

Revenue and Capital Budget Book 2018/19



Contents

	Page
Preface	5
Introduction	7
Analysis of 2018/19 Budgets (Budget pressures & savings)	13
General Fund Budget Summary	14
General Fund Budget (by Subjective)	16
Budgeted staff numbers (full time equivalent)	17
 SERVICE UNITS	
Service Heads	22
Planning & Economic Development	23
Housing Services	28
Environmental Health	30
Street Scene Services	36
Engineering Services	45
Asset Management	48
Partnerships and Community Engagement	57
Finance and Business Services	66
Legal & Democratic Services	77
Human Resources & Customer Services	87
Executive Directors	95
Audit & Assurance	96
General Expenses	99
Corporate Budgets	102
CAPITAL	108

Preface

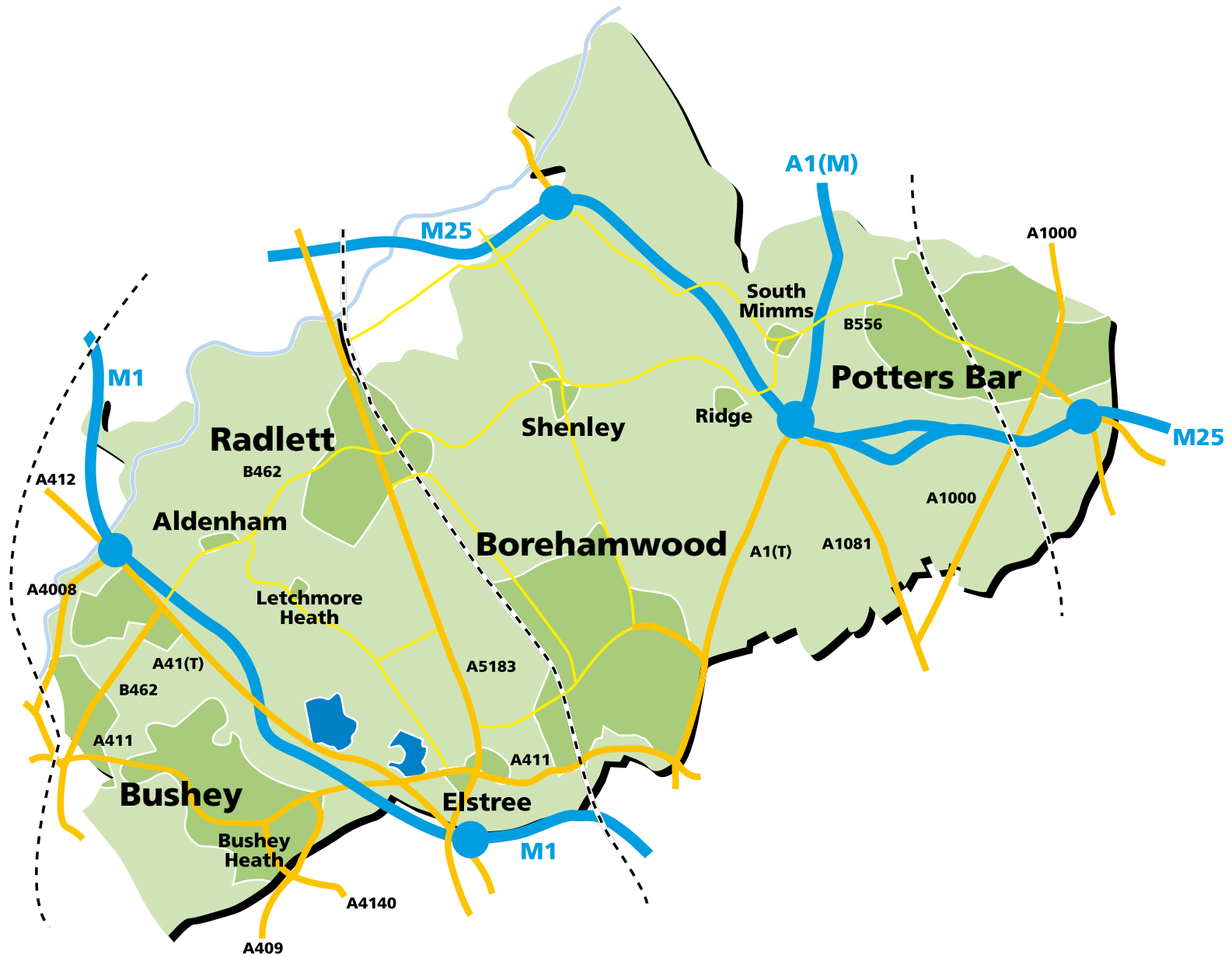
Welcome to Hertsmere Borough Council's 2018/19 Budget Book.

- The budget book presents information on setting the Council Tax, together with the following budgets:
- The Revenue Budget 2018/19
- The Capital Programme 2018/19 – 2020/21

The introduction section provides information on:

- Hertsmere Borough Council – a Brief Profile
- How the Council operates
- General statistics
- Achieving a balanced budget
- The revenue budget setting process
- How our annual revenue budget is influenced by our corporate plans/goals
- Services provided by the Council
- How Hertsmere funds our annual revenue expenditure
- Council tax collected in Hertsmere
- Analysis of the 2018/19 council tax levy for Hertsmere residents
- CIPFA budget categorisation

Factors affecting the 2018/19 budget



Introduction

Hertsmere Borough Council - a Brief Profile

The Borough has a population of about 103,500 and covers just over 39 square miles (about 10,200 hectares) in the south of Hertfordshire. There are 45,150 dwellings in the area and 3,208 commercial premises.

From its southern border with the London Boroughs of Harrow, Barnet and Enfield, the Borough extends north, again sharing on its eastern side a common boundary with Barnet and further north with Welwyn Hatfield. The City and District of St. Albans form the northern boundary, with Three Rivers District and the Borough of Watford to the west. A location map of Hertsmere is on page 6.

There are four main centres of population. Bushey lies in the west, Potters Bar in the east and Elstree/Borehamwood, with the largest population, almost equidistant between the two. Radlett, the fourth main centre, is two miles to the north of Borehamwood. Hertsmere is one of the most favoured residential districts situated to the north of London and has some of the finest schools in the country. The Borough has excellent transportation links - Central London is a mere 25 minutes from Elstree and Borehamwood railway station.

How the Council Operates

The Council is composed of 39 Councillors with elections every 4 years. Councillors are democratically accountable to residents of their ward.

Councillors agree to follow a Code of Conduct to ensure high standards in the way they undertake their duties. The Standards Committee trains and advises them on the Code of Conduct.

All Councillors meet together as the Council. Meetings of the Council are normally open to the public. Here Councillors decide the Council's overall policies and set the budget each year. The Council appoints the Leader, considers the Leader's proposals for membership of the cabinet and appoints the Overview and Scrutiny Committees and the Standards Committee. At these meetings there is a provision for questions from the public, which have been received in advance of the meeting to be answered.

General Statistics

Population 2011 (Office of National Statistics estimates)		103,500
Total Area		39.4 sq. miles
Urban Area		7.96 sq. miles
Area of countryside		29.5 sq. miles
Length of principle roads	M1	4.2 miles
	M25	6.2 miles
	A1	2.8 miles
Rail travel time to central London from:	Elstree	25 mins
	Potters Bar	16 mins
	Radlett	28 mins
Distance to major airports	Luton	14 miles
	Heathrow	21 miles
	Gatwick	58 miles
	Stanstead	30 miles
Total number of dwellings		45,150
Parliamentary constituency		Hertsmere
Number of electors on register		c77,000

The Council's Revenue Budget

The Council's Revenue Budget represents the Council's target for the cost of providing its ongoing services in the forthcoming year. The Council is required by law to set a balanced revenue budget each year, showing how it intends to fund the services it plans to provide in the forthcoming year.

The revenue budget therefore reflects the financial implications of the Council's aims and objectives for the forthcoming year including those priorities contained in the Corporate Plan.

Achieving a Balanced Budget

Each year the Council is required under statute to present a balanced budget. The cost of providing its ongoing services needs to be balanced by the funding received through government grants, council tax and fees & charges. The declining level of government grants in recent years means that the council really only have the following options to consider in achieving this requirement:

- Reduce the annual expenditure requirement by making expenditure savings or increasing the level of fees and charges.
- Increase the level of Council Tax.

In order to minimise the financial burden on its residents, the Council has increased the average Band D council tax by £5 this year. This has been achieved by savings on service improvements and other efficiencies.

The outcome is a considered balance that protects essential services and reduces reliance on one-off income. Applying further efficiency savings would increase the risk of reducing current service levels. A combination of market forces and statutory guidelines together prevent further increases in fees and charges.

The Council's key aim in setting the council tax for 2018/19 has been to maintain, if not improve, value for money to the local taxpayer for the services it provides and to continue to reduce our dependence on investment income and central government grants.

The Comprehensive Spending Review 2015 (CSR15), part of the Chancellor's Autumn Statement on 25 November 2015 included the announcement of the complete phasing out of Revenue Support Grant (RSG) by 2019/20.

Other more recent announcements affecting local government finances:

- Business Rates retention by local authorities is set to step up to 75% retention (currently

50%) from 2020/21, when the business rates baseline funding level will also be reset. The move to 100% retention that had been anticipated from 2019/20 is now uncertain however the 2017/18 100% pilots will continue in 2018/19 with the addition of 10 further pilots from 2018/19. The move to 100% retention will come with additional responsibilities including Housing Benefit Administration, Public Health and Attendance Allowance.

- The latest business rates revaluation was implemented from 1 April 2017, the revaluation cycle will now switch from five years to three years following the next revaluation planned for 2022.
- There has been an increase to the referendum limit for Council Tax from 2% to 3% from 2018/19.
- The Secretary of State is to review Local Government funding, consultation on the "Fair funding review: a review of relative needs and resources" is underway, the result of the review will be introduced in 2020/21. A consultation will also take place in Spring 2018 regarding the current £153m in negative RSG that remains in the 2019/20 funding allocations.

This summarised revenue budget statement represents, in financial terms, the policies, aims and objectives of Hertsmere Borough Council for the financial year 2018/19. It includes statistics and background information supporting the budget figures and a brief explanation of the duties and responsibilities of the Executive, committees and business units of the Council.

The Revenue Budget Setting Process

Setting an achievable revenue budget is dependent upon resolving the fundamental conflict between the desire to improve services whilst at the same time ensuring that the cost of those services to the taxpayer is acceptable.

In order to resolve these conflicting aims, the Council needs to gain a clear understanding of the following factors:

- Which areas the Council considers to be its priorities for allocating funding. (see the section on Corporate Planning below)
- What level of funding is required to provide each service for the forthcoming year?
- Whether any efficiency savings or innovative service delivery solutions are possible for each service (e.g. through partnerships).

- Whether any additional income can be generated, either in the form of government grants or through fees and charges levied.
- After consideration of all of the above factors, what will be an acceptable level of council tax for the forthcoming year?

In order to gain a clear understanding of each of the factors listed above, consultation is undertaken formally with the following groups prior to presenting a proposed budget to full council for approval:

- Service Managers.
- The Portfolio Holder for Finance and the Leader of the Council.
- The Budget Panel.
- The Executive as a whole.
- Policy Review and Operations Review Committees, and all Members.
- Business Ratepayers.
- Residents, through the Corporate and Community Planning processes outlined below.

The Council's Budgets must be approved at a meeting of the full council in order for it to be enacted. Full council agreed the 2018/19 budget presented in this book on 28th February 2018.

Corporate Planning and the Annual Budget

The revenue budget needs to be considered in the context of the Council's wider aims and objectives for delivering its services. In order for the Council to be able to meet its targets for delivering services, it is necessary to ensure that the right amount of funding is available for each service in the revenue budget. Equally, the provision of services is constrained by the level of financial resource available through the revenue budget. Thus service delivery and financial planning are closely linked.

In order to deliver best value to its taxpayers, Hertsmere is continually reviewing its services, operational structure, and systems. The Council is committed to seek value for money from all its services and has a record of significant improvements in the efficiency and effectiveness of its services to the benefit of council taxpayers and users of services.

To support this aim, the Council carries out consultation with local residents, including regular community surveys and more specific surveys with a panel of local residents. These surveys have also been used to establish local priorities for service delivery and are articulated through the Council's Corporate Plan Review.

Hertsmere Borough Council has a leading role to play in improving the quality of life for people who live and work in the Borough. Hertsmere's 2020 Vision sets out the vision, values and corporate goals of the Council and builds on the achievements of the previous Corporate Plan. The 2020 Vision identifies our agenda for further improvements with a number of priorities for action, and is supported by an annual Corporate Action Plan, the first of which was produced for 2017/18. The Action Plan identifies key actions for the year ahead and is influenced by both national and local priorities.

To support the Action Plan, an Annual Report will be produced which sets out our key achievements over the previous year. This will be produced alongside the Corporate Action Plan for the forthcoming year and will be published in May of each year. Residents are able to monitor progress on the range of activities that the Council will be doing throughout the year to improve council services and quality of life for residents through a number of ways, but primarily through our community magazine, Hertsmere News and via our website (www.hertsmere.gov.uk) as well as through social networking sites such as Facebook and Twitter. In addition, quarterly updates on performance against Quality Service Performance Indicators and the Corporate Action Plan are made at Executive meetings.

