



James Ellis

Head of Legal and Democratic Services

MEETING : EXECUTIVE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 14 FEBRUARY 2023
TIME : 7.00 PM

MEMBERS OF THE EXECUTIVE

- | | |
|--------------------------------|---|
| Councillor Linda Haysey | - Leader of the Council |
| Councillor Peter Boylan | - Executive Member for Neighbourhoods |
| Councillor Eric Buckmaster | - Executive Member for Wellbeing |
| Councillor George Cutting | - Executive Member for Corporate Services |
| Councillor Jan Goodeve | - Executive Member for Planning and Growth |
| Councillor Jonathan Kaye | - Executive Member for Communities |
| Councillor Graham McAndrew | - Executive Member for Environmental Sustainability |
| Councillor Geoffrey Williamson | - Executive Member for Financial Sustainability |

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AGENDA

1. Apologies

To receive any apologies for absence.

2. Leader's Announcements

To receive any announcements from the Leader of the Council.

3. Minutes - 10 January 2023 (Pages 6 - 14)

To approve as a correct record the Minutes of the meeting held on 10 January 2023.

4. Declarations of Interest

To receive any Member(s) declaration(s) of interest.

5. Discretionary Council Tax Support Top Up 2023 (Pages 15 - 20)

6. Quarterly Corporate Budget Monitor 2022/23 – Quarter 2 September 2022 (Pages 21 - 32)

7. Budget 2023/24 and Medium Term Financial Plan 2023/24 - 2027/28 (Pages 33 - 77)

8. Capital Strategy and Minimum Revenue Provision Policy (Pages 78 - 138)

9. Annual Treasury Strategy 2023/24

Report to follow.

10. Asset Management Plan 2023 - 2028 (Pages 139 - 190)

11. Urgent Business

To consider such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration and is not likely to involve the disclosure of exempt information.

Agenda Item 3

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MINUTES OF A MEETING OF THE
EXECUTIVE HELD IN THE COUNCIL
CHAMBER, WALLFIELDS, HERTFORD ON
TUESDAY 10 JANUARY 2023, AT 7.00 PM

PRESENT: Councillor (Chairman/Leader)
Councillors L Haysey, P Boylan,
E Buckmaster, G Cutting, J Kaye,
G McAndrew and G Williamson.

ALSO PRESENT:

Councillors M Pope and P Ruffles.

OFFICERS IN ATTENDANCE:

Richard Cassidy	- Chief Executive
James Ellis	- Head of Legal and Democratic Services and Monitoring Officer
Steven Linnett	- Head of Strategic Finance and Property
Katie Mogan	- Democratic Services Manager
Helen Standen	- Deputy Chief Executive
Ben Wood	- Head of Communications, Strategy and Policy

288 APOLOGIES

An apology for absence was submitted by Councillor Goodeve.

289 LEADER'S ANNOUNCEMENTS

The Leader of the Council asked her colleagues to make a few announcements on her behalf.

The Executive Member for Communities said that the Holocaust Memorial Day event would be taking place on Thursday 26 January 2023 at 6.30pm and said that this would be the first in-person event for three years. He said that two Deputy Lieutenants would be attending to speak about the experience of their families and two Ukrainian students would be attending to speak about their experiences of temporarily living in Hertford and how they had been affected by the war.

The Executive Member for Environmental Sustainability announced that East Herts District Council's vehicle fleet had gone green. He said that the diesel vans had been replaced with Nissan Leaf e-cars which would help reduce the council's carbon footprint. He said the council had acquired five e-vehicles for use by council staff who needed to travel for their role.

290 MINUTES - 6 DECEMBER 2022

Councillor Haysey proposed, and Councillor Williamson

seconded a motion that the Minutes of the meeting held on 6 December 2022 be approved as a correct record and be signed by the Leader. On being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Minutes of the meeting held on 6 December 2022 be approved as a correct record and signed by the Leader.

291 DECLARATIONS OF INTEREST

There were no declarations of interest.

292 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2023- 2028

The Executive Member for Financial Sustainability presented the Draft Strategic Asset Management Plan. He said that this was a refresh of the Asset Management Plan for the period 2023-2028 and was designed to ensure that all the council's assets were performing at an optimum. The plan evaluated how each asset contributed or otherwise to the council's corporate priorities and a decision made on its retention, investment, or disposal.

Councillor Haysey said the plan was well put together and thanked the team for putting it together. She said it was a good base to look at the council's assets.

Councillor Pope referred to page 5, paragraph 2.8 and the public sector decarbonisation scheme grant. He asked how much money had been received from this grant and what had been spent so far.

The Head of Strategic Finance and Property said that the council had not yet applied to the second round of funding as it was dependent on the future location of the council's offices.

Councillor Pope asked at what point would the council decide to make a bid. He said the report mentioned that the boiler at Wallfields would need to be renewed and asked if this had been allowed for the in Medium Term Financial Plan.

Councillor Williamson said that a decision needed to be made first on whether the council's offices remain at Wallfields and if the decision was to remain in the current offices, the council would apply for grants to replace the boiler.

Councillor Buckmaster clarified that the council had not applied for previous phases of the scheme and would be looking to apply to the third phase of funding this year.

The Head of Legal and Democratic Services said that this was correct and the council would be applying for funding in future rounds and did not mean that the council had bid in every round of funding.

Councillor Pope referred to page 15 which related to investment property. He asked if this was a forecast or actual figure.

Councillor Williamson confirmed it was a forecast figure.

Councillor Pope referred to page 24 and said that the valuations of the council's assets were subject to external audit each year which had been delayed this year. He asked if the Executive Member was still happy with that paragraph.

The Head of Strategic Finance and Property said that the council was very close to agreeing the accounts with EY for the 2020/21 financial year. He said they had not questioned the asset valuations.

Councillor McAndrew referred to page 25 and the Buntingford Depot Centre. He said this was up for renewal in 2026 and it may be that another appropriate site be considered.

Councillor Williamson proposed, and Councillor McAndrew seconded a motion supporting the recommendations in the report. On being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – That the Draft Strategic Asset Management Plan 2023-2028 be endorsed for scrutiny by the Audit and Governance Committee.

293 ANNUAL TREASURY MANAGEMENT REVIEW 2021/22

The Executive Member for Financial Sustainability presented the Annual Treasury Management Review report which the council was required to review annually in line with CIPFA guidance. He said the report

was considered by the Audit and Governance Committee in November 2022.

Councillor Williamson proposed, and Councillor Boylan seconded a motion supporting the recommendations in the report. On being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – To recommend to Council the approval of the Annual Treasury Management Review 2021/22 and the outturn Prudential Indicators.

294 EAST HERTS UK SHARED PROSPERITY FUND AND RURAL PROSPERITY FUND

The Leader of the Council presented the East Herts UK Shared Prosperity Fund and Rural Prosperity Fund report. She said that the fund was from the government as a replacement for various EU funding following Brexit. The report explained that East Herts would be using three overall investment priorities and had been allocated £1.773m, £215,186 of which had to be spent by March 2023.

The Leader of the Council said that the initial round of activities would be based around the council's Cultural Strategy and Climate Strategy. She said that the report also covered the Rural Prosperity Fund which provided £472,841 to improve rural infrastructure in towns with populations of less than 30,000. The report recommended that half of this fund was to be spent on town centre improvement and the other half allocated to businesses.

The Leader of the Council thanked the Head of Communications, Strategy and Policy and his team for pulling together the report in a short space of time.

Councillor Buckmaster said he was pleased to see the level of funding available to the council to use. He said the face-to-face community engagement event was useful and important and the level of funding would make a big difference to communities across the district.

Councillor Kaye said it was encouraging to see that East Herts got one of the highest allocations in the country. He said the East Herts Pride event would be able to use the funding to expand into other towns across the district.

Councillor Haysey proposed, and Councillor Buckmaster seconded a motion supporting the recommendations in the report. On being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – That (A) to meet the objectives in Appendix B, the following amounts from the East Herts UK Shared Prosperity Fund (UKSPF) and the Rural Prosperity Fund (RPF) be recommended to Council:

- up to £290,000 allocated from the UKSPF for delivery of the Cultural Strategy
- up to £566,000 allocated from the UKSPF for delivery of the Climate Change Strategy

- up to £630,000 allocated from the UKSPF and up to £236,421 from the RPF for delivery of town and village centre improvements
- up to £287,000 allocated from the UKSPF and up to £236,421 from the RPF for delivery of business support activity

(B) it is recommended to Council that the award of UKSPF and RPF funded grants and/ or contracts to deliver:

- Cultural Strategy objectives be delegated to the Head of Housing and Health acting in consultation with the Executive Member for Communities
- Climate Change Strategy objectives be delegated to the Head of Housing and Health acting in consultation with the Executive Member for Environmental Sustainability
- Town and village centre objectives be delegated to the Head of Communications, Strategy and Policy acting in consultation with the Executive Member for Planning and Growth
- Business support objectives be delegated to the Head of Communications, Strategy and Policy acting in consultation with the Executive Member for Planning and Growth.

(C) it is recommended to Council that this year's (2022-23) UKSPF allocation of £215,186 be allocated to the projects set

out in Appendix B.

295 URGENT BUSINESS

There was no urgent business.

The meeting closed at 7.20 pm

Chairman
Date

East Herts Council Report

Executive

Date of Meeting: 14 February 2023

Report by: Councillor Geoff Williamson - Executive
Member for Financial Sustainability

Report title: Discretionary Council Tax Support top up 2023

Ward(s) affected: All

Summary

To approve a discretionary scheme funded by Government.

RECOMMENDATIONS for Executive to recommend to Council:

(A) The approval of the discretionary 'Council Tax Support Top Up 2023' Scheme as detailed at paragraph 2.7; and

(B) That the Head of Revenues and Benefits Share Service, in conjunction with the Executive Member for Financial Sustainability, amend the scheme criteria if funds would otherwise not be allocated in full.

1.0 Background

1.1 On the 19th December 2022, the Government announced additional funding for local authorities to deliver support to households already receiving local Council Tax Support (LCTS), whilst also providing councils with funds to determine a local approach to support other vulnerable households in their area.

1.2 East Herts has been provisionally allocated £ 136,992. This is a

combined figure for both the mandatory and discretionary element. The final figure will be confirmed as part of the final local government settlement.

- 1.3 This is a cash limited allocated which will not be topped up, and unspent funds must be returned to the Government at the end of the scheme.
- 1.4 The funding is for the 2023-24 financial year. The guidance states *"The Government expects local authorities to use the majority of their funding allocations to reduce bills for current working age and pension age Local Council Tax Support (LCTS) claimants by up to £25. Councils can use their remaining allocation as they see fit to support vulnerable households with council tax bills."*
- 1.5 The Government guidance on the main scheme details;
 - I. Where a taxpayer's liability for 2023-24 is, following the application of council tax support, less than £25, then their liability would be reduced to nil. Where a taxpayer's liability for 2023-24 is nil, no reduction to the council tax bill will be available and those bills should not be credited.
 - II. There should be no need for any recipient of LCTS to make a separate claim for a reduction under this scheme. The billing authority should assess who is eligible for support and automatically apply the discount.
 - III. Council tax reductions should be applied from the beginning of the 2023-24 financial year for existing LCTS recipients and discounts should be reflected in council tax bills issued in March.
 - IV. **It is for local authorities to decide how to treat households that become eligible for LCTS during the financial year.**

- V. Authorities will want to make their local populations aware of how the grant support package will be delivered e.g. through providing information on their websites.
- VI. It is the Government's intention that any assistance provided from the Council Tax Support Fund will not affect the eligibility of recipients for other benefits

1.6 This report addresses the use of funds remaining **after** the mandatory scheme (above) has been completed, and includes consideration of 1.5 IV above.

2.0 Report

2.1 The current LCTS caseload (1.12.2022) is 5149 households. If all received the maximum £25.00 top up, it would leave just £8,267 for the discretionary scheme.

	Caseload at 1.12.2022		Potential awards
Elderly	2242		£ 56,050.00
Working age	2907		£ 72,675.00
	5149	@£25.00	£ 128,725.00

2.2 All Working age LCTS households will have a remaining liability in excess of £25.00, as they are required to pay 8.5% of their liability. As demonstrated below with a band A liability. This means they will all qualify for the maximum £25.00 award.

	Annual charge		8.50%
Band A	£ 1,344.82		£ 114.31
Band A with SPD	£ 1,008.62		£ 85.73

- 2.3 The Elderly caseload is subject to a national scheme for LCTS, and accordingly they have their entitlement calculated on 100% of their liability. Those households receiving maximum entitlement will therefore not have a residual balance to pay, and will therefore not receive a top up awards. It is not possible at this point to identify how many households are in this category.
- 2.4 The Government guidance states that it is for local authorities to decide how to treat households that become eligible for LCTS during the financial year.
- 2.5 The indicative funds available for the discretionary scheme (£8,267) would enable 330 households who become eligible for LCTS during the year to receive the £25.00 top up.
- 2.6 The guidance goes on to say;
- The Government recognises that existing support mechanisms vary locally, including LCTS schemes, discretionary council tax discount/hardship schemes and local welfare schemes. Councils will want to consider using a proportion of their allocation to establish their own local approach to helping economically vulnerable households with council tax bills. Local authorities should revisit their discretionary approach at intervals during the financial year, in order to ensure expenditure for 2023-24 remains within their allocation.*
- 2.7 It is therefore proposed that:

A	<p>In the first instance new LCTS cases awarded from 1 April 2023, with entitlement in 2023/24, (and not previously awarded funds from this or the mandatory scheme), be awarded up to £25.00 in accordance with the mandatory scheme allocation criteria, until the funding allocation is exhausted.</p> <p>The eligible liability being determined by the difference between the LCTS award and the liability relevant to the same period as the award in 2023/24 year.</p>
B	<p>If there are any funds remaining in March 2024, the balance be used on Council Tax hardship applications considered during the year until the allocation is exhausted.</p>

3.0 Implications/Consultations

No

Community Safety

No

Data Protection

No

Equalities

No

Environmental Sustainability

No

Financial

Only as referenced in the report

Health and Safety

No

Human Resources

No

Human Rights

No

Legal

No

Specific Wards

No

4.0 Background papers, appendices and other relevant material

<https://www.gov.uk/government/publications/council-tax-support-fund-guidance>

Contact Member

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East Herts Council Report

Executive

Date of meeting: 14th February 2023

Report by: Councillor Geoff Williamson, Deputy Leader & Executive Member for Financial Sustainability

Report title: QUARTERLY CORPORATE BUDGET MONITOR 2022/23 – QUARTER 2 SEPTEMBER 2022

Ward(s) affected: ALL

Summary –

- The net revenue budget for 2022/23 is £11.526m as set out in table 1, this is funded by Council Tax. The forecast outturn as at 30th September 2022 predicts an overspend of £192k.
- The Capital Programme forecast outturn is £21.057m giving a variance of £9.544m against the revised capital budget for 2022/23 of £30.601m as set out in Appendix C.

RECOMMENDATIONS FOR EXECUTIVE:

- a) Welcome the forecast net revenue budget forecast overspend of £192k and note that measures to contain the inflationary pressures in year have been successful; and
- b) Note the capital programme forecast outturn of £21.057m and the reasons for the scheme slippages.

1.0 Proposal(s)

1.1 Not applicable

2.0 Background

2.1 The revenue budget and capital programme were approved by council on 1st March 2022. The budgets were set amid an ongoing period of continued financial uncertainty arising from the pandemic, the lack of a multiple year Comprehensive Spending Review and risks for local government, particularly the impact of Local Council Tax Support on the Council Tax base. The report that follows provides details of the forecast outturn position against the budgets set in March 2022.

2.2 The 2022/23 net revenue budget is £11.526m, the table below shows the budget alongside the 2022/23 forecast outturn as at Quarter 2. A breakdown of the revenue budget and forecast outturn can be found in Appendix A:

Table 1: 2022/23 Revenue forecast outturn

	2022/23 Budget	2022/23 Forecast outturn	Variance
	£'000	£'000	£'000
Net Cost of Services	16,129	16,494	364
Total corporate budgets	483	114	(369)
Total reserves	266	463	198
Total Funding	(5,352)	(5,352)	-
Net revenue spend	11,526	11,719	192
Funded by Council Tax	(11,526)	(11,526)	-
Overspend/(underspend)	-	192	192

2.3 High inflation and the cost of living crisis has impacted on the council's spending with contract costs, utilities and salaries increases at levels above budget. Increases to the Bank of England's base rate have resulted in interest rate rises which impact on the rate at which the council can borrow in the money markets short term and also on the return that the Council can achieve on its short term deposits. A summary of significant

variances is provided in Appendix B, this gives details of the £192k forecast overspend.

2.4 The revised capital budget for 2022/23 is £30.601m as set out in Appendix C. The forecast outturn is £20.767m giving a variance of £9.834m. The variation in spend has resulted from project delays relating to weather and difficulties once work has started. Appendix C provides a further breakdown by capital project.

2.5 The outstanding debt as at Quarter 2 was £2.7m, of this £274k is less than 30 days old. The total outstanding debt has increased by £240k from the position at 30th June 2022. Debt over 365 days old totals £1.4m, this is being reviewed by officers, with legal advice being sought as necessary. The split of aged debts can be found in Appendix D

3.0 Reason(s)

3.1 Section 28 of the Local Government Act 2003 requires the Council to monitor the budget and monitor and assess the adequacy of reserves and balances during the year. East Herts Council's financial management framework requires quarterly reports to Audit & Governance Committee and the Executive with expenditure forecasts to the year end

3.2 The Executive must consider the budget forecasts and ensure that action is taken in relation to any expenditure over spends or any underachievement of income so that the Council's financial resources are not exceeded.

4.0 Options

4.1 Not applicable

5.0 Risks

5.1 Higher inflation and rising interest rates will put pressure on the Councils revenue and capital budgets.

6.0 Implications/Consultations

6.1 The finance team has consulted with Heads of service, service managers and budget managers in writing this report

Community Safety

No

Data Protection

No

Equalities

No

Environmental Sustainability

No

Financial

All financial implications are included in this report.

Health and Safety

No

Human Resources

No

Human Rights

No

Legal

Section 28 of the Local Government Act 2003 requires the Council to monitor the budget and monitor and assess the adequacy of reserves and balances during the year. East Herts Council's financial management framework requires quarterly reports to Audit & Governance Committee and the Executive with expenditure forecasts to the year end.

Specific Wards

None

7.0 Background papers, appendices and other relevant material

7.1

Appendices	
A	2022/23 Revenue budget & forecast outturn
B	Significant variances
C	2022/23 Capital programme & forecast outturn
D	Quarter two Debtors position

Contact Member

Councillor Geoffrey Williamson, Deputy Leader & Executive Member for Financial Sustainability

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2022/23 Revenue budget - Qtr 2 Forecast outturn position

		2022/23 budget	Forecast outturn	Variance
		£'000	£'000	£'000
Net Cost of Services	Chief Executive & Directors	378	378	(0)
	Communications, Strategy & Policy	1,423	1,359	(64)
	HR & Organisational Development	534	558	24
	Strategic Finance & Property	2,364	2,515	151
	Housing & Health	2,298	2,318	21
	Democratic and Legal	1,482	1,461	(21)
	Planning & Building Control	1,945	2,009	64
	Operations	2,277	2,525	248
	Shared Revenues & Benefits Service	1,816	1,833	16
	Revenues & benefits retained costs	(469)	- 478	(9)
	Housing Benefit Subsidy	(371)	- 438	(67)
	Shared Business & Technology Services	2,213	2,216	3
	CERA	238	238	-
	Total Net Cost of Services	16,129	16,494	364
Corporate Budgets	Minimum Revenue Provision	20	20	-
	Interest Payments on loans	459	480	21
	Interest & Investment income	(750)	(1,140)	(390)
	Pension Fund Deficit contribution	754	754	-
	Corporate Budgets Total:	483	114	(369)
Use of Reserves	Contributions to Earmarked reserves	438	659	221
	Contributions from Earmarked reserves	(1,555)	(1,579)	(24)
	Use of General Reserve	-	-	-
	New Homes Bonus Priority Spend	1,383	1,383	-
	Net Use of Reserves:	266	463	198
Net Cost of Services Total:		16,878	17,071	192
Funding	Capital salaries	(150)	(150)	-
	NDR	(3,616)	(3,616)	-
	Section 31 grants	(1,900)	(1,900)	-
	(Surplus)/Deficit on collection fund	2,386	2,386	-
	Government grants	(689)	(689)	(0)
	New Homes Bonus	(1,383)	(1,383)	(0)
Non Departmental Budgets Total:		(5,352)	(5,352)	(0)
Total:		11,526	11,719	192

Summary of significant variances

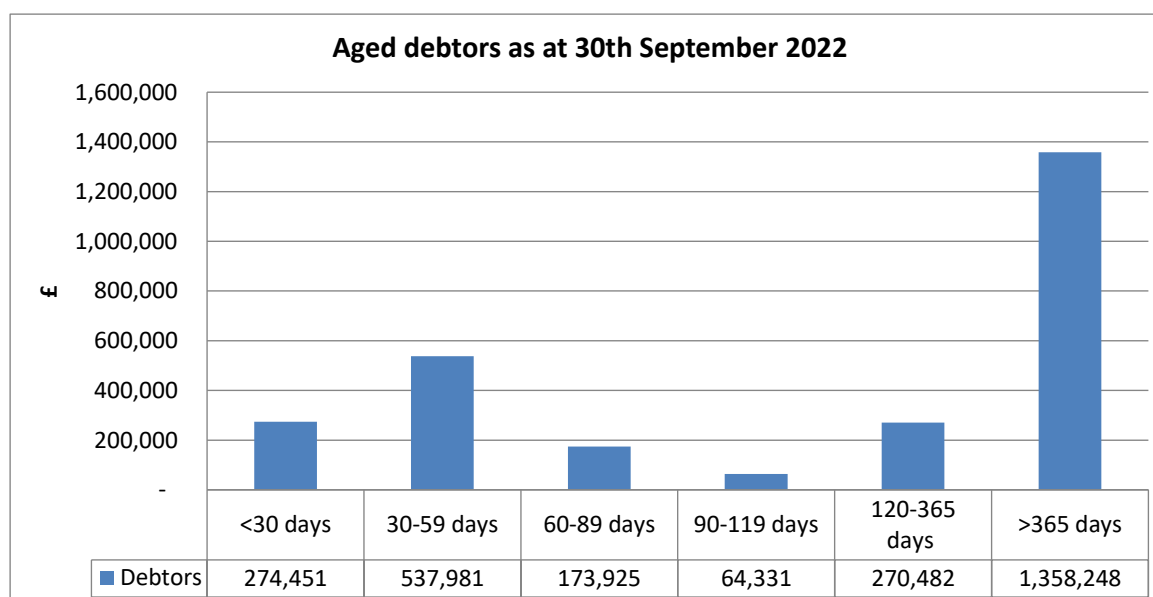
Budget area	2022/23 budget £000	Forecast outturn £000	Variance £000	Reason for variance
Planning service – staffing costs	2,274	2,462	188	A national shortage in planning staff has adversely impacted on recruiting to vacant posts which are being filled by agency staff which attracts a higher cost. A new recruitment campaign strategy has been devised to launch in Q4.
CSP – Policy and consultation. Salary underspends	154	111	-43	Underspend in salaries due to vacant post. These are for two part time posts in policy and project management that will be deleted at the end of the year to contribute towards transformation savings
Human Resources – Salary overspend	434	460	26	Use of agency staff to cover Head of HR role
Operations – Refuse & Street Cleansing contract. Inflationary pressure	160	463	303	Inflation in respect of the Refuse & Street Cleansing contract, Grounds Maintenance Contract and Parking Contract was above the 4% inflation budget provision.
Operations – Waste Alternate Financial	0	-300	-300	An early projection from the County Council on the level of income that East Herts may receive as part of the calculation for diverting waste from landfill, the

Budget area	2022/23 budget £000	Forecast outturn £000	Variance £000	Reason for variance
Model (AFM) contribution from HCC				calculation is based on tonnages for all districts and can therefore vary significantly. In recent years East Herts have received very small amounts and no longer budget for this income. HCC will no longer operate the AFM from 2023/24 as part of their budget savings.
Operations – Income from Joint Use pools	-265	-343	-78	Additional income forecast to be received from Joint Use Pools due to services returning to pre-covid levels
Operations – Parks & Open spaces. Additional income	-338	-368	-30	Additional contract costs have resulted in a higher recharge to Hertfordshire County council for services that the parks and open spaces team carry out on their behalf.
Operations – Car parking. Reduction in income	-409	-131	278	Reduction in income from Northgate end car park as the usage has been below budget expectations. It is unlikely to receive the budgeted income amount until the completion of the ORL redevelopment.
Strategic Finance and Property – Reduction in rental income	-360	-316	44	Reduction in rental income from Charringtons House due to leases expiring in February and tenants vacating space.

Budget area	2022/23 budget £000	Forecast outturn £000	Variance £000	Reason for variance
Strategic Finance and Property – Service charge costs	50	102	52	Increase in void service charge costs for Charringtons House. Once building is empty services will be disconnected and managing agent discharged.
Corporate budgets – interest payments	459	480	21	Interest costs on the Councils borrowing are higher than budgeted due to increasing interest rates. This has reduced by £66k from the Q1 forecast due to slippage in the capital programme reducing the need to borrow and by using short term borrowing from the money markets.
Corporate budgets – Interest & investment income	-750	-1,140	-390	At the time of setting the MTFP no allowance was made for an increase in interest rates. Following the recent rises in interest rates and a forecast higher than expected return on the property funds additional investment income of 390k is forecast.
Contributions to reserves	438	659	221	In line with the existing reserves policy the net additional interest and investment income is to be transferred to the Interest Equalisation Reserve.
Total	1,847	2,139	292	
Other minor balances	9,679	9,579	-100	
Overall total	11,526	11,718	192	

Capital Forecast Outturn Quarter 2 September 2022			
	Revised Budget 2022/23	Forecast Outturn 2022/23	Variance 2022/23
	£'000	£'000	£'000
Land and Buildings			
Investment in operational assets	250	100	(150)
Grange Paddocks Leisure Centre	1,536	1,536	0
Hartham Leisure Centre	6,985	5,016	(1,969)
Ward Freman Leisure Centre	843	0	(843)
Hertford Theatre	11,958	7,500	(4,458)
Car Park Resurfing & extension	455	0	(455)
Old River Lane and Arts Centre	1,000	1,000	0
Northgate End	2,890	2,890	0
New Hostel	148	148	0
Elizabeth Road Redevelopment	1,080	100	(980)
Pinehurst Community Hall	200	200	0
Vehicles and Equipment			
Rolling programme to be utilised on ICT projects subject to ITSG review	1,029	500	(529)
Buntingford Depot	20	20	0
LED Lighting Upgrades	187	127	(60)
Community Assets			
Folly View, Herford - Open Space Improvements	15	15	0
Replacement play equipment across the district	50	0	(50)
The Wash, Hertford	50	50	0
Cannons Mill Lane, Bishops Stortford	30	30	0
Castle Park - HLF	1,500	1,160	(340)
Phisiobury Park - HLF	52	52	0
Revenue Expenditure Funded as Capital Under Statute (REFCUS)			
Home Improvement Loans	120	120	0
Improve & renew structures along rivers and watercourses	48	48	0
Land Management Asset Register & Associated Works	50	50	0
Green Deal Loans	20	20	0
Historic Building Loans	20	20	0
Community Capital Grants	65	65	0
Current Capital Programme Budget Total	30,601	20,767	(9,834)

The following graph shows the age of the £2.7m of debts outstanding as at 30th September 2022



The table below shows the aged debt by department

	As at 30/09/2022
Asset Management	202,912.28
Bed & breakfast	157,542.93
Unallocated cash	- 37,622.61
Community Safety & Health	161,888.72
Waste	2,408.09
Direct debit	50.00
Environmental Health	75,472.40
Finance	561,306.92
Grounds Maintenance	12,341.12
Housing Other	192,789.88
Launchpad	42,490.77
Operations Miscellaneous	444,582.20
Parking	97,411.03
Pest control	318.10
PIA	10.00
Planning	231,296.20
Hertford Theatre	2,832.14
Trade Refuse	520,610.55
Trade Waste Miscellaneous	10,777.26
Total	2,679,417.98

East Herts Council Report

Executive

Date of meeting: 14 February 2023

Report by: Councillor Geoffrey Williamson, Deputy Leader of the Council and Executive Member for Financial Sustainability

Report title: Budget 2023/24 and Medium Term Financial Plan 2023 – 2028

Ward(s) affected: All

Summary – This report sets out the Executive’s Medium Term Financial Plan (MTFP) which is based on the expectation of local government experiencing a further round of spending challenges. The council’s financial position has been updated for the provisional Local Government Finance Settlement but cannot be finalised until the Business Rates income estimate has been completed, which has been delayed by system problems.

