

Revenue and Capital Budget Book 2019/20



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Preface

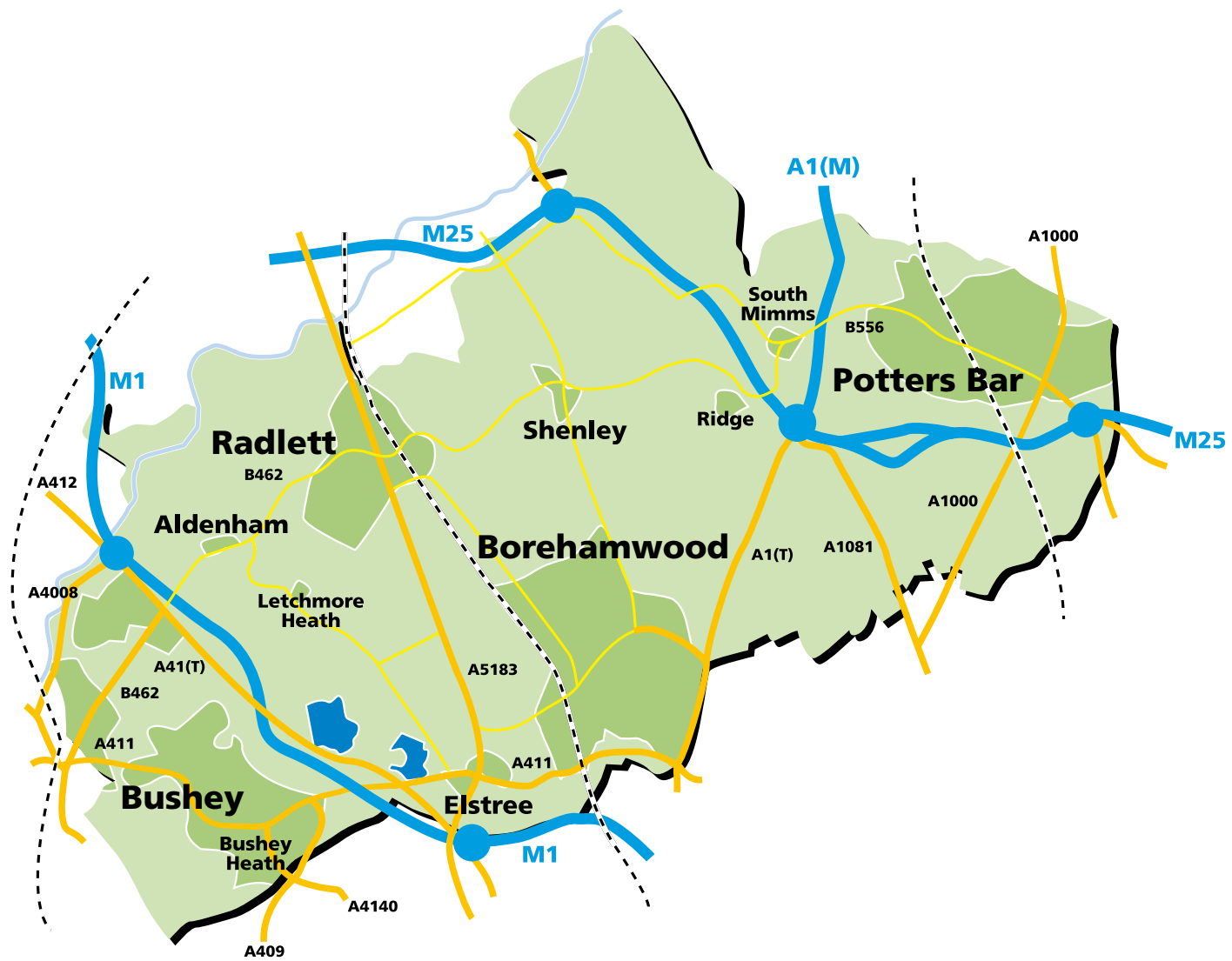
Welcome to Hertsmere Borough Council's 2019/20 Budget Book.

The budget book presents information on setting the Council Tax, together with the following budgets:

- The Revenue Budget;
- The Capital Programme 2018/19 – 2021/22.

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 2019/20 council tax levy for Hertsmere residents;
- CIPFA budget categorisation;
- Factors affecting the 2019/20 budget.



Introduction

Hertsmere Borough Council - a Brief Profile

The Borough has a population of over 104,000 and covers just over 39 square miles (about 10,200 hectares) in the south of Hertfordshire. There are over 43,000 dwellings and 3,000 commercial premises in the area.

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 forms 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 2017 (Office of National Statistics estimates)		104,031
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		43,689
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.

Conscious of the service impact as well as the financial burden on its residents, the Council has increased the average Band D council tax by £5 this year whilst also achieving savings through 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 2019/20 has been to maintain, if not improve, value for money to the local taxpayer for the services it provides and to continue to reduce its dependence on 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 announcements affecting local government finances:

- Hertsmere's negative RSG of £217k for 2019/20 will be eliminated by the government. This will be funded through the Government's share of business rates;

- An increase to the referendum limit for Council Tax from 2% to 3% from 2018/19;
- Proposals for new 75% Business Rates Pilots in 2019/20 have been approved for 15 areas including Hertfordshire, which will see an additional £11.9m of business rates growth retained within the County, Hertsmere's share anticipated to be around £1.1m;
- A £180m balance on the national Levy Account will be distributed based on need, Hertsmere will receive a one-off payment of £41k in 2019/20;
- 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.

This summarised revenue budget statement represents, in financial terms, the policies, aims and objectives of Hertsmere Borough Council for the financial year 2019/20. 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 Budget must be approved at a meeting of the full council in order for it to be enacted. Full council agreed the 2019/20 budget presented in this book on 27th February 2019.

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. The Corporate Plan sets out the vision, values and corporate goals of the Council and builds on the achievements of the previous Corporate Plan. The Plan contains an agenda for further improvements with a number of priority

actions. The actions in the plan seek to address the important issues identified by local people in the Place & Residents' Survey.