The **2020 Vision** identifies three high level priorities;

- **Being an Enterprising Council:** Financial resilience, self-sufficiency, innovative ways to deliver services, use of collaborative working, optimise our assets
- **Planning for the future:** Enable growth to meet the demands of our residents, support a thriving economy, increase the supply of local housing, protect and enhance the environment
- **Supporting our communities:** Support residents to be healthier and live longer, work in partnership to build safe, strong and cohesive communities, provide opportunities to enable all people to live fulfilling lives

The content of the Corporate Action Plan for 2018/19 has been developed in conjunction with Senior Officers and the Executive and reflects high level priority actions for the Council over the next 12 months. These actions are then reflected in relevant Departmental Service Plans which are being produced across the council. It should be noted that Departmental Service Plans will continue to reflect the wider work carried out by each service area in addition to that identified as a corporate priority for action. The budget process will be based on information contained within each service plan.

Departmental Service Plan actions will, in turn, feed down to individual staff Key Result Areas which are monitored through the existing appraisal process.

The major constraint to this process is the limited resources that the Council has available. Hertsmere is in the difficult position of having inadequate ongoing revenue resources available to meet all of the needs contained within each service plan.

This is due in part to additional funds being required for issues outside the Council's control and increases due to government legislative requirements. However the main constraint is the sustained decline in central government grant. Since 2010/11 Hertsmere has had a reduction in general government grant of £4.624m or 62%, which means that the cost of providing the councils services is falling increasingly on taxpayers.

The Council has prioritised its service improvement programme for 2018/19 in line with the service priorities mentioned above.

Services Provided by the Council

Under the Council's constitution many varied services are provided, a few of which are listed below. (Full details can be found under each service area)

- Building Control (*provided by Hertfordshire Building Control Limited - a county wide partnership*)
- Council Tax and Business Rates
- Community Safety
- Drainage
- Electoral Services
- Environmental Health
- Housing
- Land Charges
- Licensing
- Local Plan
- Property Management
- Planning Applications
- Parking
- Parks
- Cemeteries
- Recycling / Waste collection
- Street Cleansing

Funding the Annual Revenue Budget

Revenue Support Grant (RSG), Redistributed National Non-Domestic Rates (NNDR), and other government grants

Central Government sets the level of grants payable to Hertsmere each year. The Council therefore has very limited control over the level of these sources of income.

Fees and Charges and Rental Income

The Council also receives income from fees & charges and property rental. However, the scope for significantly increasing the income from these sources is limited because:

- For rental income and certain fees and charges, the Council must remain competitive with other providers.
- Some fees and charges are determined by Central Government guidelines.
- Other fees and charges relate to services provided for the benefit of the community where the Council aims to make the service accessible by making it available at a reasonable cost.

Council Tax

Setting council tax at the correct level is one of the main ways that the Council can achieve a balanced budget.

In setting the council tax each year, the Council needs to balance the requirements for additional funding with our aim to keep the financial burden on residents at a reasonable level.

Council Tax Collected in Hertsmere

Hertsmere Borough Council acts as the billing authority for all council tax payments on behalf of Hertfordshire County Council, Hertfordshire Police & Crime Commissioner and the Parish/Town Councils of Aldenham, Elstree and Borehamwood, Shenley and South Mimms.

Although all of the council tax is collected by Hertsmere Borough Council, the share that we retain is just 10%.

Council Tax to be collected 2018/19	Hertfordshire County Council	Police & Crime Commissioner	Parish & Town Councils	Hertsmere Borough Council
	78% £53,736,978	10% £6,674,087	2% £1,205,255	10% £7,013,203

All council tax receipts are paid into a ring fenced account called the collection fund. The receipts arising from council tax remain in the fund until specified dates when payments are made to all precepting authorities and the Borough Council.

The average total council tax levy for band D residents in Hertsmere is £1,686.40. Parish Precepts vary depending upon location but are on average 2% of the total bill as shown above. The average total council tax levy for other bands is determined as a fixed proportion of the band D charge. For example, band A is calculated as 6/9 of the band D charge and band H is calculated as 2 times the band D charge.

A	B	C	D	E	F	G	H
6/9	7/9	8/9	1	11/9	13/9	15/9	18/9

Analysis of Council Tax Levy 2018/19

Table 1 below shows final precepts, allocation of grant and district expenditure for 2018/19.

Table 1	Band D £	Multiplied No.	Total £
Aldenham Parish Council	127.92	5,106	653,161
Elstree & Borehamwood Town Council	36.26	12,732	461,662
Shenley Parish Council	42.06	1,788	75,209
South Mimms Parish	47.72	319	15,223
Bushey, Potters Bar and Ridge	0	20,751	0
Total parish precepts	29.62	40,696	1,205,255
Hertsmere BC special expenses	14.62	40,696	595,509
Hertsmere BC general expenses	157.70		6,417,694
Total Hertsmere BC precepts	172.32	40,696	7,013,203
Total district expenditure			8,218,458

Presentation of Financial Information - Budget Format

The budget book is prepared on a direct cost basis and therefore excludes capital charges and recharges.

The budget format is based on the standard classification of accounts as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA).

CIPFA budget categories

The major items of income and expenditure contained under each heading are below:

Employees

Expenditure on all employees is included, significant items are:

- Salaries and wages
- National Insurance
- Superannuation
- Training and staff development

Premises and Related

This expenditure covers repairs, maintenance, alterations and annual running costs of all Council buildings, fixed plant and land. Expenditure includes:

- Utilities (e.g. gas, electricity, and water)
- Rents and NNDR
- Cleaning
- Premises insurance

Transport

The costs under this heading include:

- Car mileage allowance.
- Fuel and maintenance of Councils fleet vehicles.

Supplies and Services

This covers expenditure incurred on:

- Equipment purchase.
- Clothing and uniforms.
- Printing, stationery and postage.
- Telephones.
- Individual unit I.T. requirements.
- Members' allowances and conferences expenses.
- Grants and subscriptions.

Third Party Payments

The costs under this heading include:

- Payments to other local authorities
- Government departments.
- Private contractors.
- Consultants.

Transfer Payments

Transfer payments include:

- Housing Benefit Payments.
- Debits arising from soft loans.

Income

Income receivable includes:

- Fees and charges.
- Contributions towards service costs.
- Sales and court costs.
- Government grants

Factors affecting the 2018/19 revenue budget

2018/19 is shaping up to be another year when the council has difficult choices to make about which services to prioritise. There are a number of factors driving this which have been building over a number of years. The main pressures affecting the council are;

- **Increased employee costs** 2% pay award, business transformation, pension auto-enrolment, Revenues restructure, Apprenticeship Levy
- **Service improvements & increments** Homelessness accommodation costs, contractual increments, software enhancements
- **Decreases in income** Vehicle licensing, Specific grant funding

The pressures noted above have been managed by increases in income from fees and charges, identification of budget savings and efficiencies and to a small extent the utilisation of earmarked reserves. The table on page 13 breaks down the budget movements by service.

GENERAL FUND SAVINGS & PRESSURES	Page	NET BUDGET 2017/18 £'000	Employee costs £'000	Business Transformation £'000	Service improvements and increments £'000	Changes in Income £'000	Net Budget 2018/19 £'000	Total Change (FAV) / ADV £'000
Planning & Economic Development	23	1,063	62	125	0	(136)	1,114	51
Housing Services	28	779	25	0	150	0	953	175
Environmental Health	30	1,016	29	10	0	(10)	1,045	29
Street Scene Services	36	4,251	98	(170)	12	(52)	4,138	(113)
Engineering Services	45	27	7	0	18	0	52	25
Asset Management	48	(2,974)	133	0	9	(149)	(2,981)	(7)
Partnerships & Community Engagement	57	1,173	25	0	0	0	1,198	25
Finance & Business Services	66	2,363	81	0	64	47	2,556	192
Legal & Democratic Services	77	1,340	54	0	0	(10)	1,384	44
Human Resources & Customer Services	87	1,106	31	0	0	10	1,147	41
Executive Directors	95	491	9	0	0	0	499	9
Audit & Assurance	96	111	0	(13)	0	0	98	(13)
Total for directorates		10,746	551	(48)	254	(299)	11,203	457
Audit Fees, Bank Charges	101	139	0	0	4	0	142	4
General Expenses	100	132	0	0	0	0	132	0
Auto Enrolment	103	66	0	(56)	0	0	10	(56)
Apprenticeship Levy	104	54	0	(23)	0	0	31	(23)
Central Contingency	105	300	0	0	0	0	300	0
Minimum Revenue Provision (MRP)	106	242	0	0	0	0	242	0
Investment Income	107	(200)	0	0	0	0	(200)	0
Total Council expenditure		11,478	551	(127)	257	(299)	11,860	382
FUNDING								
New Homes Bonus Grant		(1,200)	0	0	0	0	(1,200)	0
Revenue Support Grant		(613)	0	0	0	392	(221)	392
Business Rate Retention Scheme		(2,583)	0	0	0	(36)	(2,619)	(36)
Collection Fund Surplus		0	0	0	0	(427)	(427)	(427)
Business Rates Growth		(373)	0	0	0	7	(380)	(7)
Central Government Grants		(4,769)	0	0	0	(64)	(4,847)	(78)
Council Tax Requirement		6,709					7,013	304
Balanced budget		0					0	
Band D equivalent £pp		Band D					Band D	% Change
Hertsmere Borough Council	11	£167.31					£172.32	2.95%
Hertfordshire County Council		£1,245.83					£1,320.46	5.99%
Police & Crime commissioner		£152.00					£164.00	7.89%
Parish & Town Council Precept		£29.22					£29.62	1.37%
		£1,594.36					£1,686.40	

General Fund Budget Summary 2018/19

GENERAL FUND	NET BUDGET 2017/18 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2018/19 £'000
NET EXPENDITURE				
Planning & Economic Development	1,108	2,038	(924)	1,114
Housing Services	779	2,164	(1,211)	953
Environmental Health	1,016	1,359	(314)	1,045
Street Scene Services	4,199	8,231	(4,093)	4,138
Engineering Services	27	426	(374)	52
Asset Management	(2,974)	1,990	(4,971)	(2,981)
Partnerships & Community Engagement	1,170	1,412	(253)	1,159
Finance & Business Services	2,360	3,446	(890)	2,556
Housing Benefits	0	38,500	(38,500)	0
Legal & Democratic Services	1,340	1,682	(298)	1,384
Human Resources & Customer Services	1,106	1,419	(233)	1,186
Executive Directors	504	499	0	499
Audit & Assurance	111	98	0	98
Total for directorates	10,746	63,264	(52,061)	11,203
Audit Fees, Bank Charges	138			142
General Expenses	132			132
Auto Enrolment	66			10
Apprenticeship Levy	54			31
Central Contingency	300			300
Minimum Revenue Provision (MRP)	242			242
Investment Income	(200)			(200)
Total Council expenditure	11,478			11,860

GENERAL FUND	NET BUDGET 2017/18 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2019/19 £'000
FUNDING				
New Homes Bonus Grant	(1,200)			(1,200)
Collection Fund Surplus	0			(427)
Transparency Code New Burdens Grant	(40)			0
Other Specific and Special Revenue Grants	(1,240)			(1,627)
Revenue Support Grant	(613)			(221)
Business Rate Retention Scheme	(2,916)			(2,999)
Council Tax Requirement	(6,709)			(7,013)
Central Government Grants & Council Tax	(10,238)			(10,233)
Total Funding	(11,478)			(11,860)

General Fund Summary 2018/19

	PLANNING & ECONOMIC DEVELOPMENT	HOUSING SERVICES	ENVIRONMENTAL HEALTH	STREET SCENE SERVICES	ENGINEERING SERVICES	ASSET MANAGEMENT	PARTNERSHIPS & COMMUNITY ENGAGEMENT	FINANCE & BUSINESS SERVICES	LEGAL & DEMOCRATIC SERVICES	HUMAN RESOURCES & CUSTOMER SERVICES	EXECUTIVE DIRECTORS	AUDIT & ASSURANCE	NET BUDGET 2018/19
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees	1,749	584	1,110	4,290	304	519	621	2,476	1,218	1,187	479	0	14,537
Premises and Related	0	0	0	428	22	1,315	1	0	12	0	0	0	1,778
Transport	5	3	11	964	38	3	4	10	29	2	2	0	1,071
Supplies and Services	179	1,532	199	1,000	26	84	712	755	414	96	18	0	5,015
Third Party Payments	105	45	36	1,094	36	9	59	205	9	134	0	98	1,830
Transfer Payments	0	0	3	455	0	60	15	38,500	0	0	0	0	39,033
Income	(924)	(1,211)	(314)	(4,093)	(374)	(4,971)	(253)	(39,390)	(298)	(233)	0	0	(52,061)
Net Expenditure	1,114	953	1,045	4,138	52	(2,981)	1,159	2,556	1,384	1,186	499	98	11,203
Audit Fees, Bank Charges													142
General Expenses													132
Auto Enrolment													10
Apprenticeship Levy													31
Central Contingency													300
Minimum Revenue Provision (MRP)													242
Investment Income													(200)
Total Expenditure	1,114	953	1,045	4,138	52	(2,981)	1,159	2,556	1,384	1,186	499	98	11,860

