Hertsmere Borough Council

Revenue and Capital Budget Book

2025/26

# Contents

**Page**

[Preface 5](#_TOC_250012)

[Introduction 7](#_TOC_250011)

Analysis of 2025/26 Budgets (budget pressures and savings) 14

General Fund Budget Summary 15

General Fund Budget (by subjective) 17

Budgeted staff numbers (full time equivalent) 18

SERVICE UNITS

[Service Heads 22](#_TOC_250010)

[Planning, Economic Development & Climate Change 23](#_TOC_250009)

Housing Services 28

Policy & Partnerships 29

[Environmental Health & Licensing 39](#_TOC_250008)

[Street Scene Services 46](#_TOC_250007)

[Asset Management & Engineering Services 55](#_TOC_250006)

[Finance & Business Services 67](#_TOC_250005)

[Legal & Democratic Services 73](#_TOC_250004)

[Human Resources & Print Services 83](#_TOC_250003)

[Customer Experience, Digital Transformation & IDS 87](#_TOC_250002)

[Executive Directors 92](#_TOC_250001)

Assurance Services 93

[Corporate Budgets 97](#_TOC_250000)

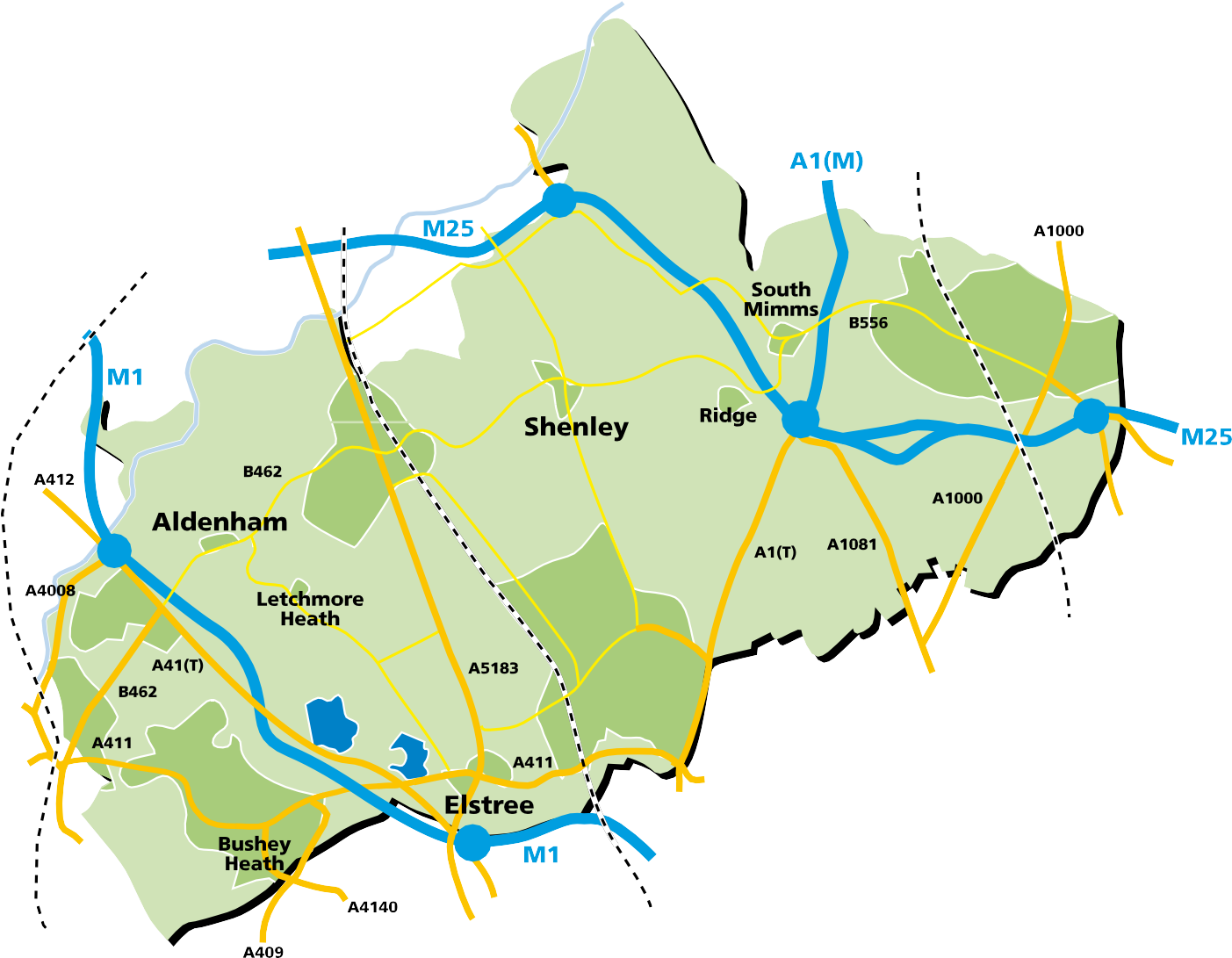
CAPITAL PROGRAMME 105

# Preface

Welcome to Hertsmere Borough Council’s 2025/26 Budget Book.

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

* The Revenue Budget 2025/26;
* 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 2025/26 budget;
  + Funding the annual revenue budget;
* Council tax collected in Hertsmere;
  + Analysis of council tax levy 2025/26;
* CIPFA budget categorisation;
* Presentation of financial information - Budget Format.



**Potters Bar**

**Radlett**

**Borehamwood**

**Bushey**

# Introduction

#### Hertsmere Borough Council - a Brief Profile

The borough has a population of over 108,000 and covers just over 39 square miles (about 10,200 hectares) in the south of Hertfordshire. There are over 45,870 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 2021 (Office of National Statistics estimates) 108,100

|  |  |  |
| --- | --- | --- |
| Total Area |  | 39.4 sq. miles |
| Urban Area |  | 7.96 sq. miles |
| Area of countryside |  | 29.5 sq. miles |
| Length of principle roads | M1 M25 A1 | 4.2 miles  6.2 miles  2.8 miles |
| Rail travel time to Central London from: | Elstree Potters Bar Radlett | 25 mins  16 mins  28 mins |
| Distance to major airports | Luton Heathrow Gatwick Stanstead | 14 miles  21 miles  58 miles  30 miles |
| Total number of dwellings |  | 45,870 |
| Parliamentary constituency |  | Hertsmere |
| Number of electors on register |  | 79,930 |

#### 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.

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

#### Achieving a Balanced Budget

Each year, the council is required under statute to present a balanced budget. The cost of providing its ongoing services needs to be balanced by the funding received through

government grants, council tax and fees & charges. The declining level of government grants in recent years means that the council really only have the following options to consider in achieving this requirement:

* Reduce the annual expenditure requirement by making expenditure savings or increasing the level of fees and charges;
* 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 2025/26 has been to maintain, if not improve, value for money to the local taxpayer for the services it provides and to continue to reduce its dependence on central government grants.

Government Policy

The key budget announcements affecting local government finances were:

* **Core Spending Power (CSP)**: There will be a real terms increase in core spending power of around 3.2% in 2025/26, including at least £1.3 billion of new grant funding, of which at least £600 million will be new grant funding to support social care.
* **Extended Producer Responsibility:** local authorities are expected to receive around

£1.1 billion of new funding in 2025/26 through the implementation of the Extended Producer Responsibility scheme to improve recycling outcomes from January 2025.

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

* Funding Reform: The government is committed to reforming the approach to funding allocations within the Local Government Finance Settlement by redistributing funding to ensure that it reflects an up- to-date assessment of need and local revenues. This will start with a targeted approach to allocating additional funding in 2025/26, ahead of a broader redistribution of funding through a multi-year settlement from 2026/27.
* UK Shared Prosperity Fund: The Shared Prosperity Fund will continue for a further year and be worth £900 million, in advance of wider funding reforms.
* Homelessness: The Government will provide £233 million of additional spending in 2025/26 to prevent homelessness.
* Disabled Facilities Grants: There will be an £86 million increase to the Disabled Facilities Grant in 2025/26.
* Business Rates: The Chancellor announced the following measures:
  + 40% business rates relief for retail, hospitality and leisure businesses, up to a total relief of £110,000 per business, in 2025/26;
  + freezing the small business multiplier in 2025/26, with a full CPI increase to the standard multiplier; and
  + an intention to introduce new, permanently lower multipliers for retail, hospitality and leisure properties with a rateable value under £500,000, funded by a new higher multiplier on all properties with a rateable value of £500,000 and above, which includes the majority of large distribution warehouses including those used by large online retailers.

