

Revenue and Capital Budget Book 2026/27



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Preface

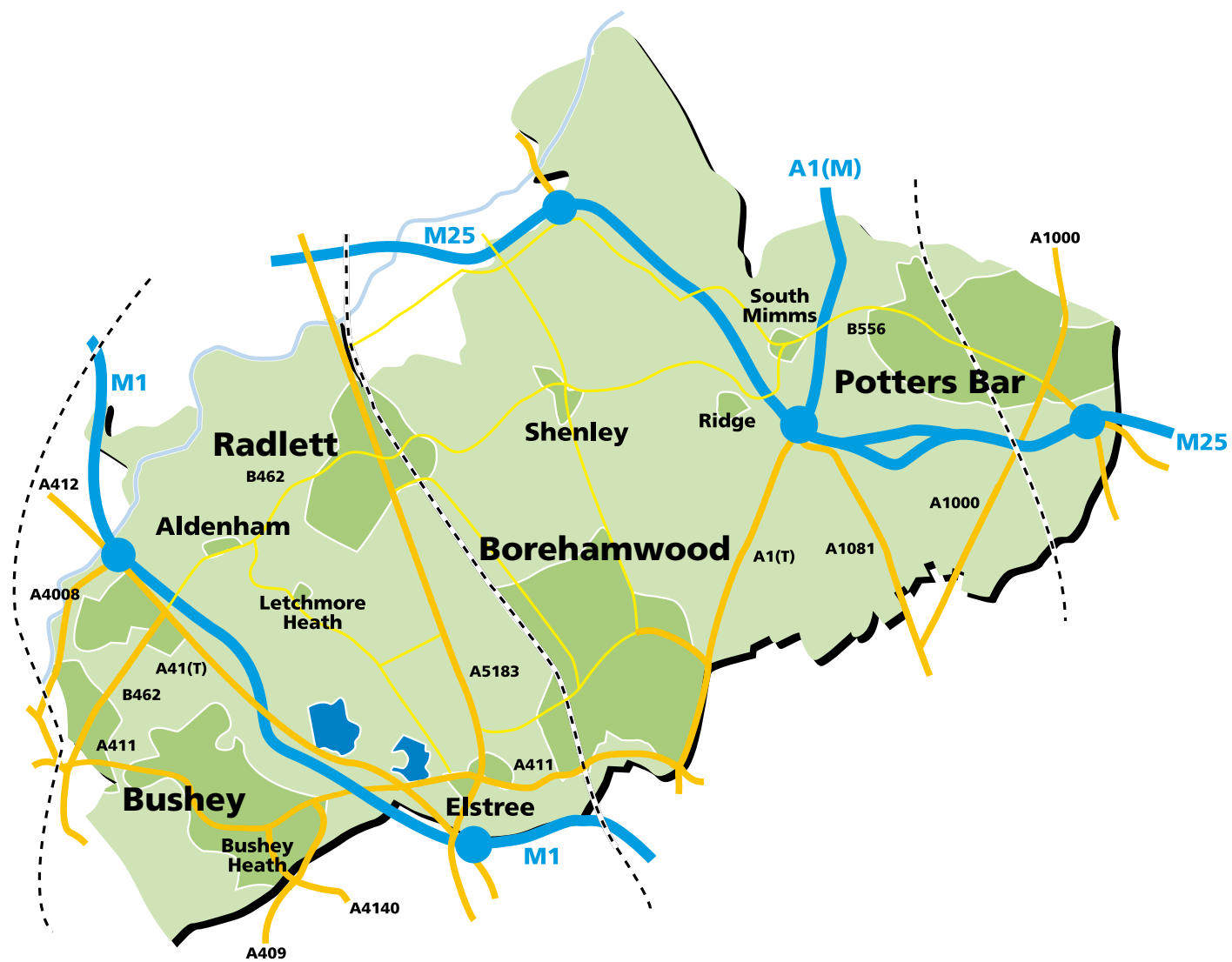
Welcome to Hertsmere Borough Council's 2026/27 Budget Book.

The budget book presents information on setting the council tax, together with the following budgets:

- The Revenue Budget 2026/27;
- The Capital Programme 2025/26 – 2028/29.

The introduction section provides information on:

- Hertsmere Borough Council – a brief profile;
- How the council operates;
- General statistics;
- Services provided by the council;
- The Council's Revenue Budget;
 - Achieving a balanced budget;
 - The revenue budget setting process;
- Factors affecting the 2026/27 budget;
 - Funding the annual revenue budget;
- Council tax collected in Hertsmere;
- Analysis of council tax levy 2026/27;
- CIPFA budget categorisation;
- Presentation of financial information – Budget Format.



Introduction

Hertsmere Borough Council - a Brief Profile

The borough has a population of over 110,000 and covers just over 39 square miles (about 10,200 hectares) in the south of Hertfordshire. There are over 45,993 dwellings and 3,238 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 by train from Elstree and Borehamwood railway station.

How the Council Operates

The council is composed of 39 Councillors with elections every four 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 2024 (Office of National Statistics estimates)		110,212
Total Area		39.4 sq. miles
Urban Area		7.96 sq. miles
Area of countryside		29.5 sq. miles
Length of principle roads	M1	4.2 miles
	M25	6.2 miles
	A1	2.8 miles
Rail travel time to Central London from:	Elstree	25 mins
	Potters Bar	16 mins
	Radlett	28 mins
Distance to major airports	Luton	14 miles
	Heathrow	21 miles
	Gatwick	58 miles
	Stanstead	30 miles
Total number of dwellings		45,993
Parliamentary constituency		Hertsmere
Number of electors on register		79,320

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 within the revenue budget pages of this budget book).

- Building Control*
- Cemeteries
- Council Tax and Business Rates
- Community Safety
- Drainage
- Electoral Services
- Environmental Health
- Housing
- Housing Benefit
- Land Charges
- Licensing
- Local Plan
- Property Management
- Planning Applications
- Parking
- Parks
- Recycling / Waste collection
- Street Cleansing

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.

*Service now provided by Hertfordshire Building Control Limited – a county-wide partnership.

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 and 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;
- Generate new income through innovation and commercialisation;
- Increase the level of council tax.

Conscious of the service impact as well as the financial burden on its residents, the council has increased council tax by 2.99% 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 2026/27 has been to maintain, if not improve, value for money to the local taxpayer for the services it provides and to utilise central government grants effectively.

Government Policy

Government policy has a significant impact on the revenue budget as such policy determines the level of grant funding.

The Budget responds to the Office for Budget Responsibility (OBR) forecasts and sets out the medium term path for public finances, accompanied by a three-year Spending Review covering departmental settlements for 2026/27 – 2028/2029.

The key budget announcements affecting local government finances were:

- The Fair Funding Review and review of the current system of business rates retention and redistribution will be undertaken in advance of the 2026/27 Finance Settlement. Whilst the provisional finance settlement shows that Hertsmere will lose 5% of its overall funding compared to 2025/26 funding levels, this is from a higher CSP position than had been assumed, due to the inclusion of retained business rates growth;
- Core Spending Power (CSP): There will be a real terms increase in core spending power of around 2.6% annually, including £1.4 billion of new grant funding (2026/27). Additional funding will be provided for Social Care;
- The Government will provide an additional £1.5 billion capital investment to tackle fuel poverty through the Warm Homes Plan, in addition to the £13.2 billion of funding allocated at Spending Review 2025;
- From 1 April 2026, the National Living Wage will increase by 4.1% to £12.71 per hour. The National Minimum Wage for 18–20 year olds will also increase by 8.5% to £10.85 per hour and for 16–17 year olds and apprentices by 6.0% to £8.00 per hour;
- The Government will allocate £100 million to local authorities and public bodies to accelerate installation of charge points where people live and work;
- The Government is adjusting how earnings are treated for Housing Benefit and Universal Credit claimants in supported housing and temporary accommodation, so that most claimants will not be subject to reductions in income for working more hours;
- The administration of pensioner Housing Benefit and Pension Credit will be brought together from Autumn 2026; and

Business Rates: The Chancellor confirmed changes to business rates:

- The introduction of two lower multipliers for Retail, Hospitality & Leisure (RHL), to be funded by a new High-Value Multiplier (HVM);

Multiplier	2025-26	2026-27	Scope
Small business RHL multiplier		38.2p	RHL hereditaments with RVs under £51,000
Standard RHL multiplier		43p	RHL hereditaments with RVs between £51,000 and £499,999
National small business multiplier	49.9p	43.2p	Non-RHL hereditaments with RVs under £51,000
National standard multiplier	55.5p	48p	Non-RHL hereditaments with RVs between £51,000 and £499,999
High-value multiplier		50.8p	All hereditaments with RVs of £500,000 and above

- The RHL multipliers are lower than the existing national multipliers meaning the existing RHL discount of 40% is therefore more generous, though is subject to a cash cap of £105,000 per business. Whilst the cash cap will no longer apply for most businesses this will be a significant reduction in support;
- 100% relief for Electric Vehicle Chargers, applied for 10 years;
- The current Supporting Small Business (SSB) scheme will be replaced with a new one from 1 April 2026 until 31 March 2029. The new scheme will support those losing eligibility or seeing reductions in RHL relief, SBRR, and rural relief;
- Proposed Transitional Relief scheme will apply from 2026/27 for three years of the new 2026 rating list.