RECOMMENDATIONS FOR EXECUTIVE

- a)** Recommend to Council the approval of the budget and Medium Term Financial Plan at Appendix A with a Council Tax increase of 2.99%, which will result in a Band D Equivalent Council Tax annual increase of £5.50;
- b)** Recommend to Council the approval of the Capital Programme at Appendix B;
- c)** Recommend to Council the approval of the Fees and Charges at Appendix C noting that charges have been calculated on a full cost recovery basis in line with the Fees and Charges Policy.
- d)** Recommend to Council to note that the level of budget reductions required to balance the budget in the medium term

is beyond further efficiency measures alone and that Leadership Team are preparing a Reconciling Policy, Performance and Resources exercise that the new Council, elected in May 2023, will need to undertake alongside the development of the new Corporate Plan, to balance the budget over the medium term.

1.0 Proposal(s)

- 1.1 The Medium Term Financial Plan (MTFP) presented to Council in March 2022 has been updated to reflect the Autumn Statement and the forecast recession. The revised MTFP position is shown in Appendix A. This takes into account the costs of the 2022/23 employer's pay offer to the unions which was £311,860 more than the budget provision in 2022/23 which causes compound increases in future years of the MTFP. Contract inflation was set at 4% for 2022/23 and actual inflation was much higher and the pressure of £529,632 and compound increases have been built into future years of the MTFP.
- 1.2 A number of key assumptions have been made in refreshing the MTFP and these are detailed in the following paragraphs.
- 1.3 The Council Tax Base was set at Council in December at 63,892.8. The assumption is that Local Council Tax Support cases will increase by 10% but there has been and is forecast to be additional growth from new properties. These assumptions provide for a prudent level of increase in tax base overall whilst avoiding a potential Collection Fund deficit in 2023/24 should the estimate of new properties fail to materialise or there is an upswing in Working Age Local Council Tax Support claims – the growth built into the taxbase has been suitably reduced to prevent optimism bias in the forecast. The 2008 financial downturn took until 2010 to have a marked effect on council taxbases with 2010 seeing almost zero growth across all of the English taxbases.

- 1.4 The Government announced at the Autumn Statement that they would allow flexibility on Council Tax increases and for referenda purposes with the Council being permitted the higher of £5 or 3%. The Provisional Local Government Financial Settlement set out the referendum principles and the actual maximum increase is 2.99% and a 3% increase will actually result in a referendum. MTFP assumptions are now that Council Tax increases will be at the rate of 2.98% for the MTFP period. This new increase will add 50 pence to the planned increase for 2023/24 so that the 2023/24 Band D equivalent Council Tax will now increase by 2.99% (£5.50) to £189.59 for the year. The additional Council Tax revenue generated is £31,946 which otherwise would be permanently foregone. The previous MTFP plan for Council Tax would have seen an increase of 2.7% (£5) to £189.09 for the year.
- 1.5 Although government have given a strong commitment to update the current local government funding regime, it is now unlikely that reforms will be implemented before the general election. The MTFP has therefore been updated to reflect the impact of a delay to funding reform and the current grant funding being rolled forward.
- 1.6 On 19 December 2022, the Secretary of State for the Department for Levelling Up, Housing and Communities (DLUHC), Rt. Hon. Michael Gove MP, released a written statement to Parliament on the provisional local government finance settlement 2023/24. The main points were:
- 1.6.1 Council Tax referendum principal to be set at the greater of £5 or 2.99%
 - 1.6.2 Business Rates Retention – the government has changed the inflation measure used to increase the local government funding amount within the Settlement Funding Amount (SFA). CPI (September increase of

10.1%) has been used, instead of RPI (September increase of 12.6%). The increase of 10.1% is split between the business rates system (+3.74%) and the compensation grant for under-indexing (+6.36%). The under-indexing multiplier grant has increased (by £930m), in order that local authorities do not lose what would have been the increase to the multiplier. The amount for East Herts is £481k.

- 1.6.3 For those authorities still receiving RSG, this has been increased by 10.1%, in line with what would have been the increase to the multiplier; there have also been existing grants worth £78m rolled into the RSG amounts. East Herts does not receive RSG.
- 1.6.4 Negative RSG – As in previous years, the government has decided to eliminate the negative RSG amounts which advantages East Herts.
- 1.6.5 As per the previously published Policy Statement, the Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years.
- 1.6.6 Reduced: Services Grant (Previously the 2022/23 Services Grant) – This grant has been reduced from £822m to £464m. This reduction is due to the cancellation of the increase in National Insurance Contributions and to move funding to the Supporting Families programme. The methodology for the grant remains unchanged. For East Herts the grant reduces from £188k to £106k.
- 1.6.7 Reduced: New Homes Bonus - The 2023/24 allocations have been announced at £291m; a reduction of £265m on 2022/23. There have been no changes to the design of the scheme for 2023/24, with a single year's new

allocation. The large reduction in funding from the scheme is due to all prior years' legacy payments having now been paid. For East Herts the New homes Bonus award for 2023/24 is £931k.

- 1.6.8 Abolished: Lower Tier Services Grant – This grant (worth £111m in 2022/23) has been removed and replaced by the Minimum Funding Guarantee of 3% for 2023/24. East Herts received £199k in 2022/23.
- 1.6.9 New: Funding Guarantee – This £136m grant replaces the Lower Tier Services Grant. This grant is intended to provide a funding floor for all local authorities, so that no local authority would see an increase in Core Spending Power that is lower than 3% (before assumptions on council tax rate increases, but includes those on Council Tax base). East Herts will receive £774k in 2023/24.
- 1.10 The Actuary is finalising the triennial revaluation of the Pension Fund and the actual deficit cash payment cash contribution to pay off the past service deficit arising in the pension fund will be reduced to £637k per year, a saving of £163k on previous assumptions.
- 1.11 Pay inflation, already increased by the 2022/23 employer's pay offer was originally set at 2% for 2023/24. In line with inflation forecasts this has been increased to 4% in 2023/24 but remaining at 2% in future years. Contract inflation was set at 4% in 2022/23 and 2.5% thereafter. Given the actual inflation in 2022/23 the inflation provision has been increased across each year to reflect the compound increase on the base. Contract inflation for 2023/24 has been increased from 2.5% to 4%. A further provision of £180k has been set aside for unavoidable service cost pressures that cannot be absorbed in budgets. For example, the business rates revaluation assessments are

starting to arrive, and the council faces substantial increases on rates bills for offices and multi-storey car parks. Pressures from energy cost increases are feeding through from the leisure contractor and we are negotiating ways to mitigate that pressure. Harlow and Gilston Garden Town co-ordination is currently grant funded by DLUHC and there is some doubt that this grant will continue. If the grant ceases partners in the project may need to find up to an additional £50k each to support the co-ordination work.

- 1.12 The delay in Hertford Theatre has meant that the net income stream for the theatre has been moved back to 2025/26. The £1 million additional funding for weekly food collections has been moved from 2024/25 to 2025/26 to reflect the anticipated start of the new refuse, recycling and cleansing contract. In addition, a further £1 million has been added to the budget to meet potential increases in the contract costs going forward.
- 1.13 There has been slippage on the capital programme and therefore the capital programme has been re-phased to reflect this. In addition, priority has been given to: completing the major projects; essential maintenance only on operational assets; essential investment for the new waste contract; and continuing to deliver means-tested statutory housing improvement loans. As a result of the prioritisation exercise £9.560 million of capital expenditure has been paused until such time as it is affordable for the council to start the projects back up again. The paused projects are shown in Approved but not yet committed section. Should the projects become affordable due to reductions in cost and interest rates then they are easily committed and transferred back to the main programme under delegation. The Elizabeth Road redevelopment will be progressed only as far as planning permission and, should

planning permission be granted, officers will undertake a final viability test but on current returns it is anticipated that the best return to the council will be to put it up for sale with planning permission, which will increase the capital receipt to the council. Elsewhere on the agenda is the draft Asset Management Plan which has an emphasis on reviewing land holdings and seeking disposal of land and assets no longer required to maximise capital receipts. Capital receipts will be used to replace borrowing thus reducing revenue costs – for every £100k of borrowing replaced by capital receipt the council avoids £7,503 in revenue costs per year for the next 30 years (borrowing £100k for 30 years costs £225k in total so generating capital receipts and reducing borrowing has both medium and long term advantages for the taxpayer.

- 1.14 The interest rate payable by capital schemes has been increased to the actual loans rates on 2 December 2022 which is an average of 4.17% Officers, on the advice of the Treasury Advisors, anticipate that rates will fall during 2023 and 2024 so it is likely that actual borrowing rates will be less. However, the Council cannot set a budget based on rate expectations and must use actual rates. Using the rate of 4.17% on the reduced capital programme results in an increase on the interest payable budget of £472k and a reduction in Minimum Revenue Provision of £207k resulting in an overall pressure of £265k
- 1.15 The current capital programme has effectively used up the borrowing headroom that the revenue account is able to sustainably resource in the medium term and it is vital that the capital programme is tightly controlled and that any additions should not increase revenue costs. Newly emerging policies and strategies should be framed in the light of capital resources being scarce and not creating a revenue pressure in future years.

In the current environment many councils are contemplating cancelling outright capital projects. East Herts has already prioritised and paused a number of projects, but the new Council elected in May will need to consider the capital programme and associated costs as part of the Reconciling Policy, Performance and Resources process alongside the formation of the new Corporate Plan. Members should be aware now that there is absolutely no further capacity for significant additional borrowing for new projects in the medium term and that the affordability of the current programme is being kept under constant review, in line with the Prudential Code, and that sustained upward movements in PWLB interest rates will require further reductions from the programme unless capital receipts can be generated to replace borrowing.

- 1.16 The Transforming East Herts Programme is designed to modernise the council and deliver services that are digital by default ensuring end to end services are available 24/7 on the web. To be clear, there will still be a customer contact centre with members of staff on the telephone for those residents who cannot use digital services and/or need a customer contact agent to deal with complex queries. Adopting hybrid working and adopting modern workspaces should result in space being available in Wallfields to rent out. Further savings from additional rental or enabling the Wallfields campus to be sold to generate a capital receipt are being considered by officers.
- 1.17 There are two possible significant sources of additional revenue not included in the MTFP due to the fundamental uncertainty of the amounts and timing. The Levelling Up Bill indicates a potential 35% increase in planning application fees that would yield about £460k of additional income. There is no New Burdens Funding in the MTFP for 25/26 onwards for changes to

refuse and recycling as part of the Government's requirement that all councils collect the same materials in the same container so that residents are either co-mingling the same materials or source separating the same material so there is a consistent national recycling system. New burdens funding would be due on the introduction of the changed system and any funding would assist to reduce the cost. of the refuse contract.

- 1.18 After the changes to the capital programme and interest rates and increased inflation and other pressures have been reflected in the MTFP the savings requirement increases by £1.769 million. Reductions to the savings target can be achieved through asset sales and replacement of borrowing by capital receipts received on those sales. The savings delivery profile, without smoothing was front loaded almost entirely into 2024/25 and 2025/26. In order to smooth out delivery over the term of the MTFP it is proposed to use:
- 1.18.1 £800k from the Interest Equalisation Reserve to mitigate against higher borrowing costs;
 - 1.18.2 £700k from the General Reserve to be repaid at £150k a year from 2027/28 onwards; and
 - 1.18.3 £400k from the New Homes Bonus Priority Spend Reserve to be repaid at £200k a year from 2027/28 onwards.
 - 1.18.4 The New Homes Bonus Grant in 2023/24 will, after £400k is set aside to fund the review of the District Plan, be used to support the budget.
 - 1.18.5 The additional business rates retention from membership of the Hertfordshire Pool in 2022/23 will be used in full to support the budget in 2023/24.
- 1.19 After the delivery profile has been smoothed the council will need to identify budget reductions as shown in the table below:

2022/23 £'000		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
	Transforming East Herts Savings 2023/24	(822)	(822)	(822)	(822)	(822)
	Transforming East Herts Savings 2024/25		(2,170)	(2,170)	(2,170)	(2,170)
	Transforming East Herts Savings 2025/26			(2,146)	(2,146)	(2,146)
	Transforming East Herts Savings 2026/27				(1,758)	(1,758)
	Transforming East Herts Savings 2027/28					(594)
	Total Transforming East Herts Savings	(822)	(2,992)	(5,138)	(6,896)	(7,490)

1.20 Leadership Team has been working on proposals to close the budget gap for 2023/24 and the summary in the Table below shows savings that will be implemented by Leadership Team as they affect internal staff structures which are delegated to the Head of Paid Service and there are no impacts on residents and domestic customers from these proposals. Where there are impacts on non-domestic customers these are small and localised to a particular segment, for example the introduction of a charge for Section 61 notices for construction site noise. There are two proposals that require Member decision before they can be implemented and they are shown separately in the table.

Savings Type	2023/24 £(000)
Internal Structural changes	669
Supplies & Services reductions	83
Income generation	55
De-commissioning Charringtons House	29
Capital Financing change	20
Change to use external grant funding instead of council's funds	10
Sub Total	866

For Member decision:

Increase access to external grants to replace EHC's funds through a 'payment per results' agreement with CVS. As a result, external funding replaces council funding so reduce Community Grants from £94,000 to £40,000	54
Reduce general grants to Citizens Advice and CVS and use more payment by result service level agreements	10
Sub Total	64

Grand total	930
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- 1.21 Internal Structural changes mainly arise from changes in support service functions and expected progress on creating a centralised business support hub to provide administrative and support services for the whole council, replacing business support teams, where they exist, in service areas. As well as delivering a saving this will further embed the One Team ethos within the council.
- 1.22 Supplies and Services reductions are for small amounts across the Council. One example is Finance ending use of a separate software system by configuring the ledger system to do that work, saving £8k per year in software licence fees.
- 1.23 Income generation proposals are, in the main, new partnerships to share costs of Service Managers with neighbouring authorities who are experiencing difficulties recruiting. Another proposal is that there is a charge to Registered Providers for advertising properties on our Choice Based Lettings system, which will bring us into line with most local authorities.
- 1.24 The saving from the decommissioning of Charringtons house relates to the cost of the customer service centre located there. Due to the infrastructure in Charringtons being time-life expired we would not recover the costs of infrastructure renewal in the months before the building is handed over to CityHeart for

redevelopment as part of the Old River Lane renewal project. The main item of concern is the lift which, if it fails is beyond economic repair and would mean that tenants could not have Disability Discrimination Act compliant access and it would mean that moving tenants out would be more difficult and involve extra cost that we as landlord would be liable for. There are also particular issues with the way that mains water is supplied to the building with the pipework designed for a single occupancy building. There are several microfractures in the pipework that involve daily emptying of containers and monitoring of the fractures. In order to repair any leaks, the pipework design means that water is shut off to the whole building and we cannot isolate supply to a floor. Consequently, any repairs have to be at weekends or we have to close the building to tenants whilst repairs are undertaken. The timetable to handover to CityHeart has slipped into Autumn 2023 but Property are continuing to work to having the building vacant by 31 March 2023. Customer Services will be moving to another location in Bishop's Stortford for a trial period beginning in April 2023. Charringtons House, once vacant, will have services capped off and the managing agent will be discharged to save costs. The council will get 3 months empty exemption from business rates and alternative uses for the building which will not create a tenancy nor require the building to be deemed habitable are being pursued..

- 1.25 Capital Financing change relates to historic building loans which are being moved into the authorised but not committed part of the capital programme. When the council switched support from grants to loans, secured by a charge on the property, the number of historic building support applications has dropped to zero. As a result the Head of Planning and Building Control has suggested we do not include this and finance it in the capital

programme but move it to authorised and not committed and should an application be received, then committing the funding for an application can be quickly made by the Head of Strategic Finance & Property under delegation.

- 1.26 The final proposal is to apply for external grants and substitute using external funding instead of council taxpayers' funds. Analysis of funding available for, e.g. air quality projects shows that external funding bids could replace funding and more likely result in more being done via external funding than by being constrained by limited council resources.
- 1.27 The two savings proposals relating to grant changes require a Member decision. The proposals should be read in the context of additional grant being made via the UK Prosperity Fund allocations (which we are waiting for confirmation from DLUHC) which will initially provide an extra source of funding to bid for.
- 1.28 Our Social Value Policy is now in place and several social value priorities that bidders can choose to demonstrate social value are aimed at the voluntary community and social enterprise (VCSE) sector. Contracts over £75,000 must include social value as 10% of the award criteria and the council has listed priorities that bidders can choose to demonstrate social value. The Themes, Outcomes and Measures (TOMS) that relate to the VCSE sector are:
 - 1.28.1 Total amount (£) spent with VCSEs within your supply chain
 - 1.28.2 Provision of expert business advice to help VCSEs and MSMEs achieve net zero carbon
 - 1.28.3 Equipment or resources donated to VCSEs (£ equivalent value)
 - 1.28.4 Percentage of invoices on the contract paid to MSMEs and VCSEs within 30 days

- 1.28.5 Donations and/or in-kind contributions to specific local community projects (£ & materials)
- 1.28.6 Support provided internally and to MSMEs and VCSEs within the supply chain to adopt Circular Economy solutions - business case and leadership for circular economy.
- 1.29 In line with other local authorities using the social value portal we will be able to report annually on social value achieved and are confident that the VCSE sector will receive new funding from this source to replace council taxpayer's funds.
- 1.30 The changes to grant funding proposed will form an agreement with CVS for payments by result – CVS will leverage in funding from other external grant sources for community groups which will result in grant payments to CVS related to the amount of external funding achieved. This will speed the transition to community groups not being reliant on East Herts for funding and combined with the expected funding boost from the social value policy, will ensure that funding is secured from diverse sources and over time increases from those other sources ensuring the sustainability of the VCSE sector in East Herts.

2.0 Background

- 2.1 Significant uncertainty continues to dominate the context within which we are working towards delivering a balanced budget over the medium term. The financial outlook remains unclear with a further one-year financial settlement anticipated for 2023/24 and uncertainty whether key national reforms are subject to further delay. The national policy agenda continues to evolve rapidly, with legislative and policy changes that respond to the government's changing position as it seeks to deal with international and national issues as well as backbench MPs seeking to take advantage of the political situation to force policy

changes by co-ordinating amendments likely to cause Government defeats or having to rely on opposition votes to pass legislation.

2.2 The Council's business and financial planning is underpinned by the Corporate Plan and its four priorities, which provide a clear focus for decisions about spending and savings and direct activity across the Council.

2.3 The four priorities are:

2.3.1 **S**ustainability at the heart of everything we do;

2.3.2 **E**nabling our communities;

2.3.3 **E**ncouraging economic growth; and

2.3.4 **D**igital by default.

2.4 Officers will continue to explore options to further reduce net cost to meet the savings targets. The new Council which will be elected in May 2023 will set the new Corporate Plan and alongside that undertake a Reconciling Policy, Performance and Resources exercise. This will set out the overall resource envelope and align spending with corporate plan priorities. This will include: examining service provision levels; whether non-statutory services should be provided as part of the council tax or only provided as a charged for service; and reviewing and benchmarking contracts to reflect changes in service delivery and to ensure that prices and methods remain competitive. Given the financial position, which all the districts and boroughs in Hertfordshire are also facing, East Herts Council can no longer seek to protect the service offer to residents and hard decisions lie ahead for Members because of the current economic shocks.

3.0 Reason(s)

3.1 The Council is required to set a balanced budget each year. The Local Government Finance Act 1992 requires the Council to estimate revenue expenditure and income for the forthcoming

year from all sources, together with contributions from reserves, in order to determine a net budget requirement to be met by government grant, Business Rates and Council Tax.

4.0 Options

- 4.1 Given the financial outlook the Executive have very few options available to ensure a balanced budget. Any growth the Executive wish to propose must be balanced by reductions elsewhere.
- 4.2 The Executive may propose a lower rate of Council Tax but this will result in additional savings requirements which will require significant changes to the service offer and the compound revenue foregone from Council Tax will be lost in perpetuity.
- 4.3 In order to draw up the detailed budget and MTFP the Executive agreed, as guidance to officers, that the budget proposals should be based on a Council Tax increase of £5, contract inflation up to 4%, no inflation in other goods and services budgets and that the provision for the national pay award will be up to 4%. The Autumn Statement provided a level of flexibility on Council Tax to increase by £5 or 3%, whichever is the greater. The Deputy Leader and Executive Member for Financial Sustainability was consulted and agreed that budget proposals should be brought forward based on full use of that flexibility.

5.0 Risks

- 5.1 Significant uncertainty continues to dominate the context within which we are working towards delivering a balanced budget over the medium term. The financial outlook remains unclear with a further one-year financial settlement anticipated for 2023/24 and key national reforms having been subject to further delay. The national policy agenda continues to evolve rapidly, with legislative and policy changes that respond to the new government's agenda, the impacts of which are not yet fully clear.

- 5.2 The council faces recruitment and retention difficulties, particularly in services where there are national shortages of professionally qualified staff. The council is examining ways to deal with this which is affordable and sustainable to the council and factors in savings against more expensive agency staffing costs
- 5.3 The adequacy of the General Fund balance to meet unexpected expenditure will be considered by the Head of Strategic Finance and Property and be reported to Council as part of his report under Section 25 Local Government Act 2003 on the robustness of the estimates made in drawing up the budget and the adequacy of the proposed level of reserves.

6.0 Implications/Consultations

- 6.1 The council is required to consult with Business Ratepayers under s.34 Local Government Finance Act 1988.
- 6.2 Consultation with the public will involve asking about perceptions of value for money and the importance of services to them but not specifics of the budget proposals due to the technical nature of the budget papers and resource pressures within the council.

Community Safety

The budget underpins delivery of the Council's policies and priorities in relation to community safety.

Data Protection

No

Equalities

The Council has a statutory duty under the Equalities Act 2010, in particular s149. This includes the requirements on the Council to have due regard to the need to eliminate discrimination and harassment, to advance equality of opportunity, to foster good relations and to remove or minimise disadvantages suffered by persons who share protected characteristics.

Compliance with these duties in the Equalities Act does permit the Council to treat some persons more favourably than others, but only to the extent that such conduct is not otherwise prohibited.

In setting the budget, decisions on some matters may be particularly relevant to the discharge of this duty, particularly fees and charges concessions and an equalities impact assessment will be undertaken to assess and ensure compliance with this duty.

Environmental Sustainability

The budget underpins policies and priorities in relation to the environmental and sustainability areas.

Financial

These are contained in the main body of the report.

Health and Safety

No

Human Resources

The budget will provide a provision for a pay award of up to 3% but the actual award is subject to national NJC negotiations. This provision is set in the light of forward inflation estimates for September 2021 in the Bank of England Monetary Policy Report August 2021.

Human Rights

No

Legal

The Council is required to set a balanced budget each year. The Local Government Finance Act 1992 (as amended by the Localism Act 2011) requires the Council to estimate revenue expenditure and income for the forthcoming year from all sources, together with government grant and contributions from reserves, in order to determine a basic Council Tax Requirement.

Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of the estimates and adequacy of reserves to the Council when it is considering the budget.

Section 114 of the Local Government Finance Act 1988 requires the Chief Finance Officer to report to the Full Council if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year. The issuing of a Section 114 report requires the Full Council to meet within 21 days to consider the report and during that period the Council is prohibited from entering into new agreements involving the incurring of expenditure.

Specific Wards

No

7.0 Background papers, appendices and other relevant material

Appendix A – Budget and Medium-Term Financial Plan

Appendix B – Capital Programme

Appendix C – Fees and Charges

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GENERAL FUND REVENUE BUDGET AND MEDIUM TERM FINANCIAL PLAN

2022/23		2023/24	2024/25	2025/26	2026/27	2027/28
£'000		£'000	£'000	£'000	£'000	£'000
378	Chief Executive & PA's	349	359	370	381	393
1,423	Communications, Strategy & Policy	1,457	1,491	1,527	1,563	1,602
534	Human Resources & Org Development	546	531	542	553	564
1,770	Strategic Finance & Property	2,076	2,119	2,163	2,208	2,244
594	Corporate	795	999	1,207	1,421	1,641
1,482	Legal & Democratic Services	1,505	1,545	1,586	1,627	1,671
2,298	Housing and Health	2,270	2,336	2,407	2,481	2,558
238	Capital Expenditure Charged to a Revenue Account	238	3,238	238	238	238
1,945	Planning & Building Control	1,966	2,028	2,091	2,156	2,223
2,277	Operations	1,909	1,396	2,313	2,392	2,555
976	Shared Revenues & Benefits Service	1,021	1,066	1,112	1,160	1,208
2,213	IT Shared service	2,313	2,313	2,313	2,313	2,313
	Pay inflation including 2022/23 award pressure	624	949	1,288	1,642	2,012
	Audit Fee increase	115	117	120	122	124
	Unavoidable service costs pressures	180	180	180	180	180
	Contract inflation including 2022/23 pressure	740	784	830	877	926
	Contract renewal cost pressures	50	100	550	50	-
16,129	Net Cost of Services	18,153	21,551	20,836	21,363	22,451

Transforming East Herts Savings

2022/23		2023/24	2024/25	2025/26	2026/27	2027/28
£'000		£'000	£'000	£'000	£'000	£'000
	Transforming East Herts Savings 2023/24	(822)	(822)	(822)	(822)	(822)
	Transforming East Herts Savings 2024/25		(2,170)	(2,170)	(2,170)	(2,170)
	Transforming East Herts Savings 2025/26			(2,146)	(2,146)	(2,146)
	Transforming East Herts Savings 2026/27				(1,758)	(1,758)
	Transforming East Herts Savings 2027/28					(594)
	Total Transforming East Herts Savings	(822)	(2,992)	(5,138)	(6,896)	(7,490)

Corporate Budgets

2022/23		2023/24	2024/25	2025/26	2026/27	2027/28
£'000		£'000	£'000	£'000	£'000	£'000
-	Fees & Charges Annual Review	(100)	(150)	(200)	(250)	(300)
20	Minimum Revenue Provision	557	1,583	1,583	2,013	2,025
459	Interest Payable on Loans	979	1,519	1,773	2,046	2,061
(750)	Investment Income	(1,000)	(900)	(800)	(800)	(800)
754	Pension Fund Deficit Contribution	637	637	637	674	674
483	Total corporate budgets	1,073	2,689	2,993	3,683	3,660

Reserves

2022/23 £'000		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
438	Contributions to Earmarked Reserves	590	190	490	335	-
(1,555)	Contributions from Earmarked Reserves	(1,408)	(3,606)	(900)		200
-	Planned Use of General Fund Balance		(300)	(300)		150
1,383	New Homes Bonus Cont to Reserve		250	250	-	-
265	Total reserves	(818)	(3,466)	(460)	335	350

Funding

2022/23 £'000		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
(150)	Capital Salaries	(150)	(150)	(150)	(150)	(150)
(3,616)	NDR	(2,933)	(2,933)	(2,933)	(2,933)	(2,933)
-	Business Rates Pool 22/23 Pooling Gain	(511)				
(1,900)	Section 31 Grants	(1,169)	(1,169)	(1,169)	(1,206)	(1,206)
2,386	(Surplus)/Deficit on Collection Fund	1,583		-	-	-
(689)	Government Grant	(1,361)	(688)	(641)	(594)	(547)
(1,383)	New Homes Bonus	(931)	(250)	(250)	-	-
(5,352)	Total Funding	(5,472)	(5,190)	(5,143)	(4,883)	(4,836)

11,526	Net Expenditure financed by Council Tax	12,113	12,592	13,088	13,602	14,135
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(11,526)	Demand on Collection Fund	(12,113)	(12,592)	(13,088)	(13,602)	(14,135)
62,610	Council Taxbase	63,893	64,493	65,093	65,693	66,293
184.09	Council Tax at Band D (£)	189.59	195.24	201.06	207.05	213.22

Percentage Increase in Council Tax	2.99%	2.98%	2.98%	2.98%	2.98%
£ increase in Council Tax	5.50	5.65	5.82	5.99	6.17

EAST HERTS DISTRICT COUNCIL CAPITAL PROGRAMME 2023/24 TO 2027/28

APPROVED SCHEMES	Schemes expenditure to 31/03/22 £000	2022/23 Forecast Outturn £000	2023/24 Original Budget £000	2024/25 Original Budget £000	2025/26 Original Budget £000	2026/27 Original Budget £000	2027/28 Original Budget £000	Scheme Total £000
Land and Buildings								
Investment in operational assets		205	250	250	100	100	100	1,005
Buntingford Depot		-	-	800	-	-	-	800
Hartham Leisure Centre - Extension	4,713	4,280	2,078	-	-	-	-	11,071
Hertford Theatre	2,975	10,572	10,558	-	-	-	-	24,105
Northgate End Regeneration (MSCP, domestic and non-domestic units)	21,820	3,117	-	-	-	-	-	24,937
Old River Lane Regeneration and Arts Centre	2,815	500	2,000	12,000	6,077	-	-	23,392
Total Land and Buildings	32,323	18,674	14,886	13,050	6,177	100	100	85,310
Vehicles and Equipment								
Refuse & recycling containers		-	-	550	-	-	-	550
ICT Rolling programme		470	450	450	450	450	450	2,720
Total Vehicles and Equipment		470	450	1,000	450	450	450	3,270
Community Assets								
Open Space Improvements:								
Replacement play equipment across the district		-	50	50	50	50	50	250
Castle Park - HLF - Delivery Phase		1160	2,700	94	-	-	-	3,954
Total Community Assets		1,160	2,750	144	50	50	50	4,204

APPROVED SCHEMES	Schemes expenditure to 31/03/22 £000	2022/23 Forecast Outturn £000	2023/24 Original Budget £000	2024/25 Original Budget £000	2025/26 Original Budget £000	2026/27 Original Budget £000	2027/28 Original Budget £000	Scheme Total £000
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Revenue Expenditure Funded as Capital Under Statute (REFCUS)								
Home Improvement Loans		20	120	120	120	120	120	620
Community Capital Grants		127	50	50	50	50	50	377
Green Deal Loans		20	20	20	20	20	20	120
Rivers and Watercourse Maintenance		48	48	48	48	48	48	288
Land Management Asset Register & Associated Works		50	50	50	50	50	50	300
Total REFCUS		265	288	288	288	288	288	1,705
TOTAL CAPITAL EXPENDITURE	32,323	20,569	18,374	14,482	6,965	888	888	94,489

FUNDED BY:

Borrowing (Internal)		(1,658)	(368)	-	-	-	-	(2,026)
Borrowing (External)		(13,701)	(12,242)	(5,971)	(6,427)	(350)	(350)	(39,041)
Capital Receipts		(1,600)	(3,160)	(5,140)	(250)	(250)	(250)	(10,650)
Capital Grants Applied		(3,185)	(2,276)	(83)	-	-	-	(5,544)
Capital Expenditure Charged to a Revenue Account		(425)	(328)	(3,288)	(288)	(288)	(288)	(4,905)
TOTAL CAPITAL PROGRAMME FUNDING	(32,323)	(20,569)	(18,374)	(14,482)	(6,965)	(888)	(888)	(94,489)

APPROVED BUT NOT YET COMMITTED								
Schemes approved not yet committed								
Transformation Programme			1,000	2,000	2,000			5,000
Ward Freman Joint Use Facilities					1,100			1,100
Elizabeth Road Redevelopment				200	1,500			1,700
Historic Building Loans			20	20	20	20	20	100
Queens Road Ware Temporary Accomodation	377		180					557
								0
Capital Contingency - Major Projects			1,500	-	-	-	-	1,500
TOTAL APPROVED BUT NOT YET COMMITTED	377		2,700	2,220	4,620	20	20	9,957

Funded by:

Borrowing			(1,593)	(200)	(2,600)	-	-	(4,393)
Capital Receipts			-	-	-	-	-	-
Capital Grants Applied	-377		(87)	-	-	-	-	(464)
Use of Earmarked Reserves			(1,000)	(2,000)	(2,000)			(5,000)
Capital Expenditure Charged to a Revenue Account			(20)	(20)	(20)	(20)	(20)	(100)
TOTAL APPROVED BUT NOT YET COMMITTED	-377		(2,700)	(2,220)	(4,620)	(20)	(20)	(9,957)

NOTE:

Schemes Approved but not yet Committed are those schemes where past experience has indicated there are traditionally underspends or there are specific issues with a scheme proceeding that is outside the control of the Council. Approval by Council provides protection for the budgeted scheme for the year(s) indicated. Schemes are Committed by the Head of Strategic Finance in consultation with the Executive Member for Financial Sustainability. Virements are forbidden from these budgets without the authority of Council to prevent these budgets being committed to cover overspends or for immediate transfer to new schemes that do not have Council approval.