#### 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 2025/26 budget presented in this book on 26 February 2025.

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 (2022-2027) sets out the key areas of focus for the council and commitments which articulate how the council will deliver against the key areas. The Hertsmere Vision builds on the achievements of the previous Corporate Plan with actions in the plan seeking to address the important issues identified by local people in the Place & Residents’ Survey.

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

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

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)](http://www.hertsmere.gov.uk/) as well as through social networking sites such as Facebook and Twitter.

The **Hertsmere Vision** identifies six position statements:

* **Strong Identity**
* **Sustainable Growth**
* **Enterprising**
* **Climate Action**
* **Inclusive and Equitable**
* **Open and Collaborative**

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.

Since 2010 Hertsmere has had a reduction in general government grant which means that the cost of providing the council’s services is falling increasingly on taxpayers.

The council has prioritised its service improvement programme for 2025/26 in line with the service priorities mentioned above.

Factors affecting the 2025/26 revenue budget

There are many factors that can affect the revenue budget and 2025/26 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 2025/26 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 3% pay award has been built into the 2025/26 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 14 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. For Hertsmere this includes the Council Tax Support Admin Subsidy (£120k for 2022/23) and the Family Annexe Council Tax Discount Grant (£2k for 2022/23). These funding streams are now included within the Settlement Funding Assessment (SFA) and from 2023/24 are shown as Revenue Support Grant. This funding was previously reflected directly within service budgets, which have been adjusted accordingly.

The Funding Guarantee is now being shown as “funding floor” gives a less generous protection, now 0% (3% in 2024/25). The resources required have reduced from £269m in 2024/25 to £121m for 2025/26.

Hertsmere’s general government grant funding also comes from redistributed national non- domestic rates (NNDR or Business Rates) and the New Homes Bonus.

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 and in new assets such as the new Platinum Stages at the Council owned Elstree Studios and residential developments through our development company Hertsmere Developments Limited 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.

With the decline in Central Government funding in recent years, council tax levies now contribute more than 62% of the funding required to deliver the revenue budget, compared to just 45% ten years ago.

#### 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 2025/26  £99,195,107 | Hertfordshire County Council | Police & Crime Commissioner | Parish & Town Councils | Hertsmere Borough Council |
| 77%  £76,690,945 | 12%  £11,482,821 | 2%  £1,919,075 | 9%  £9,102,226 |

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 £2,289.22. 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.

Analysis of Council Tax Levy 2025/26

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

|  |  |  |  |
| --- | --- | --- | --- |
| 2025/26 Precepts  Aldenham Parish Council | Band D Equivalent  £  142.62 | Multiplied by No.  5,475.00 | Total  £ |
| 780,855 |
| Elstree & Borehamwood Town Council | 72.66 | 13,737.60 | 998,189 |
| Shenley Parish Council | 60.68 | 1,841.00 | 111,711 |
| South Mimms & Ridge Parish Council | 61.43 | 461.00 | 28,320 |
| Bushey, Potters Bar & Meriden | 0.00 | 21,816.8 | 0 |
| Total parish precepts |  | 43,331.40 | 1,919,075 |
| Hertsmere BC special expenses |  |  | 690,341 |
| Hertsmere BC general expenses | 194.13 | 43,331.4 | 8,411,925 |
| Total Hertsmere BC precepts |  | 43,331.40 | 9,102,226 |
| Total district expenditure | | | 11,021,341 |

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

#### 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 2025/26 Budgets

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| GENERAL FUND BUDGET CHANGES | NET BUDGET  2024/25  £’000 | Employee incr (decr)  £’000 | Other Expenses  incr (decr)  £’000 | Income incr (decr)  £’000 | NET BUDGET  2025/26  £’000 | TOTAL CHANGE  fav (adv)  £’000 |
| Planning, Economic Development & Climate Change | 1,038 | 62 | 28 | 38 | 1,091 | (53) |
| Housing Strategy | 1,317 | 240 | 47 | 734 | 870 | 448 |
| Environmental Health, Licensing and Resilience | 1,265 | (41) | 4 | 36 | 1,193 | 72 |
| Street Scene Services | 5,925 | 897 | 313 | 1,099 | 6,037 | (112) |
| Asset Management and Engineering Services | (4,509) | (49) | 382 | 346 | (4,523) | 14 |
| Policy & Partnerships | 1,450 | 140 | 59 | 118 | 1,531 | (81) |
| Finance & Business Services | 1,750 | (3) | 69 | 55 | 1,761 | (11) |
| Housing Benefits & Council Tax Support | 0 | 0 | 28 | 28 | 0 | 0 |
| Legal & Democratic Services | 1,707 | (114) | 141 | 12 | 1,722 | (15) |
| Human Resources | 500 | (31) | (3) | 0 | 465 | 34 |
| Customer Experience, Digital Information & IDS | 2,476 | (123) | 36 | (57) | 2,446 | 30 |
| Executive Directors | 556 | 159 | (5) | 0 | 710 | (154) |
| Assurance Services | 216 | 0 | 8 | 0 | 223 | (7) |
| Total for directorates | 13,691 | 1,137 | 1,106 | 2,408 | 13,526 | 166 |
| Audit Fees, Bank Charges | 280 |  | 19 |  | 299 | (19) |
| General Expenses | 122 | 827 | 454 |  | 1,403 | (1,281) |
| Apprenticeship Levy | 31 | 10 |  |  | 41 | (10) |
| Central Contingency | 300 |  |  |  | 300 | 0 |
| Minimum Revenue Provision (MRP) | 490 |  |  |  | 490 | 0 |
| Investment Income | (1,100) |  |  | 400 | (1,500) | 400 |
| Total Council expenditure | 13,814 | 1,974 | 1,579 | 2,808 | 14,559 | (745) |
| FUNDING |  |  |  |  |  |  |
| Revenue Support Grant | (130) |  |  | 19 | (149) | 19 |
| New Homes Bonus Grant | (468) |  |  | (455) | (13) | (455) |
| Business Rate Retention Scheme | (2,972) |  |  | 39 | (3,011) | 39 |
| Business Rate Under Indexation (S31 Grant) | (545) |  |  | 21 | (566) | 21 |
| Services Grant | (19) |  |  | (19) | 0 | (19) |
| Funding Floor | (873) |  |  | 79 | (952) | 79 |
| Domestic Abuse Safe Accommodation Grant | 0 |  |  | 39 | (39) | 39 |
| National Insurance Grant | 0 |  |  | 134 | (134) | 134 |
| Other Specific Grants - EPR | 0 |  |  | 594 | (594) | 594 |
| Central Government Grants | (5,007) | 0 | 0 | 450 | (5,457) | 450 |
| Council Tax Requirement | 8,807 |  |  |  | 9,102 | (295) |
| Balanced budget | 0 |  |  |  | 0 |  |
| Band D equivalent £pp | Band D |  |  |  | Band D | % Change |
| Hertsmere Borough Council | £203.96 |  |  |  | £210.06 | 2.99% |
| Hertfordshire County Council | £1,685.75 |  |  |  | £1,769.87 | 4.99% |
| Police & Crime commissioner | £251.00 |  |  |  | £265.00 | 5.58% |
| Parish & Town Council Precept | £38.48 |  |  |  | £44.29 | 15.10% |
|  | £2,179.19 |  |  |  | £2,289.22 |  |