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 would 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 & Budget and the Leader of the Council
- The Budget Panel
- The Cabinet as a whole
- Policy Review Committee and all Members
- All staff
- Business Ratepayers
- Residents
- All stakeholders

Consultation is invited via a brief online survey which is promoted through local press releases, on the council website and via social media. The council also carries out more targeted resident consultation and feedback through the Corporate 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 2026/27 budget presented in this book on 11 February 2026.

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 Hertsmere Vision sets out the key areas of focus for the council and commitments which articulate how the council will deliver against the key areas.

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, via our website (www.hertsmere.gov.uk) as well as through social networking sites such as Facebook and Twitter.

The Council's leadership has rearticulated the Hertsmere Vision to better fit the ambitions of the administration and to reflect changing circumstances in local government landscape, most notably Local Government Reorganisation. This work reflects the outcomes of our whole council Corporate Peer Challenge which recognised the need to identify a clear narrative and vision for the area alongside a set of defined manageable priority areas for delivery:

Hertsmere: where vibrant towns, green spaces and close-knit communities come together. We are investing in homes, businesses and community life to build a greener, fairer and more prosperous future – all while staying connected to the energy of the city and the heart of our community spirit. Working hand in hand with our residents, we are shaping a future where every generation can call Hertsmere home.

Vision Statement: We are shaping Hertsmere into a borough of opportunity – where people can live securely, work successfully and enjoy green, sustainable and vibrant communities, close to the heart of the city.

Priorities: A revised set of priority areas have been identified focused around the key areas of 'Growing Opportunities', 'Strong Homes, Secure Futures', 'Community Equals Place' and 'Delivering Excellence' demonstrating our commitment to building a sustainable future for those living and working in the borough. Key deliverables have been identified under each of these areas and will form the Corporate Plan for 2026 to 2028.

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.

The council has prioritised its service improvement programme for 2026/27 in line with the service priorities mentioned above.

Factors affecting the 2026/27 revenue budget

There are many factors that can affect the revenue budget and 2026/27 has been another year when the council has had difficult decisions to make about which services to prioritise.

Some of the most significant influences and assumptions affecting the 2026/27 budget are in relation to:

- **Economy** – The economy is slowly recovering however the increased cost of living continues to have a significant impact on household budgets affecting our residents and staff. These conditions could continue to have a detrimental impact on the cost of providing services and on Hertsmere's revenue streams for example through fees and charges and on collection of local taxation.
- **Staff Pay, Recruitment and Retention** – With the increased cost of living, staff expectations for a significant pay increase remain high. A 4% pay award has been built into the 2026/27 budget. The council does need to be mindful of other public sector pay whilst also delivering a pay award that is affordable. Recruitment and retention continues to impact on some services.

The pressures noted above have been managed by increases in rental income from council assets, fees and charges and identification of budget savings and efficiencies. The table on page 18 breaks down the budget movements by service.

Funding the Annual Revenue Budget

Central Government Funding

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 which have been generally been in decline over much of the past decade.

The finance settlement now includes grant funding that has previously been awarded directly outside of the financial settlement.

CSP has now been simplified with fewer separate funding streams. Some previous grants including the New Homes Bonus, Employers National Insurance Contribution Grant and Business Rates Under Indexation Grant have been discontinued. Some grants that were previously outside of CSP have also now been rolled-in. For Hertsmere this includes the Temporary Accommodation element (c.£470k) of the Homelessness Prevention Grant. On the flip side the Domestic Abuse Safe Accommodation Grant (£38k) has been moved out of CSP and is now part of the new Homelessness Rough Sleeping and Domestic Abuse Safe Accommodation Grant.

Fees and Charges and Rental Income

The council also receives income from fees and 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.

However investment in our assets are generating further revenue streams to support the revenue budget.

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 balances the requirements for additional funding with our aim to keep the financial burden on residents at a reasonable level.

Council tax levies contribute 51% of the funding required to deliver the revenue budget.

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 & Ridge.

Although all of the council tax is collected by Hertsmere Borough Council, the share that we retain is just 9%.

Council Tax to be collected 2026/27 £103,741,861	Hertfordshire County Council	Police & Crime Commissioner	Parish & Town Councils	Hertsmere Borough Council
	77%	12%	2%	9%
	£80,127,196	£12,073,908	£2,211,951	£9,328,806

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 £2,405.83. 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 two 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 2026/27

The table below shows the final parish / town precepts and district expenditure.

2025/26 Precepts	Band D Equivalent £	Multiplied by No.	Total £
Aldenham Parish Council	156.33	5,445.2	851,249
Elstree & Borehamwood Town Council	85.06	13,449.8	1,148,262
Shenley Parish Council	95.33	1,828.9	174,340
South Mimms & Ridge Parish Council	82.63	461.1	38,100
Bushey, Potters Bar & Meriden	0	21,886.2	0
Total parish precepts		43,121.1	2,211,951
Hertsmere BC special expenses			707,597
Hertsmere BC general expenses	199.93	43,121.1	8,621,209
Total Hertsmere BC precepts		43,121.1	9,328,806
Total district expenditure			11,540,757

Council Tax Surcharge: The Government has announced a surcharge will be levied on properties valued at over £2 million from 2028/29.

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 council's 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.

Analysis of 2026/27 Budgets (budget pressures and savings)

GENERAL FUND BUDGET CHANGES	NET BUDGET 2025/26 £'000	Employee incr (decr) £'000	Other Expenses incr (decr) £'000	Income incr (decr) £'000	NET BUDGET 2026/27 £'000	TOTAL CHANGE fav (adv) £'000
Planning, Economic Development & Climate Change	1,091	122	1,173	146	2,238	(1,148)
Housing Strategy	843	254	37	(173)	1,307	(464)
Environmental Health, Licensing and Resilience	1,193	428	24	214	1,432	(239)
Street Scene Services	5,439	447	8	217	5,677	(238)
Asset Management and Engineering Services	(4,523)	13	(800)	(1,235)	(4,074)	(448)
Policy & Partnerships	1,531	270	62	44	1,818	(287)
Finance & Business Services	1,761	254	73	(65)	2,153	(392)
Housing Benefits & Council Tax Support	0	0	(7,478)	(7,478)	0	0
Legal & Democratic Services	1,722	180	28	(98)	2,028	(306)
Human Resources	451	123	1	28	546	(95)
Customer Experience, Digital Information & IDS	2,433	137	25	(14)	2,608	(176)
Executive Directors	549	218	2	0	768	(219)
Assurance Services	223	0	9	0	232	(9)
Total for directorates	12,712	2,444	(6,836)	(8,413)	16,733	(4,020)
Audit Fees, Bank Charges	299	0	25	0	324	(25)
General Expenses	577	0	1,100	0	1,677	(1,100)
Pension Deficit	1,046	(1,046)	0	0	0	1,046
Apprenticeship Levy	41	14	0	0	55	(14)
Central Contingency	300	0	200	0	500	(200)
Minimum Revenue Provision (MRP)	490	0	0	0	490	0
Investment Income	(1,500)	0	0	0	(1,500)	0
Total Council expenditure	13,966	1,412	(5,511)	(8,413)	18,278	(4,313)
FUNDING						
Revenue Support Grant	(149)			5,172	(5,321)	5,172
Business Rate Retention Scheme	(3,011)			(41)	(2,969)	(41)
Funding Protection	0			403	(403)	403
Adjustment Support Grant	0			255	(255)	255
Business Rate Under Indexation (S31 Grant)	(566)			(566)	0	(566)
*New Homes Bonus Grant	(13)			(13)	0	(13)
*Funding Floor	(952)			(952)	0	(952)
**Domestic Abuse Safe Accommodation Grant	(39)			(39)	0	(39)
*National Insurance Grant	(134)			(134)	0	(134)
Central Government Grants	(4,863)	0	0	4,085	(8,949)	4,085
Council Tax Requirement	9,102				9,102	(295)
Balanced budget	0				0	
Band D equivalent £pp	Band D				Band D	% Change
Hertsmere Borough Council	£210.06				£216.34	2.99%
Hertfordshire County Council	£1,769.87				£1,858.19	4.99%
Police & Crime commissioner	£265.00				£280.00	5.66%
Parish & Town Council Precept	£44.29				£51.30	15.83%
	£2,289.22				£2,405.83	