Housing and Health

Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT	2023/24 Charge Ex. VAT	VAT
		£	£	

Environmental Health Licences

Animal licences - Grant or renewal cost of one licensable activity	Cost Recovery	Every 1 to 3 years	382.00		OS
Animal licences - Grant or renewal cost per additional licensable activity	Cost Recovery	Every 1 to 3 years	243.00		OS
Animal licences - Additional annual inspection fee for the hiring of horses, where a renewal inspection is not due (invoiced annually after each inspection)	Cost Recovery	Every 1 to 3 years	211.00		OS
Animal licences - Minor variation of a current licence (no site visit)	Cost Recovery	per variation	35.00		OS
Animal licences - Variation of a current licence (involving site visit)	Cost Recovery	per variation	211.00		OS
Animal licences - Re-evaluation of a licenced premises star rating	Cost Recovery	per inspection	211.00		OS
Animal licences - Re-evaluation of a licenced premises star rating per additional licensable activity	Cost Recovery	per inspection	211.00		OS
Animal licences - Additional charge for businesses found to be operating without a valid licence	Cost Recovery	per premises	52.00		OS
Zoos - New Licence (excl. vet fees)	Cost Recovery	per 4 year registration	2,442.00		OS
Zoos - Year 3 renewal licence inspection (excl. vet fees)	Cost Recovery	per inspection	1,888.00		OS
Zoos - Year 6 renewal licence inspection (excl. vet fees)	Cost Recovery	per 6 years	1,888.00		OS
Zoos - Transfer of Licence	Cost Recovery	per transfer	959.00		OS
Dangerous Wild Animals (excl. vet fees)	Cost Recovery	per 2 years	300.00		OS
Registration for Skin Piercing (Static/Home Business)	Cost Recovery	per business	240.00		OS
Registration for Skin Piercing (Person)	Cost Recovery	per person or premises	150.00		OS
Registration for Peripatetic Skin Piercing	Cost Recovery	per business	240.00		OS
Update to an existing Skin Piercing registration	Cost Recovery	per update	150.00		OS
Street Trading: Occasional Registered Charity (up to one month)	Cost Recovery	per month	69.00		OS
Street Trading: Occasional (up to one month)	Cost Recovery	per month	135.00		OS
Street Trading: Peripatatic (e.g. ice cream van)	Cost Recovery	per annum	391.00		OS
Street Trading: Static (e.g. burger van)	Cost Recovery	per annum	397.00		OS
Street Trading: Occasional (up to one month)	Cost Recovery	per month	28.00		OS
Street Trading: Annual	Cost Recovery	per annum	305.00		OS
Transfer of street trading consent	Cost Recovery	per transfer	27.00		OS
Variation of street trading consent	Cost Recovery	Per variation	27.00		OS
Street trading consent refund - greater than 6 months left on consent	Cost Recovery	per consent	25% of fee paid		OS
Street trading consent refund - between 3 and 6 months left on consent	Cost Recovery	per consent	10% of fee paid		OS



Housing and Health

	Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT	2023/24 Charge Ex. VAT	VAT
			£	£	
Additional Licence fee for second reminder letter	Cost Recovery	per letter	28.00		OS
Additional Licence fee for chasing applications after the expiry of current licence	Cost Recovery	per licence	61.00		OS
Replacement of any environmental health licence, FHRS sticker or registration certificate	Cost Recovery	per licence	23.00		OS

Training Courses

Foundation Level Food Safety Training	Cost Recovery	per person	45.00		OS
Foundation Level Food Safety Training (Online Course)	Cost Recovery	per person, per course	17.00		OS
Foundation Level Food Safety Training (up to 10 places at customer's premises)	Cost Recovery	per course	408.00		OS
Cancellation Fee (less than 10 working days before course)	Cost Recovery	per person, per course	100% of fee paid		OS

Food Hygiene and Safety

Food register	Cost Recovery	per single entry	16.00		OS
Food register	Cost Recovery	per category	33.00		OS
Food register	Cost Recovery	per full copy	96.00		OS
Issue of certificate following surrender of food (excl. disposal costs)	Cost Recovery	per hour or part	61.00		OS
Food export health certificate	Cost Recovery	per hour or part	61.00		OS
Replacement Food Hygiene Rating certificate	Cost Recovery	per certificate	23.00		OS
Letter confirming food premises registration	Cost Recovery	per letter	23.00		OS
Food Hygiene Rating Scheme Rescoring Visit	Cost Recovery	per visit	180.00		OS
Safer Food, Better Business Coaching Visit	Cost Recovery	per visit	180.00		S
Cancellation Fee for SFBB Coaching Visit (less than 10 working days before course)	Cost Recovery	per visit	100% of fee paid		S

Miscellaneous Fees & Charges

Contaminated Land/ additional land charge enquiry (simple land search)	Cost Recovery	per enquiry	76.00		OS
Contaminated Land/ additional land charge enquiry (detailed land search)	Cost Recovery	per enquiry	188.00		OS
Statement of fact for civil cases	Cost Recovery	per hour or part	61.00		S
Attendance at Exhumations	Cost Recovery	per hour or part	61.00		OS
Costs associated with public health burials	Cost Recovery	per hour or part	61.00		OS

Private Water Supplies

Risk Assessment (smaller supplies - Regulation 10)	Cost Recovery	per hour or part	61.00		OS
Risk Assessment (larger supplies - Regulation 9)	Cost Recovery	per hour or part	61.00		OS
Risk Assessment (Desktop)	Cost Recovery	per hour or part	61.00		OS



Housing and Health

	Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT £	2023/24 Charge Ex. VAT £	VAT
Sampling Visit (excl. analysis costs)	Cost Recovery	per hour or part	61.00		OS
Investigation (excl. analysis costs)	Cost Recovery	per hour or part	61.00		OS
Granting of Authorisation	Cost Recovery	per authorisation	110.00		OS
Granting of Authorisation	Cost Recovery	per hour or part	61.00		OS
Analysis Costs (Regulation 10)	Cost Recovery	per set of samples	full cost charged by laboratory		OS
Analysis Costs (Check Monitoring)	Cost Recovery	per set of samples	full cost charged by laboratory		OS
Analysis Costs (Audit Monitoring)	Cost Recovery	per set of samples	full cost charged by laboratory		OS

Private Sector Housing

Standards inspection for immigration	Cost Recovery	per inspection	183.00		S
Housing Notices (excluding any costs incurred for additional reports required to support notice service eg EICR, Structural Engineering Report, Damp Survey which will be charged separately)	Cost Recovery	fixed charge	410.00		OS
Fixed penalty for failure to belong to an approved redress scheme		fixed charge	5,250.00		OS
Licence for a HMO with no more than 5 bedrooms (initiated by applicant without LA intervention)	Cost Recovery	per licence	-		OS
Licence for a HMO with no more than 5 bedrooms (initiated by applicant with LA intervention)	Cost Recovery	per licence	-		OS
Licence for a HMO with no more than 5 bedrooms (initiated by applicant without LA intervention) - Full fee upon application.	Cost Recovery	per licence	997.00		OS
Licence for a HMO with no more than 5 bedrooms (initiated by applicant without LA intervention)	Cost Recovery	per licence - initial at application	809.00		OS
	Cost Recovery	per licence - final before issuing licence	242.00		OS
Licence for a HMO with no more than 5 bedrooms (initiated by applicant with LA intervention) - Full fee upon application	Cost Recovery	per licence	1,365.00		OS
Licence for a HMO with no more than 5 bedrooms (initiated by applicant with LA intervention)	Cost Recovery	per licence - initial at application	11,769.00		OS
	Cost Recovery	per licence - final before issuing licence	242.00		OS
Additional bedrooms	Cost Recovery	each	19.00		OS
Variation of licence	Cost Recovery	per variation	-		OS
Renewal of HMO Licence	Cost Recovery	per licence	834.00		OS
Renewal of HMO Licence - Full fee upfront.	Cost Recovery	per licence	834.00		OS
Renewal of HMO Licence - Two-part fee	Cost Recovery	per licence - initial at application	645.00		OS



Housing and Health

	Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT £	2023/24 Charge Ex. VAT £	VAT
	Cost Recovery	per licence - final before issuing licence	242.00		OS
Confirmation of empty home status for VAT reduction	Cost Recovery	per letter	-		OS
HMO Confirmation Letters for licensable HMOs after application has been received	Cost Recovery	per letter	22.00		OS
Housing Advice Visit	Cost Recovery	per visit	315.00		S

Miscellaneous Engineering Fees

Sewer Records/Plans		per item	33.00		OS
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OTHER LICENCES

Sex Establishments		per annum	3,104.00		OS
Sex Establishments		per renewal	2,749.00		OS
Sex Establishments		transfer	89.00		OS
Hypnotism Act 1952 - Occasional licensed premises			171.00		OS
Hypnotism Act 1952 - Occasional unlicensed premises			657.00		OS
Scrap Metal Site Licence		per licence granted	292.00		OS
Scrap Metal Site Licence		per licence renewed	217.00		OS
Scrap Metal Site Licence - Variation, Name Change, Change of Site		per change	52.00		OS
Scrap Metal Collectors Licence		per licence granted	264.00		OS
Scrap Metal Collectors Licence		per licence renewed	189.00		OS
Scrap Metal Collectors Licence - Variation, Name Change		per change	52.00		OS

TAXI LICENSING

Private Hire vehicle (new) - 1 year		per new licence	308.00		OS
Private Hire vehicle (renewal) - 1 year		per renewal	301.00		OS
Vehicle - either Hackney Carriage or Private Hire (new) HC only - 1 year	HC	per new licence	420.00		OS
Vehicle - either Hackney Carriage or Private Hire (renewal) HC only - 1 year		per renewal	334.00		OS
Dual Driver or Private Hire Driver (new) - 3 year PH			413.00		OS
Dual Driver or Private Hire Driver (renewal) - 3 year PH			298.00		OS
Dual Driver or Private Hire Driver (new) - 1 year			360.00		OS
Dual Driver or Private Hire Driver (renewal) - 1 year			245.00		OS
Private Hire Operator - 5 year (new)			317.00		OS



Housing and Health

	Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT	2023/24 Charge Ex. VAT	VAT
			£	£	
Private Hire Operator - 5 year (renewal)			310.00		OS
Private Hire Operator - 1 year (new)			283.00		OS
Private Hire Operator - 1 year (renewal)			283.00		OS
Each additional vehicle above 6			-		OS
Change of vehicle (new vehicle on old plate number)			59.00		OS
Change of vehicle (courtesy car)			91.00		OS
Vehicle Inspection (5 year check)			36.00		OS
Private Hire Driver converted to Dual Driver			55.00		OS
Private Hire Driver converted to Hackney Carriage			108.00		OS
Change of vehicle proprietor			41.00		OS
Change of DVLA details (registration number etc.)			61.00		OS
Change of Drivers address			12.00		OS
Knowledge test and training day (all new applicants)			103.00		OS
Resit of both routes and rules & regulations tests			55.00		OS
Resit of routes test only			36.00		OS
Update training for existing drivers			62.00		OS
Enhanced DBS Online			61.00		OS
Basic Disclosure Online			43.00		OS
Roof light (complete)		per light	80.00		S
Roof light (top cover or base plate)(new cost for top cover only)		per light	40.00		S
Roof Light (base)			30.00		S
Replacement badges			27.00		S
Replacement plate (or additional for a trailer)			44.00		S
Roof light bulbs			3.23		S
Magnets (sold as a pair)			6.47		S
Executive Disc (private hire vehicles only)			11.81		S
Refund per full calendar month of unexpired drivers licence PH (new)			2.10		OS
Refund per full calendar month of unexpired drivers licence PH (renewal)			1.00		OS
Refund per full calendar month of unexpired drivers licence HC (new)			2.10		OS



Housing and Health

	Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT	2023/24 Charge Ex. VAT	VAT
			£	£	
Refund per full calendar month of unexpired drivers licence HC (renewal)			1.00		OS
Refund per full calendar month of unexpired vehicle licence PH (new)			4.20		OS
Refund per full calendar month of unexpired vehicle licence PH (renewal)			4.20		OS
Refund per full calendar month of unexpired vehicle licence HC (new)			4.20		OS
Refund per full calendar month of unexpired vehicle licence HC (renewal)			4.20		OS
Refund per full calendar year of unexpired operators licence (new)			11.50		OS
Refund per full calendar year of unexpired operators licence (renewal)			11.50		OS

PREMISES LICENCES

Application for premises, club premises certificate, variations (excluding change of name and address or designated premises supervisor) conversion/variation - Band A - rateable value £0-£4,300	Statutory Fee	per band A premises	100.00	100.00	OS
Application for premises, club premises certificate, variations (excluding change of name and address or designated premises supervisor) conversion/variation - Band B - rateable value £4,301-33,000	Statutory Fee	per band B premises	190.00	190.00	OS
Application for premises, club premises certificate, variations (excluding change of name and address or designated premises supervisor) conversion/variation - Band C - rateable value £33,001-£87,000	Statutory Fee	per band C premises	315.00	315.00	OS
Application for premises, club premises certificate, variations (excluding change of name and address or designated premises supervisor) conversion/variation - Band D - rateable value £87,001-£125,000	Statutory Fee	per band D premises	450.00	450.00	OS
Application for premises, club premises certificate, variations (excluding change of name and address or designated premises supervisor) conversion/variation - Band E - rateable value £125,000 and over	Statutory Fee	per band E premises	635.00	635.00	OS
PREMISES LICENCES (Holders of premises licences and club premises certificate) - Band A - rateable value £0-£4,300	Statutory Fee	per band A premises per annum	70.00	70.00	OS
PREMISES LICENCES (Holders of premises licences and club premises certificate) - Band B - rateable value £4,301-33,000	Statutory Fee	per band B premises per annum	180.00	180.00	OS
PREMISES LICENCES (Holders of premises licences and club premises certificate) - Band C - rateable value £33,001-£87,000	Statutory Fee	per band C premises per annum	295.00	295.00	OS
PREMISES LICENCES (Holders of premises licences and club premises certificate) - Band D - rateable value £87,001-£125,000	Statutory Fee	per band D premises per annum	320.00	320.00	OS
PREMISES LICENCES (Holders of premises licences and club premises certificate) - Band E - rateable value £125,000 and over	Statutory Fee	per band E premises per annum	350.00	350.00	OS
PERSONAL LICENCE	Statutory Fee	per licence	37.00	37.00	OS

OTHER FEES AND CHARGES

Supply of copies of information contained in register		per black & white A4 sheet	0.15		S
Supply of copies of information contained in register		per black & white A3 sheet	0.30		S



Housing and Health

	Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT £	2023/24 Charge Ex. VAT £	VAT
Supply of copies of information contained in register		per black & white A0 sheet	2.00		S
Supply of copies of information contained in register		per colour A4 sheet	0.30		S
Supply of copies of information contained in register		per colour A3 sheet	0.60		S
Supply of copies of information contained in register		per colour A0 sheet	2.30		S
Application for copy of licence or summary on theft, loss etc. of premises licence or summary	Statutory Fee	per application	10.50		OS
Notification of change of name or address (holder of premises licence)	Statutory Fee	per change	10.50		OS
Application to vary or to specify individual as premises supervisor	Statutory Fee	per application	23.00		OS
Application to transfer premises licence	Statutory Fee	per application	23.00		OS
Interim authority notice	Statutory Fee	per notice	23.00		OS
Application for making of a provisional statement	Statutory Fee	per statement	315.00		OS
Application for copy of certificate or summary on theft, loss etc. of certificate or summary	Statutory Fee	per copy	10.50		OS
Notification of change of name or alteration of club rules	Statutory Fee	per change	10.50		OS
Change of relevant registration address of club	Statutory Fee	per change	10.50		OS
Temporary event notice	Statutory Fee	per notice	21.00		OS
Application of copy of notice on theft, loss etc. of temporary event notice	Statutory Fee	per copy	10.50		OS
Application of copy of licence on theft, loss etc. of personal licence	Statutory Fee	per copy	10.50		OS
Notification of change of name or address (personal licence)	Statutory Fee	per change	10.50		OS
Notice of interest in any premises	Statutory Fee	per notice	21.00		OS

Gambling Act 2005

Bingo Premises		per licence	3,258.00		OS
Bingo Premises		per variation	1,629.50		OS
Bingo Premises		per transfer	1,117.00		OS
Bingo Premises		Annual Fee	931.00		OS
Adult Gaming Centre Premises		per licence	1,883.00		OS
Adult Gaming Centre Premises		per variation	931.00		OS
Adult Gaming Centre Premises		per transfer	1,095.00		OS
Adult Gaming Centre Premises		Annual Fee	931.00		OS
Betting Premises (Track)		per licence	2,328.00		OS
Betting Premises (Track)		per variation	1,165.00		OS



Housing and Health

	Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT £	2023/24 Charge Ex. VAT £	VAT
Betting Premises (Track)		per transfer	885.00		OS
Betting Premises (Track)		Annual Fee	931.00		OS
Betting Premises (Other)		per licence	2,799.00		OS
Betting Premises (Other)		per variation	1,397.00		OS
Betting Premises (Other)		per transfer	1,117.00		OS
Betting Premises (Other)		Annual Fee	365.00		OS
Family Entertainment Centre Premises		per licence	1,862.00		OS
Family Entertainment Centre Premises		per variation	931.00		OS
Family Entertainment Centre Premises		per transfer	885.00		OS
Family Entertainment Centre Premises		Annual Fee	698.00		OS
Temporary Use Notices		per notice	608.00		OS
Temporary Use Notices		per copy	30.00		OS
Gaming Machine Permit 10 years (Up to 2 machines)	Statutory Fee	per permit	150.00		OS
Gaming Machine Permit 10 years (Up to 2 machines)	Statutory Fee	per variation	100.00		OS
Gaming Machine Permit 10 years (Up to 2 machines)	Statutory Fee	per transfer	25.00		OS
Notification 2 gaming machines	Statutory Fee	per notice	50.00		OS
Club Gaming Machine Permit 5 years (Up to 3 machines)	Statutory Fee	per permit	102.50		OS
Club Gaming Machine Permit	Statutory Fee	Annual Fee	51.20		OS
Small Lotteries	Statutory Fee	per setup	42.00		OS
Small Lotteries	Statutory Fee	per renewal	20.50		OS

CCTV Cameras

Ware Town Council		per annum	12,285.70		OS
Hertford Town Council		per annum	24,772.00		OS
Bishop's Stortford Town Council		per annum	25,266.00		OS

HOSTELS

Hostel Single Room (excl. service charges)		per week	200.00		Z
Hostel Double Room (excl. service charges)		per week	225.50		Z
Hostel Family Room (excl. service charges)		per week	235.80		Z
Bed & Breakfast - Single person		per week	129.33		Z



Housing and Health

	Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT	2023/24 Charge Ex. VAT	VAT
			£	£	
Bed & Breakfast - Single person		per day	15.80		Z
Bed & Breakfast - Single person and one child		per week	146.40		Z
Bed & Breakfast - Single person and one child		per day	20.90		Z
Bed & Breakfast - Single person and two children		per week	159.00		Z
Bed & Breakfast - Single person and two children		per day	22.80		Z
Bed & Breakfast - Couple		per week	146.40		Z
Bed & Breakfast - Couple		per day	20.90		Z
Bed & Breakfast - Couple and one child		per week	171.80		Z
Bed & Breakfast - Couple and one child		per day	24.50		Z
Bed & Breakfast - Couple and two children		per week	181.10		Z
Bed & Breakfast - Couple and two children		per day	26.60		Z
Bed & Breakfast - Additional children up to 16		per week	15.10		Z
Bed & Breakfast - Additional children up to 16		per day	2.10		Z



Legal and Democratic Services

Basis of Charge	Unit of Charge	2022/23		2023/24		VAT
		Charge	Ex. VAT	Charge	Ex. VAT	
		£		£		

LAND CHARGES

Registration of a charge in Part II of the register	Statutory	per charge	67.00		OS
Filing a definite certificate of the Lands Tribunal under rule 10 (3)	Statutory	per certificate	2.50		OS
Filing a judgement or order, or written request for the variation or cancellation of any entry in Part 11 of the register	Statutory	per item	7.00		OS
Inspection of documents filed in the register under rule 10, in respect of each parcel of land	Statutory	per parcel of land	2.50		OS
Office copy of any plan or other document filed pursuant to the rules	Statutory	per copy	Individual Charge		OS
Standard search fee (LLC1 + CON29)		Fixed	£116.35		S
Extra parcel fee with standard search		Fixed	£21.00		S
Standard search including all CON290 questions		Fixed	£364.15		S
LLC1		Fixed	£22.05		Z
CON29		Fixed	£94.30		S
Con290 Qu.4 -21		Fixed	£12.60		S
Con29o Qu.22		Fixed	£21.00		S
Extra parcel fee (LLC1)		Fixed	£5.25		Z
Extra parcel fee (Con29)		Fixed	£15.75		S

LEGAL CHARGES

External legal advice (Non Public Law Partnership member)	Discretionary	Per hour	201.00		S
Authorised Guarantee Agreement	Discretionary	Fixed	570.00		S
Commercial lease assignment	Discretionary	Fixed	772.00		S
Leases	Discretionary	Fixed	891.00		S
Licences	Discretionary	Fixed	416.00		S
Deed of covenants	Discretionary	Fixed	£511.66 PLUS 3%		S
Landlord licence	Discretionary	Fixed	651.00		S
Deed of variation (complex)	Discretionary	Fixed	1,187.00		S
Easements	Discretionary	Fixed	1,187.00		S
Drafting Rent Reviews	Discretionary	Fixed	297.00		S
s.106 TCPA 1990 – simple	Discretionary	Fixed	1,187.00		S
s.106 TCPA – complex	Discretionary	Per Hour	220.00		S
Deed of Surrender	Discretionary	Fixed	712.00		S
Transfer of Open Space	Discretionary	Fixed	950.00		S



Legal and Democratic Services

	Basis of Charge	Unit of Charge	2022/23		2023/24		VAT
			Charge	Ex.	Charge	Ex.	
			VAT		VAT		
			£		£		
Licence of alterations	Discretionary	Fixed		831.00			S
Licence to assign leasehold premises	Discretionary	Fixed		831.00			S
Notice of Assignment	Discretionary	Fixed		97.00			S
Nomination Agreement	Discretionary	Fixed		750.00			S
Leasehold Enquiry Forms	Discretionary	Fixed		175.00			S
Letter and Consent	Discretionary	Fixed		35.00			S
Residential Lease Extension	Discretionary	Fixed		500.00			S
Notice of charge	Discretionary	Fixed		97.00			S
Postponement of Charge	Discretionary	Fixed		97.00			S
Sale of land	Discretionary	Fixed		890.00			S
Footpath/Bridleway Creation or Diversion Agreement	Discretionary	Fixed		1,781.00			S

Street Name & Numbering

Change/addition of house name	Discretionary	Per property		87.00			Z
Registering 1 plot	Discretionary	Single properties		87.00			Z
Registering 2-24 plots	Discretionary	Per plot		58.00			Z
Registering 25-49 plots	Discretionary	Per plot		46.00			Z
Registering 50-74 plots	Discretionary	Per Plot		35.00			Z
Registering 75-99 plots	Discretionary	Per Plot		29.00			Z
Registering 100+ Plots	Discretionary	Per Plot		17.00			Z
Naming a new street/block where the Council Chooses a Name	Discretionary	Per road name		231.00			Z
Naming a new street/block where the developer chooses a name (Subject to consultation**)	Discretionary	Per road name		289.00			Z
Renaming of street where requested by residents and/or the Town/Parish Council	Discretionary	Per address		87.00			Z
Change to new addresses due to development changing after the schedule has been issued (applies to all amended plots)	Discretionary	Per plot		58.00			Z



Legal and Democratic Services

Basis of Charge	Unit of Charge	2022/23		2023/24		VAT
		Charge	Ex. VAT	Charge	Ex. VAT	
		£		£		

Electoral Registration Fees

Fee for sale of the full register and notices of alteration	Statutory	per sale provided electronically	£20.00	£20.00	Z
and an additional	Statutory	per thousand or part thousand entries	£1.50	£1.50	Z
Fee for sale of the full register and notices of alteration	Statutory	per sale printed	£10.00	£10.00	Z
and an additional	Statutory	per thousand or part thousand entries	£5.00	£5.00	Z
Fee for sale of the open Register	Statutory	per sale provided electronically	£20.00	£20.00	Z
and an additional	Statutory	per thousand or part thousand entries	£1.50	£1.50	Z
Fee for sale of the open Register	Statutory	per sale printed	£10.00	£10.00	Z
and an additional	Statutory	per thousand or part thousand entries	£5.00	£5.00	Z
Fee for sale of the list of overseas electors	Statutory	per sale provided electronically	£20.00	£20.00	Z
and an additional	Statutory	per hundred or part hundred entries	£1.50	£1.50	Z
Fee for sale of the list of overseas electors	Statutory	per sale printed	£10.00	£10.00	Z
and an additional	Statutory	per hundred or part hundred entries	£5.00	£5.00	Z
Fee for sale of the marked document (register or absent voters list)	Statutory	per sale provided electronically	£10.00	£10.00	Z
and an additional	Statutory	per thousand or part thousand entries	£1.00	£1.00	Z
Fee for sale of the marked document (register or absent voters list)	Statutory	per sale printed	£10.00	£10.00	Z
and an additional	Statutory	per thousand or part thousand entries	£2.00	£2.00	Z
Photocopies of Election expense returns	Statutory	Per side copied	£0.20	£0.20	Z
Certificate of Registration	Discretionary	per elector per year	£22.00		Z



Basis of Charge	Unit of Charge	2022/23		2023/24		VAT
		Charge	Ex. VAT	Charge	Ex. VAT	
		£		£		

Freedom of Information Act 2000 / Environmental Information Regulations 2004 / Reuse of Public Sector Information Regulations 2005

FOI Request	Statutory	Under 18 hours of staff time	No charge for email response. Other responses are charged disbursements only	No charge for email response. Other responses are charged disbursements only	
FOI Request	Statutory	In excess 18 hours of staff time	The Council will not provide information above the statutory requirements	The Council will not provide information above the statutory requirements	

- However, where possible, we will assist the applicant to refine the request and determine what might be achieved within the £450 limit.