General Fund Budget Summary 2025/26

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| GENERAL FUND | NET BUDGET 2024/25  £’000 | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET 2025/26  £’000 |
| NET EXPENDITURE |  |  |  |  |
| Planning, Economic Development & Climate Change | 1,038 | 2,958 | (1,868) | 1,091 |
| Housing Strategy | 1,317 | 2,621 | (1,752) | 870 |
| Environmental Health, Licensing & Resilience | 1,265 | 1,663 | (470) | 1,193 |
| Street Scene Services | 5,925 | 11,415 | (5,378) | 6,037 |
| Asset Management and Engineering Services | (4,509) | 5,002 | (9,524) | (4,523) |
| Policy & Partnerships | 1,409 | 1,926 | (395) | 1,531 |
| Finance & Business Services | 3,236 | 4,107 | (2,346) | 1,761 |
| Housing Benefits & Council Tax Support | - | 25,989 | (25,989) | - |
| Legal & Democratic Services | 1,749 | 2,024 | (302) | 1,722 |
| Human Resources | 500 | 655 | (190) | 465 |
| Customer Experience, Digital Information & IDS | 991 | 2,513 | (66) | 2,446 |
| Executive Directors | 556 | 710 | - | 710 |
| Assurance Services | 216 | 223 | - | 223 |
| Total for directorates | 13,691 | 61,807 | (48,281) | 13,526 |
|  |  |  |  |  |
| Audit Fees, Bank Charges | 280 | 334 | (35) | 299 |
| General Expenses | 122 | 1,403 | - | 1,403 |
| Apprenticeship Levy | 31 | 41 | - | 41 |
| Central Contingency | 300 | 300 | - | 300 |
| Minimum Revenue Provision (MRP) | 490 | 490 | - | 490 |
| Investment Income | (1,100) | - | (1,500) | (1,500) |
| Total Council expenditure | 13,814 | 64,374 | (49,816) | 14,559 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| GENERAL FUND | NET BUDGET 2024/25  £’000 | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET 2025/26  £’000 |
| FUNDING |  |  |  |  |
| Revenue Support Grant | (130) |  |  | (149) |
| Business Rate Retention Scheme | (2,972) |  |  | (3,011) |
| Business Rates Under Indexation Grant (S31) | (545) |  |  | (566) |
| Funding Floor | (873) |  |  | (952) |
| Domestic Abuse Safe Accommodation Grant | - |  |  | (39) |
| New Homes Bonus Grant | (468) |  |  | (13) |
| Services Grant  National Insurance Grant Other Specific Grants - EPR Council Tax Requirement | (19)  -  - (8,807) |  |  | - (134)  (594)  (9,102) |
| Total Funding | (13,814) |  |  | (14,559) |

General Fund Summary 2025/26 (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 2025/26 |
| SERVICE EXPENDITURE | £'000 | £'000 | £'000 | £'000 | £'000 | £’000 | £'000 | £'000 | £'000 | £’000 | £'000 | £'000 | £'000 |
| Employees | 2,487 | 1,418 | 1,526 | 6,457 | 1,061 | 1,028 | 2,208 | 1,127 | 518 | 1,596 | 698 | 0 | 20,124 |
| Premises and Related | 0 | 0 | 2 | 412 | 2,323 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 2,739 |
| Transport | 4 | 2 | 9 | 1,430 | 40 | 5 | 3 | 3 | 0 | 1 | 1 | 0 | 1,498 |
| Supplies and Services | 326 | 1,066 | 97 | 1,136 | 802 | 773 | 27,803 | 746 | 74 | 694 | 11 | 4 | 33,532 |
| Third Party Payments | 141 | 136 | 22 | 1,585 | 110 | 105 | 82 | 58 | 55 | 131 | 0 | 219 | 2,644 |
| Transfer Payments | 0 | 0 | 7 | 395 | 665 | 15 | 0 | 89 | 8 | 90 | 0 | 0 | 1,269 |
| Income | (1,867) | (1,752) | (470) | (5,378) | (9,524) | (396) | (28,335) | (302) | (190) | (66) | 0 | 0 | (48,280) |
| Net Expenditure | 1,091 | 870 | 1,193 | 6,037 | (4,523) | 1,531 | 1,761 | 1,722 | 465 | 2,446 | 710 | 223 | 13,526 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CORPORATE EXPENDITURE | | | | | | | | | | | | |  |
| Audit Fees, Bank Charges |  |  |  |  |  |  |  |  |  |  |  |  | 299 |
| General Expenses |  |  |  |  |  |  |  |  |  |  |  |  | 1,403 |
| Apprenticeship Levy |  |  |  |  |  |  |  |  |  |  |  |  | 41 |
| Central Contingency |  |  |  |  |  |  |  |  |  |  |  |  | 300 |
| Minimum Revenue Provision (MRP) |  |  |  |  |  |  |  |  |  |  |  |  | 490 |
| Investment Income |  |  |  |  |  |  |  |  |  |  |  |  | (1,500) |
| Total Expenditure | 1,091 | 870 | 1,193 | 6,037 | (4,523) | 1,531 | 1,761 | 1,722 | 465 | 2,446 | 710 | 223 | 14,559 |

|  |  |  |
| --- | --- | --- |
| BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS  Planning Strategy | Total Budgeted Staff  11.6 | Net Budget 2025/26  £’000 |
| 712 |
| Development Management | 26.7 | 244 |
| Building Control | - | 43 |
| Economic Development & Regeneration | 2.0 | 92 |
| Planning, Economic Development & Climate Change | 40.3 | 1,091 |
|  |  |  |
| Housing Services | 22.6 | 870 |
| Housing Strategy | 22.6 | 870 |
|  |  |  |
| Partnership Unit | 16.7 | 901 |
| Corporate Communications | - | 91 |
| Sports Development | - | 12 |
| Community Development | - | 16 |
| Community Safety | - | 42 |
| CCTV | - | 23 |
| Voluntary Sector Aid Grant | - | 417 |
| Creative Strategy | 1.0 | 0 |
| Policy & Partnerships | 17.7 | 1,531 |
|  |  |  |
| Community Enforcement | 4.0 | 7 |
| Miscellaneous Services | - | (223) |
| Community Toilet Scheme | - | 8 |
| Emergency Planning | 0.6 | 28 |
| Environmental Health Unit | 20.7 | 1,271 |
| Disabled Facilities Grant | 2.0 | 102 |
| Environmental Health, Licensing and Resilience | 27.3 | 1,193 |

|  |  |  |
| --- | --- | --- |
| BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2023/24  Waste & Street Scene Unit | Total Budgeted  Staff  12.5 | Net Budget 2025/26  £’000 |
| 979 |
| Waste Service | 65.0 | 2,889 |
| Trade Waste | 2.0 | (250) |
| Cleaning Services | 22.0 | 1,376 |
| Parks & Open Spaces | 8.5 | 1,571 |
| Allotments | - | 0 |
| Allum Lane Cemetery & Closed Grounds | - | 40 |
| Parking Services | 27.2 | (568) |
| Street Scene Services | 137.2 | 6,037 |
|  |  |  |
| Highways Related Expenditure | - | 28 |
| Engineering Services Unit | - | 68 |
| Civic Offices | - | 384 |
| Health and Safety | - | 32 |
| Depot Sites | - | 157 |
| Residential Properties | - | (739) |
| Commercial Properties | - | (5,533) |
| Garages | - | (740) |
| Leisure & Community Buildings | - | 158 |
| Building Maintenance Programme | - | 450 |
| Asset Management & Engineering Unit | 17.0 | 1,212 |
| Asset Management & Engineering Services | 17.0 | (4,523) |

|  |  |  |
| --- | --- | --- |
| BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2023/24 | Total Budgeted  Staff | Net Budget 2024/25  £’000 |
| Finance Unit | 16.0 | 1,139 |
| Revenues & Benefits Unit | 22.9 | 0 |
| Council Tax and Non Domestic Rates Administration | - | 246 |
| Benefits Administration | - | 308 |
| Housing Benefit (Local Schemes) | - | 0 |
| Procurement | 0.4 | 68 |
| Finance & Business Services | 39.3 | 1,761 |
|  |  |  |
| Local Land Charges | 2.2 | (37) |
| Legal Services Unit | 7.0 | 530 |
| Electoral Registration | - | 257 |
| HBC Elections | - | 75 |
| Elections Unit | 3.6 | 13 |
| Surgeries | - | 1 |
| Members Allowances | - | 540 |
| Costs Associated with Members / Meetings | - | 89 |
| Democratic Services Unit | 4.0 | 254 |
| Legal & Democratic Services | 16.8 | 1,722 |
|  |  |  |
| Human Resources Unit | 6.6 | 423 |
| Design & Print Services | 2.0 | 12 |
| Strategic Training | - | 30 |
| Human Resources | 8.6 | 465 |