General Fund Budget Summary 2026/27

GENERAL FUND	NET BUDGET 2025/26 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2026/27 £'000
NET EXPENDITURE				
Planning, Economic Development & Climate Change	1,091	4,301	(2,063)	2,238
Housing Strategy	843	3,034	(1,727)	1,307
Environmental Health, Licensing & Resilience	1,193	2,116	(684)	1,432
Street Scene Services	5,439	12,272	(6,595)	5,677
Asset Management and Engineering Services	(4,523)	4,215	(8,289)	(4,074)
Policy & Partnerships	1,531	2,374	(556)	1,818
Finance & Business Services	1,761	3,102	(949)	2,153
Housing Benefits & Council Tax Support	-	18,512	(18,512)	-
Legal & Democratic Services	1,722	2,232	(204)	2,028
Human Resources	451	764	(218)	546
Customer Experience, Digital Information & IDS	2,433	2,661	(53)	2,608
Executive Directors	549	768	-	768
Assurance Services	223	233	-	233
Total for directorates	12,712	56,583	(39,850)	16,733
Audit Fees, Bank Charges	299	372	(48)	324
General Expenses	577	1,677	-	1,677
Pension Deficit	1,046	-	-	-
Apprenticeship Levy	41	55	-	55
Central Contingency	300	500	-	500
Minimum Revenue Provision (MRP)	490	490	-	490
Investment Income	(1,500)	-	(1,500)	(1,500)
Total Council expenditure	13,965	59,676	(41,398)	18,279

GENERAL FUND	NET BUDGET 2025/26 £'000	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET 2026/27 £'000
FUNDING				
Revenue Support Grant	(149)			(5,321)
Business Rate Retention Scheme	(3,011)			(2,969)
Funding Protection	-			(403)
Adjustment Support Grant	-			(255)
Business Rates Under Indexation Grant (S31)	(566)			-
Funding Floor	(952)			-
Domestic Abuse Safe Accommodation Grant	(38)			-
New Homes Bonus Grant	(13)			-
National Insurance Grant	(134)			-
Council Tax Requirement	(9,102)			(9,330)
Total Funding	(13,965)			(18,279)

General Fund Summary 2026/27 (by subjective)

	PLANNING, ECONOMIC DEVELOPMENT & CLIMATE CHANGE	HOUSING STRATEGY	ENVIRONMENTAL HEALTH, LICENSING & RESILIENCE	STREET SCENE SERVICES	ASSET MANAGEMENT & ENGINEERING SERVICES	POLICY & PARTNERSHIPS	FINANCE & BUSINESS SERVICES	LEGAL & DEMOCRATIC SERVICES	HUMAN RESOURCES	CUSTOMER EXPERIENCE, DIGITAL TRANSFORMATION & IDS	EXECUTIVE DIRECTORS	ASSURANCE SERVICES	NET BUDGET 2026/27
SERVICE EXPENDITURE	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees	2,659	1,645	1,954	6,901	1,002	1,266	2,462	1,307	627	1,718	755	0	22,296
Premises and Related	0	0	2	425	1,989	16	0	1	0	0	0	0	2,433
Transport	3	2	10	1,458	41	5	2	2	0	1	1	0	1,525
Supplies and Services	464	1,342	121	1,244	219	923	19,052	777	74	731	12	7	24,966
Third Party Payments	1,175	45	22	1,764	299	104	97	56	55	120	0	225	3,962
Transfer Payments	0	0	7	481	665	19	0	88	8	90	0	0	1,358
Income	(2,063)	(1,727)	(684)	(6,596)	(8,289)	(515)	(19,460)	(204)	(218)	(52)	0	0	(39,808)
Net Expenditure	2,238	1,307	1,432	5,677	(4,074)	1,818	2,153	2,028	546	2,608	768	232	16,733
CORPORATE EXPENDITURE													
Audit Fees, Bank Charges													324
General Expenses													1,677
Apprenticeship Levy													55
Central Contingency													500
Minimum Revenue Provision (MRP)													490
Investment Income													(1,500)
Total Expenditure	2,238	1,307	1,432	5,677	(4,074)	1,818	2,153	2,028	546	2,608	768	232	18,279

Budgeted staff numbers (full time equivalent)

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS	Total Budgeted Staff	Net Budget 2026/27 £'000
Planning Strategy	11.6	1,849
Development Management	27.4	192
Building Control	-	26
Economic Development & Regeneration	2.0	171
Planning, Economic Development & Climate Change	41.0	2,238
Partnerships & Community Engagement Unit	21.8	1,234
Corporate Communications	-	73
Sports Development	-	11
Community Development	-	19
Civic Expenses	-	42
Community Safety	-	23
CCTV	-	36
Voluntary Sector Aid Grant	-	517
Creative Strategy	1.0	1
Leisure Management	-	(138)
Policy and Partnerships	22.8	1,818
Community Enforcement	6.8	164
Miscellaneous Services	4.0	(272)
Community Toilet Scheme	-	8
Emergency Planning	0.8	58
Environmental Health Unit	20.9	1,369
Disabled Facilities Grant	2.0	105
Environmental Health, Licensing and Resilience	34.5	1,432

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS	Total Budgeted Staff	Net Budget 2026/27 £'000
Waste & Street Scene Unit	15.6	1,107
Waste Service	65.0	2,073
Trade Waste	2.0	(249)
Cleaning Services	25.0	1,563
Parks & Open Spaces	8.9	1,632
Allotments	-	0
Allum Lane Cemetery & Closed Grounds	-	106
Parking Services	28.0	(555)
Street Scene Services	144.5	5,677
Highways Related Expenditure	-	15
Engineering Services Unit including Drainage Services	-	68
Civic Offices	-	481
Health and Safety	-	32
Depot Sites	-	171
Residential Properties	-	(845)
Commercial Properties	-	(5,224)
Garages	-	(740)
Leisure & Community Buildings	-	168
Building Maintenance Programme	-	544
Asset Management & Engineering Unit	17.0	1,256
Asset Management & Engineering Services	17.0	(4,074)

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS	Total Budgeted Staff	Net Budget 2026/27 £'000
Finance Unit	16.0	1,316
Revenues & Benefits Unit	22.6	1,437
Council Tax and Non Domestic Rates Administration	-	(444)
Benefits Administration	-	(228)
Housing Benefit (Local Schemes)	-	0
Procurement	0.4	72
Finance & Business Services	39.0	2,153
Local Land Charges	2.2	3
Legal Services Unit	7.6	652
Electoral Registration	-	300
HBC Elections	-	75
Elections Unit	3.6	13
Surgeries	-	1
Members Allowances	-	642
Costs Associated with Members / Meetings	-	81
Democratic Services Unit	4.0	260
Legal & Democratic Services	17.4	2,027
Housing Services	27.6	829
Initiatives	-	0
Licensing	-	(52)
Homelessness	-	530
Homelessness Prevention	-	0
Housing Strategy	27.6	1,307

BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS	Total Budgeted Staff	Net Budget 2026/27 £'000
Human Resources Unit	6.6	505
Design & Print Services	1.8	11
Strategic Training	-	30
Human Resources	8.4	546
Customer Relationship Management	16.1	826
Digital Transformation	1.5	86
Civic Office Keepers	1.0	104
Information Digital Services	15.0	1,525
Civic Office Telephones	-	67
Customer Experience, Digital Transformation & IDS	33.6	2,608
Executive Directors	5.6	768
Executive Directors	5.6	768
Shared Internal Audit Services (SIAS)	-	117
Risk Management	-	6
Shared Anti-Fraud Service (SAFS)	-	109
Assurance Services	-	232
General Expenses	-	1,677
Audit Fees, Bank Charges	-	324
Apprenticeship Levy	-	55
Central Contingency	-	500
Minimum Revenue Provision	-	490
Investment Income	-	(1,500)
Corporate Budgets	-	1,546
Total FTE / Net Budget	391.50	18,278

Hertsmere Borough Council **Service Budgets**



Service Heads

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Liz Beighton Head of Planning, Economic Development and Climate Change Ext 5160	
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Paul Sawyer Head of Environmental Health, Licensing and Resilience Ext 4660	
Street Scene Services	52
Ian Kershaw Assistant Director Street Scene Services Ext 5242	
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Lee Gallagher Head of Customer Experience, Digital Transformation and IDS Ext 2982	
Executive Directors	99
Sajida Bijle Chief Executive Ext 5000	
Assurance Services	100
Matthew Bunyon Assistant Director Finance and Business Services Ext 5320	
Corporate Budgets	104
Matthew Bunyon Assistant Director Finance and Business Services Ext 5320	

Planning, Economic Development and Climate Change

Planning and Economic Development has the responsibility for:

Strategic Planning

- Preparation of the Local Plan;
- Preparation of other policy documents set out in the Local Development Scheme (LDS);
- Delivery of a Joint Strategic Plan within Hertfordshire;
- Assistance within the preparation of Neighbourhood Plans;
- Administration, collection and monitoring of Community Infrastructure Levy (CIL) and Section 106 monies/obligations; and
- Infrastructure Planning.

Development Management (including Enforcement, Planning Processing and Validations)

- Promoting high quality development which meets the current and future needs of the borough;
- Validation and processing of planning and other applications (including provision of advice, consideration of planning applications and defending our decisions at planning appeal);
- Taking enforcement action when appropriate; and
- Managing the service's complaints and FOI processes.

Building Control (now Hertfordshire Building Control Limited)

- Application and enforcement of national building regulations; and
- Applications for the demolition of buildings and the making safe of dangerous structures.

Economic Development

- Promoting economic prosperity within the borough; and
- Seeking new funding streams through grants to improve the borough.

Climate Change

- Climate Change and sustainability strategy and mitigation.