It will be possible 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.

The Council's current corporate plan "2020 Vision" sets out the vision, values and priorities of the Council.

The 2020 Vision will aid decision making by keeping the council focused on what matters to residents and other key stakeholders and is a vital means of communicating the priorities of the Council to these groups.

It will be supported by an Annual Corporate Action Plan setting out high level proposed actions for the forthcoming year and a retrospective Annual Report which will detail work done by the council from the previous year. The Performance Strategy will also be refreshed to reflect this approach and a revised set of performance indicators will be produced to reflect the council's updated priorities.

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, optimisation of 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 Annual Corporate Action Plan will be developed in conjunction with Senior Officers and the Executive and will reflect high level priority actions for the Council over the next 12 months. It is intended that each line in the Corporate Action Plan will also be subject to separate, more detailed project and risk management processes, which will include the establishment of qualitative and quantitative performance indicators and regular monitoring of these at both Officer and Member level.

The Corporate Actions will then be 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 Hertsmere has had a reduction in general government grant of £4.8m or 64%, which means that the cost of providing the council's services is falling increasingly on taxpayers.

The Council has prioritised its service improvement programme for 2019/20 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*
- Council Tax and Business Rates
- Community Safety
- Drainage
- Electoral Services
- Environmental Health
- Housing
- Land Charges
- Licensing

* Service now provided by Hertfordshire Building Control Limited – a borough wide partnership

- 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 2019/20	Hertfordshire County Council	Police & Crime Commissioner	Parish & Town Councils	Hertsmere Borough Council
	77% £53,130,164	11% £7,759,512	2% £1,234,562	10% £7,319,669

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 £1755.19. 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 2019/20

Table 1 below shows final precepts, allocation of grant and district expenditure for 2019/20.

Table 1	Band D £	Multiplied No.	Total £
Aldenham Parish Council	130.29	5,146	670,486
Elstree & Borehamwood Town Council	36.26	13,037	472,718
Shenley Parish Council	43.29	1,797	77,776
South Mimms Parish	42.47	320	13,852
Bushey, Potters Bar and Ridge	0	20,974	0
Total parish precepts		41,274	1,234,562
Hertsmere BC special expenses		41,274	604,389
Hertsmere BC general expenses	162.70		6,715,280
Total Hertsmere BC precepts	162.70	41,274	7,319,669
Total district expenditure			8,554,230

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 2019/20 revenue budget

2019/20 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 & contractual increments;
- **Service improvements & increments** - Increased costs to support recycling, business rates for the civic offices & contractual increments;
- **Decreases in income** Borehamwood street market & 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 2018/19 £'000	Employee costs £'000	Business Transformation £'000	Service improvements and increments £'000	Changes in Income £'000	Net Budget 2019/20 £'000	Total Change (FAV) / ADV £'000
Planning & Economic Development	23	1,114	8	(6)	16	5	1,138	24
Housing Services	28	953	47	(2)	10	0	1,007	54
Environmental Health	30	1,045	(30)	(8)	0	5	1,012	(33)
Street Scene Services	36	4,138	80	(96)	187	(66)	4,242	104
Engineering Services	45	52	11	98	22	(59)	124	72
Asset Management	48	(2,988)	22	(16)	20	(474)	(3,436)	(448)
Partnerships & Community Engagement	57	1,159	13	(6)	2	0	1,169	10,100
Finance & Business Services	66	2,556	28	(46)	19	37	2,594	39
Legal & Democratic Services	77	1,384	74	(18)	25	(1)	1,464	80
Human Resources & Customer Services	87	1,193	(14)	(28)	0	16	1,167	(26)
Executive Directors	95	499	10	(1)	0	0	509	9
Audit & Assurance	96	98	0	0	0	0	98	0
Total for directorates		11,203	250	(128)	300	(537)	11,088	(115)
Audit Fees, Bank Charges	101	142	0	0	0	0	142	0
General Expenses	100	132	0	0	0	0	132	0
Pension Auto Enrolment	103	10	0	0	0	0	10	0
Apprenticeship Levy	104	31	0	0	0	0	31	0
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	(200)	(400)	(200)
Total Council expenditure		11,860	250	(128)	300	(737)	11,545	(315)
FUNDING								
New Homes Bonus Grant		(1,200)	0	0	0	83	(1,117)	83
Revenue Support Grant		(221)	0	0	0	221	0	221
Business Rate Retention Scheme		(2,619)	0	0	0	(60)	(2,679)	(60)
Collection Fund Surplus		(427)	0	0	0	427	0	427
Business Rates Growth		(380)	0	0	0	(8)	(388)	(8)
Business Rates Levy Account Surplus		0	0	0	0	(41)	(41)	(41)
Central Government Grants		(4,847)	0	0	0	580	(4,225)	580
Council Tax Requirement		7,013					7,320	265
Balanced budget		0					0	
Band D equivalent £pp		Band D					Band D	% Change
Hertsmere Borough Council	11	£172.32					£177.34	2.91%
Hertfordshire County Council		£1,320.46					£1,359.94	2.99%
Police & Crime commissioner		£164.00					£188.00	14.63%
Parish & Town Council Precept		£29.62					£29.91	0.98%
		£1,686.40					£1,755.19	

General Fund Budget Summary 2019/20

GENERAL FUND	NET BUDGET 2018/19 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2019/20 £'000
NET EXPENDITURE				
Planning & Economic Development	1,114	2,061	(923)	1,138
Housing Services	953	2,170	(1,163)	1,007
Environmental Health	1,045	1,321	(309)	1,012
Street Scene Services	4,138	8,452	(4,210)	4,242
Engineering Services	52	599	(475)	124
Asset Management	(2,981)	2,012	(5,448)	(3,436)
Partnerships & Community Engagement	1,198	1,421	(253)	1,168
Finance & Business Services	2,556	9,212	(6,618)	2,594
Housing Benefits and Council Tax Support	0	44,242	(44,242)	0
Legal & Democratic Services	1,384	1,744	(280)	1,464
Human Resources & Customer Services	1,147	1,384	(217)	1,167
Executive Directors	499	509	0	509
Audit & Assurance	98	98	0	98
Total for directorates	11,203	69,484	(58,396)	11,087
Audit Fees, Bank Charges	142	142		142
General Expenses	132	132		132
Pension Auto Enrolment	10	10		10
Apprenticeship Levy	31	31		31
Central Contingency	300	300		300
Minimum Revenue Provision (MRP)	242	242		242
Investment Income	(200)		(400)	(400)
Total Council expenditure	11,860	70,341	(58,796)	11,544