|  |  |  |
| --- | --- | --- |
| BUDGETED FULL TIME EQUIVALENT (FTE) STAFF NUMBERS 2023/24 | Total Budgeted  Staff | Net Budget 2024/25  £’000 |
| Customer Relationship Management | 16.6 | 789 |
| Digital Transformation | 1.5 | 74 |
| Civic Office Keepers | 1.0 | 121 |
| Information Digital Services | 14.0 | 1,399 |
| Civic Office Telephones | - | 63 |
| Customer Services | 33.1 | 2,446 |
|  |  |  |
| Executive Directors | 5.5 | 710 |
| Executive Directors | 5.5 | 710 |
|  |  |  |
| Shared Internal Audit Services (SIAS) | - | 115 |
| Risk Management | - | 6 |
| Shared Anti-Fraud Service (SAFS) | - | 102 |
| Assurance Services | - | 223 |
|  |  |  |
| General Expenses | - | 1,403 |
| Audit Fees, Bank Charges | - | 299 |
| Apprenticeship Levy | - | 41 |
| Central Contingency | - | 300 |
| Minimum Revenue Provision | - | 490 |
| Investment Income | - | (1,500) |
| Corporate Budgets | - | 1,033 |
|  |  |  |
| Total FTE / Net Budget | 365.42 | 14,559 |

Hertsmere Borough Council

Service Budgets

# Service Heads

**Page**

**Planning, Economic Development & Climate Change** 23

Liz Beighton

Head of Planning, Economic Development & Climate Change Ext 5160

**Housing Strategy** 28

Emily Dillon

Head of Housing Strategy Ext 3315

**Policy and Partnerships** 29

Hilary Shade

Assistant Director Policy & Partnerships

**Street Scene Services** 46

Ian Kershaw

Assistant Director Street Scene Services

**Asset Management & Engineering Services** 55

Andrew Donn

Head of Asset Management and Engineering Services Ext 3910

**Finance and Business Services** 67

Matthew Bunyon

Assistant Director Finance and Business Services Ext 5320

**Environmental Health, Licensing and Resilience** 39

Paul Sawyer

Head of Environmental Health, Licensing and Resilience Ext 4660

**Page**

**Legal and Democratic Services** 73

Harvey Patterson

Assistant Director Legal and Democratic Services Ext 2880

**Human Resources & Print Servic**es 83

Clare Noble

Head of Human Resources Ext 5860

**Customer Experience, Digital Transformation & IDS** 87

Lee Gallagher

Head of Customer Experience, Digital Transformation & IDS Ext 2982

**Executive Directors** 92

Sajida Bijle Chief Executive Ext 5000

**Assurance Services** 93

Matthew Bunyon

Assistant Director Finance and Business Services Ext 5320

**Corporate Budgets** 97

Matthew Bunyon

Assistant Director Finance and Business Services Ext 5320

## Planning, Economic Development & 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 2025/26: 40.3**

|  |  |  |  |
| --- | --- | --- | --- |
| PLANNING & ECONOMIC DEVELOPMENT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 2,487 | 0 | 2,487 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 4 | 0 | 4 |
| Supplies and Services | 326 | 0 | 326 |
| Third Party Payments | 141 | 0 | 141 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (1,867) | (1,867) |
| Net Expenditure | 2,958 | (1,867) | 1,091 |

### Planning Strategy

HG300, HG310, HG350, HF600, HF601

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| PLANNING STRATEGY | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 784 | 0 | 784 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1 | 0 | 1 |
| Supplies and Services | 163 | 0 | 163 |
| Third Party Payments | 50 | 0 | 50 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (286) | (286) |
| Net Expenditure | 998 | (286) | 712 |

* 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.

### Development Management (including Enforcement, Planning Processing and Validations)

HG200

|  |  |  |  |
| --- | --- | --- | --- |
| DEVELOPMENT MANAGEMENT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,631 | 0 | 1,631 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 2 | 0 | 2 |
| Supplies and Services | 142 | 0 | 142 |
| Third Party Payments | 36 | 0 | 36 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (1,567) | (1,567) |
| Net Expenditure | 1,811 | (1,567) | 244 |

### 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.

### Building Control (service now provided by Hertfordshire Building Control Ltd)

HG100

|  |  |  |  |
| --- | --- | --- | --- |
| BUILDING CONTROL | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 1 | 0 | 1 |
| Third Party Payments | 45 | 0 | 45 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (3) | (3) |
| Net Expenditure | 46 | (3) | 43 |

### 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

### Economic Development

HG500

|  |  |  |  |
| --- | --- | --- | --- |
| ECONOMIC DEVELOPMENT & REGENERATION | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 72 | 0 | 72 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1 | 0 | 1 |
| Supplies and Services | 20 | 0 | 20 |
| Third Party Payments | 10 | 0 | 10 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (11) | (11) |
| Net Expenditure | 103 | (11) | 92 |

### 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.

HJ100, HJ500, HJ700

### Purposes

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

**Number of Full Time Equivalent Staff (FTE) budgeted for 2025/26: 22.6**

|  |  |  |  |
| --- | --- | --- | --- |
| HOUSING STRATEGY | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,418 | 0 | 1,418 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 2 | 0 | 2 |
| Supplies and Services | 1,066 | 0 | 1,066 |
| Third Party Payments | 136 | 0 | 136 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (1,752) | (1,752) |
| Net Expenditure | 2,622 | (1,752) | 870 |

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

|  |  |  |  |
| --- | --- | --- | --- |
| PARTNERSHIPS & COMMUNITY ENGAGEMENT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,028 | 0 | 1,028 |
| Premises and Related | 1 | 0 | 1 |
| Transport | 5 | 0 | 5 |
| Supplies and Services | 773 | 0 | 773 |
| Third Party Payments | 105 | 0 | 105 |
| Transfer Payments | 15 | 0 | 15 |
| Income | 0 | (396) | (396) |
| Net Expenditure | 1,927 | (396) | 1,531 |

* 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 2025/26: 17.7**

### Purposes:

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

* + Community planning primarily through the Local Strategic Partnership;
  + Crime and disorder primarily through the Community Safety Partnership. It also manages the following direct community services:
  + Close circuit television services;
  + Museums and heritage services;
  + Sports development;
  + Voluntary sector grant aid / Ward Improvement Initiative Scheme (WIIS). The unit provides the following functions:

Leisure Services Contract

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

Community Safety Agencies / Police Liaison

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

Voluntary Sector Liaison

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

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 | 983 | 0 | 983 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 2 | 0 | 2 |
| Supplies and Services | 10 | 0 | 10 |
| Third Party Payments | 12 | 0 | 12 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (106) | (106) |
| Net Expenditure | 1,007 | (106) | 901 |

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 91 | 0 | 91 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 91 | 0 | 91 |

* 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.

### Purposes:

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

* + To develop sporting opportunities across Hertsmere;
  + Monitoring of the new leisure contract.

### Corporate Goal:

* + Healthy Thriving Communities.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 17 | 0 | 17 |
| Third Party Payments | 9 | 0 | 9 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (10) | (10) |
| Net Expenditure | 26 | (10) | 16 |

Corporate Support

* Corporate performance;
* Corporate improvement programmes.

Community Development

* Production of the Community Strategy;
* Facilitation of the Local Strategic Partnership.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| COMMUNITY SAFETY | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 1 | 0 | 1 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 22 | 0 | 22 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 23 | 0 | 23 |

* + 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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 37 | 0 | 37 |
| Third Party Payments | 84 | 0 | 84 |
| Transfer Payments | 15 | 0 | 15 |
| Income | 0 | (107) | (107) |
| Net Expenditure | 136 | (107) | 29 |

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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 487 | 0 | 487 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (70) | (70) |
| Net Expenditure | 487 | (70) | 417 |

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).