Number of Full Time Equivalent Staff (FTE) budgeted for 2026/27: 41

PLANNING & ECONOMIC DEVELOPMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	2,659	0	2,659
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	464	0	464
Third Party Payments	1,175	0	1,175
Transfer Payments	0	0	0
Income	0	(2,063)	(2,063)
Net Expenditure	4,301	(2,063)	2,238

Planning Strategy

HG300, HG310, HG350, HF600, HF601

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 Policies, and Elstree Way Corridor Area Action Plan (2015);
- 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 Levelling Up, Housing and Communities and neighbouring authorities;
- Providing support for appeals and other planning data;
- The monitoring and administration of CIL and s106 receipts from developments;
- The team is also responsible for developing and implementing the council's climate change and sustainability strategy.

PLANNING STRATEGY	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	816	0	816
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	156	0	156
Third Party Payments	1,050	0	1,050
Transfer Payments	0	0	0
Income	0	(173)	(173)
Net Expenditure	2,022	(173)	1,849

Development Management (including Enforcement, Planning Processing and Validations)

HG200

Purposes:

- Promoting high quality development that meets the current and future needs of the borough;
- Validation and processing of planning and other applications (including provision of advice, consideration of planning applications and defending our decisions at planning appeal);
- Investigating possible alleged breaches of planning permission, and taking enforcement action when appropriate;
- Managing the service's complaints and FOI processes.

DEVELOPMENT MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,712	0	1,712
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	180	0	180
Third Party Payments	82	0	82
Transfer Payments	0	0	0
Income	0	(1,784)	(1,784)
Net Expenditure	1,976	(1,784)	192

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. Dacorum District Council joined the partnership company during 2019/20 becoming the eighth shareholder.

The company, Hertfordshire Building Control Limited, 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.

This budget covers the statutory non-fee earning elements of the Building Control function including dangerous structures and building notices for disabled applications.

The eight local authority shareholders are:

- Hertsmere Borough Council
- Borough of Broxbourne Council
- East Herts District Council
- Three Rivers District Council
- Stevenage Borough Council
- North Herts District Council
- Welwyn Hatfield Borough Council
- Dacorum Borough Council

BUILDING CONTROL	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	4	0	4
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	1	0	1
Third Party Payments	43	0	43
Transfer Payments	0	0	0
Income	0	(22)	(22)
Net Expenditure	48	(22)	26

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	127	0	127
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	127	0	127
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(84)	(84)
Net Expenditure	255	(84)	171

Housing Strategy

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

- Housing Services;
- Homelessness;
- Homelessness Prevention;
- Housing Licensing;
- Housing Initiative.

Number of Full Time Equivalent Staff (FTE) budgeted for 2026/27: 27.6

HOUSING STRATEGY	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,645	0	1,645
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	1,342	0	1,342
Third Party Payments	45	0	45
Transfer Payments	0	0	0
Income	0	(1,727)	(1,727)
Net Expenditure	3,034	(1,727)	1,307

Housing Services

HJ100

Purposes:

- Development and implementation of the council's Housing Strategy, Homelessness Strategy, Affordable Warmth Strategy, Housing Renewal Assistance Policy, Private Sector Housing Strategy, Supported Housing Strategy and the Tenancy Strategy;
- Reporting to Central Government on statutory services and the application of housing grants;
- Working towards meeting local housing need through development of new affordable housing;
- Working in partnership sub-regionally.

HOUSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,645	0	1,645
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	67	0	67
Third Party Payments	20	0	20
Transfer Payments	0	0	0
Income	0	(905)	(905)
Net Expenditure	1,734	(905)	829

Homelessness

HJ700, HJ721

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.

HOMELESSNESS	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	1,175	0	1,175
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(645)	(645)
Net Expenditure	1,175	(645)	530

Homelessness Prevention

HJ505, HJ710

Purposes:

- Development and management of rent schemes and other initiatives such as the private sector leasing scheme and the development of partnerships with private landlords through Let with Hertsmere;
- Working towards meeting local housing need through development of new affordable housing.

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

Housing Licensing

HE852, HJ530

Purposes:

- Licensing and enforcement regarding the Renter's Rights Act, houses of multiple occupation and mobile homes to ensure safety standards;
- 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;
- Driving up standards in housing in all tenures by working in partnership and taking enforcement action where necessary and appropriate.

HOUSING LICENSING	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	(52)	(52)
Net Expenditure	0	(52)	(52)

Housing Initiatives

HJ500

Purposes:

- Working in partnership with outside agencies to provide advice and support regarding housing and homelessness to the community;
- Working with partners to provide education around housing and homelessness in schools.

HOUSING INITIATIVES	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	25	0	25
Transfer Payments	0	0	0
Income	0	(25)	(25)
Net Expenditure	25	(25)	0

Policy and Partnerships

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

- Partnership Unit;
- Corporate Communications;
- Sports Development;
- Partnerships & Community Development;
- Community Safety & PCSOs;
- CCTV;
- Voluntary Grant Aid;
- Creative Fund;
- Civic Expenses.

Number of Full Time Equivalent Staff (FTE) budgeted for 2026/27: 22.8

POLICY & PARTNERSHIPS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,266	0	1,266
Premises and Related	16	0	16
Transport	5	0	5
Supplies and Services	923	0	923
Third Party Payments	104	0	104
Transfer Payments	19	0	19
Income	0	(515)	(515)
Net Expenditure	2,333	(515)	1,818

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;
- Safeguarding.

It also manages the following direct community services:

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

The unit provides the following functions:

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	1,221	0	1,221
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	11	0	11
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	1,234	0	1,234

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 Information and Digital Services;
- 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	93	0	93
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(20)	(20)
Net Expenditure	93	(20)	73

Sports Development

HD253, HD256

Purposes:

- 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	15	0	15
Transport	0	0	0
Supplies and Services	74	0	74
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(78)	(78)
Net Expenditure	89	(78)	11

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	20	0	20
Third Party Payments	12	0	12
Transfer Payments	0	0	0
Income	0	(13)	(13)
Net Expenditure	32	(13)	19

Community Safety

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.

COMMUNITY 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	20	0	20
Third Party Payments	12	0	12
Transfer Payments	0	0	0
Income	0	(13)	(13)
Net Expenditure	32	(13)	19

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 52 cameras across the borough including mobile cameras 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	48	0	48
Third Party Payments	80	0	80
Transfer Payments	15	0	15
Income	0	(107)	(107)
Net Expenditure	143	(107)	36

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	540	0	540
Third Party Payments	0	0	0
Transfer Payments	4	0	4
Income	0	(27)	(27)
Net Expenditure	544	(27)	517

Creative Fund

HD125

Purpose:

The Creative Fund budget is designed to support the creation of a Cultural Strategy for Hertsmere and economic development activities to support and promote the local creative sector through forums, skills development and grants for creative activities. The projects utilise funding from the Platinum Stages project to further develop and support the local creative industries.

CREATIVE FUND	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	43	0	43
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	57	0	57
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(100)	(100)
Net Expenditure	100	(100)	0

Mayoral Budget (Civic Expenses)

HB150, HB151

Purpose:

These costs represent the expenditure associated with civic events and mayoral duties.

MAYORAL BUDGET (CIVIC EXPENSES)	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	2	0	2
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	42	0	42
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(5)	(5)
Net Expenditure	47	(5)	42

Leisure Mangement

HD230

Purpose:

The unit provides a liaison function to ensure that InspireAll (formerly Hertsmere Leisure Trust) is delivering a leisure facility service in line with agreements made as part of the leisure contract.

LEISURE 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	12	0	12
Transfer Payments	0	0	0
Income	0	(150)	(150)
Net Expenditure	12	(150)	(138)

Environmental Health, Licensing and Resilience

Purposes:

- Air quality, contaminated land, pollution control, private water supplies, stray dogs and animal welfare;
- Food safety and hygiene, infectious disease control, outbreak management and health and safety in commercial premises;
- Licensing regulated entertainment, alcohol sales, hackney carriages and private hire vehicles;
- Emergency planning and business continuity 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;
- Community Enforcement teams;
- Management of Disabled Facilities Grant.

Number of Full Time Equivalent Staff (FTE) budgeted for 2026/27: 34.5

ENVIRONMENTAL HEALTH, LICENSING AND RESILIENCE	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,954	0	1,954
Premises and Related	2	0	2
Transport	10	0	10
Supplies and Services	121	0	121
Third Party Payments	22	0	22
Transfer Payments	7	0	7
Income	0	(684)	(684)
Net Expenditure	2,116	(684)	1,432

Miscellaneous Services

HE100, HE800, HE801, HE803, HE850, HE851, HE860, HE861, HE862, HE863, HE864, 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** – Licensing of alcohol and entertainment. Registration and control of tattooists skin piercing acupuncture and electrolysis. Licensing of private hire vehicles and hackney carriages, their drivers and operators Administration and enforcement of the Licensing Act 2003, Gambling Act 2005, Street Trading, Scrap Metal Dealers Act 2013 and other miscellaneous licences;
- **Animal Welfare** – Inspection and licensing of pet shops, boarding 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 and Management of Outbreaks** – Investigation of infectious diseases and food poisoning cases in liaison with the UK Health Security Agency (previously Public Health England). Management of outbreaks in conjunction with UKHSA and HCC Public Health colleagues, with direction provided by central government in the case of pandemics. Attendance at Herts & Beds Health Protection Group;
- **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 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 and regular update reviews and reports in accordance with government guidelines;
- **Nuisance complaints** – Investigation of noise, light, odour, smoke and dust complaints, including from building sites;
- **Consultation responses (statutory and non-statutory)** – Responding to consultations on planning applications and licensing applications for premises licences and temporary event notices to reduce the likelihood of noise complaints and for the protection of health.

