents. The average formula rent for the stock has moved to £112.31 and actual rent will be 94% of formula at £105.33. This is still significantly lower than the government's estimated limit rent of £109.88 (this is the maximum charge supported by housing benefit). All of these averages are based on like for like properties when the rents were calculated.

2016/17			2017/18	
£pw	£pa		£pw	£pa
110.09	5,725	Formula Rent	112.31	5,840
109.88	5,714	Subsidy Guideline/Limit Rent	108.78	5,656
106.20	5,522	Actual Average Rent	105.33	5,477
96%		Actual Rent as % of Formula Rent	94%	

6.6 In 2016/17 the Bad Debt Provision was increased in response to the probability that benefit changes would cause hardship and result in a greater incidence of rent arrears. During the financial year this has not proved to be the case and collection rates remain high. This has allowed the expected annual contribution to the bad debt provision to be reduced by £450k in 2017/18.

#### Housing Revenue Account

6.7 The table below shows a greatly summarised version of the 2017/18 HRA budget, with a more comprehensive version shown at appendix 1.

	Outturn 2015/16 £000	Original Budget 2016/17 £000	Original Budget 2017/18 £000	Variance £000
<b>Income</b>	(52,651)	(51,903)	(52,086)	(184)
<b>Expenditure</b>	13,287	10,037	19,637	9,600
<b>HRA Share of Corporate Democratic Core</b>	486	490	598	108
<b>Net Income</b>	(38,878)	(41,376)	(31,851)	9,524
<b>Less Interest and Non-Statutory Items</b>	(37,252)	(45,693)	(36,573)	9,120
<b>Net (Increase)/Decrease in HRA Balance</b>	(1,626)	4,317	4,721	404

6.8 The schedule details total income and total expenditure, giving a surplus, or deficit, for the year. This is then added to the opening balance for the HRA to show the projected available funds carried forward to the following year. The opening balances do not equal the previous year's closing balance, as they are calculated at different times and the opening balance always reflects the latest estimate, not old budgeted figures.

6.9 Income movements are set out in the table below. There is a net increase in income of £184k, which is made up as follows:-

- Rental income has decreased by £523k as a result of the statutory rent reduction of 1%. The table below shows the reduction in rental income by bed size.
- Supporting People (SP) funding has fallen by £23k. This reflects the gradual ending of SP grant funding
- Non-dwelling rental income has risen by £52k. This is made up of a 5% increase in garage rents, together with £32k rental income through the Jim McDonald Centre that was previously netted off as part of the Trust Management Fee.
- Charges for Services and Facilities have risen by £443k. This is partly made up of income which formerly went directly into the Trust and formed part of the make up of the management fee. This includes:-
  - Income from the Bus Service of £126k.

- Jim McDonald Centre income from luncheon clubs and catering of £101k
- Income from Fees and Charges is budgeted to increase by £180k. This includes a general 5% rise in fees as well as an extension of the Community Facilities charge for pre-2003 tenants and an increase in the charges for the Community Lifeline service for council tenants.
- Leaseholder income has risen by £205k as a result of increasing service charges in 2017/18 for major works completed in 2016/17, including Woodhall House, door entry works, rewiring and roofing.
- Fees and charges are attached at appendix 3. The majority have not been amended for 2017/18 as they were amended in the previous financial year.

### Comparison of Weekly Rental Charges by Bed Size

Bed Size	Property Totals 2016/17	Average Rent 2016/17 £	Property Totals 2017/18	Average Rent 2017/18 £	Change in Rental Income £
Bedsit and Studio	188	73.86	188	73.05	(7,917)
One Bedroom	1,938	88.51	1,919	87.62	(97,392)
Two Bedroom	2,674	104.87	2,664	103.82	(151,455)
Three Bedroom	3,895	116.25	3,876	115.08	(246,297)
Four Bedroom	287	127.02	287	125.75	(19,008)
Five Bedroom	11	136.71	11	135.34	(785)
Six Bedroom	4	137.45	4	136.08	(286)
<b>Totals</b>	<b>8,997</b>	<b>106.20</b>	<b>8,949</b>	<b>105.33</b>	<b>(523,140)</b>

### Welwyn and Hatfield Borough Council HRA Account Income Movements between 2016/17 and 2017/18

	Original Budget 2016/17	Original Budget 2017/18	Movement
	£	£	£
<b>Dwelling Rents</b>	49,426,180	48,903,040	523,140
<b>Non Dwelling Rents</b>	410,580	463,010	(52,430)
<b>Charges for Services and Facilities</b>	1,167,970	1,610,520	(442,550)
<b>Leaseholders Charges for Services</b>	657,500	862,500	(205,000)
<b>Contributions towards Expenditure</b>	37,910	67,910	(30,000)
<b>Supporting People Contribution</b>	194,390	171,160	23,230
<b>De Minimis Receipts</b>	8,000	8,000	0
<b>Total</b>	<b>51,902,530</b>	<b>52,086,140</b>	<b>(183,610)</b>

6.10 A more comprehensive version of the 2017/18 HRA budget is shown at Appendix 1, including a section called 'Interest and Non-Statutory Items', containing both accounting adjustments and items that impact on the surplus or deficit for the year. The accounting adjustments tend to reverse some of the entries shown in the net income section and include a £15.7m reversal for the revaluation of the stock. They

also include a £500k reversal of gains and losses on disposal of assets. Items that do impact the bottom line of the account are payments for interest and principal on the loan of £19.9m and interest earned on balances of £180k. The budgets show a net increase of £1.8m for financing the outstanding HRA loan which is in line with the original repayment schedule.

- 6.11 Supervision and management has increased by £250k. This includes software maintenance costs which have increased by £88k as a result of a range of efficiency initiatives, some of which will help to reduce costs in the future. These include licensing for the BPM tool kit, M3 locator plus, Mears interface improvements, the cash auto payment process and the EDMS. The apprenticeship levy accounts for £21k. Professional fees are budgeted to increase by £50k on a one off basis to assist the process of winding up the Trust including work on the integration of services following the Trust's closure.
- 6.12 Special services budgets have increased by £169k. While the aids and adaptations budget has been moved to be included with the maintenance line, this transfer has been more than offset by a range of budget increases. These include overtime budgets in the Jim McDonald centre and buses that help to generate increased income, a rise in utility costs and an increase in the share of the PCSO budget being charged to the HRA.
- 6.13 Depreciation has risen by £3.0m. This is the result of the revaluation of the housing stock to bring it into line with current market prices. There has also been a government policy to introduce component accounting to local authorities and this has resulted in larger depreciation calculations throughout the country. The depreciation charge to the HRA revenue account is used to fund capital expenditure through the Major Repairs Reserve (MRR).
- 6.14 Overall, the budget for non-capital repairs and maintenance has increased by £114k. £225k was added through the aids and adaptations budget and this was offset through the vacancy factor. Rents, rates, taxes and other charges have increased by £320k. This is in part, due to the movement between the management fee and direct expenditure budgets. This includes Jim McDonald Centre rent of £85k and NNDR of £83k, as well as buses rent of £40k. Insurance costs have risen by £96k based on actual activity.
- 6.15 The contribution to the provision for bad debts has been reduced by £450k. This is a reversal of an increase that took place two years previously. It was feared that legislative changes in the welfare reform programme would increase the incidence of tenants defaulting on rental payments. This has not proved to be the case and the provision can now revert to its former level. In future years the AHP is likely to be funded by borrowing and this will be recognised in the loan costs of the HRA.
- 6.16 This all results in a 2017/18 budget with an in-year deficit position of £4.7m and projected balances carried forward into 2018/19 of £5.4m.

### **Staff Costs**

- 6.17 Staff costs are summarised in the table below. Overall, employee costs have fallen by £546k from last year, with the new budget accommodating contractual increments and a 1% pay award from April 2017. Of this decrease, £590k relates to posts that were

formerly directly managed within the Trust and have either been deleted or have now merged with general fund budgets that are recharged back to the HRA. There is a further decrease of £170k as a result of introducing a vacancy factor, as already happens in the General Fund.

	£k
<b>2016/17 Staff Budgets</b>	<b>6,237</b>
Removal of posts from establishment	(593)
1% Inflationary Increase	62
3%Vacancy Factor	(169)
Overtime Adjustments	31
Incremental Changes	188
<b>2017/18 Staff Budgets</b>	<b>5,756</b>
Training Budget 2016/17	104
Training Budget 2017/18	104
Whole time equivalents 2016/17	172
Whole time equivalents 2017/18	162

## 7 Climate Change Implication(s)

7.1 None

## 8 Risk Management Implications

8.1 The budget is an important part of the councils risk management process. There are always considerable risks to the council's short and medium term budget strategies including inflation, changes in the national economy, expenditure exceeding budgets, operational pressures on existing budgets, reductions in grant and legislative changes that require new spend. The budget setting process includes the recognition of these risks in determining the 2017/18 budget and relevant risk provisions are set out in the body of the report.

8.2 A reserve balance is maintained in the HRA account to cushion against known and unknown financial risks and an amount of £5 million is considered to be reasonable to hold as a minimum level. This reflects just under 10% of annual income to the HRA. The proposed 2017/18 budget is expected to result in an in-year deficit of £4.7 million reducing the HRA reserve balance to £5.4 million, above the minimum level.

## 9 Equality and Diversity

9.1 In developing individual budget proposals officers have undertaken an equality impact assessment, where applicable.

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 Date 2/12/2016

## Welwyn Hatfield Borough Council

## Housing Revenue Operating Account- Budget 2017/18

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Original Budget 2017/18 £	Variance £
Dwelling Rents	(50,148,189)	(49,426,180)	(48,903,040)	523,140
Non Dwelling Rents	(397,600)	(410,580)	(463,010)	(52,430)
Charges for Services and Facilities	(1,149,270)	(1,167,970)	(1,610,520)	(442,550)
Leaseholders Charges for Services	(680,670)	(657,500)	(862,500)	(205,000)
Contributions towards Expenditure	(37,190)	(37,910)	(67,910)	(30,000)
Supporting People Contribution	(195,124)	(194,390)	(171,160)	23,230
De Minimis Receipts	(42,745)	(8,000)	(8,000)	0
<b>Total Income</b>	<b>(52,650,790)</b>	<b>(51,902,530)</b>	<b>(52,086,140)</b>	<b>(183,610)</b>
Supervision and Management	3,315,869	3,616,320	3,873,150	256,830
Special Services	4,817,772	5,067,100	5,236,500	169,400
Depreciation (Tfr to Major Repairs & Reserve)	11,013,919	10,500,000	13,464,750	2,964,750
Revaluation Gain	(17,428,510)	(24,000,000)	(15,711,120)	8,288,880
Debt Management Costs	46,110	46,570	33,670	(12,900)
Sums directed by Secretary of State	7,897	100,000	50,000	(50,000)
Repairs and Maintenance	10,302,282	10,987,610	11,101,420	113,810
Rents, Rates, Taxes and Other Charges	442,987	418,900	738,190	319,290
(Gain) or Loss on Disposals	205,439	2,500,000	500,000	(2,000,000)
Increase in Provision for Bad Debts	562,962	800,000	350,000	(450,000)
<b>Total Expenditure</b>	<b>13,286,727</b>	<b>10,036,500</b>	<b>19,636,560</b>	<b>9,600,060</b>
HRA share of Corporate and Democratic Core	485,570	490,430	598,102	107,672
<b>Net Income</b>	<b>(38,878,492)</b>	<b>(41,375,600)</b>	<b>(31,851,478)</b>	<b>9,524,122</b>
Reversal of Gain or Loss on Disposal	205,439	2,500,000	500,000	(2,000,000)
Interest Payable and Similar Charges	(6,563,984)	(6,416,370)	(6,241,570)	174,800
Interest Receivable	244,922	150,050	180,000	29,950
Loan Repayment (trf to Capital Adjustment Account)	(11,750,000)	(13,500,000)	(15,300,000)	(1,800,000)
Direct Revenue Funding of Capital	(2,021,378)	(3,700,000)	0	3,700,000
Revaluation Gain	(17,428,510)	(24,000,000)	(15,711,120)	8,288,880
Depreciation from MRA	61,019	(726,720)	0	726,720
<b>Interest and Non-Statutory Items</b>	<b>(37,252,492)</b>	<b>(45,693,040)</b>	<b>(36,572,690)</b>	<b>9,120,350</b>
<b>(Surplus) / Deficit</b>	<b>(1,626,000)</b>	<b>4,317,440</b>	<b>4,721,212</b>	<b>403,772</b>
<b>Opening HRA Operating Balance</b>	<b>(12,275,087)</b>	<b>(9,328,560)</b>	<b>(10,115,337)</b>	<b>(786,777)</b>
In-year (Surplus) / Deficit	(1,626,000)	4,317,440	4,721,212	403,772
<b>Closing HRA Operating Balance</b>	<b>(13,901,087)</b>	<b>(5,011,120)</b>	<b>(5,394,125)</b>	<b>(383,005)</b>

**Note:** 2015/16 outturn was £4.573k higher than anticipated within 2016/17 budget setting, this is taken into account in 2017/18 opening HRA operating balance.

## Appendix 2

Description	Original Budget 2016/17 £	Original Budget 2017/18 £	Decrease/ (Increase) £
Opening Major Repairs Reserve (MRR)	3,468,850	1,156,770	
Major Repairs Allowance for the Year	11,226,720	13,412,300	2,185,580
<b>Total Available MRR Funds</b>	<b>14,695,570</b>	<b>14,569,070</b>	
Schemes Funded from HRA Resources	13,538,800	11,295,300	(2,243,500)
<b>Closing MRR</b>	<b>1,156,770</b>	<b>3,273,770</b>	



2017/18 Fees and Charges HRA			
Description	2016/17 Unit Charge Inc of VAT £	Proposed Increase %	2017/18 Unit Charge Inc of VAT £
Data Protection Request	10.00	0%	10.00
<b>Community Bus Hire</b>			
Community Bus Hire - Local,	25.50	0%	25.50
Community Bus Hire - Hertford, Hoddesdon, Knebworth, St Albans	33.00	0%	33.00
Community Bus Hire - Potters Bar, Stevenage, Ware	38.00	0%	38.00
Community Bus Hire - Hemel Hempstead, Hitchin, Letchworth, Crews Hill, Whitewebbs, Waltham Cross/Abbey	55.00	0%	55.00
Community Bus Hire - Buntingford, Cheshunt, Harlow, Luton, Watford	62.00	0%	62.00
Community Bus Hire - Dunstable, Walthamstow, Wembley, Whipsnade	77.00	0%	77.00
Community Bus Hire - Aylesbury, Bedford & M.Keynes, Cambridge, Lakeside, London, Romford, Woburn, Chelmsford, Tiptree	106.00	0%	106.00
Community Bus Hire - Bluewater (no toll with registered blue badge and tax exempt)	111.00	0%	111.00
Community Bus Hire - Huntingdon, Northampton, Southend	122.00	0%	122.00
Community Bus Hire - Peterborough, Clacton	134.00	0%	134.00
Community Bus Hire - Voluntary. Note excess miles over 30 charged at 0.92p per mile	25.50	0%	25.50
Lunch Club Ryde Once a week term time only, £1 Trip from October 6 passengers	1.10	0%	1.10
Lunch Club Friendship House Monday and Friday 1 Bus plus Driver £1 per trio from Nov £3,000 p.a	1.10	0%	1.10
Lunch Club Douglas Tilby Tuesday, Wednesday, Thursday 5 Buses Total Volunteer Drivers £1 £3,600 pa	1.10	0%	1.10
Lunch Club Jim MacDonald Centre Monday to Friday one bus per day, 2 buses Sunday Bus charge	1.10	0%	1.10
Shopper Hooper	3.00	0%	3.00
<b>Jim McDonald Centre and Kitchen</b>			
Jim McDonald Centre - Sports Hall	25.00	0%	25.00
Jim McDonald Centre - Sports Hall Charity/Local Authority Rate	20.00	0%	20.00
Jim McDonald Centre - Dining Room	25.00	0%	25.00
Jim McDonald Centre - Dining Room Chartist/Local Authority Rate	20.00	0%	20.00
Jim McDonald Centre - Games Room	15.00	0%	15.00
Jim McDonald Centre - Games Room Chartist/Local Authority Rate	10.00	0%	10.00
Jim McDonald Centre - Meeting Room	8.00	0%	8.00
Jim McDonald Centre - Meeting Room Chartist/Local Authority Rate	6.00	0%	6.00

2017/18 Fees and Charges HRA			
Description	2016/17 Unit Charge Inc of VAT £	Proposed Increase %	2017/18 Unit Charge Inc of VAT £
<b>Jim McDonald Centre Foyer Refreshment</b>			
<b>Jim McDonald Kitchen</b>			
Jim McDonald Kitchen - Main Meal	4.00	0%	4.00
Jim McDonald Kitchen - Pudding	0.50	0%	0.50
Jim McDonald Kitchen - Soup and Roll	2.00	0%	2.00
Jim McDonald Kitchen - Tea	0.50	0%	0.50
Jim McDonald Kitchen - Coffee	0.60	0%	0.60
Jim McDonald Kitchen - Orange Juice	0.50	0%	0.50
<b>Jim McDonald Centre - Freddie's Den</b>			
Child Entry	3.00	0%	3.00
Hot Food Kids Meal	3.50	0%	3.50
Freddie's Snack Packet	3.00	0%	3.00
Toasted Sandwich	2.50	0%	2.50
Coffee Regular	1.60	0%	1.60
Coffee Large	2.00	0%	2.00
Latte Regular	1.60	0%	1.60
Latte Large	2.00	0%	2.00
Cappuccino Regular	1.70	0%	1.70
Cappuccino Large	2.10	0%	2.10
Mocha Regular	1.70	0%	1.70
Mocha Large	2.10	0%	2.10
Hot Chocolate Large	2.00	0%	2.00
Babyccino Regular	1.20	0%	1.20
Tea Regular	1.20	0%	1.20
Herbal Tea Regular	1.50	0%	1.50
Fruit Shoot	0.80	0%	0.80
Pepsi & Diet	1.00	0%	1.00
Drench	1.00	0%	1.00
Water	0.70	0%	0.70
Squash Cup	0.25	0%	0.25
Squash Jug	1.00	0%	1.00
Cake	1.30	0%	1.30
Muffin	1.30	0%	1.30
Donut	0.70	0%	0.70
Cookie	0.70	0%	0.70
Gingerbread Man	1.00	0%	1.00
Flapjack	1.15	0%	1.15
Millionaire Shortbread	1.15	0%	1.15
Bronze Party	99.00	0%	99.00
Silver Party	159.00	0%	159.00
Gold Party	204.00	0%	204.00

**2017/18 Fees and Charges HRA**

Description	2016/17 Unit Charge Inc of VAT £	Proposed Increase %	2017/18 Unit Charge Inc of VAT £
W G C Housing Association Elizabeth Close 20 units changed to alarm monitoring	0.66	9%	0.72
W G C Housing Association Woodside House 108 units changed to alarm monitoring	0.66	9%	0.72
W G C Housing Association Hollier Court 57 units Alarm Response	3.68	0%	3.68
W G C Housing Association Desborough Court 12 units Alarm response	3.68	0%	3.68
W G C Housing Association Greenfields 41 units Alarm response	3.68	0%	3.68
W G C Housing Association Herons Wood 6 unit Alarm response	3.68	0%	3.68
W G C Housing Association Churchfield House 23 units Alarm Response	3.68	0%	3.68
Sanctuary Housing Association Ashley Court 30 units Alarm Response	4.62	0%	3.85
Alice Coralie Glyn Homes Turmore Dale 6 Units Alarm Response	3.68	0%	3.68
Alice Coralie Glyn Homes Hyde Way 8 units Alarm Response	3.68	0%	3.68
Aldwyck East HA White House Meadow Green 10 units Alarm response	3.68	0%	3.68
Chiltern Hundreds HA 7b Salisbury Road Alarm response	3.68	0%	3.68
Chiltern Hundreds HA Rosemary Court 4 units Alarm response	3.68	0%	3.68
Origin Housing 9 units plus 1 Fire Alarm response	0.66	9%	0.72
Thrive Alarm Monitoring	0.66	0%	0.66
B3 Living Out of Hours Repairs Monitoring	3.60	0%	3.60
B3 Living/Broxbourne Out of Hours Monitoring	0.66	9%	0.72
Broxbourne Hostels 87 units Out of Hours Monitoring £1.50	1.80	0%	1.80
Council Tenants Lifeline Charge	2.08	5.76%	2.20
Non-Council Tenants Lifeline Charge	3.07	0%	3.07
Service Charge Home Lea/Home Meadow	Various	2%	Various
Communal Facilities Charge	Various	5%	Various
Communal Heating	Various	Various	7.28
Garage Rent	Various	5.30%	Various
Hostel Management Fee	7.20	66%	12.00
Hostel Washing Machine Use £2 Tumble Dyer £1		100%	
Hostels Service Charge		2%	

**2017/18 Fees and Charges HRA**

Description	2016/17 Unit Charge Inc of VAT £	Proposed Increase %	2017/18 Unit Charge Inc of VAT £
Howlands House - 1 Bedsit Running Cost	55.66	2%	56.77
Howlands House - 1 Bedsit Utilities	14.25	2%	14.54
Howlands House - 2 Bedsit Running Cost	65.71	2%	67.02
Howlands House - 2 Bedsit Utilities	16.06	2%	16.38
Howlands House - 2 ABC(Self Contained) Running Cost	55.66	2%	56.77
Howlands House - 2 ABC(Self Contained)Utilities	17.84	2%	18.20
Howlands House - 21 1 Bedroom Running Cost	55.66	2%	56.77
Howlands House - 21 1 Bedroom Utilities	14.25	2%	14.54
Howlands House - 21 2 Bedroom Running Cost	65.71	2%	67.02
Howlands House - 21 2 Bedroom Utilities	16.06	2%	16.38
Hazel Grove House - 1 Bedroom	37.83	2%	38.59
Hazel Grove House - 1 Bedroom	14.25	2%	14.54
Hazel Grove House - Bedsit	38.98	2%	39.76
Hazel Grove House - Bedsit	14.25	2%	14.54
Hazel Grove House - 2 Bedroom	37.83	2%	38.59
Hazel Grove House - 2 Bedroom	14.25	2%	14.54
Insurance Premiums Recharge	47.84	31%	62.70

Part I  
Main author: Tim Neill  
Executive Member: Duncan Bell  
All Wards

WELWYN HATFIELD BOROUGH COUNCIL  
CABINET – 10 JANUARY 2017  
REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND  
CULTURAL SERVICES)

## **GENERAL FUND BUDGET 2017/18**

### **1 Executive Summary**

- 1.1 This report presents members with a first view of the General Fund revenue budget for 2017/18. This will then go on to be considered by Resources Overview and Scrutiny Committee on 19 January 2017. On the 24 January 2017 Cabinet will review any recommendations from Resources Overview and Scrutiny Committee along with any other changes and make a budget recommendation to Council, for its meeting on 6 February 2017.
- 1.2 The purpose of this report is to outline the prospects for the General Fund budget in 2017/18, within the context of the financial projections for the medium term.
- 1.3 The General Fund Medium Term Financial Strategy identifies the 3 year financial projections for the General Fund budget, demonstrating the sustainability of the Council's financial planning in the medium term; with reference to actions to be taken, challenges to be faced, the level of reserves and funding. The MTFS considers the external (national and international) factors affecting the Council's finances, service demand and funding levels.
- 1.4 The MTFS review, reported to Cabinet on 2 August 2016, illustrated that the Council was in a strong financial position at the beginning of 2016/17, with General Fund balances of £10.2 million and HRA balances of £13.9 million. This provides a financial cushion for the Council to be able to plan and implement new ways of delivering services more effectively for less cost and provide financial flexibility as fundamental changes to Local Government finance and increased devolvement of service delivery nationally are implemented in the medium term.
- 1.5 The revenue budget proposals in this paper integrate with the Capital Programme 2017/18 to 2021/22, the Treasury Management Strategy for 2017/18 and reflect the Medium Term Financial Strategy (MTFS).
- 1.6 The appendices attached provide details of service budgets, items of growth and savings/efficiencies that have been built into the budget, and an overview of the three year revenue financial projections from 2017/18 to 2019/20; to enable Members to consider the proposals in light of the MTFS.
- 1.7 The budget proposals have been developed after in-depth discussions with members and officers.

## **2 Recommendation(s)**

- 2.1 That Cabinet approve the general fund revenue budget for 2017/18 of £14.8m, as detailed in appendix A, and in particular the following specific items contained within the budget estimates:
- One-off Growth of £0.479m, On-going Growth of £0.645m and Savings of £1.268m, as listed in Appendix B
  - The drawdown from general fund and earmarked reserves of £0.473m.
  - A contribution to the collection fund of £0.320m to reflect the Council's share of the estimated net deficit on the collection of Council Tax and Business Rates.
  - A total grant of £28k to be apportioned between all the Parish and Town Councils in recognition of the cost of the Council Tax Reduction Scheme.
  - 2017/18 Fees and Charges, as listed in Appendix D
  - Planned Maintenance Programme, as listed in Appendix E
  - The detailed department budgets, as shown in Appendix F
- 2.2 That cabinet note the proposal to increase the average Band D council tax rate by £5 to £201.61.
- 2.3 That Cabinet note the Medium Term Financial positions for the period 2017/18 to 2019/20, as shown in appendix C.
- 2.4 That Cabinet note the results of the budget consultation, appendix G.
- 2.5 That Cabinet delegate authority to the Executive Director in consultation with Executive Member, Resources, to approve and return the NNDR1 data form to DCLG by 31 January 2016.

## **3 Explanation**

### **General Fund Revenue Budget – Financial Framework**

- 3.1 The Government's austerity measures to bridge the national deficit continue to impact significantly on local authorities. The Council is facing a decline in the grant income from central government, as funding for services is increasingly being derived from local funding (i.e. Council Tax, Business Rates and charges for services); at the same time local demand on Council services has increased.
- 3.2 The requirement to set a balanced budget demands a stringent process to deliver efficiencies, preserve as far as possible the quality of front line services, and retain the ability to generate income and to recognise the increasing demand on key services.
- 3.3 The proposed draft budget (before contribution to/from reserves) i.e. net operating expenditure, for 2017/18 totals £14.8m (excluding Parish precepts) and is £0.54m (3.5%) lower than the 2016/17 original budget of £15.4m reported to Members in February 2016. The movement between years is shown in summary in table 1.

**Table 1: Reconciliation of 2016/17 to 2017/18 Original Budget**

	£'000
<b>2016/17 Original Budget</b>	<b>15,352</b>
Less: 2016/17 one-off growth	(755)
Less: Reduction in interest payable	(179)
Add: Reduction in interest receivable	55
Add: 2017/18 One-off Growth	479
Add: 2017/18 ongoing growth	645
Less: 2017/18 savings	(1,268)
Add: Pay inflation	142
Add: Contract Inflation	341
<b>2017/18 Original Budget</b>	<b>14,812</b>

3.4 Whilst all of the detailed work around service budgets is now complete (Net Cost of Service budget line), the Council awaits confirmation of the following to firm up full budget implications and the impact on Council Tax levels for 2017/18:

- Final financial settlement announcement from Government (expected by early February to confirm Settlement Funding Assessment and other Government Grant income, council tax referendum thresholds)
- Parish Precepts,
- Finalisation of the Business Rates revaluation and associated rate multipliers.
- Final pension contribution rate following the transfer of the pension fund of the Community Housing Trust

3.5 The development of the budget for 2017/18 has consisted of detailed consideration of all aspects of spending and charging and also the impact of the Autumn Statement 2016. There continues to be budget pressures within services. The continuing low interest rates and a tighter treasury management framework continue to impact on the Council's investment income, despite the Council receiving the income benefit of higher than expected cash balances in the short term.

3.6 Growth has been offset from savings, efficiencies and a re-direction of resources to reflect the priorities set out in the Welwyn Hatfield Borough Council Business Plan.

#### **Settlement Funding Assessment and other Corporate Grant Income**

3.7 The Council received confirmation from Central Government that its submission for the Multi Year Settlement Offer was accepted. Therefore as part of the Local Government Finance Provisional Settlement announcement, received on the 15 December 2016, the Council has received settlement figures for 2017/18, 2018/19 and 2019/20.

3.8 The Autumn Statement was announced on 23 November 2016. The Chancellor confirmed that local authorities finance settlements for 2017/18 will be in line with the 2015 Spending Review.

- 3.9 The Chancellor announced the following national budget changes which may have an impact on the Council's finances:
- An increase in the 'national living wage' to £7.50 per hour,
  - An increase in Insurance Premium tax of 2% with effect from June 2017, and
  - Changes to Business Rates reliefs for rural businesses and new fibre infrastructure properties.
- 3.10 Officers have assessed the impact of the changes for the Council's finances and there is sufficient provision within the proposed budget for 2017/18 to fund the changes.
- 3.11 The Local Government Finance Provisional Settlement outlines the funding level from government. This is consistent with the indicative multi-year settlement announced in February 2016. For 2017/18 Revenue Support Grant has reduced by 57% to £558k and the business rates baseline has increased by 2% to £2.716million, as shown in the table below. The final settlement announcement is expected sometime in early February.

**Table 2: Provisional Settlement for 2017/18**

	<b>Final Finance Settlement 2016/17 £'000</b>	<b>Provisional Finance Settlement 2017/18 £'000</b>	<b>% Change</b>
Revenue Support Grant	(1,307)	(558)	-57%
Business Rates Baseline	(2,664)	(2,716)	+2%
Total: Settlement Funding Assessment	(3,971)	(3,274)	-18%

- 3.12 Once the final settlement figures are available, the Council will be certain on the amount of Revenue Support Grant it will receive in 2017/18 to 2019/20. However, the amount of funding received as a result of the funding assessment will depend on the actual amount collected from Business Rates and this will be influenced by amongst other factors, the Business Rates collection rate, business growth across the District and also the provision for successful appeals.
- 3.13 The impact of the national revaluation of Business Rates and its outcome locally will also impact on collection rate and appeals provision for Business Rates. This is all estimated in the National Non Domestic Rates 1 form which will be submitted at the end of January 2017. It is these estimates which will form the budgeted estimate for retained business rates in 2017/18, rather than the business rates baseline shown above.
- 3.14 Draft information from the Valuation Office indicates a 6% increase in the gross local rateable value. This is used to calculate the net rates payable using a nationally set multiplier and then applying reliefs as applicable. Nationally, the revaluation is intended to result in a net nil change in gross business rates.
- 3.15 At the time of writing the estimated retained business rates is as follows:



**Table 3: Retained Business Rates**

		<b>Original Budget 2016/17 £000</b>	<b>Estimate 2017/18 £000</b>
A	Business Rates Collectable (after assumption for appeals)	60,042	58,810
B	Government share @ 50%	-30,021	-29,405
C	HCC share @ 10%	-6,004	-5,882
D	Tariff payable to Government	-19,911	-19,157
E1	Welwyn Hatfield share before Levy (A+B+C+D)	4,106	4,366
E2	Adj. for Small Business Rate Relief and Shops and Empty Property reliefs'	474	319
<b>E3</b>	<b>Welwyn Hatfield adjusted share</b>	<b>4,580</b>	<b>4,686</b>
F	Baseline funding level	2,664	2,716
G	Welwyn Hatfield adj. share less baseline funding level (E3-F)	1,916	1,970
H	Levy payable to Government @ 50% (G * 0.5) (*)	-958	-985
<b>J</b>	<b>Retained business rate income (E1+H)</b>	<b>3,148</b>	<b>3,381</b>

\*The amount of levy for 2016/17 will be dependent on the performance of the Hertfordshire Business Rate Pool.

- 3.16 The estimated amount of business rates retained by the Authority after payment of a levy in 2017/18 is £3.381million and is £665k higher than the baseline. This will mean that the growth in retained business rates only goes part of the way to offset the reduction in revenue support grant and the overall reduction year on year is estimated to be £516k or 13%:

**Table 4: Net Reduction in Business Rates and Revenue Support Grant**

	<b>Estimated Funding 2016/17 £'000</b>	<b>Estimated Funding 2017/18 £'000</b>	<b>% Change</b>
Revenue Support Grant	(1,307)	(558)	-57%
Retained Business Rates (after levy)	(3,148)	(3,381)	+7%
<b>Total</b>	<b>(4,455)</b>	<b>(3,939)</b>	<b>-13%</b>

- 3.17 It should be noted that since the start of the Government's austerity programme in 2010 the Council has delivered efficiency savings in the region of £11m. Despite a reduction in government grant over the same period of 59%, offset partly by the locally retained business rates, the average Band D Council Tax rate has been frozen. The Council's General Fund reserves have, however, remained strong as at 1<sup>st</sup> April 2016 of £10.2m.

### **The New Homes Bonus (NHB)**

- 3.18 The New Homes Bonus Scheme was introduced in 2011/12 as a way to encourage local authorities to facilitate housing growth. For every additional property built or brought back into use, the government agreed to match fund the additional council tax, with an additional amount for affordable homes, for the following six years.
- 3.19 On the 15 December 2016 the government announced the results of the consultation on reforms to the bonus and has decided to reduce the length of payments from 6 to 5 years in 2017/18 and then to 4 years in 2018/19 and also to only award a bonus for a growth in homes above 0.4% per annum. These changes have allowed to transfer of some funding from District and Boroughs to top tier authorities for the provision of social care. From 2018/19, the government will consider withholding payments from local authorities that are not *“planning effectively, by making positive decisions on planning applications and delivering housing growth”*. Further, a consultation is planned regarding withholding payments for homes that are built following an appeal.
- 3.20 In line with the MTFS the reliance on New Homes Bonus income to support base budget expenditure is being reduced, with the transfer of 25% in 17/18 and then 50% in each year thereafter, to the Strategic Reserve. This is to fund one off growth for projects which will create capacity for service transformation, deliver improved efficiency and generate sustainable additional income.
- 3.21 The New Homes Bonus grant is calculated based on the average Band D council tax rate multiplied by the net increase in tax base adjusted for demolition and empty properties. The Council will receive £2.2million New Homes Bonus funding in 2017/18. This is £0.2million less than the amount received in 2016/17. It is estimated there will be a further drop in funding to £1.4 million in 2018/19.

### **2017/18 Budget Assumptions**

- 3.22 The 2017/18 budget has been built using the following inflation and service assumptions:
- Pay – the 2017/18 budget anticipates a 1% pay increase for the financial year.
  - Employers Contribution to the Pension Fund – 17.9% of annual pay budget (subject to confirmation following transfer of pension fund of the Community Housing Trust).
  - The Autumn Statement published on 23 November 2016, increased the ‘national living wage’ from £7.20 per hour to £7.50 per hour, the impact on the General Fund budget is estimated to be immaterial; as the current wage rate is £7.49 per hour for 70 council workers.
  - Major Council Contracts –inflation has been included in the budget in line with agreed contract indices.
  - Utilities - inflation has been budgeted in line with contract prices.
  - National revaluation of Business Rates – As detailed at paragraph 3.14 an increase of 21.5% has been included in the budget proposals for Council owned properties.
  - Insurance Costs –for insurance budgets, in line with advise, a 30% increase has been added to property related insurances and a general insurance increase of 10%. This provision will cover the cost of the 2% increase in

insurance premium, announced in the Autumn Statement effective from June 2017.

- Sales, Fees and Charges – either set by statute or market conditions. The Council has a policy of maximising income from fees and charges, subject to local circumstances. The full fees and charges schedule is listed in Appendix D
- Grants and subsidies – in line with relevant guidance.

### **Re Integration of the Housing Service**

- 3.23 In September 2016, Cabinet proposed that the housing service currently delivered by the Housing Trust should be brought back into full council control, with the aim of delivering service transformation and efficiencies for both General Fund and Housing services over the medium term. Following consultation, Cabinet confirmed this decision on the 6 December.
- 3.24 Budgets in the general fund and HRA for 2017/18 reflect this changed arrangement with no management agreement with the Trust. This has required a comprehensive review of recharging between the HRA and the general fund. Further the merging of the senior management team and support services has resulted in a number of staffing posts transferring between the HRA to the general fund. Overall the £500k efficiency target built into the base budget through the 2016/17 budget process has been achieved through these means.

### **2017/18 Net Cost of Service Budget**

- 3.25 Based on the budget assumptions detailed at paragraph 3.21, appendix A summarises the budgets by Director for the cost of services net of service income generation (Net Cost of Service).

### **Employment Budgets**

- 3.26 The original salaries and wages budget for 2016/17 was approximately £11.4m, comprising 255.89 FTE's, the proposed 2017/18 budget is £11.7m representing 259.17 FTE's; an increase of £0.3m in the budget and an increase of 3.28 FTE's.
- 3.27 The draft results of the Council's 2016 Pension Fund triennial valuation have been used to update the employer pension contribution rates for the next three years, with effect from 1<sup>st</sup> April 2017. Contribution rates will be dependent on the impact of the transfer of the pension fund for the Community Housing Trust.
- 3.28 The recommended approach to manage the Pension Fund Deficit is subject to the combined actuaries valuation report but is currently budgeted to be:
- An additional lump sum payment of up to a maximum of £2.235m in financial year 2016/17 to be funded from general fund reserves to bring forward some of the "secondary rate" payable into the fund to help towards the pension deficit.
  - Future employer's contribution rate to the pension fund to be fixed at 17.9% of pay plus an annual lump sum of £888k in each of the next three years (2017/18 to 2019/20).
  - The Executive Director will confirm the above approach to be taken with the administering authority on 7 February 2017.

In order to progress with the preparation of the draft 2017/18 budget report, the proposals within this report assume a lump sum contribution of up to £2.235m to be funded from the General Fund reserve in 2016/17.

### **Budget Variations**

3.29 The key variations compared to the 2016/17 original budget approved by full council in February 2016 are as follows:

- Pay – a 1% pay increase equates to approximately £83k. The financial impact of pay increments and movement on posts has also been included in the budget proposals, and totals approximately £282k; 3% of the total salaries budget;
- Major Council Contracts –an inflationary increase for key contracts, including utilities will be £116k.
- National Revaluation of Business Rates –the budget includes £169k to cover the additional cost of the revaluation on Council owned properties. The budget pressure was not included in the MTFs reported to Cabinet in August 2016, as the local data to estimate the impact was not available.
- Insurance Costs – an additional cost of approximately £65k has been included based on the insurance inflation assumptions.
- Other minor net budget increases totalling £17k.
- Previously capitalised salaries – the cost of staff employed to help deliver the Council's capital schemes can be capitalised when the work completed is deemed to meet the requirements of the accounting code of practice. For prudence these costs of £127k are budgeted for in revenue and will be reviewed as work is completed during the year.
- Sales, Fees and Charges – either set by statute or market conditions. The Council has a policy of maximising income from fees and charges, subject to local circumstances. The full fees and charges schedule is listed in Appendix D

### **Growth and Savings**

3.30 Inevitably the key emphasis has been on identifying budget savings and efficiencies in 2017/18 and the ensuing 3 years up to 2019/20 to deliver a balanced budget and an organisation that is fit for purpose in meeting the challenges ahead. This has also involved consideration of increased budget pressures.

3.31 All submissions from Heads of Service were subject to a stringent review by both Directors and Members through a vigorous challenge process. To ensure that items were considered in terms of:

- a statutory requirement
- linked to the Council's Corporate priorities
- health and safety implication

- equality impact and risk assessment

3.32 Appendix B provides details of all savings/efficiencies and growth items that are summarised at Table 5.

**Table 5: Savings and Growth Items for 2017/18**

	<b>2017/18 £'000</b>
Savings	(1,268)
One-off Growth	479
Ongoing Growth	645
<b>Net Impact</b>	<b>(144)</b>

### **Savings**

3.33 The Council aims to protect frontline services as much as possible. The savings schedule is mainly focused on income generation either from the Council's commercial activities or fees and charges, along with efficiencies from procurement. The level of savings incorporated into the 2016/17 budget are expected to be achieved overall at this stage on an ongoing basis.

3.34 The savings schedule for 2017/18 totals £1.268m of further savings and comprises the following strategies:

- review of operations and structures - £0.2m
- reduction in corporate projects £0.1m
- income generation - £0.771m. Including increased garage rents to reflect market demand to generate £0.144m and the introduction of a charge for collection of garden waste to generate £0.400m.
- procurement efficiencies and contract savings - £0.109m.
- electoral service saving as no election in 2017/18 - £0.073m.
- Other savings/efficiencies totalling £0.015m.

### **Growth**

3.35 There are ongoing revenue growth items that amount to £0.645m, which include £0.1m for the pensions auto-enrolment review which will be undertaken in 2017, £0.140m to reflect changes in demand/market position for the recycling scheme, £0.044m for IT investment, £0.044m reflects a further reduction in Housing Benefit grant for administration of the scheme and £0.080m for the delivery of a fly tipping service. Other growth items total £0.237m.

3.36 There are also a number of one-off growth items amounting to £0.479m in 2017/18. This includes £0.345m for investment in planning services; the planning inspection period being extended from 4 to 6 weeks and the budget includes an estimate of the associated cost of potential legal challenge. It is

proposed that this service investment is funded from the Strategic Reserve in 2017/18. A proposed budget of £0.1m has been included for retirement costs associated with further reorganisation.

### Council Tax support funding for parish and town councils

- 3.37 The council tax support funding for billing authorities is provided through the business rates retention system. It should be noted that the funding is not ring-fenced and that the town and parish element of the funding is no longer identifiable. There is also no legislative duty for billing authorities to pass down funding.
- 3.38 Given the pressure on the Council's resources and the continued reduction in grant funding from Government it is proposed to further reduce the council tax support grant passed to parish and town councils in 2017/18 and 2018/19, by the same amount as the reduction in revenue support grant provided by Government with no grant funding in 2019/20. The following table shows the grant to be allocated to each parish and town council in each financial year.

**Table 6: Council Tax Support Grant to Parishes and Town Councils**

	<b>2015/16 Council Tax Support Grant £</b>	<b>2016/17 Council Tax Support Grant £</b>	<b>2017/18 Council Tax Support Grant £</b>	<b>2018/19 Council Tax Support Grant £</b>
<b>Parish and town council areas</b>	<b>Actual</b>	<b>Budget</b>	<b>Indicative</b>	<b>Indicative</b>
Ayot St Lawrence	2.82	1.70	0.73	0.14
Ayot St Peter	0	0	0.00	0.00
Essendon	742.15	447.62	191.08	35.68
Hatfield	85,479.25	51,556.15	22,008.83	4,109.71
North Mymms	7,206.38	4,346.47	1,855.47	346.47
Northaw & Cuffley	4,709.51	2,840.50	1,212.58	226.43
Welwyn	10,666.98	6,433.71	2,746.49	512.85
Woolmer Green	1,150.07	693.66	296.12	55.29
<b>Total</b>	<b>109,957.16</b>	<b>66,319.81</b>	<b>28,311.30</b>	<b>5,286.57</b>

- 3.39 Parishes within the District have been advised formally of the changes to include in their budget assessment.
- 3.40 A planned and responsive maintenance schedule of works are included in appendix E and total £0.905m for 17/18.

### Interest receivable and payable

- 3.41 Interest from investment income is an integral part of the budget considerations. The current economic forecast predicts that the Bank of England base rate will remain at its current low of 0.25% in the medium term. As reported in the Treasury Management Strategy for 2017/18 the Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held and it is expected that investment balances are likely to range between £35 and £60 million in the 2017/18 financial year.
- 3.42 In addition the Treasury Management and Investment Strategy operates within a tighter framework to minimise the risk on investments. As a consequence of this the estimate for investment income will remain relatively low in 2017/18 to reflect the current market situation. The estimate for 2017/18 is £0.294m, a reduction on the original budget for 2016/17 of £34k. The level of interest is also being influenced by the capital programme and the level of capital receipts held.
- 3.43 Interest payable amounts to £0.32m and relates to finance leases and the minimum revenue provision related to internal borrowing taken out to support a number of capital projects.

### **General Fund Reserves and Use of balances**

- 3.44 As at 1 April 2016 the Council had available a total of £7.97m for general fund activities and £2.193m of general fund earmarked reserves.

### **General Fund Reserves**

- 3.45 It is important the Council maintains a reasonable level of general fund reserves to cushion against unanticipated budget pressures. Given the funding risks around the retention of business rates and the associated business rates appeals provision; the proposed devolution of demand lead services and ongoing funding changes from Government. The key financial risks are listed in section 3.
- 3.46 Table 7 identifies the forecast movements on the General Fund Reserve to March 2018. In line with paragraph 3.32; the balance as at 1<sup>st</sup> April 2016 has been reduced to reflect the payment of the deficit lump sum of up to £2.235m. It is currently forecast that there will be no contribution to or from the reserve as a result of in year operations on general fund services. The balance is however expected to reduce by £139k during 2017/18 in order to meet all anticipated expenditure. The forecast balance as at 31<sup>st</sup> March 2018 is expected to be £5.596m.

**Table 7: General Fund Reserve Forecast for period to 31<sup>st</sup> March 2018**

	<b>Actual Balance as at 1<sup>st</sup> April 2016 £'000</b>	<b>Pension Lump sum contribution payable 2016/17 £'000</b>	<b>Forecast Balance as at 31<sup>st</sup> March 2017 £'000</b>	<b>Forecast Balance as at 31<sup>st</sup> March 2018 £'000</b>
<b>General Fund Reserve</b>	7,970	(2,235)	5,735	5,596

## Earmarked Reserves

3.47 Table 8 identifies the forecast balances for General Fund Earmarked Reserves for the period to 31<sup>st</sup> March 2018. Earmarked reserves are retained for specific purposes and risks. The following proposals are made for the application of the reserves and transfers into the reserves:

- *Strategic Reserve*: for 2017/18 it is proposed to finance £0.345m of planning service investment from the reserve. This is a reasonable application of the reserve which has been built up through the transfer of New Homes Bonus (NHB) Grant, as detailed at paragraph 3.18. In line with this policy 25% of the 2017/18 NHB grant has been transferred to the reserve.
- *Resources Reserve*: for 2017/18 there is an estimated collection fund deficit of £320k to be funded by the general fund reserve. The Resources reserve consists of the gain in previous years in retained business rates as a result of a reduced levy calculation on the Hertfordshire Pool and is put aside to help mitigate the volatility in the collection fund of the collection of business rates.

**Table 8: General Fund Earmarked Reserves for the period to 31<sup>st</sup> March 2018 as forecast as at Period 6 in 2016/17.**

<b>Earmarked Reserve</b>	<b>Purpose of Reserve</b>	<b>Balance as at 1 April 2016 £'000</b>	<b>Forecast Balance as at 1 April 2017 £'000</b>	<b>Forecast Balance as at 31 March 2018 £'000</b>
<i>Strategic</i>	For use on one-off specific General Fund projects across the General Fund Services.	968	1,045	1,076
<i>Building Control</i>	Building Control accumulated balances.	(231)	0	0
<i>Resources</i>	To manage volatility in Business Rates income and changes to the Business Rates funding	1,103	1,082	762
<i>Planning</i>	Previous year surplus put aside for Development control projects.	171	171	171
<i>Performance Reward Grant</i>	Held for community inclusion projects as and when required	58	58	58
<i>Governance</i>	The electoral registration grant to be used for	61	61	29



	individual registration.			
<i>Public Health and protection</i>	Public Health Grant received from HCC held for relevant projects.	45	45	45
<i>Hackney Carriages*</i>	The reserve is necessary to account for in year surplus/deficit positions. The service must break-even over time.	6	-15	-28
<i>Other minor Earmarked Reserves (less than £7k each)</i>	Any unconditional grant received in advance of need will need to be held in an earmarked reserve.	12	12	12
<b>Total Earmarked Reserves</b>		<b>2,193</b>	<b>2,459</b>	<b>2,125</b>

\*Hackney Carriages showed a deficit reserve balance when reported as at period 6. However, there has been a subsequent revision to the Fees and Charges following the reporting of the use of the reserve and the forecast is now potentially a small contribution to the reserve in both 2016/17 and 2017/18.

- 3.48 The Chief Finance Officer has reviewed the reserve position and advises that the current anticipated balances, together with the Council's plans for addressing the on-going and increasing budget gap, are adequate to ensure continued financial sustainability and a protection against unexpected financial shocks. This will need to be kept under close review over the course of the medium term financial strategy.

### **Council Tax**

- 3.49 The average Band D council tax rate is proposed to increase by £5 in 2017/18 to £201.61 from the 2016/17 level of £196.61. This equates to approximately a 2.5% increase per annum for residents, or 9.6 pence per week and is the maximum amount of increase allowable without triggering a referendum as per the draft principles issued by Government in the provisional settlement.
- 3.50 An increase in the council tax rate does have a compounding impact on income for the Council in future years. If a 2% increase in Council Tax had been applied each year since 2010 the Council would have collected around £3.4m more by the end of 2016/17 and the average Band D council tax rate would be £221 per annum. By not increasing the rate by at least inflation the Council has reduced its overall spending power. The government now includes the Council Tax requirement in its calculation of the Councils spending power, and anticipates a maximum increase each year in the settlement. As such, if we were not to increase there would be a reduction on the spending power that government assumes we have.
- 3.51 A £5 increase in Council Tax is estimated to generate an additional £201k in precept for the Authority in 2017/18. Each 1% increase equates to roughly a £80k increase in precept.

## **4 Budget Consultation**

- 4.1 The Council has undertaken an online budget consultation. There were 47 respondents and the results are provided in Appendix G.

## **5 Housing Revenue Account (HRA)**

- 5.1 The Housing Revenue Account Budget is presented as a separate report on the same agenda. An appropriate level of costs incurred in the general fund are recharged to the HRA to reflect the services provided. For example, a proportion of management costs and support services such as finance, HR and ICT.

## **6 Financial Implications**

- 6.1 The financial implications are set out within this report.
- 6.2 The Council has a duty to set a balanced budget based on best estimates at the time of agreeing the budget. Consideration must also be given to the degree of uncertainty in the budget estimates and the environmental factors which could have a significant financial impact. We expect to receive the provisional settlement announcement sometime in December 2016, but are also aware that further proposed consultation and changes to the business rates retention scheme and the new homes bonus could have a material impact on our expectations. Other legislative changes around welfare reform may have a significant impact on expenditure budgets, e.g. homelessness and council tax support scheme, but are as yet not fully defined for us to provide an accurate forecast of the potential impact. As such, it is appropriate that the Council maintain a reasonable amount in reserves to cushion and smooth the impact so it is not necessary to take knee-jerk decisions in any particular year.

## **7 Link to Corporate Priorities**

- 7.1 The subject of this report is primarily linked to the Council's Corporate Priority "Engage with our communities and provide value for money" but the budget sets the resources available to deliver all the Council's priorities for the forthcoming year. It should be noted that individual growth and savings items are also linked to the corporate priorities.

## **8 Legal Implication(s)**

- 8.1 The Council is required by the Local Government Finance Act 1992 to make estimates of gross revenue expenditure and anticipated income, leading to a calculation of a budget requirement and the setting of an overall budget and Council Tax. The amount of the budget requirement must be sufficient to meet the Council's legal and financial obligations, ensure the proper discharge of its statutory duties, and lead to a balanced budget. The Council should be satisfied that the proposals put forward are a reasonably prudent use of resources in both the short and long term, and that the interests of both Council Tax payers and ratepayers on the one hand and the users of Council services on the other are both taken into account.

## **9 Climate Change Implication(s)**

- 6.1 There are no direct climate change implications following the recommendations of this report. However, implications will have been considered individually by the relevant officer for specific budget efficiency and growth proposals. Any negative impact should be detailed in the description of the specific proposals.



## **10 Risk Management Implications**

- 10.1 There are considerable risks to the council's short and medium term budget strategy including the impact of the economic climate, inflation and other changes in the national economy, spending exceeding budgets, income falling below budgets, pressures on existing budgets, further reductions in grant, legislative change demands for new spend. The budget process includes the recognition of these risks in determining the 2017/18 budget and relevant risk provisions are set out in the body of the report.
- 10.2 The Council has a minimum general fund reserve policy, as laid out in the medium term financial strategy. The general fund balance will be maintained at a balance no lower than £1.6million over the period of the MTFS.

## **11 Security & Terrorism Implication(s)**

- 11.1 There are no direct implications to be considered within the proposals in this report.

## **12 Procurement Implication(s)**

- 12.1 All expenditure will be procured in line with the Council's procurement rules.

## **13 Equality and Diversity**

- 13.1 In developing individual budget proposals officers have undertaken an equality impact assessment, where applicable. The Council will follow its equality and diversity policy when implementing any of the changes listed within the budget.