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| CREATIVE FUND | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 45 | 0 | 45 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 55 | 0 | 55 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (100) | (100) |
| Net Expenditure | 100 | (100) | 0 |

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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| VOLUNTARY SECTOR GRANT AID | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| 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 | (3) | (3) |
| Net Expenditure | 45 | (3) | 42 |

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

## Environmental Health, Licensing & Resilience

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| ENVIRONMENTAL HEALTH | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,526 | 0 | 1,526 |
| Premises and Related | 2 | 0 | 2 |
| Transport | 9 | 0 | 9 |
| Supplies and Services | 97 | 0 | 97 |
| Third Party Payments | 22 | 0 | 22 |
| Transfer Payments | 7 | 0 | 7 |
| Income | 0 | (470) | (470) |
| Net Expenditure | 1,663 | (470) | 1,193 |

* 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.

**Number of Full Time Equivalent Staff (FTE) budgeted for 2025/26: 27.3**

### 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 Safet**y - 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 | 0 | 0 | 0 |
| Premises and Related | 2 | 0 | 2 |
| Transport | 2 | 0 | 2 |
| Supplies and Services | 39 | 0 | 39 |
| Third Party Payments | 22 | 0 | 22 |
| Transfer Payments | 3 | 0 | 3 |
| Income | 0 | (291) | (291) |
| Net Expenditure | 68 | (291) | (223) |

HE882

|  |  |  |  |
| --- | --- | --- | --- |
| 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 |

### 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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| EMERGENCY PLANNING | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 38 | 0 | 38 |
| 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 | (15) | (15) |
| Net Expenditure | 43 | (15) | 28 |

* + 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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| ENVIRONMENTAL HEALTH ADMINISTRATION | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,228 | 0 | 1,228 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 5 | 0 | 5 |
| Supplies and Services | 38 | 0 | 38 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 1 | 0 | 1 |
| Income | 0 | (1) | (1) |
| Net Expenditure | 1,272 | (1) | 1,271 |

* 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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| DISABLED FACILITIES GRANTS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 102 | 0 | 102 |
| 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 | 102 | 0 | 102 |

* + 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**.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| COMMUNITY ENFORCEMENT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 158 | 0 | 158 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 2 | 0 | 2 |
| Supplies and Services | 7 | 0 | 7 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 3 | 0 | 3 |
| Income | 0 | (163) | (163) |
| Net Expenditure | 170 | (163) | 7 |

From 2024/25 the Council will introduce 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 2022-27 Vision Position Statement and commitment to keep residents safe.

## 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, green waste, 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 2025/26: 137.2**

|  |  |  |  |
| --- | --- | --- | --- |
| STREET SCENE SERVICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 6,457 | 0 | 6,457 |
| Premises and Related | 412 | 0 | 412 |
| Transport | 1,430 | 0 | 1,430 |
| Supplies and Services | 1,136 | 0 | 1,136 |
| Third Party Payments | 1,585 | 0 | 1,585 |
| Transfer Payments | 395 | 0 | 395 |
| Income | 0 | (5,378) | (5,378) |
| Net Expenditure | 11,415 | (5,378) | 6,037 |

### Waste & Street Scene Unit

HF710

|  |  |  |  |
| --- | --- | --- | --- |
| WASTE AND STREET SCENE UNIT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 818 | 0 | 818 |
| Premises and Related | 1 | 0 | 1 |
| Transport | 60 | 0 | 60 |
| Supplies and Services | 70 | 0 | 70 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 30 | 0 | 30 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 979 | 0 | 979 |

### 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 Services

HF100, HF110, HF120, HF130

|  |  |  |  |
| --- | --- | --- | --- |
| WASTE SERVICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 2.958 | 0 | 2.958 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1,072 | 0 | 1,072 |
| Supplies and Services | 161 | 0 | 161 |
| Third Party Payments | 204 | 0 | 204 |
| Transfer Payments | 165 | 0 | 165 |
| Income | 0 | (1,671) | (1,671) |
| Net Expenditure | 4,560 | (1,671) | 2,889 |

### 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 well as green waste from domestic properties on a subscription basis.

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.

### Trade Services

HF300

|  |  |  |  |
| --- | --- | --- | --- |
| TRADE REFUSE | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 98 | 0 | 98 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 41 | 0 | 41 |
| Supplies and Services | 277 | 0 | 277 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 10 | 0 | 10 |
| Income | 0 | (676) | (676) |
| Net Expenditure | 426 | (676) | (250) |

### 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. The council serves approximately 600 commercial properties for refuse collection.

### Cleansing Services

HE900, HE910

|  |  |  |  |
| --- | --- | --- | --- |
| CLEANSING SERVICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,031 | 0 | 1,031 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 226 | 0 | 226 |
| Supplies and Services | 43 | 0 | 43 |
| Third Party Payments | 102 | 0 | 102 |
| Transfer Payments | 50 | 0 | 50 |
| Income | 0 | (76) | (76) |
| Net Expenditure | 1,452 | (76) | 1,376 |

### 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.

### Parks and Amenity Areas

HD300, HD301, HD302, HD310, HD370, HD371, HD372, HD373, HD380, HD390, HD391, HD392, HD393, HD394, HD395, HD396

|  |  |  |  |
| --- | --- | --- | --- |
| PARKS AND AMENITY AREAS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 398 | 0 | 398 |
| Premises and Related | 111 | 0 | 111 |
| Transport | 4 | 0 | 4 |
| Supplies and Services | 25 | 0 | 25 |
| Third Party Payments | 1,111 | 0 | 1,111 |
| Transfer Payments | 40 | 0 | 40 |
| Income | 0 | (118) | (118) |
| Net Expenditure | 1,689 | (118) | 1,571 |

### 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.

### Allotments

HD350

|  |  |  |  |
| --- | --- | --- | --- |
| ALLOTMENTS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 4 | 0 | 4 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 0 | 0 | 0 |
| Third Party Payments | 15 | 0 | 15 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (19) | (19) |
| Net Expenditure | 19 | (19) | 0 |

### Purpose:

The council owns, and provides for rental, 204.5 plots over five sites throughout the borough.

### Allum Lane Cemetery and Closed Grounds

HE101

|  |  |  |  |
| --- | --- | --- | --- |
| ALLUM LANE CEMETERY AND CLOSED GROUNDS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 14 | 0 | 14 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 55 | 0 | 55 |
| Third Party Payments | 147 | 0 | 147 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (175) | (175) |
| Net Expenditure | 216 | (175) | 40 |

### 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.

### 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.

Key Statistics:

The council provides 14 car parks throughout the borough providing approximately 1,766 spaces in total.

|  |  |  |  |
| --- | --- | --- | --- |
| PARKING SERVICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,154 | 0 | 1,154 |
| Premises and Related | 281 | 0 | 281 |
| Transport | 27 | 0 | 27 |
| Supplies and Services | 505 | 0 | 505 |
| Third Party Payments | 7 | 0 | 7 |
| Transfer Payments | 100 | 0 | 100 |
| Income | 0 | (2,642) | (2,642) |
| Net Expenditure | 2,074 | (2,642) | (568) |

## Asset Management & Engineering Services

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

|  |  |  |  |
| --- | --- | --- | --- |
| ASSET MANAGEMENT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,061 | 0 | 1,061 |
| Premises and Related | 2,323 | 0 | 2,323 |
| Transport | 40 | 0 | 40 |
| Supplies and Services | 802 | 0 | 802 |
| Third Party Payments | 110 | 0 | 110 |
| Transfer Payments | 665 | 0 | 665 |
| Income | 0 | (9,524) | (9,524) |
| Net Expenditure | 5,001 | (9,524) | (4,523) |