- **Enviro crime** – Investigation of fly tipping incidents, duty of care offences, littering, and the assistance in clearing fly tipping on private land by arranging clearance and securing PCC funding;
- **Food Hygiene and Safety** – A full food safety service including the inspection / intervention of over 1000 food premises in the borough and enforcement action where appropriate. Issue of food hygiene scores in accordance with the FSA's food hygiene rating scheme. Provision of food safety advice to new food businesses. Food and environmental sampling. Investigation of food complaints. Inland imported food control and export health certification. Response to local and national food incidents and issues identified by the FSA. Response to planning applications. Provision of a register of all food premises. Acting as Primary Authority Partner for a large national food company, providing advice and evaluation of the company's food safety management system, including policies and procedures. Co-ordination and facilitation of training courses for professional officers across the UK and seminars for food businesses. Attendance at Herts & Beds Food Study Group, Business Guidance Group, Safety Advisory Group.
- **Land Pollution** – Assessment of planning applications in order to reduce the risks from land contamination. Undertake environmental searches upon request from external agencies.

MISCELLANEOUS SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	175	0	175
Premises and Related	2	0	2
Transport	2	0	2
Supplies and Services	44	0	44
Third Party Payments	22	0	22
Transfer Payments	3	0	3
Income	0	(520)	(520)
Net Expenditure	248	(520)	(272)

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	8	0	8
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	8	0	8

Emergency Planning

HB900

Purposes:

- Discharge the statutory responsibilities placed upon the council as a designated "Category One" responder as a consequence of the Civil Contingencies Act;
- Provision of maintenance and training for the authority's emergency plan to cover any emergency or disaster that may occur within Hertsmere's boundaries such as rail crash, severe flooding or other natural disasters;
- Coordinate Business Continuity within Council Services in response to occurrences which would hamper normal service delivery.

EMERGENCY PLANNING	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	53	0	53
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	58	0	58

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 Hertsmere's Safety Advisory Group (a multi-agency team) and providing administrative and secretarial support;
- Municipal/paupers funerals: taking responsibility when a Hertsmere resident dies without next of kin (and reprioritising workload), to comply with the National Assistance Act 1948;
- 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, intruder alarms etc.

ENVIRONMENTAL HEALTH ADMINISTRATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,323	0	1,323
Premises and Related	0	0	0
Transport	5	0	5
Supplies and Services	41	0	41
Third Party Payments	0	0	0
Transfer Payments	1	0	1
Income	0	(1)	(1)
Net Expenditure	1,370	(1)	1,369

Disabled Facilities Grants

HJ550

Purposes:

- Disabled facilities grants (DFG) 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	105	0	105
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	105	0	105

Community Enforcement

HE899

Purposes:

In 2025/26 the council introduced a new Community Enforcement team to provide an enhanced approach to council led enforcement activities partially funded by Elstree & Borehamwood Town Council.

This initiative will support the council's commitment to keep residents safe.

COMMUNITY ENFORCEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	298	0	298
Premises and Related	0	0	0
Transport	3	0	3
Supplies and Services	23	0	23
Third Party Payments	0	0	0
Transfer Payments	3	0	3
Income	0	(163)	(163)
Net Expenditure	327	(163)	164

Street Scene Services

Street Scene Services has responsibility for:

Waste Services

- Collection of statutory household waste streams (residual waste; recyclables from domestic premises such as paper, plastic and cans & glass; food waste);
- 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,
- Collection of garden waste (a chargeable service);
- Special collection of bulky household items, and fridges and freezers (a chargeable service);
- 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

- Keeping Hertsmere's streets and open spaces clean;
- Fly-tipping removal;
- Weed killing on highways in partnership with Hertfordshire County Council;

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;
- 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 2026/27: 144.5

STREET SCENE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	6,901	0	6,901
Premises and Related	425	0	425
Transport	1,458	0	1,458
Supplies and Services	1,244	0	1,244
Third Party Payments	1,764	0	1,764
Transfer Payments	481	0	481
Income	0	(6,596)	(6,596)
Net Expenditure	12,273	(6,596)	5,677

Waste and 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	945	0	945
Premises and Related	1	0	1
Transport	61	0	61
Supplies and Services	70	0	70
Third Party Payments	0	0	0
Transfer Payments	30	0	30
Income	0	0	0
Net Expenditure	1,107	0	1,107

Waste Services

HF100, HF110, HF120, HF130

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.

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.

WASTE SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	3,038	0	3,038
Premises and Related	0	0	0
Transport	1,066	0	1,066
Supplies and Services	157	0	157
Third Party Payments	342	0	342
Transfer Payments	251	0	251
Income	0	(2,781)	(2,781)
Net Expenditure	4,854	(2,781)	2,073

Trade Services

HF300

Purpose:

The council has a duty under the Environmental Protection Act to provide, where requested, a commercial waste service for which a charge is made.

TRADE REFUSE	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	101	0	101
Premises and Related	0	0	0
Transport	42	0	42
Supplies and Services	285	0	285
Third Party Payments	0	0	0
Transfer Payments	10	0	10
Income	0	(687)	(687)
Net Expenditure	438	(687)	(249)

Cleansing Services

HE900, HE910

Purposes:

The 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.

CLEANSING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,153	0	1,153
Premises and Related	0	0	0
Transport	250	0	250
Supplies and Services	89	0	89
Third Party Payments	89	0	89
Transfer Payments	60	0	60
Income	0	(78)	(78)
Net Expenditure	1,641	(78)	1,563

Parks and Amenity Areas

HD300, HD301, HD302, HD310, HD370, HD371, HD372, HD373, HD374, HD375, HD376, 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 the council's parks and open spaces development programme, increasing local amenity through application of S106 and Community Infrastructure Levy. It is responsible for 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.

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.

PARKS AND AMENITY AREAS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	436	0	436
Premises and Related	118	0	118
Transport	12	0	12
Supplies and Services	29	0	29
Third Party Payments	1,147	0	1,147
Transfer Payments	30	0	30
Income	0	(140)	(140)
Net Expenditure	1,772	(140)	1,632

Allotments

HD350

Purpose:

The council owns, and provides for rental, plots over five sites throughout the borough.

ALLOTMENTS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	5	0	5
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	14	0	14
Transfer Payments	0	0	0
Income	0	(19)	(19)
Net Expenditure	19	(19)	0

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 9am – 5pm, 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	15	0	15
Transport	0	0	0
Supplies and Services	36	0	36
Third Party Payments	165	0	165
Transfer Payments	0	0	0
Income	0	(110)	(110)
Net Expenditure	216	(110)	106

Parking Services

HH800, HH810, HH820

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 30 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 31 March 2008.

Car Parks and Parking

The council aims to manage competing demand for kerbside space and manage our surface and multi-storey car parks.

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.

PARKING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,228	0	1,228
Premises and Related	286	0	286
Transport	27	0	27
Supplies and Services	578	0	578
Third Party Payments	7	0	7
Transfer Payments	100	0	100
Income	0	(2,781)	(2,781)
Net Expenditure	2,226	(2,781)	(555)

Asset Management and Engineering Services

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

- Civic Offices;
- Depot Sites;
- Residual Residential Properties;
- Commercial Properties;
- Garages;
- Leisure and Community Buildings;
- Building Maintenance Programme;
- Asset Management Unit;
- Engineering & Drainage Services;
- Residual Highways.

The number of Full Time Equivalent Staff (FTE) budgeted for 2026/27: 17

ASSET MANAGEMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,002	0	1,002
Premises and Related	1,989	0	1,989
Transport	41	0	41
Supplies and Services	219	0	219
Third Party Payments	299	0	299
Transfer Payments	665	0	665
Income	0	(8,289)	(8,289)
Net Expenditure	4,215	(8,289)	(4,074)

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	936	0	936
Transport	0	0	0
Supplies and Services	35	0	35
Third Party Payments	0	0	0
Transfer Payments	55	0	55
Income	0	(545)	(545)
Net Expenditure	1,026	(545)	481

Depot Sites

HG525, HG560, HG561, HG562

Purposes:

There are four 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 Elections’
- Cranbourne Depot – utilised by Street Scene Services.