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2018/19	Page	Total Budgeted Staff	Net Budget 2018/19 £'000
Planning Policy	24	8.0	401
Development Management	25	25.6	647
Building Control	26	-	52
Economic Development & Regeneration	27	-	14
Planning & Economic Development		33.6	1,114
Housing Services	29	11.9	953
Housing		11.9	953
Miscellaneous Services	31	-	(219)
Community Toilet Scheme	32	-	12
Emergency Planning	33	0.4	33
Environmental Health Unit	34	21.7	1,119
Disabled Facilities Grant	35	-	100
Environmental Health		22.1	1,045
Waste & Street Scene Unit	37	19.9	949
Waste Services	38	44.0	1,638
Trade Waste	39	2.0	(210)
Cleaning Services	40	22.0	1,042
Parks & Open Spaces	41	-	1,189
Allotments	42	-	4
Allum Lane Cemetery & Closed Grounds	43	-	60
Parking Services	44	29.1	(534)
Street Scene		117.0	4,138

BUDGETED FULL TIME EQUIVAENT (FTE) STAFF NUMBERS 2018/19	Page	Total Budgeted Staff	Net Budget 2018/19 £'000
Highways Related Expenditure	46	-	(30)
Engineering Services Unit	47	5.8	82
Engineering Services		5.8	52
Civic Offices	49	-	324
Depot Sites	50	-	15
Residential Properties	51	-	(681)
Commercial Properties	52	-	(3,064)
Garages	53	-	(650)
Leisure & Community Buildings	54	-	111
Building Maintenance Programme	55	-	416
Asset Management Unit	56	10.0	548
Asset Management		10.0	(2,981)
Partnership Unit	58	12.6	642
Corporate Communications	59	-	75
Youth Services	60	-	5
Sports Development	61	-	12
Community Development	62	-	14
Community Safety	63	-	9
CCTV	64	-	0
Voluntary Sector Aid Grant	65	-	402
Partnerships & Community Engagement		12.6	1,159
Finance Unit	67	15.2	936
Council Tax & Non Domestic Rates Administration	68	14.0	291
Benefits Administration	69	13.1	173

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2018/19	Page	Total Budgeted Staff	Net Budget 2018/19 £'000
Housing Benefit (Local Schemes)	70	-	8
Rent Allowance Benefit Payments	71	-	0
Council Tax Benefit (Local Schemes)	72	-	0
Information Digital Services	73	12.0	1,024
Civic Office Telephones	74	-	28
Procurement	75	0.4	16
Shared Anti-Fraud Service (SAFS)	76	-	80
Finance & Business Services		54.7	2,556
Local Land Charges	78	2.0	(50)
Electoral Registration	79	2.6	203
Elections	80	-	14
Legal Services Business Unit	81	5.5	466
Mayoral Budget	82	-	44
Surgeries	83	-	1
Members Allowances	84	-	373
Costs Associated with Members / Meetings	85	-	79
Democratic Services Business Unit	86	4.2	254
Legal & Democratic Services		14.3	1,384
Human Resources Unit	88	5.0	358
Customer Relationship Management	89	18.7	718
Civic Office Keepers	90	1.0	88
Design & Print Services	91	2.5	(14)
Civic Offices Vending Machines	92	-	3
Health & Safety	93	-	3

BUDGETED FULL TIME EQUIVAENT (FTE) STAFF NUMBERS 2018/19	Page	Total Budgeted Staff	Net Budget 2018/19 £'000
Strategic Training	94	-	30
Human Resources & Customer Services		27.2	1,186
Executive Directors	95	4.0	499
Executive Directors		4.0	499
Shared Internal Audit Services (SIAS)	97	-	93
Risk Management	98	-	5
Audit & Assurance		-	98
General Expenses	100	-	132
Audit Fees, Bank Charges	101	-	142
General Expenses		-	274
Auto Enrolment	103	-	10
Apprenticeship Levy	104	-	31
Central Contingency	105	-	300
Minimum Revenue Provision	106	-	242
Investment Income	107	-	(200)
Corporate Budgets		-	383
Total FTE / Net Budget		313.2	11,860

Hertsmere Borough Council Service Budgets



Service Heads

	Page
Planning & Economic Development	23
Christine Lyons Head of Planning & Economic Development Ext 5160	
Housing / Partnerships & Community Engagement	28 / 57
Hilary Shade Head of Partnerships & Community Development Ext 5710	
Environmental Health / Street Scene	30 / 36
Steve Burton Head of Street Scene Services Ext 5242	
Engineering Services / Asset Management	45 / 48
Simon Payton Head of Asset Management and Engineering. Ext 4020	

	Page
Finance & Business Services	66
Matthew Bunyon Head of Finance & Business Services Ext 5320	
Legal & Democratic Services	77
Harvey Patterson Head of Legal & Democratic Services Ext 2880	
Human Resources & Customer Services	87
Judith Fear Head of HR & Customer Services Ext 2917	
Executive Directors	95
Donald Graham Chief Executive Ext 2101	

Planning & Economic Development

Planning & Economic Development Control has the responsibility for:

Strategic Planning

- Preparation of the Local Plan.
- Preparation of other policy documents set out in the Local Development Scheme (LDS).
- Delivering obligations and community infrastructure levy through collection and allocation.
- Promoting economic prosperity within the borough.
- Delivering a Joint Strategic Plan within Hertfordshire.
- Seeking new funding streams through grants to improve the borough.

Development Management

- Considering planning and other applications, including listed building, conservation area and advertisement applications;
- Contesting planning appeals.
- Taking enforcement action when appropriate.
- Promoting conservation and improved design within the built and rural environment.

Building Control (now Hertfordshire Building Control Limited)

- Application and enforcement of national Building Regulations.
- Applications for the demolition of buildings and the making safe of dangerous structures.

Number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 33.6

PLANNING & ECONOMIC DEVELOPMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,749	0	1,749
Premises and Related	0	0	0
Transport	5	0	5
Supplies and Services	179	0	179
Third Party Payments	105	0	105
Transfer Payments	0	0	0
Income	0	(924)	(924)
Net Expenditure	2,038	(924)	1,114

Strategic Planning

HG300, HG310

Purposes:

- Formulating and updating local planning policies and guidance through the implementation of the Local Development Scheme (LDS) and in particular the preparation of a new Local Plan, as part of the revision of the 2013 Core Strategy, 2016 Site allocation and Development Management Plan.
- Supporting the development management process, providing policy advice on development proposals prior to and following submission of a planning application.
- Working with Development Management to provide affordable housing within the borough via the delivery of development schemes
- Provision of advice and comment on consultation documents from other statutory organisations in particular the Department for Communities and Local Government and neighbouring authorities.
- Providing monitoring support for CIL, s106, appeals and other planning data.

Economic Development

- Working with employers and future employers to retain and promote job growth within the Borough

STRATEGIC PLANNING	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	431	0	431
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	45	0	45
Third Party Payments	30	0	30
Transfer Payments	0	0	0
Income	0	(106)	(106)
Net Expenditure	507	(106)	401

Development Management

HG200

Purposes:

- Determining planning and other applications, including listed building, conservation area and advertisement applications;
- Preparing applications for committees to determine major planning applications and called in cases. Decisions on other applications are delegated to the Head of Planning and Economic Development.
- Contesting planning appeals.
- Reviewing new development.
- Taking enforcement action when appropriate.
- Providing site-specific advice on planning proposals through the pre-application or planning performance agreement route.

Environment:

- Promoting conservation of heritage assets in the built and rural environment.
- Co-ordinating rights of way and countryside management initiatives with Hertfordshire County Council.

DEVELOPMENT MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,318	0	1,318
Premises and Related	0	0	0
Transport	4	0	4
Supplies and Services	120	0	120
Third Party Payments	23	0	23
Transfer Payments	0	0	0
Income	0	(818)	(818)
Net Expenditure	1,465	(818)	647

Building Control (Service now provided by Hertfordshire Building Control Ltd)

HG100

Purposes:

In July 2016 seven district councils joined together to create an independent company to deliver building control services with an Approved Inspector subsidiary across the county.

The new company, Hertfordshire Building Control Limited is based at Hertsmere Borough Council's Civic Offices in Borehamwood and aims to offer greater flexibility and value for money for anyone seeking approval for building work.

Previously, each local authority provided its own separate building control services. Under the new arrangement, it is expected that the councils will be able to compete more effectively in an increasingly commercial market.

BUILDING CONTROL	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	52	0	52
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	52	0	52

Economic Development

HG500

Purposes:

Work carried out by local policy makers and organisations to improve the local economy and quality of life for local people. This entails supporting local businesses, attracting investment in the area, ensuring local people are skilled, employed and improving our high streets and shopping areas.

ECONOMIC DEVELOPMENT & REGENERATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	14	0	14
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	14	0	14

Housing

Purposes - Housing

- Register housing needs and allocate people to empty social housing;
- Prevent homelessness, give advice and, where there is a statutory duty, house homeless people;
- Improve housing standards, including energy efficiency;
- Develop a local strategy to meet housing need and facilitate development of new affordable housing.
- Develop housing-led regeneration initiatives
- Bringing empty properties back into use
- Ensuring a good range of housing options for people with special needs
- Making best use of both publicly and privately owned housing

Number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 11.9

HOUSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	584	0	584
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	1,532	0	1,532
Third Party Payments	45	0	45
Transfer Payments	0	0	0
Income	0	(1,211)	(1,211)
Net Expenditure	2,164	(1,211)	953

Housing Services

HJ100, HJ120, HJ500, HJ700

Purposes:

- Responsible for carrying out the Council's statutory duties regarding homelessness decisions.
- In-house provision of the statutory homeless and housing advisory service, including homelessness prevention.
- Provision of temporary accommodation when required.
- Develop and monitoring homelessness services to homeless people in the Borough.
- Manage the statutory register of applicants for housing (Housing Act 1996), make nominations to housing associations properties and monitor the various nominations agreements with housing associations.
- Developing and implementing the Council's Housing Strategy, Homelessness Strategy, Affordable Warmth Strategy, a Housing Renewal Assistance Policy, Private Sector Housing Strategy and the Tenancy Strategy.
- Report to Central Government the annual progress made on energy savings in residential dwellings, in accordance with the Home Energy Conservation Act.
- Develop policy and promote energy conservation best practices both internally and in the wider community.
- Develop partnerships to maximise grant funding and energy efficiency opportunities to residents of Hertsmere.
- Develop and manage bond rent scheme and other initiatives such as the private sector leasing scheme and to develop partnerships with private landlords.
- Work towards meeting local housing need through development of new affordable housing.
- Drive up standards in housing in all tenures by working in partnership and taking enforcement action where necessary and appropriate.
- Provide secretarial services and Lead Officer to the Housing Forum.
- Work in partnership sub-regionally.

HOUSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	584	0	584
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	1,532	0	1,532
Third Party Payments	45	0	45
Transfer Payments	0	0	0
Income	0	(1,211)	(1,211)
Net Expenditure	2,164	(1,211)	953

Environmental Health

Purposes:

- Air quality, contaminated land, pollution control, stray dogs and animal welfare
- Food safety and hygiene, infectious disease control and health and safety in commercial premises
- Licensing regulated entertainment, alcohol sales, hackney carriages and private hire vehicles
- Emergency planning, providing a corporate response in relation to natural disasters, emergencies and major incidents within the Borough
- The Chief Environmental Health Officer acts as the Council's lead officer in the interface with the health economy

Number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 22.1

Performance Indicators

Private Hire Vehicle Licences:	2013/14	2014/15	2015/16	2016/17
Operators	63	54	42	40
Drivers	268	263	218	206
Vehicles	597	533	575	395
Hackney Carriage: Drivers	9	11	10	9
Vehicles	9	10	10	4
Pollution Complaints:				
Bonfires	100	95	98	85
Other Smoke Pollution (fumes/gas)	7	16	12	8
Odours	18	36	23	10
Dust	42	60	63	51
Water Pollution	0	3	2	1
Electricity Pollution	0	0	0	0
Air Quality	7	9	1	4
Noise	754	613	605	616
Contaminated Land Enquiries:	7	9	2	4

ENVIRONMENTAL HEALTH	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,110	0	1,110
Premises and Related	0	0	0
Transport	11	0	11
Supplies and Services	199	0	199
Third Party Payments	36	0	36
Transfer Payments	3	0	3
Income	0	(314)	(314)
Net Expenditure	1,359	(314)	1,045

Miscellaneous Services

HE100, HE800, HE801, HE803, HE850, HE851, HE860, HE861, HE862, HE863, HE865

Purposes:

- **Health & Safety in the Workplace** – Enforcing health and safety legislation at over 1,600 workplace premises in the Borough. Accident investigations.
- **Licensing and Registration** – Public entertainment licensing. Registration and control of tattooists and ear piercing. Licensing of private hire vehicles and hackney carriages. Administration and the enforcement of the Licensing Act 2003 and Gambling Act 2006.
- **Animal Welfare** – Inspection and licensing of pet shops, boarding kennels and breeding kennels, dangerous wild animals and riding establishments. Control of stray dogs.
- **Drinking Water Safety** – Liaising with the Water Company on the testing and analysis of drinking water supplies. Monitoring of private supplies e.g. wells, bore holes etc.
- **Infectious Disease Control** – Investigation of infectious diseases and food poisoning cases in liaison with the Health Protection Agency.
- **Health Education** – Talks, lectures and stands on environmental health and health improvement issues. Food Hygiene training courses. Health and safety training courses. Information on home safety, pollution and environmental topics.
- **Public Health** – Supervision of the exhumation of human remains. Taking action in respect of dirty/verminous persons/premises.
- **Air Pollution Control** – Authorisation of those processes capable of causing pollution. Investigation of air pollution complaints and monitoring of air quality in order to formulate an air quality strategy.
- **Noise Pollution Complaints** – Assessment of planning applications in order to minimise noise problems. Investigation of all noise complaints. Control of noise from construction sites.
- **Food Hygiene and Safety** – A full food safety service including the inspection of all 1,036 food premises in the Borough. Sampling of food. Investigation of food complaints. Provision of a register of all food premises. Acting as “Home Authority” for a large national food company, providing advice and evaluation of the company’s food system.
- **Land Pollution** – Investigation of contaminated sites and formulation of a register, prioritisation of detailed site investigations and remediation.