* 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 2025/26: 17**

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| CIVIC OFFICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 829 | 0 | 829 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 33 | 0 | 33 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 55 | 0 | 55 |
| Income | 0 | (533) | (533) |
| Net Expenditure | 917 | (533) | 384 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| DEPOT SITES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 155 | 0 | 155 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 2 | 0 | 2 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 157 | 0 | 157 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| RESIDUAL RESIDENTIAL PROPERTIES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 173 | 0 | 173 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 12 | 0 | 12 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 10 | 0 | 10 |
| Income | 0 | (934) | (934) |
| Net Expenditure | 195 | (934) | (739) |

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 Ridgehill and Aldwyck Housing Associations and consequently the council has retained the freehold.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| COMMERCIAL PROPERTIES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 676 | 0 | 676 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 610 | 0 | 610 |
| Third Party Payments | 10 | 0 | 10 |
| Transfer Payments | 300 | 0 | 300 |
| Income | 0 | (7,130) | (7,130) |
| Net Expenditure | 1,596 | (7,130) | (5,533) |

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

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| 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) |

The council owns 1,655 garages in the following locations:

|  |  |
| --- | --- |
| Borehamwood / Elstree | 932 |
| Shenley/ Radlett / Bushey | 512 |
| South Mimms, Potters Bar | 211 |

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| LEISURE & COMMUNITY BUILDINGS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 157 | 0 | 157 |
| 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 | 158 | 0 | 158 |

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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 0 | 0 | 0 |
| Transfer Payments | 200 | 0 | 200 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 450 | 0 | 450 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| ASSET MANAGEMENT AND ENGINEERING UNIT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,061 | 0 | 1,061 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 2 | 0 | 2 |
| Supplies and Services | 130 | 0 | 130 |
| Third Party Payments | 21 | 0 | 21 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (2) | (2) |
| Net Expenditure | 1,214 | (2) | 1,212 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 28 | 0 | 28 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 28 | 0 | 28 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| ENGINEERING SERVICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 0 | 0 | 0 |
| Premises and Related | 13 | 0 | 13 |
| Transport | 38 | 0 | 38 |
| Supplies and Services | 13 | 0 | 13 |
| Third Party Payments | 20 | 0 | 20 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (15) | (15) |
| Net Expenditure | 84 | (15) | 69 |

* + 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.

## Finance & Business Services

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| FINANCE & BUSINESS SERVICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 2,208 | 0 | 2,208 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 3 | 0 | 3 |
| Supplies and Services | 27,803 | 0 | 27,803 |
| Third Party Payments | 82 | 0 | 82 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (28,335) | (28,335) |
| Net Expenditure | 30,096 | (28,335) | 1,761 |

* 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 2025/26: 39.3**

### 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 | 1,029 | 0 | 1,029 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1 | 0 | 1 |
| Supplies and Services | 187 | 0 | 187 |
| Third Party Payments | 6 | 0 | 6 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (84) | (84) |
| Net Expenditure | 1,223 | (84) | 1,139 |

### Revenues and Benefits Unit

HN150

|  |  |  |  |
| --- | --- | --- | --- |
| REVENUES AND BENEFITS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,160 | 0 | 1,160 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 2 | 0 | 2 |
| Supplies and Services | 171 | 0 | 171 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (1,333) | (1,333) |
| Net Expenditure | 1,333 | (1,333) | 0 |

### 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.

### Council Tax and Non Domestic Rates Administration

HB610, HB600

|  |  |  |  |
| --- | --- | --- | --- |
| COUNCIL TAX & 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 | 823 | 0 | 823 |
| Third Party Payments | 30 | 0 | 30 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (607) | (607) |
| Net Expenditure | 853 | (607) | 246 |

### 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.

### Benefits Administration

HB630

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 628 | 0 | 628 |
| Third Party Payments | 1 | 0 | 1 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (321) | (321) |
| Net Expenditure | 629 | (321) | 308 |

### 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.

### Housing Benefit

HJ820

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 25,989 | 0 | 25,989 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (25,989) | (25,989) |
| Net Expenditure | 25,989 | (25,989) | 0 |

### 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).

## Legal & Democratic Services

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

|  |  |  |  |
| --- | --- | --- | --- |
| LEGAL & DEMOCRATIC SERVICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,127 | 0 | 1,127 |
| Premises and Related | 1 | 0 | 1 |
| Transport | 3 | 0 | 3 |
| Supplies and Services | 746 | 0 | 746 |
| Third Party Payments | 58 | 0 | 58 |
| Transfer Payments | 89 | 0 | 89 |
| Income | 0 | (302) | (302) |
| Net Expenditure | 2,024 | (302) | 1,722 |

* 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 2025/26: 16.8**

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| LOCAL LAND CHARGES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 108 | 0 | 108 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 37 | 0 | 37 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (182) | (182) |
| Net Expenditure | 145 | (182) | (37) |

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

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

Fees and Charges:

The fee for official certificates of search based on cost recovery is £20 (residential) and £408 (non-residential).

The charge for a full search including replies to enquiries Con 29R is £95 ex VAT (residential) and £179 ex VAT (non-residential).

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| ELECTORAL REGISTRATION | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 180 | 0 | 180 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1 | 0 | 1 |
| Supplies and Services | 78 | 0 | 78 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (2) | (2) |
| Net Expenditure | 259 | (2) | 257 |

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 79,930.

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| LEGAL SERVICES BUSINESS UNIT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 556 | 0 | 556 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1 | 0 | 1 |
| Supplies and Services | 38 | 0 | 38 |
| Third Party Payments | 53 | 0 | 53 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (118) | (118) |
| Net Expenditure | 648 | (118) | 530 |

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).

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| MEMBERS ALLOWANCES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 45 | 0 | 45 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1 | 0 | 1 |
| Supplies and Services | 494 | 0 | 494 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 540 | 0 | 540 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| COSTS ASSOCIATED WITH MEETINGS / MEMBER COSTS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 9 | 0 | 9 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 61 | 0 | 61 |
| Third Party Payments | 5 | 0 | 5 |
| Transfer Payments | 14 | 0 | 14 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 89 | 0 | 89 |

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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| DEMOCRATIC SERVICES BUSINESS UNIT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 229 | 0 | 229 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 25 | 0 | 25 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 254 | 0 | 254 |

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

## Human Resources & Print Services

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| HUMAN RESOURCES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 518 | 0 | 518 |
| 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 | (190) | (190) |
| Net Expenditure | 655 | (190) | 465 |

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 2025/26: 8.6**

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| HUMAN RESOURCES UNIT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 399 | 0 | 399 |
| 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 | 423 | 0 | 423 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| DESIGN & PRINT SERVICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 101 | 0 | 101 |
| 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 | 202 | (190) | 12 |

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 councils lithographic printing, design, high quality digital colour printing, wide format poster production, high volume digital black/white printing and document finishing.

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

Design & Print Services is also responsible for:

* Postal services for the authority including the provision of all post distribution internally and externally;
* Scanning;
* Multi-functional devices contract and maintenance;
* ID card production and access;
* Archive room data management;
* Confidential waste collection and management;
* Collection of the recycled paper for the council.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| STRATEGIC TRAINING | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  ‘000 |
| Employees | 18 | 0 | 18 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 12 | 0 | 12 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 30 | 0 | 30 |

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

## Customer Experience, Digital Transformation & IDS

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| CUSTOMER SERVICES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 1,596 | 0 | 1,596 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1 | 0 | 1 |
| Supplies and Services | 694 | 0 | 694 |
| Third Party Payments | 131 | 0 | 131 |
| Transfer Payments | 90 | 0 | 90 |
| Income | 0 | (66) | (66) |
| Net Expenditure | 2,512 | (66) | 2,446 |

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 2025/265: 33.1**

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| CUSTOMER RELATIONSHIP MANAGEMENT | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 738 | 0 | 738 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 79 | 0 | 79 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (28) | (28) |
| Net Expenditure | 817 | (28) | 789 |

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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| DIGITAL TRANSFORMATION | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 74 | 0 | 74 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 0 | 0 | 0 |
| Third Party Payments | 7 | 0 | 7 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (7) | (7) |
| Net Expenditure | 81 | (7) | 74 |