Disbursements (photocopying, copying to different media, postage etc)			Photocopying monochrome 15p per side. Photocopying colour 30p per side. Postage actual cost incurred	Photocopying monochrome 15p per side. Photocopying colour 30p per side. Postage actual cost incurred	
EIR Request	Statutory	Under 18 hours of staff time	No charge other than disbursements	No charge other than disbursements	
EIR Request	Statutory	In excess 18 hours of staff time	The Council will not provide information above the statutory requirements	The Council will not provide information above the statutory requirements	



Finance & Support Services

Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT	2023/24 Charge Ex. VAT	VAT
		£	£	

Letting of Council Offices

Council Chamber - Hertford	per hour	70.00	90.00	n/a
Lea Room - Hertford	per hour	-	75.00	n/a
Other Rooms - Hertford	per hour	50.00	55.00	n/a



Markets

Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT	2023/24 Charge Ex. VAT	VAT
		£	£	

Markets

Street Trading Consent (Static)			387.15		OS
Street Trading Consent (Static) (registered charity)			193.60		OS
Street Trading Occasional			132.20		OS
Street Trading Occasional (registered charity)			67.20		OS
Street Trading Occasional for one day only			33.00		OS
Street Food Market - up to 10 stalls	per event (includes electricity / promotion)		205.00		OS
Group consent - Commercial - up to 10 stalls	per event (excludes electricity / promotion)		36.20		OS
Group consent - up to 11 - 30 stalls	per event (excludes electricity / promotion)		60.60		OS
Group consent - up to 31plus stalls	per event (excludes electricity / promotion)		126.00		OS
Group consent - Charity market	per event (excludes electricity / promotion)		25.00		OS
Electricity - Cooking per trading day			5.70		OS
Electricity - Lighting/tills only	per trading day		2.95		S
Electricity - Lighting/tills only	monthly trader		38.10		S
Electricity - Lighting/tills only	weekly trader		152.50		S

VAT Key:

S - Standard (20%)

Z - Zero (0%)

E - Exempt

OS - Outside Scope of VAT



Operations

Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT	2023/24 Charge Ex. VAT	VAT
		£	£	

ANIMAL CONTROL

Stray dog with ID chip (unless first offence and dog is collected the same day)		per dog	26.00		n/a
Stray dog without ID chip	Statutory		25.00		n/a
Stray dog collected			22.00		n/a
Kennel Charges		per night	16.00		n/a
Assistance to third party organisations		per hour	Price on application	Price on application	S
Provision of dog waste bag		per box of 5000	53.00		S
Dog Fouling Sign		per sign	Price on application	Price on application	S

Allotments

Allotments (25.3m ²)		per annum	4.10		n/a
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Pest Control

Concessionary fee for residents in receipt of income related benefit - waived in cases of hardship at the discretion of the Head of Environmental Services		per job	20.00		S
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Outdoor Exercise Group Activities *

Charges for personal trainers and organisations are levied to commercial organisations and individuals using EHC owned land for organised group activities where a charge is levied to participants either directly or through a membership scheme. These are ceiling prices and may be reduced at the discretion of the Head of Environmental Services for shorter time periods or where activities are undertaken in partnership with the Council in pursuit of corporate objectives relating to health and well being. These charges do not apply to the Council's own Leisure Services contractor.

Organisations - per site			1,496.00		n/a
Personal Trainers - per trainer			564.00		n/a



Parking

Basis of Charge	Unit of Charge	2022/23 Charge Ex. VAT	2023/24 Charge Ex. VAT	VAT
		£	£	

Parking

Off Street Resident Season Ticket - Port Vale			277.00		S
Off Street Resident Season Ticket - Crown Terrace			1,245.00		S
Off Street Resident Season Ticket - Baldock Street - Ware			973.00		S
Off Street Business Permit - Charrington's House BS Long Stay			1,255.00		S
On Street Resident Season Ticket - 1st Permit			72.00		OS
On Street Resident Season Ticket - 2nd Permit			144.00		OS
On Street Resident Season Ticket - 3rd Permit (only available where possible in B1 (Stansted Rd, BS), B2 (Dunmow Rd, BS), B3 (Windhill BS), B7 Chantry BS), W2 (Coronation Rd Ware))			144.00		OS
On Street Resident Season Ticket - Motorcycle permit			21.00		OS
On Street Resident Season Ticket - Contractor permit		per week	16.50		OS
On Street Resident Season Ticket - Business permit		per annum	360.00		OS
On Street Resident Season Ticket - Carers/ Special permits (discretionary)			36.00		OS
On Street Resident Season Ticket - Vistors Vouchers		per hour	0.11		OS
On Street Resident Season Ticket - Vistors Vouchers		per hour pensioners	0.06		OS
On Street Resident Season Ticket - Charge for Temporary Dispensation from Parking Restrictions			16.50		OS
On Street Residents Parking Permits - Folly Island - 2nd Permit			72.00		OS
Bishop's Stortford market traders' tariff - Link Road		per Thursday or Saturday	3.20		S
Bishop's Stortford market traders' tariff - Apton Road		per Thursday or Saturday	3.20		S
Old London Road - Hertford - Coach / Lorry tariff		per visit	15.00		S

Basis of Charge	Unit of Charge	2022/23		2023/24		VAT
		Charge	Ex. VAT	Charge	Ex. VAT	
		£		£		

Misc Development Management Charges

Copies of any documents		per black & white A4 side	0.15		n/a
Copies of any documents		per colour A4 side	0.30		n/a
Copies of any documents		per black & white A3 side	0.30		n/a
Copies of any documents		per colour A3 side	0.60		n/a
Copies of any documents		per black & white A2 side	1.00		n/a
Copies of any documents		per colour A2 side	2.00		n/a
Copies of any documents		per black & white A1 side	1.50		n/a
Copies of any documents		per colour A1 side	3.00		n/a
Copies of any documents		per black & white A0 side	2.00		n/a
Copies of any documents		per colour A0 side	4.60		n/a
Copies of documents provided on an electronic disc		per disc provided	19.00		n/a
Historical Research (where records available)		per hour (or part)	96.00		n/a
Legal obligation agreements - confirmation of compliance by third parties or where the monitoring fee has not been paid		per hour (or part of) after first hour	94.00		n/a
Fee for discharge of or compliance with a condition		per request (any number of conditions) relating to works of extension or alteration to an existing dwelling	36.00		n/a
Fee for discharge of or compliance with a condition		per request (any number of conditions) all other developments	122.00		n/a
Retrieval of externally stored microfilmed records		per microfilmed record	5.00		n/a



Planning

Basis of Charge	Unit of Charge	2022/23		2023/24		VAT
		Charge	Ex. VAT	Charge	Ex. VAT	
		£		£		

PRE-APPLICATION ADVICE

Householder proposals	Per meeting	140.00		S
	Written advice	140.00		S
Request for informal confirmation that proposed development comprises 'permitted development'. (Not Lawful Development Certificate)	Per request	130.00		S
Applications 1 dwelling or equivalent, 100-499m2 commercial floorspace including retail and change of use up to 499m2	Per meeting	350.00		S
	Written advice	350.00		S
Applications 2-9 dwellings or equivalent, 500-999m2 commercial floorspace or change of use (excluding retail)	Per meeting	485.00		S
	Written advice	485.00		S
Applications 10-19 dwellings, 1000- 1999m2 commercial floorspace or change of use (excluding retail)	Per meeting	Individually Quoted Price		S
	Written advice	Individually Quoted Price		S
Applications 20-99 dwellings, 2000- 4999m2 commercial floorspace or change of use (excluding retail)	Per meeting	Individually Quoted Price		S
	Written advice	Individually Quoted Price		S
Applications 100+ dwellings, 5000m2 + commercial floorspace (excluding retail)	Per meeting	Individually Quoted Price		S
	Written advice	Individually Quoted Price		S
Application for retail stores 500 – 1499 m2	Per meeting	Individually Quoted Price		S
	Written advice	Individually Quoted Price		S
Application for retail stores 1500 – 2999 m2	Per meeting	Individually Quoted Price		S
	Written advice	Individually Quoted Price		S
Application for retail stores 3000+ m2	Per meeting	Individually Quoted Price		S
	Written advice	Individually Quoted Price		S
Heritage advice	Per hour	270.00		S
Heritage advice	Site Visit	470.00		S
Provision of urgent advice	within 5 working days	2 X quoted fee		S

Agenda Item 8

East Herts Council Report

EXECUTIVE

Date: 24th January 2023

Report by: Councillor Geoffrey Williamson, Deputy Leader & Executive Member for Financial Sustainability

Report title: Capital Strategy and Minimum Revenue Provision Policy 2023/24 Onwards

Ward(s) affected: All

Summary

The report contains the Capital Strategy and Minimum Revenue Provision (MRP) policy for 2023/24 onwards for recommendation to Council

RECOMMENDATIONS FOR EXECUTIVE:

(a) Recommend to Council to approve the Capital Strategy and Minimum Revenue Provision policy 2023/24 onwards.

1.0 Proposal(s)

1.1 This report presents the Executive's Capital Strategy and the Minimum Revenue Provision policy 2023/24 onwards for approval by Council.

2.0 Background

2.1 The East Herts Council Capital Strategy provides a valuable opportunity for engagement with Full Council to ensure that overall strategy, investment ambition, risk appetite and governance procedures are fully understood by all elected Members and other Council stakeholders.

2.2 The East Herts Council Capital Strategy is intended to be a strategic corporate document which will both be influenced by and in turn influence policy and decision making in

respect of capital investment.

- 2.3 The Strategy will continue to develop and evolve as external influences do and will be updated as required in order that this Strategy is responsive to the challenges, opportunities, priorities and objectives that the Council must consider.
- 2.4 The current capital programme was formulated over the last three years. Since its formulation economic conditions have deteriorated significantly. Inflation has risen to 11.1%, interest rates are rising and the effects of the disastrous September “fiscal event” has increased Public Works Loans Board (PWL) borrowing so that it is currently 4.24% compared to 2.55% in March. This increase in borrowing costs means that action needs to be taken to ensure the capital programme remains affordable. The action takes two forms. Firstly, assets are being identified for sale to raise capital; receipts, which reduce the need to borrow and reduce revenue costs to service debt. Secondly, the number of schemes proceeding in the programme has been reduced to concentrate on the major projects with other non-essential items being paused until resources are available to fund them.
- 2.5 As the council continues to deliver, review and update the capital programme, it will do so within the context of the council’s Climate Change commitments, most notably the commitment to the council itself becoming carbon neutral by 2030. To that end, the council has devised a carbon assessment tool which it is now beginning to use to assess its existing major projects. As new proposals for capital funding come forward, a carbon assessment will be included as an integral part of the business case to inform decision-making. The Public Sector Decarbonisation grant scheme presents an opportunity for the council to potentially make its buildings operate at zero carbon and with enhanced energy efficiency. A condition survey of Wallfields has been completed and the boiler system requires immediate replacement before winter 2023/24. It is hoped that a

further round of the public sector decarbonisation scheme will be opened around Spring 2023 and officers are working on a scheme that will decarbonise the heating system.

- 2.6 Progress updates on the council's Sustainability Action Plan are posted on the council's website each month, with greater detail on projects' carbon assessments and the overall assessment of progress against the council's schedule to achieve carbon neutrality to be added shortly.
- 2.7 The Capital Strategy and Minimum Revenue Provision Policy was scrutinised by Audit and Governance Committee at its meeting on 24 January 2023 and there were no comments to bring to the attention of Executive.

3.0 Reason(s)

- 3.1 Revised reporting was required from the 2019/20 reporting cycle due to revisions of the MHCLG Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes included the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011.
- 3.2 This report includes the fourth capital strategy since the revisions. The first three versions of the report were welcomed by Members and no comments or suggestions for improvement have been received from either internal or external audit.

4.0 Options

- 4.1 Endorse the updated strategy or suggest amendments because of the scrutiny process.

5.0 Risks

5.1 Risks are discussed in detail, within the Capital Strategy, including the uncertainty around future funding.

6.0 Implications/Consultations

6.1 None

Community Safety

Building and refurbishment schemes design out crime and safety issues and public realm works in particular are required to ensure that the community feel safe.

Data Protection

All investment in IT systems are required to check where data is held and that systems comply with data protection legislation.

Equalities

All capital schemes meet the necessary legislation and are subject to access audits. Design also takes into account dementia friendly design elements particularly around colour.

Environmental Sustainability

The council has established a carbon assessment tool that it is beginning to apply to existing capital projects. In the future, a carbon assessment of proposed capital projects will be included within the overall business case so as to inform decision-making. To date, individual schemes have sustainability features designed into them and may include, for example: meeting BREEAM ratings for buildings and refurbishments; flood resilience and sustainable underground drainage systems; opportunities for renewable energy generation; and carbon reduction such as replacement of the council's internal combustion engine vehicles with battery electric vehicles.

Financial

The strategy guides the capital programme and detailed financial implications are included with that in the budget report

Health and Safety

All contractors are required to have compliant health and safety policies. Where a health and safety issue requires capital expenditure it will be fast tracked to deal with the issue

Human Resources

None

Human Rights

None

Legal

A Capital Strategy is a requirement of the Prudential Code which the council is required to follow under the Local Government Act 2003.

Specific Wards

None

7.0 Background papers, appendices and other relevant material

- 7.1 Appendix A - East Herts District Council Capital Strategy and Minimum Revenue Policy 2023/24 Onwards

Contact Member

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Capital Strategy and Minimum Revenue Provision Policy

2023 onwards

Contents

Introduction	4
Influences on Capital Investment	6
Capital investment ambition by Corporate Priority	19
Commercial Investment Strategy	24
Capital Investment Plan	25
Minimum Revenue Provision (MRP) policy statement	31
Risk Management	35
Capital Investment Appraisal Process	47
Governance	51
Appendix 1: Capital Programme by Corporate Plan priority	54

Introduction

The East Herts Council Capital Strategy provides a valuable opportunity for engagement with Full Council to ensure that overall strategy, investment ambition; risk appetite and governance procedures are fully understood by all elected Members and other Council stakeholders.

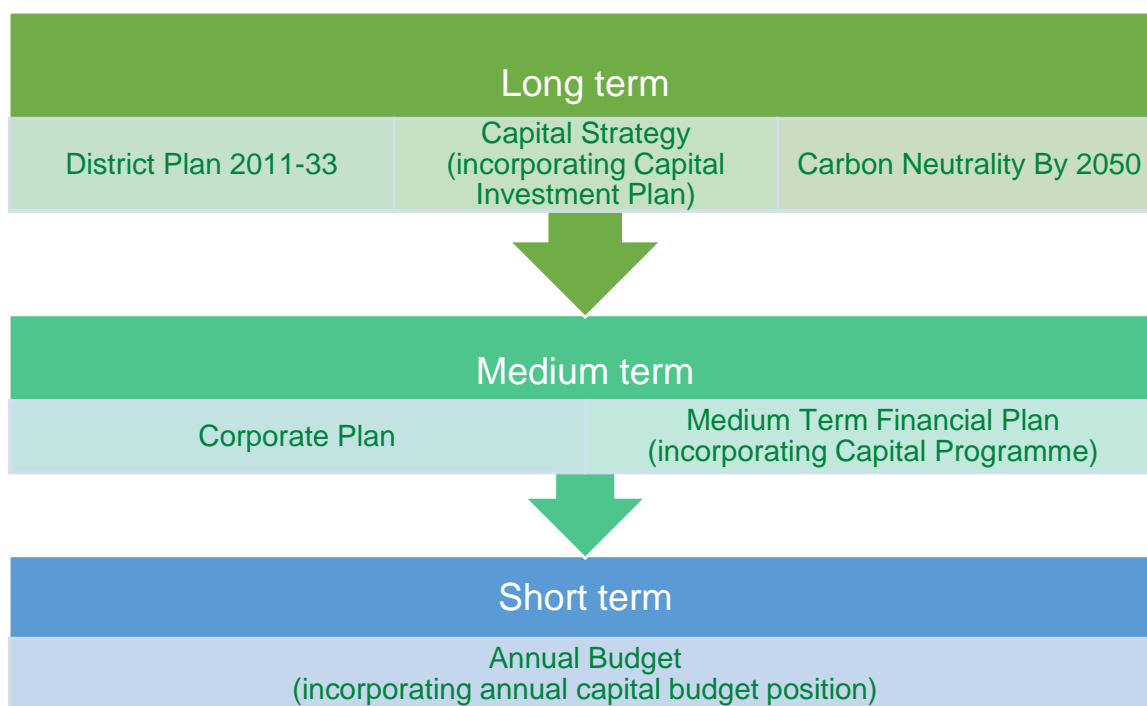
The East Herts Council Capital Strategy is intended to be a strategic corporate document which will both be influenced by and in turn influence policy and decision making in respect of capital investment.

The Strategy will continue to develop and evolve as external influences do and will be updated as required in order that this Strategy is responsive to the challenges, opportunities, priorities and objectives that the Council must consider.

The CIPFA Prudential Code, updated in 2017, includes the requirement for local authorities to produce a Capital Strategy.

The Capital Strategy has not been developed in isolation. The diagram below summarises the relationship between this Capital Strategy and other key corporate strategies and plans.

Figure 1: Long, medium and short term strategic planning at East Herts Council



The Capital Strategy is closely aligned with the priorities and objectives contained within the above, as well as a number of external strategies and plans, which will be explored further in Section 2 of this Strategy.

The East Herts Capital Strategy includes a number of important actions, which will help to implement the Capital Strategy across the organisation and improve overall financial planning in the long term. We recognise the benefits of long term strategic financial planning and therefore this Capital Strategy is seen as key to looking beyond the medium term to fully explore the opportunities which may lie ahead and the role the Council will play in shaping the future for our residents, communities and businesses.

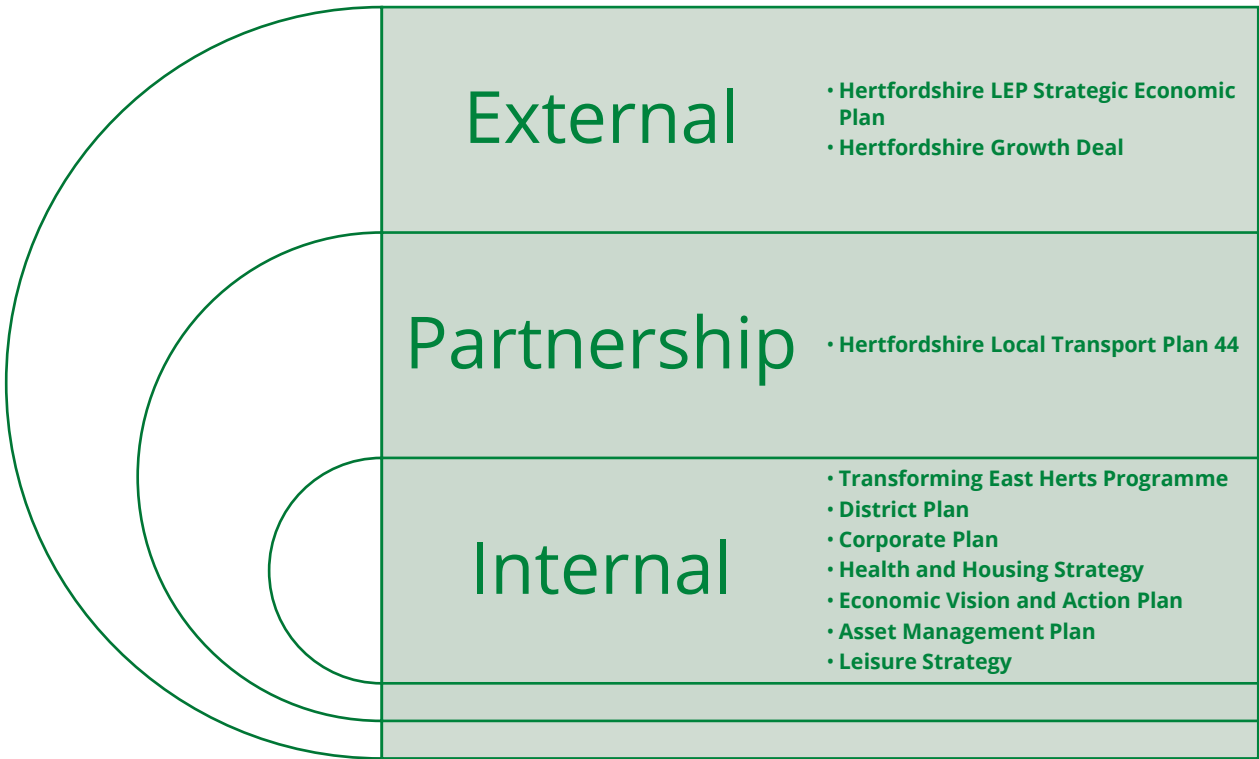
Influences on Capital Investment

The Capital Strategy is influenced by many different factors, which must be taken into account before establishing the appropriate strategy for contributing to the delivery of our corporate priorities.

Our Capital Strategy has considered external, partner and internal influences when shaping our approach. There are many strategies and plans that inform and influence our capital investment plan. It is important to ensure that consideration is given to the aims and objectives that could influence the Council's capital investment ambition over the longer term.

An examination of external and partner influences assists us with supporting decision making on individual capital investment schemes. In future we will therefore use external objectives / targets, alongside our own corporate priorities, to inform decision making when prioritisation needs to be applied to available funding.

Figure 2: Core influences on the Capital Strategy



Our Capital Strategy has taken account of the external, partner and internal influences in shaping our approach. The following sections provide a summary of main points for consideration in each case:

External influences
Hertfordshire LEP Strategic Economic Plan and Hertfordshire Growth Deal
<p>The strategic priorities, as set out in the Hertfordshire Local Enterprise Partnership (LEP) Strategic Economic Plan (SEP), influence the Council’s strategic financial planning direction.</p> <p>The Gilston Area Concept Framework is referenced as a key element of the SEP priorities, with the new Garden Town of Harlow & Gilston acknowledged by government as one of three new Garden Towns nationally.</p>

The new Garden Town initiative for Harlow & Gilston, links through to the now adopted District Plan, working to the detailed Gilston Area Concept Framework and the project governance that is in place via the Gilston Steering Group.

The Growth Deal expanded further in 2017, with additional investment of £43.95m. This is on top of £221.5m of government funding already awarded to Hertfordshire to date to invest in its people, places and businesses. The Council made a successful bid for Growth Deal funding for Bishop's Stortford Town Centre, an allocation of £9.6m in the form of grant and loan funding, now fully spent.

[Link to Hertfordshire LEP Strategic Economic Plan 2017-30](#)

[Link to Hertfordshire Growth Deal](#)

Partnership influences

Hertfordshire County Council Local Transport Plan 4

We acknowledge the Hertfordshire Local Transport Plan and its main objectives. The relationship with Hertfordshire County Council (HCC) is very important when considering the longer-term Capital Strategy for the Council. As a planning authority and billing authority, the Council is in a very influential position when it comes to setting the scene for the future development and growth in the area and considering the impact on funding streams at both the County and District level. Each year, we will examine any County capital schemes that are focused in the East Hertfordshire area, in order that the Council has sight of these schemes as they progress and any potential implications they may have for capital schemes being delivered by the Council, particularly related to our property partnership with the County and the green transport plan.

[Link to Hertfordshire County Council Local Transport Plan 4, 2018 to 2031](#)

Transforming East Herts Programme

The Transforming East Herts Programme is designed to modernise the council and produce at least £1 million in cashable savings. The overall vision of the programme is that 2025 East Herts Council will be a customer focused, financially sustainable and an effective organisation with flexible and empowered employees. The vision is delivered through a number of workstrands:



Each workstream has a number of projects under it which may require capital investment,, particularly around technology with the replacement of the telephony system with a cloud based solution and the potential investment in software that will enable a single view of the customer and deliver end to end digital services on the web.

It is anticipated that the council's office space requirements will reduce significantly with the closure of Charringtons, as part of the Old River Lane revitalisation and the freeing up of at least a floor of open plan office space at Wallfields, offering the potential to let out space to earn an income. However, there is a need to invest in modernising Wallfields to make it suitable for letting and to ensure the building is fit for the next 25 years. As the investment costs could potentially be quite large and are still subject to survey work being undertaken, consideration is also being given

to co-location with the County Council at County Hall, thus avoiding capital costs and leaving Wallfields vacant for disposal. The costs of remaining and modernising versus moving to county hall will be the predominate factor governing the future of Wallfields and that decision will have a major influence on this capital strategy.

Be Agile	Be Commercial	Be Digital
Service reviews & redesign	The future of Wallfields	ICON replacement to Civica cloud pay
Lean processes – Lean six sigma (LSS) change champions	Implementing the commercial strategy	Cloud financials
Leadership and talent development training	Commercial awareness training	Robotic Process Automation (RPA) proof of concept
Corporate support hub	Launchpad relocation proposals	RPA rollout
Blended working review		Implementing the new Customer Relationship Management (CRM) system
Culture change and change management		Laptop rollout and 365 deployment
		Maximising and embedding 365 at EHC

District Plan

The vision and strategic objectives contained within the District Plan influence the Council’s investment ambition directly. It is important to provide a good view of the long-term impact of the District Plan in the Capital Strategy and the part that the Council’s capital investment will play in contributing to meeting the long term needs of the local population and area.

The strategic objectives link to important regional activity, such as the London Stansted Cambridge Corridor Core Area, working with partner authorities, namely

Broxbourne, Epping Forest, Harlow and Uttlesford across Hertfordshire and Essex County boundaries.

The District Plan has strategic influence on the following areas of important investment for the Council:

- Housing
- Town Centres
- Provision of leisure facilities

We will ensure that the Capital Strategy demonstrates the links to the District Plan strategic objectives and specific projects, as part of the capital investment plan.

[Link to District Plan 2011-33 \(adopted October 2018\)](#)

Corporate Strategic Plan, Economic Vision and Action Plan

The Corporate Strategic Plan drives the Council's capital investment ambition. The Corporate Strategic Plan includes reference to strategic projects for each year against the aims that support the four priority areas. When the Corporate Strategic Plan is refreshed we will ensure that the Capital Strategy links the capital investment plan to the relevant strategic projects and will therefore demonstrate how the Council's capital investment will contribute to the achievement of the Plan priorities and more detailed aims.

This will help with the evaluation and prioritisation of future capital schemes, where a business case needs to consider the contribution to the achievement of priorities, as well as non-financial and financial benefits.

The Economic Vision for East Herts sets out the strategic areas of focus in order to achieve this vision. The Economic Vision is backed up by a detailed action plan, which assists with making links to the Hertfordshire LEP SEP, Corporate Strategic Plan and District Plan.

The Economic Vision picks up the thread for major projects, such as the development of a planning framework for Bishop's Stortford Town Centre, which has since resulted in a significant funding package via the Hertfordshire LEP from

the Growth Fund. Also, the London Stansted Cambridge growth corridor initiatives, where mention is made of lobbying for the right infrastructure.

The Council has already achieved success in lobbying and bidding for regional funding. As the Capital Strategy is developed it will further contribute strong evidence of local need and highlight where the Council cannot deliver as an individual authority and / or has not got sufficient available capital resources.

[Link to Action Plan](#)

[Corporate Plan 2020-2024](#)

Health and Housing Strategy

We recognise that it is important for the objectives in the Health and Housing Strategy to be reflected in the Council's Capital Strategy both from a direct capital investment perspective and an enabling perspective. The Council plays a vital role in ensuring that the District Plan is delivered in terms of projects, housing mix, health focus and timescale.

The Health and Housing Strategy highlights the importance of working in partnership, particularly related to affordable and suitable housing to meet identified needs. Any associated capital investment requirement can be put into this context in the Capital Strategy to demonstrate how this investment is contributing to the achievement of important health and housing targets.

[Link to Health & Wellbeing Strategy 2019-23](#)

Emerging Leisure Strategy

It is important to consider the Council's Leisure Facilities Strategy in the Capital Strategy to make the direct strategic link to the capital investment plan. This provides strong justification for the significant current investment and demonstrates why this service area is being prioritised.

These are very important initiatives, which are directed at the Council's community, to improve health and wellbeing across the area, working with health partners, town and parish councils, voluntary sector and community groups. This is important context for the significant capital investment by the Council, already included in the Capital Programme.