MISCELLANEOUS SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	34	0	34
Third Party Payments	26	0	26
Transfer Payments	2	0	2
Income	0	(281)	(281)
Net Expenditure	62	(281)	(219)

Community Toilet Scheme

HE882

Purposes:

- The community toilet scheme was piloted in Borehamwood and has been expanded across the major conurbations across the Borough. Several of these contain accessible toilets and baby changing facilities.
- As a result of the successful roll out of the community toilet scheme, all public conveniences (except those situated in parks and controlled by the Parks department) have now been closed.

COMMUNITY TOILET SCHEME	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	12	0	12
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	12	0	12

Emergency Planning

HB900

Purposes:

- Discharge the statutory responsibilities placed upon the Council as a designated "Category One" responder as a consequence of the Civil Contingencies Act.
- Provision of maintenance and training for the authority's emergency plan to cover any emergency or disaster that may occur within Hertsmere's boundaries such as train or rail crash, severe flooding or other natural disasters.

EMERGENCY PLANNING	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	20	0	20
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	3	0	3
Third Party Payments	10	0	10
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	33	0	33

Environmental Health Admin Unit

HF700

Purposes:

- To act as an interface between the Council and other agencies involved in the Environmental Health and Licensing fields.
- To determine, on behalf of the Council, responses to consultation documents produced by other agencies in relation to Environmental Health, Licensing and related issues.
- Health education/home safety relating to Environmental Health including facilitating training for food handlers, responsibility for marketing and organising various seminars and workshops within the Borough specially tailored to individual requirements. Developing and organising promotional activities and initiatives.
- Providing technical/administrative support to the whole unit. Responsibility for procurement of goods and services.
- Co-ordinating the work of Hertsmere's Safety Advisory Group (a multi-agency team) and providing administrative and secretarial support.
- Municipal/paupers funerals: taking responsibility when a Hertsmere resident dies without next of kin (and reprioritising workload), to comply with the National Assistance Act 1948.
- Ensure reports of infectious diseases, hazard food warnings and other reports to the Unit requiring an immediate response are actioned in the appropriate manner.
- To provide administration support to the Commercial Team in preparation of routine food inspections, maintain all paperwork relating to commercial properties and issuing where necessary 'scores on the doors' certificates.
- A wide range of other administrative tasks are dealt with on a day to day basis to include: nuisance matters, stray dogs, accident reporting/logging, diary sheets, CIPFA returns, responding to Calm hotline, intruder alarms etc.

ENVIRONMENTAL HEALTH ADMINISTRATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,090	0	1,090
Premises and Related	0	0	0
Transport	11	0	11
Supplies and Services	50	0	50
Third Party Payments	0	0	0
Transfer Payments	1	0	1
Income	0	(33)	(33)
Net Expenditure	1,152	(33)	1,119

Disabled Facilities Grants

HJ550

Purposes:

- Disabled facilities grants are mandatory grants that enable the disabled to remain within their homes.
- These grants are part funded by Central Government (Better Care Fund) with Hertsmere Borough Council funding the remainder. This budget represents the council's contribution to DFG.
- The **total amounts** spent and budgeted for DFG can be seen in the capital programme against project code **HV162**.

DISABLED FACILITIES GRANTS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	100	0	100
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	100	0	100

Street Scene Services

Street Scene Services has responsibility for:

Waste Services

- Household waste collection (funded through council tax).
- Special collection of bulky household items, and fridges and freezers (a chargeable service).
- Kerbside Recycling Scheme: Collection of recyclables from domestic premises such as paper, green waste, plastic and cans & glass.
- Collection of materials from the Borough's recycling banks. These collections incur costs but also generate an income for the Council for the materials collected.
- Clinical Waste: provide and collect "sharps boxes" and collect and arrange for the safe disposal of other clinical waste (a chargeable service).

Trade Waste Services

- Trade waste collection (a chargeable service).

Street Cleansing & Pest Control

- Keeping Hertsmere's streets and open spaces clean.
- Commercial contracts for the cleansing of outdoor spaces that generate an income.
- Fly-tipping removal.
- Weed killing on highways in partnership with Hertfordshire County Council.
- Pest control

Depot Overheads & Service Management

- The running costs of the Waste Depot and the management team.

Management of Parks & Open Spaces:

- Parks and amenity areas.
- Grounds maintenance and building cleaning.
- Allotments.

- Allum Lane cemetery.
- Bushey Rose Garden.

Parking Services:

- Implementation of the Council's Parking Policy (1991 Road Traffic Act [Decriminalisation])
- Administration of enforcement of parking restrictions throughout the Borough
- Administration and enforcement of Controlled Parking Zones (CPZ) and Council owned and operated car parks
- Maintenance of Council car parks
- Abandoned Vehicles
- Creating new and amended Traffic Regulation Orders to enable off-street car parking measures to be introduced, including Controlled Parking Zones
- Partnership arrangement with Three Rivers District Council

Number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 117

STREET SCENE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	4,290	0	4,290
Premises and Related	428	0	428
Transport	964	0	964
Supplies and Services	1,000	0	1,000
Third Party Payments	1,094	0	1,094
Transfer Payments	455	0	455
Income	0	(4,093)	(4,093)
Net Expenditure	8,231	(4,093)	4,138

Waste & Street Scene Unit

HF710

Purposes:

- **Salary and other employment costs:** This budget includes the cost of the management team comprising of the Head of Waste Management; Operations Manager; Trade Waste Officer, Area Officers and Admin Support.
- **Premises related costs:** This includes rates, utilities and building repair costs for the depot.
- **Transport related costs:** This budget represents primarily the costs of operating the area officer's vans.
- **Supplies & Services:** This budget includes insurance costs, clothing and uniforms for all operatives, as well as telephone and stationery costs.

WASTE AND STREET SCENE UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	739	0	739
Premises and Related	73	0	73
Transport	50	0	50
Supplies and Services	87	0	87
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	949	0	949

Waste Services

HF100, HF110, HF120

Purposes:

The Council has a duty under the Environmental Protection Act to provide a household waste collection service free of charge and comply with government targets for the recycling of domestic waste.

The recycling operation includes contractor costs for the servicing and maintenance of Recycling Banks. In addition Hertsmere provides in-house 'kerbside' collections of newspapers, magazines, plastic and cans as well as green waste from domestic properties.

Income is derived from the sale of material collected and from the government funded 'recycling credits' paid by Hertfordshire County Council.

As part of the control of infectious disease Waste Services provide and collect "sharps boxes" and collect and arrange for the safe disposal of other clinical waste.

In addition to the regular weekly and fortnightly collection ad hoc collections are also made at over 100 domestic dwellings each year.

Description	Actual 2017/18	Actual 2018/19
% of household waste recycled and composted	44.4%	46.4%
Household Waste collected per household in kgs	472	452

WASTE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,525	0	1,525
Premises and Related	0	0	0
Transport	693	0	693
Supplies and Services	110	0	110
Third Party Payments	83	0	83
Transfer Payments	210	0	210
Income	0	(983)	(983)
Net Expenditure	2,621	(983)	1,638

Trade Services

HF300

Purposes:

The Council has a duty under the Environmental Protection Act to provide, where requested, a commercial waste service for which a charge is made. The council serves approximately 600 commercial properties for refuse collection.

TRADE REFUSE	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	64	0	64
Premises and Related	0	0	0
Transport	39	0	39
Supplies and Services	251	0	251
Third Party Payments	0	0	0
Transfer Payments	15	0	15
Income	0	(579)	(579)
Net Expenditure	369	(579)	(210)

Cleansing Services

HE840, HE900, HE910

Purposes:

This Council has a duty to ensure that all land in its direct control, which is open to the air and to which the public has access, is kept clear of litter and refuse in line with the Government's Litter Code.

This Act also transferred the responsibility for cleaning all public roads within the Borough, except motorways, from the Highway Authority to Hertsmere.

From April 2014, this service has taken over the Pest Control duties under the Prevention of Damage by Pests Act and the Public Health Acts from Environmental Health.

CLEANING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	765	0	765
Premises and Related	0	0	0
Transport	161	0	161
Supplies and Services	51	0	51
Third Party Payments	45	0	45
Transfer Payments	80	0	80
Income	0	(60)	(60)
Net Expenditure	1,102	(60)	1,042

Parks & Open Spaces

HD300, HD301, HD302, HD370, HD371, HD372, HD373, HD380, HD390, HD391, HD392, HD393, HD394, HD395, HD396

Purposes:

Hertsmere is responsible for 43 parks and play areas covering some 148 hectares, as well as a variety of other amenity areas, nature reserves and woodland areas.

Ensuring that the Councils statutory functions in respect of Tree Preservation Orders are delivered.

Facilities Include:

27 equipped play areas

2 skate parks

11 a side football pitches

5 7 a side football pitches

9 tennis courts

5 basketball / multi use courts

1 splash park

4 parks with exercise equipment

Hertsmere carries out the maintenance of highway verges, under the terms of the agency agreement with Hertfordshire County Council as well as the maintenance of trees and woodlands in Hertsmere's parks and amenity areas.

Rose Garden

Following a successful restoration project in conjunction with the Heritage Lottery Fund, the Rose Garden in Bushey was reopened to the public on July 2010. A full time gardener and team of volunteers now work to maintain the gardens.

PARKS AND AMENITY AREAS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	235	0	235
Premises and Related	128	0	128
Transport	0	0	0
Supplies and Services	37	0	37
Third Party Payments	839	0	839
Transfer Payments	10	0	10
Income	0	(60)	(60)
Net Expenditure	1,249	(60)	1,189

Allotments

HD350

Purpose:

The Council owns and provides for rental, 204.5 plots over 5 sites throughout the Borough.

ALLOTMENTS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	3	0	3
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	11	0	11
Transfer Payments	0	0	0
Income	0	(10)	(10)
Net Expenditure	14	(10)	4

Allum Lane Cemetery and Closed Grounds

HE101

Purposes:

The Council has duties in respect of the provision and regulation of cemeteries. The Allum Lane Cemetery is available for burials and Hertsmere has entered into a joint agreement with four other authorities to provide and manage the West Herts Crematorium at Garston, there are no costs associated with this agreement.

Additionally, Hertsmere is responsible for the maintenance of closed cemeteries (not available for burials) at St James, Bushey, Mutton Lane, Potters Bar, and St Botolph's, Shenley. These are maintained under the Grounds Maintenance Contract.

Grounds' Maintenance and grave digging works at Allum Lane are also part of the Grounds Maintenance Contract.

The Cemetery is available for burial of non-Hertsmere residents, for which triple the normal charge is made. The cemetery is open at the following times.

Daily 9.00 am – 5.00 pm – 365 days a year.

ALLUM LANE CEMETERY AND CLOSED GROUNDS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	13	0	13
Transport	0	0	0
Supplies and Services	47	0	47
Third Party Payments	84	0	84
Transfer Payments	0	0	0
Income	0	(84)	(84)
Net Expenditure	144	(84)	60

Parking Services

HH800, HH810

Purposes:

- Implementation of the Council's Parking Policy (1991 Road Traffic Act - Decriminalisation)
- Administration of enforcement of parking restrictions throughout the borough
- Administration and enforcement of Controlled Parking Zones (CPZ) and Council owned and operated car parks
- Maintenance of Council car parks
- The team is responsible for the design and implementation of Controlled Parking Schemes and the Council's car parking policies.
- Creating new and amended Traffic Regulation Orders to enable off-street car parking measures to be introduced, including Controlled Parking Zones
- Partnership arrangement with Three Rivers District Council

Controlled Parking Zones and Decriminalisation

The Council first decided to introduce Controlled Parking Zones (CPZ's) in 1989 as a means of reducing commuter parking in residential streets to ease traffic congestion and to maintain and improve road safety. Following extensive public consultation over several years CPZ schemes were introduced in the central areas of Borehamwood and Radlett in 1996.