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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| CIVIC OFFICE KEEPERS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 62 | 0 | 62 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 0 | 0 | 0 |
| Third Party Payments | 59 | 0 | 59 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 121 | 0 | 121 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| CIVIC OFFICE KEEPERS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 722 | 0 | 722 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1 | 0 | 1 |
| Supplies and Services | 615 | 0 | 615 |
| Third Party Payments | 65 | 0 | 65 |
| Transfer Payments | 90 | 0 | 90 |
| Income | 0 | (31) | (31) |
| Net Expenditure | 1,493 | (31) | 1,462 |

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

HN400

### Executive Directors

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

|  |  |  |  |
| --- | --- | --- | --- |
| EXECUTIVE DIRECTORS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 698 | 0 | 698 |
| Premises and Related | 0 | 0 | 0 |
| Transport | 1 | 0 | 1 |
| Supplies and Services | 11 | 0 | 11 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 710 | 0 | 710 |

**The number of Full Time Equivalent Staff (FTE) budgeted for 2025/26: 5.5**

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 4 | 0 | 4 |
| Third Party Payments | 219 | 0 | 219 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 223 | 0 | 223 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 115 | 0 | 115 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 115 | 0 | 115 |

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

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 4 | 0 | 4 |
| Third Party Payments | 98 | 0 | 98 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure | 102 | 0 | 102 |

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

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 |

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.

## Corporate Budgets

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| CORPORATE BUDGETS | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 940 | 0 | 940 |
| Premises and Related | 79 | 0 | 79 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 759 | 0 | 759 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 300 | 0 | 300 |
| Minimum Revenue Provision | 490 | 0 | 490 |
| Income | 0 | (1,535) | (1,535) |
| Net Expenditure above the line | 2,568 | (1,535) | 1,033 |

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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| GENERAL EXPENSES | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 899 | 0 | 899 |
| Premises and Related | 79 | 0 | 79 |
| Transport | 0 | 0 | 0 |
| Supplies and Services | 425 | 0 | 425 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| Net Expenditure above the line | 1,403 | 0 | 1,403 |

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

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 334 | 0 | 334 |
| Third Party Payments | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 |
| Income | 0 | (35) | (35) |
| Net Expenditure above the line | 334 | (35) | 299 |

* **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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| APPRENTICESHIP LEVY | GROSS EXPENDITURE  £’000 | GROSS INCOME  £’000 | NET BUDGET  £’000 |
| Employees | 41 | 0 | 41 |
| 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 | 41 | 0 | 41 |

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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 300 | 0 | 300 |
| Income | 0 | 0 | 0 |
| Net Expenditure above the line | 300 | 0 | 300 |

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.

### Purpose:

|  |  |  |  |
| --- | --- | --- | --- |
| 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 |

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.

### Purposes:

|  |  |  |  |
| --- | --- | --- | --- |
| 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) |

This budget contains investment returns generated from the council’s cash balances. The council’s investment priorities are to ensure:

1. the security of capital;
2. the liquidity of its investments; and
3. 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 |
| 2020/21 | £69m | £667 | 0.70% |
| 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 Budget | £41m | £1500 | 3.66% |

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 plan;
  + 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 2025/26 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  £’000 | 2026/27  £’000 | 2027/28  £’000 | 2028/29  £’000 | Total 4 Year Estimate plus current year  £’000 | Capital Receipts  £’000 | Disabled Facilities  Grant  £’000 | Earmarked Reserves  £’000 | Housing Enabling  Fund  £’000 | Innovation and Investment  Fund  £’000 | Revenue Contribution  £’000 | Loan  £’000 | Grants  £’000 | CIL / S106  £’000 | Total 4 Year Funding Sources  £’000 |
| Asset Management | 13,952 | 0 | 0 | 0 | 13,951.897 | (6,446) | 0 | (1,735) | 0 | 0 | 0 | (1,964) | 0 | (3,807) | (13,952) |
| Planning, Econ Dev & Climate Change | 1,805 | 0 | 0 | 0 | 1,804.895 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,805) | (1,805) |
| Environmental Health & Licensing | 856 | 855 | 855 | 855 | 3,421.282 | 0 | (3,420) | (1) | 0 | 0 | 0 | 0 | 0 | 0 | (3,421) |
| Street Scene Services | 3,311 | 0 | 0 | 0 | 3,311.467 | (564) | 0 | (1,087) | 0 | 0 | 0 | 0 | 0 | (1,661) | (3,311) |
| Finance & Business Services | 38 | 0 | 0 | 0 | 37.697 | (38) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (38) |
| Customer Experience, Digital Transformation and IDS | 13 | 0 | 0 | 0 | 12.688 | 0 | 0 | (13) | 0 | 0 | 0 | 0 | 0 | 0 | (13) |
| TOTAL FOUR YEAR CAPITAL ESTIMATES | 19,975 | 855 | 855 | 855 | 22,540 | (7,047) | (3,420) | (2,836) | 0 | **0** | 0 | (1,964) | 0 | (7,273) | (22,540) |

**Asset Management**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Code | 4 YEAR CAPITAL ESTIMATES | | | | | | FUNDING SOURCES | | | | | | | | | |
| Capital Scheme Description | 2025/26  £’000 | 2026/27  £’000 | 2027/28  £’000 | 2028/29  £’000 | Total 4 Year Budget  £’000 | Capital Receipts  £’000 | Disabled Facilities  Grant  £’000 | Earmarked Reserves  £’000 | Housing Enabling  Fund  £’000 | Innovation  and Investing  Fund  £’000 | Revenue Contribution  £’000 | Internal Borrowing  £’000 | Grants  £’000 | CIL / S106  £’000 | Total 4 Year Funding Sources  £’000 |
| HV171 | Works to Council Owned Shops | 174 | 0 | 0 | 0 | 174 | (174) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (174) |
| HV215 | St Johns Church | 99 | 0 | 0 | 0 | 99 | 0 | 0 | 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 | 0 | 0 | (95) |
| HV239 | Windows Replacement and Loft Insulation | 22 | 0 | 0 | 0 | 22 | (22) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (22) |
| HV281 | Bournehall Avenue Roof & Walkways | 10 | 0 | 0 | 0 | 10 | (10) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (10) |
| HV280 | Civic Offices - Repurposing & Refurbishment | 670 | 0 | 0 | 0 | 670 | 0 | 0 | (670) | 0 | 0 | 0 | 0 | 0 | 0 | (670) |
| HV293 | 197 Darkes Lane Development | 2,363 | 0 | 0 | 0 | 2,363 | (2,363) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (2,363) |
| HV294 | Caishowe Road Development | 309 | 0 | 0 | 0 | 309 | 0 | 0 | 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 | 0 | 0 | (681) |
| HV300 | Catterwick Way Development | 3,399 | 0 | 0 | 0 | 3,399 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (3,399) | (3,399) |
| HV223 | The Cannon Public House | 2,937 | 0 | 0 | 0 | 2,937 | (2,937) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (2,937) |

**Asset Management (cont)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Capital Scheme Description | 2025/26  £’000 | 2026/27  £’000 | 2027/28  £’000 | 2028/29  £’000 | Total 4 Year Budget  £’000 | Capital Receipts  £’000 | Disabled Facilities  Grant  £’000 | Earmarked Reserves  £’000 | Housing Enabling  Fund  £’000 | Innovation  and Investing  Fund  £’000 | Revenue Contribution  £’000 | Internal Borrowing  £’000 | Grants  £’000 | CIL / S106  £’000 | Total 4 Year Funding Sources  £’000 |
| HV306  HV307 | Civic Offices Toilet Refurbishment  Civic Offices Roof Replacement | 384  575 | 0  0 | 0  0 | 0  0 | 384 | 0  (575) | 0  0 | (384)  0 | 0  0 | 0  0 | 0  0 | 0  0 | 0  0 | 0  0 | (384) |
| 575 | (575) |
| HV308 | Edwintree Court Refurbishments | 270 | 0 | 0 | 0 | 270 | (270) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (270) |
| HV266 | Elstree Studios Replacement Stage Doors 7,8 & 9 | 8 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | (8) | 0 | 0 | (8) |
| HV284 | Elstree Film Studios  - Maxwell Building Façade | 220 | 0 | 0 | 0 | 220 | 0 | 0 | 0 | 0 | 0 | 0 | (220) | 0 | 0 | (220) |
| HV303 | EFS Remediation & Reinstatement | 1,736 | 0 | 0 | 0 | 1,736  13,952 | 0 | 0 | 0 | 0 | 0 | 0 | (1,736) | 0 | 0 | (1,736) |
| TOTAL | | 13,952 | 0 | 0 | 0 | (6,446) | 0 | (1,735) | 0 | 0 | 0 | (1,964) | 0 | (3,807) (13,952) | |