## **Appendices**

Appendix A: Budget Summary by Directorate

Appendix B: Efficiency Savings

Appendix B2: Growth Proposals

Appendix C: MTFS

Appendix D: Fees and Charges

Appendix E: Planned Maintenance Budgets

Appendix F: Budget Summary by Cost Centre

Appendix G: You Choose Consultation

Name of author	Tim Neill
Title	Head of Resources
Date	December 2016

**APPENDIX A - BUDGET SUMMARY BY DIRECTOR 2017/18**

Description	Original Budget 2016/17	Original Budget 2017/18	Difference	Difference
	£	£	£	%
<b>DIRECT SERVICES</b>				
<b>The Executive Director (Public Protection, Planning and Governance Director)</b>				
Head of Law and Administration	1,688,970	1,111,380	577,590	34.2%
Head of Public Health & Protection	1,543,940	1,483,990	59,950	3.9%
Head of Planning	2,654,920	2,502,970	151,950	5.7%
<b>Total for The Executive Director (Public Protection, Planning and Governance D</b>	<b>5,887,830</b>	<b>5,098,340</b>	<b>789,490</b>	<b>13.4%</b>
<b>The Executive Director (Resources, Environment &amp; Cultural Services)</b>				
Head of Resources	443,470	1,528,190	(1,084,720)	-244.6%
Head of Environment	6,275,960	5,924,870	351,090	5.6%
Head of Policy & Culture	3,155,190	3,531,780	(376,590)	-11.9%
<b>Total for The Executive Director (Resources, Environment &amp; Cultural Services)</b>	<b>9,874,620</b>	<b>10,984,840</b>	<b>(1,110,220)</b>	<b>-11.2%</b>
<b>The Executive Director (Housing and Communities Director)</b>				
Head of Housing & Community	2,329,420	2,779,250	(449,830)	-19.3%
<b>Total for The Executive Director (Housing and Communities Director)</b>	<b>2,329,420</b>	<b>2,779,250</b>	<b>(449,830)</b>	<b>-19.3%</b>
<b>Chief Executive</b>	<b>426,350</b>	<b>276,270</b>	<b>150,080</b>	<b>35.2%</b>
Support Services				
<b>TOTAL</b>	<b>18,518,220</b>	<b>19,138,700</b>	<b>(620,480)</b>	<b>-3.4%</b>
Less Interest & Investment Income	(328,055)	(272,998)	(55,057)	16.8%
Plus interest payable on finance leases	499,000	320,341	178,659	35.8%
Less IAS19 & Capital Financing Charges	(3,337,520)	(4,374,570)	1,037,050	-31.1%
<b>Net Operating Expenditure</b>	<b>15,351,645</b>	<b>14,811,473</b>	<b>540,172</b>	<b>3.5%</b>
<b>Contribution from Funds &amp; General Fund Balances</b>				
Contribution (from) / to Strategic Initiatives Reserve	263,112	30,663	232,449	
Contribution (from) / to GF balances to fund revenue spending	0	(139,000)	139,000	
<b>Contribution to/(from) ringfenced reserves</b>				
Resources Earmarked Reserves	0	(320,000)	320,000	
Governance earmarked reserves	0	(31,630)	31,630	
Building Control	231,309	0	231,309	
Hackney Carriages	0	(13,030)	13,030	
<b>Budget after contribution to/(from) reserves</b>	<b>15,846,066</b>	<b>14,338,476</b>	<b>1,507,590</b>	<b>9.5%</b>
Less New Homes Bonus Grant	(2,243,183)	(2,041,552)	(201,631)	
Less Council Tax Reduction Administration	0	(117,000)	117,000	
Less Business Rates S31 Grants	(501,159)	(85,707)	(415,452)	
Add Business Rates Levy	957,820	984,557	(26,736)	
Less Gain from Business Rates Pool	0	(295,367)	295,367	
Less Revenue Support Grant	(1,306,990)	(557,941)	(749,048)	
Less Transition Grant	(78,242)	(77,963)	(279)	
Less Business Rates Baseline	(2,664,022)	(2,716,419)	52,397	
Less Additional Retained Business Rates income	(1,441,540)	(1,649,958)	208,418	
Plus/Less collection fund deficit/(surplus)	(875,000)	320,314	(1,195,314)	
Plus payment to Parishes for Council Tax Support	66,346	28,322	38,024	
<b>Council Tax Requirement (excluding Parish Precepts)</b>	<b>7,760,097</b>	<b>8,129,762</b>	<b>(369,665)</b>	<b>-4.8%</b>

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Efficiency Savings

Reference (Finance use)	Directorate	Head of Service	Title of the proposal	Full Description of the proposal	2017/18 £	2018/19 £	2019/20 £	Council Priority 1 = Maintain a safe and healthy community 2 = Protect and enhance the environment 3 = Meet the borough's housing needs 4 = Help build a strong local economy 5 = Engage with our communities and provide value for money	Linked to growth/capital
FO_RES_1718_E1	Finance & Operations	Head of Resources	Increase in garage rents	Increase in garage rent reflects increased demand and a 5% increase in rent is proposed in 2017/18 with a further 2.5% in each year thereafter. Increase from £11.56 to £12.13 per week	(120,800)	(177,550)	(235,720)	5	No
FO_RES_1718_E2	Finance & Operations	Head of Resources	Estates income - Hatfield Town Centre flats	Increased income as a result of rent generated by flats at White Lion Square	(80,000)	(80,000)	(80,000)	4	Capital
FO_RES_1718_E3	Finance & Operations	Head of Resources	One off support for Private Businesses	This reflects the agreed phasing out of ongoing support for private businesses acquired from St.Modwen affected by significant rent increases	(20,700)	(40,700)	(40,700)	4	No
FO_RES_1718_E4	Finance & Operations	Head of Resources	Network Support Maintenance Reduction	Reduced costs as a result of a procurement exercise for the support service to monitor telephony services and the wide and local area network.	(20,000)	(20,000)	(20,000)	5	No
FO_RES_1718_E5	Finance & Operations	Head of Resources	Microsoft Enterprise Agreement	Upgrade to Microsoft Office Suite to 2013 from 2007 via an agreement enabling upgrades to latest MS Office	(12,500)	(12,500)	(12,500)	5	Growth in 2016/17
FO_RES_1718_E6	Finance & Operations	Head of Resources	17c Town Centre rental income	Additional rent potential from the acquisition of 17c Town Centre Hatfield	(10,000)	(10,000)	(10,000)	4	Capital
FO_RES_1718_E7	Finance & Operations	Head of Resources	Geographic Information System Maintenance	Reduced GIS maintenance agreement costs	(4,000)	(4,000)	(4,000)	5	No
FO_RES_1718_E8	Finance & Operations	Head Of Resources	Rental Income	Rental Income following development of 1 & 3-9 Town Centre Hatfield	0	(40,000)	(160,000)	5	No
FO_RES_1718_E9	Finance & Operations	Head of Resources	Highview rental income	Highview rents - expanded existing retail and new large convenience store and potential health clinic	0	(40,000)	(40,000)	4	Capital
FO_RES_1718_E10	Finance & Operations	Head Of Resources	Rental Income	Refurb of 57 Cole Green Lane	0	(12,000)	(15,000)	5	CAP30
FO_RES_1718_E11	Finance & Operations	Head of Resources	Windows replacement phase 2	Estimated utility savings as a result of improved thermal insulation from new windows	0	(2,000)	(2,000)	5	Capital
<b>Head of Resources Total</b>					<b>(268,000)</b>	<b>(438,750)</b>	<b>(619,920)</b>		
FO_ENV_1718_E1	Finance & Operations	Head of Environment	Garden Waste Charging	To charge an annual fee of £35 for the collection of garden waste collections.	(400,000)	(450,000)	(540,000)	2	No
FO_ENV_1718_E2	Finance & Operations	Head of Environment	HCC AFM Payment	Hertfordshire County Council additional funding for the diversion of waste from landfill. Tapers back to current budget	0	(30,000)	0	4	No
FO_ENV_1718_E3	Finance & Operations	Head of Environment	CP Plus contract extension	Contract has been extended for two years	(50,000)	(50,000)	(50,000)	4	No
FO_ENV_1718_E4	Finance & Operations	Head of Environment	Car Park income	This reflects an overall improvement to car parking income that has been experienced. Most of this comes from daily charges income as season ticket income has remained fairly constant.	(40,000)	(45,000)	(45,000)	4	No
FO_ENV_1718_E5	Finance & Operations	Head of Environment	Hunters Bridge Car Park - LED lighting	Reduced electricity charges from installation of more economical lighting	0	(4,000)	(8,000)	4	No - work to be carried out by contractor
<b>Head of Environment Total</b>					<b>(490,000)</b>	<b>(579,000)</b>	<b>(643,000)</b>		
SD_PLA_1718_E1	Strategy & Development	Head of Planning	Reduce Planning Policy budget	Removal of prior year growth in Planning Policy budget for ongoing Local Plan, SPD and Project work	0	(30,000)	(30,000)	5	Growth in 14/15
<b>Head of Planning Total</b>					<b>0</b>	<b>(30,000)</b>	<b>(30,000)</b>		

Efficiency Savings

Reference (Finance use)	Directorate	Head of Service	Title of the proposal	Full Description of the proposal	2017/18 £	2018/19 £	2019/20 £	Council Priority 1 = Maintain a safe and healthy community 2 = Protect and enhance the environment 3 = Meet the borough's housing needs 4 = Help build a strong local economy 5 = Engage with our communities and provide value for money	Linked to growth/capital
SD_PC_1718_E1	Strategy & Development	Head of Policy & Culture	Finesse Efficiency Savings	Finesse contractual annual efficiency saving based on 2 per cent of turnover.	(16,000)	(32,000)	(48,000)	1	No
SD_PC_1718_E2	Strategy & Development	Head of Policy & Culture	In-house digital printing	To move all digital printing across all council and housing trust services back in-house rather than through external framework contractors, offset by leasing costs.	(15,000)	(20,000)	(20,000)	5	No
SD_PC_1718_E3	Strategy & Development	Head of Policy & Culture	Splashlands Project	Potential revenue income for the council following the completion of new leisure facilities in Stanborough Park in summer 2018	0	(50,000)	(100,000)	4	Capital
<b>Head of Policy &amp; Culture Total</b>					<b>(31,000)</b>	<b>(102,000)</b>	<b>(168,000)</b>		
SD_HC_1718_E1	Strategy and Development	Head of Housing and Community	HMO mandatory licensing scheme	HMO income is received on a cyclical basis. Savings estimated based on cyclical year on year income trend.	(60,000)	(32,000)	35,000	1	No
SD_HC_1718_E2	Strategy and Development	Head of Housing and Community	Housing Development	Saving on staffing costs as a result of capitalised costs supporting the Affordable Housing Programme	(20,000)	(20,000)	(20,000)	3	Affordable Housing Programme
SD_HC_1718_E3	Strategy and Development	Head of Housing and Community	Private Accredited Landlord - UoH contribution	Contribution from University of Herts for a staff member - £15K for their financial year August 2016 - July 2017.	(5,000)	0	0	3	No
SD_HC_1718_E4	Strategy and Development	Head of Housing and Community	Community Safety van disposal	Savings from maintenance costs of van	(2,000)	(2,000)	(2,000)	5	No
<b>Head of Housing and Community Total</b>					<b>(87,000)</b>	<b>(54,000)</b>	<b>13,000</b>		
GOV_LA_1718_E1	Governance	Head of Law and Administration	District Council Elections	Due to the phasing of local elections, there will be no borough council elections in May 2017.	(73,350)	0	0	5	No
GOV_LA_1718_E2	Governance	Head of Law and Administration	Room Hire	Reduced requirement to hire meeting rooms at external venues as C East works come to a conclusion.	(3,750)	(3,750)	(3,750)	5	Capital
<b>Head of Law and Administration Total</b>					<b>(77,100)</b>	<b>(3,750)</b>	<b>(3,750)</b>		
GOV_PHP_1718_E1	Governance	Head of Public Health and Protection	Electric pool cars	Reduction in mileage usage as a result of the electric pool cars. The 2016/17 budget is £118k so this saving would be a 12% reduction in claims.	(15,000)	(15,000)	(15,000)	5	CAP51 & GOV_PHP_1718_G 1
<b>Head of Public Health and Protection Total</b>					<b>(15,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>		
CORP_1718_E1	Corporate	Corporate	Restructure services	Review of operations and structures	(200,000)	(200,000)	(200,000)	5	
CORP_1718_E2	Corporate	Corporate	Corporate Projects	Reduce size or corporate projects budget	(100,000)	(100,000)	(100,000)	4	No
<b>Corporate Total</b>					<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>		
<b>Total Efficiency Savings</b>					<b>(1,268,100)</b>	<b>(1,522,500)</b>	<b>(1,766,670)</b>		



Efficiency Savings

Reference (Finance use)	Directorate	Head of Service	Title of the proposal	Full Description of the proposal	2017/18 £	2018/19 £	2019/20 £	Council Priority 1 = Maintain a safe and healthy community 2 = Protect and enhance the environment 3 = Meet the borough's housing needs 4 = Help build a strong local economy 5 = Engage with our communities and provide value for money	Linked to growth/capital
<b>Further Savings Plans in development</b>									
FO_ENV_1718_E7	Finance & Operations	Head of Environment	Bereavement Services provision	Additional income from increased provision of bereavement services within the Borough	0	(400,000)	(400,000)	2	Capital
CORP_1718_E3	Corporate	Corporate	Property investment Company	Provision of a delivery vehicle to allow the Council to commercially operate an further invest in property. Subject to a full business case.	0	(250,000)	(500,000)	5	No
<b>Total Further Savings Plans in development</b>					<b>0</b>	<b>(650,000)</b>	<b>(900,000)</b>		

Budget Growth

Reference (Finance use)	Directorate	Head of Service	Title of the proposal	Full Description of the proposal	2017/18 £	2018/19 £	2019/20 £	Linked to efficiency savings / capital	Council Priority 1 = Maintain a safe and healthy community 2 = Protect and enhance the environment 3 = Meet the borough's housing needs 4 = Help build a strong local economy 5 = Engage with our communities and provide value for money
CORP_1718_G1	Corporate	Corporate	Auto-enrolment for current staff	Pension auto-enrolment for current staff assumption for a general increase in participation	100,000	100,000	100,000	No	5
		<b>Corporate Total</b>			<b>100,000</b>	<b>100,000</b>	<b>100,000</b>		
FO_RES_1718_G1	Finance & Operations	Head of Resources	Housing Benefit administration grant reduction	Estimated 10% reduction in administration grant reduction from DWP	44,190	83,960	83,960	No	5
FO_RES_1718_G2	Finance & Operations	Head of Resources	Responsive maintenance on the HTC flats	Growth required as duty of the landlord to carry out all maintenance	25,000	25,000	25,000	FO_RES_1718_E2	4
FO_RES_1718_G3	Finance & Operations	Head of Resources	Increase in bank charges	Adjustment to base budget to reflect actual charges being incurred.	22,000	22,000	22,000	No	5
FO_RES_1718_G4	Finance & Operations	Head of Resources	500mb Broadband Line	Increase broadband speed from 100mb to 500mb to improve download speeds, provide capacity for home working and remote working.	11,000	10,000	10,000	No	5
FO_RES_1718_G5	Finance & Operations	Head of Resources	Maintenance of public realm	Maintenance of the public realm in White Lion Square and Town Centre will become Councils responsibility as per the Hatfield Town Centre project	10,000	10,000	10,000	CAP8	4
FO_RES_1718_G7	Finance & Operations	Head of Resources	Telephone System Enhancements	Improve telephony network to allow access through laptops and improve home working	7,500	7,500	7,500	CAP38	5
FO_RES_1718_G8	Finance & Operations	Head of Resources	Additional Blade Infrastructure Maintenance	Improve both server speed and capacity and also increase resilience	5,000	5,000	5,000	CAP39	5
FO_RES_1718_G9	Finance & Operations	Head of Resources	Grants to voluntary organisations	Increase the allocation for smaller grant applications	4,000	4,000	4,000	No	1
FO_RES_1718_G10	Finance & Operations	Head of Resources	Mobile Device Security Compliance	Improve mobile device security to be PSN compliant	13,000	13,000	13,000	CAP40	5
FO_RES_1718_G11	Finance & Operations	Head of Resources	Email Protective Marking	Email Protective Marking - ongoing security requirement	2,000	2,000	2,000	Email Protective Marking	5
		<b>Head of Resources Total</b>			<b>143,690</b>	<b>182,460</b>	<b>182,460</b>		
FO_ENV_1718_G1	Finance & Operations	Head of Environment	Fly tipping rapid Response Service	Reflects net general fund cost to deliver the fly tipping service.	80,000	80,000	80,000	No	2
FO_ENV_1718_G2	Finance & Operations	Head of Environment	Recycling Material Processing costs	The value of this material has fallen significantly. This figure reflects the net processing charge minus the material income value	50,000	50,000	50,000	No	2
FO_ENV_1718_G3	Finance & Operations	Head of Environment	Newspapers recycling income reduction	Year on year tonnages are falling due to changing household newspaper recycling trends. Reduction in material value due to low market prices.	50,000	50,000	50,000	No	2
FO_ENV_1718_G4	Finance & Operations	Head of Environment	Provision of waste collection for new homes	A few hundred homes are built in the Borough every year that require waste and recycling collection services	40,000	80,000	120,000	No	2
FO_ENV_1718_G5	Finance & Operations	Head of Environment	Maintenance of open spaces	There are several small pieces of equipment on land that require ongoing maintenance including basket ball courts, goal posts and multiple use courts across the borough	5,000	5,000	5,000	No	1
FO_ENV_1718_G6	Finance & Operations	Head of Environment	Disabled Bays - Hunters Bridge	Enhance signage at Hunters Bridge car park to improve experience for users of disabled places.	4,500	4,500	4,500	Yes	5
		<b>Head of Environment Total</b>			<b>229,500</b>	<b>269,500</b>	<b>309,500</b>		
SD_HC_1718_G1	Strategy and Development	Head of Housing and Community	WGC BID	Business Rate Levy on Council properties within the levy area	12,000	12,000	12,000	No	4

Budget Growth

Reference (Finance use)	Directorate	Head of Service	Title of the proposal	Full Description of the proposal	2017/18 £	2018/19 £	2019/20 £	Linked to efficiency savings / capital	Council Priority 1 = Maintain a safe and healthy community 2 = Protect and enhance the environment 3 = Meet the borough's housing needs 4 = Help build a strong local economy 5 = Engage with our communities and provide value for money
SD_HC_1718_G2	Strategy and Development	Head of Housing and Community	Town Centre Events (Hatfield)	The Town Council reduced their grant this financial year and have indicated they will reduce this further in 18/19. This will ensure we can maintain our events programme in Hatfield Town Centre	15,000	15,000	15,000	No	4
SD_HC_1718_G3	Strategy and Development	Head of Housing and Community	National Play Day	Play Day has grown and the requirements to provide adequate health and safety arrangements such as traffic management, stewards, toilet facilities, safety advice etc... Mean the total event now costs £32K. Taking account of partner contributions, this leaves the council's costs of £26K. We currently have a budget of £12K	7,000	7,000	7,000	No	1
SD_HC_1718_G4	Strategy and Development	Head of Housing and Community	Shop Mobility	Continuation of service which was previously under review	6,000	6,000	6,000	No	4
SD_HC_1718_G5	Strategy and Development	Head of Housing and Community	CAB funding	Additional funding for the Citizens Advice Bureau bringing the total annual grant to £95k.	20,000	20,000	20,000	No	1
<b>Head of Head of Housing and Community Total</b>					<b>60,000</b>	<b>60,000</b>	<b>60,000</b>		
SD_PC_1718_G1	Strategy & Development	Head of Policy and Culture	Finesse Management Fee	Increase in management fee offset by prior year savings	44,000	44,000	44,000	No	1
SD_PC_1718_G2	Strategy & Development	Head of Policy and Culture	Provision of in-house digital printing	Lease of a digital printing press to enable all council and housing trust digital printing to be brought in-house. In addition to savings across all service areas. Offset by savings	15,000	15,000	15,000	SD_PC_1718_E2	5
SD_PC_1718_G3	Strategy & Development	Head of Policy and Culture	Moneyhole Lane Pavilion	Management agreement with Panshanger FC for the running of the pavilion. Based on decision taken by Cabinet in March 2016.	17,610	17,610	17,610	Capital/ savings potential in later years	5
SD_PC_1718_G4	Strategy & Development	Head of Policy and Culture	Welwyn Garden City Centenary - 2020	Budget to assist with the costs of delivering the Garden City's Centenary programme in 2020 in partnership with the Centenary Foundation and others	0	0	50,000	No	5
<b>Head of Policy and Culture Total</b>					<b>76,610</b>	<b>76,610</b>	<b>126,610</b>		
GOV_GOV_1718_G1	Governance	Head of Law and Administration	Firstcare annual costs	This framework provides access to a 24/7 absence management service, designed to help organisations to manage and reduce sickness absence and its associated costs.	10,000	10,000	10,000	No	5
<b>Head of Law and Administration Total</b>					<b>10,000</b>	<b>10,000</b>	<b>10,000</b>		
GOV_PHP_1718_G1	Governance	Head of Public Health and Protection	electric pool cars	Provision of electric pool cars and associated running costs, budget offset for mileage claims	15,000	15,000	15,000	CAP51 & GOV_PHP_1718_E1	2
GOV_PHP_1718_G2	Governance	Head of Public Health and Protection	Traveller invasions	Creation of a fighting fund against traveller invasions	10,000	10,000	10,000	No	1
GOV_PHP_1718_G3	Governance	Head of Public Health and Protection	Software licence and maintenance	Software licence and maintenance support for mobile working, LAGAN interface, self service web interface	0	0	8,000	Capital	5
<b>Head of Public Health and Protection Total</b>					<b>25,000</b>	<b>25,000</b>	<b>33,000</b>		
<b>Ongoing Growth</b>					<b>644,800</b>	<b>723,570</b>	<b>821,570</b>		

Budget Growth

Reference (Finance use)	Directorate	Head of Service	Title of the proposal	Full Description of the proposal	2017/18 £	2018/19 £	2019/20 £	Linked to efficiency savings / capital	Council Priority 1 = Maintain a safe and healthy community 2 = Protect and enhance the environment 3 = Meet the borough's housing needs 4 = Help build a strong local economy 5 = Engage with our communities and provide value for money
<b>One off Growth</b>									
CORP_1718_OG1	Corporate	Corporate	Early Retirement Costs	To fund Early Retirement Costs	100,000	100,000	100,000	No	5
		<b>Corporate Total</b>			<b>100,000</b>	<b>100,000</b>	<b>100,000</b>		
SD_PLA_1718_OG1	Strategy & Development	Head of Planning	Local Plan & CIL Examinations	To fund inspectorate, legal, Programme Officer, venue and accommodation costs for the Local Plan & CIL examinations. This is based on a six week examination period for the Local Plan and the estimated resulting legal costs.	255,000	0	0	No	4
SD_PLA_1718_OG2	Strategy & Development	Head of Planning	WGC Estate Management Scheme	To enable replacement of EMS with Article 4 – one off legal costs	90,000	0	0	No	2
		<b>Head of Planning Total</b>			<b>345,000</b>	<b>0</b>	<b>0</b>		
GOV_GOV_1718_G2	Governance	Head of Law and Administration	Proposed transfer of Land Charges function to Her Majesty's Land Registry	2 new officers are required to facilitate the transfer of Land Charges data to the Land Registry. This work may be funded from a new burdens grant from Central Government however this is not certain.	34,040	0	0	No	5
		<b>Head of Law and Administration Total</b>			<b>34,040</b>	<b>0</b>	<b>0</b>		
<b>One off Growth</b>					<b>479,040</b>	<b>100,000</b>	<b>100,000</b>		

## Appendix C - Medium term financial strategy 2017/18 - 2019/20

	2017/18	2018/19	2019/20
	£000	£000	£000
<b>Base budget</b>	14,426	14,908	15,404
Pay Inflation	142	184	185
Inflation	340	312	321
Growth - one -offs	509	350	350
Growth - ongoing	645	724	822
Savings	(1,298)	(1,523)	(1,767)
Interest payable	320	360	463
Investment income	(273)	(239)	(188)
<b>Budget before transfers to/from reserves</b>	<b>14,811</b>	<b>15,076</b>	<b>15,590</b>
Transfer from/ to Strategic Initiative Reserve	31	373	352
Transfer from General Reserve	(139)	0	0
Transfer to Ring fenced reserves	(365)	0	0
<b>Sub-total</b>	<b>(473)</b>	<b>373</b>	<b>352</b>
Collection fund deficit/ (surplus)	320	0	0
Council Tax Support Grant for Parish/Town Councils	28	5	0
<b>Corporate income (Retained Business Rates + RSG + New Homes Bonus + other un-ringfenced grants)</b>	<b>(6,557)</b>	<b>(5,493)</b>	<b>(4,970)</b>
<b>Council Tax Requirement</b>	<b>(8,130)</b>	<b>(8,318)</b>	<b>(8,510)</b>
<b>Budget Gap [(Surplus) / Deficit]</b>	<b>0</b>	<b>1,644</b>	<b>2,462</b>
Further Savings Plans in development	0	(650)	(900)
<b>Budget Gap [(Surplus) / Deficit]</b>	<b>0</b>	<b>994</b>	<b>1,562</b>

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**Welwyn Hatfield Borough Council**  
**Fees and Charges**

As agreed by Full Council on the

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Environmental Services</b>							
<b>Cemetery Fees - Burial Fee</b>							
Baby Grave - Child under 1	0.00	-	0.00	0.00	-	0.00	0.00
Common Grave	550.00	-	550.00	550.00	-	550.00	0.00
Private Grave	650.00	-	650.00	650.00	-	650.00	0.00
Premium Plot	800.00	-	800.00	800.00	-	800.00	0.00
Shallow Grave	1,000.00	-	1,000.00	1,000.00	-	1,000.00	0.00
Right to construct vaulted Grave	500.00	-	500.00	500.00	-	500.00	0.00
Cremated remains (Below Ground)	250.00	-	250.00	250.00	-	250.00	0.00
Cremated remains (Scattering)	150.00	-	150.00	150.00	-	150.00	0.00
Immurement of Remains into Mausoleum Chamber	400.00	-	400.00	400.00	-	400.00	0.00
Immurement of Cremated Remains	100.00	-	100.00	100.00	-	100.00	0.00
<b>Cemetery Fees - Exclusive Rights and Licence Fee</b>							
Grant of rights of burial - 75 years	550.00	-	550.00	550.00	-	550.00	0.00
Licence to reserve adjacent grave for 10 years	1,500.00	-	1,500.00	1,500.00	-	1,500.00	0.00
Renewal of Exclusive Right - additional 10 years	200.00	-	200.00	200.00	-	200.00	0.00
Renewal of Licence - additional 10 years	200.00	-	200.00	200.00	-	200.00	0.00
Transfer of Exclusive Right of Burial	50.00	-	50.00	50.00	-	50.00	0.00
Copy of Exclusive rights of Burial Deed	50.00	-	50.00	50.00	-	50.00	0.00
Licence for Mausoleum Chamber - 75 Years	7,000.00	-	7,000.00	7,000.00	-	7,000.00	0.00
Licence for Premium Mausoleum Chamber - 75 Years	7,500.00	-	7,500.00	7,500.00	-	7,500.00	0.00
(Bespoke additional art and design work will incur an additional charge)							
<b>Cemetery Fees - Cremated Remains Plots</b>							
<b>Standard Rose Garden (WHLC)</b>							
Rose Garden licence - 10 years	450.00	-	450.00	450.00	-	450.00	0.00
Renewal of licence for each additional 10 years	200.00	-	200.00	200.00	-	200.00	0.00
<b>Memorial Garden (WHLC)</b>							
Memorial Garden Licence - 10 years	400.00	-	400.00	400.00	-	400.00	0.00
Renewal of licence for each additional 10 years	200.00	-	200.00	200.00	-	200.00	0.00
<b>Garden Tablet (WHLC)</b>							
Granite tablet Licence - 10 years	300.00	-	300.00	300.00	-	300.00	0.00
Renewal of licence for each additional 10 years	200.00	-	200.00	200.00	-	200.00	0.00
Re-engraving of granite tablet	150.00	-	150.00	150.00	-	150.00	0.00
<b>Columbarium (WHLC)</b>							
Columbarium licence - 10 years	200.00	-	200.00	200.00	-	200.00	0.00
Renewal of licence for each additional 10 years	200.00	-	200.00	200.00	-	200.00	0.00
<b>Half Grave Cremated Remains Plots (WHLC)</b>							
Half Grave Licence - 75 years	400.00	-	400.00	400.00	-	400.00	0.00
Renewal of licence for each additional 10 years	200.00	-	200.00	200.00	-	200.00	0.00
<b>Sanctum 2000 Vault (HH)</b>							
Sanctum vault Licence - 10 years	700.00	-	700.00	700.00	-	700.00	0.00
Renewal of licence for each additional 10 years	200.00	-	200.00	200.00	-	200.00	0.00
(Bespoke additional art and design work will incur an additional charge)							

**Welwyn Hatfield Borough Council**  
**Fees and Charges**

As agreed by Full Council on the

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Environmental Services</b>							
<b>Communal Cremated Remains Garden (HH)</b>							
Garden Kerb Licence - 10 years	300.00	-	300.00	300.00	-	300.00	0.00
Renewal of licence for each additional 10 years (Bespoke additional art and design work will incur an additional charge)	200.00	-	200.00	200.00	-	200.00	0.00
<b>Memorial Bench</b>							
Wooden Memorial Bench (Individual) - 10 Years	700.00	-	700.00	700.00	-	700.00	0.00
Granite Memorial Bench (Plaque Only) - 10 years (Bespoke additional art and design work will incur an additional charge)	300.00	-	300.00	300.00	-	300.00	0.00
<b>Cemetery Fees - Memorial Permissions</b>							
Permit for Monumental Vase	100.00	-	100.00	100.00	-	100.00	0.00
Permit for Monumental Tablet ( max 600mm x 375mm)	100.00	-	100.00	100.00	-	100.00	0.00
Permit for Monumental Headstone	200.00	-	200.00	200.00	-	200.00	0.00
Any additional inscriptions after the first	100.00	-	100.00	100.00	-	100.00	0.00
Kerb Setting (Hatfield Hyde only)	250.00	-	250.00	250.00	-	250.00	0.00
<b>Miscellaneous</b>							
Wooden Shoring	250.00	-	250.00	250.00	-	250.00	0.00
Contravention to Memorial Regulations	500.00	-	500.00	500.00	-	500.00	0.00
Late costs	150.00	-	150.00	150.00	-	150.00	0.00
Chapel - use of chapel (incl.CD system & organ) *	200.00	-	200.00	200.00	-	200.00	0.00
Search fees ( 30 minutes plus)	50.00	-	50.00	50.00	-	50.00	0.00
Hourly rate for exhumations of Cadavar	200.00	-	200.00	200.00	-	200.00	0.00
Hourly rate for exhumations of Cremated Remains (Some occasions may be subject to EHO hourly rate)	150.00	-	150.00	150.00	-	150.00	0.00
Memorial Plaque	200.00	-	200.00	200.00	-	200.00	0.00
Purchase of Additional Rose (Maintenance for 5 years)	200.00	-	200.00	200.00	-	200.00	0.00
Turf Grave	60.00	-	60.00	60.00	-	60.00	0.00
<b>Non Residential fees - treble standard rate</b>							

\* Charge has changed from £100 per 30 minutes to £200 per hour.



**Welwyn Hatfield Borough Council**  
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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Environmental Services</b>							
<b>Abandoned Vehicles</b>							
Abandoned Vehicles - off private property	41.67	8.33	50.00	41.67	8.33	50.00	0.00
Abandoned Vehicles - Return of vehicle	104.17	20.83	125.00	104.17	20.83	125.00	0.00
Abandoned Vehicles - Storage rate per day	10.83	2.17	13.00	10.83	2.17	13.00	0.00
<b>General</b>							
Benches ( refurbished)	300.00	60.00	360.00	300.00	60.00	360.00	0.00
Benches (new)	600.00	120.00	720.00	600.00	120.00	720.00	0.00
<b>Waste Collection Services</b>							
Bulky Household Collections	31.98	-	31.98	33.58	-	33.58	5.00
Bulky Household Collections - OAP's	16.25	-	16.25	17.06	-	17.06	5.00
Bulky Household Collections - Benefits	16.25	-	16.25	17.06	-	17.06	5.00
Insurance charge for collections within homes	15.14	3.03	18.17	15.14	3.03	18.17	0.00
Collection of Hazardous Electrical items	31.98	-	31.98	31.98	-	31.98	0.00
Clinical Waste collections ( 5 sacks/resident)	4.88	0.98	5.86	4.88	0.98	5.86	0.00
Compost Sacks ( 5 sacks)	4.88	0.98	5.86	4.88	0.98	5.86	0.00
Kitchen Caddie delivery charge	4.40	0.88	5.28	4.40	0.88	5.28	0.00
Emptying of a contaminated wheeled bin	15.53	-	15.53	15.53	-	15.53	0.00
Emptying of 2 contaminated wheeled bins (at same address)	20.70	-	20.70	20.70	-	20.70	0.00
Cost of a first standard replacement (180/240L) bin	11.25	2.25	13.50	11.25	2.25	13.50	0.00
Cost of a subsequent standard (180/240L) bin	23.33	4.67	28.00	23.33	4.67	28.00	0.00
Cost of a first standard replacement (360L) bin	20.00	4.00	24.00	20.00	4.00	24.00	0.00
Cost of a subsequent standard (360L) bin	33.33	6.67	40.00	33.33	6.67	40.00	0.00
Cost of a mini-bank unit	560.00	112.00	672.00	560.00	112.00	672.00	0.00
<b>Dog Warden Services</b>							
Collection / release fee for dog	25.00	-	25.00	25.00	-	25.00	0.00
Dog Kennelling per night	11.25	2.25	13.50	11.25	2.25	13.50	0.00
Administration of stray dog	6.67	1.33	8.00	6.67	1.33	8.00	0.00
Deliver dog from kennels to home	35.00	7.00	42.00	35.00	7.00	42.00	0.00
<b>Schedule of Offences</b>							
Nuisance Parking - paid within 10 days	60.00	-	60.00	60.00	-	60.00	0.00
- full amount of penalty	100.00	-	100.00	100.00	-	100.00	0.00
Abandoning a vehicle - paid within 10 days	120.00	-	120.00	120.00	-	120.00	0.00
- full amount of penalty	200.00	-	200.00	200.00	-	200.00	0.00
Depositing Litter - paid within 10 days	50.00	-	50.00	50.00	-	50.00	0.00
- full amount of penalty	75.00	-	75.00	75.00	-	75.00	0.00
Failure to comply with a street litter contro notice	60.00	-	60.00	60.00	-	60.00	0.00
- full amount of penalty	100.00	-	100.00	100.00	-	100.00	0.00
Failure to comply with a litter clearing notice	60.00	-	60.00	60.00	-	60.00	0.00
- full amount of penalty	100.00	-	100.00	100.00	-	100.00	0.00
Unauthorised distribution of free printed matter	50.00	-	50.00	50.00	-	50.00	0.00
- full amount of penalty	75.00	-	75.00	75.00	-	75.00	0.00
Defacement by graffiti and flyposting	50.00	-	50.00	50.00	-	50.00	0.00
- full amount of penalty	75.00	-	75.00	75.00	-	75.00	0.00
Failure to comply with a dog control order	50.00	-	50.00	50.00	-	50.00	0.00
- full amount of penalty	75.00	-	75.00	75.00	-	75.00	0.00

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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Environmental Services</b>							
Failure to produce authority ( waste carriers licence )							
- paid within 10 days	180.00	-	180.00	180.00	-	180.00	0.00
- full amount of penalty	300.00	-	300.00	300.00	-	300.00	0.00
Failure to furnish documentation ( waste transfer notes)							
- paid within 10 days	180.00	-	180.00	180.00	-	180.00	0.00
- full amount of penalty	300.00	-	300.00	300.00	-	300.00	0.00
Offences relating to waste receptables ( e.g bins, boxes, bags etc)							
- paid within 10 days	40.00	-	40.00	40.00	-	40.00	0.00
- full amount of penalty	80.00	-	80.00	80.00	-	80.00	0.00
<b>Roundabout Sponsorship</b>							
<b>High Profile</b>							
1 year sponsorship	2,500.00	500.00	3,000.00	2,500.00	500.00	3,000.00	0.00
3 year sponsorship	5,250.00	1,050.00	6,300.00	5,250.00	1,050.00	6,300.00	0.00
5 year sponsorship	7,500.00	1,500.00	9,000.00	7,500.00	1,500.00	9,000.00	0.00
<b>Medium Profile (main road)</b>							
1 year sponsorship	2,000.00	400.00	2,400.00	2,000.00	400.00	2,400.00	0.00
3 year sponsorship	4,200.00	840.00	5,040.00	4,200.00	840.00	5,040.00	0.00
5 year sponsorship	6,000.00	1,200.00	7,200.00	6,000.00	1,200.00	7,200.00	0.00
<b>Medium Profile (residential road)</b>							
1 year sponsorship	1,500.00	300.00	1,800.00	1,500.00	300.00	1,800.00	0.00
3 year sponsorship	3,150.00	630.00	3,780.00	3,150.00	630.00	3,780.00	0.00
5 year sponsorship	4,500.00	900.00	5,400.00	4,500.00	900.00	5,400.00	0.00
<b>Low Profile</b>							
1 year sponsorship	750.00	150.00	900.00	750.00	150.00	900.00	0.00
3 year sponsorship	1,570.00	314.00	1,884.00	1,570.00	314.00	1,884.00	0.00
5 year sponsorship	2,250.00	450.00	2,700.00	2,250.00	450.00	2,700.00	0.00

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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Northaw Great Wood</b>							
Annual car parking permit	15.00	3.00	18.00	15.00	3.00	18.00	0.00
Visitors parking fee ( honesty box)	1.00	-	1.00	1.00	-	1.00	0.00
<b>Parking Permits</b>							
Resident motorcycle ( per annum)	10.00	-	10.00	10.00	-	10.00	0.00
Resident first vehicle ( per annum)	25.00	-	25.00	25.00	-	25.00	0.00
Resident second vehicle ( per annum)	40.00	-	40.00	40.00	-	40.00	0.00
Resident third vehicle (per annum)	60.00	-	60.00	60.00	-	60.00	0.00
HTC Permit (per annum)	50.00	-	50.00	50.00	-	50.00	0.00
Carers permit ( per annum)	20.00	-	20.00	20.00	-	20.00	0.00
Contractors permit (per month)	18.00	-	18.00	18.00	-	18.00	0.00
Business Vehicle ( per annum)	225.00	-	225.00	225.00	-	225.00	0.00
Pack of 20 daily visitor vouchers	10.00	-	10.00	10.00	-	10.00	0.00
Refund request ( admin fee)	5.00	-	5.00	5.00	-	5.00	0.00
Change of address/vehicle ( admin fee)	5.00	-	5.00	5.00	-	5.00	0.00
<b>Car Parking</b>							
<b>Hunters Bridge ( Monday - Sunday)</b>							
0 - 2 hours	1.25	0.25	1.50	1.25	0.25	1.50	0.00
2 - 3 hours	2.08	0.42	2.50	2.08	0.42	2.50	0.00
3 - 4 hours	2.92	0.58	3.50	2.92	0.58	3.50	0.00
Daily tickets 4 + hrs ( Mon - Sat)	4.17	0.83	5.00	4.17	0.83	5.00	0.00
Sunday ( daily)	0.83	0.17	1.00	0.83	0.17	1.00	
<b>Campus West ( Monday - Sunday)</b>							
0 - 2 hours	1.25	0.25	1.50	1.25	0.25	1.50	0.00
2 - 3 hours	2.08	0.42	2.50	2.08	0.42	2.50	0.00
3 - 4 hours	2.92	0.58	3.50	2.92	0.58	3.50	0.00
Daily tickets 4 + hrs ( Mon - Sat)	4.17	0.83	5.00	4.17	0.83	5.00	0.00
Sunday ( daily)	0.83	0.17	1.00	0.83	0.17	1.00	0.00

**Welwyn Hatfield Borough Council**  
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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Car Parking</b>							
<b>Cherry Tree (parking available Saturday and Sunday)</b>							
<b>Saturday:</b>							
0 - 1 hours	0.42	0.08	0.50	0.42	0.08	0.50	0.00
1 - 2 hours	1.25	0.25	1.50	1.25	0.25	1.50	0.00
2 - 3 hours	2.08	0.42	2.50	2.08	0.42	2.50	0.00
3 - 4 hours	2.92	0.58	3.50	2.92	0.58	3.50	0.00
Daily tickets 4 + hrs	4.17	0.83	5.00	4.17	0.83	5.00	0.00
<b>Sunday (all day)</b>	<b>0.83</b>	<b>0.17</b>	<b>1.00</b>	<b>0.83</b>	<b>0.17</b>	<b>1.00</b>	<b>0.00</b>
<b>Campus East ( Monday - Sunday)</b>							
Campus East Lower - Mon-Fri (entry before 11am)	4.17	0.83	5.00	4.17	0.83	5.00	0.00
Campus East Lower - Mon-Fri (entry from 11am)	2.50	0.50	3.00	2.50	0.50	3.00	0.00
Campus East Lower - Saturday	2.50	0.50	3.00	2.50	0.50	3.00	0.00
Campus East Lower - Sunday	0.83	0.17	1.00	0.83	0.17	1.00	0.00
Campus East Upper - Saturday	2.50	0.50	3.00	2.50	0.50	3.00	0.00
Campus East Upper - Sunday	0.83	0.17	1.00	0.83	0.17	1.00	0.00
<b>Season Tickets:</b>							
<b>Campus West:</b>							
3 month season ticket - standard	211.25	42.25	253.50	211.25	42.25	253.50	0.00
3 month season ticket - worker / student	190.42	38.08	228.50	190.42	38.08	228.50	0.00
3 month season ticket - bulk purchase (20+ tickets)	168.33	33.67	202.00	168.33	33.67	202.00	0.00
<b>Campus East Lower</b>							
3 month season ticket - standard	202.50	40.50	243.00	202.50	40.50	243.00	0.00
3 month season ticket - worker / student	182.50	36.50	219.00	182.50	36.50	219.00	0.00
3 month season ticket - bulk purchase (20+ tickets)	162.92	32.58	195.50	162.92	32.58	195.50	0.00
<b>Hunters Bridge</b>							
3 month season ticket - standard	203.33	40.67	244.00	203.33	40.67	244.00	0.00
3 month season ticket - worker / student	183.33	36.67	220.00	183.33	36.67	220.00	0.00
3 month season ticket - bulk purchase (20+ tickets)	162.92	32.58	195.50	162.92	32.58	195.50	0.00
Cancellation Fees relating to Season Tickets given up before their expiry date	10.00	-	10.00	10.00	-	10.00	0.00
Civil Parking Enforcement : Dispensations	15.00	-	15.00	15.00	-	15.00	0.00
<b>Fine for non payment of fee within charging car parks</b>							
Payment within 14 days	35.00	-	35.00	35.00	-	35.00	0.00
Payment within 28 days	70.00	-	70.00	70.00	-	70.00	0.00
<b>Transactional charges for using debit and credit cards (online/telephone payment)</b>	<b>0.25</b>	<b>-</b>	<b>0.25</b>				

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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Financial Services</b>							
Data protection request (per hour or per part hour)	25.00	-	25.00	25.00	-	25.00	0.00
<b>Estates Management</b>							
Freehold Reversions - 999 year lease	415.00	83.00	498.00	415.00	83.00	498.00	0.00
Freehold Reversions - 99 year lease	415.00	83.00	498.00	415.00	83.00	498.00	0.00
Freehold Reversions - 99 year lease - valuation	100.00	20.00	120.00	100.00	20.00	120.00	
Residential Long Lease Extensions - Houses	415.00	83.00	498.00	415.00	83.00	498.00	0.00
Residential Long Lease Extension Valuations - Houses	100.00	20.00	120.00	100.00	20.00	120.00	
Residential Long Lease Extensions - Flats	825.00	165.00	990.00	825.00	165.00	990.00	0.00
Residential Long Lease Extension Valuations - Flats	150.00	30.00	180.00	150.00	30.00	180.00	
Document copying - If from paper copy	50.00	10.00	60.00	50.00	10.00	60.00	0.00
Document copying - if from e-copy and provided by e-mail	0.00	0.00	0.00	0.00	0.00	0.00	
Residential Leasehold Information + Ground Rent queries	42.50	8.50	51.00	42.50	8.50	51.00	0.00
Local Searches - with Inspection	65.00	13.00	78.00	65.00	13.00	78.00	0.00
Assignments or Change of use or deed of Variation.	815.00	163.00	978.00	815.00	163.00	978.00	0.00
Grant of licences / land sales - HRA and GF	815.00	163.00	978.00	815.00	163.00	978.00	0.00
New Letting Fee	250.00	50.00	300.00	250.00	50.00	300.00	0.00
New letting fee at Fiddlebridge	300.00	60.00	360.00	300.00	60.00	360.00	0.00
Housing Garage Valuations	175.00	35.00	210.00	175.00	35.00	210.00	0.00
Restrictive Covenant Releases - RTB's	5,500.00	1,100.00	6,600.00	5,500.00	1,100.00	6,600.00	0.00
Former Landowners Consent - minor works	60.00	12.00	72.00	60.00	12.00	72.00	0.00
Former Landowners Consent - major works + Deed of covenan	815.00	163.00	978.00	815.00	163.00	978.00	0.00
<b>Garage Rents</b>							
Owner occupier en bloc garage charges (52 week charge) - popular sites per week	9.63	1.93	11.56	10.11	2.02	12.13	5.00
unpopular sites per week	7.88	1.58	9.46	8.27	1.65	9.93	5.00
Campus East Lower Car Park Garages Rents per week	15.58	3.12	18.70	15.58	3.12	18.70	0.00
<b>Transactional fee for payment of Business Rates (NNDR) and Council Tax with a Credit Card</b>	1.50%	-	1.50%		0.00	0.00	

**Welwyn Hatfield Borough Council**  
**Fees and Charges**

As agreed by Full Council on the

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Policy and Culture - CW Entertainment</b>	£	£	£	£	£	£	
<b>GCC Cinema - Monday to Thursday</b>							
- all tickets	4.58	0.92	5.50	4.83	0.97	5.80	5.38
- 3D Films	6.25	1.25	7.50	6.58	1.32	7.90	5.28
<b>- Fri to Sun</b>							
- Adults	6.17	1.23	7.40	7.00	1.40	8.40	13.45
- 3D Films	7.83	1.57	9.40	8.33	1.67	10.40	10.69
- Children / Oap's / Students	5.17	1.03	6.20	6.17	1.23	7.40	19.42
- Children / Oap's / Students 3D Films	6.83	1.37	8.20	8.67	1.73	10.40	26.88
<b>Other screen types</b>							
- Mini Cini Ma	3.75	0.75	4.50	4.83	0.97	5.80	28.80
- Mini Cini Ma 3D Films	5.42	1.08	6.50	6.58	1.32	7.90	21.48
- Kids Club (Saturday/Sunday mornings)	1.25	0.25	1.50	2.08	0.42	2.50	66.40
- Kids Club 3D Films	2.92	0.58	3.50	3.75	0.75	4.50	28.42
<b>HawthorneTheatre Theatrical Hire Fee</b>							
Mon to We 8am to 4pm	800.00	160.00	960.00	880.00	176.00	1,056.00	10.00
4pm to midnight	900.00	180.00	1,080.00	990.00	198.00	1,188.00	10.00
Thur to Sur 8am to 4pm	1,000.00	200.00	1,200.00	1,100.00	220.00	1,320.00	10.00
4pm to midnight	1,200.00	240.00	1,440.00	1,320.00	264.00	1,584.00	10.00
<b>Roller City</b>							
Full price	6.50	1.30	7.80	7.00	1.40	8.40	7.69
Skate Hire	2.00	0.40	2.40	2.00	0.40	2.40	0.00
Spectactors	3.25	0.65	3.90	2.50	0.50	3.00	-23.08
			0.00				
<b>Softplay City</b>							
Children 12 month or under	Free		0.00	Free			
Children 13 months to 36 months (1 Year to 3 years)	5.00	1.00	6.00	2.50	0.50	3.00	-50.00
Children 4 to 9 years	6.00	1.20	7.20	6.25	1.25	7.50	4.17
Adults	2.50	0.50	3.00	2.50	0.50	3.00	0.00
<b>Campus West / Vineyard Barn</b>							
Carpet bowls ( per session )	3.50	0.70	4.20	3.50	0.70	4.20	0.00
Table Tennis ( per session )	3.50	0.70	4.20	3.50	0.70	4.20	0.00
Keep Fit ( per session )	3.50	0.70	4.20	3.50	0.70	4.20	0.00
Medau ( per session )	3.50	0.70	4.20	3.50	0.70	4.20	0.00
- Bridge & scrabble ( per session)	3.50	0.70	4.20	3.50	0.70	4.20	0.00
- Art Basics & Beyond (11 classes)	90.00	18.00	108.00	100.00	20.00	120.00	11.11
- Line Dancing ( 1 hour)	3.50	0.70	4.20	3.50	0.70	4.20	0.00
- Line Dancing ( 1.5 hours)	5.00	1.00	6.00	5.00	1.00	6.00	0.00
- Childrens Parties	80.00	16.00	96.00	90.00	18.00	108.00	12.50
<b>Room Hire - Vineyard Barn Room 1 (per hr)</b>	13.00	-	13.00	14.00	-	14.00	7.69
- Vineyard Barn Room 2 (per hr)	11.00	-	11.00	12.00	-	12.00	9.09
- Hazel Grove Community Centre (per hr)	13.00	-	13.00	14.00	-	14.00	7.69
- Sheridan Studio (per hr)	13.00	2.60	15.60	14.00	2.80	16.80	7.69

**Welwyn Hatfield Borough Council**  
**Fees and Charges**

As agreed by Full Council on the

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Community &amp; Leisure Services</b>	£	£	£	£	£	£	
<b>Mill Green Museum</b>							
- Adult entry fee - single	3.50	-	3.50	3.50	-	3.50	0.00
- Adult entry fee - annual pass	20.00	-	20.00	20.00	-	20.00	0.00
- Joint Adult entry fee - annual pass	30.00	-	30.00	30.00	-	30.00	0.00
- Special Events for Children (max. charge)	5.00	-	5.00	5.00	-	5.00	0.00
- Childrens drop-in activity (min charge)	3.00	-	3.00	3.50	-	3.50	16.67
- General School visit informal session	1.50	-	1.50	2.00	-	2.00	33.33
- Extra Charge for Miller on non milling day	50.00	-	50.00	50.00	-	50.00	0.00
- Adult Group visit - out of opening hours - both sites	50.00	-	50.00	50.00	-	50.00	0.00
Plus Adult admission fee (min 20 adults)							
Children's Groups - out of opening hours	45.00	-	45.00	45.00	-	45.00	0.00
Plus £1 per child Plus £2.50 each Adult							
Children's Groups - out of opening hours	45.00	-	45.00	45.00	-	45.00	0.00
Plus Taught Session std rates apply							
illustrated talk by curator off site	60.00	-	60.00	60.00	-	60.00	0.00
- Taught lesson (standard) per child	3.50	-	3.50	3.50	-	3.50	0.00
charge ( up to 28 children)	98.00	-	98.00	98.00	-	98.00	0.00
- Additional children added to standard lesson	3.50	-	3.50	4.00	-	4.00	14.29
- Combined visit to Museum and Roman Bath House - per child	6.00	-	6.00	6.50	-	6.50	8.33
- Combined visit to Museum and Roman Bath House - minimum charge upto 28 children	154.00	-	154.00	182.00	-	182.00	18.18
- Additional children added to combined visit	6.00	-	6.00	6.50	-	6.50	8.33
Hire of study area ( 1/2 day)	90.00	-	90.00	90.00	-	90.00	0.00
Hire of study area ( full day)	175.00	-	175.00	175.00	-	175.00	0.00
With free delegate access to Mill and Museum							
- loan boxes per 2 week period discounted with visits	20.00	-	20.00	30.00	-	30.00	50.00
Photocopying - single sheet	0.25	0.05	0.30	0.25	0.05	0.30	0.00
Photocopying - double sided	0.35	0.07	0.42	0.35	0.07	0.42	0.00
Laminating - A4 sheet	0.95	0.19	1.14	0.95	0.19	1.14	0.00
Laminating - A3 sheet	1.25	0.25	1.50	1.25	0.25	1.50	0.00
Digital Capture (by Staff) up to 5 images	10.00	2.00	12.00	10.00	2.00	12.00	0.00
Burned to CD extra	1.50	0.30	1.80	1.50	0.30	1.80	0.00
Printing of images black/white	2.50	0.50	3.00	2.50	0.50	3.00	0.00
Printing of Colour Images	3.00	0.60	3.60	3.00	0.60	3.60	0.00
Email of each Digital Image	2.00	0.40	2.40	2.00	0.40	2.40	0.00
* P&P charges extra @current rate							
Permits (AM only) for digital images on own equipment(non commercial)	7.50	1.50	9.00	7.50	1.50	9.00	0.00
<b>Welwyn Roman Baths</b>							
Entry fee - adults	3.50	-	3.50	3.50	-	3.50	0.00
Adult Group visits ( minimum of 14) Either inside or o/side the borough	49.00	-	49.00	49.00	-	49.00	0.00
School Visits (minimum of 14 children both inside/outside borough)	49.00	-	49.00	49.00	-	49.00	0.00

**Welwyn Hatfield Borough Council  
Fees and Charges**

As agreed by Full Council on the

Description	2015-16			2016-17			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Community Services</b>							
CCTV charge	100.00	-	100.00	103.00	-	103.00	3.00
Filming charge	POA	POA	POA		-	0.00	-