Since implementation the two parking schemes have been continually monitored and subsequently modified as requested by local residents, members and others to suit constant changes in local circumstances and to minimise the effects of parking transfer. All proposed changes were discussed with local members prior to approval.

On 30th January 2006 the Council assumed responsibility, under what is known as decriminalisation (DPE), for the enforcement of all parking restrictions throughout the Borough. Furthermore, the provisions of Part 6 of the Traffic Management Act 2004 were implemented in Hertsmere on the 31st of March 2008.

Car Parks and Parking

The Council's aim is to maintain adequate parking facilities throughout the Borough to support local needs.

The objectives of the service are to implement appropriate actions to properly control and enforce both off and on street parking in all main town centres to make optimum use of all available spaces.

Key Statistics:

The Council provides 13 car parks throughout the Borough providing approximately 1,652 spaces in total.

PARKING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	962	0	962
Premises and Related	211	0	211
Transport	21	0	21
Supplies and Services	417	0	417
Third Party Payments	32	0	32
Transfer Payments	140	0	140
Income	0	(2,317)	(2,317)
Net Expenditure	1,783	(2,317)	(534)

Engineering Services

Engineering

- The delivery of the programme of flood defence works.
- Maintenance of strategic sections of the land drainage system within the Borough.
- Provision of a 24 hr x 365 days a year emergency response to flooding, pollution, blockages and other emergency situations.
- Residual highway functions within the Borough, including maintenance of the bus shelter, street furniture, street nameplates, unadopted roads and street market management.
- Provision of planning consultation and advice on drainage related issues.

The number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 5.8

ENGINEERING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	304	0	304
Premises and Related	22	0	22
Transport	38	0	38
Supplies and Services	26	0	26
Third Party Payments	36	0	36
Transfer Payments	0	0	0
Income	0	(374)	(374)
Net Expenditure	426	(374)	52

Highways Related Maintenance Items

HH400, HH410, HH420, HH430, HH500, HH700, HH710

Purposes:

This budget covers all of the Council's residual highway functions and responsibilities following termination of the highways agency agreement.

Bus Shelters - The aim is to provide and maintain to a safe standard all remaining bus shelters in Hertsmere, not incorporated within the Adshel Agreement signed by HCC, in liaison with the Parish and Town Councils and bus operators.

Street Furniture - The provision and maintenance of general street furniture.

Footway Lighting - Inspection and Maintenance of lighting on footpaths owned by Hertsmere.

Street Nameplates - The aim of this service is to co-ordinate the proper naming and numbering of new streets as development occurs, ensuring that all proposed names are acceptable to all parties. The Public Health Act imposes a duty on Hertsmere to ensure that streets are properly named and identified. The purpose of this budget is to repair or replace existing street nameplates.

Traffic Management Scheme - In order to assist in identifying problem areas, the Council funds a limited programme of traffic surveys and associated activities.

Town Centre Management - The continuing programme of town centre enhancement requires a budget for routine repair to ensure the quality of the street scene is maintained.

Inspection of Unadopted Roads and Footpaths - The council is responsible for maintaining unadopted roads and footpaths owned by the council and is required to carry out routine inspection and maintenance of them.

Street Markets - The Council introduced a regular street market operating on Tuesdays and Saturdays in Shenley Road, Borehamwood during 1994. A private company manages the market on the Council's behalf under the provisions of an operating contract.

HIGHWAY RELATED - RESIDUAL MAINTENANCE ITEMS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	36	0	36
Transfer Payments	0	0	0
Income	0	(66)	(66)
Net Expenditure	36	(66)	(30)

Engineering Services Unit

HE620

Purposes:

- The delivery of the programme of flood defence works.
- Maintenance of strategic sections of the land drainage system within the Borough.
- Provision of a 24 hr x 365 days a year emergency response to flooding, pollution, blockages and other emergency situations.
- The provision of assistance to stakeholders, including advice to other Council units, working in partnership with other, external agencies and the acquisition of commercial opportunities.
- Main River maintenance contract with the Environment Agency

Activity Levels/Statistics:

- Maintenance of approximately 45 km of ditches and culverted watercourses, including ancillary assets.
- 120 requests for flood investigations from residents per annum.
- 307 drainage related planning consultations per annum.
- 450 Consultancy projects for fee paying customers undertaken per annum.
- 675 properties reported as affected by flooding on HBC's flooding database.

ENGINEERING SERVICES UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	304	0	304
Premises and Related	22	0	22
Transport	38	0	38
Supplies and Services	26	0	26
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(308)	(308)
Net Expenditure above the line	390	(308)	82

Asset Management

Please see the following pages for detailed commentary on each of the following services:

- Civic Offices (page 49)
- Depot Sites (page 50)
- Residual Residential Properties (page 51)
- Commercial Properties (page 52)
- Garages (page 53)
- Leisure & Community Buildings (page 54)
- Building Maintenance Programme (page 55)
- Asset Management Unit (page 56)

The number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 10

ASSET MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	519	0	519
Premises and Related	1,315	0	1,315
Transport	3	0	3
Supplies and Services	84	0	84
Third Party Payments	9	0	9
Transfer Payments	60	0	60
Income	0	(4,971)	(4,971)
Net Expenditure	1,990	(4,971)	(2,981)

Civic Offices

HN700

Purposes:

The Council's functions are in the main centralised, at the Civic Offices (completed in 1977) in Borehamwood. The offices also incorporate the Council Chamber and Committee rooms, which are available for hire to accommodate meetings, seminars and conferences.

All costs associated with maintaining the Offices are charged here. These costs are then recharged to all Business Units of the Council on a square metre basis.

The Council also generates additional income from renting of the ground floor Civic Office space to external tenants.

CIVIC OFFICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	551	0	551
Transport	0	0	0
Supplies and Services	42	0	42
Third Party Payments	0	0	0
Transfer Payments	55	0	55
Income	0	(324)	(324)
Net Expenditure	648	(324)	324

Depot Sites

HG525, HG560, HG561

Purposes:

There are 3 depots that the Council uses for its own purposes:

- Balmoral Drive – Utilised by the Council to archive data and for corporate storage.
- Meadow Road – Utilised by Engineering Services.
- Stanborough Avenue – Utilised by Environmental Health.

The costs associated with the Street Scene Services depot at Cranborne Road are charged under the Street Scene Services budget.

DEPOT SITES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	15	0	15
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	15	0	15

Residual Residential Properties

HK100, HK120, HK150, HK151, HK152, HK153, HK155, HK157, HK158, HK159

Purposes:

This includes 31 residential properties that were excluded from the housing transfer, and used for temporary accommodation for the homeless.

Council New Builds

- In addition to the above properties the council has recently constructed;
- 2 semi-detached two-bedroom houses in Hackney Close, in Borehamwood on a derelict children's playground to be used as temporary accommodation for people in housing need.
- Construction of 4 dwellings on the former garage site on Buckingham road for open market rent.

Eastbury Road Caravan Site

There are 13 plots located on this site. Of these 12 are owner occupied with the remaining plot being occupied by a Council tenant.

Income from Places for People Housing Association

This is the income due for the management by the Places for People Housing Association of the key worker homes situated on the Studio Estate. These properties were not included in the transfer to Ridgehill and Aldwyck Housing Associations and consequently the Council has retained the freehold.

RESIDUAL RESIDENTIAL PROPERTIES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	8	0	8
Transport	0	0	0
Supplies and Services	1	0	1
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(690)	(690)
Net Expenditure	9	(690)	(681)

Commercial Properties

HB270, HD700, HG520, HG521, HG522, HG523, HG524, HG526, HG527

Purposes:

This budget reflects the running costs, management costs and the income due under lease agreements, for the following sites:

- In the region of 70 shops.
- Elstree Studios.
- The Metropolis Centre.
- Other commercial properties under the Councils management.
- Cranborne Industrial Estate.

Any major repair/renovation programmes are charged to the Council's Capital Programme or to the planned maintenance programme as appropriate.

The majority of the shops are within the following parades:

- Aycliffe/Leeming Road.
- Hartforde Road.
- Howard Drive.
- Croxdale Road.
- Bournhall Avenue.
- Rossington Avenue.

Included within this budget are the costs and income receivable from the Council owned flats situated within the shopping parades.

Cranborne Industrial Estate

This site is made up of 7 parcels of land leased to light industrial users. In addition the Council owns the freehold interest in the Enterprise Centre, which is let to Watford Enterprise Agency. The Council receives a share of the rental income for the small workshop and office units.

COMMERCIAL PROPERTIES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	136	0	136
Transport	0	0	0
Supplies and Services	11	0	11
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(3,211)	(3,211)
Net Expenditure	147	(3,211)	(3,064)

This budget includes income arising from the Hertsmere Leisure Contract with Hertsmere Leisure Trust (HLT) who manage the council's £30 million leisure property portfolio.

Garages

HK110

Purpose:

The Council owns 1,688 garages in the following locations:

Borehamwood/Elstree	965
Shenley/ Radlett/ Bushey	512
South Mimms, Potters Bar	211

GARAGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	75	0	75
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	5	0	5
Income	0	(730)	(730)
Net Expenditure	80	(730)	(650)

Leisure and Community Buildings

HD100, HD121, HD200, HD202, HD203, HD204, HD210, HD211, HD212, HD213, HD217

Purposes:

Leisure Buildings

- These are the costs associated with the 'landlord responsibility' of providing leisure facilities.
- The costs include building maintenance and the necessary insurance premiums to maintain the fabric of the building.
- Council has to ensure that all facilities are in place to meet health and safety at work legislation.
- The council's leisure buildings are managed under a contract with Hertsmere Leisure Trust.

Community Halls

- This budget relates to costs associated with the 'landlord responsibility' for the Community Centres that are under leasing/management agreements.

Bushey Museum

- Bushey Museum Trust occupies the premises at Rudolph Road Bushey (the former base of Bushey Urban District Council). The cost of maintaining the building is shown here. The cost of operating the Museum is reported under Community Services.

LEISURE & COMMUNITY BUILDINGS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	114	0	114
Transport	0	0	0
Supplies and Services	3	0	3
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(6)	(6)
Net Expenditure	117	(6)	111

Building Maintenance Programme

HD201

Purpose:

- This budget is for planned maintenance for the Council's property portfolio. A programme is developed annually, based on condition surveys and seeks to move from the reactive maintenance of buildings to planned maintenance in accordance with good practice.

BUILDING MAINTENANCE PROGRAMME	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	416	0	416
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	416	0	416

Asset Management Unit

HB270

Purposes:

The Asset Management Unit is responsible for securing the best use of the Council's land and buildings with the aim of maximising revenue and reducing costs.

Surplus assets are regularly reviewed and disposed of where opportunities exist.

The Unit is responsible for the management and maintenance of the following:

- Public offices.
- Community halls.
- Residual residential properties.
- Cranborne industrial estate.
- Garages.
- Commercial properties.

ASSET MANAGEMENT UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	519	0	519
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	27	0	27
Third Party Payments	9	0	9
Transfer Payments	0	0	0
Income	0	(10)	(10)
Net Expenditure	558	(10)	548

Partnerships & Community Engagement

Please see the following pages for detailed commentary on each of the following services:

- Partnership Unit (page 58)
- Corporate Communications (page 59)
- Youth Services (page 60)
- Sports Development (page 61)
- Partnerships & Community Development (page 62)
- Community Safety (page 63)
- CCTV (page 64)
- Voluntary Grant Aid (page 65)

Please note that the provision of the 50+ Programme, Outreach Play & Special Events was transferred to Hertsmere Leisure Trust as part of the new leisure contract which came into force 1st February 2012.

Number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 12.6

PARTNERSHIPS & COMMUNITY ENGAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	621	0	621
Premises and Related	1	0	1
Transport	4	0	4
Supplies and Services	712	0	712
Third Party Payments	59	0	59
Transfer Payments	15	0	15
Income	0	(253)	(253)
Net Expenditure	1,412	(253)	1,159

Partnership Unit

HD600

Purposes:

Partnership Unit has responsibility for ensuring that the Council complies with its legislative duties in relation to:

- Community planning primarily through the Local Strategic Partnership.
- Crime and disorder primarily through the Community Safety Partnership.

It also manages the following direct community services:

- Close circuit television services.
- Museums and heritage services.
- Sports development.
- Youth projects.
- Voluntary sector grant aid / Ward Improvement Initiative Scheme (WIIS)

The Unit provides the following functions:

Leisure Services Contract

The unit provides a liaison function to ensure that the Hertsmere Leisure Trust is delivering a leisure facility management service in line with agreements made as part of the new leisure contract which came into force 1st February 2012.