GENERAL FUND	NET BUDGET 2019/19 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2019/20 £'000
FUNDING				
New Homes Bonus Grant	(1,200)			(1,117)
Collection Fund Surplus	(427)			0
Business Rates - Growth Income	(380)			(388)
Business Rates - Account Surplus				(41)
Other Specific and Special Revenue Grants	(2,007)			(1,546)
Revenue Support Grant	(221)			0
Business Rate Retention Scheme	(2,619)			(2,679)
Council Tax Requirement	(7,013)			(7,320)
Central Government Grants & Council Tax	(9,853)			(9,999)
Total Funding	(11,860)			(11,545)

General Fund Summary 2019/20 BY SUBJECTIVE £

	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 2019/20
SERVICE EXPENDITURE	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees	1,738	853	1,087	4,346	315	541	617	2,546	1,281	1,119	490	0	14,933
Premises and Related	0	0	0	424	24	1,324	0	0	11	0	0	0	1,783
Transport	6	2	8	936	33	2	3	10	16	2	2	0	1,020
Supplies and Services	190	1,270	97	1,044	16	76	729	709	427	95	17	0	4,670
Third Party Payments	127	45	26	1,223	196	9	57	205	9	168	0	98	2,163
Transfer Payments	0	0	103	479	15	60	15	38,500	0	0	0	0	39,172
Income	(923)	(1,163)	(309)	(4,210)	(475)	(5,448)	(253)	(39,376)	(280)	(217)	0	0	(52,654)
Net Expenditure	1,138	1,007	1,012	4,242	124	(3,436)	1,168	2,594	1,464	1,167	509	98	11,087
CORPORATE EXPENDITURE													
Audit Fees, Bank Charges													142
General Expenses													132
Pension Auto Enrolment													10
Apprenticeship Levy													31
Central Contingency													300
Minimum Revenue Provision (MRP)													242
Investment Income													(400)
Total Expenditure	1,138	1,007	1,012	4,242	124	(3,436)	1,168	2,594	1,464	1,167	509	98	11,544

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2019/20	Page	Total Budgeted Staff	Net Budget 2019/20 £'000
Strategic Planning	24	8.0	415
Development Management	25	25.6	660
Building Control	26	-	49
Economic Development & Regeneration	27	-	14
Planning & Economic Development		33.6	1,138
Housing Services	29	17.4	1,007
Housing		17.4	1,007
Miscellaneous Services	31	-	(213)
Community Toilet Scheme	32	-	12
Emergency Planning	33	1.0	0
Environmental Health Unit	33	19.9	1,113
Disabled Facilities Grant	34	-	100
Environmental Health		20.9	1,012
Waste & Street Scene Unit	36	13.4	969
Waste Services	37	44.0	1,692
Trade Waste	38	2.0	(218)
Cleaning Services	39	22.0	1,071
Parks & Open Spaces	40	5.3	1,177
Allotments	41	-	4
Allum Lane Cemetery & Closed Grounds	42	-	67
Parking Services	43	29.0	(520)
Street Scene		115.7	4,242

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2019/20	Page	Total Budgeted Staff	Net Budget 2019/20 £'000
Highways Related Expenditure	45	-	11
Engineering Services Unit	46	6.4	113
Engineering Services		6.4	124
Civic Offices	48	-	341
Depot Sites	49	-	16
Residential Properties	50	-	(817)
Commercial Properties	51	-	(3,440)
Garages	52	-	(628)
Leisure & Community Buildings	53	-	111
Building Maintenance Programme	54	-	416
Asset Management Unit	55	10.5	565
Asset Management		10.5	(3,436)
Partnership Unit	57	12.1	651
Corporate Communications	58	-	75
Youth Services	59	-	5
Sports Development	60	-	12
Community Development	61	-	15
Community Safety	62	-	8
CCTV	63	-	0
Voluntary Sector Aid Grant	64	-	402
Partnerships & Community Engagement		12.1	1,168
Finance Unit	66	15.2	937
Council Tax & Non Domestic Rates Administration	67	14.0	304
Benefits Administration	68	12.9	205

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2019/20	Page	Total Budgeted Staff	Net Budget 2019/20 £'000
Housing Benefit (Local Schemes)	69	-	8
Rent Allowance Benefit Payments	70	-	0
Council Tax Benefit (Local Schemes)	71	-	0
Information Digital Services	72	13.0	1,022
Civic Office Telephones	73	-	20
Procurement	74	0.4	16
Shared Anti-Fraud Service (SAFS)	75	-	82
Finance & Business Services		55.5	2,594
Local Land Charges	77	2.0	(49)
Electoral Registration	78	2.6	199
Elections	79	-	34
Legal Services Business Unit	80	5.5	510
Mayoral Budget	81	-	44
Surgeries	82	-	1
Members Allowances	83	-	390
Costs Associated with Members / Meetings	84	-	72
Democratic Services Business Unit	85	5.6	263
Legal & Democratic Services		15.7	1,464
Human Resources Unit	87	6.1	328
Customer Relationship Management	88	18.5	723
Civic Office Keepers	89	1.0	88
Design & Print Services	90	2.5	(5)
Health & Safety	91	-	3
Strategic Training	92	-	30
Human Resources & Customer Services		28.1	1,167