DEPOT SITES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	167	0	167
Transport	0	0	0
Supplies and Services	4	0	4
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	171	0	171

Residual Residential Properties

HK100, HK120, HK150, HK151, HK152, HK153, HK155, HK157, HK158, HK160

Purposes:

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

Eastbury Road Caravan Site

There are thirteen plots located on this site. Of these twelve 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 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	191	0	191
Transport	0	0	0
Supplies and Services	11	0	11
Third Party Payments	0	0	0
Transfer Payments	10	0	10
Income	0	(1,057)	(1,057)
Net Expenditure	212	(1,057)	(845)

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 Point Centre;
- Other commercial properties under the council's 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;
- Bournehall 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 seven 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	203	0	203
Transport	0	0	0
Supplies and Services	21	0	21
Third Party Payments	10	0	10
Transfer Payments	300	0	300
Income	0	(5,759)	(5,759)
Net Expenditure	534	(5,759)	(5,224)

Garages

HK110

Purpose:

The council owns garages for rental across the borough.

GARAGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	70	0	70
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	100	0	100
Income	0	(910)	(910)
Net Expenditure	170	(910)	(740)

Leisure and Community Buildings

HD100, HD121, HD202, HD210, HD211, HD213, HD217, HD218

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;
- The 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);
- Maintenance of pavilion buildings located within parks under Hertsmere's management.

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 landlord cost of maintaining the building is shown here. The cost of operating the museum is reported under Partnerships and Community Engagement.

LEISURE & COMMUNITY BUILDINGS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	167	0	167
Transport	0	0	0
Supplies and Services	1	0	1
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	168	0	168

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	250	0	250
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	94	0	94
Transfer Payments	200	0	200
Income	0	0	0
Net Expenditure	544	0	544

Health & Safety

HE820

Purposes:

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 council's 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 AND 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	1	0	1
Third Party Payments	31	0	31
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	32	0	32

Asset Management and Engineering 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;
- Health & Safety.

ASSET MANAGEMENT AND ENGINEERING UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,002	0	1,002
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	134	0	134
Third Party Payments	121	0	121
Transfer Payments	0	0	0
Income	0	(3)	(3)
Net Expenditure	1,259	(3)	1,256

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.

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

Engineering Services

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 hour 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.

ENGINEERING SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	5	0	5
Transport	39	0	39
Supplies and Services	12	0	12
Third Party Payments	28	0	28
Transfer Payments	0	0	0
Income	0	(15)	(15)
Net Expenditure	84	(15)	68

Finance and Business Services

Purposes:

- Financial strategy and planning;
- Capital and revenue budget setting and financial monitoring;
- Setting the council tax;
- Financial management, support and control;
- Financial accounting;
- The administration and collection of revenues – council tax and national non-domestic rates;
- The administration of the housing benefit and council tax support schemes as determined by current statutory requirements;
- Treasury management strategy and the administration of the treasury function;
- Insurance;
- 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;

The number of Full Time Staff (FTE) budgeted for 2026/27: 39.0

FINANCE AND BUSINESS SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	2,462	0	2,462
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	19,052	0	19,052
Third Party Payments	97	0	97
Transfer Payments	0	0	0
Income	0	(19,460)	(19,460)
Net Expenditure	21,613	(19,460)	2,153

Finance Unit

HN100

Purposes:

Financial Services

- Financial Strategy;
- Medium term financial plan;
- Preparing capital and revenue budgets and setting the council tax;
- Financial support and management and 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;
- Grant claims;
- Prudential code, use of resources statement, value for money.

Treasury and Banking

- Treasury Management Strategy;
- Cash flow management, investments and loans;
- Financial modelling and project appraisal;
- Insurance and risk management;
- VAT accounting and managing the timely submission of returns to Customs & Excise;
- Banking and merchant 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	1,109	0	1,109
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	203	0	203
Third Party Payments	7	0	7
Transfer Payments	0	0	0
Income	0	(3)	(3)
Net Expenditure	1,319	(3)	1,316

Procurement

HN800

Purposes:

- This unit is responsible for development, implementation and monitoring of the council's Procurement Strategy, and Contract Procedure Rules and for ensuring compliance with current legislation and guidance;
- This service provides support, guidance and training to support managers through the procurement process and with ongoing contract management;
- The Procurement Service is delivered through a partnership arrangement with Stevenage Borough Council.

PROCUREMENT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	20	0	20
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	5	0	5
Third Party Payments	48	0	48
Transfer Payments	0	0	0
Income	0	(1)	(1)
Net Expenditure	73	(1)	72

Revenues and Benefits Unit

HN150

Purposes:

- The administration and collection of revenues – council tax and national non-domestic rates;
- The administration of the housing benefit and council tax support schemes as determined by current statutory requirements;
- The costs of the Revenues and Benefits units are recharged to the budgets for Housing Benefits, Council Tax and Non Domestic Rates to reflect the cost of these services.

REVENUES AND BENEFITS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,333	0	1,333
Premises and Related	0	0	0
Transport	2	0	2
Supplies and Services	177	0	177
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(75)	(75)
Net Expenditure	1,512	(75)	1,437

Council Tax and Non Domestic Rates Administration

HB610, HB600

Purposes:

The local authority is responsible for raising two forms of local taxation: council tax, which is levied against households, and Non-Domestic Rates (NDR), also referred to as Business Rates, which is levied against non-domestic properties in the borough.

The amount of tax charged is based on a valuation from the Valuation Office Agency (VOA) and can be reduced by discounts / exemptions in council tax and reliefs / exemptions in NDR.

Employee and overhead costs are included within the Revenues and Benefits Unit budget. The council receives administration grant funding in relation to these costs.

COUNCIL TAX AND NON DOMESTIC RATES ADMINISTRATION	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	124	0	124
Third Party Payments	41	0	41
Transfer Payments	0	0	0
Income	0	(609)	(609)
Net Expenditure	165	(609)	(444)

Benefits Administration

HB630

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 Department of Levelling Up, Housing and Communities (DLUHC) for council tax support to part fund these expenses.

Employee and overhead costs are included within the Revenues and Benefits Unit budget. The council receives administration grant funding in relation to these costs.

BENEFITS ADMINISTRATION	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	31	0	31
Third Party Payments	1	0	1
Transfer Payments	0	0	0
Income	0	(260)	(260)
Net Expenditure	32	(260)	(228)

Housing Benefit

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 Department of Works and Pensions (DWP).

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	18,512	0	18,512
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(18,512)	(18,512)
Net Expenditure	18,512	(18,512)	0

Legal and Democratic Services

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

- Land Charges;
- Electoral Registration;
- Local Elections;
- Legal and Democratic Services Business Unit;
- Mayoral Budget;
- Surgeries;
- Members Allowances;
- Mayoral and Members Support;
- Committee Administration.

The number of Full Time Equivalent Staff (FTE) budgeted for 2026/27: 17.4

LEGAL AND DEMOCRATIC SERVICES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,307	0	1,307
Premises and Related	1	0	1
Transport	2	0	2
Supplies and Services	777	0	777
Third Party Payments	56	0	56
Transfer Payments	88	0	88
Income	0	(204)	(204)
Net Expenditure	2,231	(204)	2,027

Local Land Charges

HC100

Purposes:

- Delivery of a Land Charges Service to provide replies to CON29R enquiries and maintain accurate information.

Please note that LLC1 land searches are now carried out by HM Land Registry.

Please see: <https://www.gov.uk/search-local-land-charges> for details.

A Statutory Instrument requires that the council make a reasonable charge based on the cost of providing the service. These charges therefore differ between authorities.

Fees & Charges can be found on the Hertsmere Borough Council website.

LOCAL LAND CHARGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	111	0	111
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	49	0	49
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(157)	(157)
Net Expenditure	160	(157)	3

Electoral Registration

HB810

Purposes:

To deliver an Electoral Service which is a statutory function.

From 16 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 79,320.

Further regulations effective from 1 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	228	0	228
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	74	0	74
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(2)	(2)
Net Expenditure	303	(2)	300

Elections Unit

HB830

Purposes:

The council is responsible for organising borough council, county council, parish council, parliamentary and police and crime commissioner elections, neighbourhood referendums and parish polls.

This budget provides for ongoing costs such as software and communications hardware which are charged to the Elections unit whether or not an election is taking place.

ELECTIONS UNIT	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	13	0	13
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	13	0	13

Elections

HB801

Purposes:

Following changes to the borough council elections in May 2015, all councillors are now up for election every four years.

A contribution is therefore made to an elections earmarked reserve annually to offset the cost of the borough elections in the fourth year. The next borough election will take place in May 2027.

HBC ELECTIONS	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	75	0	75
Income	0	0	0
Net Expenditure	75	0	75

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 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;
- General Data Protection Regulation (GDPR).

LEGAL SERVICES BUSINESS UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	601	0	601
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	44	0	44
Third Party Payments	51	0	51
Transfer Payments	0	0	0
Income	0	(45)	(45)
Net Expenditure	697	(45)	652

Surgeries

HB120

Purpose:

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

Purpose:

All elected Members receive a basic allowance as a councillor. 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	119	0	119
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	522	0	522
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	642	0	642

Costs Associated with Meetings/Members

HBHB130, HB141, HB142, HB143, HB144, HB145

Purposes:

This includes limited printing of minutes, agendas and associated postage costs. Members are encouraged to access information electronically where possible.

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. The costs of the Audit Committee are for allowances for independent members.