Community Safety Agencies / Police Liaison

As well as having responsibility for the Council's approach to community safety, the unit has a distinct role in maintaining positive links with Hertfordshire Constabulary and the Police and Crime Commissioner.

Voluntary Sector Liaison

The unit has a responsibility to develop and maintain links with the voluntary sector. This work is in addition to links that are formed as part of the grant aid function.

Corporate Support

The Unit has responsibility for performance management and improvement programmes as well as producing the following corporate strategic documents:

- The Community Strategy
- The Corporate Plan
- The Community Safety Partnership Plan
- Quarterly Performance Reports

PARTNERSHIPS & COMMUNITY ENGAGEMENT UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	621	0	621
Premises and Related	0	0	0
Transport	4	0	4
Supplies and Services	22	0	22
Third Party Payments	15	0	15
Transfer Payments	0	0	0
Income	0	(20)	(20)
Net Expenditure	662	(20)	642

Corporate Communications

HB250

Purposes:

- Management and development of the council's communications strategy.
- Press Office – a central point of contact for the media, production, co-ordination and dispatch of press releases, photo calls and launches and media coverage analysis.
- Corporate event management.
- Production of a range of internal and external corporate publications – including Hertsmere News and information leaflets.
- Development and maintenance of internal communication channels.
- Management of the Council's corporate social media channels.
- Management of the content of the Council's internet and intranet in partnership with IS.
- Advice and assistance on communication and promotional campaigns and branding.
- Co-ordination of corporate consultation programme, management of the Hertsmere Panel, advice and support on consultation matters.

CORPORATE COMMUNICATIONS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	75	0	75
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	75	0	75

Youth Services

HD250

Purpose:

- Improving facilities and services for young people across Hertsmere.

YOUTH SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	5	0	5
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	5	0	5

Sports Development

HD253

Purpose:

- To develop sporting opportunities across Hertsmere.
- Monitoring of the new leisure contract

Corporate Goal:

- Healthy Thriving Communities

SPORTS DEVELOPMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	12	0	12
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	12	0	12

Community Development

HG600

Purposes:

Corporate Support

- Corporate Performance
- Corporate improvement programmes

Community Development

- Production of the Community Strategy
- Facilitation of the Local Strategic Partnership

COMMUNITY DEVELOPMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	7	0	7
Third Party Payments	7	0	7
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	14	0	14

Community Safety

HE330, HE500

Purposes:

- Carry out Strategic Assessment to inform a Crime & Disorder Reduction Strategy for the Borough.
- Production of the Community Safety Partnership Plan.
- Co-ordinate activities of the Community Safety Partnership.
- Service level agreement for Police Community Support Officers (PCSOs)
- The council currently pays for 9 PCSO's (in partnership with the Police), funded from parking surpluses

COMMUNITY SAFETY	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	1	0	1
Transport	0	0	0
Supplies and Services	136	0	136
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(128)	(128)
Net Expenditure	137	(128)	9

CCTV

HE400

Purposes:

In April 2010 the council joined the Hertfordshire CCTV Partnership, one of the UK's biggest and strongest partnerships. The cameras are monitored at a control room in Stevenage 24 hours a day, seven days a week. There are 23 cameras across the borough and these are situated in locations in Borehamwood, Bushey and Potters Bar. These costs are funded from parking surpluses.

CCTV	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	53	0	53
Third Party Payments	37	0	37
Transfer Payments	15	0	15
Income	0	(105)	(105)
Net Expenditure	105	(105)	0

Voluntary Sector Grant Aid

HD110, HD111

Purpose:

Distribution of the Council's grant aid budget to voluntary sector organisations through the community grants scheme and Partnership Agreements for the delivery of defined services plus administration of the WIIS (Ward Improvement Initiatives Scheme).

VOLUNTARY SECTOR GRANT AID	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	402	0	402
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	402	0	402

Finance & Business Services

Finance & Business Services

Purposes:

- Financial Strategy and Planning.
- Financial management and control.
- Capital and revenue budget setting and financial monitoring.
- Setting the council tax.
- The administration and collection of revenues – council tax and national non-domestic rates.
- The administration of the housing and council tax benefit schemes as determined by current statutory requirements.
- Treasury management strategy and the administration of the Treasury function including insurance and VAT.
- Payroll – including the payments of salaries, wages and members allowances.
- Payment of creditors.
- Raising Debtors invoices and collection and management of debt owed to the Council.
- Financial accounting and Prudential code.
- Use of resources statement.
- Risk analysis and risk management strategies.
- Capital strategy.
- Procurement
- Anti-Fraud
- Information Digital Services including Civic Office telephones

The number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 54.7

FINANCE & BUSINESS SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	2,476	0	2,476
Premises and Related	0	0	0
Transport	10	0	10
Supplies and Services	755	0	755
Third Party Payments	205	0	205
Transfer Payments	38,500	0	38,500
Income	0	(39,390)	(39,390)
Net Expenditure above the line	41,946	(39,390)	2,556

Performance Indicators

	2014/15	2015/16	2016/17
Invoices paid on time	98.32%	97.08%	97.09%
% of council tax collected	98.15%	98.30%	98.50%
% of NDR collected	98.46%	98.70%	99.10%

Finance Unit

HN100

Purposes:

Financial Services

- Financial Strategy.
- Medium Term Financial Plan.
- Preparing capital and revenue budgets and setting the council tax.
- Managing & monitoring financial performance.
- Budgetary control and producing financial monitoring reports.
- Closure of the accounts by the statutory deadline.
- Bank reconciliation.
- Statistical, Government & CIPFA returns.
- Prudential code, use of resources statement, value for money.

Treasury

- Cash flow management, investments and loans
- Insurance and Risk management.
- VAT accounting and managing the timely submission of returns to Customs & Excise.
- Banking services.

Payroll

- Payments of salaries, wages and Members' allowances.
- Payroll advice and information. Car loan administration.

Creditors & Debtors

- Payment of creditors within specified terms.
- Payment and management of the Construction Industry Taxation scheme.
- Raising invoices and credit notes and providing Debtors enquiry service.
- Collection and management of debt owed to the Council.

FINANCE UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	792	0	792
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	119	0	119
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(4)	(4)
Net Expenditure	913	(4)	909

Council Tax & Non Domestic Rates Administration

HB610, HN160, HB600,

Purposes:

Council Tax replaced Community Charge from 1 April 1993. It is based on property values as at 1 April 1991 and, for the basic tax, assumes that two people are resident. A 25% reduction applies where only one adult is resident.

The amount a household pays depends upon which of the eight valuation bands the property falls into. The District Valuation Office has determined the property values for each band. Arrears levels are substantially less than those encountered under Community Charge.

The costs of collecting the National Non Domestic Rates along with Council Tax collection costs are reflected here.

COUNCIL TAX & NON DOMESTIC RATES ADMINISTRATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	545	0	545
Premises and Related	0	0	0
Transport	5	0	5
Supplies and Services	146	0	146
Third Party Payments	20	0	20
Transfer Payments	0	0	0
Income	0	(425)	(425)
Net Expenditure	716	(425)	291

Benefits Administration

HB630, HN170

Purposes:

The section records the cost of administering both Council Tax Support and Housing Benefit claims. The Department for Work and Pension pay a grant, to part fund these expenses (shown as Government subsidy).

BENEFITS ADMINISTRATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	534	0	534
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	64	0	64
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(426)	(426)
Net Expenditure	599	(426)	173

Housing Benefit (Local Schemes)

HJ800

Purposes:

This is the estimated cost of Housing and Council Tax Benefit payments payable to qualifying persons over and above the national scheme.

HOUSING BENEFIT (LOCAL SCHEMES)	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	28	0	28
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(20)	(20)
Net Expenditure	28	(20)	8

Housing Benefits

HJ820

Purposes:

This represents the Housing Benefit paid to private sector tenants (including Housing Associations) throughout the Borough. The Council, under the Housing Act 1985, must operate the statutory rent allowance scheme (or a scheme no less favourable).

Subsidy at 100% of the payments made is receivable from the Government together with a small additional subsidy as a contribution to the administration costs based on caseload.

HOUSING BENEFIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	38,500	0	38,500
Income	0	(38,500)	(38,500)
Net Expenditure	38,500	(38,500)	0

Council Tax Support

HB640

Purposes:

The section shows the level of council tax support awarded.

COUNCIL TAX SUPPORT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	5,800	0	5,800
Income	0	(5,800)	(5,800)
Net Expenditure	5,800	(5,800)	0

Information Digital Services

HN200

Purposes:

- The Information Services Strategy of the Council
- Specialist advice and guidance on the use of technology in the organisation
- A corporate information processing facility
- Support of all units in terms of hardware, software, communications and networking
- Procurement of all hardware, software and communication equipment at optimum prices
- Business Application systems support
- Website and Intranet provision
- LLPG and GIS provision
- FOI, DPA and EIR request resolution

The Information Services Department is split into three distinct sections:

Business Systems and Project Support

Provide support during all phases of system implementation, from identifying a business need, defining business requirements, supporting the procurement process through to implementation and sign-off.

They are responsible for supporting and maintaining systems, and helping to identify and implement improvements to business processes to provide service efficiency and cost saving.

Infrastructure Management

Ensures our hardware (such as servers, desktop devices, network and telecommunications infrastructure) and base software (such as operating systems, MS Office applications, databases, data security and storage systems) are functioning reliably, are secure and are kept up-to-date.

Service Management

Technical support through the service desk to try to provide first time fixes wherever possible. They are also responsible for corporate IT related processes like the daily backup and electronic payment processes.

The IDS service's primary objective is to support the organisation in achieving its corporate goals. In addition to working within the organisation the service works in partnership with other district authorities, Hertfordshire County Council, other public sector institutions and private sector companies.

INFORMATION DIGITAL SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	589	0	589
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	370	0	370
Third Party Payments	78	0	78
Transfer Payments	0	0	0
Income	0	(15)	(15)
Net Expenditure	1,039	(15)	1,024

Civic Office Telephones

HN210

Purposes:

- Costs relating to the provision of the Council's switchboard and telephone system.

CIVIC OFFICE TELEPHONES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	28	0	28
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	28	0	28

Procurement

HN800

Purposes:

This unit is responsible for implementing and monitoring the Councils Procurement Strategy.

The post of Head of Procurement is shared with Welwyn Hatfield Borough Council.

PROCUREMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	16	0	16
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	27	0	27
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	43	0	43

Shared Anti-Fraud Service

HJ830

Purposes:

To detect, investigate and prevent fraud.

To support and facilitate the Council's aims and objectives by delivering an efficient and effective service, by working with both internal and external partners and by promoting a culture of honesty, openness and accountability.

All investigations are undertaken strictly within current legislation.

The Council's anti-fraud service is provided by the Shared Anti-Fraud Service (SAFS).

The following Councils are partners in the shared anti-fraud service:

- Broxbourne Borough Council
- East Herts Council
- Hertsmere Borough Council
- Hertfordshire County Council
- North Herts District Council
- Stevenage Borough Council

SHARED ANTI FRAUD SERVICE (SIAS)	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	80	0	80
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	80	0	80

Legal and Democratic Services

Please see the following pages for detailed commentary on each of the following services:

- Land Charges (page 78)
- Electoral Registration (page 79)
- Local Elections (page 80)
- Legal and Democratic Services Business Unit (page 81)
- Mayoral Budget (page 82)
- Surgeries (page 83)
- Members Allowances (page 84)
- Mayoral and Members Support (page 85)
- Committee Administration (page 86)

The number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 14.3

LEGAL & DEMOCRATIC SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,218	0	1,218
Premises and Related	12	0	12
Transport	29	0	29
Supplies and Services	414	0	414
Third Party Payments	9	0	9
Transfer Payments	0	0	0
Income	0	(298)	(298)
Net Expenditure	1,682	(298)	1,384

Local Land Charges

HC100

Purpose:

- Delivery of a Land Charges Service, which is a statutory function.

A Statutory Instrument requires that the Council make a reasonable charge based on the cost of providing the service for supply of the CON 29A. These charges therefore differ between Authorities.

Fees & Charges:

The fee for official certificates of search based on cost recovery is £18 electronically.

The charge for a full residential is £90.00. Non-residential search is £123.00 (Including replies to enquiries Con 29R).

LOCAL LAND CHARGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	69	0	69
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	43	0	43
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(162)	(162)
Net Expenditure	112	(162)	(50)

Electoral Registration

HB810

Purposes:

To delivery an Electoral Service which is a statutory function.

From 16th February 2001 new regulations introduced a rolling registration, which enables residents to register monthly instead of between fixed qualifying dates. Deletions and amendments may also be made monthly causing numbers to fluctuate.

Hertsmere's registered electorate totals approximately 77K

Further regulations effective from 1st December 2002 required the Electoral Registration Officer to compile two versions of the register of electors, a full version and an edited version. The full version contains all electors and is only available for limited purposes. The edited version contains the names of people who have not opted out of inclusion and is available for general use.