**Welwyn Hatfield Borough Council  
Fees and Charges**

As agreed by Full Council on the

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Local land searches *</b>							
Residential searches ( now comprising searches LLC1 & Con 29R )	75.00	15.00	90.00	75.00	15.00	90.00	0.00
Residential searches - Con29R only	58.00	11.60	69.60	58.00	11.60	69.60	0.00
Commercial / Industrial Land and /or non-residential ( now comprising LLC1 & Con29R	75.00	15.00	90.00	75.00	15.00	90.00	0.00
Commercial / Industrial Land and /or non-residential - Con29R only	58.00	11.60	69.60	58.00	11.60	69.60	0.00
Optional Enquiries	8.00	1.60	9.60	8.00	1.60	9.60	0.00
Additional Enquiry (Solicitors own question)	10.00	-	10.00	10.00	-	10.00	0.00
Extra Parcels of Land	8.00	1.60	9.60	8.00	1.60	9.60	0.00
Optional Enquiry No. 22	15.00	3.00	18.00	15.00	3.00	18.00	0.00
LLC1 search only	17.00	-	17.00	17.00	-	17.00	0.00
<b>Legal</b>							
Legal Photocopying Charges	42.50	-	42.50	42.50	-	42.50	0.00
Reports on Title	125.00	25.00	150.00	125.00	25.00	150.00	0.00
Boundary enquires	75.00	-	75.00	75.00	-	75.00	0.00
<b>Electoral Services</b>							
Sale of electoral registers ( data)	20.00	-	20.00	20.00	-	20.00	0.00
plus per 1000 enties	1.50	-	1.50	1.50	-	1.50	0.00
Sale of electoral registers ( printed)	10.00	-	10.00	10.00	-	10.00	0.00
plus per 1000 enties	5.00	-	5.00	5.00	-	5.00	0.00
<b>Democratic Services</b>							
<b>Freedom of Information requests</b>							
Photocopying of information per A4 sheet	0.10	0.02	0.12	0.10	0.02	0.12	0.00

**Welwyn Hatfield Borough Council  
Fees and Charges**

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Proposed Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Licensing</b>							
Animal Boarding Establishments	210.00	-	210.00	216.30	-	216.30	3.00
Home Animal Boarding Establishments	165.00	-	165.00	169.95	-	169.95	3.00
Ear Piercing	200.00	-	200.00	206.00	-	206.00	3.00
Tattooing/Other	250.00	-	250.00	257.50	-	257.50	3.00
Change of details on registration certificate	25.00	-	25.00	25.75	-	25.75	
Dangerous Wild Animals	290.00	-	290.00	298.70	-	298.70	3.00
Zoos	465.00	-	465.00	478.95	-	478.95	3.00
Dog Breeding Establishments	175.00	-	175.00	180.25	-	180.25	3.00
Gaming Machine Permits							
Two machines on licensed premises	50.00	-	50.00	50.00	-	50.00	0.00
Grant	150.00	-	150.00	150.00	-	150.00	0.00
More than two machines existing	100.00	-	100.00	100.00	-	100.00	0.00
More than two machines other cases	150.00	-	150.00	150.00	-	150.00	0.00
More than two machines variation	100.00	-	100.00	100.00	-	100.00	0.00
More than two machines transferred	25.00	-	25.00	25.00	-	25.00	0.00
Annual Fees	50.00	-	50.00	50.00	-	50.00	0.00
Substitute Name	25.00	-	25.00	25.00	-	25.00	0.00
Copy of Permit	15.00	-	15.00	15.00	-	15.00	0.00
Club Gaming Permits Club machine permits							
Two machines on licensed premises	50.00	-	50.00	50.00	-	50.00	0.00
Grant	200.00	-	200.00	200.00	-	200.00	0.00
Grant (Club premises certificate holder)	100.00	-	100.00	100.00	-	100.00	0.00
More than two machines variation	100.00	-	100.00	100.00	-	100.00	0.00
Renewal	200.00	-	200.00	200.00	-	200.00	0.00
Renewal (Club premises certificate holder)	100.00	-	100.00	100.00	-	100.00	0.00
Annual Fees	50.00	-	50.00	50.00	-	50.00	0.00
Substitute Name	25.00	-	25.00	25.00	-	25.00	0.00
Copy of Permit	15.00	-	15.00	15.00	-	15.00	0.00
Gambling Premises new application							
New Small Casino	8,000.00	-	8,000.00	8,240.00	-	8,240.00	3.00
New Large Casino	10,000.00	-	10,000.00	10,300.00	-	10,300.00	3.00
Regional Casino	15,000.00	-	15,000.00	15,450.00	-	15,450.00	3.00
Bingo Club	1,600.00	-	1,600.00	1,648.00	-	1,648.00	3.00
Betting premises ( excluding tracks)	1,500.00	-	1,500.00	1,545.00	-	1,545.00	3.00
Tracks	2,500.00	-	2,500.00	2,575.00	-	2,575.00	3.00
Family Entertainment Centre	1,200.00	-	1,200.00	1,236.00	-	1,236.00	3.00
Adult Gaming Centre	1,200.00	-	1,200.00	1,236.00	-	1,236.00	3.00
Gambling Premises annual fee							
New Small Casino	5,000.00	-	5,000.00	5,150.00	-	5,150.00	3.00
New Large Casino	10,000.00	-	10,000.00	10,300.00	-	10,300.00	3.00
Regional Casino	15,000.00	-	15,000.00	15,450.00	-	15,450.00	3.00
Bingo Club	500.00	-	500.00	515.00	-	515.00	3.00
Betting premises ( excluding tracks)	300.00	-	300.00	309.00	-	309.00	3.00
Tracks	1,000.00	-	1,000.00	1,030.00	-	1,030.00	3.00
Family Entertainment Centre	300.00	-	300.00	309.00	-	309.00	3.00
Adult Gaming Centre	500.00	-	500.00	515.00	-	515.00	3.00
Gambling Premises application for a provisional statement							
New Small Casino	8,000.00	-	8,000.00	8,240.00	-	8,240.00	3.00
New Large Casino	10,000.00	-	10,000.00	10,300.00	-	10,300.00	3.00
Regional Casino	15,000.00	-	15,000.00	15,450.00	-	15,450.00	3.00
Bingo Club	1,600.00	-	1,600.00	1,648.00	-	1,648.00	3.00
Betting premises ( excluding tracks)	1,300.00	-	1,300.00	1,339.00	-	1,339.00	3.00
Tracks	2,500.00	-	2,500.00	2,575.00	-	2,575.00	3.00
Family Entertainment Centre	1,300.00	-	1,300.00	1,339.00	-	1,339.00	3.00
Adult Gaming Centre	1,300.00	-	1,300.00	1,339.00	-	1,339.00	3.00

**Welwyn Hatfield Borough Council  
Fees and Charges**

As agreed by Full Council on the

Description	2015-16			2016-17			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
Licensing	£	£	£	£	£	£	
Gambling Premises application for transfer							
New Small Casino	1800.00	-	1,800.00	1,854.00	-	1,854.00	3.00
New Large Casino	2150.00	-	2,150.00	2,214.50	-	2,214.50	3.00
Regional Casino	6500.00	-	6,500.00	6,695.00	-	6,695.00	3.00
Bingo Club	700.00	-	700.00	721.00	-	721.00	3.00
Betting premises ( excluding tracks)	700.00	-	700.00	721.00	-	721.00	3.00
Tracks	950.00	-	950.00	978.50	-	978.50	3.00
Family Entertainment Centre	500.00	-	500.00	515.00	-	515.00	3.00
Adult Gaming Centre	600.00	-	600.00	618.00	-	618.00	3.00
Gambling Premises application to vary							
New Small Casino	4,000.00	-	4,000.00	4,120.00	-	4,120.00	3.00
New Large Casino	5,000.00	-	5,000.00	5,150.00	-	5,150.00	3.00
Regional Casino	7,500.00	-	7,500.00	7,725.00	-	7,725.00	3.00
Bingo Club	1,500.00	-	1,500.00	1,545.00	-	1,545.00	3.00
Betting premises ( excluding tracks)	1,300.00	-	1,300.00	1,339.00	-	1,339.00	3.00
Tracks	1,250.00	-	1,250.00	1,287.50	-	1,287.50	3.00
Family Entertainment Centre	600.00	-	600.00	618.00	-	618.00	3.00
Adult Gaming Centre	600.00	-	600.00	618.00	-	618.00	3.00
Gambling Premises application for reinstatement							
New Small Casino	1,800.00	-	1,800.00	1,854.00	-	1,854.00	3.00
New Large Casino	2,150.00	-	2,150.00	2,214.50	-	2,214.50	3.00
Regional Casino	6,500.00	-	6,500.00	6,695.00	-	6,695.00	3.00
Bingo Club	700.00	-	700.00	721.00	-	721.00	3.00
Betting premises ( excluding tracks)	700.00	-	700.00	721.00	-	721.00	3.00
Tracks	950.00	-	950.00	978.50	-	978.50	3.00
Family Entertainment Centre	500.00	-	500.00	515.00	-	515.00	3.00
Adult Gaming Centre	700.00	-	700.00	721.00	-	721.00	3.00
Gambling Premises provisional statement holders							
New Small Casino	3,000.00	-	3,000.00	3,090.00	-	3,090.00	3.00
New Large Casino	5,000.00	-	5,000.00	5,150.00	-	5,150.00	3.00
Regional Casino	8,000.00	-	8,000.00	8,240.00	-	8,240.00	3.00
Bingo Club	700.00	-	700.00	721.00	-	721.00	3.00
Betting premises ( excluding tracks)	700.00	-	700.00	721.00	-	721.00	3.00
Tracks	950.00	-	950.00	978.50	-	978.50	3.00
Family Entertainment Centre	750.00	-	750.00	772.50	-	772.50	3.00
Adult Gaming Centre	750.00	-	750.00	772.50	-	772.50	3.00
Sex Shop or Sex Cinema	1,400.00	-	1,400.00	1,442.00	-	1,442.00	3.00
Sexual Entertainment Venue	630.00	-	630.00	648.90	-	648.90	3.00
Hypnotism application	155.00	-	155.00	159.65	-	159.65	-
Gambling Premises notification of change	50.00	-	50.00	51.50	-	51.50	3.00
Gambling Premises copy of Licence	25.00	-	25.00	25.75	-	25.75	3.00
Lottery Registration	40.00	-	40.00	40.00	-	40.00	0.00
Lottery Renewal	20.00	-	20.00	20.00	-	20.00	0.00
Pet Shops	165.00	-	165.00	169.95	-	169.95	3.00
Scrap Metal							
Site Licence Application	730.00	-	730.00	751.90	-	751.90	3.00
Collectors Licence Application	610.00	-	610.00	628.30	-	628.30	3.00
Site Licence Renewal	495.00	-	495.00	509.85	-	509.85	3.00
Collectors Licence Renewal	470.00	-	470.00	484.10	-	484.10	3.00
Variation (site licence to collectors licence)	80.00	-	80.00	82.40	-	82.40	3.00
Variation (collectors licence to site licence)	145.00	-	145.00	149.35	-	149.35	3.00
Change of site	80.00	-	80.00	82.40	-	82.40	3.00
Change of site manager	65.00	-	65.00	66.95	-	66.95	3.00
Change of name or address	45.00	-	45.00	46.35	-	46.35	3.00

**Welwyn Hatfield Borough Council  
Fees and Charges**

As agreed by Full Council on the

Description	2015-16			2016-17			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Licensing</b>	£	£	£	£	£	£	
Premises & Clubs - new applications							
Rateable value :- Band A	100.00	-	100.00	100.00	-	100.00	0.00
:- Band B	190.00	-	190.00	190.00	-	190.00	0.00
:- Band C	315.00	-	315.00	315.00	-	315.00	0.00
:- Band D	450.00	-	450.00	450.00	-	450.00	0.00
:- Band E	635.00	-	635.00	635.00	-	635.00	0.00
:- Minor variations	89.00	-	89.00	89.00	-	89.00	0.00
Additional fees for premises holding more than 5000 persons							
5,000 - 9,999	1,000.00	-	1,000.00	1,000.00	-	1,000.00	0.00
10,000 - 14,999	2,000.00	-	2,000.00	2,000.00	-	2,000.00	0.00
15,000 - 19,999	4,000.00	-	4,000.00	4,000.00	-	4,000.00	0.00
20,000 - 29,999	8,000.00	-	8,000.00	8,000.00	-	8,000.00	0.00
30,000 - 39,999	16,000.00	-	16,000.00	16,000.00	-	16,000.00	0.00
40,000 - 49,999	24,000.00	-	24,000.00	24,000.00	-	24,000.00	0.00
50,000 - 59,999	32,000.00	-	32,000.00	32,000.00	-	32,000.00	0.00
60,000 - 69,999	40,000.00	-	40,000.00	40,000.00	-	40,000.00	0.00
70,000 - 79,999	48,000.00	-	48,000.00	48,000.00	-	48,000.00	0.00
80,000 - 89,999	56,000.00	-	56,000.00	56,000.00	-	56,000.00	0.00
90,000 and over	64,000.00	-	64,000.00	64,000.00	-	64,000.00	0.00
Premises & Clubs - Annual Fee (Renewals)							
Rateable value :- Band A	70.00	-	70.00	70.00	-	70.00	0.00
:- Band B	180.00	-	180.00	180.00	-	180.00	0.00
:- Band C	295.00	-	295.00	295.00	-	295.00	0.00
:- Band D	320.00	-	320.00	320.00	-	320.00	0.00
:- Band E	350.00	-	350.00	350.00	-	350.00	0.00
Additional fees for premises holding more than 5000 persons							
5,000 - 9,999	500.00	-	500.00	500.00	-	500.00	0.00
10,000 - 14,999	1,000.00	-	1,000.00	1,000.00	-	1,000.00	0.00
15,000 - 19,999	2,000.00	-	2,000.00	2,000.00	-	2,000.00	0.00
20,000 - 29,999	4,000.00	-	4,000.00	4,000.00	-	4,000.00	0.00
30,000 - 39,999	8,000.00	-	8,000.00	8,000.00	-	8,000.00	0.00
40,000 - 49,999	12,000.00	-	12,000.00	12,000.00	-	12,000.00	0.00
50,000 - 59,999	16,000.00	-	16,000.00	16,000.00	-	16,000.00	0.00
60,000 - 69,999	20,000.00	-	20,000.00	20,000.00	-	20,000.00	0.00
70,000 - 79,999	24,000.00	-	24,000.00	24,000.00	-	24,000.00	0.00
80,000 - 89,999	28,000.00	-	28,000.00	28,000.00	-	28,000.00	0.00
90,000 and over	32,000.00	-	32,000.00	32,000.00	-	32,000.00	0.00
Personal Licence	37.00	-	37.00	37.00	-	37.00	0.00
Application for the grant or renewal of a personal licence	37.00	-	37.00	37.00	-	37.00	0.00
Temporary Event Notice	21.00	-	21.00	21.00	-	21.00	0.00
Replacement of premises licence or summary	10.50	-	10.50	10.50	-	10.50	0.00
80,000 - 89,999							



<b>Environmental Health</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
Level 2 - Food Safety in Catering	65.00	-	65.00	65.00	-	65.00	0.00
Level 3 - Food safety in Catering	270.00	-	270.00	270.00	-	270.00	0.00
Level 3 - Refresher Course	150.00	-	150.00	150.00	-	150.00	0.00
Resilience awareness training (organisation)	500.00	-	500.00	500.00	-	500.00	0.00
Small Business Support course ( part day)	65.00	-	65.00	65.00	-	65.00	
Small Business Support course ( full day)	130.00	-	125.00	130.00	-	130.00	
Small Food Business workshops	45.00	-	45.00	45.00	-	45.00	0.00
Replacement food hygiene/safety certificate	40.00	-	40.00	40.00	-	40.00	0.00
<b>EPA prescribed processes - application fees</b>							
<b>these fees are subject to change by statute</b>							
EPA part B installation	1,579.00	-	1,579.00	1,579.00	-	1,579.00	0.00
Additional fee for operating without a permit	1,137.00	-	1,137.00	1,137.00	-	1,137.00	0.00
Reduced Fee activities	148.00	-	148.00	148.00	-	148.00	0.00
PVR I & II	246.00	-	246.00	246.00	-	246.00	0.00
Vehicle Refinishers	346.00	-	346.00	346.00	-	346.00	0.00
Reduced Fee activities : Additional fee for operating without a permit.	68.00	-	68.00	68.00	-	68.00	0.00
Mobile screening & crushing plant for the 3rd to 7th applications	1,579.00	-	1,579.00	1,579.00	-	1,579.00	0.00
for the 8th & subsequent applications	943.00	-	943.00	943.00	-	943.00	0.00
	477.00	-	477.00	477.00	-	477.00	0.00
<b>Where an application for any of the above is for a combined Part B and waste application, add an extra £297 to the above amounts</b>							
<b>Annual Subsistence Charges</b>							
Annual Subsistence Charge - low risk *	739.00	-	739.00	739.00	-	739.00	0.00
Annual Subsistence Charge - medium risk *	1,111.00	-	1,111.00	1,111.00	-	1,111.00	0.00
Annual subsistence Charge - high risk *	1,672.00	-	1,672.00	1,672.00	-	1,672.00	0.00
Annual Subsistence Charge - petrol stations, dry cleaners or waste oil burners.	146.00	-	146.00	146.00	-	146.00	0.00
Reduced fee activities - low	76.00	-	76.00	76.00	-	76.00	0.00
Reduced fee activities - medium	151.00	-	151.00	151.00	-	151.00	0.00
Reduced fee activities - high	227.00	-	227.00	227.00	-	227.00	0.00
PVR I & II - low	108.00	-	108.00	108.00	-	108.00	0.00
PVR I & II - medium	216.00	-	216.00	216.00	-	216.00	0.00
PVR I & II - high	326.00	-	326.00	326.00	-	326.00	0.00
Vehicle Refinishers - low	218.00	-	218.00	218.00	-	218.00	0.00
Vehicle Refinishers - medium	349.00	-	349.00	349.00	-	349.00	0.00
Vehicle Refinishers - high	524.00	-	524.00	524.00	-	524.00	0.00
Odirising of natural gas	357.00	-	357.00	357.00	-	357.00	0.00
Mobile screening & crushing plant - low	618.00	-	618.00	618.00	-	618.00	0.00
Mobile screening & crushing plant - medium	989.00	-	989.00	989.00	-	989.00	0.00
Mobile screening & crushing plant - high	1,484.00	-	1,484.00	1,484.00	-	1,484.00	0.00
for the 3rd to 7th applications - low	368.00	-	368.00	368.00	-	368.00	0.00
for the 3rd to 7th applications - medium	590.00	-	590.00	590.00	-	590.00	0.00
for the 3rd to 7th applications - high	884.00	-	884.00	884.00	-	884.00	0.00
for the 8th & subsequent applications - low	189.00	-	189.00	189.00	-	189.00	0.00
for the 8th & subsequent applications - medium	302.00	-	302.00	302.00	-	302.00	0.00
for the 8th & subsequent applications - high	453.00	-	453.00	453.00	-	453.00	0.00
<b>* these additional amounts must be charged where a permit is for a combined Part B and waste installation</b>							
Low Risk	99.00	-	99.00	99.00	-	99.00	0.00
Medium risk	149.00	-	149.00	149.00	-	149.00	0.00
High Risk	198.00	-	198.00	198.00	-	198.00	0.00

**Welwyn Hatfield Borough Council  
Fees and Charges**

As agreed by Full Council on the

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Environmental Health</b>	£	£	£	£	£	£	
<b>Transfer &amp; Surrender</b>							
Standard process transfer	162.00	-	162.00	162.00	-	162.00	0.00
Standard process partial transfer	476.00	-	476.00	476.00	-	476.00	0.00
Surrender : all Part B activities							
Reduced fee activities : transfer							
Reduced fee activities : partial transfer	75.00	-	75.00	75.00	-	75.00	0.00
<b>Substantial change S10 &amp; S11</b>							
Standard process	1,005.00	-	1,005.00	1,005.00	-	1,005.00	0.00
Standard process where the substantial change results in a new PPC activity.	1,579.00	-	1,579.00	1,579.00	-	1,579.00	0.00
Change due to implementing an upgrading plan (applies to LAPC only)	141.00	-	141.00	141.00	-	141.00	0.00
Reduced fee activities	98.00	-	98.00	98.00	-	98.00	0.00
Certificate of Voluntary Surrender of Food (plus Officer & Disposal Costs)	160.00	-	160.00	160.00	-	160.00	0.00
Sale of Food Safety Act Register	235.00	-	235.00	235.00	-	235.00	0.00
Food Safety Export check	60.00	-	60.00	60.00	-	60.00	0.00
Storage of noise making equipment following seizure ( plus officer cost)	555.00	-	555.00	555.00	-	555.00	0.00
Fixed penalty notice for smoking in a smoke free place	50.00	-	50.00	50.00	-	50.00	0.00
Discounted to if paid within 30 days	30.00	-	30.00	30.00	-	30.00	0.00
Failure to display smoking signs	200.00	-	200.00	200.00	-	200.00	0.00
Discounted to if paid within 30 days	150.00	-	150.00	150.00	-	150.00	0.00
<b>Private Water Supplies &amp; Distribution Systems</b>							
Risk Assessment	500.00	-	500.00	500.00	-	500.00	0.00
Sampling - each visit ( maximum fee)	100.00	-	100.00	100.00	-	100.00	0.00
Investigation ( each investigation)	100.00	-	100.00	100.00	-	100.00	0.00
Granting an Authorisation	100.00	-	100.00	100.00	-	100.00	0.00
Analysing a sample							
taken under regulation 10	25.00	-	25.00	25.00	-	25.00	0.00
taken during check monitoring	100.00	-	100.00	100.00	-	100.00	0.00
taken during audit monitoring	500.00	-	500.00	500.00	-	500.00	0.00
Environmental Search for Contaminated Land	90.00	-	90.00	90.00	-	90.00	0.00
Officer time for work in default - Head of Service	65.69	13.14	78.83	65.69	13.14	78.83	0.00
Officer time for work in default - Team Leader	46.01	9.20	55.21	46.01	9.20	55.21	0.00
Officer time for work in default - EHO	42.15	8.43	50.58	42.15	8.43	50.58	0.00
Officer time for work in default - EHTO	29.52	5.90	35.42	29.52	5.90	35.42	0.00
Officer time for work in default - EHTSO	19.74	3.95	23.69	19.74	3.95	23.69	0.00
charges for works carried out during the following times							
Monday - Friday 7pm - 8am time and a half							
Saturday - time and a half							
Sunday & Bank Holidays - double time							
Provision of a factual statement to the victim of an accident	POA	POA	POA	POA	POA	POA	-

**Welwyn Hatfield Borough Council  
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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Proposed Fee	Vat 20%	Total Fee	
<b>Planning</b>	£	£	£	£	£	£	
Residential properties enlargement, improvement/alteration of dwellings for domestic purposes - 1 dwelling	172.00	-	172.00	172.00	-	172.00	0.00
Residential properties enlargement, improvement/alteration of dwellings for domestic purposes - 2 or more dwellings	339.00	-	339.00	339.00	-	339.00	0.00
Operations with residential curtilage for domestic purposes ( including buildings, gates & fences etc.)	172.00	-	172.00	172.00	-	172.00	0.00
Car park, road & access to serve single undertaking where associated with existing use.	195.00	-	195.00	195.00	-	195.00	0.00
New dwellings outline permission :- Site less than 2.5ha - price per 0.1ha	385.00	-	385.00	385.00	-	385.00	0.00
Site greater than 2.5ha - plus price per 0.1ha above 2.5ha (maximum £125,000)	9,527.00 115.00	- -	9,527.00 115.00	9,527.00 115.00	- -	9,527.00 115.00	0.00 0.00
Upto 50 new dwellings - price per dwelling	385.00	-	385.00	385.00	-	385.00	0.00
51 or more new dwellings - plus fee per additional dwelling above 50 (maximum £250,000)	19,049.00 115.00	- -	19,049.00 115.00	19,049.00 115.00	- -	19,049.00 115.00	0.00 0.00
Buildings outline permission ( other dwellings, agricultural buildings or plant & glass houses etc) :- Site less than 2.5ha - price per 0.1ha	385.00	-	385.00	385.00	-	385.00	0.00
Site greater than 2.5ha - plus fee per additional 0.1ha above 2.5ha (maximum £125,000)	9,527.00 115.00	- -	9,527.00 115.00	9,527.00 115.00	- -	9,527.00 115.00	0.00 0.00
Commercial Planning fees - other cases :- No floor space created	195.00	-	195.00	195.00	-	195.00	0.00
If less than 40sqm	195.00	-	195.00	195.00	-	195.00	0.00
If between 40sqm - 75sqm gross floor space	385.00	-	385.00	385.00	-	385.00	0.00
If between 75sqm - 3750sqm, price per each 75sqm of gross floor space created	385.00	-	385.00	385.00	-	385.00	0.00
If greater than 3750sqm gross floor space plus additional fee per each 75sqm over 3750sqm (maximum £50,000)	19,049.00 115.00	- -	19,049.00 115.00	19,049.00 115.00	- -	19,049.00 115.00	0.00 0.00
Prior approval applications comprising of a material change of use of any buildings or other land	80.00	-	80.00	80.00	-	80.00	0.00
Prior approval applications comprising of associated operational development	172.00	-	172.00	172.00	-	172.00	0.00
Commercial outline planning fees - Agricultural buildings on agricultural land ( other than glasshouses) :- Site less than 2.5ha - price per 0.1ha	385.00	-	385.00	385.00	-	385.00	0.00
Site greater than 2.5ha - plus fee per additional 0.1ha (maximum £25,000)	9,527.00 115.00	- -	9,527.00 115.00	9,527.00 115.00	- -	9,527.00 115.00	0.00 0.00



**Welwyn Hatfield Borough Council  
Fees and Charges**

As agreed by Full Council on the

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
	£	£	£	£	£	£	
<b>Planning</b>							
Commercial planning fees - Other Agricultural Cases :-							
If less than 465sqm gross floor space created	80.00	-	80.00	80.00	-	80.00	0.00
If between 465sqm - 540sqm gross floor space created	385.00	-	385.00	385.00	-	385.00	0.00
If between 540sqm - 4215sqm gross floor space created	385.00	-	385.00	385.00	-	385.00	0.00
plus fee per additional 75sqm above 540sqm	385.00	-	385.00	385.00	-	385.00	0.00
If over 4215sqm floor space created	19,049.00	-	19,049.00	19,049.00	-	19,049.00	0.00
plus fee per additional 75sqm above 4215sqm (maximum £250,000)	115.00	-	115.00	115.00	-	115.00	0.00
Commercial planning fees - Glasshouses & poly tunnels agricultural land :-							
up to 465sqm	80.00	-	80.00	80.00	-	80.00	0.00
exceeding 465sqm	2,150.00	-	2,150.00	2,150.00	-	2,150.00	0.00
Commercial planning fees - Erection, alteration or replacement of plant & machinery where site area does not exceed 5ha - fee per 0.1ha	385.00	-	385.00	385.00	-	385.00	0.00
where site area exceeds 5ha - plus fee per additional 0.1 ha ( maximum £250,000)	19,049.00	-	19,049.00	19,049.00	-	19,049.00	0.00
Commercial planning fees - Operations connected with exploratory drilling for oil and gas :-							
Where site area does not exceed 7.5ha - fee for each 0.1 ha	385.00	-	385.00	385.00	-	385.00	0.00
Where site area exceeds 7.5ha plus additional fee for each 0.1ha above 7.5ha (maximum £250,000 )	28,750.00	-	28,750.00	28,750.00	-	28,750.00	0.00
Commercial planning fees - operations not within the above categories :-							
Where site area does not exceed 15ha - fee per 0.1ha	195.00	-	195.00	195.00	-	195.00	0.00
Where site area exceeds 15ha - plus additional fee per 0.1ha above 15ha (maximum £250,000 )	29,112.00	-	29,112.00	29,112.00	-	29,112.00	0.00
Change of use of a building to one or more dwellings :-							
Where change is from a single dwelling to 50 or fewer dwellings - fee per dwelling	385.00	-	385.00	385.00	-	385.00	0.00
51 or more dwellings - plus additional fee per dwelling over 50 ( maximum £250,000)	19,049.00	-	19,049.00	19,049.00	-	19,049.00	0.00
	115.00	-	115.00	115.00	-	115.00	0.00

**Welwyn Hatfield Borough Council  
Fees and Charges**

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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Planning</b>	£	£	£	£	£	£	
Other cases :-							
To 50 or fewer dwellings - fee per dwelling	385.00	-	385.00	385.00	-	385.00	0.00
51 or more dwellings -	19,049.00	-	19,049.00	19,049.00	-	19,049.00	0.00
plus additional fee per dwelling over 50 ( maximum £250,000)	115.00	-	115.00	115.00	-	115.00	0.00
Use of disposal of refuse or waste materials and open mineral storage :-							
Where site area does not exceed 15ha - fee for each 0.1ha	195.00	-	195.00	195.00	-	195.00	0.00
Where site area exceeds 15ha - plus additional fee per 0.1ha above 15ha ( maximum £65,000)	29,112.00	-	29,112.00	29,112.00	-	29,112.00	0.00
	115.00	-	115.00	115.00	-	115.00	0.00
Other operations ( not coming within any of the above categories) any site area each 0.1 hectare (or part there of) up to a maximum of £1,690.	195.00	-	195.00	195.00	-	195.00	0.00
Material change of use in land or buildings other than above	385.00	-	385.00	385.00	-	385.00	0.00
Advertisements :-							
A1 - Business premises or other land within business curtilage relating to nature of business goods sold, services provided or name of persons undertaking business.	110.00	-	110.00	110.00	-	110.00	0.00
A2 - Sign relating to business in the same locality as the site but not visible from that site	110.00	-	110.00	110.00	-	110.00	0.00
A3 - All other advertisements	385.00	-	385.00	385.00	-	385.00	0.00
Variation of a Condition	195.00	-	195.00	195.00	-	195.00	0.00
Discharge of a Condition (for each request)							
Householder	28.00	-	28.00	28.00	-	28.00	0.00
Other	97.00	-	97.00	97.00	-	97.00	0.00
Non-material changes to Planning Permission							
Householder	28.00	-	28.00	28.00	-	28.00	0.00
Other	195.00	-	195.00	195.00	-	195.00	0.00
Retrospective Estate Management Consent	242.00	-	242.00	242.00	-	242.00	0.00
Pre-application advice :- Annual Fee	4,500.00	900.00	5,400.00	4,500.00	900.00	5,400.00	0.00
S106/legal agreements / obligations ( excludes any legal costs incurred by the Council which are paid by the applicant).							
Confirmation of compliance with clause(s)	257.14	51.43	308.57	257.14	51.43	308.57	0.00
Discharge or modification of obligation to householder	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Discharge or modification of obligation ( all except householder)	482.32	96.46	578.78	482.32	96.46	578.78	0.00
New householder related with associated planning application	172.00	34.40	206.40	172.00	34.40	206.40	0.00
New for housing developments between 10 - 24 houses	618.46	123.69	742.15	618.46	123.69	742.15	0.00
New for housing developments between 25 - 100 houses	699.46	139.89	839.35	699.46	139.89	839.35	0.00
New for housing developments between 101 - 300 houses	957.56	191.51	1,149.07	957.56	191.51	1,149.07	0.00
Monitoring and Administration of s106 planning obligations - 5% of the total value of the contributions up to a maximum of £5000							
an hourly rate and an estimate of the total legal costs when Legal is first instructed. The Applicant is responsible for paying any abortive							

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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Planning</b>	£	£	£	£	£	£	
<b>Pre-application advice</b>							
<b>Householder</b>							
Level 1 advice	41.67	8.33	50.00	41.67	8.33	50.00	0.00
Level 2 advice	62.50	12.50	75.00	62.50	12.50	75.00	0.00
Level 2 follow-up advice	41.67	8.33	50.00	41.67	8.33	50.00	0.00
Level 3 advice	83.33	16.67	100.00	83.33	16.67	100.00	0.00
Level 3 follow-up advice	62.50	12.50	75.00	62.50	12.50	75.00	0.00
<b>Single dwelling</b>							
Level 1 advice	83.33	16.67	100.00	83.33	16.67	100.00	0.00
Level 2 advice	125.00	25.00	150.00	125.00	25.00	150.00	0.00
Level 2 follow-up advice	83.33	16.67	100.00	83.33	16.67	100.00	0.00
Level 3 advice	250.00	50.00	300.00	250.00	50.00	300.00	0.00
Level 3 follow-up advice	145.83	29.17	175.00	145.83	29.17	175.00	0.00
<b>2- 5 dwellings</b>							
Level 1 advice	229.17	45.83	275.00	229.17	45.83	275.00	0.00
Level 2 advice	416.67	83.33	500.00	416.67	83.33	500.00	0.00
Level 2 follow-up advice	208.33	41.67	250.00	208.33	41.67	250.00	0.00
Level 3 advice	583.33	116.67	700.00	583.33	116.67	700.00	0.00
Level 3 follow-up advice	333.33	66.67	400.00	333.33	66.67	400.00	0.00
<b>6-9 dwellings</b>							
Level 1 advice	333.33	66.67	400.00	333.33	66.67	400.00	0.00
Level 2 advice	541.67	108.33	650.00	541.67	108.33	650.00	0.00
Level 2 follow-up advice	250.00	50.00	300.00	250.00	50.00	300.00	0.00
Level 3 advice	708.33	141.67	850.00	708.33	141.67	850.00	0.00
Level 3 follow-up advice	500.00	100.00	600.00	500.00	100.00	600.00	0.00
<b>10 – 24 dwellings</b>							
Level 1 advice	458.33	91.67	550.00	458.33	91.67	550.00	0.00
Level 2 advice	750.00	150.00	900.00	750.00	150.00	900.00	0.00
Level 2 follow-up advice	333.33	66.67	400.00	333.33	66.67	400.00	0.00
Level 3 advice	1,000.00	200.00	1,200.00	1,000.00	200.00	1,200.00	0.00
Level 3 follow-up advice	583.33	116.67	700.00	583.33	116.67	700.00	0.00
<b>25 – 50 dwellings</b>							
Level 1 advice	708.33	141.67	850.00	708.33	141.67	850.00	0.00
Level 2 advice for 25 dwellings	833.33	166.67	1,000.00	833.33	166.67	1,000.00	0.00
+ for each additional 5 dwellings or part thereof	83.33	16.67	100.00	83.33	16.67	100.00	0.00
Level 2 follow-up advice	666.67	133.33	800.00	666.67	133.33	800.00	0.00
Level 3 advice for 25 dwellings	1,250.00	250.00	1,500.00	1,250.00	250.00	1,500.00	0.00
+ for each additional 5 dwellings or part thereof	83.33	16.67	100.00	83.33	16.67	100.00	0.00
Level 3 follow-up advice	833.33	166.67	1,000.00	833.33	166.67	1,000.00	0.00
<b>51 + dwellings</b>	POA	POA	POA	POA	POA	POA	
<b>Walls, fences (boundaries) (not householder)</b>							
Level 1 advice	83.33	16.67	100.00	83.33	16.67	100.00	0.00
Level 2 advice	125.00	25.00	150.00	125.00	25.00	150.00	0.00
Level 2 follow-up advice	62.50	12.50	75.00	62.50	12.50	75.00	0.00
Level 3 advice	208.33	41.67	250.00	208.33	41.67	250.00	0.00
Level 3 follow-up advice	125.00	25.00	150.00	125.00	25.00	150.00	0.00
<b>Listed buildings (householders) where planning permission is not required</b>							
Level 2 advice	83.33	16.67	100.00	83.33	16.67	100.00	0.00
Level 2 follow-up advice	41.67	8.33	50.00	41.67	8.33	50.00	0.00
Level 3 advice	125.00	25.00	150.00	125.00	25.00	150.00	0.00
Level 3 follow-up advice	83.33	16.67	100.00	83.33	16.67	100.00	0.00
<b>Listed buildings (commercial) where planning permission is not required</b>							
Level 2 advice	208.33	41.67	250.00	208.33	41.67	250.00	0.00
Level 2 follow-up advice	125.00	25.00	150.00	125.00	25.00	150.00	0.00
Level 3 advice	250.00	50.00	300.00	250.00	50.00	300.00	0.00
Level 3 follow-up advice	166.67	33.33	200.00	166.67	33.33	200.00	0.00

**Welwyn Hatfield Borough Council  
Fees and Charges**

As agreed by Full Council on the

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Planning</b>	£	£	£	£	£	£	
<b>Proposed Floor Areas (m<sup>2</sup>)</b>							
<b>Up to 100</b>							
Level 1 advice	83.33	16.67	100.00	83.33	16.67	100.00	0.00
Level 2 advice	125.00	25.00	150.00	125.00	25.00	150.00	0.00
Level 2 follow-up advice	83.33	16.67	100.00	83.33	16.67	100.00	0.00
Level 3 advice	250.00	50.00	300.00	250.00	50.00	300.00	0.00
Level 3 follow-up advice	166.67	33.33	200.00	166.67	33.33	200.00	0.00
<b>101-500</b>							
Level 1 advice	166.67	33.33	200.00	166.67	33.33	200.00	0.00
Level 2 advice	416.67	83.33	500.00	416.67	83.33	500.00	0.00
Level 2 follow-up advice	208.33	41.67	250.00	208.33	41.67	250.00	0.00
Level 3 advice	583.33	116.67	700.00	583.33	116.67	700.00	0.00
Level 3 follow-up advice	291.67	58.33	350.00	291.67	58.33	350.00	0.00
<b>501-1000</b>							
Level 1 advice	250.00	50.00	300.00	250.00	50.00	300.00	0.00
Level 2 advice	666.67	133.33	800.00	666.67	133.33	800.00	0.00
Level 2 follow-up advice	291.67	58.33	350.00	291.67	58.33	350.00	0.00
Level 3 advice	916.67	183.33	1,100.00	916.67	183.33	1,100.00	0.00
Level 3 follow-up advice	416.67	83.33	500.00	416.67	83.33	500.00	0.00
<b>1001 – 5000</b>							
Level 1 advice	416.67	83.33	500.00	416.67	83.33	500.00	0.00
Level 2 advice	1,250.00	250.00	1,500.00	1,250.00	250.00	1,500.00	0.00
Level 2 follow-up advice	333.33	66.67	400.00	333.33	66.67	400.00	0.00
Level 3 advice	2,083.33	416.67	2,500.00	2,083.33	416.67	2,500.00	0.00
Level 3 follow-up advice	625.00	125.00	750.00	625.00	125.00	750.00	0.00
<b>5000+ individually calculated based on the proposal</b>	POA	POA	POA	POA	POA	POA	
<b>Change of Use (not for the creation of dwellinghouses)</b>							
Level 1 advice	125.00	25.00	150.00	125.00	25.00	150.00	0.00
Level 2 advice	250.00	50.00	300.00	250.00	50.00	300.00	0.00
Level 2 follow-up advice	333.33	66.67	400.00	333.33	66.67	400.00	0.00
Level 3 advice	375.00	75.00	450.00	375.00	75.00	450.00	0.00
some developments may require an assessment which is not listed below. This will not prevent the local planning authority from seeking to							
The Local Planning Authority will, for each development, keep a record of the costs and/or hours worked for each issue and will either							
The following charges are given for a development of 100 houses and is indicative of the level and type of charges that could be incurred.							
<b>Officer Time</b>							
Principal Development Management Officer*	4,166.67	833.33	5,000.00	4,166.67	833.33	5,000.00	0.00
Senior Development Management Officer *	12,500.00	2,500.00	15,000.00	12,500.00	2,500.00	15,000.00	0.00
*These charges are on the basis of a Senior Planning Officer leading the discussions for WHBC and upon four meetings. Different officers / number of meetings might result in a different charge. The appropriate officer to deal with a scheme will be determined by the Development Management Department.							
<b>Assessments</b>							
Viability assessment	16,666.67	3,333.33	20,000.00	16,666.67	3,333.33	20,000.00	0.00
Legal – re obligations/ advice	4,166.67	833.33	5,000.00	4,166.67	833.33	5,000.00	0.00
Marketing assessment	8,333.33	1,666.67	10,000.00	8,333.33	1,666.67	10,000.00	0.00
Daylight/Sunlight assessment	6,250.00	1,250.00	7,500.00	6,250.00	1,250.00	7,500.00	0.00
Economic/Employment Statement	8,333.33	1,666.67	10,000.00	8,333.33	1,666.67	10,000.00	0.00
<b>Consultees</b>							
Environmental Health –							
- Contaminated Land	833.33	166.67	1,000.00	833.33	166.67	1,000.00	0.00
- Air Quality	416.67	83.33	500.00	416.67	83.33	500.00	0.00
- Noise	333.33	66.67	400.00	333.33	66.67	400.00	0.00
- Vibration	333.33	66.67	400.00	333.33	66.67	400.00	0.00
- Odour	625.00	125.00	750.00	625.00	125.00	750.00	0.00

**Welwyn Hatfield Borough Council  
Fees and Charges**

As agreed by Full Council on the

Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Planning</b>	£	£	£	£	£	£	
- Lighting	416.67	83.33	500.00	416.67	83.33	500.00	0.00
- Health Impact Assessments	416.67	83.33	500.00	416.67	83.33	500.00	0.00
Landscaping (arboricultural implications)	416.67	83.33	500.00	416.67	83.33	500.00	0.00
Conservation – Heritage	625.00	125.00	750.00	625.00	125.00	750.00	0.00
Conservation – Biodiversity	416.67	83.33	500.00	416.67	83.33	500.00	0.00
Archaeology	416.67	83.33	500.00	416.67	83.33	500.00	0.00
Client Services	208.33	41.67	250.00	208.33	41.67	250.00	0.00
Policy	833.33	166.67	1,000.00	833.33	166.67	1,000.00	0.00
Housing Department (Affordable Housing)	833.33	166.67	1,000.00	833.33	166.67	1,000.00	0.00
Amenity, Playspace, Open Space	833.33	166.67	1,000.00	833.33	166.67	1,000.00	0.00
Structural Assessment of Building	416.67	83.33	500.00	416.67	83.33	500.00	0.00
<b>Planning Policy Documents</b>							
Emerging Core Strategy November 2012	11.00	-	11.00	11.00	0.00	11.00	0.00
postage & packing	2.00	0.40	2.40	2.00	0.40	2.40	0.00
Emerging Core Strategy - CD	Free	-	Free	Free	-	Free	0.00
postage & packing	0.50	0.10	0.60	0.50	0.10	0.60	0.00
Emerging Core Strategy Summary	Free	-	Free	Free	-	Free	0.00
postage & packing	1.00	0.20	1.20	0.83	0.17	1.00	-17.00
Land for Housing Outside Urban Areas	Free	-	Free	Free	-	Free	0.00
postage & packing	1.00	0.20	1.20	0.83	0.17	1.00	-17.00
Draft Infrastructure Delivery Plan 2012	6.00	0.00	6.00	5.00	1.00	6.00	
postage & packing	1	0.20	1.20	1.25	0.25	1.50	

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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Planning Policy Documents</b>	£	£	£	£	£	£	
Local Plan Consultation Document 2015	15.00	-	15.00	15.00	-	15.00	0.00
postage and packing	2.00	0.40	2.00	2.17	0.43	2.60	30.00
Sustainability Appraisal Report and Appendices	45.00	-	45.00	45.00	-	45.00	0.00
postage & packing	4.00	0.80	4.00	3.33	0.67	4.00	0.00
Infrastructure Delivery Plan 2015	15.00	-	15.00	15.45	-	15.00	0.00
postage & packing	1.25	0.25	1.50	1.29	0.26	1.55	3.00
Local Plan Consultation Documents CD	Free	-	0.00	Free	-	0.00	
postage & packing	0.50	0.10	0.60	0.50	0.10	0.60	0.00
Local Plan Consultation Summary and Guide 2015	Free	-	0.00	Free	-	0.00	
postage & packing	1.00	0.20	1.20	1.04	0.21	1.00	
Draft Infrastructure Delivery Plan 2012	6.00	-	6.00	6.00	-	6.00	0.00
postage & packing	1.00	0.20	1.20	1.04	0.21	1.25	4.17
Emerging Core Strategy October 2013	7.00	-	7.00	7.00	-	7.00	0.00
postage & packing	1.00	0.20	1.20	1.03	0.21	1.24	3.00
Sustainability Appraisal Report Sept 2012	11.00	-	11.00	11.00	-	11.00	0.00
postage & packing	2.00	0.40	2.40	1.67	0.33	2.00	-16.67
Sustainability Appraisal Report Appendix							
A1: Matrices - Vision and Objectives Sept 2012	5.00	-	5.00	5.00	-	5.00	0.00
postage & packing	1.00	0.20	1.20	1.04	0.21	1.25	4.17
Sustainability Appraisal Report ~Appendix							
Sept 2012	8.00	-	8.00	8.00	-	8.00	0.00
postage & packing	1.00	0.20	1.20	1.04	0.21	1.25	4.17
Alternatives Sept 2012	6.00	-	6.00	6.00	-	6.00	0.00
postage & packing	1.00	0.20	1.20	1.04	0.21	1.25	4.17
Matrices - Emerging Core Strategy Policies	10.00	-	10.00	10.00	-	10.00	0.00
postage & packing	2.00	0.40	2.40	1.67	0.33	2.00	-16.67
- 2009	11.00	-	11.00	11.00	-	11.00	0.00
postage & packing	2.00	0.40	2.40	1.75	0.35	2.10	-12.50
Housing Target consultation 2011	10.00	-	10.00	10.00	-	10.00	0.00
postage & packing	3.00	0.60	3.60	2.58	0.52	3.10	-13.89
Core Strategy Issues & Options	20.00	-	20.00	20.00	-	20.00	0.00
postage & packing	1.00	0.20	1.20	2.58	0.52	3.10	158.33
Core Strategy Issues & Options CD	Free	-	0.00	Free	-		
postage & packing	0.50	0.10	0.60	0.50	0.10	0.60	0.00
District Plan Written Statement & Proposal Maps	55.00	-	55.00	55.00	-	55.00	0.00
postage & packing	7.00	1.40	8.40	3.33	0.67	4.00	-52.38
Written Statement only	35.00	-	35.00	35.00	-	35.00	0.00
postage & packing	5.00	1.00	6.00	2.58	0.52	3.10	-48.33
Proposal Maps only	20.00	-	20.00	20.00	-	20.00	0.00
postage & packing	1.00	0.20	1.20	1.04	0.21	1.25	4.17
Supplementary Design Guide	20.00	-	20.00	20.00	-	20.00	0.00
postage & packing	1.00	0.20	1.20	1.04	0.21	1.25	4.17
Parking Standards adopted January 2004	20.00	-	20.00	20.00	-	20.00	0.00
postage & packing	1.00	0.20	1.20	1.04	0.21	1.25	4.17
Open Space Survey plus 2001 & 2002	30.00	-	30.00	30.00	-	30.00	0.00
revisions							
postage & packing	1.25	0.25	1.50	2.17	0.43	2.60	73.33
Draft Local Plan Proposed Submission document August 2015	n/a			15.00	3.00	18.00	
postage & packing	n/a			3.00	0.60	3.60	
Draft Local Plan Proposed Submission Policies Maps August 2015	n/a			30.00	6.00	36.00	
postage & packing	n/a			3.00	0.60	3.60	
Summary and Guide	n/a			Free	-	-	
postage & packing	n/a			1.00	0.20	1.20	
Sustainability Appraisal Non Technical Summary 2016	n/a			17.00	0.00	17.00	
postage & packing	n/a			1.40	0.28	1.68	
Sustainability Appraisal Report 2016	n/a			35.00	0.00	35.00	
postage & packing	n/a			3.00	0.60	3.60	

**Welwyn Hatfield Borough Council  
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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
Sustainability Appraisal Appendices 1-5 2016	n/a			32.00	0.00	32.00	
postage & packing	n/a			3.00	0.60	3.60	
Sustainability Appraisal Annex 2016	n/a			40.00	0.00	40.00	
postage & packing	n/a			14.00	2.80	16.80	
Habitats Regulatory Assessment 2016	n/a			17.00	0.00	17.00	
postage & packing	n/a			1.40	0.28	1.68	
Green Corridor Strategic Framework Plan 2016	n/a			9.00	0.00	9.00	
postage & packing	n/a			1.34	0.27	1.61	
British Aerospace Supplementary Planning Guidance	10.00	0.00	10.00	10.00	-	10.00	0.00
postage & packing	1.25		1.25	1.04	0.21	1.25	0.00
Broadwater Road Supplementary Planning Document	15.00	0.00	15.00	15.00	-	15.00	0.00
postage & packing	1.00		1.00	0.83	0.17	1.00	0.00
Digswell Character Appraisal 2004	25.00		25.00	25.00	-	25.00	0.00
postage & packing	1.00		1.00	0.83	0.17	1.00	0.00
Welwyn Garden City Conservation Area Appraisal	15.00		15.00	15.00	-	15.00	0.00
postage & packing	1.00		1.00	0.83	0.17	1.00	0.00
High View Supplementary Planning Document	15.00		15.00	15.00	-	15.00	0.00
postage & packing	1.00		1.00	0.83	0.17	1.00	0.00

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Description	2016-17			2017-18			% Increase
	Fee	Vat 20%	Total Fee	Fee	Vat 20%	Total Fee	
<b>Housing and Community Services</b>	£	£	£	£	£	£	
Immigration Inspection	255.00	-	255.00	262.65	-	262.65	3.00
Housing Act Notice*	295.00	-	295.00	303.85	-	303.85	3.00
*A fixed charge of £295 will applied for any single notice served. In addition an hourly rate of £40 will be added where multiple notices are served, and for the total amount of time taken to produce the single notice when it exceeds £295 (7.4 hours).							
Application for basic 5 person HMO*	880.00	-	880.00	906.40	-	906.40	3.00
Application for an HMO between 6 - 10 persons*	985.00	-	985.00	1,014.55	-	1,014.55	3.00
Application for an HMO with 11 or more persons*	1,085.00	-	1,085.00	1,117.55	-	1,117.55	3.00
* a discount of £200 will be applied for those applications which are valid for licenses that are received without a request from the Local Authority. This will also apply for licence renewals received within a specified time given by the Local Authority.							
Also, a discount of 10% will apply to accredited landlords. This will be applied following any other discount that is agreed.							
Officer time for work in default - Head of Service	65.69	13.14	78.83	67.66	13.53	81.19	3.00
Officer time for work in default - Private Sector Housing Manager	46.01	9.20	55.21	47.39	9.48	56.87	3.00
Officer time for work in default - Senior Housing Technician	42.15	8.43	50.58	43.41	8.68	52.10	3.00
Officer time for work in default - Housing Technician	29.52	5.90	35.42	30.41	6.08	36.49	3.00
Officer time for work in default - Support Officer	20.35	4.07	24.42	20.96	4.19	25.15	3.00
charges for works carried out during the following times Monday - Friday 7pm - 8am time and a half Saturday - time and a half Sunday & Bank Holidays - double time							
<b>Allotments</b>							
Plot with water per 25 sqm	11.04	-	11.04	11.37	-	11.37	3.00
Plot without water per 25sqm	6.72	-	6.72	6.92	-	6.92	3.00
Plot with water per 25 sqm - OAP's	5.52	-	5.52	5.69	-	5.69	3.00
Plot without water per 25sqm - OAP's	3.36	-	3.36	3.46	-	3.46	3.00
<b>Landscape &amp; Ecology</b>							
High Hedge Enforcement Fee	525.00	-	525.00	525.00	-	525.00	0.00



**Planned Maintenance Report - Account code 24006**

**Cost Centre : 6050**

**Multistorey Car Park**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	2,250	6,470	6,470
P0162	Maintenance of Cathodic Protection System	5,200	5,200	5,200
P0198	Drainage maint	250	340	340
P0225	Lift Maintenance	2,520	2,520	2,520
P0240	Cyclical Decorations	0	2,500	2,500
P0241	Monthly testing of lights	1,560	1,560	1,560
<b>Multistorey Car Park</b>		<b>11,780</b>	<b>18,590</b>	<b>18,590</b>

**Cost Centre : 6082**

**Open Spaces Maintenance**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	1,360	1,710	1,710
P0178	Water Softener Maintenance	50	50	50
P0198	Drainage maint	260	260	260
P0240	Cyclical Decorations	0	1,000	1,000
P0248	Servicing of Urinal Controls	200	200	200
<b>Open Spaces Maintenance</b>		<b>1,870</b>	<b>3,220</b>	<b>3,220</b>

**Cost Centre : 6400**

**CWE Premises**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	17,920	25,070	25,070
P0129	Service Stage Smoke Lantern	450	450	450
P0130	Electrical Testing (Licenced Areas)	5,200	5,200	5,200
P0175	Portable Appliance Testing	400	600	600
P0178	Water Softener Maintenance	0	3,500	3,500
P0184	Clean and seal Rollercity rink floor	2,500	3,120	3,120
P0198	Drainage maint	250	1,140	1,140
P0225	Lift Maintenance	1,050	1,050	1,050
P0226	PAT Theatre Lighting	1,680	1,680	1,680
P0232	Servicing of Access Control Systems	3,310	3,310	3,310
P0239	Display Energy Certificates	0	310	310
P0241	Monthly testing of lights	1,560	1,560	1,560
P0242	Key holding	170	180	180
P0243	Automatic doors	260	1,000	1,000
P0244	Stage drenching	110	110	110
<b>CWE Premises</b>		<b>34,860</b>	<b>48,280</b>	<b>48,280</b>

**Planned Maintenance Report - Account code 24006**

**Cost Centre : 6410**

**Mill Green Museum**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	4,470	15,980	15,980
P0175	Portable Appliance Testing	120	290	290
P0197	Frost heater maint	490	490	490
P0198	Drainage maint	0	2,290	2,290
P0225	Lift Maintenance	90	100	100
P0227	Pest Prevention Programme	1,300	1,330	1,330
P0240	Cyclical Decorations	0	2,000	2,000
P0242	Key holding	170	180	180
<b>Mill Green Museum</b>		<b>6,640</b>	<b>22,660</b>	<b>22,660</b>