Cabinet Expenses

These cover general expenses incurred by the Cabinet.

COSTS ASSOCIATED WITH MEETINGS / MEMBER COSTS	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	53	0	53
Third Party Payments	5	0	5
Transfer Payments	13	0	13
Income	0	0	0
Net Expenditure	81	0	81

Democratic Services Business Unit

HN310

Purpose:

The unit exists to provide advice and support for running committee meetings and supporting the work of councillors in Hertsmere.

DEMOCRATIC SERVICES BUSINESS UNIT	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	238	0	238
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	22	0	22
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	260	0	260

Human Resources and Print Services

Purposes:

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

- Human Resources;
- Design & Print Services;
- Strategic Training.

The number of Full Time Equivalent Staff (FTE) budgeted for 2026/27: 8.4

HUMAN RESOURCES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	627	0	627
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	74	0	74
Third Party Payments	55	0	55
Transfer Payments	8	0	8
Income	0	(218)	(218)
Net Expenditure	764	(218)	546

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	481	0	481
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	24	0	24
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	505	0	505

Design and Print Services

HN900

Purposes:

Design & Print Services 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 council's 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 meet Hertsmere Borough Council's corporate standards.

Design and 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;
- ID card production and access;
- Archive room data management;
- Confidential waste collection and management.

DESIGN AND 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	38	0	38
Third Party Payments	55	0	55
Transfer Payments	8	0	8
Income	0	(190)	(190)
Net Expenditure	201	(190)	11

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	46	0	46
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	(28)	(28)
Net Expenditure	58	(28)	30

Customer Experience, Digital Transformation and IDS

Purposes:

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

- Customer Relationship Management;
- Digital Transformation;
- Civic Office Keepers;
- IDS – Information Digital Services including infrastructure, systems support and Civic Office telephones.

The number of Full Time Equivalent Staff (FTE) budgeted for 2026/27: 33.6

CUSTOMER SERVICES, DIGITAL TRANSFORMATION AND IDS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	1,718	0	1,718
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	731	0	731
Third Party Payments	120	0	120
Transfer Payments	90	0	90
Income	0	(52)	(52)
Net Expenditure	2,660	(52)	2,608

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 online, by telephone or at the Civic Offices in Borehamwood Please check our website or call our Customer Service Centre to confirm our opening hours before visiting.

The aim of the Customer Service 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 customers to access services, including induction loops for those who are hard of hearing, and language interpreters are available when essential. Above all, the Customer Service Team is welcoming, friendly and puts 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	774	0	774
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	80	0	80
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(28)	(28)
Net Expenditure	854	(28)	826

Digital Transformation

HO101

Purpose:

The website is often the first place our customers visit for information so the aim is to develop the website and the digital delivery of our services and support the introduction and implementation of new digital business processes for transactions through the website. Customer online accounts are planned to enable customers to log and track service requests providing proactive updates.

Customer Services, including the Digital Transformation team will:

- Continue to provide services for those who are unable to access our services online;
- Monitor the content on the website and work with Corporate Communications and the website co-ordinators to control the quality of all information that is published on the website, ensuring that data is transparent, easily understood and accessible;
- Identify and recommend new technologies that could be adopted to improve access to council services seeking out best practice on website and digital transformation in other organisations to recommend how service areas could improve efficiencies and quality of service;
- Use analytics to report on the effectiveness, engagement and use of the website.

DIGITAL TRANSFORMATION	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	85	0	85
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	1	0	1
Third Party Payments	7	0	7
Transfer Payments	0	0	0
Income	0	(7)	(7)
Net Expenditure	93	(7)	86

Civic Office Keepers

HO300

Purpose:

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	56	0	56
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	48	0	48
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	104	0	104

Information Digital Services

HN200, HN210

Purposes:

Information Digital Services (IDS) provide specialist support, advice and guidance on the use of information technology and provide strategic direction in relation to information services to support the organisation in achieving its corporate goals

IDS comprises of three distinct business units:

- **Infrastructure and Technical Security**

Development and implementation of the Information Services Strategy. Procurement of and support and maintenance for all PC, laptop, server, networking and telecommunications hardware, and operating system support. Internet and intranet, cyber security, disaster recovery, business continuity and cloud technologies;

- **Business Systems and Projects Support Service**

Support and maintain all the authority's line of business applications including working closely with business units to ensure maximum benefits are obtained through procurement, implementation and use of applications. The team also provide a project management to major corporate projects;

- **Service Desk**

Provide first line ICT support to staff and members.

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

CIVIC OFFICE KEEPERS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	803	0	803
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	650	0	650
Third Party Payments	65	0	65
Transfer Payments	90	0	90
Income	0	(17)	(17)
Net Expenditure	1,609	(17)	1,592

Executive Directors

HN400

Executive Directors

These costs consist of the Chief Executive, Deputy Chief Executive, the Director of Place Transformation and their personal assistants.

The number of Full Time Equivalent Staff (FTE) budgeted for 2026/27: 5.6

EXECUTIVE DIRECTORS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	755	0	755
Premises and Related	0	0	0
Transport	1	0	1
Supplies and Services	12	0	12
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	768	0	768

Assurance Services

Purpose:

Those activities and costs concerned with the provision of internal audit, anti-fraud and risk management services. 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.

ASSURANCE 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	7	0	7
Third Party Payments	225	0	225
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	232	0	232

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.

Since 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
- Three Rivers District Council
- Welwyn Hatfield Borough Council
- Watford 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	117	0	117
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	117	0	117

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
- Luton Borough Council

SHARED ANTI FRAUD SERVICE (SAFS)	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	102	0	102
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	109	0	109

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 with Hertfordshire County Council.

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	6	0	6
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure	6	0	6

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;
- Apprenticeship Levy;
- Central Contingency;
- Minimum Revenue Provision;
- Investment Income.

CORPORATE BUDGETS	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	128	0	128
Premises and Related	139	0	139
Transport	0	0	0
Supplies and Services	837	0	837
Third Party Payments	1,000	0	1,000
Transfer Payments	500	0	500
Minimum Revenue Provision	490	0	490
Income	0	(1,548)	(1,548)
Net Expenditure above the line	3,094	(1,548)	1,546

General Expenses

HB100

Purpose:

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

A budget for work relating to Local Government Reorganisation has also been included.

GENERAL EXPENSES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	73	0	73
Premises and Related	139	0	139
Transport	0	0	0
Supplies and Services	465	0	465
Third Party Payments	1,000	0	1,000
Transfer Payments	0	0	0
Income	0	0	0
Net Expenditure above the line	1,677	0	1,677

Audit fees, bank charges

HB220

Purposes:

- **Audit Fees:**

Fees of the council's external auditor, in relation to their audit of the Council Financial Statements, other information included in those statements, the council's arrangements for securing economy, efficiency and effectiveness and their audit of the Housing Benefit subsidy claim.

- **Bank Charges:**

Various fees associated with the council's banking arrangements including bank charges, merchant charges and other card fees.

AUDIT FEES, BANK CHARGES	GROSS EXPENDITURE £'000	GROSS INCOME £'000	NET BUDGET £'000
Employees	0	0	0
Premises and Related	0	0	0
Transport	0	0	0
Supplies and Services	372	0	372
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(48)	(48)
Net Expenditure above the line	372	(48)	324

Apprenticeship Levy

HP100

Purpose:

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	55	0	55
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 above the line	55	0	55

Central contingency

HP200

Purpose:

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	0	0	0
Third Party Payments	0	0	0
Transfer Payments	500	0	500
Income	0	0	0
Net Expenditure above the line	500	0	500

Minimum Revenue Provision

HP300

Purpose:

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	0	0	0
Transport	0	0	0
Supplies and Services	0	0	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Dep'n and Impairment loss	490	0	490
Income	0	0	0
Net Expenditure above the line	490	0	490

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
2021/22	£81m	£295	0.36%
2022/23	£72m	£1,371	1.90%
2023/24	£64m	£2,153	3.37%
2024/25	£62m	£3,032	4.76%
2025/26 Forecast	£78m	£3,371	4.50%
2026/27 Budget	£68m	£2,639*	3.87%

*The investment budget for 2026/27 has been held at £1.5m due to longer term uncertainty and any surplus in year will be set aside as a revenue contribution towards the cost of capital investment

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	(1,500)	(1,500)
Net Expenditure above the line	0	(1,500)	(1,500)

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 council's 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 four year capital budget and the critical review of capital bids by the Asset Management Panel (AMP) supports the achievement of the council's strategic objectives, and timely decisions made by full council prior to the start of the new financial year 2026/27 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.