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2019/20	Page	Total Budgeted Staff	Net Budget 2019/20 £'000
Executive Directors	93	4.0	509
Executive Directors		4.0	509
Shared Internal Audit Services (SIAS)	95	-	93
Risk Management	96	-	5
Audit & Assurance		-	98
General Expenses	98	-	132
Audit Fees, Bank Charges	99	-	142
Auto Enrolment	100	-	10
Apprenticeship Levy	101	-	31
Central Contingency	102	-	300
Minimum Revenue Provision	103	-	242
Investment Income	104	-	(400)
Corporate Budgets		-	457
Total FTE / Net Budget		319.9	11,544

Service Heads

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Planning & Economic Development	23
Adrien Waite	
Head of Planning & Economic Development	
Ext 5160	
Housing / Partnerships & Community Engagement	28 / 56
Hilary Shade	
Head of Partnerships & Community Engagement	
Ext 5710	
Environmental Health / Street Scene	30 / 35
Steve Burton	
Head of Street Scene Services	
Ext 5242	
Engineering Services / Asset Management	44 / 47
Simon Payton	
Head of Asset Management and Engineering.	
Ext 4020	
Finance & Business Services	65
Matthew Bunyon	
Head of Finance & Business Services	
Ext 5320	

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Legal & Democratic Services	76
Harvey Patterson	
Head of Legal & Democratic Services	
Ext 2880	
Human Resources & Customer Services	86
Judith Fear	
Head of HR & Customer Services	
Ext 2917	
Executive Directors	93
Donald Graham	
Chief Executive	
Ext 2101	
Audit and Assurance	94
Donald Graham	
Chief Executive	
Ext 2101	
Corporate Budgets	97
Matthew Bunyon	
Head of Finance & Business Services	
Ext 5320	

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

- Promoting good development which meets the current and future needs of the borough;
- Processing of planning and other applications (including provision of advice, consideration and defending our decisions),
- Taking enforcement action when appropriate.

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 2019/20: 33.6

PLANNING & ECONOMIC DEVELOPMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,738	0	1,738
Premises and Related	0	0	0
Transport	6	0	6
Supplies and Services	190	0	190
Third Party Payments	127	0	127
Transfer Payments	0	0	0
Income	0	(923)	(923)
Net Expenditure	2,061	(923)	1,138

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;
- Providing advice and commenting on consultation documents from other statutory organisations, in particular, the Department for Communities and Local Government and neighbouring authorities;
- Providing support for CIL, s106, appeals and other planning data

STRATEGIC PLANNING	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	432	0	432
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	52	0	52
Third Party Payments	30	0	30
Transfer Payments	0	0	0
Income	0	(100)	(100)
Net Expenditure	515	(100)	415

Development Management

HG200

Purposes:

- Promoting good development which meets the current and future needs of the Borough;
- Processing of planning and other applications (including provision of advice, consideration and defending our decisions);
- Taking enforcement action when appropriate.

DEVELOPMENT MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,306	0	1,306
Premises and Related	0	0	0
Transport	5	0	5
Supplies and Services	124	0	124
Third Party Payments	48	0	48
Transfer Payments	0	0	0
Income	0	(823)	(823)
Net Expenditure	1,483	(823)	660

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	49	0	49
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	49	0	49

Economic Development

HG500

Purposes:

Work carried out by local policy makers and organisations to improve the local economy and quality of life of local people. This entails supporting local businesses, attracting investment in the area, ensuring local people are skilled and 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

- 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;
- Bring empty properties back into use;
- Ensure a good range of housing options for people with special needs;
- Make best use of both publicly and privately owned housing.

Number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 17.4

HOUSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	853	0	853
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	1,270	0	1,270
Third Party Payments	45	0	45
Transfer Payments	0	0	0
Income	0	(1,163)	(1,163)
Net Expenditure	2,170	(1,163)	1,007

Housing Services

HJ100, HJ120, HJ500, HJ700

Purposes:

- Responsibility 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;
- Development and monitoring of homelessness services to homeless people in the borough;
- Management of the statutory register of applicants for housing (Housing Act 1996), making nominations to housing associations properties and monitoring the various nominations agreements with housing associations;
- Development and implementation of the Council's Housing Strategy, Homelessness Strategy, Affordable Warmth Strategy, a Housing Renewal Assistance Policy, Private Sector Housing Strategy and the Tenancy Strategy;
- Reporting to Central Government the annual progress made on energy savings in residential dwellings, in accordance with the Home Energy Conservation Act;
- Development of policy and promotion of energy conservation best practices both internally and in the wider community;
- Development of partnerships to maximise grant funding and energy efficiency opportunities to residents of Hertsmere;
- Development and management of bond rent scheme and other initiatives such as the private sector leasing scheme and the development of partnerships with private landlords,
- Working towards meeting local housing need through development of new affordable housing;
- Driving up standards in housing in all tenures by working in partnership and taking enforcement action where necessary and appropriate;
- Provision of secretarial services and Lead Officer to the Housing Forum;
- Working in partnership sub-regionally.

HOUSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	853	0	853
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	1,270	0	1,270
Third Party Payments	45	0	45
Transfer Payments	0	0	0
Income	0	(1,163)	(1,163)
Net Expenditure	2,170	(1,163)	1,007

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 2019/20: 20.9

ENVIRONMENTAL HEALTH	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,087	0	1,087
Premises and Related	0	0	0
Transport	8	0	8
Supplies and Services	97	0	97
Third Party Payments	26	0	26
Transfer Payments	103	0	103
Income	0	(309)	(309)
Net Expenditure	1,321	(309)	1,012

Miscellaneous Services

HE100, HE800, HE801, HE803, HE850, HE851, HE860, HE861, HE862, HE863, HE865, HE920

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	35	0	35
Third Party Payments	26	0	26
Transfer Payments	2	0	2
Income	0	(276)	(276)
Net Expenditure	63	(276)	(213)

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

Environmental Health Admin Unit

HF700

Purposes:

- Acting as an interface between the Council and other agencies involved in the Environmental Health and Licensing fields;
- Determining, 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 Hertsmeres Safety Advisory Group (a multi-agency team) and providing administrative and secretarial support;
- Municipal/paupers funerals: taking responsibility when a Hertsmeres resident dies without next of kin (and reprioritising workload), to comply with the National Assistance Act 1948;
- Ensuring reports of infectious diseases, hazard food warnings and other reports to the Unit requiring an immediate response are actioned in the appropriate manner;
- Providing administrative support to the Commercial Team in preparation of routine food inspections, maintaining 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	1,087	0	1,087
Premises and Related	0	0	0
Transport	8	0	8
Supplies and Services	50	0	50
Third Party Payments	0	0	0
Transfer Payments	1	0	1
Income	0	(33)	(33)
Net Expenditure	1,146	(33)	1,113

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	0	0	0
Third Party Payments	0	0	0
Transfer Payments	100	0	100
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 2019/20: 115.7

STREET SCENE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	4,346	0	4,346
Premises and Related	424	0	424
Transport	936	0	936
Supplies and Services	1,044	0	1,044
Third Party Payments	1,223	0	1,223
Transfer Payments	479	0	479
Income	0	(4,210)	(4,210)
Net Expenditure	8,452	(4,210)	4,242

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	725	0	725
Premises and Related	80	0	80
Transport	49	0	49
Supplies and Services	91	0	91
Third Party Payments	0	0	0
Transfer Payments	24	0	24
Income	0	0	0
Net Expenditure	969	0	969

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 2016/17	Actual 2017/18
% of household waste recycled and composted	44.4%	45%

WASTE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,552	0	1,552
Premises and Related	0	0	0
Transport	655	0	655
Supplies and Services	135	0	135
Third Party Payments	200	0	200
Transfer Payments	210	0	210
Income	0	(1,060)	(1,060)
Net Expenditure	2,752	(1,060)	1,692

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	67	0	67
Premises and Related	0	0	0
Transport	38	0	38
Supplies and Services	271	0	271
Third Party Payments	0	0	0
Transfer Payments	15	0	15
Income	0	(609)	(609)
Net Expenditure	391	(609)	(218)

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	782	0	782
Premises and Related	0	0	0
Transport	172	0	172
Supplies and Services	47	0	47
Third Party Payments	45	0	45
Transfer Payments	80	0	80
Income	0	(55)	(55)
Net Expenditure	1,126	(55)	1,071

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.

This department is responsible for overseeing the maintenance of trees and woodlands in Hertsmere's parks and amenity areas and ensuring that the Council's statutory functions in respect of Tree Preservation Orders are delivered.

Facilities include:

- 27** equipped play areas
- 2** skate parks
- 20** 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

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	237	0	237
Premises and Related	133	0	133
Transport	1	0	1
Supplies and Services	25	0	25
Third Party Payments	843	0	843
Transfer Payments	10	0	10
Income	0	(72)	(72)
Net Expenditure	1,249	(72)	1,177

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 am – 5 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	42	0	42
Third Party Payments	96	0	96
Transfer Payments	0	0	0
Income	0	(84)	(84)
Net Expenditure	151	(84)	67

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 (CPZs) 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	983	0	983
Premises and Related	195	0	195
Transport	21	0	21
Supplies and Services	433	0	433
Third Party Payments	28	0	28
Transfer Payments	140	0	140
Income	0	(2,320)	(2,320)
Net Expenditure	1,800	(2,320)	(520)

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 2019/20: 6.4

ENGINEERING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	315	0	315
Premises and Related	24	0	24
Transport	33	0	33
Supplies and Services	16	0	16
Third Party Payments	196	0	196
Transfer Payments	15	0	15
Income	0	(475)	(475)
Net Expenditure	599	(475)	124

Highways Related Maintenance Items

HH400, HH410, HH420, HH430, HH500, HH700, HH710, HG528

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	(25)	(25)
Net Expenditure	36	(25)	11

Engineering Services Unit

HE600, HE610, HE620, HE640

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	315	0	315
Premises and Related	24	0	24
Transport	33	0	33
Supplies and Services	16	0	16
Third Party Payments	160	0	160
Transfer Payments	15	0	15
Income	0	(450)	(450)
Net Expenditure above the line	563	(450)	113

Asset Management

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

- Civic Offices (page 48)
- Depot Sites (page 49)
- Residual Residential Properties (page 50)
- Commercial Properties (page 51)
- Garages (page 52)
- Leisure & Community Buildings (page 53)
- Building Maintenance Programme (page 54)
- Asset Management Unit (page 55)

The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 10.5

ASSET MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	541	0	541
Premises and Related	1,324	0	1,324
Transport	2	0	2
Supplies and Services	76	0	76
Third Party Payments	9	0	9
Transfer Payments	60	0	60
Income	0	(5,448)	(5,448)
Net Expenditure	2,012	(5,448)	(3,436)

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	567	0	567
Transport	0	0	0
Supplies and Services	35	0	35
Third Party Payments	0	0	0
Transfer Payments	55	0	55
Income	0	(316)	(316)
Net Expenditure	657	(316)	341

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	16	0	16
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	16	0	16

Residual Residential Properties

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

Purposes:

This includes 33 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	4	0	4
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(829)	(829)
Net Expenditure	12	(829)	(817)

Commercial Properties

HD700, HG520, HG521, HG522, HG523, HG524, HG526, HG527, HG580

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	128	0	128
Transport	0	0	0
Supplies and Services	11	0	11
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(3,579)	(3,579)
Net Expenditure	139	(3,579)	(3,440)

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	(708)	(708)
Net Expenditure	80	(708)	(628)

Leisure and Community Buildings

HD100, HD121, HD202, HD210, HD211, 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 InspireAll (formerly 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	541	0	541
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	23	0	23
Third Party Payments	9	0	9
Transfer Payments	0	0	0
Income	0	(10)	(10)
Net Expenditure	575	(10)	565

Partnerships & Community Engagement

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

- Partnership Unit (page 57)
- Corporate Communications (page 58)
- Youth Services (page 59)
- Sports Development (page 60)
- Partnerships & Community Development (page 61)
- Community Safety (page 62)
- CCTV (page 63)
- Voluntary Grant Aid (page 64)

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 2019/20: 12.1

PARTNERSHIPS & COMMUNITY ENGAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	617	0	617
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	729	0	729
Third Party Payments	57	0	57
Transfer Payments	15	0	15
Income	0	(253)	(253)
Net Expenditure	1,421	(253)	1,168

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 InspireAll (formerly 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	617	0	617
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	19	0	19
Third Party Payments	12	0	12
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	651	0	651

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	8	0	8
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	15	0	15

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 PCSOs (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	422	0	422
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(20)	(20)
Net Expenditure	422	(20)	402

Finance & Business Services

Finance & Business Services

Purposes:

- Financial strategy and planning;
- Capital and revenue budget setting and financial monitoring;
- Setting the council tax;
- Financial management and control;
- Financial accounting;
- 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;
- Risk analysis and risk management strategies;
- Procurement;
- Anti-Fraud;
- Information digital Services including Civic Office telephones.