**Cost Centre : 6411**

**Roman Bath House**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	1,960	8,110	8,110
P0175	Portable Appliance Testing	20	90	90
P0240	Cyclical Decorations	1,700	1,000	1,000
P0242	Key holding	170	170	170
<b>Roman Bath House</b>		<b>3,850</b>	<b>9,370</b>	<b>9,370</b>

**Cost Centre : 6416**

**Finesse**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	13,160	13,160	13,160
P0198	Drainage maint	2,790	3,380	3,380
P0240	Cyclical Decorations	0	2,500	2,500
P0249	Test Lighting Protection	220	600	600
<b>Finesse</b>		<b>16,170</b>	<b>19,640</b>	<b>19,640</b>

**Cost Centre : 6424**

**Hazel Grove Community Centre**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	530	1,420	1,420
P0240	Cyclical Decorations	0	1,000	1,000
<b>Hazel Grove Community Centre</b>		<b>530</b>	<b>2,420</b>	<b>2,420</b>

**Planned Maintenance Report - Account code 24006**

**Cost Centre : 6425**

**Vineyard Barn CC**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	1,740	7,740	7,740
P0175	Portable Appliance Testing	10	100	100
P0198	Drainage maint	0	830	830
P0225	Lift Maintenance	90	100	100
P0240	Cyclical Decorations	650	1,000	1,000
P0248	Servicing of Urinal Controls	(140)	200	200
<b>Vineyard Barn CC</b>		<b>2,350</b>	<b>9,970</b>	<b>9,970</b>

**Cost Centre : 6430**

**Douglas Tilbe Centre**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	7,530	9,350	9,350
P0175	Portable Appliance Testing	200	200	200
P0198	Drainage maint	170	1,920	1,920
P0240	Cyclical Decorations	0	2,000	2,000
P0242	Key holding	170	180	180
P0243	Automatic doors	180	200	200
<b>Douglas Tilbe Centre</b>		<b>8,250</b>	<b>13,850</b>	<b>13,850</b>

**Cost Centre : 6431**

**Jim McDonald Centre**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	7,300	10,500	10,500
P0175	Portable Appliance Testing	100	530	530
P0198	Drainage maint	590	2,760	2,760
P0239	Display Energy Certificates	0	310	310
P0240	Cyclical Decorations	0	3,000	3,000
P0242	Key holding	170	180	180
P0243	Automatic doors	230	400	400
P0248	Servicing of Urinal Controls	(320)	400	400
<b>Jim McDonald Centre</b>		<b>8,070</b>	<b>18,080</b>	<b>18,080</b>

**Cost Centre : 6438**

**Residents Association Support**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0198	Drainage maint	0	520	520
<b>Residents Association Support</b>		<b>0</b>	<b>520</b>	<b>520</b>

**Planned Maintenance Report - Account code 24006**

**Cost Centre : 6490**

**Fountains,Monuments & Statues**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0205	Coronation fountain maint	1,120	7,640	7,640
<b>Fountains,Monuments &amp; Statues</b>		<b>1,120</b>	<b>7,640</b>	<b>7,640</b>

**Cost Centre : 6759**

**General Fund Garages**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0026	External Lights to Garages	0	5,840	5,840
P0237	Garage Refurbishments	51,000	45,000	45,000
P0240	Cyclical Decorations	49,840	50,000	50,000
<b>General Fund Garages</b>		<b>100,840</b>	<b>100,840</b>	<b>100,840</b>

**Cost Centre : 6763**

**Land & Property Management**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0038	Concrete Repairs to Structure	0	3,120	3,120
P0225	Lift Maintenance	960	2,840	2,840
<b>Land &amp; Property Management</b>		<b>960</b>	<b>5,960</b>	<b>5,960</b>

**Cost Centre : 6764**

**Shopping Centres**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0175	Portable Appliance Testing	100	100	100
P0232	Servicing of Access Control Systems	0	670	670
P0238	Communal areas maintenance	5,200	5,200	5,200
P0240	Cyclical Decorations	(1,510)	8,500	8,500
P0245	Fire systems	5,790	5,790	5,790
P0250	Emergency Lighting Testing	200	200	200
<b>Shopping Centres</b>		<b>9,780</b>	<b>20,460</b>	<b>20,460</b>

**Planned Maintenance Report - Account code 24006**

**Cost Centre : 6765**

**Hatfield Market**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0251	Annual Test of Sockets	300	300	300
<b>Hatfield Market</b>		<b>300</b>	<b>300</b>	<b>300</b>

**Cost Centre : 6768**

**Weltech**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	510	510	510
P0223	Audio Visual Equipment Maintenance	330	330	330
P0240	Cyclical Decorations	0	1,000	1,000
P0243	Automatic doors	180	180	180
<b>Weltech</b>		<b>1,020</b>	<b>2,020</b>	<b>2,020</b>

**Cost Centre : 7720**

**Campus East Offices**

Project	Description	Forecast Outturn 2016/17 £	Original Budget 2016/17 £	Original Budget 2017/18 £
P0028	M & E Planned Maintenance	17,850	33,500	33,500
P0175	Portable Appliance Testing	2,780	3,500	3,500
P0198	Drainage maint	0	2,820	2,820
P0217	Office accommodation	4,460	6,460	6,460
P0223	Audio Visual Equipment Maintenance	2,690	3,090	3,090
P0225	Lift Maintenance	1,200	1,200	1,200
P0232	Servicing of Access Control Systems	5,420	4,520	4,520
P0233	Servicing of Intruder Alarm System	0	2,010	2,010
P0239	Display Energy Certificates	0	310	310
P0240	Cyclical Decorations	0	5,000	5,000
P0242	Key holding	170	180	180
P0243	Automatic doors	350	1,400	1,400
P0246	Clock	180	180	180
P0248	Servicing of Urinal Controls	0	900	900
<b>Campus East Offices</b>		<b>35,100</b>	<b>65,070</b>	<b>65,070</b>

**Planned Maintenance Report - Account code 24006****Cost Centre : 7724****Hatfield Housing Office**

<b>Project</b>	<b>Description</b>	<b>Forecast Outturn 2016/17 £</b>	<b>Original Budget 2016/17 £</b>	<b>Original Budget 2017/18 £</b>
P0028	M & E Planned Maintenance	2,750	8,520	8,520
P0175	Portable Appliance Testing	80	160	160
P0240	Cyclical Decorations	0	1,000	1,000
P0242	Key holding	170	180	180
<b>Hatfield Housing Office</b>		<b>3,000</b>	<b>9,860</b>	<b>9,860</b>
<b>TOTAL</b>		<b>246,490</b>	<b>378,750</b>	<b>378,750</b>



<b>Welwyn Hatfield Council</b>				
<b>Building Maintenance Report - Account code 24002</b>				
<b>Cost Centre</b>	<b>Description</b>	<b>Forecast Outturn 2016/17 £</b>	<b>Original Budget 2016/17 £</b>	<b>Original Budget 2017/18 £</b>
6021	Hatfield TCM	10	0	0
6050	Multistorey Car Park	11,020	13,500	13,500
6052	Campus East Car Park	0	1,000	1,000
6054	Campus West Car Park	0	1,000	1,000
6082	Open Spaces Maintenance	6,650	4,300	4,300
6400	CWE Premises	102,780	44,590	44,590
6410	Mill Green Museum	12,860	10,390	10,390
6411	Roman Bath House	7,120	1,900	1,900
6416	Finesse	42,870	41,900	41,900
6418	Moneyhole Lane Pavilion	8,200	0	8,200
6424	Hazel Grove Community Centre	1,500	3,000	3,000
6425	Vineyard Barn CC	6,520	5,250	5,250
6430	Douglas Tilbe Centre	24,050	7,990	7,990
6431	Jim McDonald Centre	17,390	11,570	11,570
6436	Shop Mobility	100	100	100
6438	Residents Association Support	1,500	2,500	2,500
6486	Cemeteries	10,100	14,000	14,000
6488	Street Furniture & Pathways	40,500	43,500	43,500
6489	Footpath Lighting	2,000	2,000	2,000
6490	Fountains, Monuments & Statues	11,410	5,500	5,500
6492	Public Conveniences	500	1,500	1,500
6759	General Fund Garages	72,000	72,000	72,000
6761	Fiddlebridge Industrial Units	4,000	4,000	4,000
6762	Little Ridge Industrial Units	1,750	750	750
6763	Land & Property Management	19,450	14,000	14,000
6764	Shopping Centres	42,530	43,650	43,650
6765	Hatfield Market	1,200	1,200	1,200
6768	Weltech	24,230	14,320	14,320
6769	White Lion House	1,910	150	150
6770	Hatfield Town Centre Redevelopment	10,000	7,000	42,000
6772	Salisbury Square	640	0	0
6790	Decorative Lighting	35,210	43,210	43,210
7707	Corporate Property	1,100	1,100	1,100
7720	Campus East Offices	112,080	63,000	63,000
7723	51 Bridge Road East Offices	880	0	0
7724	Hatfield Housing Office	6,000	3,000	3,000
	<b>Total</b>	<b>640,060</b>	<b>482,870</b>	<b>526,070</b>



## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources  
Cost Centre : 6427 Welwyn CC

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	1,186	1,560	1,560	1,740
	Capital Charges	2,542	2,540	2,540	2,540
	<b>TOTAL Expenditure</b>	<b>3,728</b>	<b>4,100</b>	<b>4,100</b>	<b>4,280</b>
	Income	(34,011)	(33,390)	(33,390)	(33,390)
	<b>TOTAL Income</b>	<b>(34,011)</b>	<b>(33,390)</b>	<b>(33,390)</b>	<b>(33,390)</b>
	<b>Net Expenditure</b>	<b>(30,283)</b>	<b>(29,290)</b>	<b>(29,290)</b>	<b>(29,110)</b>

Cost Centre : 6428 Panshanger CC

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	528	690	690	780
	<b>TOTAL Expenditure</b>	<b>528</b>	<b>690</b>	<b>690</b>	<b>780</b>
	Income	0	(2,000)	(2,000)	(2,000)
	<b>TOTAL Income</b>	<b>0</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>
	<b>Net Expenditure</b>	<b>528</b>	<b>(1,310)</b>	<b>(1,310)</b>	<b>(1,220)</b>

Cost Centre : 6430 Douglas Tilbe Centre

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	23,593	40,380	45,410	34,980
	Supplies and Services	1,195	1,750	1,750	1,930
	Third Party Payments	25,500	25,500	25,500	25,500
	Support Services	10,103	19,060	19,060	18,920
	Capital Charges	46,655	46,660	46,660	46,660
	<b>TOTAL Expenditure</b>	<b>107,046</b>	<b>133,350</b>	<b>138,380</b>	<b>127,990</b>
	Income	(38,017)	(37,910)	(37,910)	(37,910)
	<b>TOTAL Income</b>	<b>(38,017)</b>	<b>(37,910)</b>	<b>(37,910)</b>	<b>(37,910)</b>
	<b>Net Expenditure</b>	<b>69,029</b>	<b>95,440</b>	<b>100,470</b>	<b>90,080</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6431 Jim McDonald Centre

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	76,790	85,340	82,070	86,910
	Supplies and Services	1,386	1,120	1,120	1,520
	Support Services	12,477	29,900	29,900	29,160
	Capital Charges	91,117	93,560	93,560	91,120
	<b>TOTAL Expenditure</b>	<b>181,769</b>	<b>209,920</b>	<b>206,650</b>	<b>208,710</b>
	Income	(90,653)	(116,360)	(116,360)	(117,590)
	<b>TOTAL Income</b>	<b>(90,653)</b>	<b>(116,360)</b>	<b>(116,360)</b>	<b>(117,590)</b>
	<b>Net Expenditure</b>	<b>91,117</b>	<b>93,560</b>	<b>90,290</b>	<b>91,120</b>

Cost Centre : 6438 Residents Association Support

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	144	3,020	1,500	3,020
	Supplies and Services	3,351	4,390	4,390	7,670
	Third Party Payments	18,900	21,000	21,000	21,000
	Support Services	2,071	3,750	3,750	3,690
	Capital Charges	54,699	54,720	54,720	54,700
	<b>TOTAL Expenditure</b>	<b>79,165</b>	<b>86,880</b>	<b>85,360</b>	<b>90,080</b>
	Income	(34,289)	(34,980)	(34,980)	(34,980)
	<b>TOTAL Income</b>	<b>(34,289)</b>	<b>(34,980)</b>	<b>(34,980)</b>	<b>(34,980)</b>
	<b>Net Expenditure</b>	<b>44,876</b>	<b>51,900</b>	<b>50,380</b>	<b>55,100</b>

Cost Centre : 6441 High View Former Housing Office

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	541	710	710	810
	Capital Charges	1,392	1,390	1,390	1,390
	<b>TOTAL Expenditure</b>	<b>1,933</b>	<b>2,100</b>	<b>2,100</b>	<b>2,200</b>
	Income	(6,077)	(640)	(3,440)	(640)
	<b>TOTAL Income</b>	<b>(6,077)</b>	<b>(640)</b>	<b>(3,440)</b>	<b>(640)</b>
	<b>Net Expenditure</b>	<b>(4,145)</b>	<b>1,460</b>	<b>(1,340)</b>	<b>1,560</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6460 C A B

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	13,300	13,300	13,300	13,300
	Supplies and Services	447	490	490	640
	Third Party Payments	66,998	67,450	68,370	81,700
	<b>TOTAL Expenditure</b>	<b>80,746</b>	<b>81,240</b>	<b>82,160</b>	<b>95,640</b>
	Income	0	(490)	(490)	(490)
	<b>TOTAL Income</b>	<b>0</b>	<b>(490)</b>	<b>(490)</b>	<b>(490)</b>
	<b>Net Expenditure</b>	<b>80,746</b>	<b>80,750</b>	<b>81,670</b>	<b>95,150</b>

Cost Centre : 6461 C V S

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Third Party Payments	10,200	10,200	10,540	10,200
	<b>TOTAL Expenditure</b>	<b>10,200</b>	<b>10,200</b>	<b>10,540</b>	<b>10,200</b>
	<b>Net Expenditure</b>	<b>10,200</b>	<b>10,200</b>	<b>10,540</b>	<b>10,200</b>

Cost Centre : 6462 Arts Related Grants

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Third Party Payments	650	5,920	5,920	5,920
	Support Services	1,955	1,980	1,980	1,860
	<b>TOTAL Expenditure</b>	<b>2,605</b>	<b>7,900</b>	<b>7,900</b>	<b>7,780</b>
	<b>Net Expenditure</b>	<b>2,605</b>	<b>7,900</b>	<b>7,900</b>	<b>7,780</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6463 Sports Dev & Community Rec Grants

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Third Party Payments	18,574	0	0	5,750
	Support Services	1,955	1,980	1,980	1,860
	<b>TOTAL Expenditure</b>	<b>20,529</b>	<b>1,980</b>	<b>1,980</b>	<b>7,610</b>
	<b>Net Expenditure</b>	<b>20,529</b>	<b>1,980</b>	<b>1,980</b>	<b>7,610</b>

Cost Centre : 6464 Grants to Organisations for Older People

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Third Party Payments	13,350	17,000	17,000	17,000
	Support Services	1,955	1,980	1,980	1,860
	<b>TOTAL Expenditure</b>	<b>15,305</b>	<b>18,980</b>	<b>18,980</b>	<b>18,860</b>
	<b>Net Expenditure</b>	<b>15,305</b>	<b>18,980</b>	<b>18,980</b>	<b>18,860</b>

Cost Centre : 6465 Other Adult Services Grants

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Third Party Payments	43,990	54,900	54,900	58,900
	Support Services	1,997	2,050	2,050	1,860
	<b>TOTAL Expenditure</b>	<b>45,987</b>	<b>56,950</b>	<b>56,950</b>	<b>60,760</b>
	<b>Net Expenditure</b>	<b>45,987</b>	<b>56,950</b>	<b>56,950</b>	<b>60,760</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6490 Fountains,Monuments & Statues

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	17,140	16,220	15,770	16,400
	Support Services	7,323	10,850	10,850	10,560
	Capital Charges	4,549	4,550	4,550	4,550
	<b>TOTAL Expenditure</b>	<b>29,012</b>	<b>31,620</b>	<b>31,170</b>	<b>31,510</b>
	Income	(66)	0	0	0
	<b>TOTAL Income</b>	<b>(66)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>28,946</b>	<b>31,620</b>	<b>31,170</b>	<b>31,510</b>

Cost Centre : 6492 Public Conveniences

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	22,890	29,340	28,780	29,560
	Supplies and Services	119	160	160	50
	Support Services	1,848	2,250	2,250	2,070
	Capital Charges	4,883	4,880	4,880	4,880
	<b>TOTAL Expenditure</b>	<b>29,740</b>	<b>36,630</b>	<b>36,070</b>	<b>36,560</b>
	Income	(50)	0	0	0
	<b>TOTAL Income</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>29,690</b>	<b>36,630</b>	<b>36,070</b>	<b>36,560</b>

Cost Centre : 6720 Bank Charges

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	218,716	167,000	189,000	189,000
	Support Services	1,716	1,730	1,730	1,050
	<b>TOTAL Expenditure</b>	<b>220,432</b>	<b>168,730</b>	<b>190,730</b>	<b>190,050</b>
	Income	(7,447)	(10,000)	(10,000)	(10,000)
	<b>TOTAL Income</b>	<b>(7,447)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>
	<b>Net Expenditure</b>	<b>212,985</b>	<b>158,730</b>	<b>180,730</b>	<b>180,050</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6721 External Audit Costs

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	46	0	0	0
	Supplies and Services	71,238	80,000	80,000	80,000
	Support Services	8,882	3,910	3,910	3,700
	<b>TOTAL Expenditure</b>	<b>80,166</b>	<b>83,910</b>	<b>83,910</b>	<b>83,700</b>
	Income	(53,380)	(53,910)	(53,910)	(29,370)
	<b>TOTAL Income</b>	<b>(53,380)</b>	<b>(53,910)</b>	<b>(53,910)</b>	<b>(29,370)</b>
	<b>Net Expenditure</b>	<b>26,786</b>	<b>30,000</b>	<b>30,000</b>	<b>54,330</b>

Cost Centre : 6724 Misc.Corporate Items

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	0	0	431,000	1,158,000
	Transport Related	425	300	300	300
	Supplies and Services	347,637	71,430	71,430	71,430
	Support Services	953	960	960	820
	<b>TOTAL Expenditure</b>	<b>349,015</b>	<b>72,690</b>	<b>503,690</b>	<b>1,230,550</b>
	Income	(7,505)	0	0	0
	<b>TOTAL Income</b>	<b>(7,505)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>341,510</b>	<b>72,690</b>	<b>503,690</b>	<b>1,230,550</b>

Cost Centre : 6725 Car Loans

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Support Services	3,917	3,920	3,920	1,440
	<b>TOTAL Expenditure</b>	<b>3,917</b>	<b>3,920</b>	<b>3,920</b>	<b>1,440</b>
	Income	(2,706)	(2,500)	(2,500)	(2,500)
	<b>TOTAL Income</b>	<b>(2,706)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>
	<b>Net Expenditure</b>	<b>1,211</b>	<b>1,420</b>	<b>1,420</b>	<b>(1,060)</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6726 Treasury Management

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	47,498	49,040	64,700	36,460
	Transport Related	104	280	280	150
	Supplies and Services	14,333	14,380	19,380	14,410
	Support Services	17,467	20,090	20,090	19,790
	<b>TOTAL Expenditure</b>	<b>79,402</b>	<b>83,790</b>	<b>104,450</b>	<b>70,810</b>
	Income	(46,110)	(46,570)	(51,570)	(33,670)
	<b>TOTAL Income</b>	<b>(46,110)</b>	<b>(46,570)</b>	<b>(51,570)</b>	<b>(33,670)</b>
	<b>Net Expenditure</b>	<b>33,292</b>	<b>37,220</b>	<b>52,880</b>	<b>37,140</b>

Cost Centre : 6730 Council Tax Benefit

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Transfer Payments	(8,456)	0	0	0
	<b>TOTAL Expenditure</b>	<b>(8,456)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>(8,456)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6732 Council Tax Costs

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Third Party Payments	519,461	540,380	540,380	552,270
	Support Services	419,959	400,230	400,230	366,890
	Capital Charges	7,500	7,500	7,500	7,500
	<b>TOTAL Expenditure</b>	<b>946,920</b>	<b>948,110</b>	<b>948,110</b>	<b>926,660</b>
	Income	(367,979)	(280,000)	(280,000)	(280,000)
	<b>TOTAL Income</b>	<b>(367,979)</b>	<b>(280,000)</b>	<b>(280,000)</b>	<b>(280,000)</b>
	<b>Net Expenditure</b>	<b>578,941</b>	<b>668,110</b>	<b>668,110</b>	<b>646,660</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6734 Localised Council Tax support

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	0	46,700	46,700	46,700
	Third Party Payments	20,000	0	0	0
	Transfer Payments	14,050	57,980	57,980	57,980
	<b>TOTAL Expenditure</b>	<b>34,050</b>	<b>104,680</b>	<b>104,680</b>	<b>104,680</b>
	<b>Net Expenditure</b>	<b>34,050</b>	<b>104,680</b>	<b>104,680</b>	<b>104,680</b>

Cost Centre : 6735 NNDR Collection

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Third Party Payments	144,891	129,060	129,060	131,900
	Support Services	42,112	38,980	38,980	30,580
	<b>TOTAL Expenditure</b>	<b>187,004</b>	<b>168,040</b>	<b>168,040</b>	<b>162,480</b>
	Income	(174,262)	(173,200)	(173,200)	(173,200)
	<b>TOTAL Income</b>	<b>(174,262)</b>	<b>(173,200)</b>	<b>(173,200)</b>	<b>(173,200)</b>
	<b>Net Expenditure</b>	<b>12,742</b>	<b>(5,160)</b>	<b>(5,160)</b>	<b>(10,720)</b>

Cost Centre : 6740 Housing Benefit Administration

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	6,650	0	52,330	0
	Third Party Payments	1,055,844	1,104,970	1,104,970	1,129,280
	Support Services	268,466	199,930	199,930	178,740
	Capital Charges	7,500	7,500	7,500	7,500
	<b>TOTAL Expenditure</b>	<b>1,338,460</b>	<b>1,312,400</b>	<b>1,364,730</b>	<b>1,315,520</b>
	Income	(602,590)	(441,870)	(501,810)	(397,680)
	<b>TOTAL Income</b>	<b>(602,590)</b>	<b>(441,870)</b>	<b>(501,810)</b>	<b>(397,680)</b>
	<b>Net Expenditure</b>	<b>735,870</b>	<b>870,530</b>	<b>862,920</b>	<b>917,840</b>



## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6741 Housing Benefit Payments (Private)

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Transfer Payments	18,910,487	18,934,440	18,462,260	19,118,310
	<b>TOTAL Expenditure</b>	18,910,487	18,934,440	18,462,260	19,118,310
	Income	(18,343,365)	(18,954,250)	(18,597,380)	(19,171,940)
	<b>TOTAL Income</b>	(18,343,365)	(18,954,250)	(18,597,380)	(19,171,940)
	<b>Net Expenditure</b>	567,122	(19,810)	(135,120)	(53,630)

Cost Centre : 6743 Rent Rebates (HRA)

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Transfer Payments	21,708,619	20,712,430	21,960,060	21,158,620
	<b>TOTAL Expenditure</b>	21,708,619	20,712,430	21,960,060	21,158,620
	Income	(21,493,432)	(20,798,430)	(21,930,750)	(21,210,800)
	<b>TOTAL Income</b>	(21,493,432)	(20,798,430)	(21,930,750)	(21,210,800)
	<b>Net Expenditure</b>	215,187	(86,000)	29,310	(52,180)

Cost Centre : 6744 Discretionary Housing Payments

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Transfer Payments	187,186	171,610	219,730	171,610
	<b>TOTAL Expenditure</b>	187,186	171,610	219,730	171,610
	Income	(179,508)	(171,610)	(219,730)	(171,610)
	<b>TOTAL Income</b>	(179,508)	(171,610)	(219,730)	(171,610)
	<b>Net Expenditure</b>	7,678	(0)	(0)	(0)

Cost Centre : 6745 Housing Act Advances

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Support Services	1,716	1,730	1,730	690
	<b>TOTAL Expenditure</b>	1,716	1,730	1,730	690
	<b>Net Expenditure</b>	1,716	1,730	1,730	690

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6746 Universal Credits

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Income	(22,714)	0	(14,100)	0
	<b>TOTAL Income</b>	<b>(22,714)</b>	<b>0</b>	<b>(14,100)</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>(22,714)</b>	<b>0</b>	<b>(14,100)</b>	<b>0</b>

Cost Centre : 6747 Broxbourne BC Agreement

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	0	24,120	24,120	18,610
	Supplies and Services	40,167	0	0	190
	Third Party Payments	424,500	0	0	0
	Support Services	0	0	0	2,330
	<b>TOTAL Expenditure</b>	<b>464,666</b>	<b>24,120</b>	<b>24,120</b>	<b>21,130</b>
	Income	(465,639)	(75,000)	(75,000)	(75,000)
	<b>TOTAL Income</b>	<b>(465,639)</b>	<b>(75,000)</b>	<b>(75,000)</b>	<b>(75,000)</b>
	<b>Net Expenditure</b>	<b>(973)</b>	<b>(50,880)</b>	<b>(50,880)</b>	<b>(53,870)</b>

Cost Centre : 6759 General Fund Garages

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	139,008	123,640	125,650	110,530
	Premises Related	200,524	196,240	196,140	196,140
	Transport Related	1,067	1,450	1,450	1,220
	Supplies and Services	16,088	10,970	12,170	11,570
	Support Services	83,464	76,960	76,960	69,670
	Capital Charges	474,029	480,710	480,710	524,660
	<b>TOTAL Expenditure</b>	<b>914,181</b>	<b>889,970</b>	<b>893,080</b>	<b>913,790</b>
	Income	(2,221,260)	(2,109,070)	(2,159,270)	(2,229,870)
	<b>TOTAL Income</b>	<b>(2,221,260)</b>	<b>(2,109,070)</b>	<b>(2,159,270)</b>	<b>(2,229,870)</b>
	<b>Net Expenditure</b>	<b>(1,307,079)</b>	<b>(1,219,100)</b>	<b>(1,266,190)</b>	<b>(1,316,080)</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6761 Fiddlebridge Industrial Units

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	34,913	37,720	42,120	37,240
	Supplies and Services	4,088	4,740	4,740	4,970
	Support Services	20,356	22,540	22,540	21,640
	Capital Charges	28,493	29,820	29,820	28,860
	<b>TOTAL Expenditure</b>	<b>87,850</b>	<b>94,820</b>	<b>99,220</b>	<b>92,710</b>
	Income	(158,492)	(163,550)	(163,550)	(163,550)
	<b>TOTAL Income</b>	<b>(158,492)</b>	<b>(163,550)</b>	<b>(163,550)</b>	<b>(163,550)</b>
	<b>Net Expenditure</b>	<b>(70,642)</b>	<b>(68,730)</b>	<b>(64,330)</b>	<b>(70,840)</b>

Cost Centre : 6762 Little Ridge Industrial Units

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	6,518	4,170	5,160	4,250
	Supplies and Services	427	1,260	1,260	1,320
	Support Services	6,811	6,800	6,800	6,570
	Capital Charges	5,658	5,660	5,660	5,660
	<b>TOTAL Expenditure</b>	<b>19,414</b>	<b>17,890</b>	<b>18,880</b>	<b>17,800</b>
	Income	(55,346)	(55,530)	(55,530)	(55,530)
	<b>TOTAL Income</b>	<b>(55,346)</b>	<b>(55,530)</b>	<b>(55,530)</b>	<b>(55,530)</b>
	<b>Net Expenditure</b>	<b>(35,932)</b>	<b>(37,640)</b>	<b>(36,650)</b>	<b>(37,730)</b>

Cost Centre : 6763 Land & Property Management

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	64,303	51,520	49,210	69,220
	Supplies and Services	10,549	21,950	21,950	21,980
	Support Services	132,512	185,200	185,200	141,190
	Capital Charges	101,778	84,170	84,170	57,860
	<b>TOTAL Expenditure</b>	<b>309,142</b>	<b>342,840</b>	<b>340,530</b>	<b>290,250</b>
	Income	(434,451)	(328,320)	(333,320)	(328,320)
	<b>TOTAL Income</b>	<b>(434,451)</b>	<b>(328,320)</b>	<b>(333,320)</b>	<b>(328,320)</b>
	<b>Net Expenditure</b>	<b>(125,309)</b>	<b>14,520</b>	<b>7,210</b>	<b>(38,070)</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6764 Shopping Centres

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	61,121	98,110	81,630	90,870
	Supplies and Services	28,746	39,310	39,310	35,230
	Support Services	140,347	168,840	168,840	165,050
	Capital Charges	207,782	218,030	218,030	207,100
	<b>TOTAL Expenditure</b>	<b>437,995</b>	<b>524,290</b>	<b>507,810</b>	<b>498,250</b>
	Income	(1,204,180)	(1,183,170)	(1,183,170)	(1,183,170)
	<b>TOTAL Income</b>	<b>(1,204,180)</b>	<b>(1,183,170)</b>	<b>(1,183,170)</b>	<b>(1,183,170)</b>
	<b>Net Expenditure</b>	<b>(766,185)</b>	<b>(658,880)</b>	<b>(675,360)</b>	<b>(684,920)</b>

Cost Centre : 6765 Hatfield Market

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	3,788	7,650	10,630	16,920
	Supplies and Services	489	1,640	1,640	2,040
	Support Services	3,043	3,870	3,870	3,800
	Capital Charges	0	2,720	2,720	2,880
	<b>TOTAL Expenditure</b>	<b>7,320</b>	<b>15,880</b>	<b>18,860</b>	<b>25,640</b>
	Income	(14,174)	(10,400)	(11,400)	(10,400)
	<b>TOTAL Income</b>	<b>(14,174)</b>	<b>(10,400)</b>	<b>(11,400)</b>	<b>(10,400)</b>
	<b>Net Expenditure</b>	<b>(6,855)</b>	<b>5,480</b>	<b>7,460</b>	<b>15,240</b>

Cost Centre : 6766 Fairway Tavern

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	1,386	1,820	1,820	2,020
	Capital Charges	(7,000)	0	0	0
	<b>TOTAL Expenditure</b>	<b>(5,614)</b>	<b>1,820</b>	<b>1,820</b>	<b>2,020</b>
	Income	(73,646)	(73,650)	(73,650)	(73,650)
	<b>TOTAL Income</b>	<b>(73,646)</b>	<b>(73,650)</b>	<b>(73,650)</b>	<b>(73,650)</b>
	<b>Net Expenditure</b>	<b>(79,260)</b>	<b>(71,830)</b>	<b>(71,830)</b>	<b>(71,630)</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources  
Cost Centre : 6768 Weltech

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	111,712	112,910	112,910	104,670
	Premises Related	83,438	104,010	107,450	100,080
	Supplies and Services	75,469	90,350	90,350	93,320
	Support Services	39,056	44,830	44,830	51,140
	Capital Charges	11,143	5,820	5,820	5,760
	<b>TOTAL Expenditure</b>	<b>320,818</b>	<b>357,920</b>	<b>361,360</b>	<b>354,970</b>
	Income	(440,560)	(385,810)	(402,530)	(385,810)
	<b>TOTAL Income</b>	<b>(440,560)</b>	<b>(385,810)</b>	<b>(402,530)</b>	<b>(385,810)</b>
	<b>Net Expenditure</b>	<b>(119,742)</b>	<b>(27,890)</b>	<b>(41,170)</b>	<b>(30,840)</b>

Cost Centre : 6769 White Lion House

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	13,960	19,860	20,450	26,770
	Supplies and Services	2,551	3,350	3,350	3,810
	Support Services	33,737	41,050	41,050	6,980
	Capital Charges	207,256	13,880	13,880	9,980
	<b>TOTAL Expenditure</b>	<b>257,504</b>	<b>78,140</b>	<b>78,730</b>	<b>47,540</b>
	Income	(20,725)	(24,500)	(24,500)	(24,500)
	<b>TOTAL Income</b>	<b>(20,725)</b>	<b>(24,500)</b>	<b>(24,500)</b>	<b>(24,500)</b>
	<b>Net Expenditure</b>	<b>236,779</b>	<b>53,640</b>	<b>54,230</b>	<b>23,040</b>

Cost Centre : 6770 Hatfield Town Centre Redevelopment

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	85,631	51,140	59,980	137,720
	Supplies and Services	16,121	72,580	77,760	13,450
	Third Party Payments	4,667	40,700	40,700	20,000
	Support Services	10,110	7,050	7,050	183,870
	Capital Charges	127,482	344,990	344,990	286,560
	<b>TOTAL Expenditure</b>	<b>244,010</b>	<b>516,460</b>	<b>530,480</b>	<b>641,600</b>
	Income	(274,390)	(298,760)	(298,760)	(388,760)
	<b>TOTAL Income</b>	<b>(274,390)</b>	<b>(298,760)</b>	<b>(298,760)</b>	<b>(388,760)</b>
	<b>Net Expenditure</b>	<b>(30,380)</b>	<b>217,700</b>	<b>231,720</b>	<b>252,840</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6772 Salisbury Square

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	16,684	1,500	24,690	0
	Supplies and Services	1,254	1,400	(9,450)	0
	Support Services	3,666	620	620	1,620
	Capital Charges	1,875	1,960	1,960	2,780
	<b>TOTAL Expenditure</b>	<b>23,480</b>	<b>5,480</b>	<b>17,820</b>	<b>4,400</b>
	Income	(15,505)	0	(10,850)	0
	<b>TOTAL Income</b>	<b>(15,505)</b>	<b>0</b>	<b>(10,850)</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>7,975</b>	<b>5,480</b>	<b>6,970</b>	<b>4,400</b>

Cost Centre : 6773 Investment Properties

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Support Services	55,002	82,420	82,420	100,140
	Capital Charges	(302,700)	0	0	0
	<b>TOTAL Expenditure</b>	<b>(247,698)</b>	<b>82,420</b>	<b>82,420</b>	<b>100,140</b>
	Income	(550,152)	(272,300)	(272,300)	(272,300)
	<b>TOTAL Income</b>	<b>(550,152)</b>	<b>(272,300)</b>	<b>(272,300)</b>	<b>(272,300)</b>
	<b>Net Expenditure</b>	<b>(797,850)</b>	<b>(189,880)</b>	<b>(189,880)</b>	<b>(172,160)</b>

Cost Centre : 6775 Early Retirement Costs

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	(89)	100,000	0	100,000
	Support Services	487	500	500	430
	<b>TOTAL Expenditure</b>	<b>399</b>	<b>100,500</b>	<b>500</b>	<b>100,430</b>
	<b>Net Expenditure</b>	<b>399</b>	<b>100,500</b>	<b>500</b>	<b>100,430</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 6776 HCC Pension Adjustment Account

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	25,000	0	0	0
	Revenue Appropriations	(204,594)	0	0	0
	<b>TOTAL Expenditure</b>	<b>(179,594)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>(179,594)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6785 Vacant Office Space

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Support Services	77,806	0	0	0
	<b>TOTAL Expenditure</b>	<b>77,806</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>77,806</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6790 Decorative Lighting

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	18,562	50,560	41,090	49,090
	Supplies and Services	3,552	5,000	5,000	5,000
	Support Services	16,495	24,510	24,510	23,980
	<b>TOTAL Expenditure</b>	<b>38,609</b>	<b>80,070</b>	<b>70,600</b>	<b>78,070</b>
	<b>Net Expenditure</b>	<b>38,609</b>	<b>80,070</b>	<b>70,600</b>	<b>78,070</b>

Cost Centre : 7701 Financial Management

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	307,526	348,720	361,210	460,470
	Transport Related	1,190	650	650	600
	Supplies and Services	42,873	38,460	38,460	38,690
	Support Services	199,013	156,540	156,540	122,030
	<b>TOTAL Expenditure</b>	<b>550,603</b>	<b>544,370</b>	<b>556,860</b>	<b>621,790</b>
	Income	(550,603)	(544,370)	(556,860)	(621,790)
	<b>TOTAL Income</b>	<b>(550,603)</b>	<b>(544,370)</b>	<b>(556,860)</b>	<b>(621,790)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 7703 Accounting Services

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	101,986	135,780	202,830	296,870
	Transport Related	0	100	100	100
	Supplies and Services	14,137	17,250	21,070	17,430
	Support Services	145,941	145,360	145,360	118,990
	<b>TOTAL Expenditure</b>	<b>262,064</b>	<b>298,490</b>	<b>369,360</b>	<b>433,390</b>
	Income	(262,064)	(298,490)	(369,360)	(433,390)
	<b>TOTAL Income</b>	<b>(262,064)</b>	<b>(298,490)</b>	<b>(369,360)</b>	<b>(433,390)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7706 Estates

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	271,727	332,640	319,590	190,270
	Transport Related	2,513	3,100	3,100	2,640
	Supplies and Services	10,957	11,030	11,030	11,260
	Support Services	71,052	89,880	89,880	85,050
	<b>TOTAL Expenditure</b>	<b>356,249</b>	<b>436,650</b>	<b>423,600</b>	<b>289,220</b>
	Income	(356,249)	(436,650)	(423,600)	(289,220)
	<b>TOTAL Income</b>	<b>(356,249)</b>	<b>(436,650)</b>	<b>(423,600)</b>	<b>(289,220)</b>
	<b>Net Expenditure</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>

Cost Centre : 7707 Corporate Property

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	326,346	354,320	356,130	298,350
	Premises Related	810	1,920	1,920	1,920
	Transport Related	2,921	5,960	5,960	5,050
	Supplies and Services	8,888	23,470	23,470	23,110
	Support Services	70,903	90,030	90,030	88,700
	<b>TOTAL Expenditure</b>	<b>409,868</b>	<b>475,700</b>	<b>477,510</b>	<b>417,130</b>
	Income	(409,868)	(475,700)	(477,510)	(417,130)
	<b>TOTAL Income</b>	<b>(409,868)</b>	<b>(475,700)</b>	<b>(477,510)</b>	<b>(417,130)</b>
	<b>Net Expenditure</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>



## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 7709 Resources Client Section

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	125,999	120,200	120,200	110,530
	Transport Related	794	750	750	750
	Supplies and Services	36,303	46,360	59,560	41,260
	Support Services	17,230	18,880	18,880	18,810
	<b>TOTAL Expenditure</b>	<b>180,326</b>	<b>186,190</b>	<b>199,390</b>	<b>171,350</b>
	Income	(180,326)	(186,190)	(199,390)	(171,350)
	<b>TOTAL Income</b>	<b>(180,326)</b>	<b>(186,190)</b>	<b>(199,390)</b>	<b>(171,350)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7710 Insurance Costs Holding

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	144,820	155,400	155,400	170,450
	Premises Related	135,138	173,120	173,120	194,990
	Transport Related	15,379	17,250	17,250	31,950
	Supplies and Services	20,492	10,290	10,290	10,060
	Support Services	10,680	15,430	15,430	15,290
	<b>TOTAL Expenditure</b>	<b>326,509</b>	<b>371,490</b>	<b>371,490</b>	<b>422,740</b>
	Income	(326,509)	(371,490)	(371,490)	(422,740)
	<b>TOTAL Income</b>	<b>(326,509)</b>	<b>(371,490)</b>	<b>(371,490)</b>	<b>(422,740)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7711 Computer Contract

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	117,147	111,290	104,320	104,580
	Transport Related	593	2,080	2,080	1,920
	Supplies and Services	267,765	370,270	423,270	365,050
	Third Party Payments	728,806	778,000	795,970	813,100
	Support Services	124,250	122,590	122,590	130,620
	Capital Charges	107,595	99,870	99,870	116,870
	<b>TOTAL Expenditure</b>	<b>1,346,156</b>	<b>1,484,100</b>	<b>1,548,100</b>	<b>1,532,140</b>
	Income	(1,346,156)	(1,484,100)	(1,548,100)	(1,532,140)
	<b>TOTAL Income</b>	<b>(1,346,156)</b>	<b>(1,484,100)</b>	<b>(1,548,100)</b>	<b>(1,532,140)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 7712 Telephone Network

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	193,324	168,100	168,100	175,600
	Support Services	9,500	21,960	21,960	15,460
	Capital Charges	37,974	11,870	11,870	11,870
	<b>TOTAL Expenditure</b>	<b>240,798</b>	<b>201,930</b>	<b>201,930</b>	<b>202,930</b>
	Income	(240,798)	(201,930)	(201,930)	(202,930)
	<b>TOTAL Income</b>	<b>(240,798)</b>	<b>(201,930)</b>	<b>(201,930)</b>	<b>(202,930)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7713 Photocopying

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	76,537	68,650	68,650	68,650
	Support Services	10,342	15,540	15,540	14,980
	Capital Charges	7,722	5,230	5,230	2,710
	<b>TOTAL Expenditure</b>	<b>94,601</b>	<b>89,420</b>	<b>89,420</b>	<b>86,340</b>
	Income	(94,601)	(89,420)	(89,420)	(86,340)
	<b>TOTAL Income</b>	<b>(94,601)</b>	<b>(89,420)</b>	<b>(89,420)</b>	<b>(86,340)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7714 Catering

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Supplies and Services	5,204	4,760	4,760	4,760
	Support Services	2,337	2,440	2,440	2,500
	<b>TOTAL Expenditure</b>	<b>7,540</b>	<b>7,200</b>	<b>7,200</b>	<b>7,260</b>
	Income	(7,540)	(7,200)	(7,200)	(7,260)
	<b>TOTAL Income</b>	<b>(7,540)</b>	<b>(7,200)</b>	<b>(7,200)</b>	<b>(7,260)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 7716 Corporate Property - Projects

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	0	0	0	128,870
	Support Services	0	0	0	7,340
	<b>TOTAL Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>136,210</b>
	Income	0	0	0	(136,210)
	<b>TOTAL Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(136,210)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7720 Campus East Offices

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	349,264	454,570	476,500	495,360
	Supplies and Services	122,893	17,690	49,320	18,650
	Support Services	84,945	118,870	118,870	120,600
	Capital Charges	132,033	55,390	55,390	180,690
	<b>TOTAL Expenditure</b>	<b>689,134</b>	<b>646,520</b>	<b>700,080</b>	<b>815,300</b>
	Income	(689,134)	(646,520)	(700,080)	(815,300)
	<b>TOTAL Income</b>	<b>(689,134)</b>	<b>(646,520)</b>	<b>(700,080)</b>	<b>(815,300)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7723 51 Bridge Road East Offices

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	277,210	0	880	0
	Supplies and Services	13,511	0	0	0
	Support Services	14,944	0	0	0
	<b>TOTAL Expenditure</b>	<b>305,665</b>	<b>0</b>	<b>880</b>	<b>0</b>
	Income	(305,665)	0	(880)	0
	<b>TOTAL Income</b>	<b>(305,665)</b>	<b>0</b>	<b>(880)</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Resources

Cost Centre : 7724 Hatfield Housing Office

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Premises Related	22,766	32,250	29,010	31,720
	Support Services	15,339	19,740	19,740	18,410
	<b>TOTAL Expenditure</b>	<b>38,106</b>	<b>51,990</b>	<b>48,750</b>	<b>50,130</b>
	Income	(38,106)	(51,990)	(48,750)	(50,130)
	<b>TOTAL Income</b>	<b>(38,106)</b>	<b>(51,990)</b>	<b>(48,750)</b>	<b>(50,130)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7735 Finance Systems & Controls

Account Code	Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
		£	£	£	£
	Employees	166,233	164,730	226,530	0
	Premises Related	211	0	0	0
	Transport Related	117	600	600	350
	Supplies and Services	66,255	63,240	63,240	63,390
	Support Services	51,606	54,690	54,690	41,100
	<b>TOTAL Expenditure</b>	<b>284,422</b>	<b>283,260</b>	<b>345,060</b>	<b>104,840</b>
	Income	(284,422)	(283,260)	(345,060)	(104,840)
	<b>TOTAL Income</b>	<b>(284,422)</b>	<b>(283,260)</b>	<b>(345,060)</b>	<b>(104,840)</b>
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total: Head of Resources</b>	<b>(15,181)</b>	<b>443,470</b>	<b>717,950</b>	<b>1,528,190</b>
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## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6000 Bus Shelters

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	12,014	12,820	12,820	13,160
Support Services	882	3,220	3,220	470
Capital Charges	2,836	0	0	0
<b>TOTAL Expenditure</b>	<b>15,732</b>	<b>16,040</b>	<b>16,040</b>	<b>13,630</b>
<b>Net Expenditure</b>	<b>15,732</b>	<b>16,040</b>	<b>16,040</b>	<b>13,630</b>

Cost Centre : 6007 Transport Planning

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	152	0	0	0
Support Services	87,390	16,810	16,810	16,310
<b>TOTAL Expenditure</b>	<b>87,542</b>	<b>16,810</b>	<b>16,810</b>	<b>16,310</b>
<b>Net Expenditure</b>	<b>87,542</b>	<b>16,810</b>	<b>16,810</b>	<b>16,310</b>

Cost Centre : 6049 Transport General

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	95,233	64,310	86,810	64,310
Support Services	70,914	23,410	23,410	22,490
Capital Charges	144,390	161,010	161,010	166,410
<b>TOTAL Expenditure</b>	<b>310,538</b>	<b>248,730</b>	<b>271,230</b>	<b>253,210</b>
Income	(49,030)	0	0	0
<b>TOTAL Income</b>	<b>(49,030)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>261,508</b>	<b>248,730</b>	<b>271,230</b>	<b>253,210</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6050 Multistorey Car Park

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	160,969	141,290	132,000	175,640
Supplies and Services	44,600	33,100	40,460	35,010
Third Party Payments	189,034	207,580	207,580	164,800
Support Services	21,740	36,870	36,870	35,620
Capital Charges	141,418	193,420	193,420	126,360
<b>TOTAL Expenditure</b>	<b>557,760</b>	<b>612,260</b>	<b>610,330</b>	<b>537,430</b>
Income	(692,041)	(677,610)	(730,800)	(674,740)
<b>TOTAL Income</b>	<b>(692,041)</b>	<b>(677,610)</b>	<b>(730,800)</b>	<b>(674,740)</b>
<b>Net Expenditure</b>	<b>(134,280)</b>	<b>(65,350)</b>	<b>(120,470)</b>	<b>(137,310)</b>

Cost Centre : 6052 Campus East Car Park

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	35,499	22,630	21,630	27,470
Supplies and Services	11,626	12,200	11,970	12,200
Third Party Payments	59,612	74,860	74,860	77,470
Support Services	4,314	17,020	17,020	16,230
Capital Charges	38,833	40,640	40,640	38,830
<b>TOTAL Expenditure</b>	<b>149,885</b>	<b>167,350</b>	<b>166,120</b>	<b>172,200</b>
Income	(368,062)	(336,230)	(342,600)	(325,220)
<b>TOTAL Income</b>	<b>(368,062)</b>	<b>(336,230)</b>	<b>(342,600)</b>	<b>(325,220)</b>
<b>Net Expenditure</b>	<b>(218,178)</b>	<b>(168,880)</b>	<b>(176,480)</b>	<b>(153,020)</b>

Cost Centre : 6054 Campus West Car Park

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	51,143	50,980	49,980	61,130
Supplies and Services	11,725	8,350	11,730	8,350
Third Party Payments	38,961	45,960	45,960	47,560
Support Services	3,601	16,460	16,460	15,760
Capital Charges	7,333	7,330	7,330	7,330
<b>TOTAL Expenditure</b>	<b>112,763</b>	<b>129,080</b>	<b>131,460</b>	<b>140,130</b>
Income	(416,572)	(309,490)	(334,880)	(363,370)
<b>TOTAL Income</b>	<b>(416,572)</b>	<b>(309,490)</b>	<b>(334,880)</b>	<b>(363,370)</b>
<b>Net Expenditure</b>	<b>(303,809)</b>	<b>(180,410)</b>	<b>(203,420)</b>	<b>(223,240)</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6055 Other WGC Car Parks

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	9,797	6,000	6,000	6,000
Third Party Payments	3,861	5,540	5,540	5,730
Support Services	1,407	11,840	11,840	11,350
<b>TOTAL Expenditure</b>	<b>15,064</b>	<b>23,380</b>	<b>23,380</b>	<b>23,080</b>
<b>Net Expenditure</b>	<b>15,064</b>	<b>23,380</b>	<b>23,380</b>	<b>23,080</b>

Cost Centre : 6056 Link Drive Hatfield Car Park

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	5,627	7,140	7,140	10,060
Third Party Payments	5,767	6,420	6,420	6,640
Support Services	549	550	550	390
Capital Charges	583	610	610	920
<b>TOTAL Expenditure</b>	<b>12,527</b>	<b>14,720</b>	<b>14,720</b>	<b>18,010</b>
Income	(4,000)	0	0	0
<b>TOTAL Income</b>	<b>(4,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>8,527</b>	<b>14,720</b>	<b>14,720</b>	<b>18,010</b>

Cost Centre : 6057 The Common Hatfield Car Park

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	11,832	13,840	13,840	17,010
Third Party Payments	3,760	4,140	4,140	4,280
Support Services	549	580	580	390
Capital Charges	1,667	6,040	6,040	4,860
<b>TOTAL Expenditure</b>	<b>17,808</b>	<b>24,600</b>	<b>24,600</b>	<b>26,540</b>
Income	(5,000)	0	0	0
<b>TOTAL Income</b>	<b>(5,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>12,808</b>	<b>24,600</b>	<b>24,600</b>	<b>26,540</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6058 Wellfield Road HatfieldCarPark

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	1,488	1,510	1,510	1,960
Support Services	465	460	460	390
Capital Charges	129	130	130	940
<b>TOTAL Expenditure</b>	<b>2,083</b>	<b>2,100</b>	<b>2,100</b>	<b>3,290</b>
<b>Net Expenditure</b>	<b>2,083</b>	<b>2,100</b>	<b>2,100</b>	<b>3,290</b>

Cost Centre : 6059 Other Hatfield Car Parks

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	15,046	20,120	20,120	23,100
Third Party Payments	27,001	30,420	30,420	31,480
Support Services	2,124	15,690	15,690	15,110
Capital Charges	1,292	1,290	1,290	1,290
<b>TOTAL Expenditure</b>	<b>45,462</b>	<b>67,520</b>	<b>67,520</b>	<b>70,980</b>
Income	(2,000)	0	0	0
<b>TOTAL Income</b>	<b>(2,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>43,462</b>	<b>67,520</b>	<b>67,520</b>	<b>70,980</b>

Cost Centre : 6060 Welwyn Car Parks

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	200	500	500	500
Supplies and Services	10	0	0	0
Support Services	587	7,310	7,310	7,170
Capital Charges	792	790	790	790
<b>TOTAL Expenditure</b>	<b>1,589</b>	<b>8,600</b>	<b>8,600</b>	<b>8,460</b>
<b>Net Expenditure</b>	<b>1,589</b>	<b>8,600</b>	<b>8,600</b>	<b>8,460</b>



## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6062 Kennel Wood

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	6,037	8,260	8,260	9,450
Third Party Payments	9,766	3,930	3,930	4,070
Support Services	563	500	500	430
Capital Charges	625	630	630	630
<b>TOTAL Expenditure</b>	<b>16,990</b>	<b>13,320</b>	<b>13,320</b>	<b>14,580</b>
<b>Net Expenditure</b>	<b>16,990</b>	<b>13,320</b>	<b>13,320</b>	<b>14,580</b>

Cost Centre : 6063 Lemsford Road Car Park

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	175	560	180	180
Third Party Payments	5,051	5,790	5,790	5,990
Capital Charges	850	850	850	850
<b>TOTAL Expenditure</b>	<b>6,076</b>	<b>7,200</b>	<b>6,820</b>	<b>7,020</b>
Income	(3,600)	0	0	0
<b>TOTAL Income</b>	<b>(3,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>2,476</b>	<b>7,200</b>	<b>6,820</b>	<b>7,020</b>

Cost Centre : 6064 Cherry Tree Car Park

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	9,368	5,100	5,100	2,750
Third Party Payments	13,195	16,400	16,400	16,970
Support Services	2,108	4,790	4,790	3,870
<b>TOTAL Expenditure</b>	<b>24,671</b>	<b>26,290</b>	<b>26,290</b>	<b>23,590</b>
<b>Net Expenditure</b>	<b>24,671</b>	<b>26,290</b>	<b>26,290</b>	<b>23,590</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6070 Civil Parking Enforcement

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	9,852	15,500	15,500	15,500
Third Party Payments	361,369	405,470	427,920	411,040
Support Services	7,237	21,950	21,950	19,200
<b>TOTAL Expenditure</b>	<b>378,457</b>	<b>442,920</b>	<b>465,370</b>	<b>445,740</b>
Income	(304,680)	(261,000)	(261,000)	(261,000)
<b>TOTAL Income</b>	<b>(304,680)</b>	<b>(261,000)</b>	<b>(261,000)</b>	<b>(261,000)</b>
<b>Net Expenditure</b>	<b>73,777</b>	<b>181,920</b>	<b>204,370</b>	<b>184,740</b>