As the delivery of the Leisure Facilities Strategy progresses, we will reflect the emerging expected outcomes in future Capital Strategy updates, both from a financial and outcome perspective.

Vision for Leisure Facilities

In order to provide the guiding principles for the proposed direction of travel it was important to work with a vision for leisure centres across East Herts. It is proposed that the vision is one of enabling everyone to have the opportunity to participate. The Council has a pivotal role in providing pay and play opportunities which traditionally are not provided through other sectors. In this context the suggested vision is as follows:

"The Council will provide attractive facilities available to the whole community which complement the wider provision of recreation opportunities in the community and voluntary sector. In addition, it will ensure that leisure facilities contribute fully to the health and wellbeing objectives of the Council."

[Grange Paddocks Leisure Centre Development Project](#)

[Hartham Leisure Centre Redevelopment Project](#)

Asset Management Plan

The importance of the link between the Asset Management Strategy (AMS), and its constituent asset categories, is stressed in the CIPFA Prudential Code. There is no doubt that the Asset Management Plan should inform the Capital Strategy, but this also works both ways. The vision and ambition that is articulated in the Capital Strategy should set the scene for the direction that the asset management, in any particular area of operation, should take.

There is an emphasis on the investment property portfolio in the aims, priorities and ambitions in the AMS. Highlighting the Council's good management of the current portfolio and the approach to due diligence and strong decision making for new property investment. There is also an emphasis on town centre improvements, which links to major projects, such as the work in Bishop's Stortford and the master-planning in the District Plan.

The key improvement priorities have been mapped to corporate priorities, outcomes, key milestones and timescales in the current AMP. We will ensure that this links effectively with the capital investment plan as work gets underway to refresh the AMP over the coming year.

[Link to Asset Management Plan](#)

Environmental Sustainability



One of the council's corporate goals is *to put sustainability at the heart of everything we do*. Council unanimously made a Climate Change Declaration in July 2019. This was accompanied by nine specific commitments to tackling climate change including the council becoming carbon neutral by 2030.

As the council continues to deliver, review and update its capital strategy and programme, it will do so within the context of these nine Climate Change

commitments. Notably, the council has devised a carbon assessment methodology which it will use to assess its existing major projects. As new proposals for capital funding come forward, a carbon assessment will be included as an integral part of the accompanying business case to inform decision-making.

Progress updates on the council's Sustainability Action Plan are posted on the council's website each month, with greater detail on projects' carbon assessments and the overall assessment of progress against the council's schedule to achieve carbon neutrality to be added shortly.

Core influences action plan:

Action	Why is this required?	Responsibility	Timescale
The Transforming East Herts Programme will produce business cases for capital investment that will enable at least £1 million of revenue savings per annum	To demonstrate how the Council's capital investment will contribute to the achievement of the Transforming East Herts Programme	Deputy Chief Executive	During 2023/24
We will ensure that the Capital Strategy demonstrates the links to the District Plan strategic objectives and specific projects, as part of the development of the capital investment plan	In order to identify how we can strengthen our decision making and prioritisation process, informing what we are doing directly towards these objectives via capital investment	Leadership Team	During 2023/24

Action	Why is this required?	Responsibility	Timescale
<p>When the Corporate Plan is refreshed we will ensure that the Capital Strategy links the capital investment plan to the relevant strategic projects</p>	<p>In order to continue to demonstrate how the Council's capital investment will contribute to the achievement of the Corporate Strategic Plan priorities and more detailed aims</p>	<p>Strategic Finance & Property, S151 Officer</p>	<p>During 2023/24</p>
<p>Completion of Major Projects</p>	<p>In order to demonstrate the importance of this major element of the capital investment plan and the intended outcomes for the future</p>	<p>Strategic Finance & Property, S151 Officer</p>	<p>During 2023/24</p>
<p>Implement the revised Asset Management Strategy, which will links effectively with the capital investment plan and also asset disposals.</p>	<p>In order to strengthen the influence of the AMS on the Capital Strategy and also enable the Capital Strategy to inform the refreshed AMS An important factor will be asset disposals to generate capital receipts</p>	<p>Leadership Team</p>	<p>During 2023/24</p>

Action	Why is this required?	Responsibility	Timescale
<p>In order to deliver the council's Climate Change commitments, the capital strategy will continue to be developed with regard to the nine commitments, including evaluating the carbon impact of existing and emerging capital projects.</p>	<p>This action is integral to achieving the council's Climate Change commitments, notably, that the council will become carbon neutral by 2030</p>	<p>Head of Housing & Health</p>	<p>During 2022/23 and ongoing in line with individual capital project timescales</p>

Capital investment ambition by Corporate Priority

The intention of this section is to set out the long-term ambition for capital investment in terms of the contribution made towards achieving the priorities identified in the Council’s Corporate Strategic Plan. The future intention will be to articulate the capital investment plan in terms of achievement of priorities, intended outcomes for all key stakeholders and intended timescales.

The Corporate Plan priority initiatives will apply until the new Council is elected in May 2023 and the Corporate Plan is rewritten to reflect the priorities of that new Council. To demonstrate our current approach we have set out the current Corporate Plan initiatives below which relate to capital investment:

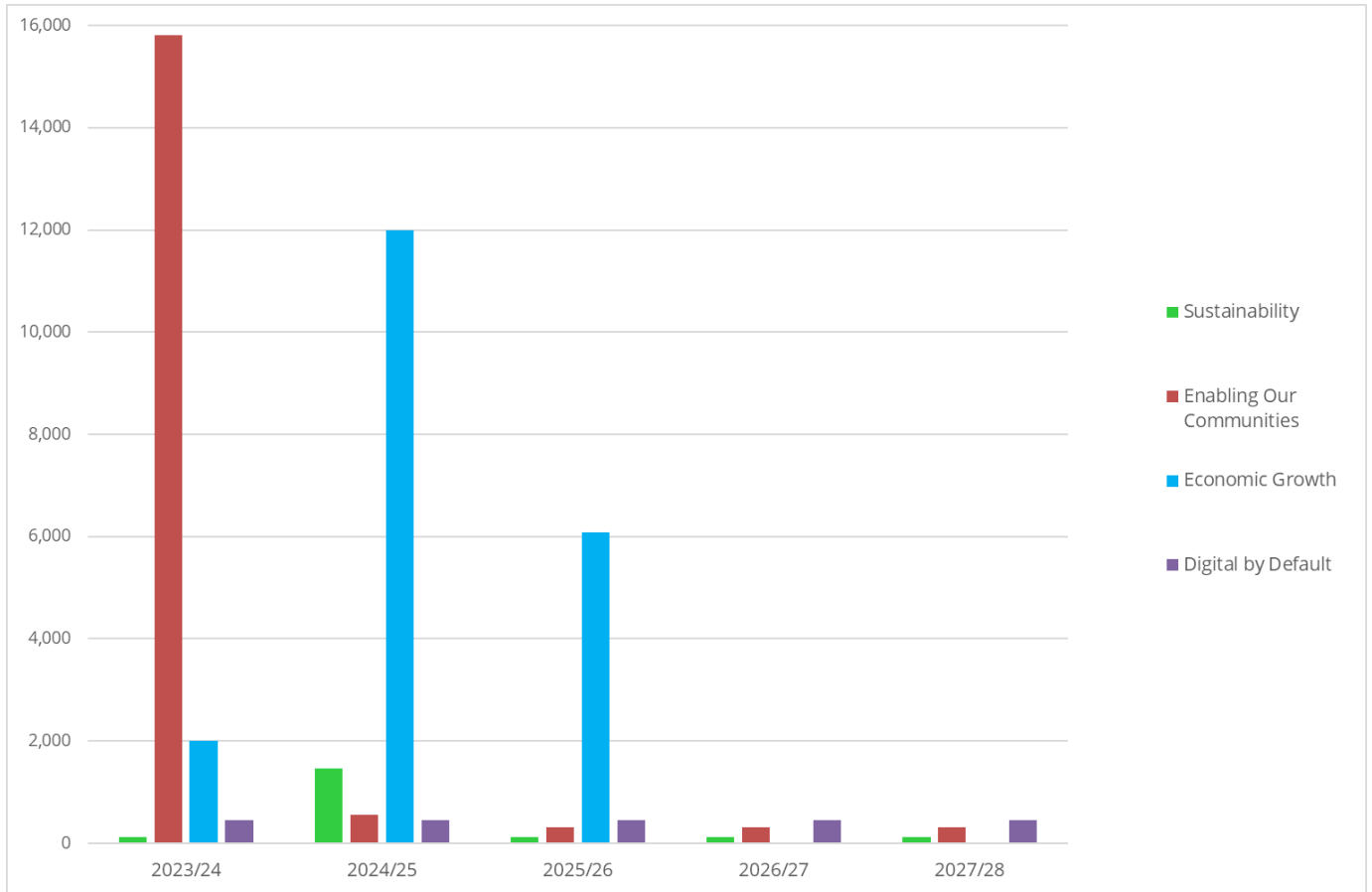
Priority	Aims and initiatives
Priority 1: Sustainability at the heart of everything we do	<p><i>We will make changes to our own premises, people and services</i></p> <ul style="list-style-type: none"> • Making direct investment in energy efficiency schemes: for example, energy efficiency measures in leisure capital schemes; installing/upgrading LED lighting in our buildings and car parks – Ongoing <p><i>We will use our regulatory powers to promote action by others</i></p> <p>Installing rapid e-chargers in support of move to more e-taxis – Ongoing</p> <p><i>We will influence and encourage behaviour change</i></p> <ul style="list-style-type: none"> • Providing financial incentives to increase sustainability: for example insulation grants and loans – Ongoing

Priority	Aims and initiatives
<p>Priority 2:</p> <p>Enabling our communities</p>	<p><i>We will invest in our places</i></p> <ul style="list-style-type: none"> Investing £36m in our Leisure Centres in Hertford, Bishop's Stortford and Buntingford – Ongoing Investing £24m in Hertford Theatre – Ongoing Delivering improvements in our green spaces (e.g. Castle Park) – Ongoing Providing community grants – Ongoing <p><i>We will ensure all voices in the community are heard</i></p> <ul style="list-style-type: none"> Growing our digital communication channels (twitter, Facebook, Instagram, network) to keep residents informed – Ongoing <p><i>We will support our vulnerable residents</i></p> <ul style="list-style-type: none"> Delivering affordable homes – Ongoing Increasing and improving our Homeless Accommodation – Ongoing
<p>Priority 3:</p> <p>Encouraging economic growth</p>	<p><i>We will develop new sources of income</i></p> <ul style="list-style-type: none"> Delivering Financial Sustainability through Green agenda investment purchases – Ongoing <p><i>We will support business growth</i></p> <ul style="list-style-type: none"> Delivering the Old River Lane project to improve Bishop's Stortford Town Centre – Ongoing Expanding the Launchpad – Ongoing <p><i>We will create viable places</i></p> <ul style="list-style-type: none"> Delivering the district plan – Ongoing Ensuring developer contributions are used effectively – Ongoing
<p>Priority 4:</p> <p>Digital by default</p>	<p><i>We will improve the customer experience for those who use council services</i></p> <ul style="list-style-type: none"> Increase our investment in digital technology – Ongoing

Priority	Aims and initiatives
	<p data-bbox="434 228 1324 331"><i>We will work with partners to ensure our communities are digitally enabled</i></p> <ul data-bbox="434 376 1292 546" style="list-style-type: none"> <li data-bbox="434 376 1292 456">• Delivering Harlow and Gilston Garden Town as a fully sustainable and digital 'place' – Ongoing <li data-bbox="434 456 1292 546">• Agreeing a countywide digital infrastructure strategy – Ongoing

The planned capital investment programme for 2023/24 onwards, from an expenditure perspective, has been significantly reduced as a result of inflation and supply chain shortages as a result of the pandemic, BREXIT and the war in Ukraine. We have undertaken a simple mapping exercise to demonstrate the contribution of planned capital investment to each Corporate Strategic Plan priority. This will be developed further as the Capital Strategy is aligned with the new Corporate Plan during 2023/24.

Figure 3: Capital Programme by Corporate Priority



Links between the 5-year capital programme and the corporate priorities are provided at Appendix 1.

Corporate priority action plan:

Action	Why is this required?	Responsibility	Timescale
As the longer-term capital investment plan emerges, we will undertake a revised detailed mapping exercise against each capital scheme – initially in the capital programme and eventually in the longer-term capital investment plan	This will assist Members and other key stakeholders recognise the contribution that the capital investment is making towards the achievement of the Council's corporate priorities	Strategic Finance & Property, S151 Officer	During 2023/24
As the refreshed Corporate Plan emerges, we will ensure that the existing capital investment plan is reviewed to ensure that all planned schemes align with the updated corporate priorities	This will ensure that existing investment plans still meet the identified needs of the District and emerging pipeline schemes are aligned to the newly approved priorities	Strategic Finance & Property, S151 Officer	In line with Corporate Strategic Plan refresh timescale

Commercial Investment Strategy

Millstream Property Investments Limited

In line with the Council's corporate priorities, and commercial investment ambition, Millstream Property Investments Limited was incorporated in February 2018.

The council, as the company's sole shareholder, has entered into a Shareholder Agreement with the company. The Shareholder Agreement obliges the company to annually review its business plan and produce a revised 30-year business plan, rebasing the forthcoming financial year as the first year of this 30-year period. The Millstream Business Plan is now to hold its current property portfolio but make no new acquisitions as the returns from the company would be insufficient to meet all the external borrowing costs on a new property.

To provide a strengthened balance sheet, the Shareholder Loans in Millstream Property Investments Ltd have been converted to Debenture Shares secured against residential property to mirror the loan charge over the properties. There was no cost to the Council Taxpayer from this conversion and it has no effect on the availability of capital resources. The only change in the balance sheet is the reduction in loans receivable and a corresponding increase in investments

Capital Investment Plan

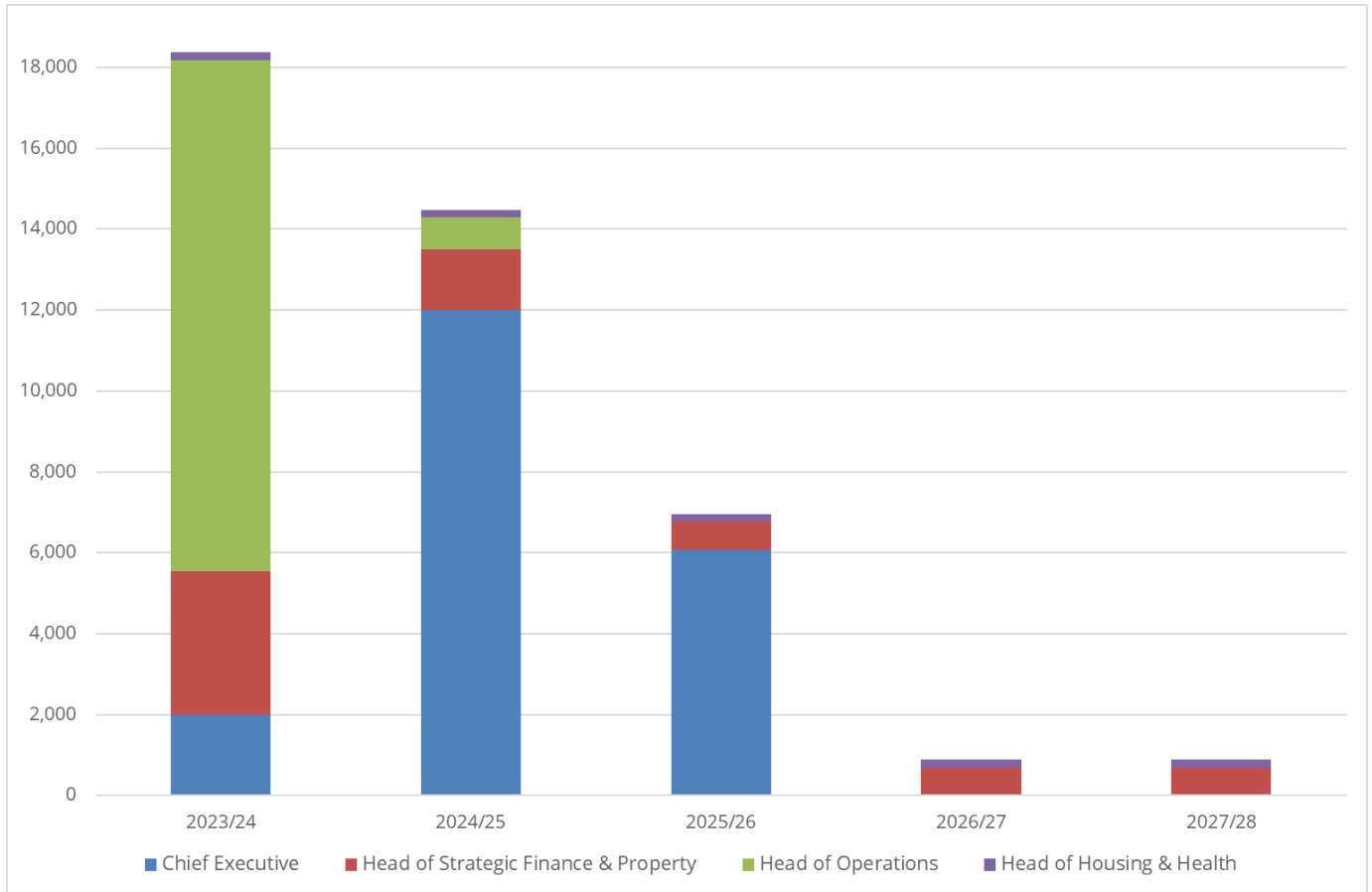
The following sections examine our starting point for a longer-term capital investment plan, the additional analysis that informs our Capital Strategy principles, our capacity to deliver and the potential options for addressing our capital investment ambition gap. We recognise that our Capital Programme currently plans for investment over a five-year period, which is a medium-term view and there is further work to do to extend our plans up to 10 years.

When our strategic planning becomes more mature, and we have identified our plans beyond the four-year horizon, we will update our process for evaluation and prioritisation, to ensure that there is clarity on the level of affordability, based on available capital resources, including a potential borrowing position. It is also important for the Council to establish its potential lobbying position to seek to secure future funding packages from appropriate funding bodies, building on successful bids to date.

We will ensure that our risk assessment examines the risk against the affordability and deliverability assumptions, as the longer-term capital investment plan emerges, and this will inform the ongoing review of performance and update of the capital investment plan to ensure that it is effectively managed.

The following charts provide a view of the current five-year investment plan from an expenditure perspective by Head of Service:

Figure 4: Capital Programme by Head of Service



Approach to capital investment prioritisation

The Medium Term Financial Plan (MTFP) is refreshed annually to accommodate changes in service delivery and financial landscape. Service and financial planning are combined in one report, which demonstrates that we have got an integrated approach to financial planning both from a revenue and capital perspective.

The MTFP is forecast over a 4-year period, in line with the Council’s general corporate planning approach. The MTFP sets out the national policy context and describes the impact of this at a local level. It must be recognised that, when looking at a four-year period, the current level of uncertainty, combined with the highest inflation rate for 40 years and the increased cost of borrowing from the Public Works Loans Board, which is based on

government gilt yields which rose significantly following the September 2022 “fiscal event”. The four governments that have been formed during the latter half of 2022 have delayed reforms to the local government finance system, and the spending reductions announced during the Autumn Statement makes this an increasingly challenging exercise.

When considering an appropriate long-term period for the Capital Strategy, we are potentially looking at a 20-30 year period but a more realistic period for the capital investment plan, say up to 10 years. This longer-term approach enables a much more robust 5-year Capital Programme forecast and a strong annual budget.

We recognise that the MTFP should be able to articulate the Council’s revenue and capital investment plans in the context of a longer-term approach. On this basis, our view is that the MTFP approach needs to be dynamic and aligned to the Council’s Corporate Plan priorities, following an appropriately detailed business planning approach. We feel that the budget setting and service planning process goes a long way towards achieving this approach, however, when it comes to the capital planning process we recognise that we need the process to be less reactive and much more proactive. However, scarce capital resources also are an overriding factor in limiting capital investment plans for at least the next 5 years.

As stated in the Budget report, the capital programme for 2023/24 onwards contains several ongoing major projects and also the rolling capital schemes agreed in previous years.

Currently the review of the Capital programme is undertaken as part of the quarterly budget management and financial forecast report. Any additions to the programme require

a funding request to be made through the appropriate governance process. This process is defined by the value of the capital bid.

The council is likely to undertake a further significant capital scheme at the Old River Lane, Bishop's Stortford site, within the next year. The scope and funding arrangements for this scheme are being developed. However, it should be noted that East Herts may need to give careful consideration to its financial position should costs exceed the affordability test for the council.

As any new schemes are agreed and the funding requirements become more definite they will be included in the capital programme presented within the quarterly budget management and financial forecast report.

As we develop the Capital Strategy we intend this to become better informed over time and strengthened by the capital investment plan, which will stretch up to 10 years. We recognise that it is important to identify all required capital investment commitments, to ensure that all existing capital commitments are required, particularly in light of any refresh of the Corporate Strategic Plan, and those potential commitments from emerging new proposals and ideas are reflected.

We also recognise that, if we have any business as usual commitment missing from our capital investment plan, capital schemes that will no longer deliver against corporate priorities, known capital investment ambition not reflected and a short to medium term delivery profile, it is difficult for us to have a strong capital financing requirement, which in turn will not give us a good view of our potential borrowing requirement in the future.

As we develop our Capital Strategy further in the coming financial year we will make sure that our capital investment plan is comprehensive and profiled realistically, so that the revenue consequence, both positive and negative, are as robust and risk aware as possible, to feed into the budget and the medium term financial plan.

Capital investment plan action plan

Action	Why is this required?	Responsibility	Timescale
Agree an appropriate long-term period for the Capital Strategy – potentially up to 20 years, based on the timeframe of the Council’s current strategies, plans and commercial activity	To enable the Council to plan much more effectively for the future – affording time to be clear about risk appetite, management of risk and management of financial resilience	Council	During 2023/24
Develop a longer-term capital investment plan – potentially up to 10 years, based on an appropriate timescale to suit the agreed period of the Capital Strategy	To enable the Council to improve its capital planning process, strengthen the Capital Programme and assist the effectiveness of delivery against plan	Leadership Team	During 2023/24

Action	Why is this required?	Responsibility	Timescale
<p>Improve the integration with the Council's financial plans and strategies – particularly the MTFP, Treasury Management Strategy, Annual Investment Strategy and Reserves Strategy</p>	<p>To enable an overall view of the Council's delivery of a prudent, affordable and sustainable capital investment plan that contributes positively to the achievement of the Council's corporate priorities</p>	<p>Strategic Finance & Property, S151 Officer</p>	<p>During 2023/24</p>

Minimum Revenue Provision (MRP) policy statement

Minimum Revenue Provision

Where the council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the council to have regard to the MHCLG Guidance on Minimum Revenue Provision, the most recent edition of which was issued in 2018.

The council is legally obliged to “have regard” to the guidance, which is intended to enable a more flexible approach to assessing the amount of annual provision than was required under the previous statutory requirements. The guidance offers four main options under which MRP could be made, with an overriding recommendation that the Council should make prudent provision to redeem its debt liability over a period which is reasonably commensurate with that over which the capital expenditure is estimated to provide benefits. The requirement to ‘have regard’ to the guidance therefore means that:

1. Although four main options are recommended in the guidance, there is no intention to be prescriptive by making these the only methods of charge under which a local authority may consider its MRP to be prudent; and
2. It is the responsibility of each authority to decide upon the most appropriate method of making a prudent provision, after having had regard to the guidance.

There is no requirement to charge MRP where the Capital Financing Requirement (CFR) is nil or negative at the end of the preceding financial year.

The guidance also provides for the ability to reclaim any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision (VRP) or overpayments, if

The council's Capital Financing Requirement became positive in 2020/21. In arriving at decision on its MRP Policy, the council has assessed MRP in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003. The options available to the Council are as follows.

Option 1: Regulatory Method

Under the previous MRP regulations, MRP was set at a uniform rate of 4% of the CFR on a reducing balance method (which in effect meant that MRP charges would stretch into infinity). This historic approach requires the council to operate as if the 2008 amending Regulations had not revoked Regulation 28 and is only really advantageous to those authorities operating a Housing Revenue Account (HRA) to allow them to take advantage of adjustments relating to HRA debt. It can also only be used for new capital expenditure up to the amount which is deemed to be supported through the Supported Capital Expenditure annual allocation which is no longer published by the Government.

Option 2: Capital Financing Requirement Method

This is a variation on option 1 which is based upon a charge of 4% of the aggregate CFR without any adjustment for Adjustment A, or certain other factors which were brought into account under the previous statutory MRP calculation. The CFR is the measure of an authority's outstanding debt liability as depicted by their balance sheet.

Option 3: Asset Life Method

This method may be applied to most new capital expenditure, including where desired that which may alternatively continue to be treated under options 1 or 2.

Under this option, it is intended that MRP should be spread over the estimated useful life of either an asset created, or other purpose of the expenditure. There are two useful advantages of this option:

1. Longer life assets e.g. freehold land can be charged over a longer period than would arise under options 1 and 2 subject to a maximum life of 50 year for undeveloped land but developed land can have the same life as the asset on it and that can exceed 50 years; and
2. No MRP charges need to be made until the financial year after that in which an item of capital expenditure is fully incurred and, in the case of a new asset, comes into service use (this is often referred to as being an 'MRP holiday'). This is not available under options 1 and 2.

There are two methods of calculating charges under option 3:

1. equal instalment method – equal annual instalments; or
2. annuity method – annual payments gradually increase during the life of the asset.

Option 4: Depreciation Method

Under this option, MRP charges are to be linked to the useful life of each type of asset using the standard accounting rules for depreciation (but with some exceptions) i.e. this is a more complex approach than option 3. The same conditions apply regarding the date of completion of the new expenditure as apply under option 3.

Annual Minimum Revenue Provision Statement 2023/24

The Council, having evaluated the options for its MRP policy in respect of capital expenditure incurred, considers that the Asset Life - Equal Instalment Method is the most appropriate for it to use. This provides for a reduction in the borrowing need over approximately the useful life of the asset.

Estimated life periods will be determined by the Head of Strategic Finance and Property. To the extent that expenditure is not on the creation of an asset and is of a type that is subject

to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the council. However, the council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

Repayments included in finance leases are applied as MRP.

Risk Management

Risk Management Strategy

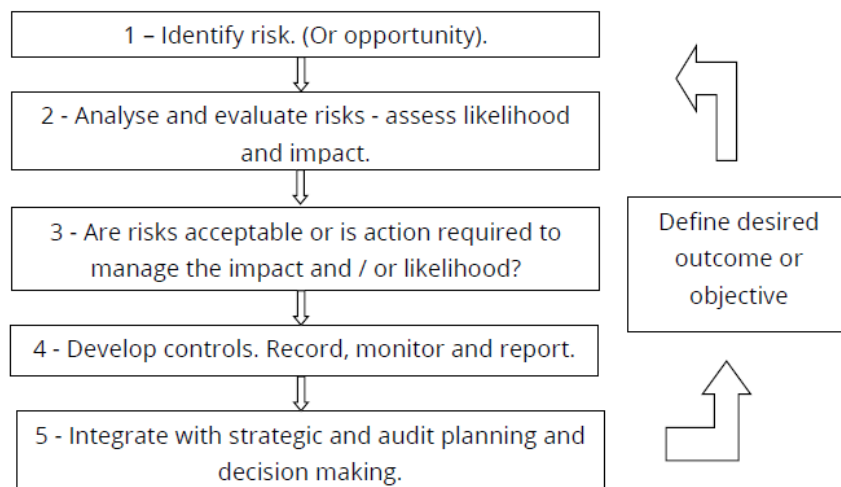
The Council's Risk Management Strategy is reviewed on an annual basis.

The Strategy contains a clear definition of risk management as follows:

The process which aims to help organisations understand, evaluate and take action on all their risks with a view to increasing the probability of their success and reducing the likelihood of their failure. (Source: The Institute of Risk Management).

The five stages of risk management are summarised in the diagram below, extracted from the Risk Management Strategy.

Figure 5: Stages of Risk Management



Risk Evaluation and Risk Appetite

The Risk Management Strategy includes a scoring matrix to be used in analysing and evaluating risks as outlined in the image overleaf.

Figure 6: Risk Scoring Mechanism

4 - HIGH >£300,000 and / or national criticism and / or catastrophic fall in service quality				
3 - MEDIUM £150,000 to £300,000 and / or regional criticism and / or major long term fall in service quality		CONTINGENCY	CRITICAL	
2 - LOW £50,000 to £150,000 and / or long term local media criticism and / or minor long term or major short term fall in service quality		CONTROL	CAUTION	
1 - NEGLIGIBLE <£50,000 and / or short term local media criticism and / or short term fall in service quality				
IMPACT LIKELIHOOD	1 - RARE The event could occur in exceptional circumstances	2 - UNLIKELY The event could occur less frequently than every three years	3 - POSSIBLE The event is likely to occur within, or more than one in three years	4 - PROBABLE The event is likely to occur within a year

The Strategy includes a definition of the Council’s risk appetite i.e. the level of risk that it is prepared to tolerate without need for ongoing monitoring or reporting.