The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 55.5

FINANCE & BUSINESS SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	2,546	0	2,546
Premises and Related	0	0	0
Transport	10	0	10
Supplies and Services	709	0	709
Third Party Payments	205	0	205
Transfer Payments	38,500	0	38,500
Income	0	(39,376)	(39,376)
Net Expenditure above the line	41,970	(39,376)	2,594

Performance Indicators

	2015/16	2016/17	2017/18
Invoices paid on time	97.08%	97.09%	97.40%
% of council tax collected	98.30%	98.50%	98.30%
% of NDR collected	98.70%	99.10%	99.70%

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;
- Statutory Statement of Accounts;
- Bank reconciliation;
- Statistical, Government & CIPFA returns;
- Prudential code, use of resources statement, value for money.

Treasury

- Treasury Management Strategy;
- 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	811	0	811
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	121	0	121
Third Party Payments	1	0	1
Transfer Payments	0	0	0
Income	0	(24)	(24)
Net Expenditure	935	(24)	911

Council Tax & Non Domestic Rates Administration

HB610, HN160, HB600

Purposes:

The local authority is responsible for raising two forms of local taxation - Council Tax which is levied against households and NDR which is levied against non-domestic properties in the borough.

The amount of tax charged is based on a valuation from the valuation office and can be reduced by discounts / exemptions in council tax and reliefs / exemptions in NDR.

The costs of administering and collecting these are reflected here.

COUNCIL TAX & NON DOMESTIC RATES ADMINISTRATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	573	0	573
Premises and Related	0	0	0
Transport	5	0	5
Supplies and Services	132	0	132
Third Party Payments	18	0	18
Transfer Payments	0	0	0
Income	0	(424)	(424)
Net Expenditure	728	(424)	304

Benefits Administration

HB630, HN170

Purposes:

This section records the cost of administering Housing Benefit and Council Tax Support claims. The authority receives a grant from the Department of Works and Pensions (DWP) for housing benefit and a separate grant from the Ministry of Housing, Communities and Local Government (MHCLG) for council tax support to part fund these expenses.

BENEFITS ADMINISTRATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	544	0	544
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	62	0	62
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(402)	(402)
Net Expenditure	607	(402)	205

Housing Benefit (Local Schemes)

HJ800

Purposes:

The Council operates a discretionary scheme for war pensioners which disregards some or all of War Disablement Pension or War Widow's/War Widower's Pensions over and above the statutory limits.

The Council receives a 0.2% addition to its annual subsidy, capped at 75% of the total benefit cost to the LA of the local 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:

This section shows the value of all council tax support awards.

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	5,742	0	5,742
Income	0	(5,742)	(5,742)
Net Expenditure	5,742	(5,742)	0

Information Digital Services

HN200

Purposes:

- The ICT Strategy of the Council;
- Specialist advice and guidance on the use of technology in the organisation;
- 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 technical support;
- LLPG and GIS provision;
- Cyber and Technical Security provision;
- 24/7 network and infrastructure monitoring.

The Information Services Department is split into three distinct sections:

- Infrastructure, supports the core infrastructure, server, networking and telecommunications hardware and operating systems. Cyber security and monitoring, cloud services;
- Business Systems and Project Support, supports all phases of system implementation, from identifying a business need, defining business requirements, supporting the procurement process through to implementation. Supporting and maintaining systems, helping to identify and implement improvements to business processes to provide service efficiency and cost saving;
- Service Desk, Single point of contact and resolution for ICT incidents, problems, change requests, software licenses and IT services continuity management.

The IS 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	602	0	602
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	346	0	346
Third Party Payments	78	0	78
Transfer Payments	0	0	0
Income	0	(6)	(6)
Net Expenditure	1,028	(6)	1,022

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	20	0	20
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	20	0	20

Procurement

HN800

Purposes:

This unit is responsible for implementing and monitoring the Council's Procurement Strategy, including managing the procurement process.

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	82	0	82
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	82	0	82

Legal and Democratic Services

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

- Land Charges (page 77)
- Electoral Registration (page 78)
- Local Elections (page 79)
- Legal and Democratic Services Business Unit (page 80)
- Mayoral Budget (page 81)
- Surgeries (page 82)
- Members Allowances (page 83)
- Mayoral and Members Support (page 84)
- Committee Administration (page 85)

The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 15.7

LEGAL & DEMOCRATIC SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,281	0	1,281
Premises and Related	11	0	11
Transport	16	0	16
Supplies and Services	427	0	427
Third Party Payments	9	0	9
Transfer Payments	0	0	0
Income	0	(280)	(280)
Net Expenditure	1,744	(280)	1,464

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 £93.00. Non-residential search is £126.00 (Including replies to enquiries Con 29R).