Cost Centre : 6071 Permit Schemes

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	1,713	6,000	6,000	4,000
Third Party Payments	2,138	0	0	0
Support Services	12,588	16,150	16,150	15,770
Capital Charges	0	0	0	3,000
<b>TOTAL Expenditure</b>	<b>16,439</b>	<b>22,150</b>	<b>22,150</b>	<b>22,770</b>
Income	(38,234)	(32,500)	(32,500)	(32,500)
<b>TOTAL Income</b>	<b>(38,234)</b>	<b>(32,500)</b>	<b>(32,500)</b>	<b>(32,500)</b>
<b>Net Expenditure</b>	<b>(21,795)</b>	<b>(10,350)</b>	<b>(10,350)</b>	<b>(9,730)</b>

Cost Centre : 6420 Grounds Maintenance

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	816	830	830	860
Supplies and Services	1,754	470	470	500
Third Party Payments	1,119,218	1,267,920	1,216,680	1,233,450
Support Services	100,891	104,600	104,600	102,740
Capital Charges	3,536	3,540	3,540	3,540
<b>TOTAL Expenditure</b>	<b>1,226,215</b>	<b>1,377,360</b>	<b>1,326,120</b>	<b>1,341,090</b>
Income	(812,500)	(825,260)	(825,260)	(760,000)
<b>TOTAL Income</b>	<b>(812,500)</b>	<b>(825,260)</b>	<b>(825,260)</b>	<b>(760,000)</b>
<b>Net Expenditure</b>	<b>413,715</b>	<b>552,100</b>	<b>500,860</b>	<b>581,090</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6421 Playareas General

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	36,497	32,610	32,610	30,070
Premises Related	810	3,550	810	8,550
Transport Related	3,976	3,180	3,180	3,930
Supplies and Services	18,901	20,840	20,840	20,870
Third Party Payments	2,787	0	3,550	0
Support Services	10,345	11,180	11,180	11,140
Capital Charges	37,457	14,380	14,380	24,810
<b>TOTAL Expenditure</b>	<b>110,774</b>	<b>85,740</b>	<b>86,550</b>	<b>99,370</b>
Income	(8,224)	(5,000)	(5,000)	(5,000)
<b>TOTAL Income</b>	<b>(8,224)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>
<b>Net Expenditure</b>	<b>102,550</b>	<b>80,740</b>	<b>81,550</b>	<b>94,370</b>

Cost Centre : 6480 Domestic Refuse

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Transport Related	1,200	0	0	0
Supplies and Services	9,650	11,420	11,420	11,420
Third Party Payments	1,585,097	1,611,620	1,599,290	1,651,280
Support Services	348,908	367,780	367,780	347,780
Capital Charges	275,288	275,290	275,290	275,290
<b>TOTAL Expenditure</b>	<b>2,220,144</b>	<b>2,266,110</b>	<b>2,253,780</b>	<b>2,285,770</b>
Income	(386,365)	(279,500)	(339,500)	(349,500)
<b>TOTAL Income</b>	<b>(386,365)</b>	<b>(279,500)</b>	<b>(339,500)</b>	<b>(349,500)</b>
<b>Net Expenditure</b>	<b>1,833,779</b>	<b>1,986,610</b>	<b>1,914,280</b>	<b>1,936,270</b>

Cost Centre : 6481 Recycling

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	86,117	82,310	77,390	78,370
Transport Related	1,942	1,600	1,600	1,600
Supplies and Services	48,096	61,730	76,730	58,190
Third Party Payments	1,704,751	1,799,620	1,749,620	1,804,610
Support Services	176,399	196,870	196,870	175,050
Capital Charges	24,996	39,060	39,060	43,290
<b>TOTAL Expenditure</b>	<b>2,042,302</b>	<b>2,181,190</b>	<b>2,141,270</b>	<b>2,161,110</b>
Income	(778,036)	(797,400)	(737,400)	(1,027,400)
<b>TOTAL Income</b>	<b>(778,036)</b>	<b>(797,400)</b>	<b>(737,400)</b>	<b>(1,027,400)</b>
<b>Net Expenditure</b>	<b>1,264,266</b>	<b>1,383,790</b>	<b>1,403,870</b>	<b>1,133,710</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6482 Trade waste

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Third Party Payments	(94,707)	(96,650)	(94,770)	(96,670)
Support Services	8,841	5,540	5,540	9,740
<b>TOTAL Expenditure</b>	<b>(85,866)</b>	<b>(91,110)</b>	<b>(89,230)</b>	<b>(86,930)</b>
<b>Net Expenditure</b>	<b>(85,866)</b>	<b>(91,110)</b>	<b>(89,230)</b>	<b>(86,930)</b>

Cost Centre : 6483 Street Cleaning

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	0	0	65,000	40,000
Third Party Payments	1,134,650	1,159,230	1,206,290	1,204,120
Support Services	125,093	140,430	140,430	131,770
<b>TOTAL Expenditure</b>	<b>1,259,743</b>	<b>1,299,660</b>	<b>1,411,720</b>	<b>1,375,890</b>
Income	(16,088)	(9,200)	(9,200)	(39,200)
<b>TOTAL Income</b>	<b>(16,088)</b>	<b>(9,200)</b>	<b>(9,200)</b>	<b>(39,200)</b>
<b>Net Expenditure</b>	<b>1,243,655</b>	<b>1,290,460</b>	<b>1,402,520</b>	<b>1,336,690</b>

Cost Centre : 6484 Dog Control

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	149	0	0	0
Third Party Payments	7,534	23,000	13,000	23,000
Support Services	11,091	10,480	10,480	10,670
<b>TOTAL Expenditure</b>	<b>18,774</b>	<b>33,480</b>	<b>23,480</b>	<b>33,670</b>
Income	(1,473)	(3,050)	(3,050)	(3,050)
<b>TOTAL Income</b>	<b>(1,473)</b>	<b>(3,050)</b>	<b>(3,050)</b>	<b>(3,050)</b>
<b>Net Expenditure</b>	<b>17,300</b>	<b>30,430</b>	<b>20,430</b>	<b>30,620</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6486 Cemeteries

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	52,886	52,220	52,220	49,490
Premises Related	15,166	22,530	18,630	26,760
Transport Related	487	0	0	0
Supplies and Services	96,967	31,330	34,330	31,380
Third Party Payments	167,811	163,040	160,040	175,320
Support Services	28,312	33,660	33,660	39,170
Capital Charges	11,055	11,050	11,050	11,140
<b>TOTAL Expenditure</b>	<b>372,684</b>	<b>313,830</b>	<b>309,930</b>	<b>333,260</b>
Income	(188,809)	(187,400)	(187,400)	(187,400)
<b>TOTAL Income</b>	<b>(188,809)</b>	<b>(187,400)</b>	<b>(187,400)</b>	<b>(187,400)</b>
<b>Net Expenditure</b>	<b>183,875</b>	<b>126,430</b>	<b>122,530</b>	<b>145,860</b>

Cost Centre : 6487 Collection of Abandoned cars

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	349	1,350	1,350	1,350
Third Party Payments	2,389	2,700	2,700	2,700
Support Services	37,119	36,660	36,660	44,170
<b>TOTAL Expenditure</b>	<b>39,856</b>	<b>40,710</b>	<b>40,710</b>	<b>48,220</b>
Income	(2,167)	(600)	(600)	(600)
<b>TOTAL Income</b>	<b>(2,167)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>
<b>Net Expenditure</b>	<b>37,690</b>	<b>40,110</b>	<b>40,110</b>	<b>47,620</b>

Cost Centre : 6488 Street Furniture & Pathways

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	22,042	43,500	40,500	43,500
Supplies and Services	22,945	20,750	20,750	20,750
Support Services	48,934	69,330	69,330	63,920
Capital Charges	70,680	9,000	9,000	9,000
<b>TOTAL Expenditure</b>	<b>164,601</b>	<b>142,580</b>	<b>139,580</b>	<b>137,170</b>
Income	(31,235)	(25,020)	(25,020)	(27,000)
<b>TOTAL Income</b>	<b>(31,235)</b>	<b>(25,020)</b>	<b>(25,020)</b>	<b>(27,000)</b>
<b>Net Expenditure</b>	<b>133,366</b>	<b>117,560</b>	<b>114,560</b>	<b>110,170</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6489 Footpath Lighting

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	0	2,000	2,000	2,000
Support Services	2,020	4,140	4,140	3,960
Capital Charges	3,086	3,090	3,090	1,890
<b>TOTAL Expenditure</b>	<b>5,106</b>	<b>9,230</b>	<b>9,230</b>	<b>7,850</b>
Income	(1,522)	0	0	0
<b>TOTAL Income</b>	<b>(1,522)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>3,584</b>	<b>9,230</b>	<b>9,230</b>	<b>7,850</b>

Cost Centre : 6491 Litter Bins & Dog Bins

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	9,760	14,500	14,500	14,500
Support Services	13,689	12,700	12,700	14,460
Capital Charges	13,073	13,980	13,980	15,710
<b>TOTAL Expenditure</b>	<b>36,522</b>	<b>41,180</b>	<b>41,180</b>	<b>44,670</b>
Income	(489)	0	0	0
<b>TOTAL Income</b>	<b>(489)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>36,033</b>	<b>41,180</b>	<b>41,180</b>	<b>44,670</b>

Cost Centre : 6493 Street Wardens

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	179,486	183,270	186,330	175,460
Premises Related	810	820	820	820
Transport Related	6,706	8,650	8,650	10,150
Supplies and Services	3,807	5,160	5,160	5,370
Support Services	39,468	38,840	38,840	41,580
Capital Charges	2,682	0	0	0
<b>TOTAL Expenditure</b>	<b>232,959</b>	<b>236,740</b>	<b>239,800</b>	<b>233,380</b>
Income	(36,700)	(37,070)	(37,070)	(118,360)
<b>TOTAL Income</b>	<b>(36,700)</b>	<b>(37,070)</b>	<b>(37,070)</b>	<b>(118,360)</b>
<b>Net Expenditure</b>	<b>196,259</b>	<b>199,670</b>	<b>202,730</b>	<b>115,020</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 6495 Boundary Fences, Railings & Walls

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	4,884	4,300	4,300	4,300
Support Services	487	500	500	430
<b>TOTAL Expenditure</b>	<b>5,371</b>	<b>4,800</b>	<b>4,800</b>	<b>4,730</b>
Income	(1,065)	(1,330)	(1,330)	(1,330)
<b>TOTAL Income</b>	<b>(1,065)</b>	<b>(1,330)</b>	<b>(1,330)</b>	<b>(1,330)</b>
<b>Net Expenditure</b>	<b>4,306</b>	<b>3,470</b>	<b>3,470</b>	<b>3,400</b>

Cost Centre : 6499 Tewin Road Depot

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	3,326	0	0	0
Third Party Payments	262,050	267,240	267,240	272,580
Support Services	487	500	500	430
Capital Charges	21,809	21,810	21,810	21,810
<b>TOTAL Expenditure</b>	<b>287,672</b>	<b>289,550</b>	<b>289,550</b>	<b>294,820</b>
Income	(37,323)	(10,500)	(10,500)	(10,500)
<b>TOTAL Income</b>	<b>(37,323)</b>	<b>(10,500)</b>	<b>(10,500)</b>	<b>(10,500)</b>
<b>Net Expenditure</b>	<b>250,349</b>	<b>279,050</b>	<b>279,050</b>	<b>284,320</b>

Cost Centre : 7001 Transportation Engineers

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	116,993	151,700	151,700	147,900
Premises Related	810	900	900	900
Transport Related	2,567	3,400	3,400	2,900
Supplies and Services	2,333	4,520	4,520	4,770
Support Services	51,905	39,730	39,730	39,530
<b>TOTAL Expenditure</b>	<b>174,609</b>	<b>200,250</b>	<b>200,250</b>	<b>196,000</b>
Income	(174,609)	(200,250)	(200,250)	(196,000)
<b>TOTAL Income</b>	<b>(174,609)</b>	<b>(200,250)</b>	<b>(200,250)</b>	<b>(196,000)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Environment

Cost Centre : 7401 Contract Monitoring

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Employees	226,713	260,420	212,040	218,260
Premises Related	810	900	900	900
Transport Related	8,676	11,990	11,990	10,180
Supplies and Services	14,494	16,760	13,760	17,600
Third Party Payments	2,047	0	0	0
Support Services	169,423	177,060	177,060	182,690
<b>TOTAL Expenditure</b>	<b>422,164</b>	<b>467,130</b>	<b>415,750</b>	<b>429,630</b>
Income	(422,164)	(467,130)	(415,750)	(429,630)
<b>TOTAL Income</b>	<b>(422,164)</b>	<b>(467,130)</b>	<b>(415,750)</b>	<b>(429,630)</b>
<b>Net Expenditure</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>
<b>Total: Head of Environment</b>	<b>5,523,027</b>	<b>6,275,960</b>	<b>6,232,220</b>	<b>5,924,870</b>



## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Policy and Culture

Cost Centre : 6400 CWE Premises

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	365,915	358,780	350,400	358,050
Premises Related	494,963	408,020	469,710	437,850
Transport Related	1,709	580	580	580
Supplies and Services	274,250	239,080	244,080	253,990
Third Party Payments	17,276	8,590	8,590	8,590
Support Services	205,131	263,060	263,060	250,250
Capital Charges	245,249	250,940	250,940	240,800
<b>TOTAL Expenditure</b>	<b>1,604,492</b>	<b>1,529,050</b>	<b>1,587,360</b>	<b>1,550,110</b>
Income	(88,547)	(94,590)	(94,590)	(94,590)
<b>TOTAL Income</b>	<b>(88,547)</b>	<b>(94,590)</b>	<b>(94,590)</b>	<b>(94,590)</b>
<b>Net Expenditure</b>	<b>1,515,946</b>	<b>1,434,460</b>	<b>1,492,770</b>	<b>1,455,520</b>

Cost Centre : 6401 CWE Box Office

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	128,473	159,750	148,750	156,310
Transport Related	0	90	90	90
Supplies and Services	2,513	12,630	12,630	13,530
Support Services	21,980	21,250	21,250	32,660
<b>TOTAL Expenditure</b>	<b>152,965</b>	<b>193,720</b>	<b>182,720</b>	<b>202,590</b>
Income	(5,881)	(14,390)	(4,950)	(14,390)
<b>TOTAL Income</b>	<b>(5,881)</b>	<b>(14,390)</b>	<b>(4,950)</b>	<b>(14,390)</b>
<b>Net Expenditure</b>	<b>147,084</b>	<b>179,330</b>	<b>177,770</b>	<b>188,200</b>

Cost Centre : 6402 CWE Humphreys Cafe

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	510,635	388,120	492,810	431,100
Supplies and Services	343,886	314,490	380,480	385,200
Third Party Payments	2,235	2,260	2,260	2,260
Support Services	37,155	21,290	21,290	66,790
<b>TOTAL Expenditure</b>	<b>893,911</b>	<b>726,160</b>	<b>896,840</b>	<b>885,350</b>
Income	(576,617)	(793,450)	(688,360)	(688,360)
<b>TOTAL Income</b>	<b>(576,617)</b>	<b>(793,450)</b>	<b>(688,360)</b>	<b>(688,360)</b>
<b>Net Expenditure</b>	<b>317,293</b>	<b>(67,290)</b>	<b>208,480</b>	<b>196,990</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Policy and Culture

Cost Centre : 6403 CWE Hawthorne Theatre and GCCinema

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	133,929	213,160	110,600	174,470
Transport Related	95	0	0	0
Supplies and Services	431,044	227,510	574,220	494,000
Third Party Payments	89,499	42,150	18,780	42,150
Support Services	18,024	34,340	34,340	39,130
Capital Charges	28,833	8,530	8,530	8,530
<b>TOTAL Expenditure</b>	<b>701,425</b>	<b>525,690</b>	<b>746,470</b>	<b>758,280</b>
Income	(817,107)	(677,070)	(1,137,540)	(1,087,440)
<b>TOTAL Income</b>	<b>(817,107)</b>	<b>(677,070)</b>	<b>(1,137,540)</b>	<b>(1,087,440)</b>
<b>Net Expenditure</b>	<b>(115,681)</b>	<b>(151,380)</b>	<b>(391,070)</b>	<b>(329,160)</b>

Cost Centre : 6404 RollerCity and SoftplayCity

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	113,720	164,750	143,630	165,080
Supplies and Services	26,953	48,640	38,640	42,420
Third Party Payments	5,370	7,000	7,000	7,000
Support Services	24,780	6,750	6,750	11,260
<b>TOTAL Expenditure</b>	<b>170,823</b>	<b>227,140</b>	<b>196,020</b>	<b>225,760</b>
Income	(576,465)	(552,230)	(557,110)	(561,890)
<b>TOTAL Income</b>	<b>(576,465)</b>	<b>(552,230)</b>	<b>(557,110)</b>	<b>(561,890)</b>
<b>Net Expenditure</b>	<b>(405,642)</b>	<b>(325,090)</b>	<b>(361,090)</b>	<b>(336,130)</b>

Cost Centre : 6406 Campus West Theatre Holding Account

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	97,244	0	0	0
Third Party Payments	3,739	0	0	0
<b>TOTAL Expenditure</b>	<b>100,983</b>	<b>0</b>	<b>0</b>	<b>0</b>
Income	(100,983)	0	0	0
<b>TOTAL Income</b>	<b>(100,983)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Policy and Culture

Cost Centre : 6410 Mill Green Museum

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	165,336	181,540	181,540	174,350
Premises Related	40,080	57,680	41,250	52,640
Transport Related	821	1,460	1,460	1,290
Supplies and Services	39,666	56,110	63,110	56,740
Third Party Payments	551	440	440	440
Support Services	73,243	90,350	90,350	80,480
Capital Charges	28,614	24,320	24,320	24,320
<b>TOTAL Expenditure</b>	<b>348,313</b>	<b>411,900</b>	<b>402,470</b>	<b>390,260</b>
Income	(54,597)	(73,110)	(73,110)	(73,110)
<b>TOTAL Income</b>	<b>(54,597)</b>	<b>(73,110)</b>	<b>(73,110)</b>	<b>(73,110)</b>
<b>Net Expenditure</b>	<b>293,715</b>	<b>338,790</b>	<b>329,360</b>	<b>317,150</b>

Cost Centre : 6411 Roman Bath House

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	25,678	27,380	27,380	26,200
Premises Related	8,220	15,550	16,810	18,020
Transport Related	162	370	370	320
Supplies and Services	3,884	3,650	3,650	3,650
Support Services	11,193	11,150	11,150	10,990
Capital Charges	5,579	3,350	3,350	3,350
<b>TOTAL Expenditure</b>	<b>54,714</b>	<b>61,450</b>	<b>62,710</b>	<b>62,530</b>
Income	(18,892)	(15,780)	(15,780)	(15,780)
<b>TOTAL Income</b>	<b>(18,892)</b>	<b>(15,780)</b>	<b>(15,780)</b>	<b>(15,780)</b>
<b>Net Expenditure</b>	<b>35,823</b>	<b>45,670</b>	<b>46,930</b>	<b>46,750</b>

Cost Centre : 6416 Finesse

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	2,684	0	0	0
Premises Related	264,753	288,720	284,030	286,530
Supplies and Services	724,952	752,540	796,540	796,390
Support Services	165,018	199,770	199,770	190,870
Capital Charges	569,601	546,500	546,500	760,040
<b>TOTAL Expenditure</b>	<b>1,727,008</b>	<b>1,787,530</b>	<b>1,826,840</b>	<b>2,033,830</b>
Income	(157,710)	(135,720)	(135,720)	(135,720)
<b>TOTAL Income</b>	<b>(157,710)</b>	<b>(135,720)</b>	<b>(135,720)</b>	<b>(135,720)</b>
<b>Net Expenditure</b>	<b>1,569,298</b>	<b>1,651,810</b>	<b>1,691,120</b>	<b>1,898,110</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Policy and Culture

Cost Centre : 6417 High Ropes Course

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	0	8,500	3,480	12,600
Supplies and Services	1,060	1,500	29,440	3,100
<b>TOTAL Expenditure</b>	<b>1,060</b>	<b>10,000</b>	<b>32,920</b>	<b>15,700</b>
Income	0	(10,000)	(15,000)	(15,000)
<b>TOTAL Income</b>	<b>0</b>	<b>(10,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>
<b>Net Expenditure</b>	<b>1,060</b>	<b>0</b>	<b>17,920</b>	<b>700</b>

Cost Centre : 6418 Moneyhole Lane Pavilion

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	0	0	23,770	24,330
Supplies and Services	0	0	840	1,470
Capital Charges	0	0	0	20,250
<b>TOTAL Expenditure</b>	<b>0</b>	<b>0</b>	<b>24,610</b>	<b>46,050</b>
Income	0	0	0	(7,000)
<b>TOTAL Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(7,000)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>24,610</b>	<b>39,050</b>

Cost Centre : 6419 Skate Park

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	0	0	5,000	5,000
<b>TOTAL Expenditure</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Policy and Culture

Cost Centre : 6424 Hazel Grove Community Centre

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	8,558	12,990	8,160	11,490
Supplies and Services	392	1,680	1,680	1,720
Third Party Payments	516	480	480	480
Support Services	3,590	5,050	5,050	5,480
Capital Charges	2,167	2,170	2,170	2,170
<b>TOTAL Expenditure</b>	<b>15,224</b>	<b>22,370</b>	<b>17,540</b>	<b>21,340</b>
Income	(7,309)	(4,000)	(4,000)	(4,000)
<b>TOTAL Income</b>	<b>(7,309)</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>(4,000)</b>
<b>Net Expenditure</b>	<b>7,914</b>	<b>18,370</b>	<b>13,540</b>	<b>17,340</b>

Cost Centre : 6425 Vineyard Barn CC

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Premises Related	15,572	30,390	23,900	31,410
Supplies and Services	2,423	3,100	3,100	3,190
Third Party Payments	650	460	460	460
Support Services	7,985	11,800	11,800	12,430
Capital Charges	14,875	14,880	14,880	14,880
<b>TOTAL Expenditure</b>	<b>41,504</b>	<b>60,630</b>	<b>54,140</b>	<b>62,370</b>
Income	(32,996)	(30,110)	(30,110)	(30,110)
<b>TOTAL Income</b>	<b>(32,996)</b>	<b>(30,110)</b>	<b>(30,110)</b>	<b>(30,110)</b>
<b>Net Expenditure</b>	<b>8,508</b>	<b>30,520</b>	<b>24,030</b>	<b>32,260</b>

Cost Centre : 6607 Corporate Performance Improvement

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Support Services	19	0	0	0
<b>TOTAL Expenditure</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6610 Ward Improvement Schemes

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	(500)	0	0	0
<b>TOTAL Expenditure</b>	<b>(500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(500)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Policy and Culture

Cost Centre : 7600 Customer Services

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	68,565	68,490	68,490	64,490
Transport Related	83	440	440	200
Supplies and Services	46,375	55,030	55,030	55,030
Third Party Payments	478,759	478,900	478,900	489,440
Support Services	67,889	51,560	51,560	52,860
Capital Charges	9,936	22,650	22,650	21,630
<b>TOTAL Expenditure</b>	<b>671,606</b>	<b>677,070</b>	<b>677,070</b>	<b>683,650</b>
Income	(671,606)	(677,070)	(677,070)	(683,650)
<b>TOTAL Income</b>	<b>(671,606)</b>	<b>(677,070)</b>	<b>(677,070)</b>	<b>(683,650)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7601 Communications

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	193,644	202,470	202,470	223,810
Premises Related	0	390	390	390
Transport Related	139	150	150	150
Supplies and Services	38,559	57,410	57,410	70,540
Third Party Payments	14,400	13,470	13,470	13,470
Support Services	64,521	81,480	81,480	72,200
Capital Charges	7,818	14,250	14,250	7,820
<b>TOTAL Expenditure</b>	<b>319,081</b>	<b>369,620</b>	<b>369,620</b>	<b>388,380</b>
Income	(319,081)	(369,620)	(369,620)	(388,380)
<b>TOTAL Income</b>	<b>(319,081)</b>	<b>(369,620)</b>	<b>(369,620)</b>	<b>(388,380)</b>
<b>Net Expenditure</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>

Cost Centre : 7602 Performance & Strategy Unit

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	89,274	100,070	100,070	56,880
Premises Related	0	500	500	500
Transport Related	40	390	390	290
Supplies and Services	14,618	18,480	18,480	18,590
Support Services	37,728	42,210	42,210	35,600
<b>TOTAL Expenditure</b>	<b>141,660</b>	<b>161,650</b>	<b>161,650</b>	<b>111,860</b>
Income	(141,660)	(161,650)	(161,650)	(111,860)
<b>TOTAL Income</b>	<b>(141,660)</b>	<b>(161,650)</b>	<b>(161,650)</b>	<b>(111,860)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Policy and Culture

Cost Centre : 7603 Print Work Coordinator

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Employees	42,279	41,970	41,970	38,730
Supplies and Services	305	340	340	370
Support Services	6,717	10,920	10,920	9,710
<b>TOTAL Expenditure</b>	<b>49,300</b>	<b>53,230</b>	<b>53,230</b>	<b>48,810</b>
Income	(49,300)	(53,230)	(53,230)	(48,810)
<b>TOTAL Income</b>	<b>(49,300)</b>	<b>(53,230)</b>	<b>(53,230)</b>	<b>(48,810)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7610 Campus East Reception

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Third Party Payments	87,842	86,280	86,280	88,180
Support Services	28,665	16,300	16,300	19,560
<b>TOTAL Expenditure</b>	<b>116,507</b>	<b>102,580</b>	<b>102,580</b>	<b>107,740</b>
Income	(116,507)	(102,580)	(102,580)	(107,740)
<b>TOTAL Income</b>	<b>(116,507)</b>	<b>(102,580)</b>	<b>(102,580)</b>	<b>(107,740)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>

<b>Total: Head of Policy and Culture</b>	<b>3,374,837</b>	<b>3,155,190</b>	<b>3,279,370</b>	<b>3,531,780</b>
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## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Law and Administration

Cost Centre : 6300 District Council Elections

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	79,284	36,790	36,790	5,170
Premises Related	890	11,000	11,000	1,550
Transport Related	1,544	1,800	1,800	250
Supplies and Services	47,174	36,260	36,260	5,030
Support Services	3,306	5,280	5,280	2,350
<b>TOTAL Expenditure</b>	<b>132,198</b>	<b>91,130</b>	<b>91,130</b>	<b>14,350</b>
Income	(65,577)	(500)	(500)	0
<b>TOTAL Income</b>	<b>(65,577)</b>	<b>(500)</b>	<b>(500)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>66,621</b>	<b>90,630</b>	<b>90,630</b>	<b>14,350</b>

Cost Centre : 6301 Electoral Registration

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	140,332	154,260	154,260	161,220
Premises Related	1,220	1,670	1,670	1,670
Transport Related	613	640	640	640
Supplies and Services	59,027	49,600	49,600	49,690
Support Services	76,872	81,780	81,780	87,850
<b>TOTAL Expenditure</b>	<b>278,064</b>	<b>287,950</b>	<b>287,950</b>	<b>301,070</b>
Income	(2,307)	(1,200)	(1,200)	(1,200)
<b>TOTAL Income</b>	<b>(2,307)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>
<b>Net Expenditure</b>	<b>275,758</b>	<b>286,750</b>	<b>286,750</b>	<b>299,870</b>

Cost Centre : 6310 Members Allowances

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	5,608	6,800	6,800	6,800
Transport Related	11,461	18,800	18,800	17,450
Supplies and Services	332,614	356,410	356,410	356,410
Support Services	2,485	2,390	2,390	1,960
<b>TOTAL Expenditure</b>	<b>352,168</b>	<b>384,400</b>	<b>384,400</b>	<b>382,620</b>
<b>Net Expenditure</b>	<b>352,168</b>	<b>384,400</b>	<b>384,400</b>	<b>382,620</b>



## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Law and Administration

Cost Centre : 6311 Members Administration

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	21,644	24,390	35,010	7,030
Premises Related	1,171	600	600	600
Transport Related	64	0	0	0
Supplies and Services	44,719	41,810	41,810	41,840
Support Services	214,594	242,850	242,850	237,860
<b>TOTAL Expenditure</b>	<b>282,191</b>	<b>309,650</b>	<b>320,270</b>	<b>287,330</b>
Income	(2,675)	0	0	0
<b>TOTAL Income</b>	<b>(2,675)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>279,516</b>	<b>309,650</b>	<b>320,270</b>	<b>287,330</b>

Cost Centre : 6340 Local Land Charges

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	61,817	60,920	60,920	90,590
Transport Related	26	50	50	50
Supplies and Services	6,538	5,900	5,900	5,370
Third Party Payments	19,864	14,000	14,000	14,000
Support Services	58,403	62,890	62,890	52,140
<b>TOTAL Expenditure</b>	<b>146,648</b>	<b>143,760</b>	<b>143,760</b>	<b>162,150</b>
Income	(195,446)	(81,730)	(81,730)	(81,730)
<b>TOTAL Income</b>	<b>(195,446)</b>	<b>(81,730)</b>	<b>(81,730)</b>	<b>(81,730)</b>
<b>Net Expenditure</b>	<b>(48,798)</b>	<b>62,030</b>	<b>62,030</b>	<b>80,420</b>

Cost Centre : 6722 Corporate Management

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Support Services	445,203	418,000	418,000	390,340
<b>TOTAL Expenditure</b>	<b>445,203</b>	<b>418,000</b>	<b>418,000</b>	<b>390,340</b>
Income	0	0	0	(296,570)
<b>TOTAL Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(296,570)</b>
<b>Net Expenditure</b>	<b>445,203</b>	<b>418,000</b>	<b>418,000</b>	<b>93,770</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Law and Administration

Cost Centre : 6723 Democratic Representation

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Support Services	548,488	627,940	627,940	551,120
<b>TOTAL Expenditure</b>	<b>548,488</b>	<b>627,940</b>	<b>627,940</b>	<b>551,120</b>
Income	(485,570)	(490,430)	(490,430)	(598,100)
<b>TOTAL Income</b>	<b>(485,570)</b>	<b>(490,430)</b>	<b>(490,430)</b>	<b>(598,100)</b>
<b>Net Expenditure</b>	<b>62,918</b>	<b>137,510</b>	<b>137,510</b>	<b>(46,980)</b>

Cost Centre : 7300 Central Postage & Courier

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Transport Related	3,766	3,370	3,370	4,040
Supplies and Services	158,117	178,850	178,850	178,850
Support Services	74,268	76,090	76,090	76,600
<b>TOTAL Expenditure</b>	<b>236,151</b>	<b>258,310</b>	<b>258,310</b>	<b>259,490</b>
Income	(236,151)	(258,310)	(258,310)	(259,490)
<b>TOTAL Income</b>	<b>(236,151)</b>	<b>(258,310)</b>	<b>(258,310)</b>	<b>(259,490)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7301 Office Superintendents

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	67,129	79,450	79,450	75,610
Transport Related	2,619	3,300	3,300	3,770
Supplies and Services	1,553	1,660	1,660	2,070
Support Services	23,384	18,520	18,520	23,020
Capital Charges	4,375	0	0	0
<b>TOTAL Expenditure</b>	<b>99,060</b>	<b>102,930</b>	<b>102,930</b>	<b>104,470</b>
Income	(99,060)	(102,930)	(102,930)	(104,470)
<b>TOTAL Income</b>	<b>(99,060)</b>	<b>(102,930)</b>	<b>(102,930)</b>	<b>(104,470)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Law and Administration  
Cost Centre : 7302 Human Resources

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	232,630	223,320	252,870	259,130
Transport Related	407	940	940	820
Supplies and Services	15,366	13,990	25,510	23,800
Third Party Payments	12,274	11,250	11,250	11,250
Support Services	60,111	65,400	65,400	63,080
<b>TOTAL Expenditure</b>	<b>320,788</b>	<b>314,900</b>	<b>355,970</b>	<b>358,080</b>
Income	(320,788)	(314,900)	(355,970)	(358,080)
<b>TOTAL Income</b>	<b>(320,788)</b>	<b>(314,900)</b>	<b>(355,970)</b>	<b>(358,080)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7303 Training

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	37,427	39,690	39,690	39,690
Premises Related	0	100	100	100
Supplies and Services	126	3,260	3,260	2,980
Support Services	10,903	12,760	12,760	12,790
<b>TOTAL Expenditure</b>	<b>48,456</b>	<b>55,810</b>	<b>55,810</b>	<b>55,560</b>
Income	(48,456)	(55,810)	(55,810)	(55,560)
<b>TOTAL Income</b>	<b>(48,456)</b>	<b>(55,810)</b>	<b>(55,810)</b>	<b>(55,560)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7306 Democratic Services

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	158,838	183,890	183,890	180,100
Premises Related	17,484	3,570	3,570	820
Transport Related	239	700	700	610
Supplies and Services	5,226	4,880	4,880	3,130
Support Services	48,831	49,910	49,910	53,860
<b>TOTAL Expenditure</b>	<b>230,618</b>	<b>242,950</b>	<b>242,950</b>	<b>238,520</b>
Income	(230,618)	(242,950)	(242,950)	(238,520)
<b>TOTAL Income</b>	<b>(230,618)</b>	<b>(242,950)</b>	<b>(242,950)</b>	<b>(238,520)</b>
<b>Net Expenditure</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Law and Administration  
Cost Centre : 7307 Business Support

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	73,641	83,010	83,010	77,040
Supplies and Services	1,738	2,270	2,270	2,380
Support Services	33,568	31,350	31,350	34,010
<b>TOTAL Expenditure</b>	<b>108,948</b>	<b>116,630</b>	<b>116,630</b>	<b>113,430</b>
Income	(108,948)	(116,630)	(116,630)	(113,430)
<b>TOTAL Income</b>	<b>(108,948)</b>	<b>(116,630)</b>	<b>(116,630)</b>	<b>(113,430)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7311 Conveyancing

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	100,752	124,490	171,330	199,800
Transport Related	269	250	250	100
Supplies and Services	19,155	24,670	24,670	24,840
Support Services	57,881	52,360	52,360	60,400
<b>TOTAL Expenditure</b>	<b>178,057</b>	<b>201,770</b>	<b>248,610</b>	<b>285,140</b>
Income	(178,057)	(201,770)	(248,610)	(285,140)
<b>TOTAL Income</b>	<b>(178,057)</b>	<b>(201,770)</b>	<b>(248,610)</b>	<b>(285,140)</b>
<b>Net Expenditure</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7312 Litigation

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	187,973	217,190	190,660	178,740
Transport Related	2,614	4,300	4,300	3,690
Supplies and Services	15,562	17,080	17,590	17,290
Support Services	69,763	71,560	71,560	74,470
<b>TOTAL Expenditure</b>	<b>275,911</b>	<b>310,130</b>	<b>284,110</b>	<b>274,190</b>
Income	(275,911)	(310,130)	(284,110)	(274,190)
<b>TOTAL Income</b>	<b>(275,911)</b>	<b>(310,130)</b>	<b>(284,110)</b>	<b>(274,190)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Law and Administration  
Cost Centre : 7313 Audit & Review

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Employees	58,743	58,400	58,400	53,950
Transport Related	0	340	340	100
Supplies and Services	305	750	750	580
Third Party Payments	98,226	112,820	112,820	112,820
Support Services	26,856	19,510	19,510	18,270
<b>TOTAL Expenditure</b>	<b>184,130</b>	<b>191,820</b>	<b>191,820</b>	<b>185,720</b>
Income	(184,130)	(191,820)	(191,820)	(185,720)
<b>TOTAL Income</b>	<b>(184,130)</b>	<b>(191,820)</b>	<b>(191,820)</b>	<b>(185,720)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 7708 Procurement

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Employees	79,214	82,810	82,810	69,790
Transport Related	2,192	2,240	2,240	1,920
Supplies and Services	668	1,530	1,530	1,600
Third Party Payments	1,045	2,000	2,000	2,000
Support Services	27,225	27,800	27,800	25,170
<b>TOTAL Expenditure</b>	<b>110,343</b>	<b>116,380</b>	<b>116,380</b>	<b>100,480</b>
Income	(110,343)	(116,380)	(116,380)	(100,480)
<b>TOTAL Income</b>	<b>(110,343)</b>	<b>(116,380)</b>	<b>(116,380)</b>	<b>(100,480)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total: Head of Law and Administration</b>	<b>1,433,384</b>	<b>1,688,970</b>	<b>1,699,590</b>	<b>1,111,380</b>
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## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Public Health and Protection

Cost Centre : 6022 Environmental Strategy

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Support Services	219	0	0	0
<b>TOTAL Expenditure</b>	<b>219</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>219</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6030 Environmental Health

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	760,818	803,270	779,140	746,300
Premises Related	1,620	1,590	1,590	1,590
Transport Related	13,443	18,500	18,500	15,850
Supplies and Services	92,652	65,600	81,870	66,190
Third Party Payments	338	5,000	5,000	5,000
Support Services	247,838	269,330	269,330	278,150
Capital Charges	0	2,950	2,950	2,720
<b>TOTAL Expenditure</b>	<b>1,116,710</b>	<b>1,166,240</b>	<b>1,158,380</b>	<b>1,115,800</b>
Income	(99,606)	(76,540)	(86,340)	(75,780)
<b>TOTAL Income</b>	<b>(99,606)</b>	<b>(76,540)</b>	<b>(86,340)</b>	<b>(75,780)</b>
<b>Net Expenditure</b>	<b>1,017,104</b>	<b>1,089,700</b>	<b>1,072,040</b>	<b>1,040,020</b>

Cost Centre : 6031 Travellers Invasions

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	241	0	0	10,000
<b>TOTAL Expenditure</b>	<b>241</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
<b>Net Expenditure</b>	<b>241</b>	<b>0</b>	<b>0</b>	<b>10,000</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Public Health and Protection  
Cost Centre : 6040 Licensing

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	147,259	149,430	150,780	140,700
Transport Related	3,634	3,220	3,220	3,220
Supplies and Services	9,359	10,980	10,980	11,120
Third Party Payments	0	340	340	340
Support Services	89,155	95,670	95,670	90,880
<b>TOTAL Expenditure</b>	<b>249,406</b>	<b>259,640</b>	<b>260,990</b>	<b>246,260</b>
Income	(103,727)	(90,000)	(90,000)	(90,000)
<b>TOTAL Income</b>	<b>(103,727)</b>	<b>(90,000)</b>	<b>(90,000)</b>	<b>(90,000)</b>
<b>Net Expenditure</b>	<b>145,679</b>	<b>169,640</b>	<b>170,990</b>	<b>156,260</b>

Cost Centre : 6320 Hackney Carriages

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	101,682	104,610	104,610	100,160
Transport Related	2,355	1,870	1,870	1,870
Supplies and Services	12,590	19,710	19,710	19,800
Support Services	63,489	65,570	65,570	61,300
<b>TOTAL Expenditure</b>	<b>180,116</b>	<b>191,760</b>	<b>191,760</b>	<b>183,130</b>
Income	(173,384)	(170,600)	(170,600)	(170,600)
<b>TOTAL Income</b>	<b>(173,384)</b>	<b>(170,600)</b>	<b>(170,600)</b>	<b>(170,600)</b>
<b>Net Expenditure</b>	<b>6,732</b>	<b>21,160</b>	<b>21,160</b>	<b>12,530</b>

Cost Centre : 6330 Health & Safety

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	69,354	68,390	69,580	62,650
Transport Related	905	250	250	250
Supplies and Services	3,422	4,310	4,310	4,340
Support Services	22,212	23,490	23,490	24,080
<b>TOTAL Expenditure</b>	<b>95,892</b>	<b>96,440</b>	<b>97,630</b>	<b>91,320</b>
Income	60	0	0	0
<b>TOTAL Income</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>95,952</b>	<b>96,440</b>	<b>97,630</b>	<b>91,320</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Public Health and Protection

Cost Centre : 6494 Pest Control

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Third Party Payments	27,340	30,680	30,680	31,350
Support Services	8,738	9,370	9,370	8,460
<b>TOTAL Expenditure</b>	<b>36,078</b>	<b>40,050</b>	<b>40,050</b>	<b>39,810</b>
Income	(8,012)	(8,000)	(8,000)	(8,000)
<b>TOTAL Income</b>	<b>(8,012)</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>(8,000)</b>
<b>Net Expenditure</b>	<b>28,066</b>	<b>32,050</b>	<b>32,050</b>	<b>31,810</b>

Cost Centre : 6778 Civil Emergencies

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	74,621	73,920	73,920	67,600
Premises Related	0	60	60	60
Transport Related	896	320	320	320
Supplies and Services	4,748	5,200	5,200	20,230
Support Services	52,727	55,490	55,490	53,880
<b>TOTAL Expenditure</b>	<b>132,992</b>	<b>134,990</b>	<b>134,990</b>	<b>142,090</b>
Income	(5,523)	(40)	(40)	(40)
<b>TOTAL Income</b>	<b>(5,523)</b>	<b>(40)</b>	<b>(40)</b>	<b>(40)</b>
<b>Net Expenditure</b>	<b>127,469</b>	<b>134,950</b>	<b>134,950</b>	<b>142,050</b>

Cost Centre : 6806 Public Health and Protection earmarked reserves

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	68,713	0	0	0
<b>TOTAL Expenditure</b>	<b>68,713</b>	<b>0</b>	<b>0</b>	<b>0</b>
Income	(3,500)	0	0	0
<b>TOTAL Income</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>65,213</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total: Head of Public Health and Protection</b>	<b>1,486,674</b>	<b>1,543,940</b>	<b>1,528,820</b>	<b>1,483,990</b>
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## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Planning

Cost Centre : 6010 S106 Contributions

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Third Party Payments	16,731	0	0	0
<b>TOTAL Expenditure</b>	<b>16,731</b>	<b>0</b>	<b>0</b>	<b>0</b>
Income	(16,731)	0	0	0
<b>TOTAL Income</b>	<b>(16,731)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6011 Growth Fund Determination Grant

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Supplies and Services	17,800	0	0	0
<b>TOTAL Expenditure</b>	<b>17,800</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>17,800</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6012 Local Plans

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Employees	615,716	594,230	619,920	551,180
Premises Related	1,171	700	700	700
Transport Related	2,070	4,260	4,260	3,770
Supplies and Services	140,626	310,520	290,680	365,960
Support Services	158,595	183,120	183,120	142,110
<b>TOTAL Expenditure</b>	<b>918,178</b>	<b>1,092,830</b>	<b>1,098,680</b>	<b>1,063,720</b>
Income	(31,763)	(100)	(5,950)	(100)
<b>TOTAL Income</b>	<b>(31,763)</b>	<b>(100)</b>	<b>(5,950)</b>	<b>(100)</b>
<b>Net Expenditure</b>	<b>886,415</b>	<b>1,092,730</b>	<b>1,092,730</b>	<b>1,063,620</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Planning

Cost Centre : 6013 Development Control

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	921,622	885,100	925,810	849,520
Transport Related	9,151	11,280	11,280	9,670
Supplies and Services	168,224	192,320	151,610	241,710
Support Services	246,767	262,580	262,580	238,220
Capital Charges	108,506	104,230	104,230	63,750
<b>TOTAL Expenditure</b>	<b>1,454,270</b>	<b>1,455,510</b>	<b>1,455,510</b>	<b>1,402,870</b>
Income	(854,716)	(667,020)	(667,020)	(667,020)
<b>TOTAL Income</b>	<b>(854,716)</b>	<b>(667,020)</b>	<b>(667,020)</b>	<b>(667,020)</b>
<b>Net Expenditure</b>	<b>599,554</b>	<b>788,490</b>	<b>788,490</b>	<b>735,850</b>

Cost Centre : 6014 Planning Development Grant

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	0	41,450	41,450	20,940
Supplies and Services	190	0	0	0
Capital Charges	(76,284)	0	0	5,250
<b>TOTAL Expenditure</b>	<b>(76,094)</b>	<b>41,450</b>	<b>41,450</b>	<b>26,190</b>
Income	0	(41,450)	(41,450)	(41,450)
<b>TOTAL Income</b>	<b>0</b>	<b>(41,450)</b>	<b>(41,450)</b>	<b>(41,450)</b>
<b>Net Expenditure</b>	<b>(76,094)</b>	<b>0</b>	<b>0</b>	<b>(15,260)</b>

Cost Centre : 6015 Fee Earn.-Building Control

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	265,318	274,100	274,100	0
Transport Related	10,042	9,940	9,940	0
Supplies and Services	14,213	24,380	24,380	0
Third Party Payments	0	0	0	14,000
Support Services	60,117	66,460	66,460	0
<b>TOTAL Expenditure</b>	<b>349,690</b>	<b>374,880</b>	<b>374,880</b>	<b>14,000</b>
Income	(125,492)	(376,650)	(376,650)	(108,240)
<b>TOTAL Income</b>	<b>(125,492)</b>	<b>(376,650)</b>	<b>(376,650)</b>	<b>(108,240)</b>
<b>Net Expenditure</b>	<b>224,198</b>	<b>(1,770)</b>	<b>(1,770)</b>	<b>(94,240)</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Planning

Cost Centre : 6016 Non-Fee-Building Control

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Third Party Payments	0	0	0	87,000
Support Services	39,831	44,470	44,470	240
<b>TOTAL Expenditure</b>	<b>39,831</b>	<b>44,470</b>	<b>44,470</b>	<b>87,240</b>
<b>Net Expenditure</b>	<b>39,831</b>	<b>44,470</b>	<b>44,470</b>	<b>87,240</b>

Cost Centre : 6019 Economic Development

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	11,937	0	53,170	48,010
Transport Related	77	0	0	0
Supplies and Services	23,231	64,000	10,830	15,000
Support Services	23	0	0	3,270
<b>TOTAL Expenditure</b>	<b>35,268</b>	<b>64,000</b>	<b>64,000</b>	<b>66,280</b>
<b>Net Expenditure</b>	<b>35,268</b>	<b>64,000</b>	<b>64,000</b>	<b>66,280</b>

Cost Centre : 6080 Allotments

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	20,516	19,970	19,970	18,410
Premises Related	13,487	13,530	13,540	13,580
Transport Related	1,525	1,100	1,100	1,100
Supplies and Services	1,165	190	190	200
Support Services	9,554	12,510	12,510	13,610
Capital Charges	2,765	2,770	2,770	2,770
<b>TOTAL Expenditure</b>	<b>49,013</b>	<b>50,070</b>	<b>50,080</b>	<b>49,670</b>
Income	(13,958)	(12,000)	(12,000)	(12,000)
<b>TOTAL Income</b>	<b>(13,958)</b>	<b>(12,000)</b>	<b>(12,000)</b>	<b>(12,000)</b>
<b>Net Expenditure</b>	<b>35,055</b>	<b>38,070</b>	<b>38,080</b>	<b>37,670</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Planning

Cost Centre : 6081 Landscaping

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	26,685	26,510	26,510	24,470
Transport Related	589	460	460	460
Supplies and Services	157	580	580	510
Third Party Payments	54,856	51,430	51,430	52,460
Support Services	12,965	14,910	14,910	11,520
<b>TOTAL Expenditure</b>	<b>95,252</b>	<b>93,890</b>	<b>93,890</b>	<b>89,420</b>
Income	(6,196)	0	0	0
<b>TOTAL Income</b>	<b>(6,196)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>89,056</b>	<b>93,890</b>	<b>93,890</b>	<b>89,420</b>

Cost Centre : 6082 Open Spaces Maintenance

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	37,502	36,890	36,890	34,060
Premises Related	66,329	66,890	69,960	68,300
Transport Related	1,753	1,750	1,750	1,750
Supplies and Services	10,447	7,320	7,320	7,330
Third Party Payments	13,476	14,830	14,830	15,130
Support Services	44,588	24,260	24,260	21,440
Capital Charges	17,179	17,180	17,180	20,430
<b>TOTAL Expenditure</b>	<b>191,276</b>	<b>169,120</b>	<b>172,190</b>	<b>168,440</b>
Income	(11,477)	(14,730)	(14,730)	(14,730)
<b>TOTAL Income</b>	<b>(11,477)</b>	<b>(14,730)</b>	<b>(14,730)</b>	<b>(14,730)</b>
<b>Net Expenditure</b>	<b>179,799</b>	<b>154,390</b>	<b>157,460</b>	<b>153,710</b>

Cost Centre : 6083 Tree Maintenance

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	76,698	76,620	76,620	73,450
Transport Related	2,992	4,070	4,070	3,510
Supplies and Services	32,742	60,590	60,590	60,570
Third Party Payments	354,476	287,760	287,760	292,080
Support Services	55,959	56,420	56,420	53,880
Capital Charges	237	240	240	240
<b>TOTAL Expenditure</b>	<b>523,105</b>	<b>485,700</b>	<b>485,700</b>	<b>483,730</b>
Income	(183,515)	(105,050)	(105,050)	(105,050)
<b>TOTAL Income</b>	<b>(183,515)</b>	<b>(105,050)</b>	<b>(105,050)</b>	<b>(105,050)</b>
<b>Net Expenditure</b>	<b>339,590</b>	<b>380,650</b>	<b>380,650</b>	<b>378,680</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Planning

Cost Centre : 6802 Planning earmarked reserves

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Supplies and Services	1,507	0	0	0
<b>TOTAL Expenditure</b>	<b>1,507</b>	<b>0</b>	<b>0</b>	<b>0</b>
Income	(11,902)	0	0	0
<b>TOTAL Income</b>	<b>(11,902)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(10,395)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total: Head of Planning</b>	<b>2,360,075</b>	<b>2,654,920</b>	<b>2,658,000</b>	<b>2,502,970</b>
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## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Housing and Community

Cost Centre : 6017 Town Centre Management

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	118,787	107,330	0	0
Premises Related	5,754	5,510	0	0
Transport Related	642	420	0	0
Supplies and Services	54,928	28,010	0	0
Support Services	25,928	40,440	0	0
<b>TOTAL Expenditure</b>	<b>206,038</b>	<b>181,710</b>	<b>0</b>	<b>0</b>
Income	(14,340)	(950)	0	0
<b>TOTAL Income</b>	<b>(14,340)</b>	<b>(950)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>191,698</b>	<b>180,760</b>	<b>0</b>	<b>0</b>

Cost Centre : 6018 Mary Portas Pilot Round 2

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	560	0	0	0
<b>TOTAL Expenditure</b>	<b>560</b>	<b>0</b>	<b>0</b>	<b>0</b>
Income	(560)	0	0	0
<b>TOTAL Income</b>	<b>(560)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6020 Welwyn Garden City TCM

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	0	0	56,210	49,920
Transport Related	0	0	210	210
Supplies and Services	0	0	13,600	13,710
Support Services	0	0	20,290	12,140
<b>TOTAL Expenditure</b>	<b>0</b>	<b>0</b>	<b>90,310</b>	<b>75,980</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>90,310</b>	<b>75,980</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Housing and Community

Cost Centre : 6021 Hatfield TCM

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	0	0	56,190	49,910
Premises Related	0	0	6,010	5,930
Transport Related	0	0	210	210
Supplies and Services	0	0	13,460	28,670
Support Services	0	0	20,150	11,670
<b>TOTAL Expenditure</b>	<b>0</b>	<b>0</b>	<b>96,020</b>	<b>96,390</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>96,020</b>	<b>96,390</b>

Cost Centre : 6025 Housing Strategy

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	596,512	625,500	598,010	594,500
Transport Related	7,824	7,630	7,630	7,630
Supplies and Services	48,684	21,830	28,700	23,370
Third Party Payments	2,130	2,100	2,100	2,100
Support Services	211,570	250,490	250,490	211,180
Capital Charges	1,371,909	0	0	0
<b>TOTAL Expenditure</b>	<b>2,238,628</b>	<b>907,550</b>	<b>886,930</b>	<b>838,780</b>
Income	(309,466)	(319,940)	(342,590)	(473,630)
<b>TOTAL Income</b>	<b>(309,466)</b>	<b>(319,940)</b>	<b>(342,590)</b>	<b>(473,630)</b>
<b>Net Expenditure</b>	<b>1,929,162</b>	<b>587,610</b>	<b>544,340</b>	<b>365,150</b>

Cost Centre : 6039 Improvement Grants Revenue

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	602	500	500	500
Support Services	104,169	116,920	116,920	50,430
Capital Charges	(13,400)	226,000	226,000	(120,820)
<b>TOTAL Expenditure</b>	<b>91,370</b>	<b>343,420</b>	<b>343,420</b>	<b>(69,890)</b>
<b>Net Expenditure</b>	<b>91,370</b>	<b>343,420</b>	<b>343,420</b>	<b>(69,890)</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Housing and Community  
Cost Centre : 6200 Homelessness

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Transport Related	123	0	0	0
Supplies and Services	342,457	322,480	322,480	372,800
Support Services	4,383	5,810	5,810	4,010
<b>TOTAL Expenditure</b>	<b>346,964</b>	<b>328,290</b>	<b>328,290</b>	<b>376,810</b>
Income	(18,843)	(6,000)	(6,000)	(6,000)
<b>TOTAL Income</b>	<b>(18,843)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>
<b>Net Expenditure</b>	<b>328,121</b>	<b>322,290</b>	<b>322,290</b>	<b>370,810</b>

Cost Centre : 6204 Housing Advice

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	326,846	342,360	342,360	352,660
Support Services	84	60	60	0
<b>TOTAL Expenditure</b>	<b>326,930</b>	<b>342,420</b>	<b>342,420</b>	<b>352,660</b>
Income	(3,044)	0	0	0
<b>TOTAL Income</b>	<b>(3,044)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>323,886</b>	<b>342,420</b>	<b>342,420</b>	<b>352,660</b>