**Planning, Economic Development & Climate Change**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Code | 4 YEAR CAPITAL ESTIMATES | | | | | | FUNDING SOURCES | | | | | | | | | |
| Capital Scheme Description | 2025/26  £’000 | 2026/27  £’000 | 2027/28  £’000 | 2028/29  £’000 | Total 4 Year Budget  £’000 | Capital Receipts  £’000 | Disabled Facilities  Grant  £’000 | Earmarked Reserves  £’000 | Housing Enabling  Fund  £’000 | Innovation  and Investing  Fund  £’000 | Revenue Contribution  £’000 | Internal Borrowing  £’000 | Grants  £’000 | CIL / S106  £’000 | Total 4 Year Funding Sources  £’000 |
| HL016 | Community Hertsmere - Community Shed | 297 | 0 | 0 | 0 | 297 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (297) | (297) |
| HL017 | Community Hertsmere - Community Shop | 41 | 0 | 0 | 0 | 41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (41) | (41) |
| NEW | Breakspeare School | 769 | 0 | 0 | 0 | 769 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (769) | (769) |
| HL027 | Potters Bar Football Club | 448 | 0 | 0 | 0 | 448 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (448) | (448) |
| HV295 | Electric Vehicle Charging | 250 | 0 | 0 | 0 | 250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (250) | (250) |
| TOTAL | | 1,805 | 0 | 0 | 0 | 1,805 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,805) | (1,805) |

**Environmental Health & Licensing**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Code | 4 YEAR CAPITAL ESTIMATES | | | | | | FUNDING SOURCES | | | | | | | | | |
| Capital Scheme Description | 2025/26  £’000 | 2026/27  £’000 | 2027/28  £’000 | 2028/29  £’000 | Total 4 Year Budget  £’000 | Capital Receipts  £’000 | Disabled Facilities  Grant  £’000 | Earmarked Reserves  £’000 | Housing Enabling  Fund  £’000 | Innovation  and Investing  Fund  £’000 | Revenue Contribution  £’000 | Internal Borrowing  £’000 | Grants  £’000 | CIL / S106  £’000 | Total 4 Year Funding Sources  £’000 |
| HV162 | Disabled Facilities Grant (DFG) | 855 | 855 | 855 | 855 | 3,420 | 0 | (3,420) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (3,420) |
| HV195 | Purchase of New Vehicle | 1 | 0 | 0 | 0 | 1 | 0 | 0 | (1) | 0 | 0 | 0 | 0 | 0 | 0 | (1) |
| TOTAL | | 856 | 855 | 855 | 855 | 3,421 | 0 | (3,420) | (1) | 0 | 0 | 0 | 0 | 0 | 0 | (3,421) |

**Street Scene Services**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Code | 4 YEAR CAPITAL ESTIMATES | | | | | | FUNDING SOURCES | | | | | | | | | |
| Capital Scheme Description | 2025/26  £’000 | 2026/27  £’000 | 2027/28  £’000 | 2028/29  £’000 | Total 4 Year Budget  £’000 | Capital Receipts  £’000 | Disabled Facilities  Grant  £’000 | Earmarked Reserves  £’000 | Housing Enabling  Fund  £’000 | Innovation  and Investing  Fund  £’000 | Revenue Contribution  £’000 | Internal Borrowing  £’000 | Grants  £’000 | CIL / S106  £’000 | Total 4 Year Funding Sources  £’000 |
| HV211 | Moatfield Greenway | 113 | 0 | 0 | 0 | 113 | 0 | 0 |  | 0 | 0 | 0 | 0 | 0 | (113) | (113) |
| HV229 | Meadow Park Phase II | 713 | 0 | 0 | 0 | 713 | 0 | 0 | (650) | 0 | 0 | 0 | 0 | 0 | (63) | (713) |
| HV277 | Allum Lane Cemetery Extension | 587 | 0 | 0 | 0 | 587 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (587) | (587) |
| HV278 | Furzefield Greenway | 115 |  |  |  | 115 | 0 | 0 | 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 | 0 | 0 | (3) |
| HV140 | Bushey Rose Garden | 53 | 0 | 0 | 0 | 53 | 0 | 0 | (53) | 0 | 0 | 0 | 0 | 0 | 0 | (53) |
| HV296 | Composers Park Play Area | 165 | 0 | 0 | 0 | 165 | (136) | 0 | 0 | 0 | 0 | 0 | 0 |  | (29) | (165) |
| HV297 | Maxwell Hillside Park New Play Area | 94 | 0 | 0 | 0 | 94 | 0 | 0 | 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 | 0 | 0 | (146) | (198) |
| HV316 | Kenilworth Park Improvements | 421 | 0 | 0 | 0 | 421 | (376) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (45) | (421) |
| HV318 | Parkfields Elstree Concrete  De-Culverting | 66 | 0 | 0 | 0 | 66 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (66) | (66) |
| HV317 | King George Rec | 404 | 0 | 0 | 0 | 404 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (404) | (404) |

**Street Scene Services (cont)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Code | 4 YEAR CAPITAL ESTIMATES | | | | | | FUNDING SOURCES | | | | | | | | | |
| Capital Scheme Description | 2025/26  £’000 | 2026/27  £’000 | 2027/28  £’000 | 2028/29  £’000 | Total 4 Year Budget  £’000 | Capital Receipts  £’000 | Disabled Facilities  Grant  £’000 | Earmarked Reserves  £’000 | Housing Enabling  Fund  £’000 | Innovation  and Investing  Fund  £’000 | Revenue Contribution  £’000 | Internal Borrowing  £’000 | Grants  £’000 | CIL / S106  £’000 | Total 4 Year Funding Sources  £’000 |
| HV312 | New Food Waste Service Implementation | (68) | 0 | 0 | 0 | (68) | 0 | 0 | 68 | 0 | 0 | 0 | 0 | 0 | 0 | 68 |
| HV137 | Pay and display machine upgrades | 448 | 0 | 0 | 0 | 448 | 0 | 0 | (448) | 0 | 0 | 0 | 0 | 0 | 0 | (448) |
| TOTAL | | 3,311 | 0 | 0 | 0 | 3,311 | (564) | 0 | (1,087) | 0 | 0 | 0 | 0 | 0 | (1,661) | (3,311) |

**Finance & Business Services**

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

**Customer Experience, Digital Transformation & IDS**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Code | 4 YEAR CAPITAL ESTIMATES | | | | | | FUNDING SOURCES | | | | | | | | | |
| Capital Scheme Description | 2025/26  £’000 | 2026/27  £’000 | 2027/28  £’000 | 2028/29  £’000 | Total 4 Year Budget  £’000 | Capital Receipts  £’000 | Disabled Facilities  Grant  £’000 | Earmarked Reserves  £’000 | Housing Enabling  Fund  £’000 | Innovation  and Investing  Fund  £’000 | Revenue Contribution  £’000 | Internal Borrowing  £’000 | Grants  £’000 | CIL / S106  £’000 | Total 4 Year Funding Sources  £’000 |
| HV319 | Civic Offices - Chamber Techology | 13 | 0 | 0 | 0 | 13 | 0 | 0 | (13) | 0 | 0 | 0 | 0 | 0 | 0 | (13) |
| TOTAL | | 13 | 0 | 0 | 0 | 13 | 0 | 0 | (13) | 0 | 0 | 0 | 0 | 0 | 0 | (13) |