LOCAL LAND CHARGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	73	0	73
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	40	0	40
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(162)	(162)
Net Expenditure	113	(162)	(49)

Electoral Registration

HB810

Purposes:

To deliver 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	132	0	132
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	67	0	67
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(2)	(2)
Net Expenditure	200	(2)	198

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	25	0	25
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(77)	(77)
Net Expenditure	111	(77)	34

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	504	0	504
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	545	(35)	510

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	8	0	8
Supplies and Services	40	0	40
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(4)	(4)
Net Expenditure	48	(4)	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	249	0	249
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	139	0	139
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	390	0	390

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	0	0	0
Transport	0	0	0
Supplies and Services	58	0	58
Third Party Payments	9	0	9
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	72	0	72

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	246	0	246
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	16	0	16
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	263	0	263

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 87)
- Customer Relationship Management (page 88)
- Civic Offices Keepers (page 89)
- Design & Print Services (page 90)
- Health & Safety (page 91)
- Strategic Training (page 92)

The number of Full Time Equivalent Staff (FTE) budgeted for 2019/20: 28.1

HUMAN RESOURCES & CUSTOMER SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,119	0	1,119
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	95	0	95
Third Party Payments	168	0	168
Transfer Payments	0	0	0
Income	0	(217)	(217)
Net Expenditure	1,384	(217)	1,167

Human Resources Unit

HN500

Purposes:

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;
- Organises 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	281	0	281
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	15	0	15
Third Party Payments	31	0	31
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	328	0	328

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	662	0	662
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	32	0	32
Third Party Payments	33	0	33
Transfer Payments	0	0	0
Income	0	(5)	(5)
Net Expenditure	728	(5)	723

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	46	0	46
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
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;
- 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	100	0	100
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	45	0	45
Third Party Payments	62	0	62
Transfer Payments	0	0	0
Income	0	(212)	(212)
Net Expenditure	207	(212)	(5)

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 2019/20: 4.0

EXECUTIVE DIRECTORS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	490	0	490
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	17	0	17
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	509	0	509

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 and 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

Corporate Budgets

Purposes:

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

- General Expenses;
- Audit Fees, Bank Charges;
- Pension Auto Enrolment;
- Apprenticeship Levy;
- Central Contingency;
- Minimum Revenue Provision;
- Investment Income

CORPORATE BUDGETS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	100	0	100
Premises and Related	242	0	242
Transport	0	0	0
Supplies and Services	515	0	515
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(400)	(400)
Net Expenditure above the line	857	(400)	457

General Expenses

HP100

Purposes:

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

PENSION AUTO-ENROLMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	59	0	59
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	73	0	73
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 audit fees.

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	142	0	142
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	142	0	142

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

HP300

Purposes:

Under regulation 27 of The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, 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 the Council's cash balances.

The Council's investment priorities are 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
2015/16	41,112	393	0.96%
2016/17	43,600	270	0.62%
2017/18	52,000	280	0.54%
2018/19 Est.	55,000	470	0.86%
2019/20 Budget	37,000	400	1.08%

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	(400)	(400)
Net Expenditure	0	(400)	(400)

The Council's Capital Budget

The CIPFA Prudential Code provides the framework for the Council's 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 the Council's 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 2019/20 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;
- Street Scene vehicle replacement;
- Disabled Facilities Grants;
- CIL funded community projects.

Capital Programme 2018/19 – 2021/22

PROJECT CODE	CAPITAL ESTIMATES					FUNDING SOURCES									
	2018/19 Revised	2019/20	2020/21	2021/22	Total Capital Budget	Capital Receipts	Innovation & Investment Fund	Housing Enabling Fund	S106 / CIL	Investment Income	Specific Reserves	RCCO (Revenue contribution to capital)	Grants	Borrowing	Total Funding Sources
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ASSET MANAGEMENT	4,608	230	995	0	5,833	(3,733)	(524)	(134)	(203)	0	(679)	0	(560)	0	(5,833)
PLANNING & ECONOMIC DEVELOPMENT	80	1,355	0	0	1,435	0	0	0	(1,435)	0	0	0	0	0	(1,435)
ENVIRONMENTAL HEALTH	1,172	1,189	689	689	3,739	0	0	0	0	0	(983)	(400)	(2,356)	0	(3,739)
HOUSING & PARTNERSHIPS	5,000	200	0	0	5,200	0	0	0	(200)	0	0	0	0	(5,000)	(5,200)
STREET SCENE SERVICES	1,837	0	0	0	1,837	(238)	0	0	(830)	0	(761)	(8)	0	0	(1,837)
FINANCE AND BUSINESS SERVICES	497	0	0	0	497	0	(344)	0	0	0	(153)	0	0	0	(497)
HUMAN RESOURCES & CUSTOMER SERVICES	0	150	0	0	150	0	(150)	0	0	0	0	0	0	0	(150)
TOTAL CAPITAL ESTIMATES	13,194	3,124	1,684	689	18,691	(3,971)	(1,018)	(134)	(2,668)	0	(2,576)	(408)	(2,916)	(5,000)	(18,691)

Asset Management

Project Code	Capital Scheme Description	CAPITAL ESTIMATES					FUNDING SOURCES									
		2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Capital Budget £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Investing Income £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Borrowing £'000	Total Funding Sources £'000
HV106	Wyllyots Centre Improvements	0	0	995	0	995	(995)	0	0	0	0	0	0	0	0	(995)
HV108	Refurbishment of lock-up garages	191	0	0	0	191	(191)	0	0	0	0	0	0	0	0	(191)
HV169	Asbestos Removal HBC buildings	55	0	0	0	55	(55)	0	0	0	0	0	0	0	0	(55)
HV170	Housing Site Feasibility Studies	54	0	0	0	54	0	0	(54)	0	0	0	0	0	0	(54)
HV171	Works to Council Owned Shops	130	0	0	0	130	(130)	0	0	0	0	0	0	0	0	(130)
HV172	Furzeffield Centre Roof	85	55	0	0	140	(55)	0	0	0	0	(85)	0	0	0	(140)
HV180	Buckingham Road	118	0	0	0	118	(118)	0	0	0	0	0	0	0	0	(118)
HV181	Hackney Close	13	0	0	0	13	(13)	0	0	0	0	0	0	0	0	(13)
HV206	Working Capital Loan Herts Dev Ltd	336	0	0	0	336	0	(336)	0	0	0	0	0	0	0	(336)
HV212	Civic Offices Extension EX1733	76	0	0	0	76	0	(76)	0	0	0	0	0	0	0	(76)
HV213	Development Sites EX1636	44	0	0	0	44	0	(44)	0	0	0	0	0	0	0	(44)
HV214	Development Sites COB 7.02.17	24	0	0	0	24	0	(24)	0	0	0	0	0	0	0	(24)