Cost Centre : 6422 Sports & Youth Partnership

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	44,852	53,170	64,770	62,080
Premises Related	546	6,010	1,010	1,010
Transport Related	819	2,300	2,300	2,000
Supplies and Services	64,228	65,990	65,990	72,940
Third Party Payments	14,150	14,900	14,900	14,900
Support Services	32,393	29,420	29,420	35,480
Capital Charges	10,000	11,320	11,320	1,010,000
<b>TOTAL Expenditure</b>	<b>166,989</b>	<b>183,110</b>	<b>189,710</b>	<b>1,198,410</b>
Income	(4,860)	0	0	0
<b>TOTAL Income</b>	<b>(4,860)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>162,129</b>	<b>183,110</b>	<b>189,710</b>	<b>1,198,410</b>



## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Housing and Community  
Cost Centre : 6436 Shop Mobility

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	7,560	7,850	7,850	7,750
Premises Related	7,692	720	9,110	9,330
Transport Related	392	120	120	50
Supplies and Services	3,284	4,660	4,660	4,680
Support Services	4,361	5,000	5,000	4,630
<b>TOTAL Expenditure</b>	<b>23,289</b>	<b>18,350</b>	<b>26,740</b>	<b>26,440</b>
Income	(199)	(900)	(900)	(900)
<b>TOTAL Income</b>	<b>(199)</b>	<b>(900)</b>	<b>(900)</b>	<b>(900)</b>
<b>Net Expenditure</b>	<b>23,090</b>	<b>17,450</b>	<b>25,840</b>	<b>25,540</b>

Cost Centre : 6437 Essential Warden Care Service

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	12,190	12,910	12,910	12,910
<b>TOTAL Expenditure</b>	<b>12,190</b>	<b>12,910</b>	<b>12,910</b>	<b>12,910</b>
<b>Net Expenditure</b>	<b>12,190</b>	<b>12,910</b>	<b>12,910</b>	<b>12,910</b>

Cost Centre : 6451 Welfare Buses

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Transport Related	746	0	0	0
Supplies and Services	208	0	0	0
<b>TOTAL Expenditure</b>	<b>954</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>954</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6453 Jim McDonald Kitchen

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	(348)	0	0	0
<b>TOTAL Expenditure</b>	<b>(348)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(348)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Housing and Community

Cost Centre : 6475 Concessionary Bus Permits

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	(0)	0	0	0
<b>TOTAL Expenditure</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6601 Community Safety

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	67,372	60,350	61,210	79,340
Premises Related	810	820	820	820
Transport Related	1,411	2,790	2,790	790
Supplies and Services	51,331	35,510	60,340	35,160
Third Party Payments	175	0	0	0
Support Services	26,077	26,600	26,600	24,530
<b>TOTAL Expenditure</b>	<b>147,176</b>	<b>126,070</b>	<b>151,760</b>	<b>140,640</b>
Income	(30,633)	(5,470)	(30,300)	(5,470)
<b>TOTAL Income</b>	<b>(30,633)</b>	<b>(5,470)</b>	<b>(30,300)</b>	<b>(5,470)</b>
<b>Net Expenditure</b>	<b>116,543</b>	<b>120,600</b>	<b>121,460</b>	<b>135,170</b>

Cost Centre : 6604 Local Strategic Partnership

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	33,260	37,670	38,640	38,600
Premises Related	327	300	300	300
Transport Related	61	200	200	200
Supplies and Services	4,876	4,790	4,790	4,830
Support Services	14,772	19,010	19,010	16,320
<b>TOTAL Expenditure</b>	<b>53,296</b>	<b>61,970</b>	<b>62,940</b>	<b>60,250</b>
<b>Net Expenditure</b>	<b>53,296</b>	<b>61,970</b>	<b>62,940</b>	<b>60,250</b>

## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Head of Housing and Community

Cost Centre : 6608 CCTV

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Premises Related	0	3,000	3,000	3,000
Supplies and Services	99,916	99,810	99,810	99,810
Support Services	6,914	7,170	7,170	7,400
Capital Charges	35,529	46,900	46,900	45,660
<b>TOTAL Expenditure</b>	<b>142,359</b>	<b>156,880</b>	<b>156,880</b>	<b>155,870</b>
Income	(400)	0	0	0
<b>TOTAL Income</b>	<b>(400)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>141,959</b>	<b>156,880</b>	<b>156,880</b>	<b>155,870</b>

Cost Centre : 6611 Performance Related Grants

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Supplies and Services	861	0	0	0
Capital Charges	7,420	0	0	0
<b>TOTAL Expenditure</b>	<b>8,281</b>	<b>0</b>	<b>0</b>	<b>0</b>
Income	(1,000)	0	0	0
<b>TOTAL Income</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>7,281</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6803 Policy and Culture earmarked reserves

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Supplies and Services	(31,407)	0	0	0
<b>TOTAL Expenditure</b>	<b>(31,407)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Income	44,256	0	0	0
<b>TOTAL Income</b>	<b>44,256</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>12,850</b>	<b>0</b>	<b>0</b>	<b>0</b>

Cost Centre : 6804 Housing and Community earmarked reserves

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Income	(835)	0	0	0
<b>TOTAL Income</b>	<b>(835)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(835)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total: Head of Housing and Comm</b>	Page 195 3,399,346	2,329,420	2,308,540	2,779,250
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## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Chief Executive Service

Cost Centre : 6100 Corporate Initiatives and Subscriptions

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Supplies and Services	152,440	425,800	88,870	275,800
Support Services	559	550	550	470
<b>TOTAL Expenditure</b>	<b>152,999</b>	<b>426,350</b>	<b>89,420</b>	<b>276,270</b>
<b>Net Expenditure</b>	<b>152,999</b>	<b>426,350</b>	<b>89,420</b>	<b>276,270</b>

Cost Centre : 7100 Chief Executive

Description	Outturn 2015/16	Original Budget 2016/17	Period 8 Forecast Outturn 2016/17	Original Budget 2017/18
	£	£	£	£
Employees	215,743	211,930	241,190	195,910
Transport Related	81	1,370	1,370	1,370
Supplies and Services	15,387	20,190	20,190	20,190
Support Services	29,715	30,910	30,910	31,660
<b>TOTAL Expenditure</b>	<b>260,926</b>	<b>264,400</b>	<b>293,660</b>	<b>249,130</b>
Income	(260,926)	(264,400)	(293,660)	(249,130)
<b>TOTAL Income</b>	<b>(260,926)</b>	<b>(264,400)</b>	<b>(293,660)</b>	<b>(249,130)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total: Chief Executive Service</b>	<b>152,999</b>	<b>426,350</b>	<b>89,420</b>	<b>276,270</b>
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## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Resources, Environment & Cultural Services Directorate

Cost Centre : 7700 Resources, Environment & Cultural Services Director

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Employees	322,157	319,100	405,980	399,740
Transport Related	2,290	2,250	2,250	1,940
Supplies and Services	3,236	3,790	3,790	6,830
Support Services	64,902	70,050	70,050	66,310
<b>TOTAL Expenditure</b>	<b>392,585</b>	<b>395,190</b>	<b>482,070</b>	<b>474,820</b>
Income	(392,585)	(395,190)	(482,070)	(474,820)
<b>TOTAL Income</b>	<b>(392,585)</b>	<b>(395,190)</b>	<b>(482,070)</b>	<b>(474,820)</b>
<b>Net Expenditure</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>

resources, Environment & Cultural Serv	(0)	0	0	0
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## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Housing and Communities Directorate

Cost Centre : 7000 Housing and Communities Director

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Employees	320,418	433,240	433,240	224,180
Transport Related	717	3,030	3,030	2,730
Supplies and Services	3,108	11,660	11,660	7,400
Support Services	59,620	57,740	57,740	49,700
<b>TOTAL Expenditure</b>	<b>383,863</b>	<b>505,670</b>	<b>505,670</b>	<b>284,010</b>
Income	(383,863)	(505,670)	(505,670)	(284,010)
<b>TOTAL Income</b>	<b>(383,863)</b>	<b>(505,670)</b>	<b>(505,670)</b>	<b>(284,010)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total: Housing and Communities Director</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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## Budget Reports - Period 8 Forecast Outturn 2016/17 and Budget 2017/18

Public Protection, Planning and Governance Directorate

Cost Centre : 7310 Public Protection, Planning and Governance Director

Description	Outturn 2015/16 £	Original Budget 2016/17 £	Period 8 Forecast Outturn 2016/17 £	Original Budget 2017/18 £
Employees	347,258	346,090	346,090	384,560
Transport Related	1,464	2,590	2,590	2,220
Supplies and Services	4,806	5,940	5,940	7,120
Support Services	51,104	53,980	53,980	52,360
<b>TOTAL Expenditure</b>	<b>404,632</b>	<b>408,600</b>	<b>408,600</b>	<b>446,260</b>
Income	(404,632)	(408,600)	(408,600)	(446,260)
<b>TOTAL Income</b>	<b>(404,632)</b>	<b>(408,600)</b>	<b>(408,600)</b>	<b>(446,260)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Budget consultation (You Choose) 2017/18**

The funding we receive from Central Government has been reducing year on year since 2010 and this trend will continue over the next three years of our medium term financial strategy.

By the end of the 2016/17 financial year, the Council will have achieved £11m of savings and efficiencies since 2010, the start of the Government's austerity programme. The Council's average council tax has remained frozen throughout the same period.

Our financial priorities are being reviewed in setting the budget for 2017/18 with these ongoing pressures; an important part of this process is engaging and consulting with local residents on these priorities.

A budget consultation survey was launched on our website to find out how our residents would allocate the budget for 2017/18, in particular with a view to find £564k of savings; this survey began on 21 November 2016 and ran until 19 December 2016.

The survey uses YouChoose online consultation software and shows the cost of service areas as well as potential areas to increase income and make efficiencies. Survey participants can use 'sliding' indicators to adjust spending on certain service areas and to read information on potential impact of budget cuts; there are also options to agree income and efficiency initiatives. YouChoose guides survey participants to balance budgets before submitting and also allows free text suggestions on other areas where savings could be made.

By the end of the consultation period, there were 47 responses. This is 6 more than the number of responses received in the previous year.

**Expenditure**

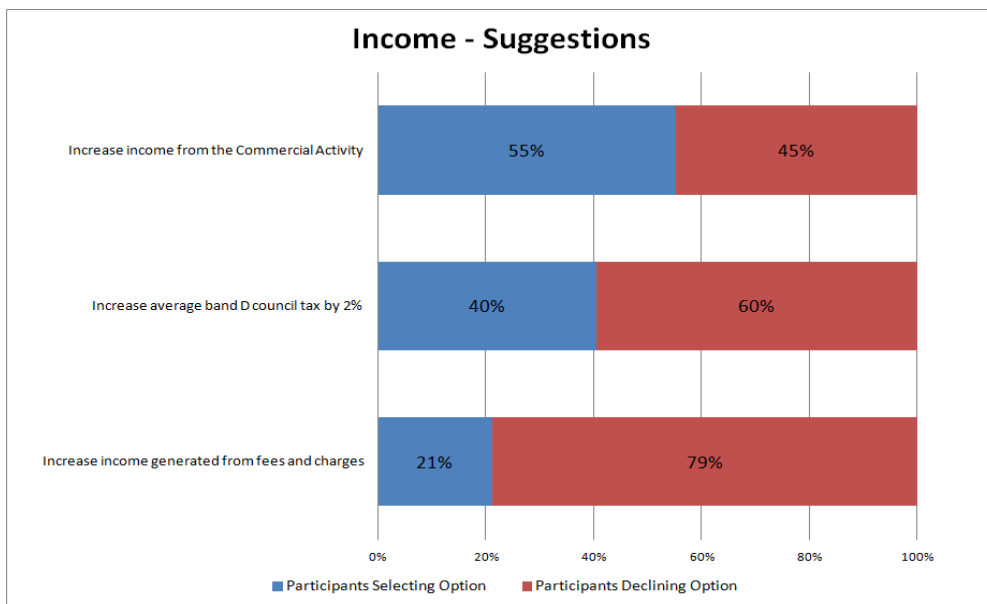
Survey participants were asked to choose how much money is spent in different areas each year. The table below shows that overall, survey participants in 2017/18 chose to reduce spending on all service areas except for Environment services which they would like to see an increase:

<b>Service Area</b>	<b>17/18: Average change to Budget proposed by survey participants (%)</b>	<b>16/17: Average change to Budget proposed by survey participants (%)</b>
Resources	-8.02%	-14.75%
Housing and Community	-5.90%	-5.79%
Policy and Culture	-11.49%	-15.89%
Environment	1.97%	-4.27%
Public Health & Protection	-0.36%	-3.66%
Planning	-5.99%	-11.11%
Law and Administration	-10.03%	-12.01%
<b>TOTAL</b>	<b>-4.63%</b>	<b>-11.18%</b>

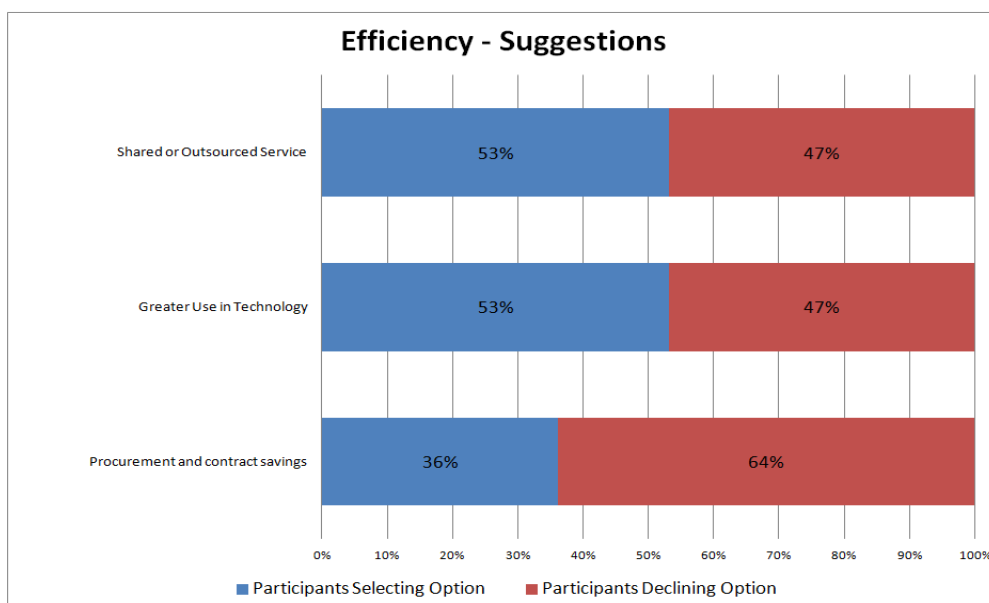
Overall, respondents wished to cut expenditure less than in the previous year consultation response. This will largely be due to the reduced savings target. The service areas Resources, Planning Housing and Community, Policy and Culture & Law and Administration, all saw more than a 5% reduction in proposed budget cuts by respondents. Consistent with last year is that respondents felt the service area with the largest proportion of cuts should be Policy and Culture.

### Income & Efficiencies

Survey participants were presented with three ways in which the council can generate money, of which they could choose as few or as many as they desired; their choices are shown below:



Survey participants were presented with a choice of three ways in which the council can increase efficiency from which participants were asked to select their preferred options. These are shown in the graph below:



## **Summary**

The budget consultation enabled residents to give their views on how to balance the budget. There was also the opportunity for residents to offer their own suggestions.

The comments received were sometimes in conflict to the results of the sliding scale income and efficiency results and there was not a strong consensus for ways to balance the budget. For example, 60% of respondents declined an increase in council tax and yet multiple comments were received that acknowledged an increase in council tax is now appropriate, after a seven year freeze. Another comment received from more than one respondent was the wish that more services are provided in-house rather than outsourced and yet 53% of respondents selected the use of shared services or outsourcing for generating efficiency.

In contrast to previous surveys when residents suggested they would prefer an increase in fees and charges rather than a cut in service delivery, only 21% of respondents this year selected an increase in fees and charges to generate income. Although multiple respondents suggested a parking permit scheme and 55% of respondents agreed with generating income from commercial activity.

Responses were received suggesting a reduction in non-essential expenditures, along with reducing costs by being more efficient.

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## Part I

Main author: Margaret Donaldson

Executive Member: Councillor Duncan Bell

All Wards

WELWYN HATFIELD BOROUGH COUNCIL  
CABINET – 10 JANUARY 2016  
REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND  
CULTURAL SERVICES)

## **CAPITAL PROGRAMME 2017/18 TO 2021/22**

### **1 Executive Summary**

- 1.1 The report provides Members with details of the proposed programme of capital expenditure and funding for the period 2017/18 to 2021/22, for both the General Fund and Housing services.
- 1.2 The report also includes the associated Prudential Indicators for the period, to enable Members to evaluate the affordability, sustainability and prudence of the capital strategy.
- 1.3 The estimated capital spend over the reporting period is £153.6m and is summarised at Table 1, split between General Fund and Housing services.
- 1.4 Available capital resources over the five year period are forecast to be £206.2m and include £50m of internal and external borrowing.

### **2 Recommendation(s)**

- 2.1 That Cabinet approve the capital programme for 2017/18 to 2021/22 as set out at Appendix A and B and recommend it for approval by full Council.
- 2.2 That Cabinet approve the proposed capital funding and borrowing forecasts for 2017/18 to 2021/22 as set out at in section 5 of the report and recommend the proposals for approval by full Council.
- 2.3 Cabinet Note that the proposed capital schemes will be subject to individual report by relevant Directors to Members for approval and release of funds prior to commencing financial commitment to the relevant scheme.
- 2.4 Cabinet note the Prudential Indicators detailed at Appendix C and the Minimum Revenue Provision detailed at Appendix D.

### **3 Capital Programme Objectives**

- 3.1 The Council's capital programme identifies the investment priorities of the Council over the medium term and the associated funding proposals. The programme aims to:
  - a) ensure the Council has a fully funded capital programme,
  - b) align expenditure and resources to the corporate plan priority projects,
  - c) make provision for service specific investment strategies (for example affordable housing) and cross service strategies (for example business improvement and invest to save projects),

- d) use prudential borrowing where appropriate and affordable,
- e) to identify external funding sources to meet the council's investment aspirations; and
- f) ensure surplus assets are identified and disposed of to support future investment, in line with corporate priorities.

#### **4 Capital Expenditure Programme**

4.1 The capital programme for the period to 2021/22 is detailed at Appendix A and includes:

- a) General Fund Capital Schemes,
- b) S106 Schemes (General Fund),
- c) Affordable Housing Programme,
- d) Housing Major Repairs Schemes, and
- e) Other Housing Schemes(for example sheltered housing refurbishment)

4.2 Table 1 summarises the proposed expenditure for each element of the capital programme. Housing development and major repairs make up approximately 80% of the five year programme.

**Table 1: Proposed Capital Expenditure 2017/18 to 2021/22**

	Forecast Spend 2017/18	Forecast Spend 2018/19	Forecast Spend 2019/20	Forecast Spend 2020/21	Forecast Spend 2021/22	TOTAL
<b>Schemes</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund Services	17,402	7,760	1,720	1,121	1,141	29,145
S106 Funded Schemes	1,000	0	0	0	0	1,000
Affordable Housing Programme	13,929	9,937	18,639	19,552	5,088	67,145
Housing Major Repairs Programme	11,295	11,288	11,302	11,328	11,081	56,294
<b>TOTAL</b>	<b>43,626</b>	<b>28,986</b>	<b>31,661</b>	<b>32,001</b>	<b>17,310</b>	<b>153,584</b>

4.3 The programme has been developed having regard to the priorities set out in the Council's Corporate Plan, the Medium Term Financial Strategy and the Housing Business Plan. Directors and Heads of Service have pulled the scheme details together through the completion of capital investment bids; identifying the relevant scheme and associated financial (capital and revenue) and non-financial implications (link to corporate priorities, etc). All bids are formally challenged by the Section 151 Officer, members of the Council's management team and the finance team.

#### **General Fund Schemes**

4.4 The 2017/18 - 2020/21 expenditure programme is shown in full detail in appendix B but includes a number of key corporate schemes such as Hatfield Town Centre Redevelopment, Highview redevelopment, investment through a property company, improvements to Huntersbridge car park, Bereavement Services and Splashlands.

- 4.5 Hatfield Town Centre re-development – following on from the refurbishment and improvement of the flats and shops in White Lion Square, the Arcade and White Lion House will come the regeneration of the public realm and the re-development of the site of numbers 1 and 3-9 town centre. A total of £1.6million is proposed for the schemes in the town centre over 2017/18 and 2018/19, excluding any budgets which may roll forward from 2016/17.
- 4.6 Highview – A total of £0.4m is proposed over 2017/18 and 2018/19 to progress the redevelopment scheme for the Highview neighbourhood shopping parade.
- 4.7 Property Company – subject to the approval of the business plan and the setting up of the company a total of £10m is proposed to be included in the programme for investment in property in order to generate a return to the general fund.
- 4.8 Huntersbridge Car Park – works at an estimated cost of £0.6m are required to restore and preserve the appearance and water-proofing to the concrete. This will extend the useful life of the car park.
- 4.9 Bereavement Services – A budget of £4.193m in 2017/18 is for the construction of a new crematorium at Hatfield Cemetery.
- 4.10 Splashlands – the development of new leisure facilities to complete the regeneration of the site in Stanborough Park is estimated to cost £2.3m.
- 4.11 S106 Funded Schemes

The Council holds capital monies received from external developers towards the funding of specific capital schemes. These receipts are subject to legal restrictions on both the timing of their use and the community scheme to be financed. The Council's failure to deliver the obligations attached to the receipt will result in the repayment of the receipt and in some case the associated interest.

As at 1<sup>st</sup> April 2017 it is estimated that £1.154m will be held as S106 receipts and available for use. The Council is forecast to spend £0.8m during 2017/18 in supporting local organisations to upgrade football facilities in Hatfield and £0.2m during 2017/18 in supporting local rugby facilities within Hatfield. As at 31<sup>st</sup> March 2018, the Council is forecast to hold two S106 contributions totalling £0.154m, with the proposed application currently undetermined.

No further S106 receipts have been identified to support non housing schemes in the future.

- 4.12 Affordable Housing Schemes – Total Programme over the five years of £67.1m. The Affordable Housing Programme delivers homes via a number of methods including:
- open market purchase (OMP)
  - disposal of brownfield sites to Registered Providers (RPs)
  - direct funding/construction for council ownership
  - windfall opportunities, including additional value on Section 106 sites
- 4.13 The Affordable Housing budget has been estimated to reflect the Right to Buy (RTB) Replacement Programme. After a strategic review during 2016 the

programme will continue with the aim of maintaining the number of properties in the housing stock and deliver 600 affordable homes between 2016 and 2021. The Council has been retaining receipts from RTB sales and is monitoring closely the spending of the receipts. The government scheme requires the authority to spend the receipts within three years before they must be handed over and the Authority incur an interest charge. Under the scheme the Council will only be able to fund a maximum of 30% of the cost of replacement housing from the RTB sales receipts. For this reason an underlying budget has been put in place to support the other 70% of costs for direct provision of replacements.

- 4.13 Housing Major Repairs Scheme – total programme of £56.3m. The Housing Refurbishment Programme and Major Repair’s expenditure are a continuation of the current programme and are supported by the stock condition survey, the asset management plan and the requirement to comply with the Government’s Decent Homes requirements. The major element of the Major Repairs Programme is delivered by the MEARS contract, with an annual budget of £7.2m and is spent on improvements to the Council’s current housing stock; such as rewiring, kitchen and bathroom refurbishments, windows replacement, etc.
- 4.14 The Gas Replacement programme, which forms part of the Housing Major Repairs Scheme, totals £8.2m over the 5 year reporting period and on average results in the installation and upgrade of approximately 540 systems per annum.

## 5 Capital Resources

- 5.1 The Council’s available capital resources (capital receipts, capital grants, S106 contributions, repayment of loans, etc) totalled £36.523m (Appendix A) as at 1<sup>st</sup> April 2016. The Council is forecast to generate capital funding totalling £130.2m over the five year period, primarily from RTB receipts.
- 5.2 In order progress the Affordable Housing Programme, the council will have to borrow £34.278m, both internally and externally, to match fund RTB receipts under current legislation. Further borrowing of £15.674m is proposed for General Fund invest to save schemes. Due to funding pressures on the General Fund and the HRA revenue accounts, there are no contributions from revenue to fund capital schemes over the five year programme.
- 5.3 Table 2 below shows the funding that is proposed to be used to finance the schemes over the five years to 2021/22.

	Forecast Spend 2017/18	Forecast Spend 2018/19	Forecast Spend 2019/20	Forecast Spend 2020/21	Forecast Spend 2021/22	TOTAL
Funding Source	£'000	£'000	£'000	£'000	£'000	£'000
Capital Receipts/Reserves	16,043	7,583	9,861	9,351	3,177	46,015
Government Grants	265	265	265	265	265	1,323
Major Repairs Reserve	11,295	11,288	11,302	11,329	11,081	56,294
Internal Borrowing	12,323	8,350	2,500	2,500	0	25,673
External Borrowing	3,700	1,500	7,734	8,557	2,787	24,278
<b>TOTAL</b>	<b>43,626</b>	<b>28,986</b>	<b>31,661</b>	<b>32,001</b>	<b>17,310</b>	<b>153,584</b>



- 5.4 Internal Borrowing – As the council has significant cash balances and whilst income from Council investment remains at an all-time low; the council is using internal borrowing to finance capital expenditure. Ongoing scheme running costs along with the cost of the scheme will be provided for from ongoing revenue budgets over the life of the asset.
- 5.5 Table 3 below outlines the cumulative position to date, the expected additional internal borrowing to 2021/22 and the closing balance of internal borrowing to be repaid over the life of the respective assets.

<b>Internal Borrowing Summary</b>	<b>Forecast Outturn 2016/17</b>	<b>Original Budget 2017/18</b>	<b>Original Budget 2018/19</b>	<b>Original Budget 2019/20</b>	<b>Original Budget 2020/21</b>	<b>Original Budget 2021/22</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>	<b>£M</b>	<b>£M</b>	<b>£M</b>
General Fund						
Opening Internal Borrowing	15.20	17.71	27.37	33.01	32.70	32.39
Capital Expenditure funded from Internal Borrowing	2.85	9.82	5.85	0.00	0.00	0.00
Revenue repayments of borrowing	-0.34	-0.17	-0.20	-0.31	-0.32	-0.32
<b>Closing Balance - GF Only</b>	<b>17.71</b>	<b>27.37</b>	<b>33.01</b>	<b>32.70</b>	<b>32.39</b>	<b>32.07</b>
HRA						
Opening Internal Borrowing	0.00	0.00	2.50	4.92	7.25	9.50
Capital Expenditure funded from Internal Borrowing	0.00	2.50	2.50	2.50	2.50	0.00
Revenue repayments of borrowing	0.00	0.00	-0.08	-0.17	-0.25	-0.33
<b>Closing Balance - HRA Only</b>	<b>0.00</b>	<b>2.50</b>	<b>4.92</b>	<b>7.25</b>	<b>9.50</b>	<b>9.17</b>
<b>Total Closing Balance</b>	<b>17.71</b>	<b>29.87</b>	<b>37.93</b>	<b>39.95</b>	<b>41.89</b>	<b>41.23</b>

- 5.6 The ability to internally borrow to fund capital schemes will depend on level the cash balances held, resulting from capital receipts and spending on capital schemes. We monitor these throughout the year in the capital budget monitoring reports and will optimise the opportunity to internally borrow over the more expensive external borrowing option. The Authority is able to borrow externally from the Public Works Loan Board.
- 5.7 The Council's available capital resources as at 31<sup>st</sup> March 2022 are expected to be £28.304m a reduction of £2.246m on the projected opening balance as at 1<sup>st</sup> April 2017 (£26.058m). However, in order to match fund the Affordable Housing Programme under current restrictive legislation, the Council will have increased borrowing of £49.951m, of which £25.673m is expected to be internally borrowed and £24.278m from external sources.
- 5.8 From April 2017, due to a removal of transitional mitigation of legislation changes, the Housing Revenue Account will now fund the ongoing improvement work required on the Housing stock from the depreciation charge which gets charged to the Major Repairs reserve. From here the amounts set aside each year from

depreciation can be used to fund the capital programme on the housing stock along with repayment of the principal of amounts borrowed by the HRA. As the depreciation charge exceeds the capital expenditure requirement for the housing schemes, we will be using the surplus balance to fund some of the principal repayments going forward.

- 5.9 Based on the Affordable Housing Programme and associated funding assumptions; the Council is not liable to repay any RTB receipts and associated interest penalty. Regular monitoring of this scheme is in place to ensure this position is maintained.
- 5.10 The Council's legal commitments in relation to S106 capital contributions have been included in the expenditure and funding plans for the 5 year period. Monthly capital monitoring reports will ensure that these commitments will be reviewed at regular intervals to ensure that local community expectations are met in the long term.

## **6 Prudential indicators**

- 6.1 The Prudential Indicators contained in appendix C include information for the 2016/17 forecast outturn, and 2017/18 to 2019/20 budget. The indicators are as follows:
  - 6.1 Capital Expenditure. This indicator represents the value of the total planned capital expenditure for the authority against the financing for the 2016/17 revised budget, and budgets 2017/18 to 2019/20.
  - 6.2 Capital Financing Requirement. This indicator changes to reflect any use of previously reserved receipts to fund capital expenditure. The 2017/18 CFR is calculated using the information from the 2015/16 Statement of Accounts. The Authorities CFR includes the Housing Self Financing debt of £305M taken on by the authority during 2012/13. The General Fund indicator is £22.394M and includes internal borrowing and borrowing repayments. Overall the CFR is forecast to fall by £11.213m over the next three years as capital expenditure financed by debt outweighs resources put aside for debt repayment.
  - 6.3 Borrowing Limits – Operational Boundary and Authorised limit
  - 6.4 Affordability – Ratio of Financing Costs to Net Revenue Streams and Incremental impact of Capital Investment.
  - 6.5 Prudence – Gross Debt, Capital Financing Requirement and HRA limit on Indebtedness

## **Implications**

### **7 Legal Implication(s)**

- 7.1 There are no direct legal implications arising from this report. However, the individual projects will require legal input into procurement and contractual documentation and any implications will be outlined in the reports referred to in section 2.3.

## **8 Financial Implication(s)**

Financial risks associated with the capital and funding strategies are contained within this report.

## **9 Risk Management Implications**

- 9.1 The risks related to this proposal are:
- 9.2 Capacity and site opportunities to deliver the AHP. The Council must spend retained RTB receipts within three years and find funding of 70% to use the receipts as up to 30% of the cost of the scheme. The programme is managed through a project working group and a steering group and a full risk register is maintained and monitored.
- 9.3 Receipts are received in the expected year and at the expected amount. If this does not happen, the implications on reserve levels need to be assessed for their impact on the affordability of the capital programme. Quarterly and monthly monitoring will help to prudently estimate reserve balances and for appropriate action to be taken as required.
- 9.4 Accurate costing of schemes and spending at the anticipated level. Wide variations in actual cost compared to budget will impact on the affordability of the overall capital programme. Capital estimates are proposed based on an informed view of the likely cost of the scheme. Estimates may change when services are procured and could delay the scheme if further authorisation from Cabinet is required to proceed. Over estimating costs also has a detrimental impact if other schemes are postponed or cancelled due to an incorrectly perceived lack of resources.
- 9.5 Regular monitoring and reporting of the capital budget and funding are an important part of mitigating these risks

## **10 Security & Terrorism Implication(s)**

- 10.1 There are no direct implications to be considered within the proposals in this report.

## **11 Procurement Implication(s)**

- 11.1 All expenditure will be procured in line with the Council's procurement rules.

## **12 Climate Change Implication(s)**

- 12.1 Implications will be considered by scheme managers as appropriate.

## **13 Link to Corporate Priorities**

- 13.1 The subject of this report is linked to the Council's Corporate Priority 'Engage with Communities and provide Value for Money'. Individual capital schemes are also linked to the Council's corporate priorities.

## 14 **Equality and Diversity**

- 14.1 Equality Impact Assessments (EIA) will be carried out in connection with the new projects that are set out in the capital programme, and as part of the detail reports to be presented by scheme managers in accordance with recommendation note 2.3 in this report.

Name of author	Margaret Donaldson
Title	<i>Interim Corporate Business Partner</i>
Date	December 2016

Background papers to be listed (if applicable)

Appendix A – Capital Receipts and Reserves 2017/18 to 2021/22

Appendix B – Proposed Capital Expenditure Programme for 2017/18 to 2021/22

Appendix C – Prudential Indicators 2017/18 to 2019/20

Appendix D – Annual Minimum Revenue Provision Statement 2017/18

## Capital Receipts &amp; Reserves 2017/18 to 2021/22

	Forecast Outturn 2016/17 £	Original Budget 2017/18 £	Original Budget 2018/19 £	Original Budget 2019/20 £	Original Budget 2020/21 £	Original Budget 2021/22 £
<b>CAPITAL GRANTS</b>						
<b>OPENING RESERVES - as at 1st April</b>	<b>706,780</b>	<b>474,225</b>	<b>595,045</b>	<b>715,865</b>	<b>836,685</b>	<b>957,505</b>
DCLG Disabled Facilities Grant	591,820	591,820	591,820	591,820	591,820	591,820
<b>In year grants received</b>	<b>591,820</b>	<b>591,820</b>	<b>591,820</b>	<b>591,820</b>	<b>591,820</b>	<b>591,820</b>
<b>In year grants expenditure</b>	<b>1,194,200</b>	<b>471,000</b>	<b>471,000</b>	<b>471,000</b>	<b>471,000</b>	<b>471,000</b>
<u>Less schemes part funded by UCR's:</u>						
Disabled Facility Grants	306,450	206,400	206,400	206,400	206,400	206,400
Chantry Lane Chalk Mines	63,375	0	0	0	0	0
<b>CLOSING RESERVES 31ST MARCH</b>	<b>474,225</b>	<b>595,045</b>	<b>715,865</b>	<b>836,685</b>	<b>957,505</b>	<b>1,078,325</b>
<b>OPENING S106 RESERVES - as at 1st April</b>						
<b>OPENING S106 RESERVES - as at 1st April</b>	<b>380,000</b>	<b>1,154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>
<b>In year receipts</b>	<b>1,059,040</b>					
<b>In year S106 expenditure</b>	<b>285,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total S106 Reserves</b>	<b>1,154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>	<b>154,040</b>
<b>RECEIPTS ALLOCATED TO HATFIELD TOWN CENTRE SCHEMES</b>						
<b>OPENING RESERVES - as at 1st April</b>	<b>635,055</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>In year receipts</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>In year expenditure</b>	<b>2,838,025</b>	<b>630,000</b>	<b>850,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>In year borrowing (Internal)</b>	<b>2,202,970</b>	<b>630,000</b>	<b>850,000</b>			
<b>CLOSING RESERVES 31ST MARCH</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital Receipts & Reserves 2017/18 to 2021/22

	Forecast Outturn 2016/17 £	Original Budget 2017/18 £	Original Budget 2018/19 £	Original Budget 2019/20 £	Original Budget 2020/21 £	Original Budget 2021/22 £
<b>AFFORDABLE HOUSING RESERVES</b>						
<b>OPENING RESERVES - as at 1st April</b>	<b>23,164,052</b>	<b>16,456,474</b>	<b>15,647,094</b>	<b>16,412,134</b>	<b>14,744,663</b>	<b>13,024,045</b>
One for One Reinvestments Reserve (net of pooling payments)	6,073,022	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
RTB Attributable Debt 50% - HRA Use	2,000,710	919,700	702,320	737,440	774,310	774,310
Internal borrowing	0	2,500,000	2,500,000	2,500,000	2,500,000	0
External Borrowing	0	3,700,000	1,500,000	7,734,019	8,557,102	2,787,290
HRA High Value House Sales	564,900	0	0	0	0	0
HRA Revenue contributions to capital	3,700,000	0	0	0	0	0
<b>In year receipts</b>	<b>12,338,632</b>	<b>13,119,700</b>	<b>10,702,320</b>	<b>16,971,459</b>	<b>17,831,412</b>	<b>9,561,600</b>
<b>In year expenditure</b>	<b>19,046,210</b>	<b>13,929,080</b>	<b>9,937,280</b>	<b>18,638,930</b>	<b>19,552,030</b>	<b>5,088,000</b>
<b>CLOSING RESERVES 31ST MARCH</b>	<b>16,456,474</b>	<b>15,647,094</b>	<b>16,412,134</b>	<b>14,744,663</b>	<b>13,024,045</b>	<b>17,497,645</b>

## Capital Receipts &amp; Reserves 2017/18 to 2021/22

	Forecast Outturn 2016/17 £	Original Budget 2017/18 £	Original Budget 2018/19 £	Original Budget 2019/20 £	Original Budget 2020/21 £	Original Budget 2021/22 £
<b>USEABLE RECEIPTS RESERVES</b>						
<b>OPENING USEABLE RECEIPTS RESERVES - as at 1st April</b>	<b>8,168,275</b>	<b>6,816,150</b>	<b>2,277,785</b>	<b>2,854,505</b>	<b>5,537,245</b>	<b>6,366,855</b>
HTC redevelop. professional fees	25,000	20,000	0	0	0	0
Finesse KGV Football Pitches (7yr loan) ends Dec 2018	25,210	25,210	18,910	0	0	0
<b>In year Contributions</b>	<b>50,210</b>	<b>45,210</b>	<b>18,910</b>	<b>0</b>	<b>0</b>	<b>0</b>
Jubilee Care Trust Loan capital	14,800	14,800	14,800	14,800	14,800	14,800
SERCO vehicle repayments	221,540	169,580	0	0	0	0
Gosling 10 yr Loan Start 2009_10	90,000	90,000	90,000	90,000	0	0
<b>In year Loan Repayments</b>	<b>326,340</b>	<b>274,380</b>	<b>104,800</b>	<b>104,800</b>	<b>14,800</b>	<b>14,800</b>
Council House Sales	595,000	595,000	595,000	595,000	595,000	595,000
DCLG Repayment of Grants and Loans	35,000	35,000	35,000	35,000	35,000	35,000
RCCO non AHP (EDP & Orchard) + Sheltered Housing for 17/18 & 18/19	280,000	0	0	0	0	0
Sale of Ludwick way garages site residential units	0	0	500,000	0	0	0
Sale of Moors Walk Flat 109	277,200	0	0	0	0	0
RTB Attributable Debt 50% - GF Use	228,870	919,700	702,320	737,440	774,310	774,310
Sale of Garages, Homestead Lane (9 garages)	60,000	0	0	0	0	0
Sale of 1 & 3-9 Hatfield Town Centre Long Term Lease	0	0	0	2,400,000	0	0
Sale of Flats 2 & 9 White Lion House Hatfield	0	240,000	0	0	0	0
Sale of council interest in Salisbury Square	0	400,000	0	0	0	0
Freehold Reversions - over £10k	23,000	60,000	60,000	60,000	60,000	60,000
<b>In year Useable Capital Receipts</b>	<b>1,499,070</b>	<b>2,249,700</b>	<b>1,892,320</b>	<b>3,827,440</b>	<b>1,464,310</b>	<b>1,464,310</b>
<b>In year expenditure funded by Usable Capital Receipts</b>	<b>3,530,205</b>	<b>16,301,115</b>	<b>6,439,310</b>	<b>1,249,500</b>	<b>649,500</b>	<b>670,001</b>
<b>In year borrowing (Internal)</b>	<b>644,890</b>	<b>9,193,460</b>	<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Plus schemes part funded by UCR's</u>						
Disabled Facility Grants	288,050	206,400	206,400	206,400	206,400	206,400
Chantry Lane Chalk Mines	54,380	0	0	0	0	0
<b>CLOSING USEABLE RESERVES 31ST MARCH</b>	<b>6,816,150</b>	<b>2,277,785</b>	<b>2,854,505</b>	<b>5,537,245</b>	<b>6,366,855</b>	<b>7,175,964</b>

## Capital Receipts &amp; Reserves 2017/18 to 2021/22

	Forecast Outturn 2016/17 £	Original Budget 2017/18 £	Original Budget 2018/19 £	Original Budget 2019/20 £	Original Budget 2020/21 £	Original Budget 2021/22 £
<b>OPENING RESERVES - MRR 1st April</b>	<b>3,468,849</b>	<b>1,156,769</b>	<b>3,273,769</b>	<b>2,992,469</b>	<b>2,710,869</b>	<b>2,428,569</b>
Major Repairs Allowance	11,226,720	13,412,300	11,006,500	11,020,000	11,046,400	11,050,700
Total MRA Capital Spend	13,538,800	11,295,300	11,287,800	11,301,600	11,328,700	11,080,889
<b>CLOSING RESERVES - MRR 31st March</b>	<b>1,156,769</b>	<b>3,273,769</b>	<b>2,992,469</b>	<b>2,710,869</b>	<b>2,428,569</b>	<b>2,398,380</b>

<b>SUMMARY</b>						
<b>OPENING RESERVES 1ST APRIL</b>	<b>36,523,012</b>	<b>26,057,659</b>	<b>21,947,734</b>	<b>23,129,014</b>	<b>23,983,503</b>	<b>22,931,015</b>
<b>IN YEAR RECEIPTS (less pooling payment)</b>	<b>27,091,832</b>	<b>27,193,110</b>	<b>21,816,670</b>	<b>30,015,519</b>	<b>28,448,742</b>	<b>22,683,230</b>
<b>INTERNAL BORROWING</b>	<b>2,847,860</b>	<b>12,323,460</b>	<b>8,350,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>0</b>
<b>EXTERNAL BORROWING</b>	<b>0</b>	<b>3,700,000</b>	<b>1,500,000</b>	<b>7,734,019</b>	<b>8,557,102</b>	<b>2,787,290</b>
<b>IN YEAR EXPENDITURE</b>	<b>40,432,440</b>	<b>43,626,495</b>	<b>28,985,390</b>	<b>31,661,030</b>	<b>32,001,230</b>	<b>17,309,890</b>
<b>CLOSING RESERVES 31ST MARCH</b>	<b>26,030,264</b>	<b>21,947,734</b>	<b>23,129,014</b>	<b>23,983,503</b>	<b>22,931,015</b>	<b>28,304,355</b>

General Fund (Incls Affordable Housing Programme)	26,893,640	32,331,195	17,697,590	20,359,430	20,672,530	6,229,001
HRA	13,538,800	11,295,300	11,287,800	11,301,600	11,328,700	11,080,889
<b>Total Expenditure</b>	<b>40,432,440</b>	<b>43,626,495</b>	<b>28,985,390</b>	<b>31,661,030</b>	<b>32,001,230</b>	<b>17,309,890</b>



## Proposed Capital Expenditure Programme 2017/18 TO 2021/22

Ref	Project Title	Full Description of Project	Total 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Revenue Financial Effects			Revenue cost explanation	Cross ref to Revenue Budget Growth & Savings Summaries
								2017/18 £	2018/19 £	2019/20 £		
1	<b>Garage Renovations</b>	Responsive capital budget of £200k p.a. to deal with ongoing garage renovations. The latest surveys show that deterioration of materials containing asbestos has been quicker than expected in some cases. As a result it is necessary to speed up the programme and bring forward some of the budget from later years. The garages portfolio contributes a net surplus of around £1.6million to the general fund (before capital charges).	200,000	200,000	200,000	200,000	200,000	(120,800)	(177,550)	(235,720)	Increase in garage income May be a minor rental income loss whilst tenants are relocated, if necessary.	FO_RES_1718_E1
2	<b>Garage Forecourt Resurfacing</b>	A capital budget is required for the resurfacing of garage forecourts. As one of the primary points of complaint from garage tenants, it is anticipated that this will reduce the void rates in garages.	60,000	60,000	60,000	60,000	60,000	0	0	0	see Garage renovations	FO_RES_1718_E1
3	<b>Garages re roofing</b>	The following specific sites have been identified for renovation (over and above the ongoing programme above) to increase occupancy; 1-24 Lambs Close Garages 21-57 Northfield Garages 1-32 Warrendale Garages 1-14 Briars Lane Garages 1-21 Heron Way Garages 24-47 Blythway Garages Great Ganett 1-14 and 15A to 33A Garages. These sites are also being considered for the Affordable Housing Programme and will only go ahead if this use is not deemed appropriate.	184,000	0	0	0	0	0	0	0	see Garage renovations	FO_RES_1718_E1
4	<b>HTC fees for redevelopment (WHBC funded)</b>	This is for the work of specialists that will be related to the overall project, including progressing the public realm works. We will incur any number of fees including; planning fees, architect's fees, agent's fees, highway engineer's fees, costs in connection with the proposed stopping up order, highway design fees and ground investigation costs.	100,000	0	0	0	0	30,000	0	0	Loss of rent from existing businesses	FO_RES_1718_OG1
5	<b>HTC Acquisitions (Growth Fund Detrm Fund)</b>	The 'Deed poll' compensation for 28 Town Centre (freehold) has been paid into the Tribunal. The former owner of Flat 2 White Lion House has refused to transfer title to the Council despite the ruling of the Upper Tribunal. The balance of the compensation due here is being paid into the Tribunal and title will then follow giving the Council ownership that it can sell.	20,000	0	0	0	0	0	0	0		
6	<b>HTC Redevelp of 1 and 3-9</b>	The indications from the initial designs are that the redevelopment of this site into retail and residential could be a viable scheme and would result in a significant improvement for these land mark sites and Hatfield Town Centre. This budget is to progress designs to the position of obtaining planning permission. This will involve the use of the Council's framework architects and obtaining various surveys including services, ground radar and topography.	150,000	50,000	0	0	0	0	0	0		
7	<b>Hatfield Town Centre new shop fronts for 4 &amp; 6 The Arcade</b>	To put new shop fronts on these two units to bring them up to standard. Not within the current programme or budget	20,000	0	0	0	0	0	0	0		
8	<b>HTC Flat roof refurbishment to shops</b>	The flat roofs to the rear of the newly tenanted shops are in a poor condition and require a new 2 layer felt system to prolong the structure's life for another 15-20 years.	60,000	0	0	0	0	0	0	0		
9	<b>Hatfield Town Centre Public Realm</b>	To regenerate the public realm around Hatfield Town Centre and White Lion Square (Planters/Seating area/Arena)	400,000	800,000	0	0	0	10,000	10,000	10,000	Public realm in WLSq and Town Centre passing to WHBC	FO_RES_1718_G5
10	<b>Highview Shops</b>	Progression to a redevelopment scheme for the Highview neighbourhood shopping parade. This project started in 2014/15 and is continuing. Agents and solicitors are instructed. 2017/18 includes £200k for compensation payments.	350,000	50,000	0	0	0	0	(40,000)	(40,000)	Highview rents - expanded existing retail and new large convenience store and potential health clinic	FO_RES_1718_E9
11	<b>Salisbury Square redevelopment.</b>	Development costs associated with the council remaining in partnership with Gascoyne Cecil Estates.	50,000	0	0	0	0	0	0	0		

## Proposed Capital Expenditure Programme 2017/18 TO 2021/22

Ref	Project Title	Full Description of Project	Total 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Revenue Financial Effects			Revenue cost explanation	Cross ref to Revenue Budget Growth & Savings Summaries
								2017/18 £	2018/19 £	2019/20 £		
12	<b>Breaks Manor</b>	Take back the playing fields at Breaks Manor as part of the lease renewal and bring the site forwards for residential development 2017/18 - 2018/19 budget is for site preparation costs for residential development.	0	100,000	100,000	0	0	0	0	0		
13	<b>Moors Walk Upper Balcony Resurfacing</b>	To replace the loose pavements on the roof walkway to the second floor flats. The area is currently paved with stone slabs which are slippery and now loose and uneven. The deck needs to be replaced and coated using a cold applied liquid coating designed for rooftop or balcony walkways.	0	75,000	0	0	0	0	0	0		
14	<b>Welwyn Garden City Town Centre North</b>	To progress the WGC 2014 Supplementary Planning Document for the north of the town centre to bring to design stage of residential units and car parking. Costs depend on how the scheme is put together and progressed. There could be a significant capital cost which cannot yet be forecast if there is also a CPO. 2017/18 - 2019/20 budget is for fees/surveys/design works.	100,000	0	0	0	0	0	0	0		
15	<b>LudwickWay Garages Site preparation for sale</b>	Extinguish right of way and prepare garages site for sale. (Residential Units approx 5 units incl fees total cost £900k by developer ... Generating capital receipt of approx £500k depending on market)	0	0	200,000	0	0	0	0	0		
16	<b>Woodhall redevelopment</b>	Redevelopment of the car park at Woodhall shops following the transfer of ownership from HCC to WHBC	0	0	300,000	0	0	0	0	0		
17	<b>Property Company</b>	Investment in property in order to generate a net income return to the general fund. Decisions on the most appropriate vehicle to facilitate the delivery of the Council's objectives will be made following receipt of specialist advice on the legal, financial and tax implications.	5,000,000	5,000,000	0	0	0	0	(250,000)	(500,000)	Fees involved in acquisitions less additional income generated by new assets.	CORP_1718_E3
18	<b>Campus East Garages</b>	Demolish garages under Campus East car park and make into parking spaces. Possibly leave operational garages and demolish the ones that could be better used as parking bays.	200,000	0	0	0	0	0	0	0		
Page 218	<b>Building Management System Upgrade Campus East</b>	The Building Management System is no longer functioning at Campus East or Campus West and it is not economically viable to carry out repairs as parts are no longer available. This budget is for the upgrade to the system at Campus East.	33,100	0	0	0	0	0	0	0		
20	<b>Building Manag Sys Upgrade Campus West</b>	The Building Management System is no longer functioning at Campus East or Campus West and it is not economically viable to carry out repairs as parts are no longer available. This budget is for the upgrade to the system at Campus West.	36,900	0	0	0	0	0	0	0		
21	<b>Huntersbridge car park concrete water proofing</b>	Restore and preserve the appearance and water-proofing to the concrete members. The works are to repair the surface finishes which are delaminating or separating from the concrete below. This is allowing water to enter the concrete damaging the reinforcing inside.	600,000	0	0	0	0	0	0	0		
22	<b>Chillers to Swegon systems at Campus East</b>	The Swegon system (brand name) is the name for the air handling units (AHUs) that are on the roofs of the two extensions to provide mechanical ventilation to these buildings. Currently, these bring air in at ambient temperature. If the air is to be chilled to provide comfort cooling then chillers will need to be added. This was not included in the original building specifications.	60,000	0	0	0	0	0	0	0		
23	<b>Tiles replacement at Maizefield House</b>	Rear face of Maizefield House - tiles are slipping causing water ingress to privately owned residences. Strip off the tiles, replace weather proof layer and refit tiles.	75,000	0	0	0	0	0	0	0		

## Proposed Capital Expenditure Programme 2017/18 TO 2021/22

Ref	Project Title	Full Description of Project	Total 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Revenue Financial Effects			Revenue cost explanation	Cross ref to Revenue Budget Growth & Savings Summaries
								2017/18 £	2018/19 £	2019/20 £		
24	Toilets refurbishment at Mill Green Museum	The toilets are well below the acceptable standard for a building of this type. The deterioration of these toilets has been increased due to the lack of toilets available for number of visitors. The aim is to bring them up to a higher level of fit out which will see them last another ten years.	15,000	0	0	0	0	0	0	0		
25	Haldens Flat roof refurbishment	The flat roofs to the rear the shops are in a poor condition and require a new 2 layer felt system to prolong the structure's life for another 15-20 years.	50,000	0	0	0	0	0	0	0		
26	Campus East kitchen refurbishments	Refurbish the remaining kitchens in the building that have not yet been refurbished and install a further new kitchen on the first floor.	0	38,000	0	0	0	0	0	0		
28	Air Con gas replacement to conforming standard Campus West	Gas within AC units (Campus East and Campus West) has been phased out by government due to it not conforming to regulations and is no longer environmentally friendly as it causes severe damage to the atmosphere. Budget is to replace the gas.	25,000	0	0	0	0	0	0	0		
28	Campus East Fire compartmentalisation	Fire compartmentalisation in the new wing of the building. This work has come out of the fire risk assessment and relates to the current situation where walls on the ground and first floor do not rise all the way to the ceiling above the artificial ceiling tiles.	150,000	0	0	0	0	0	0	0		
29	Campus East Toilets refurbishment	There is currently 1 Female WC and Disabled WC on the first floor and 1 Male WC and disabled WC on the second floor of the new wing. These facilities are in a tired state and require total refurbishment. With this refurbishment we plan to carry out alterations to allow the inclusion of male and female WCs on each floor.	100,000	0	0	0	0	0	0	0		
30	Cole Green Lane refurbishment	Refurbish the property which was previously occupied by Barclays. The improvements should improve the rental income from £12k to £30k per annum.	50,000	0	0	0	0	0	(12,000)	(15,000)	Increased rent due to works.	FO_RES_1718_E10
31	Littleridge Industrial Area resurfacing	The tarmac road way in front of the units is in need of re-surfacing due to its age. The block paved areas directly in front of the units has suffered severe movement due to sink holes and divots due to prolonged heavy goods vehicles passing over it on a daily basis. Manhole covers are now proud of the block paving and are potential trip hazards to users of the site. The proposal would see the blocks lifted and re-laid on a suitable substrata. The work has already been priced by WHBC framework contractor.	20,000	0	0	0	0	0	0	0		
32	Window replacement at Campus East - phase 2	Following the successful replacement of the windows in the northern part of the building we would like to improve the u values to the rest of the building. The tilt and turn windows in the southern parts of the building are expensive to maintain, and in some cases beyond economic repair. The new windows would match the windows installed in the northern areas in line with requirements outlined by planning. This project would yield efficiency savings from improved insulation and lower maintenance costs.	200,000	0	0	0	0	0	(2,000)	(2,000)	Estimated utility savings as a result of improved thermal insulation from new windows	FO_RES_1718_E11
33	Stanborough Lakes public changing block	Following on from the successful Safeguarding pavilion and "Changing Places" projects last year the proposal is to refurbish the public changing block as it is currently not used due to its poor condition and lack of hot water facilities. The demand for public adult change is increasing due to the amount of all year round activities and a requirement to provide shower facilities to the customers who partake in water activities.	80,000	0	0	0	0	0	0	0		
	<b>Corporate Property Manager Total</b>		<b>8,389,000</b>	<b>6,373,000</b>	<b>860,000</b>	<b>260,000</b>	<b>260,000</b>	<b>(80,800)</b>	<b>(471,550)</b>	<b>(782,720)</b>		