A material risk is deemed to be any risk rated higher than 2:2 on the scoring mechanism above. Where a risk rating exceeds this ‘control’ area of tolerance, demonstrable evidence of how risks are being mitigated will be required, together with proposals for future controls.

The Risk Management Strategy acknowledges that with increasing pressure on public finances, Local Authorities are obliged to have more appetite for risk. The Council cannot deliver everything it would ideally like to deliver and tough choices are necessary. The Council is therefore open to considering all delivery options, accepting increased levels of risk in order to secure the successful outcomes or rewards. Risk management is essential in supporting innovation and moving from a ‘risk averse’ to a more ‘risk aware’ approach. An example is the acquisition of Old River Lane, Bishop’s Stortford. The financial commitment is significant but the acquisition provides an opportunity to shape the town centre, and an additional income stream.

Roles and responsibilities

Roles and responsibilities are contained within the Risk Management Strategy and summarised here for ease of reference:

Role	Responsibility
Elected Members	<p>Elected Members are responsible for governing the delivery of services to the local community. Members have a responsibility to understand the strategic risks that the Council faces and will be made aware of how these risks are being managed.</p> <p>All Members will have the responsibility to consider the risks associated with the decisions they undertake and will be informed of these risks in the reports that are submitted to them. They cannot seek to avoid or delegate this overall responsibility, as it is key to their stewardship responsibilities.</p> <p>All Members can access strategic risks on Pentana Performance (formerly called Covalent).</p>
Full Council	<p>Full Council recognises the importance of effective risk management and considers risk management issues when making decisions.</p>
Executive	<p>To receive an annual report regarding the content of the Strategic Risk Register, then three exception reports each year detailing any change in risk scoring and the reasons why.</p> <p>Agree the Risk Management Strategy on an annual basis, or if significant changes require a revision.</p>

Role	Responsibility
	<p>Agree / set the Council's risk appetite.</p> <p>Allocate sufficient resources to address top risks</p>
<p>Audit and Governance Committee</p>	<p>To develop policy options and to review and scrutinise the policies of the Council including Risk Management.</p> <p>To monitor the effective development and operation of risk management and corporate governance in the Council.</p> <p>Receive an annual report regarding the content of the Strategic Risk Register, then three reports each year detailing the strategic risks and actions taken to mitigate or control them.</p>
<p>Chief Executive and Leadership Team</p>	<p>To ensure that effective systems of risk management and internal control are in place to support the Corporate Governance of the Council.</p> <p>Take a leading role in identifying and managing the risks and opportunities to the Council and to set the example and standards for all staff. Advise the Executive and Council on the risk management framework, policy, strategy and processes.</p> <p>Advise on the management of strategic and other significant risks.</p> <p>Ensure that the Policy and Strategy are communicated, understood and implemented by all Members, managers and staff.</p> <p>To report to Members on the management of strategic risks.</p>

Role	Responsibility
	To ensure that the risk management process is part of all major projects, partnerships and change management initiatives.
Heads of Service	<p>To be individually responsible for their service risks.</p> <p>Be actively involved in the identification and assessment of risks through the service planning process.</p> <p>Ensure that all reports of a strategic nature written for Members include risk commentary.</p> <p>To implement the detail of the Risk Management Strategy and risk related corporate policies, e.g. Health and Safety, Data Protection.</p> <p>Ensure that significant service risks are considered by Leadership Team quarterly.</p>
Strategic Finance and Property	<p>Co-ordinate risk management activities and prepare related reports for management and Members.</p> <p>Review and develop the Risk Management Strategy and processes.</p> <p>Facilitate / arrange risk management training for staff and Members.</p> <p>To co-ordinate the Business Continuity Plan.</p> <p>Support the risk based audit planning process.</p>
Shared Internal Audit Service	To provide assurance to the Council through an independent and objective opinion on the control environment comprising risk management, control procedures and governance.

Role	Responsibility
	<p>To provide an annual Audit Plan that is based on a reasonable evaluation of risk, and to provide an annual assurance statement to the Council based on work undertaken in the previous year.</p> <p>Review and challenge the effectiveness of the risk management framework.</p>

Monitoring

Existing controls of strategic risks, their adequacy, new mitigation measures and associated action planning information are to be recorded on the Strategic Risk Register.

Strategic risks are subject to one detailed annual report with quarterly reports on an exception basis only.

Capital Risk Register

Risk Category	Description of Risk / Uncertainty	Mitigating Factors	Timescale (review or implementation)	Owner	Residual Risk Score
Political	Change in local government structures	Timetable for any reorganisation would fall outside the substantial capital programme proposed and as already committed would not be stopped by a reorganisation prohibition on items not programmed to use up resources and deny them to the successor authority	Quarterly	Chief Executive	6

Risk Category	Description of Risk / Uncertainty	Mitigating Factors	Timescale (review or implementation)	Owner	Residual Risk Score
Finance	There is uncertainty around future funding, both from Government and other areas such as income from commodities markets for recycled materials.	Funding situation is being carefully monitored.	Ongoing	Head of Strategic Finance & Property	7
Social					
Technological	Technological changes means that project overruns could result in obsolete technology or technology no longer aligned with business need being implemented	Project Management Controls. Strategy to move to Cloud based software provided by supplier so systems should be on latest technology	Ongoing	Deputy Chief Executive	5

Risk Category	Description of Risk / Uncertainty	Mitigating Factors	Timescale (review or implementation)	Owner	Residual Risk Score
Legislative / Legal	Challenges to legal powers being employed to deliver capital ambition	Robust technical, expert and legal advice to be sought as required in order to demonstrate that the Council's actions are justified	Ongoing	Head of Legal & Democratic Services	6
Continuity / service delivery	Risk of not having capacity / capability and flexibility to continue to deliver service levels over time.	Services are structured to ensure their service offers meet customer demand and are efficient and effective. The Transformation Programme will drive digital self-service for customers and agile working will reduce the	Ongoing	Heads of Service	4

Risk Category	Description of Risk / Uncertainty	Mitigating Factors	Timescale (review or implementation)	Owner	Residual Risk Score
		need for office accommodation space.			
	Risk of lack of defined process resulting in disrupted service delivery as decision making processes are impaired	Standard business cases, project evaluation and scoring mechanisms to aid decision making and prioritisation of resources	12 months	Head of Comms, Policy & Strategy	5
Environmental	Development of Old River Lane, Bishop's Stortford: impact on surrounding area	Site options being developed by urban designers and property	Ongoing	Head of Strategic	5

Risk Category	Description of Risk / Uncertainty	Mitigating Factors	Timescale (review or implementation)	Owner	Residual Risk Score
		consultants. Discussions ongoing with other partners such as Hertfordshire County Council, South Mills and Bishop's Stortford Town Council, to ensure any enabling parts of the site are ready		Finance & Property	
	Failure to adapt buildings and operational assets for climate change effects	Corporate Assets Group tasked with climate change risk assessment and adaption works programme for all council assets.	On going	Head of Strategic Finance & Property	6

Risk Management action plan

Action	Why is this required?	Responsibility	Timescale
Monitor operational and strategic risks and update relevant risk registers accordingly, reporting strategic risks annually or quarterly by exception	In order that opportunities are explored in full in a timely fashion, and that risks are acknowledged and managed effectively through project lifecycles	All	As required and at least on a quarterly basis

Capital Investment Appraisal

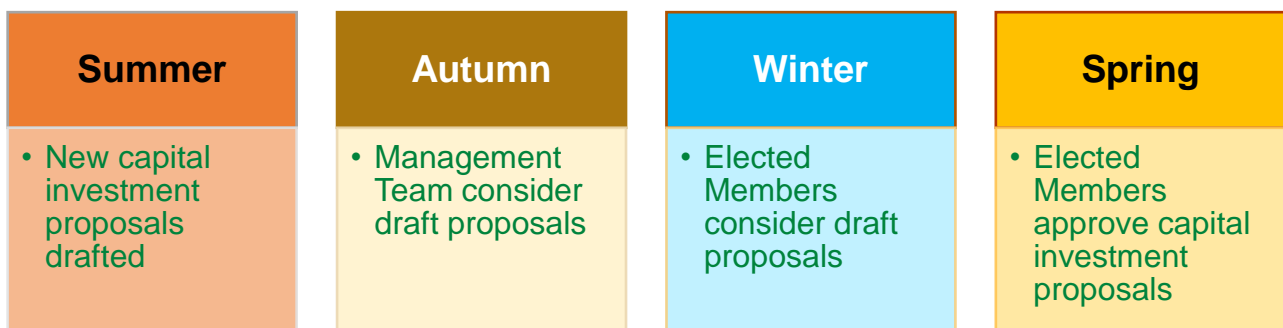
Process

Note: Due to the current high level of approved capital spend and affordability, there are currently no new capital schemes for approval and none expected, other than a potential re-configuration of the Old River Lane, Bishops Stortford, scheme.

Business planning process

The current business planning process for developing investment proposals to be included within the Council's future financial plans is summarised in the diagram below.

Figure 7: Business Planning Process



New proposals are developed by individual Project Managers, approved for consideration at service level by the Head of Service following which, the proposals will be considered by the Corporate Assets Group, then Leadership Team and successful proposals will progress for consideration and approval as part of the annual budget cycle.

Investment proposals – consultation and stakeholder engagement

Consultation and engagement is a key part of developing individual proposals and will be tailored to the individual proposal and relevant stakeholders both internal and

external to the Council. Stakeholder engagement and consultation can take place throughout the lifecycle of a proposal (from initiation to close down) and the outputs of any engagement or consultation undertaken should be used to inform the proposal as this progresses.

The diagram overleaf summarises the elements to consider in developing capital investment proposals.

Figure 8: Stakeholder engagement and consultation in developing investment proposals



Developing capital investment proposals – description of current processes

Project and Service Managers are encouraged to consider a range of options in developing individual proposals to determine an appropriate way forward, and to capture project details as a business case. However, although new proposals are required to develop a business case, there is as yet no standardised business case template used consistently across the Council to capture key information. This can lead to gaps in information being captured.

The Council has therefore identified that a standardised business case template is required, to support Officers in recording and maintaining project information and inform decision making. Business case must include estimates of capital costs, revenue implications and how the individual proposal aligns with Council plans and strategies and any partnership or external plans and strategies as relevant. Risks should also be documented as part of developing the proposal, along with mitigating actions and relevant timescales.

Business cases would then be maintained throughout the lifecycle of a project to maintain accurate information relating to delivery and lessons learned should be captured as part of project closure reports.

Prioritising capital investment

The intention is for the standardised business cases referenced above to then be subject to a standardised evaluation process, the outcome of which will be the prioritised capital investment programme. Local authorities continue to face financial challenges and as a result, the need to prioritise and target investment is ever present.

The Council has identified that in order to effectively assess investment proposals against one another, a standardised evaluation process and scoring mechanism may be beneficial to help aid decision making and prioritise investment.

Project appraisal process action plan

Action	Why is this required?	Responsibility	Timescale
Embed the council's carbon assessment tool within standardised business case documentation so as to ensure sustainability issues inform decision-making	To support officers in capturing and maintaining project information, from proposal to project close down, in order to help inform decision making and prioritise investment	Head of Housing & Health	12 months

Governance

Description of existing approval mechanisms

The existing process for development and approval of the Council’s Capital Strategy is summarised in the diagram below.

Figure 9: Capital Strategy Approval process



The internal governance structure will need to be mindful of partners’ and external governance mechanisms and will need to communicate and engage with these structures through delivery of the Council’s overall capital ambition.

Roles and responsibilities

All Officers and elected Members have a role to play in informing and delivering the Capital Strategy. These roles and responsibilities are summarised below:

Role	Responsibility
Elected members	To approve the Capital Strategy and monitor delivery of the Strategy through various scrutiny forums
Corporate Assets Group reporting via Leadership Team	To develop and propose the Capital Strategy for approval

Role	Responsibility
Programme / Directorate Managers	To help inform the Capital Strategy, identifying constraints and opportunities and communicate these to both Senior Management and Project Teams
Project Managers	To manage delivery of individual projects aligned to the Capital Strategy and to develop and maintain project information which will inform decision making processes and the direction and delivery of the Capital Strategy
Project Team members	To contribute to the delivery of individual proposals which align with the Capital Strategy

Skills and training

The Council benefits from the skills and experience possessed by both Officers and elected Members which will support delivery of individual capital proposals and the Council's overall capital ambition. The Council is also keen to support Officers and elected Members to continue to develop their skills sets and is therefore mindful of the implications capital proposals may have on the Council's workforce and future training opportunities and requirements.

The Council already has a programme of staff training available and will look to support that staffs who wish to continue their professional development appropriate to their role and subject to appropriate budget availability. Relevant training for elected Members is also undertaken on a routine basis and refreshed as required.

Any skills or experience required which are not already possessed ‘in-house’ should be identified through individual capital proposals or business cases and will be procured externally as necessary, and in accordance with the Council’s Corporate Procurement Strategy.

Capital Strategy engagement

The Capital Strategy is a corporate document which helps stakeholders understand the Council’s capital investment objectives and decisions. The Council is therefore keen that the Capital Strategy is informed by knowledge and experience from across the authority.

Capital Strategy date for review

The Capital Strategy is intended to be a dynamic document, responsive to changes in policy, strategic influences and delivery.

The Capital Strategy will therefore be updated as required and at least once on an annual basis.

Governance action plan

Action	Why is this required?	Responsibility	Timescale
Update the Capital Strategy as required and at least once annually	To maintain a dynamic and responsive Strategy which evolves as the Council’s priorities do	Leadership Team	As required

Appendix 1: Capital Programme by Corporate Plan priority

	Sustainability at the heart of everything we do	Enabling our communities	Encouraging economic growth	Digital by design
Investment in operational assets	✓	✓	✓	
Hartham Leisure Centre	✓	✓		
Northgate End, MSCP, Residential and Commercial	✓	✓	✓	
Arts Centre – Old River Lane	✓	✓	✓	✓
Hertford Theatre	✓	✓	✓	✓
ICT Rolling Programme	✓			✓
Open Space Improvements	✓	✓		
Improve, maintain & renew structures along rivers and watercourses	✓	✓		

Appendix 1

	Sustainability at the heart of everything we do	Enabling our communities	Encouraging economic growth	Digital by design
Land Management Asset Register & Associated Works		✓		
Grants	✓	✓		

East Herts Council Report

Executive

Date: 14th February 2023

Report by: Councillor Geoffrey Williamson, Deputy Leader & Executive Member for Financial Sustainability

Report title: Strategic Asset Management Plan 2023- 2028

Ward(s) affected: All

Summary

The report contains the council's Draft Strategic Asset Management Plan 2023 - 2028

RECOMMENDATIONS FOR EXECUTIVE:

(a) To recommend to Council to approve the Strategic Asset Management Plan 2023-2028

1.0 Proposal(s)

- 1.1 This report proposes that the Executive recommend the approval of the Strategic Asset Management Plan (SAMP) to Council
- 1.2 CIPFA (Chartered Institute of Public Finance and Accountability) guidance advises councils to agree a SAMP as part of their budget strategy, to ensure regular review of their need for property both operationally or strategically.

2.0 Background

- 2.1 The SAMP sits alongside the Capital Strategy to shape the future capital programme within the Medium Term Financial Plan. Having a SAMP is considered essential for proper financial and asset management.
- 2.2 By its very nature, property is expensive to procure, manage and maintain, and is also inflexible in terms of responding to changing service needs, so it is important that its management is at the heart of the council's corporate

forward planning process. Only in this way can we maximise use and efficiency of our property portfolio to support and facilitate modern and changing ways of working and hence make a long term, positive contribution to successful and economical service delivery.

2.3 The SAMP exists to ensure that the council's property assets contribute pro-actively to the delivery of the corporate plan. Through the Capital Strategy and the SAMP the council will ensure that the asset portfolio is:

- 2.3.1 consistently aligned with corporate priorities;
- 2.3.2 providing value for money;
- 2.3.3 managed in accordance with industry standards;
- 2.3.4 benchmarked against comparable peers; and
- 2.3.5 aligned with the Medium Term Financial Plan, the Capital Strategy and the Capital Programme.

2.4 This strategic approach assists the formation of the capital programme which will need to carefully balance limited resources with:

- 2.4.1 legislative driven changes e.g. waste and recycling;
- 2.4.2 health and safety of the public and staff e.g. replacing lighting, replacing fire alarm systems including smoke and heat detectors, resurfacing car parks, replacing play equipment;
- 2.4.3 adaption to climate change of the council's assets, e.g. cooling and shading of office and depot facilities, flood protection measures for assets at risk of fluvial and flash surface flooding;
- 2.4.4 reaching net zero by 2030 through decarbonisation of operations such as: electric vehicle charging infrastructure for environmental enforcement officer and waste, recycling and street cleansing operations; energy efficiency measures in operational buildings;
- 2.4.5 Information Communication Technology Investment in: digital infrastructure as part of the Transforming East Herts Programme; the rolling ICT Programme for renewal of business systems; and annual laptop and

mobile device replacement cycle

- 2.5 A key unknown for the SAMP is whether the council remains at Wallfields or moves elsewhere. A decision to leave would require the focus of the SAMP to be on maximising the capital receipt for Wallfields and identifying and managing the move to the new premises. Conversely a decision to remain at Wallfields would shift the emphasis of the SAMP to consolidating council staff to a smaller office footprint and finding a tenant for the vacated areas. Some upgrading of the vacated areas is required for leaseholder occupation.

3.0 Reason(s)

- 3.1 The SAMP exists to ensure that the council's property assets contribute pro-actively to the delivery of the corporate plan. Through the Capital Strategy and the SAMP the council will ensure that the asset portfolio:
 - 3.1.1 is consistently aligned with corporate priorities;
 - 3.1.2 provides value for money;
 - 3.1.3 is managed in accordance with industry standards;
 - 3.1.4 is benchmarked against comparable peers; and
 - 3.1.5 is aligned with the Medium Term Financial Plan, the Capital Strategy and the Capital Programme.
- 3.2 This strategic approach to management and investment of the corporate portfolio will ensure that the asset base remains fit for purpose for years to come.
- 3.3 CIPFA Guidance recommends that an SAMP is essential in order to demonstrate proper financial and asset management. Given the significant budget challenges ahead and the changes under the Transforming East Herts Programme, it is essential for the council to approve a SAMG so that appropriate assets are held as required for delivery of corporate plan priorities.

4.0 Options

- 4.1 Update the SAMP as recommended in this report.

- 4.2 Change the SAMP to have a shorter time horizon – NOT RECOMMENDED as it would not cover the same period as the Medium Term Financial Plan (MTFP) and could result in increased savings requirements compared to planning with the five year SAMP alongside the five year MTFP
- 4.3 Do not produce a SAMP – NOT RECOMMENDED – as without a SAMP the council’s assets will not be properly aligned with Corporate Plan Priorities and are likely to become a financial burden and a brake on delivery of priorities and performance improvement. The lack of a SAMP also raises the question would the external auditor’s value for money assessment be qualified because a CIPFA recommended plan for asset management was not in place.

5.0 Risks

- 5.1 Risks are assessed for every asset and will be recorded against each asset on the Uniform/IDOX system.

6.0 Implications/Consultations

- 6.1 None

Community Safety

Building and refurbishment schemes design out crime and safety issues and public realm works in particular are required to ensure that the community feel safe.

Data Protection

All investment in IT systems is required to check where data is held and that systems comply with data protection legislation. The IDOX system was not fully implemented and there is an urgent requirement to complete the Estates Module implementation to cover all the council’s property assets.

Equalities

All capital schemes meet the necessary legislation and are subject to access audits. Design also considers dementia friendly design elements, privacy and data protection.

Environmental Sustainability

The council has established a carbon assessment tool that it is beginning to apply to existing capital projects. In the future, a carbon assessment of proposed capital projects will be included within the overall business case so as to inform decision-making. To date, individual schemes have sustainability features designed into them and may include, for example: meeting BREEAM ratings for buildings and refurbishments; flood resilience and sustainable underground drainage systems; opportunities for renewable energy generation; and carbon reduction such as replacement of the council's internal combustion engine vehicles with battery electric vehicles.

Financial

The SAMP ensures that capital and revenue resource are targeted on assets that deliver corporate priorities. Without the SAMP the council ,may hold assets it does not need which reduces revenue and capital resources available for assets that do deliver corporate priorities. Assets no longer required should be disposed of to realise capital receipts which can be used to replace loan financing which in turn will reduce future costs of meeting interest and Minimum Revenue Provision payments.

Health and Safety

All contractors are required to have compliant health and safety policies. Where a health and safety issue requires capital expenditure it will be fast tracked to deal with the issue.

Human Resources

None

Human Rights

None

Legal

A SAMP alongside the Capital Strategy is a requirement of the Prudential Code which the council is required to follow under the Local Government Act 2003.

Specific Wards

None

7.0 Background papers, appendices and other relevant material

7.1 Appendix A – East Herts District Council Strategic Asset Management Plan 2023/24 to 2027/28

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Strategic Asset Management Plan

2023 to 2028

Version: 0.1

Geoffrey Hayden
Corporate Property Services Manager

Approved by Council [1 March 2023]

Contents

1.0	Executive summary	3
2.0	Purpose of strategic asset management planning.....	5
2.1	Property strategy	5
2.2	Sources of information:	7
2.3	Strategic asset management plan alignment with corporate policy.....	7
3.0	The Council's goals, objectives and drivers	9
3.1	Key objectives	10
4.0	Financial context	11
4.1	Overall financial position of the council.....	11
4.2	Property, Plant and Equipment as at 31 March 2022.....	12
4.3	Financial outlook	12
4.4	Financial context for asset decision making.....	13
5.0	Asset goals and ambitions	14
5.1	Administrative offices	14
5.2	Depots	14
5.3	Car Parks	15
5.4	Parks and open spaces	15
5.5	Community assets.....	16
5.6	Leisure and culture	16
5.7	Investment properties	17
6.0	Key issues, gaps and future pressures	18
7.0	Critical success factors	20
8.0	Resource implications of the asset strategy	22
9.0	Performance management for assets	23
9.1	Performance measures	23
10.0	Organisational arrangements for assets	26
10.1	Roles and responsibilities.....	26
10.2	Governance and decision making	26

10.4	Relationships with key stakeholders.....	27
10.5	Data management	27
10.6	Capacity management.....	28
11.0	Strategic asset management plan review	29
	Contact details	29

1.0 Executive summary

The council owns a diverse range of assets that contribute to achieving our objectives as set out in the corporate plan. Our guiding principles are:

- a) asset objectives are aligned to Council policy and corporate plan objectives
- b) actions are taken in the best interests of the taxpayer
- c) efficiency and value for money are achieved, making the most of synergies between the council and other public sector organisations, taking account of the whole life of assets
- d) governance and management frameworks are proportionate and appropriate to the work and assessed levels of prevailing risk, and accountabilities and responsibilities for assets are clearly defined across the council
- e) we act as custodian of our heritage assets and the natural environment and we will act to adapt, maintain and protect both for the future
- f) construction, adaptation, operational management and disposal of property is undertaken sustainably
- g) continuous improvement is promoted through capturing, sharing and using experience and lessons learned
- h) professional standards, codes of ethics and codes of practice will be upheld at all times.

We proactively manage our assets to ensure they are fit for purpose and meet the changing needs of customers, councillors, staff and legislation. We also periodically review our entire asset base to make sure that we only keep assets that assist with delivering our corporate priorities. Assets that are surplus to requirements will be disposed of to reduce ongoing maintenance costs and to realise capital receipts that can be used to invest in assets that help us deliver our priorities.

As at 31st March 2022, the council had 120 'Operational Assets' plus 189 hectares of operational land (mainly parks and amenity land). These are the land and buildings that the council uses for service delivery purposes. In addition, the council has a range of 'Non-Operational Assets' including community assets, surplus assets and those held as investments, such as shops, offices and industrial units. The number of 'Non-Operational Assets' at 31st March 2022 was

169. The assets held as investments are forecast to generate an annual income in the region of £0.741 million in 2021/2022.

The content of this Strategic Asset Management Plan (SAMP) has been produced in accordance with the latest Guidelines on Property Asset Management 2nd edition issued by the Royal Institution of Chartered Surveyors (RICS).

2.0 Purpose of strategic asset management planning

There are three strands which together form the Strategic Asset Management Planning framework. These are detailed below and provide a clear statement of the purpose and performance levels expected from the property portfolio. The framework will have a medium term lifespan but will be reviewed, as required, as part of the Finance and Business Planning process.

1. **Property Strategy.** This is a business planning and communication summary which assesses the operational and financial contribution that property makes as a corporate resource. The strategy evaluates whether our property matches the aspirations of our corporate priorities and helps achieve our vision of *"East Herts: A place to grow"*
2. **Corporate Policy.** The policy is designed to make sure that the strategy is reflected in decisions made across the organisation. It sets out the 'rules of behaviour' for property related decision-making in order to deliver the strategy.
3. **Strategic Asset Management Plan.** The plan determines how each asset supports service delivery and corporate objectives. The plan sets out a strategy for each asset taking into account the operational, financial and physical contribution made. This will identify which assets are to be retained, used as community assets, redeveloped or earmarked for disposal.

2.1 Property strategy

This strategy considers how the assets held by the council can be considered as corporate resources used in the delivery of services. The assets must serve a purpose in the achievement of the council's aims and objectives and must be aligned to the council's priorities and Corporate Plan. The council primarily holds assets that are necessary to deliver corporate priorities and services and aims to do this in an efficient and effective manner. In addition to this the council holds assets for financial rather than service requirements with the focus on maximising financial return on investment.

The aims of the property strategy are to:

1. hold and use property, freehold or leasehold, that is necessary to maintain and support the delivery of corporate priorities and services or which has strategic significance in the regeneration of the district.
2. ensure that all assets are fit for purpose, sustainable and well-maintained.
3. ensure that the investment property portfolio is well managed and delivers an optimised return on investment for the council.
4. work with others in the public, voluntary and private sectors to make the most efficient and effective use of assets.

2.2 Sources of information:



2.3 Strategic asset management plan alignment with corporate policy

East Herts Council has a co-ordinated approach to strategic planning focused on the outcomes of each service which in turn deliver the corporate priorities agreed by Council underpinning the corporate vision. The finance and business planning framework integrates corporate, directorate and service planning over the course of the medium term financial plan. The annual review cycle of finance and business planning provides an opportunity to review the fit of the asset strategy in the overall direction of the council.

Service and crosscutting strategies have been developed for the delivery of East Herts Council services and the asset management strategy should be read in conjunction with the following documents:

- The Corporate Plan
- Medium Term Financial Plan
- Capital Strategy
- Sustainable Community Strategy 2009-2024
- East Herts District Plan 2018
- Health & Wellbeing Strategy 2019-23
- The Homeless & Homeless Prevention Strategy 2019 – 2024
- Disability Equality Strategy
- East Herts Housing Strategy 2022 - 2027
- Parks and Open Spaces Strategy 2020 – 2025
- Climate Change Strategy 2022 - 2026

Strategies and service plans are assessed to take into account any property requirements and ensure that any opportunities are understood, co-ordinated and planned for the benefit of services and to make the best use of assets.

3.0 The Council's goals, objectives and drivers

The Council's vision in the Corporate Plan is "East Herts: A place to grow". The vision is promoted, in partnership with the Local Strategic Partnership, through four priorities.

Our priorities and how we will deliver them:



Sustainability at the heart of everything we do

We will make changes to how the Council manages its own premises, people and services

We will use our regulatory powers to promote action by others

We will influence and encourage others to be more environmentally sustainable

Enabling our communities

We will invest in our places

We will ensure all voices in the community are heard

We will support our vulnerable residents

Encouraging economic growth

We will develop new sources of income

We will support businesses growth

We will create viable places

Digital by design

We will improve the customer experience for those who use Council services

We will work with partners to ensure our communities are digitally enabled

From a Strategic Asset Management Plan perspective each of the Council's assets are aligned with these priorities and outcomes. We want to ensure that our assets are operated in an efficient manner and take opportunities, where possible, to minimise our impact on the environment.