Asset Management (cont)

Project Code	Capital Scheme Description	CAPITAL ESTIMATES					FUNDING SOURCES									
		2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Capital Budget £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Investing Income £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Borrowing £'000	Total Funding Sources £'000
HV215	St Johns Church EX1722	19	0	0	0	19	0	(19)	0	0	0	0	0	0	0	(19)
HV217	Andrew Mitchell Roof & retention	25	0	0	0	25	0	(25)	0	0	0	0	0	0	0	(25)
HV224	Crown Road EX1788	2,641	0	0	0	2,641	(2,081)	0	0	0	0	0	0	(560)	0	(2,641)
HV225	111 Strafford Gate - CPO	94	80	0	0	174	0	0	(80)	0	0	(94)	0	0	0	(174)
HV227	Franklin Court -s106 (Isopad)	203	0	0	0	203	0	0	0	(203)	0	0	0	0	0	(203)
HV230	Directors Arms	500	0	0	0	500	0	0	0	0	0	(500)	0	0	0	(500)
HV231	Croxdale Road & Rossington Ave Roof	0	95	0	0	95	(95)	0	0	0	0	0	0	0	0	(95)
TOTAL		4,608	230	995	0	5,833	(3,733)	(524)	(134)	(203)	0	(679)	0	(560)	0	(5,833)

Planning & Economic Development

Project Code	Capital Scheme Description	CAPITAL ESTIMATES					FUNDING SOURCES									
		2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Capital Budget £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Investing Income £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Borrowing £'000	Total Funding Sources £'000
HV202	Potters Bar Community Hospital	80	0	0	0	80	0	0	0	(80)	0	0	0	0	0	(80)
CIL	CIL Projects	0	1,355	0	0	1,355	0	0	0	(1,355)	0	0	0	0	0	(1,355)
TOTAL		80	1,355	0	0	1,435	0	0	0	(1,435)	0	0	0	0	0	(1,435)

Environmental Health

Project Code	Capital Scheme Description	CAPITAL ESTIMATES					FUNDING SOURCES									
		2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Capital Budget £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Investing Income £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Borrowing £'000	Total Funding Sources £'000
HV162	Disabled Facilities Grant (DFG)	1,172	1,189	689	689	3,739	0	0	0	0	0	(983)	(400)	(2,356)	0	(3,739)
TOTAL		1,172	1,189	689	689	3,739	0	0	0	0	0	(983)	(400)	(2,356)	0	(3,739)

Housing & Partnerships

Project Code	Capital Scheme Description	CAPITAL ESTIMATES					FUNDING SOURCES									
		2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Capital Budget £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Investing Income £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Borrowing £'000	Total Funding Sources £'000
HV228	Loan to InspireAll	5,000	0	0	0	5,000	0	0	0	0	0	0	0	0	(5,000)	(5,000)
HV232	Liberty Court - Social Housing	0	200	0	0	200	0	0	0	(200)	0	0	0	0	0	(200)
TOTAL		5,000	200	0	0	5,200	0	0	0	(200)	0	0	0	0	(5,000)	(5,200)

Street Scene Services

Project Code	Capital Scheme Description	CAPITAL ESTIMATES					FUNDING SOURCES									
		2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Capital Budget £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Investing Income £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Borrowing £'000	Total Funding Sources £'000
HV107	Enhance Sports Pavilions / Pitches	238	0	0	0	238	(238)	0	0	0	0	0	0	0	0	(238)
HV137	Parking - Car Parks	150	0	0	0	150	0	0	0	0	0	(150)	0	0	0	(150)
HV139	Parks Development Programme	8	0	0	0	8	0	0	0	0	0	(8)	0	0	0	(8)
HV164	Purchase of Street Scene Vehicles	611	0	0	0	611	0	0	0	0	0	(611)	0	0	0	(611)
HV210	Tykes Water Greenway	6	0	0	0	6	0	0	0	(6)	0	0	0	0	0	(6)
HV211	Moatfield Greenway	74	0	0	0	74	0	0	0	(74)	0	0	0	0	0	(74)
HV226	Improvement Plans - Meadow Road Park	750	0	0	0	750	0	0	0	(750)	0	0	0	0	0	(750)
TOTAL		1,837	0	0	0	1,837	(238)	0	0	(830)	0	(761)	(8)	0	0	(1,837)

Finance & Business Services

Project Code	Capital Scheme Description	CAPITAL ESTIMATES					FUNDING SOURCES									
		2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Capital Budget £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Investing Income £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Borrowing £'000	Total Funding Sources £'000
HV158	New Financial System	94	0	0	0	94	0	0	0	0	0	(94)	0	0	0	(94)
HV166	Disaster Recovery - Cloud	13	0	0	0	13	0	(13)	0	0	0	0	0	0	0	(13)
HV197	Telephone System	8	0	0	0	8	0	0	0	0	0	(8)	0	0	0	(8)
HV218	Civica Icon Upgrade	51	0	0	0	51	0	0	0	0	0	(51)	0	0	0	(51)
HV222	Disaster Recovery - Depot	331	0	0	0	331	0	(331)	0	0	0	0	0	0	0	(331)
TOTAL		497	0	0	0	497	0	(344)	0	0	0	(153)	0	0	0	(497)

Human Resources and Customer Services

Project Code	Capital Scheme Description	CAPITAL ESTIMATES					FUNDING SOURCES									
		2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Capital Budget £'000	Capital Receipts £'000	Innovation & Investment Fund £'000	Housing Enabling Fund £'000	S106 / CIL £'000	Investing Income £'000	Specific Reserves £'000	RCCO (Revenue contribution to capital) £'000	Grants £'000	Borrowing £'000	Total Funding Sources £'000
HV233	CRM Replacement	0	150	0	0	150		(150)	0	0	0	0	0	0	0	(150)
TOTAL		0	150	0	0	150	0	(150)	0	0	0	0	0	0	0	(150)