## Proposed Capital Expenditure Programme 2017/18 TO 2021/22

Ref	Project Title	Full Description of Project	Total 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Revenue Financial Effects			Revenue cost explanation	Cross ref to Revenue Budget Growth & Savings Summaries
								2017/18 £	2018/19 £	2019/20 £		
34	<b>Multi Functional Devices - Replacement programme</b>	The Council has a fleet of 32 multi functional devices across the authority which provide printing, scanning, faxing and copying facilities. These on average have a life span of 6/7 years. 3 or 4 copiers need to be replaced each year so that the Council is able to provide efficient printer, scanning and copying facilities.	22,000	14,000	14,000	14,000	0	0	0	0		
35	<b>Email Protective Marking</b>	This introduces security by making users aware of their responsibilities when handling personal or sensitive information. This is seen as good practise by the Information Commissioner's Office.	12,000	0	0	0	0	2,000	2,000	2,000	Ongoing security requirement	FO_RES_1718_G11
36	<b>PC Refresh</b>	A percentage of our current Desktop kit is reaching end of useable life. To ensure we have an up to date and supportable PC estate we will need to replace the existing devices we can do this on a phased 4 year project. All kit based on new Dell laptops and USB port replicators to ensure maximum flexibility of our computers which can be used on shared desks in the office or taken home for remote working. This configuration will also make provision for improved Business Continuity. We need to replace 100 PCs in 2017/18 and have a rolling programme over the following three years to replace 50 a year.	80,000	36,500	36,500	36,500	0	0	0	0		
37	<b>Network Infrastructure Refresh</b>	Our current network kit is end of sale and shall become end of life in due course. To ensure we have a security compliant, up to date and supportable network we will need to upgrade the existing infrastructure to avoid the risk of using dated and potentially unsupported hardware. This can be rolled out over a phased 4 year period to manage the impact of the change and spread the costs over the duration of the project. All kit based on new Extreme Networks product that has only been on the market for a short period, so has a healthy life span. We also have a Public Service Network requirement to have supported equipment.	34,000	34,000	34,000	34,000	0	0	0	0		
Page 220	<b>Telephone System Enhancements</b>	This project will enhance the capabilities of our existing telephone system; 1. Allow the switchboard the capabilities to log into the system via a laptop from anywhere 2. Allow up to 200 named staff members access to the central telephone system while working remotely. e.g. This will enable staff to use their telephone extension from home. 100 softphones licenses on laptops and up to 100 on mobile phone. This would provide us with resilience and meets business continuity requirements. We would be able to run our switchboard from any PC or from a remote location in the event of our Campus East offices being inaccessible.	32,000	0	0	0	0	7,500	7,500	7,500	Ongoing maintenance	FO_RES_1718_G7
39	<b>Additional Blade Infrastructure</b>	We need to extend our current virtual server estate which is reaching capacity. A server is a computer program that provides services to other computers and users on the same network. A blade is the piece of equipment that we use to host all our servers on. We currently have about 140 virtual servers hosted on 13 blades. Additional infrastructure will not only allow us to expand capacity but also increase resilience, and improve performance, as all the servers can roam across all the blades so if one fails the remaining blades take over the load allowing performance to be maintained.	25,000	0	0	0	0	5,000	5,000	5,000	Ongoing maintenance	FO_RES_1718_G8
40	<b>Replacement Gazetteer</b>	A Local Land and Property Gazetteer (LLPG) is an address database that is required to maintain and have responsibility for creating addresses for land, property and streets. This council uses a corporate land and property gazetteer for the management of land, properties and streets within the borough, and we are required to update and enhance the information held on this and achieve the accuracy targets imposed upon us. We use Civica's Fast Gazetteer software for this which will no longer be supported from April 2017. We are looking at replacing our unsupported system with the Idox Gazetteer. This will enable us to continue to supply information to the national hub and to use the data for internal purposes.	10,000	0	0	0	0	0	0	0		

## Proposed Capital Expenditure Programme 2017/18 TO 2021/22

Ref	Project Title	Full Description of Project	Total 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Revenue Financial Effects			Revenue cost explanation	Cross ref to Revenue Budget Growth & Savings Summaries
								2017/18 £	2018/19 £	2019/20 £		
		<b>Client Support Service Manager Total</b>	<b>215,000</b>	<b>84,500</b>	<b>84,500</b>	<b>84,500</b>	<b>0</b>	<b>14,500</b>	<b>14,500</b>	<b>14,500</b>		
		<b>Head of Resources Total</b>	<b>8,604,000</b>	<b>6,457,500</b>	<b>944,500</b>	<b>344,500</b>	<b>260,000</b>	<b>(66,300)</b>	<b>(457,050)</b>	<b>(768,220)</b>		
41	<b>Bereavement Services</b>	The budget will be used for the demolition of the current building and the construction of the new crematorium. This includes offices, gardens, car parking, and cremation equipment.	4,193,460	0	0	0	0	0	(400,000)	(400,000)	Additional income from increased provision of bereavement services within the Borough	FO_ENV_1718_E7
42	<b>Campus West Car Park improvements</b>	The car park at Campus West, was built and configured many years ago. The car park needs to be redesigned and resurfaced so as create improved parking. Improvements, to the surfacing, kerbing and layout of the car park will add approximately 10 extra parking spaces, of which at least one would be an additional disabled space. This parking improvement will help support the users experience of the car park. The work will minimise repair work over the first few years.	150,000	0	0	0	0	0	0	0		
43	<b>Litter and Dog Bins Programme</b>	The borough has approximately 700-750 dog and litter bins, but this still does not meet all the demand by the community. Further to this a percentage of the dog bins and litter bins are of an old design. The old designed bins are more prone to fly tipping and wind blowing out litter. This budget will allow for the replacement of 40 dog bins and 40 litter bins per annum. To replace all of the old style bins in one go would require a temporary person to carry out the project. The replacement of litter bins will take many years.	20,000	20,000	20,000	20,000	25,000	0	0	0		
44	<b>Parking Bay Programme</b>	40 roads were originally on the waiting list for parking improvements via parking bays and this list was equivalent to 10-15 years wait for parking bays. There continues to be demand for improved parking in residential areas from Councillors, residents, businesses and contractors. It was envisaged in 2011-12 that the total cost of building all the parking bays for the roads that are best suited for parking bays would be £1,750,000. The capital allocated at the time was £150,000 per annum and at this level of investment in infrastructure the list would have taken twelve years to complete. However, a strategic change has been made in the provision of parking bays and parking bays are now done in conjunction with parking restrictions. Over the years it has been found that consultations for parking restrictions can be rejected by the community, because there is no alternative parking for the residents in a road. The level of rejection is reduced if we can provide additional parking bays (off street parking) when the parking proposals are communicated to the residents. This approach provides a joined up strategy and helps the Councils meet its objectives. The Parking Bay programme, will go part of the way to reducing access problems for service vehicles and meet the Council's Very High priority to improve parking in the community.	260,000	210,000	220,000	220,000	220,000	0	0	0		
45	<b>Parking Bay Programme - garages site</b>	Convert two garage areas into parking bays, removal of asbestos will form part of this work. This is the dismantling of garage areas and preparing surfacing to allow for easy and accessible residential parking.	80,000	0	0	0	0	0	0	0		
46	<b>Street Warden Replacement Vehicles</b>	A vehicle is needed to inspect the Borough and collect stray dogs. The vehicles carry more than two officers at times. This work requires the transport of equipment and tools. The current vehicle is 5 years old and the maintenance costs are increasing. Further to this the van's storage capacity is limited and a new van would allow an improvement in this position. Consideration could also be given to procuring a vehicle with improved fuel usage and exhaust emissions. - Options considered: Electric vehicles - not viable for the type of useage required (carrying dogs, equipment and travelling long distances)	48,000	0	0	0	0	0	0	0		



## Proposed Capital Expenditure Programme 2017/18 TO 2021/22

Ref	Project Title	Full Description of Project	Total 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Revenue Financial Effects			Revenue cost explanation	Cross ref to Revenue Budget Growth & Savings Summaries
								2017/18 £	2018/19 £	2019/20 £		
47	<b>Play Area Replacement Scheme</b>	There are over 40 play areas across the Borough which have been in place in some cases twenty years or more. Over time the weather and usage causes a great deal of the equipment, even with constant maintenance, to break and if they don't break, become dated and of no interest to the local children. Two further locations in the Borough need to be improved upon as part of a rolling programme of replacement and upgrades of dated, extending and/or replacing missing play equipment. The sites for 2016/17 are Nursery Hill WGC, and Cob Mead Hatfield.	50,000	50,000	50,000	50,000	50,000	0	0	0		
48	<b>Refuse and Recycling Improvements Scheme</b>	The capital investment will provide 400-600 wheeled 180-240litre bins each year, over the five years. These bins will enable the Council to provide more Alternative Refuse and Recycling Collection style bins to more flats over the coming years.	15,000	15,000	15,000	15,000	15,000	0	0	0		
		<b>Head of Environment Total</b>	<b>4,816,460</b>	<b>295,000</b>	<b>305,000</b>	<b>305,000</b>	<b>310,000</b>	<b>0</b>	<b>(400,000)</b>	<b>(400,000)</b>		
		<b>Head of Environment Total</b>	<b>4,816,460</b>	<b>295,000</b>	<b>305,000</b>	<b>305,000</b>	<b>310,000</b>	<b>0</b>	<b>(400,000)</b>	<b>(400,000)</b>		
49	<b>Netcall System (Phase 3)</b>	Netcall has been deactivated to comply with the PSN requirements. A decision will be made in early 2017 on whether to upgrade to their new Liberty platform or not	30,000	0	0	0	0					
50	<b>Development of Mobile Website and related systems integration</b>	A comprehensive review of the website remains ongoing to determine the best mobile solution. Further expenditure is anticipated over 2016-17 in this respect.	28,620	0	0	0	0					
51	<b>Splashlands Development (Finesse)</b>	Development of new leisure facilities to complete the regeneration of the former Splashlands site in Stanborough Park	2,299,235	0	0	0	0	0	(50,000)	(100,000)	Income from a third party operator who will manage all of the proposed new leisure facilities to be built on the former Splashlands site. As set out in the 2016 business case review report.	SD_PC_1718_E3
52	<b>Campus West WC Refurbishment</b>	To refurbish the male and female WC's on the first floor plus those in Rollercity and Softplay on the ground floor	160,000	0		0	0	0	0	0		
		<b>Head of Policy and Culture Manager Total</b>	<b>2,517,855</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50,000)</b>	<b>(100,000)</b>		
53	<b>KGV Football Pitches to be built in new location.</b>	Ground resurfacing at KGV, perimeter fencing removed, and two of the playing surfaces to be relocated at the HLC over the autumn months. Balance pending a further decision on what to do with the two pitches remaining on site.	275,000	0	0	0	0					
54	<b>Finesse</b>	Proposed improvements to the main changing rooms within the Hatfield Swim Centre. Failure to improve these facilities will continue to impact negatively on customer satisfaction levels, lead to more complaints to the business and make it harder to retain customers at the Swim Centre.	100,000	0	0	0	0	0	0	0		
		<b>Head of Policy and Culture Total (Finesse)</b>	<b>2,892,855</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50,000)</b>	<b>(100,000)</b>		
		<b>Executive Director (Resources, Environment and Cultural Services) Total</b>	<b>16,313,315</b>	<b>6,752,500</b>	<b>1,249,500</b>	<b>649,500</b>	<b>570,000</b>	<b>(66,300)</b>	<b>(907,050)</b>	<b>(1,268,220)</b>		

## Proposed Capital Expenditure Programme 2017/18 TO 2021/22

Ref	Project Title	Full Description of Project	Total 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Revenue Financial Effects			Revenue cost explanation	Cross ref to Revenue Budget Growth & Savings Summaries
								2017/18 £	2018/19 £	2019/20 £		
55	Northgate case management system - replace and enhance	Replacement servers and enhancements for running the case management software system used by the Public Health and Protection Service, private sector housing team, ASB team (with available capabilities to be used by Environment Service too). Bid comprises: Replacement servers; SQL server licence; software migration; mobile working application software and hardware; secure information gateway interface; mobile web services interface; Steria time. Effect of the project will be the new servers, new capability for mobile working, link between the computer system and LAGAN, link between the computer system and web to enable self service. All to be explained in detail via Exec Board report	0	75,000	0	0	0	0	0	8,000	Maintenance costs ongoing	GOV_PHP_1718_G3
56	Infrastructure for electric pool cars	Provision of the necessary infrastructure to enable the council to install and use electric pool cars. This value is subject to final confirmation following appropriate site surveys	20,000	0	0	0	0	0	0	0	Provision of electric pool cars and associated running costs, budget offset for mileage claims	GOV_PHP_1718_G1
		<b>Head of Public Health and protection Manager Total</b>	<b>20,000</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>		
		<b>Head of Public Health and protection Total</b>	<b>20,000</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>		
57	Replacement of Courier Vehicle	Purchase of a new vehicle to replace the current Courier vehicle which is now 5 years old and is becoming uneconomic to keep because of the increasing costs of repairs and maintenance. A new vehicle is needed to provide the Council's twice daily Courier round to collect and deliver post to and from all of the Council's sites in the Borough. The Courier vehicle is also used for other deliveries of post as required, for example, urgent items to Members of the Council outside of normal office hours. Options are to purchase Electric vehicles.	15,000	0	0	0	0					
58	Replacement of Office Superintendents Van	Purchase of a new vehicle to replace the current Office Superintendents Van which is now 5 years old and will become uneconomic to keep because repairs and maintenance costs will increase and the safety and reliability of the vehicle will deteriorate. The van is charged to this cost centre, but is used to transport larger items on a pool use basis. It supports the functions of other service areas such as Elections, Environmental Health, Planning, the Museum and Youth and Community Services and Town Centres work as well as being used to support Civic functions such as Remembrance Day outside of normal office hours. Options are to purchase Electric vehicles.	0	12,000	0	0	0					
		<b>Head of Law &amp; Admin Manager Total</b>	<b>15,000</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
		<b>Head of Law &amp; Admin Total</b>	<b>15,000</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
59	Replacement of Fastplanning, Fastcontrol and Fastcharges	To continue with the data migration and software purchase relating to the replacement of the fastplanning control and charges system. This scheme should complete by summer 2017.	82,800	0	0	0	0	0	0	0		
		<b>Head of Planning</b>	<b>82,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
		<b>Head of Planning</b>	<b>82,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
		<b>Executive Director (Public Health, Planning and Governance) Total</b>	<b>117,800</b>	<b>87,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>		
60	Affordable Housing Program	The council's Affordable Housing Programme delivers new affordable housing through a range of methods including property acquisition, grant funding Registered Providers and direct new build. The Affordable Housing Programme Delivery Plan sets out the objective to provide 600 new affordable homes between 2015 to 2020.	13,929,080	9,937,280	18,638,930	19,552,030	5,088,000	(20,000)	(20,000)	(20,000)	Saving on staffing costs as a result of capitalised costs supporting the Affordable Housing Programme	SD_HC_1718_E2
61	CCTV upgrades (WGC, Urban and Hatfield)	This scheme is to upgrade the components of the CCTV equipment. This capital project is critical to achieve revenue savings on the monitoring contract. Scheme deferred by one year	0	100,000	0	0	100,000	0	0	0		

## Proposed Capital Expenditure Programme 2017/18 TO 2021/22

Ref	Project Title	Full Description of Project	Total 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Revenue Financial Effects			Revenue cost explanation	Cross ref to Revenue Budget Growth & Savings Summaries
								2017/18 £	2018/19 £	2019/20 £		
62	<b>Housing Assistance Grants and Loans</b>	Financial assistance is provided to residents who are on low incomes and in privately owned property, in order that they can carry out essential works to improve the security, safety and energy efficiency of their home and to deal with hazards. The majority of assistance is by way of a loan, but there are a few very small value grants. All recipients are means tested. The value of the loan is placed as a charge against the applicant's property and is returned at the sale of the property. The majority of loans relate to roof and window repairs, replacement front and back doors and other essential works, such as rewiring or a replacement boiler. The budget is also used to supplement the DFG budget when this is over subscribed.	30,000	30,000	30,000	30,000	30,000	0	0	0		
63	<b>Disabled Facilities Grant</b>	Financial assistance is provided to applicants who apply under the mandatory DFG scheme. The grants are payable to residents in the private sector for adaptations to their home, to meet the needs of the disabled occupant. The grant is means tested for adults, but not for children. The adaptation allows the disabled person to remain in their home and/or to receive better care and provides an improvement in quality of life. Each adaptation is tailored to the needs of the individual. The help is means tested and there is a maximum grant value of £30K. Common adaptations are level access showers and stair lifts. The Housing Grants, Construction and Regeneration Act 1996 makes it mandatory for councils to provide DFGs. The scheme must operate within government rules. A grant is received from the govnt annually to off set this cost and we have a capital receipt (estimated) from the return of historic loans and grants.	441,000	441,000	441,000	441,000	441,000	0	0	0		
64	<b>Angerland S106 Football Improvement schemes in Hatfield</b>	Fully funded schemes by Herts University to improvements to Football facilities within the Hatfield area.	800,000	0	0	0	0	0	0	0		
65	<b>Angerland S106 Rugby Improvement schemes in Hatfield</b>	Fully funded schemes by Herts University to improvements to Football and Rugby facilities within the Hatfield area.	200,000	0	0	0	0	0	0	0		
		<b>Head of Housing and Community Manager Total</b>	<b>15,400,080</b>	<b>10,508,280</b>	<b>19,109,930</b>	<b>20,023,030</b>	<b>5,659,000</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>		
66	<b>Major Repairs</b>	Major repairs to Housing Stock	7,259,700	7,254,800	7,263,700	7,281,100	7,031,890					
	<b>HSG Aids and Adaptations</b>	HSG Aids and Adaptations	834,000	833,400	834,400	836,400	836,700					
	<b>HSG Insulation Improvements</b>	HSG Insulation Improvements	29,200	29,200	29,200	29,300	29,300					
	<b>HSG Carbon Monoxide</b>	HSG Carbon Monoxide	65,700	65,700	65,800	66,000	66,000					
70	<b>Gas Central Heating Replacement Program</b>	Gas Central Heating Replacement Program	1,645,200	1,644,100	1,646,100	1,650,000	1,650,600					
71	<b>Other Contractors MRA Schemes</b>	Other Contractors MRA Schemes	265,600	265,400	265,700	266,300	266,400					
72	<b>Door entry systems</b>	Door entry systems	463,900	463,600	464,200	465,300	465,500					
73	<b>Electricity mains</b>	Electricity mains	123,700	123,600	123,800	124,100	124,100					
74	<b>Energy Improvement Works</b>	Energy improvement works (MRA funded)	191,400	191,300	191,500	192,000	192,100					
75	<b>Sheltered Refurbishment</b>	Sheltered Refurbishment	500,000	349,810	0	0	0					
76	<b>Lift replacement</b>	Lift replacement	72,200	72,200	72,300	72,500	72,500					
		<b>Housing Trust Service Manager Total</b>	<b>11,450,600</b>	<b>11,293,110</b>	<b>10,956,700</b>	<b>10,983,000</b>	<b>10,735,090</b>	<b>0</b>	<b>0</b>	<b>0</b>		
		<b>Head of Housing and Community Total</b>	<b>26,850,680</b>	<b>21,801,390</b>	<b>30,066,630</b>	<b>31,006,030</b>	<b>16,394,090</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>		



## Proposed Capital Expenditure Programme 2017/18 TO 2021/22

Ref	Project Title	Full Description of Project	Total 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Revenue Financial Effects			Revenue cost explanation	Cross ref to Revenue Budget Growth & Savings Summaries
								2017/18 £	2018/19 £	2019/20 £		
		<b>Executive Director (Housing and Communities) Total</b>	<b>26,850,680</b>	<b>21,801,390</b>	<b>30,066,630</b>	<b>31,006,030</b>	<b>16,394,090</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>		
		<b>Grand Total</b>	<b>43,281,795</b>	<b>28,640,890</b>	<b>31,316,130</b>	<b>31,655,530</b>	<b>16,964,090</b>	<b>(86,300)</b>	<b>(927,050)</b>	<b>(1,280,220)</b>		
		Recharges Housing	344,700	344,500	344,900	345,700	345,800	0	0	0		
		<b>TOTAL INCLUDING RECHARGES</b>	<b>43,626,495</b>	<b>28,985,390</b>	<b>31,661,030</b>	<b>32,001,230</b>	<b>17,309,890</b>	<b>(86,300)</b>	<b>(927,050)</b>	<b>(1,280,220)</b>		

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## Prudential Indicators and MRP Statement 2017/18

### Appendix C - Prudential Indicators 2017/18

The Local Government Act 2003/2011 requires the Authority to have regard to the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

**Estimates of Capital Expenditure:** The Authority's planned capital expenditure and financing may be summarised as follows. Further detail is provided in the capital programme report.

Capital Expenditure and Financing	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
General Fund	26.893	32.331	17.697	20.359
HRA	13.539	11.295	11.288	11.302
<b>Total Expenditure</b>	<b>40.432</b>	<b>43.626</b>	<b>28.985</b>	<b>31.661</b>
Capital Receipts	19.241	16.043	7.583	9.861
Government Grants	0.824	0.265	0.265	0.265
Major Repairs Reserve	13.539	11.295	11.288	11.302
Revenue	3.980	0	0	0
Internal Borrowing	2.848	12.323	8.350	2.500
External Borrowing	0	3.700	1.500	7.733
<b>Total Financing</b>	<b>40.432</b>	<b>43.626</b>	<b>28.986</b>	<b>31.661</b>

**Estimates of Capital Financing Requirement:** The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose. For this calculation we exclude allowance for finance leases.

Capital Financing Requirement	31.03.17 Revised £m	31.03.18 Estimate £m	31.03.19 Estimate £m	31.03.19 Estimate £m
General Fund	22.394	32.052	37.697	37.389
HRA	249.345	241.653	226.970	223.137
<b>Total CFR</b>	<b>271.739</b>	<b>273.705</b>	<b>264.667</b>	<b>260.526</b>

The CFR is forecast to fall by £11.213m over the next three years as capital expenditure financed by debt is less than the resources put aside for debt repayment.

**Gross Debt and the Capital Financing Requirement:** In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt	31.03.17 Revised £m	31.03.18 Estimate £m	31.03.19 Estimate £m	31.03.20 Estimate £m
Borrowing	249.344	236.544	219.444	200.644
Internal Borrowing	13.474	16.322	28.645	36.955
Other External Borrowing	0	0	0	7.734
Finance leases	2.103	2.103	2.103	2.103
<b>Total Debt</b>	<b>264.921</b>	<b>254.969</b>	<b>250.192</b>	<b>247.436</b>

Total debt is expected to remain below the CFR during the forecast period.

**Operational Boundary for External Debt:** The operational boundary is based on the Authority's estimate of most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Authority's debt.

Operational Boundary	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Borrowing	6.000	6.000	6.000	6.000
Other long-term liabilities	2.331	2.103	2.103	2.103
Housing Self Financing Borrowing	265.400	251.900	236.600	219.500
<b>Total Debt</b>	<b>273.731</b>	<b>260.003</b>	<b>244.703</b>	<b>227.603</b>

**Authorised Limit for External Debt:**

The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003 / Local Government Finance Act It is the maximum amount of debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit	2016/17 Limit £m	2017/18 Limit £m	2018/19 Limit £m	2019/20 Limit £m
Borrowing	8.000	8.000	8.000	8.000
Other long-term liabilities	2.331	2.103	2.103	2.103
Housing Self Financing Borrowing	304.799	304.799	304.799	304.799
<b>Total Debt</b>	<b>315.130</b>	<b>314.902</b>	<b>314.902</b>	<b>314.902</b>

**Ratio of Financing Costs to Net Revenue Stream:**

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2016/17 Revised %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
General Fund	1.08	1.53	1.44	0.80
HRA	38.09	40.99	44.57	47.09

**Incremental Impact of Capital Investment Decisions:**

This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax levels. The incremental impact is the difference between the total revenue budget requirement of the current approved capital programme and the revenue budget requirement arising from the capital programme proposed.

Incremental Impact of Capital Investment Decisions	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £
General Fund - increase in annual band D Council Tax	1.38	-0.12	-2.37
HRA - increase in average weekly rents	0	0	0

**HRA Limit on Indebtedness:**

Under the reform of housing finance implemented from 1st April 2012, the Government published the Limits on Indebtedness Determination 2012. This sets out the maximum amount of housing debt that the council may have outstanding at any one time.

	<b>2015/16 Revised £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>
HRA limit on indebtedness	304.799	304.799	304.799	304.799
HRA Capital Financing Requirement	249.344	236.544	219.444	200.644

The HRA limit is maximum housing debt allowed. The HRA CFR is the expected housing debt at the end of each year.

The difference is the principal loan repayments and internal borrowing.

**Adoption of the CIPFA Treasury Management Code:** The Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* in February 2012.

## Appendix D - Annual Minimum Revenue Provision Statement 2017/18

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Department for Communities and Local Government's *Guidance on Minimum Revenue Provision* (the CLG Guidance) most recently issued in 2012.

The broad aim of the CLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The CLG Guidance requires the Authority to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP.

The following statement incorporates options recommended in the Guidance:

### Option 1:

For capital expenditure incurred before 1<sup>st</sup> April 2008, MRP will be determined in accordance with the former regulations that applied on 31<sup>st</sup> March 2008, incorporating an "Adjustment A" of £8.115m.

### Option 2:

For capital expenditure incurred before 1<sup>st</sup> April 2008 MRP will be determined as 4% of the Capital Financing Requirement in respect of that expenditure.

### Option 3:

For capital expenditure incurred after 31<sup>st</sup> March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset in equal instalments *or* as the principal repayment on an annuity with an annual interest rate equivalent to PWLB rates starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.

### Option 4:

For capital expenditure incurred after 31<sup>st</sup> March 2008, MRP will be determined as being equal to the accounting charge for depreciation.

The Council is asked to approve:

- The Council's policy for the calculation of MRP for 2017/18 shall be the Asset Life Method (Option 3 of the guidance), the principal (capital) element reflects the true nature of the rent/ charge over the life of the assets. This amounts to £165k for 2017/18.
- For newly created assets that will attract a rental income, the annuity method of allocating the MRP will be used. This method reflects the fact that more income will be received in later years of the asset life due to inflationary increases.
- All other financed assets will have the MRP calculated on an equal instalment basis, where a charge is made equal to the element of the charge that goes to write down the balance sheet liability.

Capital expenditure incurred during 2017/18 will not be subject to a MRP charge until 2018/19.

Based on the Authority's latest estimate of its Capital Financing Requirement on 31<sup>st</sup> March 2017, the budget for MRP has been set as follows:

	Finance leases	Other General Fund	HRA reform	TOTAL
	£0	£0	£0	£0
Capital Financing Requirement 31.03.2017	2,103	22,394	249,345	273,842
Less adjustment A		-8,115		-8,115
Allow GF benefit of -ve HRA CFR before HRA reform		-2,554	2,554	0
Capital expenditure financed from internal borrowing		2,848		2,848
Capital Financing Requirement liable to MRP	2,103	14,573	251,899	268,575
<b>MRP</b>	<b>0</b>	<b>165 (note 1)</b>	<b>15,300 (note 2)</b>	<b>15,465</b>

Note 1 – The borrowing is being used to finance the invest to save schemes within the capital programme. No MRP will be charged on these schemes until they become operational in future years.

Note 2 - This represents a voluntary debt repayment of £15.3m.



Part I

Main author: Andrea Plucknett

Executive Member: Duncan Bell

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 10 JANUARY 2017

REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND CULTURAL SERVICES)

TREASURY MANAGEMENT STRATEGY 2017/18

## 1 Executive Summary

- 1.1 In accordance with the CIPFA Treasury Management in the Public Services: Code of Practice 2011 and CLG guidance on local authority investments, this report presents the proposed Treasury Management Strategy for 2017/18.

## 2 Recommendation

- 2.1 That Cabinet approve the Treasury Management Strategy and Indicators for 2017/18 and recommend them for approval by full Council.

## 3 Background

- 3.1 In February 2012 the Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 which requires the Council to approve a treasury management strategy before the start of each financial year.
- 3.2 In addition, the Department for Communities and Local Government (CLG) issued revised guidance on local authority investments in March 2010 that requires the Council to approve an investment strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Guidance.
- 3.3 In accordance with the CLG guidance, should the assumptions on which the proposed strategy is based change significantly, Council approval would be sought for any required revisions. Such circumstances would include, for example, a large unexpected change in interest rates, or in the authority's capital programme or levels of investment balance.

## 4 Current treasury portfolio

- 4.1 As at 17 November 2016 the Council's treasury portfolio was as follows:

	Amount £000
Short term deposits	36,473
Money Market Funds	25,906
Instant access	3,999
Long term deposits	13,201

<b>Total investments</b>	<b>79,579</b>
	Amount £000
Short term loans	14,400
Long term loans	244,299
<b>Total borrowing</b>	<b>258,699</b>

(Short term defined as <365 days remaining to maturity; CCLA Property Fund included in long term)

- 4.2 The weighted average investment rate on the day was 0.82% (assuming a 3% return on the CCLA Property Fund investment in Q3) and year to date 0.97%. The weighted average borrowing rate on the day was 2.48%.
- 4.3 The maturity profile of the outstanding investments and borrowing is shown below.

Current Investments		Amount £000
Maturing	2016/17	28,621
	2017/18	8,867
	2018/19	3,001
	2019/20	3,185
	2020/21	2,000
Property Fund		4,000
Instant access & MMFs		29,905
<b>Total</b>		<b>79,579</b>

Current Borrowing		Amount £000
Maturing	2016/17	6,800
	2017/18	15,300
	2018/21	55,900
	2021/24	68,300
	2024/28	112,399
<b>Total</b>		<b>258,699</b>

- 4.4 Appendices A, B and C detail all investments at 17 November 2016, provide an analysis of credit risk, counterparty and country exposure, and show balances and fixed term investments from 2009 – 2019.

## 5 Treasury Management Strategy 2017/18

- 5.1 The proposed Treasury Management Strategy for 2017/18 is attached at Appendix D. No significant changes to last year's strategy are being made, though the limit on non specified investments, which are generally long term or with unrated counterparties, is being increased from £35m to £45m. This is to reflect a likely increase in use of medium term pooled bond and/or equity funds, which are classed as non-specified. These funds are more volatile in the short term, but highly diversified and are likely to yield higher returns than fixed

unsecured deposits with banks or building societies over a one to two year period.

- 5.2 The increased limit will also allow investment in property funds that are classed as capital expenditure, for which a separate limit of £10m has been established. Use of these funds may be considered alongside the creation of a property company.

## **6 Property Company**

- 6.1 At the time of writing the Council is actively progressing with the intention to set up a property company for further investment in property during 2017/18. Whilst this activity will be classified as capital expenditure as opposed to treasury activity the Council's overall risk exposure to property values will need to be monitored and managed. As such, the business plan for the company and level of investment will need to have regard to the Council's existing property portfolio and the amount of investment in property funds. There are no changes required to the Treasury Strategy as a result of this proposal.

## **7 External context**

- 7.1 Attached for information at Appendix E is a commentary from treasury consultants Arlingclose Ltd on the current economic position.

### **Implications**

## **8 Financial Implications**

- 8.1 No significant changes are being made to lending criteria and in view of the likelihood of Bank Rate remaining at 0.25% for some time, investment income will continue to be limited by low interest rates. For budget setting purposes, the current forecast predicts a return in the region of £450k for 2017/18 based on an assumed average investment balance through the year of £50m and an average return on investments of 0.9%. This income is split between the General Fund and HRA based on monthly fund balances, adjusted for credit risk.
- 8.2 Investment performance is reviewed monthly, so that any likely changes to this figure can be reported through normal budget monitoring processes.

## **9 Link to Corporate Priorities**

- 9.1 The subject of this report is linked to the Council's Corporate Priority 'Engage with our communities and provide value for money'.

## **10 Legal Implications**

- 10.1 Section 151 of the Local Government Act 1972 states that:

"every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs."

- 10.2 The proposed strategy complies with this statutory provision.

10.3 The proposed Prudential Indicators comply with the Local Government Act 2003.

## **11 Climate Change Implications**

11.1 There are no climate change implications contained within this report.

## **12 Risk Management Implications**

12.1 The Council's TMS adheres to the CIPFA Code of Practice on Treasury Management, which promotes the assessment and control of risk related to treasury activities. It is believed the proposed Strategy represents an appropriate balance between risk management and cost effectiveness. Utilising the Treasury Management Practices and information provided by advisors Arlingclose, the Council continues to review the national outlook for interest rates and changing factors affecting the Council's position in order to minimise risk.

12.2 Investment budgets are significant in terms of their financial value and the level of risk that may occur due to interest rate variations. Budgets relating to investments are monitored monthly and any major variances affecting the Council's financial standing would be escalated through appropriate methods and reported to members if significant.

## **13 Equality and Diversity**

13.1 An Equality Impact Assessment (EIA) is not required in relation to the proposals that are set out in this report.

Name of author	Andrea Plucknett (01707 357453)
Title	Treasury Management & Insurance Officer
Date	24 November 2016

Background papers:

CIPFA Treasury Management in the Public Services: Code of Practice 2011

DCLG Guidance on Local Authority Investments March 2010

**INVESTMENTS**

<u>Long term</u>	Counterparty	Type	Start Date	Maturity	Int rate %	Amount
	5071 RUGBY BOROUGH COUNCIL	FD	20/01/14	18/01/19	2.5	-£2,000,000
	5072 L.B.ISLINGTON	FD	07/04/14	07/04/20	2.55	-£2,000,000
	5073 WIRRAL METHODIST HSNG ASSC	FD	14/07/14	15/07/19	3.5	-£185,000
*	5075 COVENTRY BUILDING SOCIETY	CFRN	17/03/15	17/03/20	0.67875	-£1,000,000
**	5078 ROYAL BANK OF CANADA	CFRN	11/03/16	11/03/19	0.854107	-£1,000,613
	5079 NETWORK HOUSING GROUP LTD	FD	28/04/16	28/04/19	3.4	-£2,000,000
***	5080 BANK OF NOVA SCOTIA	CFRN	08/08/16	02/11/17	0.604886	-£999,846
	5081 PRUDENTIAL PLC	BND	24/08/16	19/01/18	0.8734826	-£1,015,126
****	CCLA PROPERTY FUND	PF	01/12/15		4.23	-£4,000,000
<b>Short term</b>						
	7577 SANTANDER UK	NA	04/12/07	95 day notice	0.65	-£3,000,000
	7660 DEUTSCHE SLF	PF	03/04/09 / /		0.251339	-£4,000,000
	7744 GOLDMAN SLF	PF	02/07/10 / /		0.233892	-£1,906,000
	7802 STANDARD LIFE SLF	PF	03/10/11 / /		0.28251	-£4,000,000
	7803 HSBC BUSINESS REWARD ACCT	IA	11/10/11 / /		0.55	-£3,000,000
	7824 ABERDEEN SLF	PF	10/01/12 / /		0.2814515	-£4,000,000
	7834 SVENSKA HANDELSBANKEN	IA	16/04/12 / /		0.2	-£999,000
	7893 MORGAN STANLEYSLF	PF	08/01/13 / /		0.2588215	-£4,000,000
	7968 BLACKROCK SLF	PF	13/05/14 / /		0.3085345	-£4,000,000
	8079 TORONTO DOMINION BANK	CD	03/12/15	01/12/16	0.92	-£2,000,593
	8096 PLACES FOR PEOPLE	BND	18/02/16	27/12/16	1.752657	-£69,804
	8104 EUROPEAN INVESTMENT BANK	BND	11/04/16	07/12/16	0.649936	-£762,855
	8105 PLACES FOR PEOPLE	BND	15/04/16	27/12/16	1.0133257	-£764,864
	8107 FMS WERTMANAGEMENT	BND	21/04/16	07/12/16	0.640037	-£1,007,188
	8108 FMS WERTMANAGEMENT	BND	21/04/16	07/12/16	0.663776	-£604,223
	8109 PLACES FOR PEOPLE	BND	22/04/16	27/12/16	1.0853432	-£178,404
	8112 COVENTRY BUILDING SOCIETY	FD	01/06/16	01/12/16	0.6	-£1,000,000
	8115 KOMMUNALBANKEN AS	BND	08/06/16	15/12/16	0.628908	-£1,463,544
	8118 SVENSKA HANDELSBANKEN AB	CD	23/06/16	23/12/16	0.635	-£2,000,250
	8119 INSIGHT SLF	PF	30/06/16 / /		0.2959785	-£4,000,000
	8121 COVENTRY BUILDING SOCIETY	FD	07/07/16	06/01/17	0.5	-£1,000,000
	8123 TIPTON & COSELEY BS	FD	22/07/16	20/01/17	0.5	-£1,000,000
	8124 NATIONWIDE BS	FD	15/08/16	15/02/17	0.4	-£1,000,000
	8125 TORONTO DOMINION BANK	CD	16/08/16	16/05/17	0.5525	-£999,205
	8126 NATIONWIDE BS	FD	06/09/16	06/03/17	0.42	-£1,000,000
	8127 COM/WEALTH BANK AUSTRALIA	FD	09/09/16	09/12/16	0.28	-£2,000,000
	8128 LOUGHBOROUGH BS	FD	12/09/16	20/12/16	0.33	-£1,000,000
	8129 NATIONWIDE BS	FD	29/09/16	29/03/17	0.42	-£1,000,000
	8130 NATIONAL COUNTIES BS	FD	06/10/16	13/01/17	0.35	-£1,000,000
	8131 BARCLAYS BANK	FD	11/10/16	19/01/17	0.302	-£1,000,000
	8132 LLOYDS BANK	FD	12/10/16	12/07/17	0.8	-£1,000,000
	8134 BARCLAYS BANK	FD	01/11/16	09/02/17	0.314	-£2,000,000
	8136 NATIONAL GRID GAS PLC	BND	07/11/16	07/06/17	0.548433	-£852,704
	8137 BLAENAU GWENT BC	FD	07/11/16	07/02/17	0.23	-£1,000,000
	8138 LLOYDS BANK	FD	08/11/16	07/11/17	1	-£2,000,000
	8139 DEBT MANAGEMENT OFFICE	FD	15/11/16	21/11/16	0.15	-£2,769,000
	8140 NORDEA BANK AB	CD	16/11/16	16/05/17	0.37	-£2,000,297

**Total Investments & Weighted Average Rate on day****0.82    -£79,578,515**

NB Investments with no end date indicate are instant access accounts/pooled funds with no fixed maturity date

\* The rate on this investment is reset every 3 months at 0.30% above 3m libor

\*\* The rate on this investment is reset every 3 months at 0.475% above 3m libor

\*\*\* The rate on this investment is reset every 3 months at 0.205% above 3m libor

\*\*\*\* CCLA - Rate shown for quarter ending 30/09/2016. Net asset value of shares at 30/09/2016 - £3,662,856

Interest rate and NAV variable

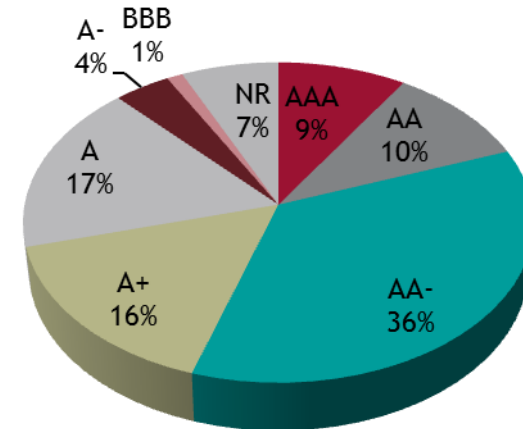
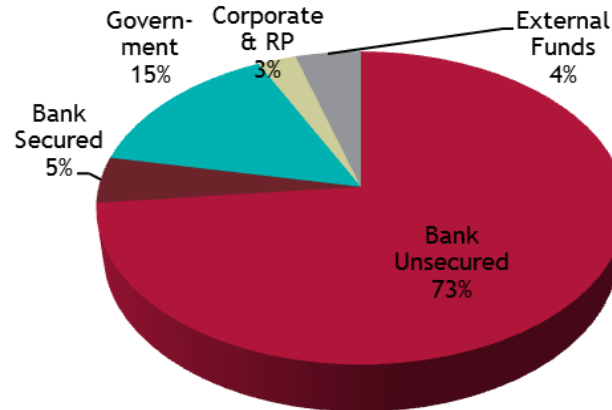
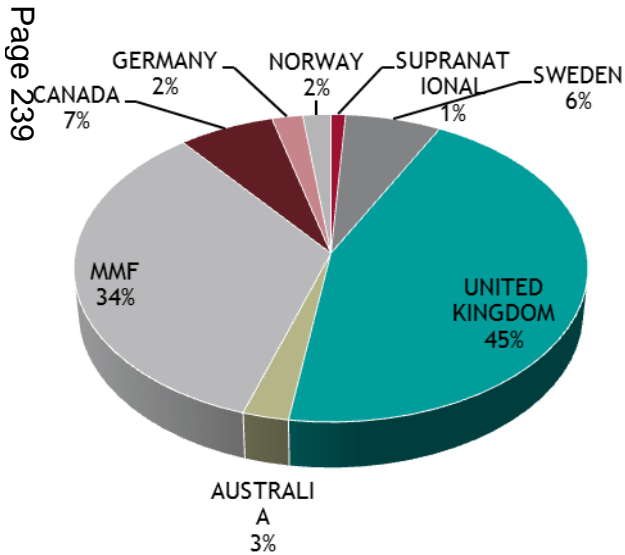
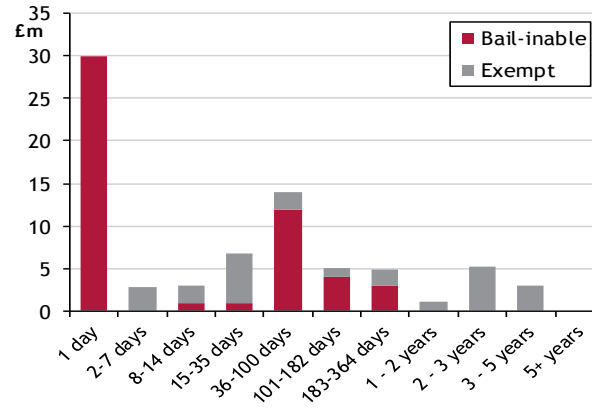
FD=Fixed deposit    IA=Instant access    PF=Pooled fund    CD=Certificate of deposit    BND=Bond  
 CFRN=Covered floating rate note    TB=Treasury bills    FRN=Floating rate note    CBND=Covered bond  
 NA=Notice Account

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**INVESTMENT ANALYSIS – 17 NOVEMBER 2016**

**APPENDIX B**

Summary of Investments - 17 November 2016			
	Internal	External	Total
Total Value of Investments	£75,578,591	£3,604,631	£79,183,222
Number of Investments / Counterparties	45 / 35	2 / 1	47 / 36
Snapshot Rate of Return (Total return)	0.65%	-3.11%	0.48%
Snapshot Rate of Return (Income only)		2.41%	0.73%
Volatility (Annualised Standard Deviation)		4.47%	
Average Days to Maturity / Next Rate Reset	159 / 146		
Value-weighted Average Credit Risk Score	4.3 / AA-		
Time-weighted Average Credit Risk Score	3.7 / AA-		
Investments Exposed to Bail-in	67%		

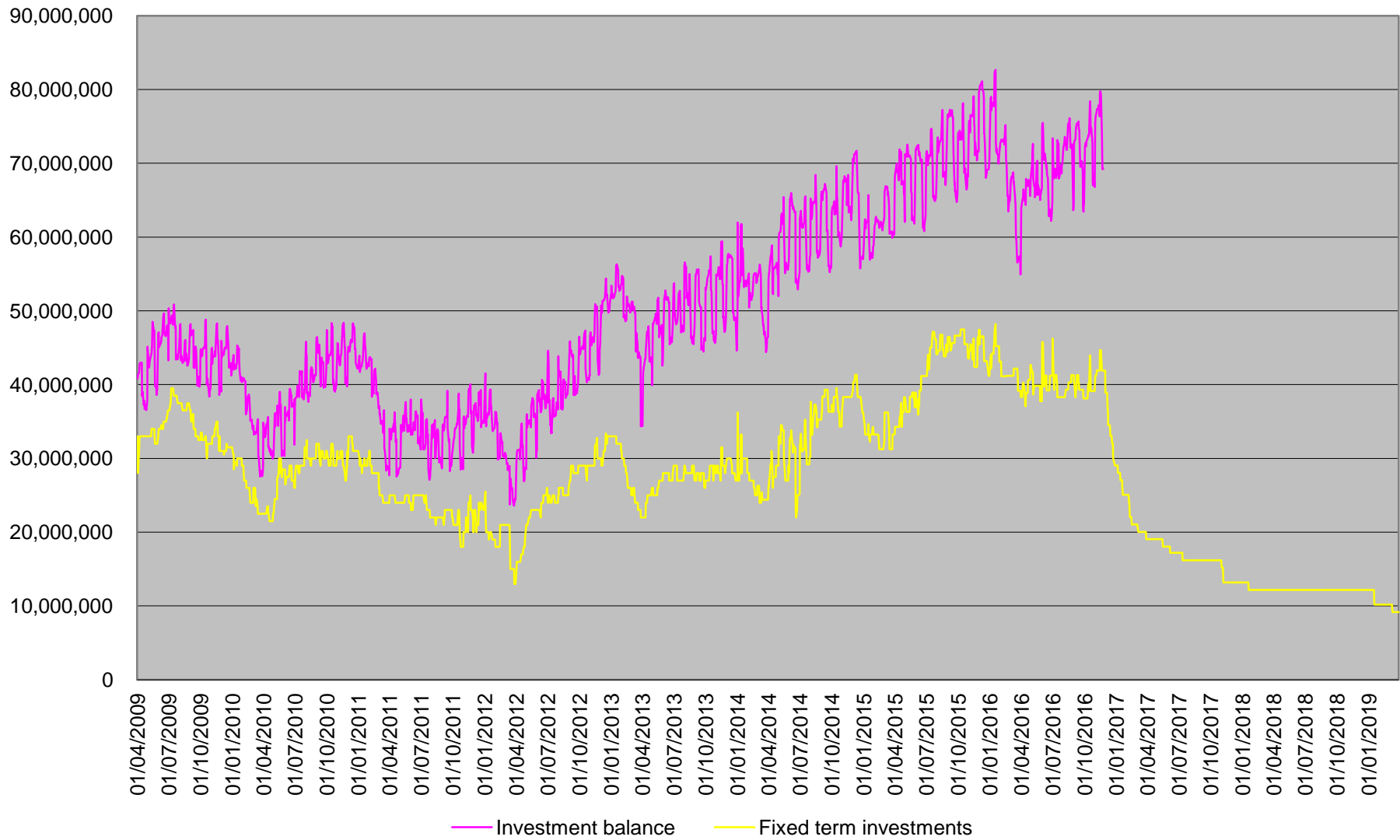


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Investment Balances 2009-2019

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**WELWYN HATFIELD COUNCIL**  
**TREASURY MANAGEMENT STRATEGY 2017/18**

**1 Introduction**

- 1.1 In accordance with the CIPFA Treasury Management in the Public Services: Code of Practice (2011) and the Guidance on Local Government Investments issued by the Department for Communities and Local Government (2010) the Council sets out in this document its treasury management strategy for 2017/18.
- 1.2 The strategy has three prime objectives:
- to set clear policies and practices to enable the effective management and control of treasury activities
  - to establish the importance of prudent management and control of risk within those activities, giving priority to security and liquidity
  - to reflect the benefit of pursuing value for money and the use of suitable performance measures in support of business and service objectives, within the risk management framework

**2 Investment Strategy**

- 2.1 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held and it is expected that investment balances are likely to range between £35 and £60 million in the 2017/18 financial year.
- 2.2 Both the CIPFA Code and the CLG guidance require that funds be invested prudently and regard be given to the security and liquidity of investments before seeking the highest rate of return, or yield. The Council's objective when investing is therefore to strike a balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 2.3 Given the increased risk and falling returns from short-term unsecured bank investments, it is the intention to continue to look for opportunities to diversify into more secure and/or higher yielding asset classes in 17/18 and to identify core cash that can be invested for longer periods to improve yield.

**3 Approved investment counterparties**

- 3.1 The Council may invest its surplus funds with any of the counterparties in the following table, subject to the cash limits (per counterparty) and time limits shown. The table must be read in conjunction with the notes below.

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£3m 5 years	£4m 20 years	£4m 50 years	£3m 20 years	£3m 20 years
AA+	£3m 5 years	£4m 10 years	£4m 25 years	£3m 10 years	£3m 10 years
AA	£3m 4 years	£4m 5 years	£4m 15 years	£3m 5 years	£3m 10 years
AA-	£3m 3 years	£4m 4 years	£4m 10 years	£3m 4 years	£3m 10 years
A+	£3m 2 years	£4m 3 years	£4m 5 years	£3m 3 years	£3m 5 years
A	£3m 13 months	£4m 2 years	£4m 5 years	£3m 2 years	£3m 5 years
A-	£3m 6 months	£4m 13 months	£3m 5 years	£3m 13 months	£3m 5 years
BBB+	£2m 100 days	£3m 6 months	£2m 2 years	£2m 6 months	£2m 2 years
None	£1m 6 months	n/a	£3m 25 years	n/a	£3m 5 years
Pooled funds	£4m per fund				

- 3.2 **Credit Rating:** Investment limits are set by reference to the lowest published long term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. Investment decisions, however, are never made solely based on credit ratings and all other relevant factors, including external advice, will be taken into account.
- 3.3 **Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.
- 3.4 **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks or building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
- 3.5 **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

- 3.6 **Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in but are exposed to the risk of the company going insolvent.
- 3.7 **Registered Providers:** Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain the likelihood of receiving government support if needed.
- 3.8 **Pooled Funds:** Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short term Money Market Funds that offer same-day liquidity and very low or no volatility will be used alongside instant bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
- 3.9 Bond, equity and property funds offer enhanced returns over the longer term but are more volatile in the short term. These allow diversification into asset classes other than cash without the need to own and manage the underlying investments. As these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
- 3.10 **HSBC Group:** As an exception to the criteria in the table above, the maximum limit for unsecured deposits in HSBC banking group is increased to £4m, subject to the bank's lowest long term credit rating remaining at A+ or above. This is to allow balances up to £1m to be invested in an interest bearing call account when it is not cost effective to place the funds elsewhere. Overnight balances in the Council's operating bank accounts at HSBC will not count towards their investment limit, on the basis that they cannot always be controlled and unexpected payments are often received.
- 3.11 **Limits:** The maximum that will be lent to any one organisation (other than the UK government) will be £4m in order that no sum in excess of available reserves is put at risk in the case of a single default. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Investment in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.
- 3.12 The Council's treasury consultants, Arlingclose Ltd, generally recommend a secured bank deposit limit of 30% of general fund reserves and unsecured limit of 15%, to ensure resilience in the event of a default. On the basis GF reserves are anticipated to be £5.6m at 31.3.16, this would mean limits of £1.68m and £0.84m respectively. Reducing limits to these levels would result in greater use of pooled funds and the Debt Management Office and a reduction in yield. Due to the short dated nature of the majority of the Council's investments and reserves being able to absorb more than one default, it is believed that the

limits in the above table are currently acceptable. The situation will, however, be kept under continuous review.

#### **4 Specified investments**

4.1 The CLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
  - the UK Government,
  - a UK local authority, parish council or community council, or
  - a body or investment scheme of “high credit quality”.

4.2 The Council defines “high credit quality” organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

#### **5 Non-specified investments**

5.1 Any investment not meeting the definition of a specified investment is classed as non-specified. The Council will not to make any investments denominated in foreign currencies. Non-specified investments will therefore comprise long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, investments with bodies and schemes not meeting the definition of high credit quality and pooled property funds that may be defined as capital expenditure by legislation.

5.2 The limits on non-specified investments are shown in the table below. It is to be noted that certain investments may count towards the limit of more than one category.