3.1 Key objectives

There are a number of key asset management priorities which influence the decisions taken in relation to the council's assets. These are:

- improving town centre sites and infrastructure through the use of our strategic land holdings, planning powers and in line with the District Plan.
- improving the sustainability of the council's assets and making them resilient to the challenges of climate change in line with the Climate Change Strategy 2022 - 2026
- modernising the council's assets and making the best use of design and information technology to reduce the amount of office space required to the minimum
- enabling public sector partners and the third sector to have access to appropriate assets, including co-location to enable asset disposals
- exploring opportunities to work with the public and private sector to deliver better public services and improve economic growth
- securing additional income streams for the council to continue to be financially sustainable

4.0 Financial context

4.1 Overall financial position of the council

As at 31 March 2022 the council had Property, Plant and Equipment worth £111.5 million classified as follows:

Asset Type	As at 31 March 2022 £ millions	
Land and Buildings	71.6	
Plant and Equipment	1.5	
Infrastructure	1.5	
Community Assets ¹	3.5	
Surplus Assets	2.4	
Assets Under Construction	30.5	111.5
Investment Properties ²		9.2
		<u>120.7</u>

Notes

- 1 This includes nine Heritage Assets valued at £1 each (in accordance with accounting guidance) as they are held by the council as custodian for future generations.
- 2 Investment Properties are held for capital appreciation or income generation. The current Investment Properties are forecast to generate net income of £0.741 million in 2021/22.

The council had usable reserves and balances of £26.5 million as at 31st March 2022.

4.2 Property, Plant and Equipment as at 31 March 2022

Cost or Valuation	Property, Plant and Equipment						
	Other Land & Buildings £000	Vehicles, Plant, Furniture & Equip. £000	Infrastructure £000	Community Assets £000	Surplus Assets £000	Assets Under Construction £000	Total Property, Plant & Equipment £000
2020/21							
As at 01/04/2020	77,673	20,381	8,540	3,056	2,571	5,740.00	117,961
Additions	2,768	197	20	328	3.00	25,003	28,319
Disposals	(29)	-	-	-	-	-	(29)
Reclassifications	0	-	-	-	0	-	0
Revaluations	(4,289)	-	-	-	(164)	0	(4,453)
Total as at 31/03/2021	76,123	20,578	8,560	3,384	2,410	30,743	141,798
2021/22							
As at 01/04/2021	76,123	20,578	8,560	3,384	2,410	30,743	141,798
Additions	655	151	-	231	-	23,864	24,901
Disposals	(2,742)	-	-	-	-	-	(2,742)
Reclassifications	23,734	-	-	-	-	(23,734)	0
Revaluations	6,452	-	-	-	6	-	6,458
Total as at 31/03/2022	104,222	20,729	8,560	3,615	2,416	30,873	170,415
Depreciation & Impairment							
2020/21							
As at 01/04/2020	30,899	18,230	6,545	91	0	0	55,765
Charge for Year	853	531	251	-	-	-	1,635
Acc depreciation w/o on revaluation	-	-	-	-	-	-	0
Disposals	-	-	-	-	-	-	0
Impairment (reversal) recognised in the service	-	-	-	-	-	-	0
Revaluations	-	-	-	-	-	-	0
Total as at 31/03/2021	31,752	18,761	6,796	91	0	0	57,400
2021/22							
As at 01/04/2021	31,752	18,761	6,796	91	0	0	57,400
Charge for Year	823	467	248	-	-	-	1,538
Acc depreciation w/o on revaluation	-	-	-	-	-	-	0
Disposals	-	-	-	-	-	-	0
Impairment (reversal) recognised in the service	-	-	-	-	-	-	0
Revaluations	-	-	-	-	-	-	0
Total as at 31/03/2022	32,575	19,228	7,044	91	0	0	58,938
Net Book Value							
Balance Sheet as at 31/03/21	44,371	1,817	1,764	3,293	2,410	30,743	84,398
Balance Sheet as at 31/03/22	71,647	1,501	1,516	3,524	2,416	30,873	111,477

4.3 Financial outlook

The Medium Term Financial Plan anticipates a reduction in the amount of funding received from central government throughout the period to 2026/27. The effects of a further round of austerity, inflation running at a 40 year high, rising interest rates and the substantial levels of borrowing incurred to fund the

major projects programme from 2019 onwards means that capital and revenue resources will be scarce. In this context of limited resources it is vital that assets deliver cost effective office and depot accommodation, maximise income and minimise cost and, if the asset is not in use for service provision and it is a net cost to the council, then it should be considered for disposal.

4.4 Financial context for asset decision making

The assets of the council are valued each year in order to be included in the Statement of Accounts. These valuations are subject to external audit each year, for which the council has received an unqualified opinion. In addition, the council has received a value for money conclusion from the external auditor confirming that proper arrangements are in place to secure economy, efficiency and effectiveness.

The full details of the capital programme can be found in the council's annual budget. The capital programme spend allocated to asset management priorities is shown below:

Capital Programme	2023/24 Original Budget £000	2024/25 Original Budget £000	2025/26 Original Budget £000	2026/27 Original Budget £000	2027/28 Original Budget £000
Land and Buildings	16,166	10,830	9,327	250	250
Vehicles and Equipment	612	1,360	450	450	450
Community Assets	1,630	133	50	50	50
Revenue Exp Funded as Capital Under Statute	323	308	308	308	308
TOTAL CAPITAL EXPENDITURE	18,731	12,631	10,135	1,058	1,058
FUNDED BY:					
Borrowing (Internal)	(368)				
Borrowing (External)	(12,564)	(4,100)	(9,577)	(500)	(500)
Capital Receipts	(3,160)	(5,140)	(250)	(250)	(250)
Capital Grants Applied	(2,276)	(83)			
Capital Expenditure Charged to a Revenue Account	(363)	(3,308)	(308)	(308)	(308)
TOTAL CAPITAL PROGRAMME FUNDING	(18,731)	(12,631)	(10,135)	(1,058)	(1,058)

5.0 Asset goals and ambitions

The goals and ambitions in terms of asset management will vary dependant on the type of asset. These are described in more detail in the following paragraphs.

5.1 Administrative offices

The goal is to offer an equally high standard environment for all council staff and visitors to work in and access services. These assets will be fully compliant with all relevant legislative requirements. Where feasible these assets will contribute to reducing the council's carbon footprint and energy consumption.

Wallfields: The council's main office building is used by all staff, with the vast majority of staff on blended working arrangements which require a minimum of 50% of contracted hours to be worked in the office. As a result of that blended working the amount of office space required by the council is much reduced and the conversion of the old building to meeting spaces provides the opportunity to market office space to potential tenants to reduce the council's running costs. Modernisation of the building layout and furniture has been largely achieved by re-using existing furniture and purchasing second hand furniture, such as lockers reducing financial costs and also environmental impact. The council has improved energy efficiency by using LED light panels and all lights operate with movement sensors so unoccupied spaces are not lit. We have implemented "hot desking" and staff are now required to book a workspace for when they are in the building. There is a need to continue to improve the design and furniture layout, so that modern ways of working practices can be implemented fully for all services, which should further reduce the number of workspaces the council requires in the future.

Charringtons: The Old River Lane project will result in the council giving vacant possession of this building for redevelopment. Customer Services will operate out of another Bishop's Stortford location once Charringtons is closed.

5.2 Depots

Buntingford Service Centre: The service centre is the council's depot for the council's waste, grounds maintenance and parking contractors. There is a small office provision for staff, enabling client officers to effectively manage their contractors. This building is leased from a private landlord with a lease expiring in 2026. A review of this property will need to be undertaken within this SAMP

period to ensure adequate time is available to explore future options for this building as well as provision of new facilities for fuel and battery charging.

5.3 Car Parks

Hertford – The Pandemic has changed demand for car parking with a reduction in demand for long stay parking but an increase in demand for short stay parking. Capital projects at Hertford Theatre and Hartham Leisure centre, once completed are likely to cause changes in demand for parking, particularly in the evenings. In order to address this the feasibility of the Wallfields office car park being made available to the public will be explored. The car park at Wallfields is available, free of charge, to businesses at weekends for the use of their staff but, despite promotion, use of the car park remains extremely low.

Ware – With the disposals of part of the car park in Mead Lane, for the new doctor's surgery, parking availability in the town has been reduced but there does not appear to be unmet demand.

Bishops Stortford – The completion of the Northgate End multi storey car park provides replacement parking for the Charringtons and Causeway car parks which the council's Development Management Committee required to be closed as a condition for opening Northgate End. Changes in demand for parking post pandemic presents an opportunity to concentrate parking in Northgate End thus freeing up surface car parking sites for potential redevelopment.

Provision across the district of public electric vehicle (EV) charging points will be increased, subject to the council working with commercial EV charging operators on a no cost to the council basis.

5.4 Parks and open spaces

Parks and open spaces are generally provided by the parish councils in rural areas, but the council has a substantial portfolio of parks, open spaces and playgrounds across the district. This situation gives rise to what is known as "double taxation" because the council taxpayers in some rural areas are paying for parks and open spaces for other areas in their district council tax and then being taxed again by their parish council for parks and open spaces in their own parish. Where double taxation is identified the council must consider either transferring the assets to the relevant Parish Council or levying a Special Expense on the parish council areas or to acknowledge and accept the double taxation.

5.5 Community assets

These assets utilise Council land and buildings to deliver benefits to the community through Voluntary and Community Services (VCS) organisations. These assets are subject to leases which are subsidised by the Council to realise the benefits for the community provided by VCS organisations. The community lettings policy will be reviewed to ensure it remains fit for purpose and to ensure fairness to the taxpayer.

Community Centres: The aim is to facilitate the local community running and managing their community centres, on the basis of a full repairing lease. The council will continue to monitor the performance of these organisations to assist and ensure that these assets are available for the use of all the community. If any new centres are constructed through the planning process, then they will be transferred to the town and parish councils or community interest companies. Where existing centres revert back to the council, as freeholder, the council will work with the local community to establish the best custodian to take the management of these assets on the basis of a full repairing lease. The council directly provides community centres in Ware, Bishop's Stortford and Hertford. The council has sold two community centres to Bishop's Stortford Town Council with an option to purchase the remaining one.

Sports and Social Centres: The aim and objective is to support the community and local clubs and organisations that encourage, physically active, educational and social interaction in the community. These clubs have been given discounted rent payments under the community lettings policy. The community lettings policy will be reviewed to ensure it remains fit for purpose and to ensure fairness to the taxpayer.

5.6 Leisure and culture

The council aims to continue to run leisure, culture and sports centres across the district. Grange Paddocks has a brand new £29 million leisure centre which opened in autumn 2021. Hartham leisure centre is being refurbished and extended. Hertford Theatre is being improved and a new arts centre at Old River Lane is part of the development agreement for the renewal of Old River Lane.

5.7 Investment properties

These assets are held in order to generate a return on investment for the council. The assets make a significant contribution to the ongoing financing of council services, ensuring the financial sustainability of the council as government funding reduces. These assets are subject to a review process to ensure that the return on investment is maximised and opportunities for development are actively explored to secure these returns in the medium to long term. Where opportunities to acquire further investment properties occur, these will be explored, subject to the relevant due diligence processes.

6.0 Key issues, gaps and future pressures

This section highlights the key issues, gaps in asset provision and opportunities for change and improvement that have been highlighted in Service Plans through the Finance and Business Planning process.

The identified issues and gaps include:

- Establish a Corporate Assets Group (CAG) so key officers can discuss operational property uses, requirements and projects. The previous officer working group has not met for many years, leaving a void and missing opportunities to communicate and share information on individual properties. The Corporate Assets Group will also be tasked with reviewing all the council's assets on a rolling basis.
- Establish an Assets Member Reference Group (AMRG), chaired by the Executive Member for Financial Sustainability, to give a wider Member view on the asset review process.
- As a priority all assets need to be placed onto the Estates module on IDOX and a three-way reconciliation to the Balance Sheet and the Property Terrier undertaken. The IDOX system will also, over time, hold condition survey information, grounds maintenance bill of quantities, component replacement schedules, planned and reactive maintenance records and insurance valuations and data. The IDOX system will become the master property record and the single repository of all key information on assets which at present is held in spreadsheets and legacy systems across the council.
- There is a need for Service Teams to take more responsibility for asset related issues, particularly health & safety. The Property Service will become more strategically focused and will be the gateway for all capital and change projects and control what projects are recommended to be included in the capital programme.
- Old River Lane, Bishop's Stortford: This project is ongoing and will be a major focus during the next five years. Land assembly and master planning continues with the development partner.
- Buntingford Service Centre - this operational depot is leased and the lease ends in 2026. A formal review will be required towards the end of this SAMP period to decide if the depot should remain in this location and

whether the partnership with North Herts will require capacity at this location.

- There is a continued need to understand the asset management strategies of partner organisations to identify opportunities to make best use of public sector assets (e.g. Hertfordshire County Council, Hertfordshire Police etc.). EHDC are an active member of the Herts Property Partnership (HPP). Officers are able to share information, resources, best practice and work collaboratively across central and local government bodies.
- We need to review all of our assets to ensure they are held to deliver the council's priorities. Assets are listed in Annex A.

In order to progress the aims of the Strategic Asset Management Plan it will be necessary to establish a rolling review of our assets. The review may include the acquisition and disposal of assets to ensure that the overall asset portfolio is fit for purpose for present needs but also taking into account the future direction of travel of service provision.

7.0 Critical success factors

The Council's key improvement priorities are detailed below and are the primary way in which we demonstrate that our asset portfolio is contributing to the corporate priorities of the Council over the period of the Medium Term Financial Plan (2023/24 – 2027/28).

Key Improvement Priorities	Service Outcomes	Key Milestones	Timescales	Corporate Priority
Establish a Corporate Assets Group (CAG)	Enable services to feed operational property changes, plans, requirements and projects to the CAG CAG to review assets and recommend acquisitions, improvements and disposals	Establish terms of reference for the CAG. Hold CAG meetings in: Jan, Mar, May, Jul, Sep, Nov, to fit with the preparation of the capital programme	Jan 2023 Mar 2023 onwards	All
Establish the Assets Member Reference Group (AMRG),	Provide wider Member views of the asset review process to inform decisions by the Executive	Agree terms of reference for the Assets Member Reference Group (AMRG). AMRG meetings to be look at asset review recommendations	Mar 2023 May 2023 onwards	All
Corporate Plan Objectives SEED action points	Energy efficiency	Undertake Energy Audits of corporate Buildings and maintain register/record as a baseline for future energy efficiency measures Possible bid for Public Sector Decarbonisation Scheme subject to confirmation the council will remain at Wallfields	Procure by May 2023 Decision on future office location dependent	All
Influencing and generating the development of our Towns	Using our strategic land holdings, planning powers and vision to influence the development of our town centres	Planning permission and development agreement likely to be forthcoming for Old River Lane Bishop's Stortford	October 2023	All
Reviewing and rationalising our assets	Reviewing all assets with a view to rationalising assets and realising capital receipts to reduce borrowing costs	CAG will seek to review the asset base of the council on a rolling basis	May 2023 onwards	All
Working with Services to deliver the capital projects	Hertford Theatre, Grange Paddocks, and Hartham Leisure Centres and The Old River Lane Project.	Completion of all projects on time, in budget within the SAMP period	Ongoing, until 2025/26	All

Key Improvement Priorities	Service Outcomes	Key Milestones	Timescales	Corporate Priority
Transforming East Herts	Either: reduced office space used by EHC with tenant(s) occupying space under lease; or Manage the process of moving to new office premises and sale of the Wallfields building	Decision on future office location dependent	Decision on future office location dependent	All
Climate Change	Ensuring that we adapt our property portfolio to deal with the effects of climate change, particularly prolonged hot weather and the risk of flooding from very intense rainfall.	Adaption strategy for the office building is dependent on future office location. Risk assess property portfolio for effects of climate change Adaption plans for top 10% by risk Capital Programme adaption works budget	2024/25 2024/25 2025/26	Sustainability

8.0 Resource implications of the asset strategy

The future contribution of the asset portfolio to provide capital receipts is essential in order to reduce the forecast revenue costs of borrowing. Where the council holds assets which are not strategically important, disposal may be considered as one option amongst others. Disposal will only take place after an asset has been considered surplus through the use of the methodology included in Annex B. The disposal list will be regularly reviewed by the CAG.

Where council owned assets are utilised for the benefit of the community, this is done in accordance with the community lettings policy. As this policy has not been reviewed in the last five years it is proposed that this is reviewed to ensure that it remains fit for purpose and to ensure fairness to the taxpayer.

Investment properties are held by the council as a class of investment and provide limited operational benefit for the council other than as a source of income. Some miscellaneous properties are held by the Council as residues of ownership and are held to help manage land uses in some areas.

9.0 Performance management for assets

The council has a responsibility to ensure that assets are fit for purpose, provide value for money and are still required by the organisation. In preparing the SAMP the council is able to assess whether it has the right assets and plan how assets are managed throughout the year.

The Strategic Asset Management Plan is approved by Full Council. The CAG, the Leadership Team, the AMRG, the Audit and Governance Committee and the Executive each have the opportunity to shape the plan before Full Council makes a decision.

9.1 Performance measures

The performance of the council is assessed in a variety of ways, including through the performance and budget monitoring reports.

Monitoring of the Capital Programme is carried out by Audit and Governance Committee and the Executive. The performance of the asset portfolio and all actions agreed through the asset review process is carried out by the Executive Member for Financial Sustainability, The Head of Strategic Finance and Property and the CAG.

Any decision to dispose of an asset or a key decision in relation to a property asset is formally approved by the Executive. The AMRG provide a wider Member view on the recommendations for disposal.

The revenue budget for the repair and maintenance of assets is programmed to allow for regular maintenance and survey work to take place for all assets. Capital bids are recommended by the CAG for works involving replacement or enhancement of operational assets.

Maintenance programmes are kept under review to respond to changing priorities and needs. A recent survey has been undertaken on Wallfields to assess maintenance requirements. Further condition surveys are required for all assets, to be recoded on the Uniform/IDOX system and a maintenance plan for each asset established and monitored to mitigate the council's exposure to risk. Stakeholder consultation and user satisfaction surveys are considered as part of the continuous performance review of operational buildings.

Once we have all the council's assets on the Uniform/IDOX system we will develop performance indicators for the assets in line with best practice. These will be along the lines of the following:

PPI 1 Condition & Required Maintenance Indicators

% of gross internal floor area (GIA) in condition categories A to D

Required maintenance in priority levels 1 to 3

Required maintenance expressed as a % in priority levels 1 to 3

Total required maintenance

Required maintenance per m2 of GIA

Annual change in required maintenance

Total annual maintenance spend

Total annual maintenance spend per m2

Ratio of spend on planned and responsive maintenance

PPI 2 Environmental Indicators

Annual energy costs and consumption per m2 GIA

Annual water costs and consumption per m2 GIA

Annual CO2 emissions per m2 GIA

Overall organisational CO2 emissions

PPI 3 Property Suitability Indicators

% of properties graded as 'good' or 'satisfactory'

PPI 4 Sufficiency, Capacity & Utilisation Indicators

Average office floor space per FTE staff member

Annual property costs per workstation

Annual workstation utilisation

PPI 5 Property Costs Indicators

Gross property costs as a % of gross revenue budget

Gross property costs per m2 GIA

Project Time & Cost Predictability Indicators

Project time predictability

Project cost predictability

10.0 Organisational arrangements for assets

10.1 Roles and responsibilities

The role of Corporate Property Officer is undertaken by the Head of Strategic Finance and Property Services, supported by the Corporate Property Services Manager ensuring consideration of the key strategic areas documented within the asset management plan.

The Head of Strategic Finance and Property Service is a member of the Leadership Team and is responsible for advising the Portfolio Holder for Financial Sustainability and the Executive on asset strategy matters.

The Corporate Property Service Manager reports to the Head of Strategic Finance and Property and manages the Property, Assets & Estates and Facilities Management teams.

The Assets and Estates Manager carries out the day-to-day role of property management, acquisition and disposal reporting to the Corporate Property Services Manager. Maintenance and improvement programmes are managed by the Property Manager also reporting to the Corporate Property Services Manager

10.2 Governance and decision making

New capital schemes will be considered at CAG and recommended to Leadership Team. Leadership team will recommend the overall capital programme to the Executive. Member briefings for the Executive Member for Financial Sustainability and the Executive Members for the relevant services prior to a report being submitted to Executive. The Executive consider all proposals for investment in assets and disposals.

The CAG will meet every 2 months, or as required, to discuss strategic asset management and the overall capital programme. The group will be chaired by the Head of Strategic Finance and Property and attended by nominated service representatives. The group will lead on the development of the future requirements of the capital programme, appraise capital business cases and ensure the Strategic Asset Management Plan is in line with corporate and service objectives. The group will also evaluate all assets over a set time period so that assets no longer required are listed for disposal prior to submission to the Executive.

The Strategic Asset Management Plan is recommended by the CAG to the Leadership Team who, after deliberation, will recommend it to the Executive and Council. Progress is subject to scrutiny by Audit and Governance Committee.

The diagram below shows the levels of approval in the Asset Management process.



10.4 Relationships with key stakeholders

The the role of the CAG is to provide a forum to facilitate an effective dialogue on asset management issues within the council and our partners. The AMRG ensures that the needs of the local community are adequately considered in formulating asset management plans.

The council undertakes a resident’s survey seeking views on the services delivered by the council. The outcomes of the survey inform the development of policy and priorities. The council is keen to engage with the local community and consultation with the community will take place formally on individual issues where appropriate.

The council has a number of key partners who work together on strategic asset management issues (e.g. neighbouring District Councils, Herts County Council, Herts Police, East and North Herts NHS Trust).

10.5 Data management

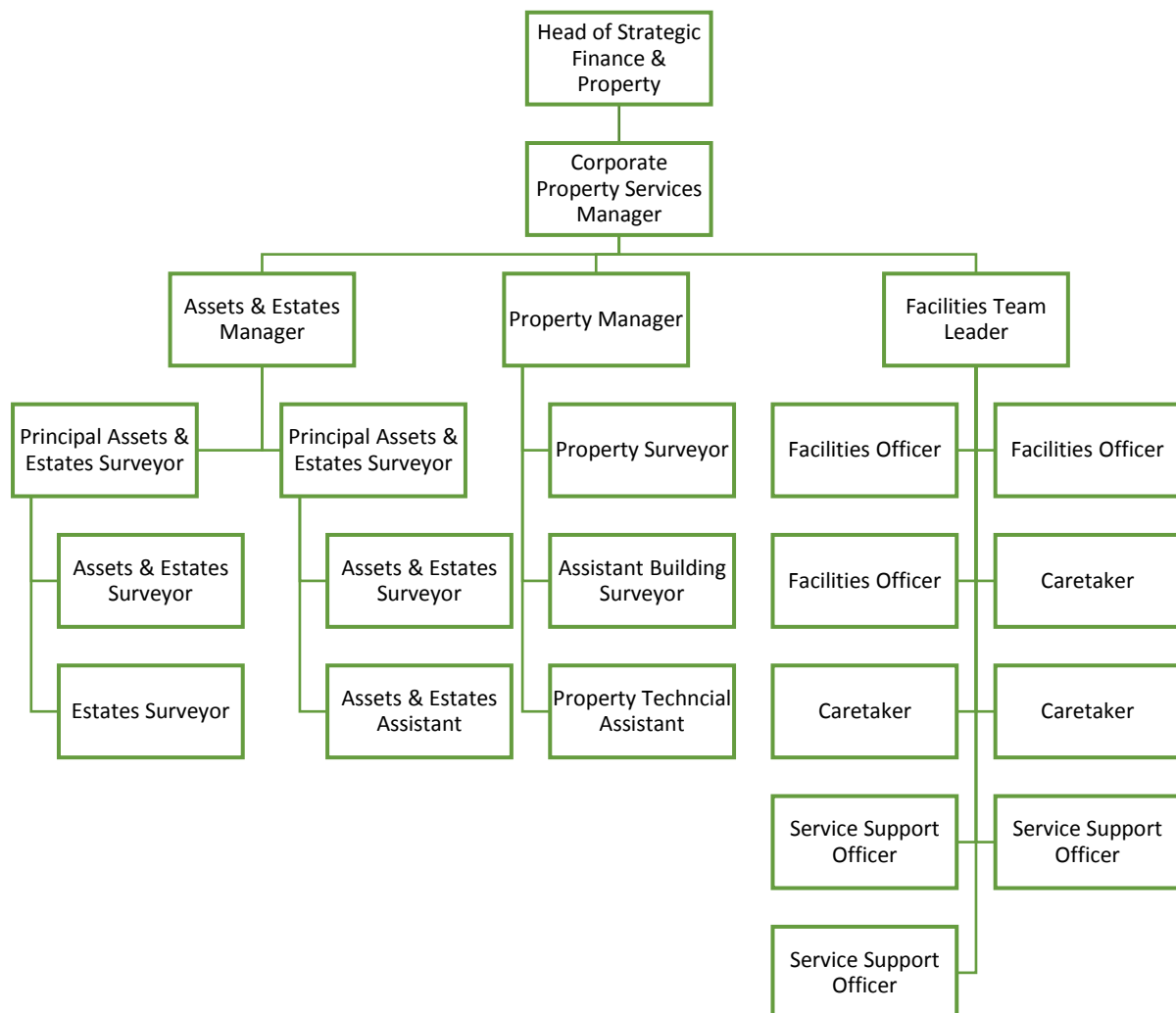
The use of the property terrier and part use of the asset register, maintained on the Uniform/IDOX asset system, as well as freehold and leasehold and grounds maintenance mapping layers on Map Info and a number of spreadsheets means there is “no single version of the truth” for asset information being available. Compiling the information in Annex A involves a lot of manual data collation and checking. In order to provide enhanced reporting functionality and synergy with other systems across the council, the Uniform/IDOX system will be fully implemented so that it is the single source for information relating to all council assets, including planned and reactive maintenance information, valuations, insurance, etc.

Key risk based maintenance works (e.g. Legionella testing) are held within the Compliance 365 system. This allows officers to identify outstanding issues via a traffic light system for key risk maintenance items.

10.6 Capacity management

Asset management is largely undertaken by the Assets and Estates team within Strategic Finance, supported by the Facilities and Property Teams. The in-house resources are supplemented as appropriate by the appointment of specialist external consultants.

The Structure of the team is shown in the diagram below:



11.0 Strategic asset management plan review

The success of the strategic asset management plan is measured by the reaction of customers to service delivery and on the bottom line operating costs. Reviews against pre-agreed performance metrics will take place regularly and recommendations made about changes to enhance service delivery to customers as well as improvements in property asset efficiency.

Investment properties will be reviewed over the period of the strategic asset management plan to safeguard the return on investment for the council.

Opportunities to acquire or dispose of investment properties is limited by rules which prohibit Public Works Loans Board borrowing for income generation.

The strategic asset management plan will be subject to review.