Capital Programme 2025/26 – 2028/29

PROJECT CODE	4 YEAR CAPITAL ESTIMATES					FUNDING SOURCES							
	2025/26	2026/27	2027/28	2028/29	Total 4 Year Estimate plus current year	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management	11,063	5,048	8,700	1,200	26,011	(3,093)	0	(1,735)	(2,453)	(1,964)	(427)	(16,339)	(26,011)
Planning, Economic Development and Climate Change	4,190	0	0	0	4,190	0	0	0	0	0	0	(4,190)	(4,190)
Environmental Health and Licensing	974	1,023	973	0	2,970	0	(2,919)	(51)	0	0	0	0	(2,970)
Street Scene Services	3,496	2,310	0	0	5,806	(443)	0	(1,086)	(330)	0	(171)	(3,776)	(5,806)
Finance and Business Services	38	0	0	0	38	(38)	0	0	0	0	0	0	(38)
Customer Experience, Digital Transformation and IDS	598	0	0	0	598	(495)	0	(103)	0	0	0	0	(598)
TOTAL FOUR YEAR CAPITAL ESTIMATES	20,359	8,381	9,673	1,200	39,613	(4,069)	(2,919)	(2,975)	(2,383)	(2,364)	(3,398)	(21,505)	(39,613)

Asset Management

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES							
	Capital Scheme Description	2025/26	2026/27	2027/28	2028/29	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV171	Works to Council Owned Shops	3	0	0	0	3	0	0	0	(3)	0	0	0	(3)
HV215	St Johns Church	99	0	0	0	99	0	0	0	0	0	0	(99)	(99)
HV231	Croxdale Road & Rossington Ave Roof	95	0	0	0	95	(95)	0	0	0	0	0	0	(95)
HV280	Civic Offices - Repurposing & Refurbishment	670	0	0	0	670	0	0	(670)	0	0	0	0	(670)
HV293	197 Darkes Lane Development	15	148	4,800	100	5,063	(2,363)	0	0	0	0	(42)	(2,658)	(5,063)
HV294	Caishowe Road Development	309	0	0	0	309	0	0	0	0	0	0	(309)	(309)
HV302	80 Shenley Road Purchase & Redevelopment	681	0	0	0	681	0	0	(681)	0	0	0	0	(681)
HV300	Catterwick Way Development	4,273	0	0	0	4,273	0	0	0	0	0	0	(4,273)	(4,273)
HV306	Civic Offices Toilet Refurbishment	384	0	0	0	384	0	0	(384)	0	0	0	0	(384)
HV308	Edwintree Court Refurbishments	270	0	0	0	270	(270)	0	0	0	0	0	0	(270)
HV327	Manor Way Service Road	150	0	0	0	150	0	0	0	(150)	0	0	0	(150)
HV328	Bairstow Close, Purchase & development	750	0	0	0	750	(365)	0	0	0	0	(385)	0	(750)
HV266	Elstree Studios Replacement Stage Doors 7,8 & 9	8	0	0	0	8	0	0	0	0	(8)	0	0	(8)
HV284	Elstree Film Studios - Maxwell Building Façade	220	0	0	0	220	0	0	0	0	(220)	0	0	(220)
HV303	EFS Remediation & Reinstatement	736	0	0	0	736	0	0	0	0	(736)	0	0	(736)

Asset Management (cont)

	Capital Scheme Description	2025/26	2026/27	2027/28	2028/29	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV311	EFS Underground Car Park	1,400	0	0	0	1,400	0	0	0	(1,400)	0	0	0	(1,400)
HV321	EFS Health & Safety Works	1,000	0	0	0	1,000	0	0	0	0	(1,000)	0	0	(1,000)
NEW	Aycliffe Community Centre	0	2,800	2,100	1,100	6,000	0	0	0	0	0	0	(6,000)	(6,000)
NEW	Paxton Court - Medical Facility	0	1,300	1,700	0	3,000	0	0	0	0	0	0	(3,000)	(3,000)
NEW	Shopping Parades	0	800	100	0	900	0	0	0	(900)	0	0	0	(900)
TOTAL		11,063	5,048	8,700	1,200	26,011	(3,093)	0	(1,735)	(2,053)	(2,364)	(3,227)	(13,539)	(26,011)

Planning, Economic Development and Climate Change

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES							
	Capital Scheme Description	2025/26	2026/27	2027/28	2028/29	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HL016	Community Hertsmere - Community Shed	297	0	0	0	297	0	0	0	0	0	0	(297)	(297)
HL017	Community Hertsmere - Community Shop	41	0	0	0	41	0	0	0	0	0	0	(41)	(41)
HL030	Breakspeare School	769	0	0	0	769	0	0	0	0	0	0	(769)	(769)
HL027	Potters Bar Football Club	448	0	0	0	448	0	0	0	0	0	0	(448)	(448)
HV295	Electric Vehicle Charging	250	0	0	0	250	0	0	0	0	0	0	(250)	(250)
HL031	Elstree Immersive Experience	2,000	0	0	0	2,000	0	0	0	0	0	0	(2,000)	(2,000)
HL028	1st Little Heath Scout Hut	345	0	0	0	345	0	0	0	0	0	0	(345)	(345)
HL029	79th Bushey and Oxhey Scouts	40	0	0	0	40	0	0	0	0	0	0	(40)	(40)
TOTAL		4,190	0	0	0	4,190	0	0	0	0	0	0	(4,190)	(4,190)

Environmental Health and Licensing

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES							
	Capital Scheme Description	2025/26	2026/27	2027/28	2028/29	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV162	Disabled Facilities Grant (DFG)	973	973	973	0	2,919	0	(2,919)	0	0	0	0	0	(2,919)
HV195	Purchase of New Vehicle	1	0	0	0	1	0	0	(1)	0	0	0	0	(1)
HV195	Community Enforcement Vans	0	50	0	0	50	0	0	(50)	0	0	0	0	(50)
TOTAL		974	1,023	973	0	2,970	0	(2,919)	(51)	0	0	0	0	(2,970)

Street Scene Services

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES							
	Capital Scheme Description	2025/26	2026/27	2027/28	2028/29	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV211	Moatfield Greenway	113	0	0	0	113	0	0	0	0	0	0	(113)	(113)
HV229	Meadow Park Phase II	713	0	0	0	713	0	0	(650)	0	0	0	(63)	(713)
HV277	Allum Lane Cemetery Extension	587	0	0	0	587	0	0	0	0	0	0	(587)	(587)
HV278	Furze field Greenway	115				115	0	0	0	0	0	0	(115)	(115)
HV274	Oakmere Toddler Play Area	3	0	0	0	3	0	0	(3)	0	0	0	0	(3)
HV140	Bushey Rose Garden	53	0	0	0	53	0	0	(53)	0	0	0	0	(53)
HV296	Composers Park Play Area	165	0	0	0	165	(15)	0	0	0	0	(121)	(29)	(165)
HV297	Maxwell Hillside Park New Play Area	94	0	0	0	94	0	0	0	0	0	0	(94)	(94)
HV298	Windmill Recreation Ground Play area & Path	198	0	0	0	198	(52)	0	0	0	0	0	(146)	(198)
HV316	Kenilworth Park Improvements	421	0	0	0	421	(376)	0	0	0	0	0	(45)	(421)
HV318	Parkfields Elstree Concrete De-Culverting	66	0	0	0	66	0	0	0	0	0	0	(66)	(66)
HV317	King George Rec	404	0	0	0	404	0	0	0	0	0	0	(404)	(404)
HV312	New Food Waste Service Implementation	(68)	0	0	0	(68)	0	0	68	0	0	0	0	68
HV137	Pay and display machine upgrades	448	0	0	0	448	0	0	(448)	0	0	0	0	(448)
HV326	Christmas Lights Potters Bar	50	0	0	0	50	0	0	0	0	0	(50)	0	(50)

Street Scene Services (cont)

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES							
	Capital Scheme Description	2025/26	2026/27	2027/28	2028/29	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV324	Millbrook Play Area	135	0	0	0	135	0	0	0	0	0	0	(135)	(135)
NEW	Newberries Car Park	0	250	0	0	250	0	0	0	(250)	0	0	0	(250)
NEW	Aberford Park Improvements	0	1,980	0	0	1,980	0	0	0	0	0	0	(1,980)	(1,980)
NEW	Street Cleansing Vehicle	0	80	0	0	80	0	0	0	(80)	0	0	0	(80)
TOTAL		3,496	2,310	0	0	5,806	(443)	0	(1,086)	(330)	0	(171)	(3,776)	(5,806)

Finance and Business Services

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES							
	Capital Scheme Description	2025/26	2026/27	2027/28	2028/29	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV158	New Financial System	38	0	0	0	38	(38)	0	0	0	0	0	0	(38)
TOTAL		38	0	0	0	38	(38)	0	0	0	0	0	0	(38)

Customer Experience, Digital Transformation and IDS

Project Code	4 YEAR CAPITAL ESTIMATES						FUNDING SOURCES							
	Capital Scheme Description	2025/26	2026/27	2027/28	2028/29	Total 4 Year Budget	Capital Receipts	Disabled Facilities Grant	Earmarked Reserves	Revenue Contribution	Internal Borrowing	Grants	CIL / S106	Total 4 Year Funding Sources
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HV319	Civic Offices - Chamber Technology	13	0	0	0	13	0	0	(13)	0	0	0	0	(13)
HV175	Laptops and network refresh	585	0	0	0	585	(495)	0	(90)	0	0	0	0	(585)
TOTAL		598	0	0	0	598	(495)	0	(103)	0	0	0	0	(598)