	<b>Cash limit</b>
Total long-term investments	£30m
Total investments without credit ratings or rated below A-	£30m
Total investments deemed as capital expenditure	£10m
Total investments (except pooled funds) in foreign countries rated below AA+	£6m
Total non-specified investments	£45m

#### **6 Risk assessment and use of credit ratings**

6.1 Credit ratings are obtained and monitored by the Council’s treasury advisors, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,

- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to recall or sale of all other existing investments with the affected counterparty.

6.2 Where a credit rating agency announces that a rating is on review for possible downgrade (also known as “rating watch negative” or “credit watch negative”) so that it is likely to fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made in that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long term direction of travel rather than an imminent change of rating.

## **7 Other information on the security of investments**

7.1 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the approved rating criteria.

7.2 When deteriorating financial market conditions affect the creditworthiness of all organisations, as in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of “high credit quality” are available to invest the Council’s cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

## **8 Liquidity management**

8.1 The Council uses cash flow analysis to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long term investments are set with reference to the Council’s medium term financial strategy and cash flow forecast.

## **9 Borrowing strategy**

9.1 At 1 April 2017 the Council will hold £251.9m of long term HRA loans, having repaid £52.9m of the original self financing debt. The debt portfolio was structured to mirror projected cash surpluses arising from the HRA business plan at that point in time. The impact of changes in government policy affecting

these projections is therefore monitored regularly and borrowing requirements reviewed on an ongoing basis.

- 9.2 It is anticipated that while investment balances remain high, any need to finance unfunded capital expenditure in the forthcoming year will be met by these internal resources, rather than entering into additional long term borrowing.
- 9.3 By doing this, the Council is able to reduce its net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long term fixed rates in 2017/18 with a view to keeping future interest costs low, even if this causes additional cost in the short term.
- 9.4 Alternatively, the Council may arrange forward starting loans where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
- 9.5 Borrowing for short periods of time to cover unexpected cash flow shortages may also be undertaken.
- 9.6 Approved sources of long-term and short-term borrowing will be:
- Public Works Loan Board and any successor body
  - any institution approved for investments (see above)
  - any other bank or building society authorised to operate in the UK
  - UK public and private sector pension funds (except Hertfordshire Pension Fund)
  - capital market bond investors
  - UK Municipal Bonds Agency and other special purpose companies created to enable local authority bond issues
- 9.7 In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- operating and finance leases
  - hire purchase
  - Private Finance Initiative
  - sale and leaseback
- 9.8 The Council has previously raised all of its long-term borrowing from the PWLB but will consider other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.
- 9.9 **Municipal Bond Agency:** The UK Municipal Bonds Agency was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB



for two reasons: borrowing authorities may be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Cabinet.

- 9.10 **Debt Rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

## 10 Treasury Management Indicators

- 10.1 The Council measures and manages its exposures to treasury management risks using the following indicators:

### 10.2 Interest rate exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest exposures, expressed as an amount of net principal borrowed will be:

	2017/18	2018/19	2019/20
Upper limit on fixed interest rate exposures	£300m	£300m	£300m
Upper limit on variable interest rate exposures	£0m	£0m	£0m

Fixed rate investments and borrowings are those where the interest rate is fixed for at least 12 months from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate. Investments count as negative borrowing.

### 10.3 Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Upper Limit	Lower Limit
Under 12 months	20%	0%
12 months and within 24 months	30%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	80%	0%
10 years and within 20 years	100%	0%
20 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

#### 10.4 Principal sums invested for periods longer than 364 days

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

	2017/18 £'000	2018/19 £'000	2019/20 £'000
Limit on principal invested beyond year end	30,000	28,000	25,000

#### 10.5 Borrowing Limits

The Council is being asked to approve these Prudential Indicators as part of the capital budget report, however they are repeated here for completeness.

<b>Authorised Limit for External Debt</b>			
	2017/18	2018/19	2019/20
	£000	£000	£000
Borrowing	8,000	8,000	8,000
Other Long Term Liabilities	2,103	2,103	2,103
Housing Self Financing Borrowing	304,799	304,799	304,799
<b>TOTAL</b>	<b>314,902</b>	<b>314,902</b>	<b>314,902</b>

The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

<b>Operational Boundary for External Debt</b>			
	2017/18	2018/19	2019/20
	£000	£000	£000
Borrowing	6,000	6,000	6,000
Other Long Term Liabilities	2,103	2,103	2,103
Housing Self Financing Borrowing	251,900	236,600	219,500
<b>TOTAL</b>	<b>260,003</b>	<b>244,703</b>	<b>227,603</b>

The operational boundary is based on the Authority's estimate of most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Authority's debt.

## **11 Policy on Use of Financial Derivatives**

- 11.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code does however require authorities to clearly detail their policy on the use of derivatives in the annual strategy.
- 11.2 The Council will therefore only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 11.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

## **12 Treasury Management Advisors**

- 12.1 The Council's treasury management advisors, Arlingclose Limited, provide advice and information on investment, debt and capital finance issues although responsibility for final decision making remains with the Council and its officers. The quality of this service is controlled by quarterly review meetings with the Head of Resources, Finance Manager and treasury staff.

## **13 Investment training**

- 13.1 The needs of the Council's treasury management staff for training in investment management are assessed every year as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change. Officers attend, as required, training courses, seminars and conferences provided by Arlingclose and CIPFA.

## **14 Investment of money borrowed in advance of need**

- 14.1 Any borrowing the Council undertakes may be done so in advance of need where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Council is aware that it will be exposed to the risk of loss of the borrowed sums and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Council's overall management of its treasury risks.

- 14.2 The total amount borrowed will not exceed the authorised borrowing limit of £8m for General Fund purposes and £304.799m for HRA. The maximum period between borrowing and expenditure is expected to be two years although the Council is not required to link particular loans with particular items of expenditure.

**15 Policy on apportioning interest to the Housing Revenue Account**

- 15.1 On 1 April 2012, the Council assigned the entire long term loans portfolio to the HRA pool and in the future, new long-term loans borrowed will also be assigned in their entirety to either the General Fund or the HRA pool. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/credited to the respective revenue account.
- 15.2 Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Council's average rate on investments, adjusted by credit risk.

**Economic background:** The major external influence on the Council's treasury management strategy for 2017/18 will be the UK's progress in negotiating a smooth exit from the European Union. Financial markets, wrong-footed by the referendum outcome, have since been weighed down by uncertainty over whether leaving the Union also means leaving the single market. Negotiations are expected to start once the UK formally triggers exit in early 2017 and last for at least two years. Uncertainty over future economic prospects will therefore remain throughout 2017/18.

The fall and continuing weakness in sterling and the near doubling in the price of oil in 2016 have combined to drive inflation expectations higher. The Bank of England is forecasting that Consumer Price Inflation will breach its 2% target in 2017, the first time since late 2013, but the Bank is expected to look through inflation overshoots over the course of 2017 when setting interest rates so as to avoid derailing the economy.

Initial post-referendum economic data showed that the feared collapse in business and consumer confidence had not immediately led to lower GDP growth. However, the prospect of a leaving the single market has dented business confidence and resulted in a delay in new business investment and, unless counteracted by higher public spending or retail sales, will weaken economic growth in 2017/18.

Looking overseas, with the US economy and its labour market showing steady improvement, the market has priced in a high probability of the Federal Reserve increasing interest rates in December 2016. The Eurozone meanwhile has continued to struggle with very low inflation and lack of momentum in growth, and the European Central Bank has left the door open for further quantitative easing.

The impact of political risk on financial markets remains significant over the next year. With challenges such as immigration, the rise of populist, anti-establishment parties and negative interest rates resulting in savers being paid nothing for their frugal efforts or even penalised for them, the outcomes of Italy's referendum on its constitution (December 2016), the French presidential and general elections (April – June 2017) and the German federal elections (August – October 2017) have the potential for upsets..

**Credit outlook:** Markets have expressed concern over the financial viability of a number of European banks recently. Sluggish economies and continuing fines for pre-crisis behaviour have weighed on bank profits, and any future slowdown will exacerbate concerns in this regard.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Council; returns from cash deposits however continue to fall.

**Interest rate forecast:** Arlingclose's central case is for UK Bank Rate to remain at 0.25% during 2017/18. The Bank of England has, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further falls in the Bank Rate look less likely. Negative Bank Rate is currently perceived by some policymakers to be counterproductive but, although a low probability, cannot be entirely ruled out in the medium term, particularly if the UK enters recession as a result of concerns over leaving the European Union.

Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50. Long-term economic fundamentals remain weak, and the quantitative easing (QE) stimulus provided by central banks globally has only delayed the fallout from the build-up of public and private sector debt. The Bank of England has defended QE as a monetary policy tool, and further QE in support of the UK economy in 2017/18 remains a possibility, to keep long-term interest rates low.

## Part I

Main author: Thom Burn

Executive Member: Tony Kingsbury

WELWYN HATFIELD BOROUGH COUNCIL  
CABINET – 10 JANUARY 2017  
REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND  
CULTURAL SERVICES)

### **COUNCIL ACHIEVEMENTS LIST (JULY – SEPTEMBER 2016)**

#### **1 Executive Summary**

- 1.1 This report collates and summarises the council's key achievements and service improvements for Quarter 2 of 2016-17. This is the period from 1 July to 30 September.

#### **2 Recommendation(s)**

- 2.1 That Cabinet notes the report and contents of this Achievements List.

#### **3 Explanation**

- 3.1 Appendix A highlights Welwyn Hatfield Borough Council and the Community Housing Trust's achievements which are selected from press releases, decisions taken at committees, and Business Plan or Service Plan targets reported as achieved within the quarter.
- 3.2 The Achievements List is checked with relevant Executive Directors and Head of Services as part of its preparation.

#### **Implications**

#### **4 Legal Implication(s)**

- 4.1 There are no direct legal implications arising from the contents of this report.

#### **5 Financial Implication(s)**

- 5.1 There are no direct financial implications arising from the contents of this report.

#### **6 Risk Management Implications**

- 6.1 There are no direct risk implications arising from the contents of this report. It is collating and reporting on actions already completed and is information which is already in the public domain.

#### **7 Security & Terrorism Implication(s)**

- 7.1 There are no direct security and terrorism implications arising from the contents of this report.

**8 Procurement Implication(s)**

8.1 There are no direct procurement implications arising from the contents of this report.

**9 Climate Change Implication(s)**

9.1 There are no direct climate change implications arising from the contents of this report

**10 Link to Corporate Priorities**

10.1 This report is linked to the all of the council's corporate priorities, and specifically to priority five: engage with our communities and provide value for money.

**11 Equality and Diversity**

11.1 An Equality Impact Assessment (EIA) has not been carried out in connection with this report. It is collating and reporting on actions already completed or is information already in the public domain.

**Thom Burn (01707) 357245  
Policy and Communications Manager**

**December 2016**



**Appendix A: Council Achievements List Quarter 2 (2016-17)**

**Corporate Priorities:**

- One – Maintain a safe and healthy community
- Two – Protect and enhance the environment
- Three – Meet the borough’s housing needs
- Four – Help build a strong local economy
- Five – Engage with our communities and provide value for money

Achievement	Source	Corporate Priority
<b>July 2016</b>		
A successful Classic Car and Vintage Day was held at Mill Green Museum with classic cars, live music, refreshments and retail stalls. Around 800 visitors attended on a sunny Sunday.	Press release (U)	Five
'Thrift Week', which provides money saving ideas to local residents, was promoted through social media and on the council's website.	Business Plan	One
The council became part of a Hertfordshire partnership looking at fly tipping best practice, coordinating enforcement and using other useful data. Information leaflets were delivered to emphasise the negatives of fly tipping across the borough and officers reviewed the interviews under caution of potential offenders.	Business Plan	Two
The Community Safety Partnership hosted an afternoon of advice and information as part of its 'Safer Together' initiative at the Howard Centre, WGC. A separate Community Information Day also took place in White Lion Square, Hatfield.	Press release (U)	One
The Mayor formally opened 'Vertigo Adventures', the high and low ropes course in Stanborough Park. The course offers over 20 different activities for people to try out. It is being operated by a specialist external company under a ten year agreement with the council.	Press release (U)	One

Achievement	Source	Corporate Priority
<b>August 2016</b>		
An eight week consultation period began on the Draft Local Plan. Allocating sites for just over 12,000 new homes, the Plan also considers business land and premises, open spaces and community facilities, as well as the supporting infrastructure such as schools and roads.	Business Plan, Press release (U)	Three
Nearly 8,000 people visited Stanborough Park to enjoy the national day for play. Playday 2016, an event to celebrate children's right to play, offered up a host of activities for children including sports, dance, and music. In total, 46 different organisations were represented and more than £900.00 was raised for Keech Hospice Care, the chosen charity for this year.	Press release (U)	One, Five
Mill Green Museum staged its annual Teddy Bear Fun Day for families which attracted around 400 children and parents or carers to a day of bear-related activities.	Press release (U)	Five
Hatfield Swim Centre celebrated its 50 <sup>th</sup> anniversary with an 'open weekend'. All activities were charged at 50 pence over a Saturday and Sunday, with almost £300.00 donated to the Mayor's chosen charity, Hertfordshire Action on Disability.	Press release (U)	One
For the third year running, the council successfully retained its Green Flag award for the Welwyn Hatfield Lawn Cemetery. Green Flags were also retained by Finesse Leisure for Stanborough Park and for the King George V Playing Fields in Welwyn Garden City.	Business Plan, Press release (U)	Two
<b>September 2016</b>		
Following a consultation exercise about changes to the local council tax support scheme, the results of the consultation were presented to Cabinet. The agreed changes will be implemented in April 2017.	Business Plan	Five
Promotion of good waste management practices and recycling in the community was completed with the delivery of recycling leaflets to each home in the borough for the second time this year.	Business Plan	Two

Achievement	Source	Corporate Priority
<p>Figures revealed that Welwyn Hatfield has some of the best rent arrear figures in the country at 1.03% of the total rent due - the lowest it has been since the Housing Trust was formed six years ago. End of year results which analysed figures from all housing bodies across the country, placed the Welwyn Hatfield Community Housing Trust fifteenth out of over 300 organisations who manage social housing.</p>	<p>Press release (U)</p>	<p>Three</p>
<p>The refurbishment of 27 flats in Woodhall House, Cole Green Lane including a new roof, plus windows and doors, was completed.</p>	<p>Business Plan</p>	<p>Three</p>
<p>For the third year running White Lion Square in Hatfield played host to 'HealthFest', an event to promote healthy living. Visitors were able to try out different sports, receive advice on health and wellbeing, enjoy live music and dancing and much more. The event was free and more than 25 organisations were represented in the town centre on the day.</p>	<p>Press release (U)</p>	<p>One, Four</p>
<p>The Welwyn Hatfield 'This Girl Can' initiative was successfully launched. The 10 day programme was packed with activities ranging from diving and snorkelling to foot golf, netball and running. Each provider organised female-friendly taster sessions, especially tailored for first-timers, or anyone rediscovering a former sport or hobby from their earlier years.</p>	<p>Press release (U)</p>	<p>One</p>
<p>Under 5's were encouraged into healthier eating habits thanks to new training provided to Children Centre staff. The council organised a two day course, providing the most up-to-date information and thinking about nutrition, for children. The training also enabled Children Centre staff to run 'Cook in the Box' sessions with parents to improve their confidence when choosing and cooking healthy family meals.</p>	<p>Press release (N)</p>	<p>One</p>

\* **Press releases:** U: Used by local media, N: Not used by local media, x: not yet published.

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Part I

Main author: Paul Underwood

Executive Member: Tony Kingsbury

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 10 JANUARY 2017

REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND CULTURAL SERVICES)

## **PERFORMANCE EXCEPTION REPORT – NOVEMBER 2016**

### **1 Summary**

- 1.1 This report summarises our strategic performance data on an exception basis following the monitoring of performance reports by Executive Members, Directors and Heads of Service.
- 1.2 Performance Clinics are held quarterly to review our progress towards business plan targets, performance indicator targets, financial performance, complaints and our current strategic and operational risks. The most recent Clinic meeting was held on Thursday 17 November 2016.
- 1.3 Performance reported as 'not completed' or 'not improved' is exception reported in the appendices to this report.

### **2 Recommendation(s)**

- 2.1 That Cabinet notes the content of this report and approves any proposed actions highlighted in the appendices.

### **3. Explanation**

- 3.1 A performance exception report is presented to Cabinet on a quarterly basis as part of our current performance management framework.
- 3.2 By working with Heads of Service in the production of the Clinic reports, we further embed accountability for performance, finance and risk within our Officer structure. This allows for a flow of more detailed information to the Council's Leadership.

### **Implications**

#### **4. Legal Implications**

- 4.1 There are no direct legal implications arising from the contents of this report.

#### **5. Financial Implications**

- 5.1 There are no direct financial implications associated with the production of Clinic reports. It is the responsibility of the Policy and Communications team to oversee this process, for which it is resourced to do so.

#### **6. Risk Management Implications**

- 6.1 A risk assessment of our performance management framework is reviewed and updated as needed in April and October on the council's strategic Risk Register.

**7. Security and Terrorism Implications**

7.1 There are no security and terrorism implications directly arising from the contents of this report.

**8. Procurement Implications**

8.1 There are no procurement implications directly arising from the contents of this report.

**9. Climate Change Implications**

9.1 There are no direct climate change implications arising from the contents of this report.

**10. Link to Corporate Priorities**

10.1 This report is linked to all the council's current Corporate Priorities as it shows the status of all business, finance and performance targets associated within each priority.

**11. Equality and Diversity**

11.1 Performance Clinic reports have no direct impact on our residents or community partners. As such, there has been no Equalities Impact Assessment completed on them.

**Paul Underwood (01707) 357220  
Head of Policy and Culture**

**December 2016**

Background Papers:

- Appendix One - Business Plan Targets
- Appendix Two - Performance Indicators
- Appendix Three - Strategic Risks
- Appendix Four - Operational Risks

**Business Plan Targets – Quarter 2**

All agreed Business Plan targets for 2016-17 are scheduled to be achieved by the end of March 2017.

Progress for all targets under our five Corporate Priorities is summarised here.

<b>Corporate Priority</b>	<b>Green (completed)</b>	<b>Amber (on schedule)</b>	<b>Red (not completed)</b>	<b>Total</b>
<b>1 – Maintain a safe and healthy community</b>	<b>8</b> (30%)	<b>18</b> (66%)	<b>1</b> (4%)	<b>27</b> (100%)
<b>2 – Protect and enhance the environment</b>	<b>5</b> (28%)	<b>13</b> (72%)	<b>0</b> (0%)	<b>18</b> (100%)
<b>3 – Meet the borough’s housing needs</b>	<b>6</b> (33%)	<b>12</b> (67%)	<b>0</b> (0%)	<b>18</b> (100%)
<b>4 – Help build a strong local economy</b>	<b>1</b> (7%)	<b>13</b> (93%)	<b>0</b> (0%)	<b>14</b> (100%)
<b>5 – Engage with our communities and provide value for money</b>	<b>8</b> (33%)	<b>16</b> (67%)	<b>0</b> (0%)	<b>24</b> (100%)
<b>Total</b>	<b>28</b> <b>(28%)</b>	<b>72</b> <b>(71%)</b>	<b>1</b> <b>(1%)</b>	<b>101</b> <b>(100%)</b>

One target will not be completed so far and this is exception reported below.

**Business Plan target reported as 'red' (not completed)**

<b>Business Plan Ref</b>	<b>Target</b>	<b>By When</b>	<b>Lead Officer</b>	<b>Nature of Problem / Proposed Remedial Action / Other Comments</b>
<b>1.1.2</b>	Assist in the delivery and coordination of the first Hertfordshire Community Safety Conference	November 2016	Head of Housing & Community	<p>Due to staffing changes at Hertfordshire County Council, and within other Community Safety Partnerships across the county, this Conference will not be taking place in 2016-17.</p> <p>It is hoped that a county-wide conference will be held over 2017-18.</p>



Performance Indicators – Quarter 2 (2015-16 & 2016-17)

A summary of our core Performance Indicators collected over a two year period is shown here.

Total Number of Performance Indicators	Number of PI's – improved	Number of PI's - not improved	Number of PI's - remained the same
40 (100%)	30 (75%)	5 (13%)	5 (13%)

Five Performance Indicators did not report an improvement in this quarter and they are exception reported below.

Brief Description of Indicator	Q2 2015-16 Performance		Q2 2016-17 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<b>PI 10</b> - Percentage of residents who feel 'well informed' about council services	71%	73%	72%	69%	This data, taken from the Serco telephone surveys, only provides a snapshot of public perception. No further information is available. A different means of measuring this is under consideration for 2017-18.
<b>PI 18</b> - The percentage of residents either 'satisfied' or 'very satisfied' with street cleansing (e.g. litter and sweeping services)	75.00%	75.10%	76.00%	68.30%	<p>The result for Quarter 2 has missed the target and satisfaction remains at a similar level as Quarter 1. Residents expressed dissatisfaction about visible litter and dirty roads in this period.</p> <p>This perceived view is contrary to the DEFRA performance measurement for litter where visible litter and dirty roads were assessed as unacceptable in only 3.4% of locations inspected in the borough.</p>
<b>PI 24</b> - The completion rate of all tree maintenance work within the council's planned annual programme	95.00%	81.00%	95.00%	83.60%	<p>This result has dipped due to new software and issuing work instructions to contractors in a different format. The contractor has struggled to correlate the new format for issuing work with the monthly commitment.</p> <p>Extracting information from the new system has not been as straightforward as anticipated. The contractor is seeking advice from the software providers to iron out these problems.</p> <p>We need to be confident that all the work covered in these tree orders is complete, and itemised invoices presented in the usual way for payment. We are hopeful this will be resolved shortly.</p>

Brief Description of Indicator	Q2 2015-16 Performance		Q2 2015-16 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<b>PI 35</b> - Maximum number of households living in temporary accommodation in the borough	55	64	55	73	<p>The number of households approaching the Housing Needs team in September was 136, which is a decrease from 161 in August. The main reason for approaches continue to be loss of private rented accommodation and parental evictions.</p> <p>We have 73 households in temporary accommodation. This is a mix of women in refuges, decisions yet to be made on other applications, and 10 cases who are waiting to move into our prevention units (such as Mably House). In addition we have 6 applicants that have appealed a negative decision and we are continuing to accommodate them pending the outcome.</p> <p>We are continuing to see a blockage in receiving properties from the private rented sector along with a limited supply of accommodation through the housing needs register. These factors have an impact on the length of time spent by households in temporary accommodation.</p>
<b>PI 55</b> - The percentage of council tenants 'satisfied' overall with the housing responsive repairs service	--	-	92.00%	89.84%	<p>The overall percentage of tenants satisfied with the repairs service has dropped this quarter by just over 2%.</p> <p>We received 453 responses, and of these 407 were satisfied with the service. We are currently investigating reasons for this sudden drop and identifying if a particular trade or trades are responsible. We will report our findings next quarter.</p>

**Strategic Risks**

Our Risk Register enables the reporting of all strategic risks using a traffic light system to determine both their impact and likelihood of occurrence. Strategic risks are assessed by the responsible Executive Director and their Executive Member based on current circumstances and are reviewed and updated every six months in April and October.

All strategic risks are summarised here:

Current Strategic Risks		
Red	Amber	Green
0 (0%)	5 (36%)	9 (64%)

Amber strategic risks were reported in Local Plan, Governance, Communications, Community Engagement and Finance.

Mitigation plans and other risk controls are in place for all of our current strategic risks.

Operational Risks

Operational risks are assessed by each of our services on the Risk Register. This is done in the same way as strategic risks but they are unique to individual services. There are currently seven operational risks reported as 'Red' across our services. These are in the following services:

Governance & Public Health

- Hackney Carriages – Risk of occupational stress.
- Hackney Carriages – Risk of damage to Hackney Carriage staff's personal property.
- Public Health – Risk to out of hours noise monitoring for breach of notice.

Planning, Housing & Community

- Planning – Risk of IT failure or inappropriate / inadequate IT systems.
- Planning – Risk of an inadequate professional resource.
- Strategic Housing – Risk of non-delivery of new homes on Section 106 sites.

Environment

- Environment – Risk to recycling finances / markets.

'Red' risks can be re-assessed by the Head of Service or Executive Director at any time, which may lead to them reducing to either 'Amber' or 'Green'. Risk owners are also prompted by the council's Risk and Resilience Manager to review them every April and October.

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## Part I

Main author: Andy Cremer

Executive Member: Bernard Sarson

WELWYN HATFIELD COUNCIL

CABINET - 10 JANUARY 2017

REPORT OF THE EXECUTIVE DIRECTOR (PUBLIC PROTECTION, PLANNING AND GOVERNANCE)

## **RISK MANAGEMENT**

### **1 Executive Summary**

1.1 This report brings to Members' attention the current top risks facing the Council, as determined by Managers and entered to the TEN Risk Manager System. The risks are presented in two main areas:

- Strategic risks – showing controls and mitigation plan status. All strategic risks are shown irrespective of risk score as these are the principle risks identified in respect of the Council's promises. They may be applicable to a large number of service areas and be corporately managed.
- Operational risks – the "red" risks (i.e. those scoring above 16), which have been identified within service areas, together with those risks scoring 15, which may move into the "red" category in time.

These risks have been reviewed at the performance clinic in November 2016 and reflect the assessments in place for the half year October 2016 to April 2017.

While summary information is presented here, full risk details are available within TEN.

1.2 Members should note that a strategic risk workshop is being held with Executive Board in January 2017 and this is likely to result in a substantially changed risk register in the next cycle.

1.3 Members should further note that the TEN system that we have used for several years, is being replaced.

### **2 Financial Implication(s)**

2.1 There are none directly arising from this report, though of course any risk event may have its own financial consequences.

### **3 Recommendation(s)**

3.1 Members are asked to:

- Review the attached current Strategic Risk Register and top operational risks, particularly:
- Note the controls that are assigned and that they are relevant to the risk in question.

- Ensure that mitigation plans are in place where necessary and that the current status is correct.
- Note comments in respect of each risk where shown.

#### **4 Background**

- 4.1 Each strategic risk has ownership by a Director and an Executive Member. Operationally, each Manager and Head of Service is responsible for maintaining a register of risks for their service, which could affect the achievement of its stated aims and objectives.
- 4.2 Both strategic and operational risks are re-assessed on a half yearly basis, with any associated mitigation plans or controls being updated on a regular, but as necessary basis. Similarly, expired risks and new risks should be deleted or added respectively on an ongoing basis. Strategic and top operational risks are considered as part of the Performance Clinic process and Directors can discuss the management of their risks at these sessions. A Performance Clinic was held in November 2016.
- 4.3 **Policy Implication(s)**
- 4.4 Risk management is a key component of the Council's governance arrangements and links with the overall management of its performance.

#### **5 Risk Assessment**

- 5.1 This report contributes to the overall maintenance of our risk management arrangements to ensure they are current. Risk management also forms an element of the strategic risk of Governance, shown on the attached risk register.

#### **6 Explanation**

- 6.1 The Strategic Risk Register is attached at appendix A and the top operational risks are attached at appendix B. Appendix B also includes those risks scored as 15 (i.e. 1 point below the threshold for "red" risks).

Name of author	Andy Cremer, 01707 357169
Title	Risk and Resilience Manager
Date	December 2016



**Red** - High Risk (16 & Over)

**Amber** - Medium Risk (11 - 15)

**Green** - Low Risk (10 & Under)

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
CM	<p><b>Change Management</b> Change Management Failure to change and adapt culturally as an organisation and/or failure to take account of the changing environment. Failure to adapt to the changing culture of the government Consequences: - reputation - intervention - legal and financial implications - political implications</p>	<p>Appropriately Skilled and Experienced Staff Awareness of Change Client Roles Communication Overview and Scrutiny Function Use links with Cabinet and local MP to influence and shape the future Use of Consultants Working groups</p>		<p>Michel Saminaden - Chief Executive John Dean - Leader of the Council and Chairman of the Local Strategic Partnership</p>	9	9	9
<b>Any Comments</b>	<p>There has been immense change in the Council's operations and services over the past 5 years, driven by the need to generate efficiencies as a result of cuts in our grants from the Government. New government initiatives, such as the new RTB, New Homes Bonus, the new planning regime and the creation of the LEP have brought about the need to do things differently and 'think outside the box'. The council is currently undergoing a major and fundamental change in its management arrangements as a result of the 'shared management' initiative. There is now a joint Chief Executive of the Council and Housing Trust and new governance and senior management processes are being implemented over the summer of 2016. It is critical that we continue deploying all of our skills in managing these changes at both management and political levels if we are to obtain optimum value for money and efficiency. We will need to keep a continuous and close watch on all external developments and adapt to the changing requirements. In doing this, we will work closely with partners and use all of our contacts to keep ourselves fully informed, including the Offices of the local MP.</p>						
COM	<p><b>Communication</b> Communication Failure to communicate the Council's priorities to its communities and failure to actively manage the Council's reputation. Failure to manage the Council's messages. Failure to</p>	<p>Communication plans are agreed for all significant projects/high priority issues Communications</p>	<p>Communications Strategy Life Magazine - community newsletter</p>	<p>Tony Kingsbury - Executive Member for Policy &amp; Culture Ka Ng - Executive Director</p>	12	12	12

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	mainstream communications and build ownership and consensus across the organisation. Failure to consider communications implications and involve the Communications Team. Consequences; Loss of trust, loss of reputation, unable to manage key council messages and news	Strategy is embedded and reviewed with HoST Communications Team seeks to attend DMTs Media Trained Staff and Members Monitoring system for positive and negative news coverage Review and monitoring of Communications Strategy by Executive Board Skilled and Experienced Communications Team Undertaking perception and satisfaction based surveys Undertaking Perception Based Surveys					
<b>Any Comments</b>	There is no change to the risk rating reported in this quarter. While a new Communications Officer has started with the team in October, additional work has been created through the Housing Trust over recent months.						
COR	<b>Corporate Resilience</b> Corporate Resilience Failure to meet the requirements of the Civil Contingencies Act 2004, including the material failure or	Business Continuity Incident Management Team Constitution	BCM Peer Review Contractor BCM Awareness Raising Document	Bernard Sarson - Executive Member for Business, Partnerships and	8	8	8

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	inadequacy of plans Failure to respond appropriately to a civil emergency or business continuity incident, including the duty of care to the community and statutory duty to respond with other agencies The effects of an incident on the day to day business of the Council and our ability to maintain "business as usual" Consequences: Financial costs of backlog management, compensation and litigation. Damage to Council reputation, including criticism at any subsequent inquiry, media interest and public criticism. Possible effects on human welfare.	Crisis Support Team DR plan Duplicate facilities Emergency Plan Hertfordshire Resilience Pandemic Flu Group Resilience Team Training and Exercising Programme	Crisis Support Team Exercising RAYNET Volunteer Team skills and competencies WHC Business Continuity Plan	Public Health Nick Long - Executive Director			
<b>Any Comments</b>	We are designing and implementing a revised business continuity process as part of the re-integration of the Housing Trust and this will be in place by April 2017.						
ENG	<b>Engagement</b> Engagement Failure to involve stakeholder/residents in setting Council priorities. Consequences: Disengagement of communities Poor collaborative outcomes Inability to prioritise services and resources	Community Engagement Programme Feedback from service based consultation Management of LSP Engagement Process Service based customer surveys	Annual Community Engagement Report Borough Panel Consultation 'My Council' survey	Ka Ng - Executive Director Tony Kingsbury - Executive Member for Policy & Culture	12	12	12
<b>Any Comments</b>	There is no change to the risk rating reported in this quarter.						
EQA	<b>Equalities and Diversity</b> Failure to meet the obligations around Equalities and Diversity, including a breach of the Equalities Act 2010 and the council's own Equalities and Diversity Scheme and Equality Improvement Plan.	Carrying out EIAs for all policy and service changes Codes of Conduct and regular mandatory training for officers		Nick Long - Executive Director Tony Kingsbury - Executive Member for Policy & Culture	8	8	8

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	This may be in relation to employment matters, employees, service delivery, the community and customers. Consequences: Litigation (and associated financial impacts) and reputational damage.	and members on equality, diversity and safeguarding Equality and Diversity Steering Group Equality Improvement Plan and Dedicated Resources Review of EIAs at Equality and Diversity Steering Group Robust monitoring					
<b>Any Comments</b>	The annual Delivery Plan has been agreed and the Steering Group is monitoring the actions.						
FIN	<b>Finance</b> Failure to have sufficient reserves to deal with unexpected budget pressures resulting from increasing demand on our services, worse than predicted Government Funding level, volatility and reliance on locally generated business rates and council tax and the ongoing pensions position (as informed by actuarial audit). Consequences: The Authority runs out of money, external criticism, Government intervention, loss of service to tax payers. Loss of income from fees and charges. Inability to cope with increasing demands on services.	Annual Governance Statement Asset Management Plan Budget Challenge Process Budget preparation process Budgetary control by managers Capital Programme Codes of Conduct and regular mandatory training for officers and members on equality, diversity and safeguarding Constitution Delivery of the economic development strategy		Ka Ng - Executive Director Duncan Bell - Deputy Leader of the Council and Executive Member, Resources	15	15	15

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
		External and internal audit Finance Procedure Rules Financial Information System (Agresso) HRA Business Plan Medium Term Financial Plan Monthly collection fund monitoring Pension fund considered as part of the annual budget process Performance monitoring of collection rates Recognition of economic downturn within future budget processes Systems reconciliation Three year actuarial valuation of pension fund Treasury Management Policy Use and Control of Reserves and Balances					
<b>Any Comments</b>	<p>Budget monitoring reports for the first two quarters of 2016/17 have been completed and presented to Cabinet and ROSC. These have reported a sustainable position.</p> <p>Planning for a balanced budget for 2017/18 is underway with a number of projects identified to deliver the necessary savings over the medium to longer term.</p>						

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	Monitoring of the delivery of these projects will be critical.						
GOV	<b>Governance</b> Failure to maintain effective governance arrangements, including: - Standards and Ethics - Anti-fraud and corruption arrangements - Whistleblowing - Information governance (FoI, Data Protection) - Risk management - Compliance with the requirements of the Localism Act - Transparency Consequences: Litigation, loss of reputation, financial impacts, external auditor criticism	Governance Group Anti Fraud and Corruption Strategy Constitution Contract Procedure Rules Dedicated Data Protection Officer Dedicated FoI Officer Employee Code of Conduct Finance Procedure Rules Local Code Governance Member Code of Conduct Overview and Scrutiny Function Standards Committee Transparency Code Whistleblowing Policy		Roger Trigg - Executive Member for Governance, Community Safety, Police and Crime Commissioner and Corporate Property Nick Long - Executive Director	12	12	12
<b>Any Comments</b>	No comments were made.						
H&S	<b>Health and Safety</b> Health and Safety Failure to maintain an adequate and effective safety management system within the Council, including structures, processes, control measures and allocations of responsibilities and ensuring competence of employees, contractors & service	Collective Safety Responsibility of Executive Board Communication with Employees External Inspection and Auditing by Consultants	Condition Survey Findings Grey Fleet Potentially Violent Customer Policy Stress Policy Workplace Inspections	Bernard Sarson - Executive Member for Business, Partnerships and Public Health Nick Long - Executive Director	8	8	8

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	providers and compliance with safety laws and regulations. Consequences: serious injury, work-related ill health or fatalities leading to lost productivity, absence, litigation, external investigation by enforcing authorities, and possibly prosecution up to and including the Corporate Manslaughter and Corporate Homicide Act.	Induction and Ongoing Training Periodic Inspection of Premises, Plant and Equipment Risk and Resilience Officer Risk Assessments & Associated Control Measures Safety Director Role Safety Policy Document					
<b>Any Comments</b>	Work is being undertaken to consider the extent of the Council's undertaking. Work has started on identifying the tasks required to integrate the Housing Trust's health & safety arrangements into those of the Council.						
ICT	<b>ICT Failure</b> ICT Failure Critical failure of ICT services, for example due to virus attack, lack of network capacity, hacking, hardware failure, etc. There is also a risk of critical ICT failure due to the server room move from BRE to Campus East. This involves Consequences: Loss of ICT dependent services.	Alternative methods to update local and remote databases DR plan Duplicate facilities ICT - Temporary PSTN connection Infrastructure review to stabilise our virtual environment IT Strategy Put back BRE lease termination date	Virtual Hardware Virtualisation Process WHC Business Continuity Plan	Duncan Bell - Deputy Leader of the Council and Executive Member, Resources Ka Ng - Executive Director	8	8	8
<b>Any Comments</b>	This risk became very real in August when a ransomware virus infiltrated our systems. Fortunately our controls isolated the virus to individual PCs and shared drives and so while it did cause delay and problems for some staff it did not lead to a critical failure. Application Control software has implemented over the last couple of weeks and is being monitored before "going live" in the near future. This will help stop ransomware from being able to infiltrate the system.						

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	Staff have been reminded not to open attachments on emails unless they are confident of its source.						
LP	<p><b>Local Plan</b> Failure to have an approved strategy and plans in place to deliver sustainable growth for the Borough, balancing the demands for new development with protection of the environment, which where necessary, have been through a process of public involvement and have been independently endorsed by government. Consequences: The local economy achieves less than its full potential; delivery of New Homes Bonus, future Council Tax and Business Rate receipts is adversely affected; investment proposals do not come to fruition; failure to provide sufficient affordable housing; local infrastructure projects may not be delivered; contribution towards funding new and improved local facilities does not happen; unplanned 'hostile' developments occur. Opportunities to bring in external funding to assist the delivery of sustainable growth are lost; Reputational damage.</p>	Extensive evidence will underpin the development of our Local Plan and inform our proposals Input from CHPP Project plan for the Local Plan is in place Public scrutiny, including a public examination led by an independent Planning Inspector S106/Community Infrastructure Levy is in place		Nick Long - Executive Director Mandy Perkins - Executive Member for Planning, Housing & Community	12	12	12
<b>Any Comments</b>	No comments made						
MPA	<p><b>Management of Physical Assets</b> Management of Physical Assets Failure to adequately manage the physical assets of the Council, including its housing and non-housing properties, open spaces and other land and including increased</p>	Asset Management Plan Capital Programme Decent Homes Strategy Finesse Leisure	Rewrite/Update the HRA Business Plan Financials	Ka Ng - Executive Director Roger Trigg - Executive Member for Governance, Community Safety, Police and Crime	9	9	9



Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	property holding in Hatfield town centre . Consequences: Loss of usable property resources. (Lost income and additional cost) Risk to Health and Safety to occupiers and visitors. Accelerate the deterioration/dilapidation of building assets. Negative impact on reputation of the Council. Potential for investment and needs priority mismatches.	Partnership Agreement HRA Business Plan IPF Property Condition Survey (Premises) 2002 Neighbourhood Shopping Centres Policy		Commissioner and Corporate Property			
<b>Any Comments</b>	The property portfolio is monitored and items of necessary investment are brought to the attention of Members if above delegated budget levels. A structural report has been sought on Hunters Bridge car park to inform the decision of spend on this asset. Scaffolding was erected around the tower at Campus West due to loosening bricks so a full assessment could be carried out. This may, or may not, result in a further bid for investment if considered necessary.						
PART	<b>Partnerships</b> Partnerships Failure to achieve and evidence the capacity available by working in partnership. Consequences: Inability to find capacity for sustainable improvement. Inability to align with good practice requirements. Inability to demonstrate our improvements to those who scrutinise us. Reputation damage.	Annual Assessment of the Effectiveness of Our Partnerships Effective management of our partnership with the Community Housing Trust Effective management of partnership with the Community Housing Trust Effective Management of the Finesse Leisure Partnership Effective management of Welwyn Hatfield Alliance (Local	Alliance meetings and annual conference Partnership reporting (e.g. CHT and Finesse) to council meetings Sustainable Community Strategy	Bernard Sarson - Executive Member for Business, Partnerships and Public Health Ka Ng - Executive Director	8	8	8

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
		Strategic Partnership) Performance Reward Grant Management Process Use of other partnership agreements as needed					
<b>Any Comments</b>	The Alliance Conference will take place on 24 <sup>th</sup> November. The sub group meetings and Community Safety Partnership are working effectively.						
PROC	<b>Procurement</b> Failure to procure effectively and efficiently, including failures of contract management arrangements and client side monitoring procedures Consequences: Over pay for goods/services. Poor quality goods/services. Failure to achieve desired outcomes.	Annual Governance Statement Constitution Contract Procedure Rules Embedding procurement with HoST External and internal audit Finance Procedure Rules Finesse Leisure Partnership Agreement Internal/External Audit Procurement function Procurement Handbook Procurement strategy Procurement Training Sustainable Procurement Strategy	New Procurement Implementation Plan	Bernard Sarson - Executive Member for Business, Partnerships and Public Health Nick Long - Executive Director	8	8	8

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
<b>Any Comments</b>	No comments were made.						
PROJ	<b>Project Management</b> Failure to properly manage projects including a potential lack of capacity or skills, pressure to meet deadlines and targets and resolving unforeseen complex issues. Consequences: Project drift and a failure to meet targets on time, cost or quality. Financial effects on the authority, potential litigation, reputational damage and stress to employees involved. Consequential effects on service delivery and assets.	Contract Procedure Rules Contractual remedies Delivery of the performance management framework Delivery of the quarterly performance clinics Formation of project teams Overview and Scrutiny Function Procurement function Risk Assessments & Associated Control Measures		John Dean - Leader of the Council and Chairman of the Local Strategic Partnership Michel Saminaden - Chief Executive	12	12	12
<b>Any Comments</b>	No comments were made.						
SAF	<b>Safeguarding</b> Failure to meet obligations in respect of children and vulnerable adults, including our Safeguarding Policy and working in partnership with other agencies, including the Hertfordshire Safeguarding Children Board and the Hertfordshire Safeguarding Adults Board. This risk also covers our arrangements under the government's PREVENT strategy. Consequences: Abuse may remain undetected or unreported, resulting in harm to a child or vulnerable adult. Possible litigation and reputational	Designated Safeguarding Officers Group Mandatory Safeguarding training Representation and Learning through Herts Safeguarding Boards Safeguarding Policy Senior Management Leadership on this Issue		Tony Kingsbury - Executive Member for Policy & Culture Nick Long - Executive Director	8	8	8

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	damage.						
<b>Any Comments</b>	The Annual Delivery Plan has been agreed and actions are monitored via the Steering Group						
STF	<p><b>Staff</b>            This risk covers a failure to: .Manage staff morale and motivation in challenging times. Adequately manage employee performance through the setting of SMART objectives and targets. Implement People Strategy, succession and workforce development plan. . Recruit, retain and develop talented employees. . Take initiatives to manage employee wellbeing            Consequences: Overall capacity may be reduced, and low morale may result in reduced goodwill and productivity. This could result in a failure to achieve targets and objectives and affect service delivery. There may also be a necessity to use agency staff, resulting in increased expenditure</p>	Guidant Managed Service Contract Health and Wellbeing Sessions HR - Training Needs Analysis HR Policies and Procedures 'Jobs Go Public' application tracking system Learning and Development Plan Monitoring appraisal scheme Occupational Health Contract Optima People Strategy	Staff - Introduce workflow and self service	Nick Long - Executive Director Roger Trigg - Executive Member for Governance, Community Safety, Police and Crime Commissioner and Corporate Property	6	6	6
<b>Any Comments</b>	No comments were made.						

**Appendix B: Top operational Risks**

**Strategy and Development**

Service Team	Description of Operational Risk	Risk Owner	Controls	Mitigation Plan	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
PL 6	<p><b>Inadequate professional resource</b>                      Inability to provide acceptable level of service due to insufficient staff or staff with insufficient knowledge and experience. Consequence(s): Poor provision of service to the customer. Inability to adequately provide service. This may lead to greater instances of complaint. Potential for inability to meet government targets with regard to service delivery. Reputational and potential financial risk.</p>	Colin Haigh - Head of Planning Sue Tiley - Planning Policy & Implementation Manager Lisa Hughes - Development Management Service Manager	Planning - Recruitment Policy		16	16	16
<b>Any Comments</b>	No comments made.						
PL 8	<p><b>IT Failure or Inappropriate/Inadequate IT Systems</b>                      Loss of or corruption of monitoring information, consultation databases, records and files. IT systems which are not capable of performing to the necessary complexity and scope. Consequence: Inability to provide acceptable level of service according to both customer expectation and Government requirements. This may lead to financial and reputational penalty. Inability to complete planning policy formulation or monitoring processes, inability to determine planning applications, inability to take enforcement action, inability to deal with building control applications, etc.</p>	Colin Haigh - Head of Planning Sue Tiley - Planning Policy & Implementation Manager Lisa Hughes - Development Management Service Manager	ICT - Backup and Recovery Arrangements ICT - Disaster Recovery Plan ICT - Firewall ICT - Virus Detection		16	16	16

<b>Any Comments</b>	Scheduled disaster recovery testing of a number of key systems happened successfully in August. Weekly monitoring of the performance of the IT infrastructure has been completed and continues. There has been no IT failure over the last quarter.						
SH 3	<b>Strategic Housing - Non Delivery on section 106 sites.</b> Risk - Private developers no longer building on s106 sites. Consequences - Failure to deliver the affordable Housing programme and meet the corporate promises.	Sian Chambers - Head of Housing & Community Services Jeremy Morton - Principal Housing Development Manager	Strategic Housing - Planning Toolkit viability appraisals		16	16	12
<b>Any Comments</b>	Where viability is demonstrated and there is a reduced provision on site, the council will consider using funds available via the Affordable Housing Programme, if this fits within the scope of the budget and programme plans.						

### Finance and Operations

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
ES 9	<b>Environment Services - Recycling Finances/Markets</b> Materials sent for recycling have a value. The value of the material will rise and fall based on world wide commodity markets. In a low value commodity market there is the potential for the Council not to receive current values for material sent for recycling. However, it has to be reminded that value of material can go up as well as down.	Durk Reyner - Head of Environment Services Kirsten Roberts - Community and Environment Services Manager	Environmental Services - Fixed Price Contracts		16	16	12
<b>Any Comments</b>	No comments were made.						

FS 19	<p><b>Finance - Loss to the Council as a result of fraudulent activity via internal or external sources</b> Monetary loss as a result of fraudulent activity through external sources via electronic payments, computer hacking, attempts to deceive staff or by staff themselves resulting in loss of council funds and lack of confidence in financial systems, poor audit opinion and reputational damage.</p>	Jane Cika - Finance Manager Tim Neill - Head of Resources	<p>Finance - Ensure financial procedures are being followed Finance - Financial Procedures Finance - knowledge sharing of fraudulent attempts by outside bodies Finance - Quarterly independent electronic audit, testing robustness &amp; PCI compliance. Finance - secure IT systems Finance - Separation of duties</p>	Finance - financial procedures to ensure independent checks to changes and new bank details requests. Finance - intelligence sharing of fraudulent attempts with SIAS, SAFS and other Herts groups.	15	15	5
<b>Any Comments</b>	<p>Staff are informed to be aware for potential fraudulent activity. The internal audit of key financial systems is underway.</p> <p>Adequate segregation of duties is being maintained during the significant change in finance personnel.</p> <p>There have not been any known fraud during the last quarter.</p>						
FS 20	<p><b>Finance - Restructure process results in inadequate financial services to the Housing Trust and Council</b> Failure to provide adequate financial services to the Housing Trust and the Council during the period of change and the merging of services leading to lack of financial control and poor decision making resulting inability to achieve Council and Housing Trust objectives over the medium to longer term.</p>	Jane Cika - Finance Manager Ka Ng – Executive Director Tim Neill - Head of Resources	<p>Finance - attendance at corporate boards and working groups to ascertain requirements of Finance Finance - clear planning for handover of knowledge. Finance - Ensure agreement with Housing Trust allows council to obtain information required</p>	Finance - clear planning for handover of knowledge Finance - Identification of project lead for restructure and maintenance of a project risk log Finance - Involvement of Human Resources in	15	15	15

			<p>for its accounting, reporting and statutory obligations Finance - Ensure that Finance are represented on the working group and that financial due diligence work is carried out and reviewed. Finance - establish ongoing systems and controls to support the other mentioned risk controls. Finance - Financial protocols between housing trust finance team and council finance team Finance - Identification of project lead for restructure and maintenance of a project risk log. Finance - ongoing team meetings, supervision and two way communication Finance - On-going training of finance staff Finance - recruitment process to appoint staff competent in their roles Finance - Regular communication and</p>	<p>the planning and completion of the project. Finance - Regular communication and engagement of all staff involved through the restructure process. Finance - Use of external resources as required to fill any gaps. Finance - Ensure that procedures are kept available, up to date and applied. Finance - Staff training</p>			
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			engagement of all staff involved Finance - staff appraisals				
<b>Any Comments</b>	<p>The restructured shared finance team is now in place with a number of vacancies partly covered by temporary staff.</p> <p>Recruitment for all the vacant posts has been happening over the last quarter with 5 of the 8 posts appointed and due to start before the end of the financial year.</p> <p>The Finance Manager will be leaving on maternity leave before Christmas and a fixed term cover post has been advertised.</p>						

### Governance

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
HC 12	<b>Hackney Carriages - Occupational stress</b> Occupational stress arising from hackney carriage work. Consequences: Sickness absence, reduction in service delivery, potential for claim against the council.	James Vaughan - Hackney Carriage Officer Jo Harding - Head of Public Health & Protection	Hackney Carriages - Complaints and Investigation Policy Hackney Carriages - family support Hackney Carriages - Line management support Hackney Carriages - support network	Hackney Carriages - consideration of office space Hackney Carriages - Revised customer service and complaints strategy Hackney Carriages Recording of telephone calls	20	20	20
<b>Any Comments</b>	The risk has been reduced following the introduction of video badges and the recording of all telephone calls which has resulted in a significant change in customer behaviour towards staff.						

HC 7	<b>Hackney Carriages - Verbal abuse and aggression towards hackney carriage staff</b>	James Vaughan - Hackney Carriage Officer	Hackney Carriages - CCTV Hackney Carriages - Personal Protective Equipment Hackney Carriages - Potentially Violent Customer Database Hackney Carriages - video badges	Hackney Carriages - Incident logs Hackney Carriages - Regular checks to ensure CCTV is working Hackney Carriages Recording of telephone calls	15	15	15
<b>Any Comments</b>	No comments were made.						
HC 9	<b>Hackney Carriages - Deliberate damage to hackney carriage staff personal property</b> For example cars, homes, animals	James Vaughan - Hackney Carriage Officer Jo Harding - Head of Public Health & Protection	Hackney Carriages - cars registered to the office Hackney Carriages - CCTV at home address Hackney Carriages - Training		16	16	16
<b>Any Comments</b>	No comments were made.						
PH 11	<b>Public Health - Failure to recruit and maintain competent staff</b> Failure to recruit and maintain competent staff leading to inadequate numbers of competent staff being available at given time. Consequence(s): Failure to provide acceptable levels EH service, increased pressure on remaining staff, potential government intervention using default powers, inability to deal with key cases leading to long term latent environmental damage.	Jo Harding - Head of Public Health & Protection	Environmental Health - Robust Interview and Selection Techniques		15	15	15

<b>Any Comments</b>	Recent experience has revealed that it continues to be difficult to recruit competent staff for frontline roles within the service.						
PH 14	<p><b>Public Health - Inability to Conduct Investigations, Serve and Enforce Legal Notices or Remedy Dangerous Situations/WID</b></p> <p>Inability to conduct necessary statutory investigations and inspections including limited use of equipment, access to reference works and the timely release of information. Inability to serve and enforce statutory notices leading to ongoing risk situation and public health, safety or environmental hazard. Potential default of a statutory duty. Ongoing dangerous situation persisting risk to public. Consequence(s): Default of statutory duty or code of practice, failure to inform, warn or protect the public, ongoing risk situation where a public health, safety or environmental hazard is not controlled,</p>	Jo Harding - Head of Public Health & Protection	<p>Appropriate Work Allocation Among Staff in Post Budget</p> <p>Car Loan Scheme Computerised Notice Generation Contractual Arrangements for Staff to Provide a Car for Work</p> <p>Digital evidence copying facility</p> <p>Multiple Authorisations for Some Notices</p> <p>Sound Deputisation Arrangements for Head of Service Training</p>		15	15	15
<b>Any Comments</b>	This is an ongoing risk.						
PH 24	<p><b>Public Health - Out of hours noise monitoring for breach of notice</b></p> <p>This risk relates to a situation where the council has fulfilled its statutory duty to serve a noise abatement notice however the monitoring to see if the notice is complied with needs to take place on nights where there is no out of hours service in place. The main consequences of this are protracting a legal case, damage to reputation, negative press coverage, poor customer service and continuing exposure to</p>	Jo Harding - Head of Public Health & Protection			20	20	20

	nuisance for members of the public. There is a smaller risk of ombudsman challenge							
<b>Any Comments</b>	This risk remains but statistically there are very few customers affected. The service of noise abatement notices where the noise occurs only when there is no out of hours noise service is limited and where this does occur officers will usually make alternative arrangements to witness a breach of notice.							
PH 29	<b>Public Health - failure to deliver an 'Operation Reprise' shift</b> Inability to carry out an Operation Reprise shift due to lack of resources, either from the Environmental Health Team of Herts Police. Consequences: reputational damage due to failure to act in response to complaints.	Jo Harding - Head of Public Health & Protection	Operation Reprise - MoU with Herts Police Operation Reprise - Back up arrangements in place Operation Reprise: Rota drawn up well in advance and confirmed	Use of street warden team	15	15	15	
<b>Any Comments</b>	This risk remains, though very few shifts fail to be delivered.							

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