ELECTORAL REGISTRATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	141	0	141
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	63	0	63
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(2)	(2)
Net Expenditure	205	(2)	203

Elections

HB801

Purposes:

The Council is responsible for organising Borough Council, County Council, Parish Council, Parliamentary and European Parliamentary elections.

Following changes to the Council election in May 2015, all Councillors are now up for election every four years.

LOCAL ELECTIONS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	72	0	72
Premises and Related	10	0	10
Transport	4	0	4
Supplies and Services	24	0	24
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(96)	(96)
Net Expenditure	110	(96)	14

Legal Services Business Unit

HN300

Purposes:

All legal matters affecting the Council:

- Providing an efficient and effective legal service ensuring the Council carries out its functions both lawfully and properly.
- Providing legal advice to all service groups within the Authority on matters, which they undertake as part of their function/duties and primarily its aim is to protect the Council's interests.
- Drafting documents and legal agreements as necessary for the Council on a variety of subjects.
- Providing advice to the all committees at the Council in particular Executive, Council and other quasi-judicial decision making bodies such as planning and licensing.
- Providing advice to Members and Directors as required.
- Prosecution/injunctions across the Authority's functions.
- Commercial conveyancing/litigation. Other general litigation.
- Planning matters, which include Section 106 Agreements and planning enquiries.
- Debt recovery.

LEGAL SERVICES BUSINESS UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	460	0	460
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	41	0	41
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(35)	(35)
Net Expenditure	501	(35)	466

Mayoral Budget (Civic Expenses)

HB150, HB151

Purposes:

These costs represent the expenditure associated with the Civic events and Mayoral duties.

MAYORAL BUDGET (CIVIC EXPENSES)	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	16	0	16
Supplies and Services	31	0	31
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(3)	(3)
Net Expenditure	47	(3)	44

Surgeries

HB120

Purposes:

Members may organise their own surgeries. Where they are arranged on a ward basis, some funding is available for hall hire and publicity for up to two surgeries a year.

SURGERIES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	1	0	1
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	1	0	1

Members Allowances

HB140

Purposes:

All members receive a basic allowance but no payment for attending meetings. Special responsibility allowances are paid in addition to this to those with the most demanding roles.

MEMBERS ALLOWANCES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	244	0	244
Premises and Related	0	0	0
Transport	6	0	6
Supplies and Services	123	0	123
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	373	0	373

Costs Associated with Meetings/Members

HB130, HB141, HB142, HB143, HB144

Purpose:

This includes the, printing of minutes and agendas, newspaper cuttings, stationery and postage costs. The cost of printing of minutes and agendas has reduced following the introduction of tablets for members to access information electronically.

Committee Costs

The budget for Overview and Scrutiny Committees is for the payment of expenses and fees to outside witnesses and to permit them to undertake independent research and consultation together with appropriate training. The expenses of the Independent Remuneration Panel are for the preparation and publication of their reports, payments to panel members and the mandatory advertising of the Panel's proposals. The costs of the Standards Committees are for probity training for Councillors, allowances for co-opted Members and for investigations.

Cabinet Expenses

These cover general expenses incurred by the Executive.

COSTS ASSOCIATED WITH MEETINGS / MEMBER COSTS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	5	0	5
Premises and Related	1	0	1
Transport	1	0	1
Supplies and Services	63	0	63
Third Party Payments	9	0	9
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	79	0	79

Democratic Services Business Unit

HN310

Purposes:

The Unit exists to provide advice and support for the work of Councillors in Hertsmere.

DEMOCRATIC SERVICES BUSINESS UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	227	0	227
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	26	0	26
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	254	0	254

Human Resources & Customer Services

Purposes:

Please see the following pages for commentary on the following areas of work undertaken by this Unit:

- Human Resources (page 88)
- Customer Relationship Management (page 89)
- Civic Offices Keepers (page 90)
- Design & Print Services (page 91)
- Civic Offices Vending Machines (page 92)
- Health & Safety (page 93)
- Strategic Training (page 94)

The number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 27.2

HUMAN RESOURCES & CUSTOMER SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,187	0	1,187
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	96	0	96
Third Party Payments	134	0	134
Transfer Payments	0	0	0
Income	0	(233)	(233)
Net Expenditure	1,419	(233)	1,186

Human Resources Unit

HN500

Human Resources provide the people management strategy for the Council with the aim of building capacity in the organization and getting the best from the workforce. Human Resources lead on Equality and Diversity in relation to the employment of staff.

The Unit:

- Provides a centre of expertise, support, information and advice to facilitate effective workforce planning and excellence in the selection, management, development and reward of Hertsmere employees’.
- Supports Service Managers and Directors in the day-to-day people management of their staff, including recruitment and selection, induction, terms and conditions of employment, job evaluation, remuneration, appraisal, training and development, discipline, re-organisation and all employee relations matters.
- Develops flexible learning and development solutions in response to training needs.
- Organisation of corporate training, using both internal and external training providers, e-learning and other learning methodology.
- Designs, implements and provides advice on human resources policies and procedures ensuring compliance with employment law, regulations and codes of best practice.
- Provides an occupational health service and an employee assistance programme to support employees and advise managers in relation to health issues, sickness absence management or other personal needs of employees.
- Monitors and provides regular management information on trends in sickness absence; use and deployment of agency temps; pay and benefits; staff turn-over and workforce profiling including equalities and diversity.
- Responds to local and national consultation documents and surveys associated with all employment issues including establishment, pay and benefits, terms and conditions of employment, equality and diversity in employment, local government policy and regulation amendments.
- Develops equality and diversity policies and schemes and supports service heads and managers in integrating equality and diversity dimensions into people management.

HUMAN RESOURCES UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	309	0	309
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	18	0	18
Third Party Payments	30	0	30
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	358	0	358

Customer Relationship Management

HO100

Purposes:

The Customer Service Centre is the gateway to Council Services and the team makes a major contribution to ensuring that customers are aware of the range of services available, including those from partner organisations. Customers can access our services at three locations, the Civic Offices in Borehamwood and our Area Offices in Rudolph Rd Bushey and Wyllyotts Centre Potters Bar. Bushey Area Office is open between 9:30am to 14:00pm on Thursday. Potters Bar is open between 9.30am to 14.00pm on Tuesdays. Both are staffed by one person who provides the same face-to-face service and facilities as the Civic Offices, to resolve enquiries ranging from asking for directions, to assistance in completing forms

The aim of the Customer Services Centre is to ensure that customers' experience of our services is as smooth and as well supported as possible and trying to resolve enquiries at the first point of contact. We have a range of facilities to help customer's access services, including induction loops for those who are hard of hearing, Browse Aloud software for the visually impaired and language interpreters are available when essential. Above all, the Customer Service Team is welcoming, friendly and put the customer first.

The Customer Service Centre provides a detailed enquiry handling service for people phoning the Council for a range of key services within the organisation. The aim of this is to resolve customers' enquiries straight away wherever possible. However, customers can also telephone the direct dial number of the department they wish to contact. Through our main telephone number, we have a voice recognition system to direct customers to the right place.

CUSTOMER RELATIONSHIP MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	705	0	705
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	33	0	33
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(21)	(21)
Net Expenditure	739	(21)	718

Civic Office Keepers

HO300

Purposes:

The Civic Office Keepers are also part of the Customer Services Team. They open and close the Civic Offices, set up meeting rooms, liaise with and monitor contractors and other visitors to the building. They work with and support the Customer Service Team to ensure smooth service delivery.

CIVIC OFFICE KEEPERS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	45	0	45
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	1	0	1
Third Party Payments	42	0	42
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	88	0	88

Design & Print Services

HN900

Purposes:

The Design & Print Services Section is a central resource, producing specialist design and print solutions to both internal and external customers. Using 'cutting edge' equipment, its services include procuring the councils lithographic printing, design, high quality digital colour printing, wide format poster production, high volume digital black/white printing and document finishing.

The department is able to provide solutions for all of our customers' needs, through the use of skilled designers and knowledgeable staff, the unit provides advice, support and manages design projects, working with its customers to deliver a variety of publications and designs that meets Hertsmere Borough Council corporate standards.

Design & Print Services is also responsible for:

- Postal services for the Authority including the provision of all post distribution internally and externally.
- Security shredding.
- Scanning
- Multi-Functional Devices contract and maintenance.
- Collection of the recycled paper for the Council.

DESIGN & PRINT SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	98	0	98
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	38	0	38
Third Party Payments	62	0	62
Transfer Payments	0	0	0
Income	0	(212)	(212)
Net Expenditure	198	(212)	(14)

Civic Offices Vending Machines

HN720

Purposes:

Vending machines provide confectionery, hot and cold drinks for hospitality and staff use.

CIVIC OFFICES VENDING MACHINES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	3	0	3
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	3	0	3

Health & Safety

HE820

Purpose:

The provision of health and safety advice is a requirement of legislation, for which the Council employs a Health and Safety and Training Coordinator in partnership with Herts County Council. The main purpose of this position is to:

- Advise the Council on legislation requirements, in relation to employees and third parties that could be affected by the Councils activities or condition of properties.
- Develop and review health and safety policies and procedures to assist in compliance with legislation.
- Identify health and safety training needs, deliver health and safety training and arrange for specialist trainers where required.
- Provide advice and support to all employees in the day-to-day implementation of health and safety policies and legislation.
- Monitor and review incident reports.
- Ensure that emergency provisions are in place, including suitable numbers of trained first aiders and fire marshals.
- Identify and advise on corporate health and safety risks.
- Ensure consultation with employees on health and safety matters, including through establishing and maintaining a Safety Group of staff representatives.

HEALTH & SAFETY	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	3	0	3
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	3	0	3

Strategic Training

HB210

Purpose:

Centralised budget for the training needs of the council as a whole.

STRATEGIC TRAINING	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET '000
Employees	30	0	30
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	30	0	30

Executive Directors

HN400

Executive Directors

These costs consist of the Chief Executive, Corporate Director and their Personal Assistants.

The number of Full Time Equivalent Staff (FTE) budgeted for 2018/19: 4.0

EXECUTIVE DIRECTORS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	479	0	479
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	18	0	18
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	499	0	499

Audit & Assurance

Purposes:

Those activities and costs concerned with the provision of internal audit services and risk management. Audit & Assurance services provide independent, objective and professional services that improve the quality of information, or its context, for Management and Members. The service covers many areas of information, both financial non-financial.

AUDIT & ASSURANCE	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	98	0	98
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	98	0	98

Shared Internal Audit Services (SIAS)

HN600

Purposes:

To provide an independent and objective opinion on the Council's control environment - comprising internal controls, governance arrangements and risk management arrangements.

To support and facilitate the Council's aims and objectives by delivering a comprehensive and professional service across the organisation, by assisting management in the effective discharge of their responsibilities and by promoting good practice across the Council.

The Team's work is planned to ensure efficient use of resources and it is reviewed to ensure that it meets the prescribed standards of best practice and so that it is relied upon by the Council's External Auditors.

From 1 June 2011 the Council's internal audit function has been provided by the Shared Internal Audit Service (SIAS). SIAS is formed of a partnership between the following Councils:

- East Hertfordshire District Council
- Hertfordshire County Council (HCC)
- Hertsmere Borough Council (HBC)
- North Hertfordshire District Council
- Stevenage Borough Council
- Welwyn Hatfield Borough Council

INTERNAL AUDIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	93	0	93
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	93	0	93

Risk Management

HN610

Purposes:

To co-ordinate and facilitate the process of identifying risks, evaluating their potential consequences and determining and implementing the most effective way of controlling and monitoring them.

The aim of the process is to manage those risks, which would impact on the Council's ability to achieve its objectives. The Council's Risk Management arrangements are based on prescribed standards of best practice.

This function is provided through a shared service.

RISK MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	5	0	5
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	5	0	5

General Expenses

Purposes:

These are items of expenditure that are not initially allocated against any specific service but are allocated on a pro rata basis as per the expenditure of each service.

GENERAL EXPENSES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	60	0	60
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	214	0	214
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	274	0	274

General expenses

HB100

Purposes:

Includes a number of items of general expenditure that does not relate to a specific service. (i.e. Long Service Awards, Recruitment Advertising, Subscriptions, Postage & Software Licenses.)

GENERAL EXPENSES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	60	0	60
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	72	0	72
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	132	0	132

Audit Fees, Bank Charges

HB220

Purposes:

Relates to bank charges and external audit fees.

AUDIT FEES, BANK CHARGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	142	0	142
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	142	0	142

Corporate Budgets

Purposes:

Please see the following pages for commentary on the following areas of work undertaken by this Unit:

- Pension Auto-Enrolment (page 103)
- Apprenticeship Levy (page 104)
- Central Contingency (page 105)
- Minimum Revenue Provision (page 106)
- Investment Income (page 107)

CORPORATE BUDGETS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	41	0	41
Premises and Related	242	0	242
Transport	0	0	0
Supplies and Services	300	0	300
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(200)	(200)
Net Expenditure	583	(200)	383

Pension Auto-Enrolment

HP100

Purposes:

Government legislation makes it compulsory for employers to offer all eligible workers a workplace pension.

There is a potential cost where new employees replace employees who were not in the pension scheme.

Therefore a contingency budget has been set aside to cover any new in year pension costs.

PENSION AUTO-ENROLMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	10	0	10
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	10	0	10

Apprenticeship Levy

HP100

Purposes:

All UK employers with a pay bill over £3 million each year, are required to pay an apprenticeship levy from 6 April 2017. The levy is reported and paid to HMRC through the PAYE system. The Apprenticeship Levy is charged at 0.5% of our annual pay bill.

The levy will help to deliver new apprenticeships and it will support quality training by putting employers at the centre of the system. Employers who are committed to training will be able to get back more than they put in by training sufficient numbers of apprentices

APPRENTICESHIP LEVY	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	31	0	31
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	31	0	31

Central contingency

HP200

Purposes:

This is a centrally held budget used to pay for any unexpected “one off” costs that are incurred during the year that are outside the control of managers and could not have been reasonably budgeted for at the time of setting the revenue budget. As this resource is limited it is only to be used in exceptional circumstances.

CENTRAL CONTINGENCY	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	300	0	300
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	300	0	300

Minimum Revenue Provision

HD100, HD200, HD202, HD203, HD204, HD217

Purposes:

Under regulation 27 of the 2003 Regulations, the council must charge the general fund for each financial year a Minimum Revenue Provision (MRP) to account for the cost of debt (in relation to capital expenditure) as at that financial year.

This sum has been allowed for within the existing revenue budget and has been set at a level to ensure that all historic unfinanced capital expenditure is written down over a period that is commensurate with the life of the assets to which it relates.

MINIMUM REVENUE PROVISION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	242	0	242
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	242	0	242

Investment Income

HP500

Purposes:

This budget contains investment returns generated from council cash balances.

The Council's investment priorities will be to ensure:

- (a) the Security of capital;
- (b) the Liquidity of its investments; and
- (c) the Yield.

The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is generally low in order to give priority to security of our investments.

Year	Average Investment Balance £'000	Investment Income earned £'000	Return
2014/15	37,130	276	0.74%
2015/16	45,711	393	0.81%
2016/17	43,600	300	0.68%
2017/18	52,000	300	0.58%
2018/19 Est.	36,000	240*	0.67%

*This includes interest on s106 balances £40k

INVESTMENT INCOME	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(200)	(200)
Net Expenditure	0	(200)	(200)

The Council's Capital Budget

The CIPFA Prudential Code provides the framework for the Councils capital investment. It requires the Council to make reasonable estimates of the total of capital expenditure that it plans to incur during the forthcoming financial year and at least the following two financial years. When setting its capital programme the Council must have regard to:

- The councils service objectives
- Stewardship of councils assets
- Value for money offered by the plans
- Prudence and sustainability
- Affordability of its plans
- The practicality of the capital expenditure plan

The Council's Capital Strategy and the Prudential Code require that the Council has a clear plan for its Capital Expenditure in the medium term, as well as ensuring that the revenue implications of any capital programme are also budgeted.

The capital programme is funded from a mix of capital and revenue reserves, specific grant funding, developer contributions (S106 and CIL) and prudential borrowing. However funding decisions, in particular in relation to borrowing, will be taken as part of the individual project appraisals and the most appropriate funding source will be applied.

The adoption of this three year capital budget and the critical review of capital bids by the Asset Management Panel (AMP) supports the achievement of the Councils strategic objectives and timely decisions made by full Council prior to the start of the new financial year 2018/19 will enable Officers to plan for expenditure, enabling good cash flow management and effective monitoring of capital expenditure versus budget.

The capital programme identifies schemes that have been approved by the Council.

Major capital projects in the programme include:

- Hertsmere Leisure Trust equipment replacement
- Crown Road modular units
- Garage refurbishment programme
- Meadow Road Park improvements
- Street Scene vehicle replacement
- Disabled Facilities Grants

Capital Programme 2018/19 – 2020/21

PROJECT CODE	2017/18 Revised Budget £'000	3 YEAR CAPITAL ESTIMATES				FUNDING SOURCES								
		2018/19 £'000	2019/20 £'000	2020/21 £'000	Total 3 Year Estimate plus current year £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Prudential Borrowing £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Total 3 year funding sources £'000
ASSET MANAGEMENT	552	5,394	995	0	6,389	(3,109)	(2,580)	(54)	0	0	(49)	0	(596)	(6,388)
DEVELOPMENT COMPANY	75	425	0	0	425	0	(425)	0	0	0	0	0	0	(425)
PLANNING & BUILDING CONTROL	26	80	0	0	80	0	0	0	(80)	0	0	0	0	(80)
ENVIRONMENTAL HEALTH	430	689	689	689	2,067	0	0	0	0	0	0	(300)	(1,767)	(2,067)
PARTNERSHIPS & COMMUNITY ENGAGEMENT	0	4,800	0	0	4,800	0	0	0	0	(4,800)	0	0	0	(4,800)
STREET SCENE SERVICES	727	1,676	0	0	1,676	(248)	0	0	(750)	0	(678)	0	0	(1,676)
FINANCE AND BUSINESS SERVICES	299	436	0	0	436	0	(350)	0	0	0	(86)	0	0	(436)
TOTAL	2,109	13,500	1,684	689	15,873	(3,357)	(3,355)	(54)	(830)	(4,800)	(813)	(300)	(2,363)	(15,872)

Asset Management

PROJECT CODE		2017/18 Revised Budget £'000	3 YEAR CAPITAL ESTIMATES				FUNDING SOURCES								
			2018/19 £'000	2019/20 £'000	2020/21 £'000	Total 3 Year Estimate plus current year £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Prudential Borrowing £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Total 3 year funding sources £'000
Wyllyots Centre Improvements	HV106	0	0	995	0	995	(995)	0	0	0	0	0	0	0	(995)
Refurbishment of lock-up garages	HV108	50	190	0	0	190	(190)	0	0	0	0	0	0	0	(190)
St Johns Church	HV148	25	0	0	0	0	0	0	0	0	0	0	0	0	0
Management of Asbestos in HBC Buildings	HV169	6	55	0	0	55	(55)	0	0	0	0	0	0	0	(55)
Housing Site Feasibility Studies	HV170	0	55	0	0	55	0	0	(54)	0	0	0	0	0	(54)
Works to Council Owned Shops	HV171	0	34	0	0	34	(34)	0	0	0	0	0	0	0	(34)
Furzefield Centre Roof	HV172	0	85	0	0	85	0	0	0	0	0	(49)	0	(36)	(85)
Civiv Offices Extension	HV178	45	50	0	0	50	0	(50)	0	0	0	0	0	0	(50)
Buckingham Road	HV180	119	0	0	0	0	0	0	0	0	0	0	0	0	0
Hackney Close	HV181	7	0	0	0	0	0	0	0	0	0	0	0	0	0
Investment Opportunities	HV182	0	2,000	0	0	2,000	0	(2,000)	0	0	0	0	0	0	(2,000)
111 Strafford Gate	HV194	117	0	0	0	0	0	0	0	0	0	0	0	0	0
Andrew Mitchell Roof	HV198	0	230	0	0	230	0	(230)	0	0	0	0	0	0	(230)

Asset Management (cont)

PROJECT CODE		2017/18 Revised Budget £'000	3 YEAR CAPITAL ESTIMATES				FUNDING SOURCES								
			2018/19 £'000	2019/20 £'000	2020/21 £'000	Total 3 Year Estimate plus current year £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Prudential Borrowing £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Total 3 year funding sources £'000
Newberries Car Park Project	HV199	23	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Sites COB	HV200	60	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Sites	HV207	100	0	0	0	0	0	0	0	0	0	0	0	0	0
Crown Road	0	0	2,300	0	0	2,300	(1,740)	0	0	0	0	0	0	(560)	(2,300)
Council Owned Shops Refurbishment	0	0	95	0	0	95	(95)	0	0	0	0	0	0	0	(95)
Cannon Public House	0	0	300	0	0	300	0	(300)	0	0	0	0	0	0	(300)
TOTAL		552	5,394	995	0	6,389	(3,109)	(2,580)	(54)	0	0	(49)	0	(596)	(6,388)

Development Company

PROJECT CODE		2017/18 Revised Budget £'000	3 YEAR CAPITAL ESTIMATES				FUNDING SOURCES								
			2018/19 £'000	2019/20 £'000	2021/22 £'000	Total 3 Year Estimate plus current year £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Prudential Borrowing £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Total 3 year funding sources £'000
Working Capital Loan Herts Dev Ltd	HV206	75	425	0	0	500	0	(425)	0	0	0	0	0	0	(425)
TOTAL		75	425	0	0	500	0	(425)	0	0	0	0	0	0	(425)

Planning & Building Control

PROJECT CODE		2017/18 Revised Budget £'000	3 YEAR CAPITAL ESTIMATES				FUNDING SOURCES								
			2018/19 £'000	2019/20 £'000	2020/21 £'000	Total 3 Year Estimate plus current year £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Prudential Borrowing £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Total 3 year funding sources £'000
Potters Bar Community Hospital	HV202	0	80	0	0	80	0	0	0	(80)	0	0	0	0	(80)
Plotwave Printer	HG200	26	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		26	80	0	0	80	0	0	0	(80)	0	0	0	0	(80)

Environmental Health

PROJECT CODE		2017/18 Revised Budget £'000	3 YEAR CAPITAL ESTIMATES				FUNDING SOURCES								
			2018/19 £'000	2019/20 £'000	2020/21 £'000	Total 3 Year Estimate plus current year £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Prudential Borrowing £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Total 3 year funding sources £'000
Disabled Facilities Grant (DFG)	HV162	430	689	689	689	2,067	0	0	0	0	0	0	(300)	(1,767)	(2,067)
TOTAL		430	689	689	689	2,067	0	0	0	0	0	0	(300)	(1,767)	(2,067)

Partnerships & Community Engagement

PROJECT CODE		2017/18 Revised Budget £'000	3 YEAR CAPITAL ESTIMATES				FUNDING SOURCES								
			2018/19 £'000	2019/20 £'000	2020/21 £'000	Total 3 Year Estimate plus current year £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Prudential Borrowing £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Total 3 year funding sources £'000
Loan to HLT	NEW	0	4,800	0	0	4,800	0	0	0	0	(4,800)	0	0	0	(4,800)
TOTAL		0	4,800	0	0	4,800	0	0	0	0	(4,800)	0	0	0	(4,800)

Street Scene

PROJECT CODE		2017/18 Revised Budget £'000	3 YEAR CAPITAL ESTIMATES				FUNDING SOURCES								
			2018/19 £'000	2019/20 £'000	2020/21 £'000	Total 3 Year Estimate plus current year £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Prudential Borrowing £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Total 3 year funding sources £'000
Enhance Sports Pavilions / Pitches	HV168	0	238	0	0	238	(238)	0	0	0	0	0	0	0	(238)
Restock Brick Planters	HV128	0	10	0	0	10	(10)	0	0	0	0	0	0	0	(10)
Parking - Car Parks	HV137	56	151	0	0	151	0	0	0	0	0	(151)	0	0	(151)
Parks Development Programme	0	23	0	0	0	0	0	0	0	0	0	0	0	0	0
Studio Way Woodland	0	28	0	0	0	0	0	0	0	0	0	0	0	0	0
Moatfield Greenway	0	80	0	0	0	0	0	0	0	0	0	0	0	0	0
Meadow Road Car park Works	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0
Improvements - Meadow Road Park	New	0	750	0	0	750	0	0	0	(750)	0	0	0	0	(750)
Tykes Water	0	250	0	0	0	0	0	0	0	0	0	0	0	0	0
Street Scene Plant & Equipment	0	17	0	0	0	0	0	0	0	0	0	0	0	0	0
Bushey Splash park	0	150	0	0	0	0	0	0	0	0	0	0	0	0	0
Electric Car Charging Points	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Street Scene Vehicles	HV164	100	527	0	0	527	0	0	0	0	0	(527)	0	0	(527)
TOTAL		727	1,676	0	0	1,676	(248)	0	0	(750)	0	(678)	0	0	(1,676)

Finance & Business Services

PROJECT CODE		2017/18 Revised Budget £'000	3 YEAR CAPITAL ESTIMATES				FUNDING SOURCES								
			2018/19 £'000	2019/20 £'000	2020/21 £'000	Total 3 Year Estimate plus current year £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Prudential Borrowing £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Total 3 year funding sources £'000
New Financial System (Finance/Rev Ben)	HV158	50	86	0	0	86	0	0	0	0	0	(86)	0	0	(86)
Telephone System	HV197	78	0	0	0	0	0	0	0	0	0	0	0	0	0
Disasater Recovery & Business Continuity	HV188	0	350	0	0	350	0	(350)	0	0	0	0	0	0	(350)
Civica Icon Upgrade	0	103	0	0	0	0	0	0	0	0	0	0	0	0	0
Payment card industry compliance	HV209	48	0	0	0	0	0	0	0	0	0	0	0	0	0
Paperless DD	0	20	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		299	436	0	0	436	0	(350)	0	0	0	(86)	0	0	(436)