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Asset Ref	Asset Classification	Asset Description	SEED Priority	Reason for holding	State	Site area	GIA	Comments	Income	Valuation	Val Basis	Balance Sheet
32	Allotments - Bishop's Stortford	Allotments	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A		N/A				£1 Hist Cost	Community Assets
833	Allotments - Bishop's Stortford	Allotment & amenity Land London Road	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	0.6 acres	N/A	Allotments managed by Town Council remainder tree maintained on Woodland Management Programme			£1 Hist Cost	Community Assets
578	Allotments - Bishop's Stortford	Allotments and Open space, Piggott's Way	1 & 2	Provide land for recreational, educational and amenity purposes	N/A	3.8 acres	N/A	Part managed by allotment holders playground on maintenance contract			£1 Hist Cost	Community Assets
200	Allotments - Hertford	Allotments, West Street	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	2.2 acres	N/A	Area of allotments and woodland maintained on Grounds Maintenance Contract and Woodland Management Programme			£1 Hist Cost	Community Assets
586	Allotments - Hertford	Allotments at Norwood Close	1 & 2	Provides amenity land	N/A	0.57 acres	N/A	Managed on Grounds Maintenance Contract			£1 Hist Cost	Community Assets
766	Allotments - Rural	Allotments r/o 6-9 Ford Field, Little Hadham	1 & 2	Residue of ownership. Provide green open spaces for recreational and amenity purposes	N/A	0.36 acres	N/A	Managed by Parish Council and allotment holders			£1 Hist Cost	Community Assets
318	Allotments - Ware	Allotments		Provides green amenity space.				Allotments			£1 Hist Cost	Community Assets
	Closed Churchyard	Closed Church Yard, Holy Trinity Church Hertford Heath	2	Burial Act 1855 places statutory duty on council to maintain	N/A	N/A	N/A	Churchyard remains property of Church but Council under duty to maintain and repair the closed churchyard			£0 Not Council property	
	Closed Churchyard	Closed Church Yard, St Dunstons Church, Hunsdon	2	Burial Act 1855 places statutory duty on council to maintain	N/A	N/A	N/A	Churchyard remains property of Church but Council under duty to maintain and repair the closed churchyard			£0 Not Council property	
822	Closed Churchyard	Graveyard Froghall lane Walkern	1 & 2	Burial Act 1855 places statutory duty on council to maintain	N/A	0.09 acres	N/A	Duty to maintain and repair churchyard including safety of monuments			£1 Hist Cost	Community Assets
572	Commercial Property	Land at Copperbeach Villiers, The Thorley Centre, Bishop's Stortford	3	Held for strategic reasons to influence development of Thorley	N/A	0.24 acres	N/A	Land for local shopping and children's nursery. Good investment performing well		£142,500	EUV	Other Land & Buildings
199	Commercial Property	Land, Warehams Lane, Hertford - industrial land	3	Potentially surplus viability tested periodically	N/A	0.35 acres	N/A	Industrial storage land. Good investment currently performing well	£26,000	£380,000	EUV	Other Land & Buildings
188	Commercial Property	Land at The Golden Griffin, Hertford	3	Potentially surplus - possible marriage value scenario in future	N/A	0.6 acres	N/A	Ground lease for public house. Very secure low rent tied into long lease	£275	£5,200	EUV	Other Land & Buildings
221	Commercial Property	Doctors Surgery, Bell Street, Sawbridgeworth	3	Part of larger ownership	N/A	0.23 acres	N/A	Land for doctors surgery. Good investment currently performing well but under review for possible expansion of premises	£8,370	£159,000	EUV	Other Land & Buildings
260	Commercial Property	Church St Car Park, Ware	3	Strategic value	N/A	0.8 acres	N/A	Shoppers car park. Good investment performing well		£747,300	EUV	Other Land & Buildings
509	Commercial Property	Warrenwood Industrial Estate, Stapleford - 7 plots of industrial land	3	Potentially surplus viability tested periodically	N/A	4.2 acres	N/A	Industrial estate divided into 7 ground leases. Good investment currently performing well	£81,000	£1,768,900	EUV	Other Land & Buildings
25	Commercial Property	39 - 51 Elizabeth Road, Bishop's Stortford	1 & 3	Provision of local services	Poor	0.45 acres	660 sqm	Parade of 7 shops & 3 flats above. Planning application submitted for 9 flats, 1 town house to and shops to re place current building. Was not possible to remodel and extend current building as foundations too shallow.	£45,050	£625,000	EUV	Other Land & Buildings
204	Commercial Property	17 - 19 Crouchfield, Hertford	1 & 3	Provision of local services	Satisfactory	0.18 acres	340 sqm	(to 2 shops and 2 flats above. Reasonable investment currently performing well.	£14,400	£153,300	EUV	Other Land & Buildings
206	Commercial Property	2 - 34 Fleming Crescent, Hertford	1 & 3	Provision of local services	Good	0.31 acres	575 sqm	(to Good parade of 8 shops, community office, 1 flat and stores performing well and providing good service	£90,300	£1,169,500	EUV	Other Land & Buildings
207	Commercial Property	1 - 5 Birdie Way, Hertford	1 & 3	Provision of local services	Satisfactory	0.06 acres	460 sqm	(to 1 shop and 2 flats above. Reasonable investment periodic review	£12,500	£213,800	EUV	Other Land & Buildings
299	Commercial Property	111 - 125 Cromwell Road, Ware	1 & 3	Provision of local services	Satisfactory	0.19 acres	372 sqm	(to Parade of 3 shops one shop marginal kept on periodic review.	£15,712	£197,200	EUV	Other Land & Buildings
416	Commercial Property	19 Birch Green	1 & 3	Provision of local services	Satisfactory	0.04 acres	75 sqm	Shop within housing block. Marginal investment will be reviewed when leases terminates	£3,500	£37,800	EUV	Other Land & Buildings
558	Commercial Property	21 Bullfields, Sawbridgeworth	1 & 3	Provision of local services	Satisfactory	0.07 acres	88 sqm	Shop, flat and garage. SOLD subject to contract to current tenant	£12,500	£148,400	EUV	Other Land & Buildings
99	Commercial Property	Vale House, Hertford	1 & 3	Supports health and wellbeing objective.	Currently being refurbished	0.32 acres	530 sqm	New lease granted Jan 2015 for addiction centre	£30,000	£259,100	EUV	Other Land & Buildings

Asset Ref	Asset Classification	Asset Description	SEED Priority	Reason for holding	State	Site area	GIA	Comments	Income	Valuation	Val Basis	Balance Sheet
608	Commercial Property	Stable Block (Courtyard Arts), Port Vale, Hertford	1 & 3	Supported service	Good	0.05 acres	155 sqm	Arts Centre and venue. Lease under discussion with Tenant	£5,000	£75,900 EUV		Other Land & Buildings
186	Commercial Property	Pinders Lodge, Hartham Common, Hertford	1 & 3	Part of larger ownership	Good	0.18 acres	200 sqm	Children's nursery adj to larger ownership. Good investment currently performing well	£50,000	£599,900 EUV		Other Land & Buildings
196	Commercial Property	Maidenhead Yard, Hertford	1 & 3	Strategic value	N/A	0.18 acres	N/A	Let on long ground lease for private parking in conjunction with new development	£11,400	£154,700 EUV		Other Land & Buildings
245	Commercial Property	1 The Maltings, New Road, Ware (Southern Maltings)	1 & 3	Residue of larger ownership	Fair	0.38 acres	620 sqm	Former maltings which is let to a community group as an arts centre. Community Group cannot meet lease and loan repayments. Deferral of lease for 1 year but prospect of lease payments being met is low. Requires review	£35,000	£251,700 EUV		Other Land & Buildings
585	Community Lettings	Land for Scout Hut, Heathrow, Bishop's Stortford	1 & 2	Residue of ownership provides community facility	N/A	0.3 acres	N/A	Community facility on ground lease		£470 EUV		Other Land & Buildings
21	Community Lettings	Scout building, Thorley Lane, Bishop's Stortford	1 & 2	Currently providing community facility due for review at end of lease in 2015	Satisfactory	0.25 acres	N/A	Community facility to be reviewed towards end of lease (2016) to fulfil potential	£275	£150,000 EUV		Other Land & Buildings
568	Community Lettings	ATC Hut, Waytemore Road, Bishop's Stortford	1 & 2	Residue of ownership provides community facility	N/A	0.11 acres	N/A	Community facility on ground lease	£150	£2,947 EUV		Other Land & Buildings
40	Community Lettings	Parsonage Community Hall Parsonage Lane, Bishop's Stortford	1 & 2	Community facility within open space	N/A	0.31 acres	N/A	Community facility on long ground lease on open space		£1 Hist Cost		Community Assets
572	Community Lettings	Thorley Manor Residents Ass, Friedberg Avenue, Bishop's Stortford	1 & 2	Community facility adj open space	N/A	0.90 acres	N/A	Community facility on long ground lease adj to open space	£9,000	£1 Hist Cost		Community Assets
570	Community Lettings	Bishop's Stortford Community Football Club, Friedberg Avenue, Thorley	1 & 2	Community facility within open space	Satisfactory	5.4 acres (cl 140 sqm)		Football changing rooms with shared use of open space for pitches.		£1 Hist Cost		Community Assets
182	Community Lettings	Bowling Green & Pavilion, Pegs Lane, Hertford	1 & 2	Part of larger ownership providing community facility	Good	0.4 acres	120 sqm	Club facility with public use reserved adj to Wallfields Council offices - Lease extended until 2017	£1,450	£89,140 Hist Cost		Community Assets
97	Community Lettings	Sele Farm Bowling Club, Hartham Common, Hertford	1 & 2	Community facility within open space	Good	0.6 acres (cl 50 sqm)		Small club building on public open space - under review	£50	£1 Hist Cost		Community Assets
97	Community Lettings	Tennis Club, Hartham Common, Hertford	1 & 2	Community facility within open space	Satisfactory	0.9 acres	45 sqm	Club facility on public open space	£500	£1 Hist Cost		Community Assets
97	Community Lettings	Canoe Club, Hartham Common Hertford	1 & 2	Community facility within open space	Satisfactory	0.04 acres	100 sqm	Club facility on public open space	£575	£1 Hist Cost		Community Assets
202	Community Lettings	Land for Scout Hut, Watermill Lane, Hertford	1 & 2	Community facility adj to open space	N/A	0.25 acres	N/A	Community facility adj. to public open space - site under review	£2,000	£1 Hist Cost		Community Assets
792	Community Lettings	Scouts at Keynton Court, Hertford	1 & 2	Residue of ownership provides community facility	N/A	0.17 acres	N/A	Community facility in housing estate - asset recently reviewed new lease to be granted.	£700	£1 Hist Cost		Community Assets
894	Community Lettings	WRVS, Baker Street, Hertford	1 & 2	Residue of ownership provides community facility	N/A	0.4 acres	N/A	Long ground lease for community service	£110	£1 Hist Cost		Community Assets
893	Community Lettings	Red Cross, Baker Street, Hertford	1 & 2	Residue of ownership provides community facility	N/A	0.13 acres	N/A	Long ground lease for community service	£350	£1 Hist Cost		Community Assets
208	Community Lettings	Hertford Football Club, West Street, Hertford	1 & 2	Community facility adj public amenity area	N/A	7.5 acres	N/A	Long ground lease granted 2014 for football and ancillary use	£400	£17,500 Hist Cost		Community Assets
349	Community Lettings	Bowling Club, Brookfield, Aston	1 & 2	Residue of ownership provides community facility	N/A	0.32 acres	N/A	Community use on ground lease		£14,249 Hist Cost		Community Assets
504	Community Lettings	Open space r/o High Street, Stanstead Abbots	1 & 2	Residue of ownership provides community facility	N/A	0.80 acres	N/A	Leased to Parish council as play and recreation area		£800 Hist Cost		Community Assets
864	Community Lettings	Scout and TA Huts, Broadmeads Ware	1 & 2	Residue of ownership provides community facility	N/A	0.7 acres	N/A	Community facilities under review to rationalise use of site	£2,700	£61,705 Hist Cost		Community Assets
314	Community Lettings	Scout hut Lower Bourne Gardens, Ware	1 & 2	Community facility adj to open space	N/A	0.3 acres	N/A	Community facility site adjacent to public open space	£200	£2,001 Hist Cost		Community Assets
309	Community Lettings	Bowling pavilion, The Priory, Ware	1 & 2	Community facility	Good	1.82 acres	100 sqm	Club facility with public use reserved	£2,500	£129,963 Hist Cost		Community Assets

Asset Ref	Asset Classification	Asset Description	SEED Priority	Reason for holding	State	Site area	GIA	Comments	Income	Valuation	Val Basis	Balance Sheet
252	Community Lettings	82 Park Road, Ware	1 & 2	Acquired after rationalising nearby ownerships to accommodate community facility	Good	0.14 acres	147 sqm	Community facility leased to Orchard Pre-School	£4,000	£9,500	Hist Cost	Community Assets
916	Community Lettings	Land for Scout Building, Reedings Way, Sawbridgeworth	1 & 2	Residue of ownership provides community facility	N/A	0.45 acres	N/A	New ground lease for provision of scout building	£400	£4,000	Hist Cost	Community Assets
541	Community Lettings	Land at Kingham Road, Babbs Green	1 & 2	Residue of ownership provides community facility	N/A	9 acres	N/A	Due to be leased to Parish Council as Play area		£10	Hist Cost	Community Assets
439	Community Lettings	Land at Tanners Way, Hunsdon	1 & 2	Residue of ownership provides community facility	N/A	2.2 acres	N/A	Leased to Parish council as play and recreation area	£50	£1	Hist Cost	Community Assets
	Community Lettings	Land for Scout Building, Mount Pleasant, Hertford Heath	1 & 2	Community facility adjacent to amenity woodland	N/A	0.46 acres	N/A	Lease to scout group	£200	£1	Hist Cost	Community Assets
824	Community Lettings	Land off Munden Road, Dane End		Residue of ownership provides community facility				Leased to Great Munden Memorial Hall	£75	£1	Hist Cost	Community Assets
176	Cultural and Community Facilities	Hertford Theatre, The Wash, Hertford	1,2 & 3	Provides leisure, community and cultural facilities	Good	0.6 acres		Undergoing reconstruction - value shown is land plus retained main building structure		£1,840,900	DRC	Other Land & Buildings
879	Cultural and Community Facilities	Havers Community Centre, Waytemore Road, Bishop's Stortford	1,2 & 3	Provides community facilities	Good	0.35 acres	280 sqm	Community hall within housing estate leased to Town Council led Community Trust		£890,445	DRC	Other Land & Buildings
310	Cultural and Community Facilities	Drill hall, Amwell End, Ware	1,2 & 3	Provides community facilities	Good	0.27 acres	900 sqm	Function hall within town centre leased to Community Trust		£991,850	DRC	Other Land & Buildings
100	Cultural and Community Facilities	Pinehurst Community Centre, Birdie Way, Hertford	1,2 & 3	Provides community facilities	Good	0.04 acres	128 sqm	Community hall to be reviewed as part of larger ownership		£340,748	DRC	Other Land & Buildings
839	Cultural and Community Facilities	St.Michaels Mead Community Centre, Bishop's Stortford	1,2 & 3	Provides community facilities	Good	0.24 acres	400 sqm	Community hall leased to Town Council led Community Trust		£1,269,820	DRC	Other Land & Buildings
177	Cultural and Community Facilities	Hornsmill Community Centre, Cecil Road, Hertford	1,2 & 3	Provides community facilities	Good	0.1 acres	190 sqm	Community hall leased to residents association		£598,637	DRC	Other Land & Buildings
660	Cultural and Community Facilities	Sele Farm Community Centre, Hertford	1,2 & 3	Provides community facilities	Good	0.6 acres	210 sqm	Community hall leased to trustees		£915,553	DRC	Other Land & Buildings
	Heritage Assets	Chainsaw sculpture Pishiobury Park Sawbridgeworth	1,2 & 3	Heritage				Held in trust for future generations		£5,000	Hist Cost	Heritage Assets
	Heritage Assets	Castle walls Hertford	1,2 & 3	Heritage				Held in trust for future generations		£1	Hist Cost	Heritage Assets
	Heritage Assets	Church remains Hertford	1,2 & 3	Heritage				Held in trust for future generations		£1	Hist Cost	Heritage Assets
	Heritage Assets	Community land B/S Obelisk	1,2 & 3	Heritage				Held in trust for future generations		£1	Hist Cost	Heritage Assets
	Heritage Assets	Evolution sculpture at Hartham Common	1,2 & 3	Heritage				Held in trust for future generations		£9,000	Hist Cost	Heritage Assets
918	Hostels & Temporary Accomodation	Cedar Cottage, Thele Avenue, Stanstead Abbots	1 & 2	Provides temporary housing for vulnerable	Good	0.6 acres	45 sqm	House used as additional hostel accommodation		£898,100	DRC	Other Land & Buildings
	Hostels & Temporary Accomodation	Rectory Hall	1 & 2	Provides temporary housing	Good			Large house converted to provide self contained flats for homelessness provision needs		£1,162,300	DRC	Other Land & Buildings
571	Hostels & Temporary Accomodation	Hillcrest Hostel, Spellbrook	1 & 2	Provides temporary housing for vulnerable	Good	1.15 acres	500 sqm	Large house converted to provide self contained flats for homelessness provision needs		£910,500	DRC	Other Land & Buildings
	Hostels & Temporary Accomodation	Queens Road, Ware	1 & 2	Provides temporary housing	Poor			Currently property is stripped back to superstructure pending conversion to 2 self contained flats		£365,917	DRC	Other Land & Buildings
573	Housing GF	Bungalow, Castle Gardens, Bishop's Stortford	1 & 3	Part of larger ownership former employee accommodation	Good	0.16 acres	90 sqm	Bungalow secure residential tenancy rents reviewed annually in line with housing association rents		£79,100	EUV-SH	Other Land & Buildings
611	Housing GF	6 Water Lane, Hertford Castle and Waterlane House	1 & 3	Adj Castle grounds - former employee accommodation and residue of operational asset.	Good	0.06 acres	255 sqm	Managed by Millstream Ltd on behalf of the council	£12,000	£205,800	FV	Surplus Assets

Asset Ref	Asset Classification	Asset Description	SEED Priority	Reason for holding	State	Site area	GIA	Comments	Income	Valuation	Val Basis	Balance Sheet
35	Investment Property	Jackson Square, Bishop's Stortford - shoppers multi-storey car park	3	Income and capital appreciation	Good	4 acres	N/A	Covered shopping centre. Good investment currently performing well. Rent shown is the ground rent as the council owns the freehold	£200,000	£3,333,300	FV	Investment Properties
22	Investment Property	Land for Shoppers Car Park Old River Lane	3	Revenue Income	Good	1.06 acres	N/A	Good investment acquired as part of Old River Lane Site. Discussions under way with Tenant to consider future options	£148,300	£2,966,000	FV	Investment Properties
928	Investment Property	Charrington's House, the Causeway, Bishop's Stortford		Provide revenue income for Council and part of larger land use in Town Centre	Poor	0.7 acres	3,700 sqm	Offices have been largely vacated ready for handover as part of land assembly. Key elements of the building need replacing including water pipes, lifts (machinery as well as cars)	£360,000	£1,115,600	FV	Investment Properties
	Investment Property	14 - 16 Water Lane (Previously known as the Lemon Tree)		Land Assembly Old River Lane. Let as restaurant	Fair			Defaulted on lease payments, repossession and money order being sort from court.	£35,000	£350,000	FV	Investment Properties
	Investment Property	The Meeting Hall, Water Lane, Bishop's Stortford		Land Assembly Old River Lane. Let as restaurant	Fair			Former URC Church Hall		£251,400	FV	Investment Properties
	Investment Property	Rapier House, 4-6 Crane Mead Business Park		Held for income purposes	Good			Purchased by Financial Sustainability Committee	£115,000	£1,150,000	FV	Investment Properties
311	Investment Property	Meade House, High Street, Ware	1 & 3	Strategic value - Residue of larger ownership	Good	0.04 acres	200 sqm	Office accommodation within larger ownership. Good investment working with partners to provide services				Investment Properties
929	Leased depot, offices and waste transfer station	Buntingford Waste Transfer Station and Depot for Refuse, Recycling, Street Cleansing, Grounds Maintenance and Car Parking contractors	2 & 3	Administrative offices for joint waste client team and operating base for contracted out services	Good	2.6 acres	3,300sqm	Buntingford is leased and not owned by the council. Administrative offices for joint waste client team.		£121,890	Cost	Intangible Assets
928	Offices	Ground Floor South, Charringtons House, The Causeway, Bishop's Stortford	1,2 & 3	Customer Service Centre	Poor	N/A	430 sqm	Customer Service Centre for Bishop's Stortford which will be relocated to Bishop's Stortford Town Council offices. Part of a larger freehold investment property which is being decommissioned prior to hand over for Old River Lane redevelopment.		£771,000	EUV	Other Land & Buildings
178	Offices	Wallfields Pegs Lane, Hertford	1,2 & 3	Main administrative offices and customer service centre	Satisfactory	4.3 acres	2,800 sqm	Minor refurbishment as principal office base in 2011 and minor refurbishment of first floor old building in 2022 to provide meeting rooms		£3,050,000	EUV	Other Land & Buildings
23	Parks & Open Spaces - Bishop's Stortford	Thorley Wedge Public Open Space and Playground, off Lower Park Crescent/Norfolk Way/Kent Crescent	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	16 acres	N/A	Large public open space; includes playgrounds which runs through residential areas. Managed on Grounds Maintenance Contract		£29,950	Hist Cost	Community Assets
26	Parks & Open Spaces - Bishop's Stortford	Rye Street Rear Gardens		Provide green open spaces for recreational, educational and amenity purposes						£300	Hist Cost	Community Assets
28	Parks & Open Spaces - Bishop's Stortford	Public Open Space and amenity land, Town Meads		Provide green open spaces for recreational and amenity purposes				Informal amenity land between Castle Gardens and Grange Paddocks (incl former town tip).		£940	Hist Cost	Community Assets
29	Parks & Open Spaces - Bishop's Stortford	Public Open Space and amenity land, Town Meads	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	17 acres	N/A	Informal amenity land between Castle Gardens and Grange Paddocks (incl former town tip).		£200	Hist Cost	Community Assets
30	Parks & Open Spaces - Bishop's Stortford	Formal Park, Castle Gardens, Bishop's Stortford	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	5.3 acres	N/A	Formal landscaped gardens which includes Grade I listed site of Waytemore Castle and tennis courts.		£281,141	Hist Cost	Community Assets
31	Parks & Open Spaces - Bishop's Stortford	Public Open Space, Cannons Mill Lane	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	4 acres	N/A	Large informal open space and meadowland. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
834	Parks & Open Spaces - Bishop's Stortford	Land in Parsonage Lane,	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	3.65 acres	N/A	Public open space and play area. Managed on Grounds Maintenance Contract		£69,501	Hist Cost	Community Assets
44	Parks & Open Spaces - Bishop's Stortford	Recreation Ground, Cricketfield Lane	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	2.2 acres	N/A	Recreation and play area. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
45	Parks & Open Spaces - Bishop's Stortford	Open Green, Mary Park Gardens	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	0.7 acres	N/A	Open amenity space. Managed on Grounds Maintenance Contract		£1,600	Hist Cost	Community Assets
46	Parks & Open Spaces - Bishop's Stortford	Open space adj Park Avenue	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	2.14 acres	N/A	A large ribbon of public open space running through residential areas. Managed on Woodland Management Programme		£1	Hist Cost	Community Assets
49	Parks & Open Spaces - Bishop's Stortford	Land at Cannons Mill Lane/Rye Street	1 & 2	Preserve amenity land used for seasonal grazing	N/A	19 acres	N/A	Informal area managed as conservation area with seasonal grazing to help maintenance		£20,000	Hist Cost	Community Assets
50	Parks & Open Spaces - Bishop's Stortford	Land of Jarvis Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.6 acres	N/A	Play area. Managed on Grounds Maintenance Contract		£9,000	Hist Cost	Community Assets
560	Parks & Open Spaces - Bishop's Stortford	Open Space The Firs, Scott Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	3.2 acres	N/A	Woodland belt with footpath access. Managed on Grounds Maintenance Contract. Land on both sides of Scott Road		£2,947	Hist Cost	Community Assets
743	Parks & Open Spaces - Bishop's Stortford	Amenity Land Ward Crescent	1 & 2	Provides green amenity space	N/A	0.8 acres	N/A	Public open space. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets

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745	Parks & Open Spaces - Bishop's Stortford	Amenity Land adj 2 - 12 Elizabeth Road	1 & 2	Provides open green amenity space fronting houses	N/A	0.3 acres	N/A	Amenity land in housing estate. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
747	Parks & Open Spaces - Bishop's Stortford	Land r/o 61 Northolt Avenue	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.26 acres	N/A	Wooded area managed on Woodland Management Programme		£1	Hist Cost	Community Assets
748	Parks & Open Spaces - Bishop's Stortford	Land r/o 179 - 185 Northolt Avenue	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	1.8 acres	N/A	Public open space and play area. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
749	Parks & Open Spaces - Bishop's Stortford	Land at Dimsdale Crescent	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.96 acres	N/A	Open Green. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
751	Parks & Open Spaces - Bishop's Stortford	Land at Burley Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.68 acres	N/A	Recreation Ground. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
830	Parks & Open Spaces - Bishop's Stortford	Landscape Belt , Cricket Field lane	1 & 2	Provide green open for amenity purposes	N/A	0.5 acres	N/A	Landscape belt. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
831	Parks & Open Spaces - Bishop's Stortford	Open space junction of Elizabeth Road and Norfolk Way	1 & 2	Provides amenity land in front of shop parade	N/A	0.16 acres	N/A	Grassed area and shrub beds managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
835	Parks & Open Spaces - Bishop's Stortford	Amenity land Plaw Hatch Close	1 & 2	Provides amenity strip on edge of housing	N/A	0.1 acres	N/A	Grassed verge managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
836	Parks & Open Spaces - Bishop's Stortford	Play Area Cannons Close	1 & 2	Provides green open space for recreational and amenity purposes	N/A	3.5 acres	N/A	Public open space and playground. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
841	Parks & Open Spaces - Bishop's Stortford	Southern Country Park, St James Way	1 & 2	Provides green open space for recreational, educational and amenity purposes	N/A	55 acres	N/A	Areas of formal and informal recreation. Provides open space, play areas, balancing pond and picnic areas. Managed on Grounds Maintenance Contract and using seasonal grazing.		£110,038	Hist Cost	Community Assets
898	Parks & Open Spaces - Bishop's Stortford	Northern Parkland, Oriole Way,	1 & 2	Provides green open space for recreational and amenity purposes	N/A	27 acres	N/A	Open space providing informal recreation. Managed under grounds maintenance contract				
886	Parks & Open Spaces - Bishop's Stortford	Open Space, Bishop's Park, Burghley Avenue	1 & 2	Provides open space for recreational and amenity purposes	N/A	14 acres	N/A	Open space providing informal recreation. Managed on grounds maintenance contract				
842	Parks & Open Spaces - Bishop's Stortford	Amenity Land Windhill	1 & 2	Provide amenity land	N/A	0.06 acres	N/A	Small amenity verge. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
844	Parks & Open Spaces - Bishop's Stortford	Amenity land, Yeoman's close, Thorley ,	1 & 2	Provide land for amenity purposes	N/A	0.03 acres	N/A	Licensed and maintained by resident		£1	Hist Cost	Community Assets
846	Parks & Open Spaces - Bishop's Stortford	Land corner of Lindsey Road	1 & 2	Unused area of land with restricted access	N/A	0.03 acres	N/A	Not on contract but maintained when required		£1	Hist Cost	Community Assets
848	Parks & Open Spaces - Bishop's Stortford	Open Space The Ridings	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	1.25 acres	N/A	Informal open space managed on grounds maintenance contract		£1	Hist Cost	Community Assets
838	Parks & Open Spaces - Bishop's Stortford	Amenity Land Stansted Road	1 & 2	Provides land for amenity purposes at road junction	N/A	0.3 acres	N/A	Grassed area managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
875	Parks & Open Spaces - Bishop's Stortford	Open space, Rhodes Avenue	1 & 2	Provides open space for recreational and amenity purposes	N/A	0.25 acres	N/A	Play area. Managed on Grounds Maintenance Contract				
914	Parks & Open Spaces - Bishop's Stortford	Amenity Land, Mill Street,	1 & 2	Provide land for amenity purposes	N/A	0.05 acres	N/A	Small wooded area fronting housing. Maintained on Woodland Management Programme		£1	Hist Cost	Community Assets
915	Parks & Open Spaces - Bishop's Stortford	Amenity Land Anchor Street/John Dyde Close	1 & 2	Amenity land adj to River	N/A	0.14 acres	N/A	Small area of amenity land on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
17	Parks & Open Spaces - Buntingford	Formal Gardens, Layston Gardens	1 & 2	Provide green open spaces for recreational, educational and amenity purposes		1.6 acres	N/A	Formal Gardens. Managed by Town Council		£30,000	Hist Cost	Community Assets
854	Parks & Open Spaces - Hertford	Hertford Castle Gardens, Castle Street	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	3.6 acres	N/A	Formal gardens and playground adj to The Castle. Managed on Grounds Maintenance Contract				
96	Parks & Open Spaces - Hertford	The Pines Woodland rear of Burleigh Road,	1 & 2	Provides woodland walks for recreational, educational and amenity purposes	N/A	2.44 acres	N/A	Woodland where improvements have been made as part of a joint project with Hertfordshire Groundwork and Herts County Council to improve public access.		£1,065	Hist Cost	Community Assets
97	Parks & Open Spaces - Hertford	Hartham Common	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	32 acres	N/A	Hertford's premier park which provides formal and informal recreation and forms part of a network of river walks, footpaths and cycleways. Managed on Grounds Maintenance Contract.		£625,951	Hist Cost	Community Assets

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561	Parks & Open Spaces - Hertford	The Warren and Hartham Meadow	1 & 2	Provide green open space for amenity and recreation purposes	N/A	23 acres	N/A	Woodland belt north of Hartham Common and River Beane which is maintained on Woodland Management Programme. Hartham Meadow adj to church which is seasonally grazed and managed as a wildlife habitat and woodland pasture.		£20,000	Hist Cost	Community Assets
181	Parks & Open Spaces - Hertford	Land at Sacombe Road	1 & 2	Provide green open space for amenity purposes	N/A	3.4 acres	N/A	Public open space and play area. Managed on Grounds Maintenance Contract		£32,500	Hist Cost	Community Assets
183	Parks & Open Spaces - Hertford	Open Space, The Knoll	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	1.8 acres	N/A	Public open space with scheduled ancient monument. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
185	Parks & Open Spaces - Hertford	Playground at Bentley Road	1 & 2	Provide green open space for recreational and amenity purposes	N/A	0.5 acres	N/A	Playground and recreation areas. Managed on Grounds Maintenance Contract		£2,065	Hist Cost	Community Assets
187	Parks & Open Spaces - Hertford	Land adj River Mimram, Willowmead	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	3.8 acres	N/A	Leased to Herts and Essex Wildlife Trust as nature reserve.		£1	Hist Cost	Community Assets
192	Parks & Open Spaces - Hertford	Land at Kingsmead, Mead Lane	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	45 acres	N/A	Public open space and football pitches adj to Hartham Common managed on Grounds Maintenance Contract. Area beyond used for seasonal grazing and held under agricultural tenancy.	£345	£2,320	Hist Cost	Community Assets
201	Parks & Open Spaces - Hertford	Open space west side of Cecil Road	1 & 2	Provide green open space for recreational and amenity purposes	N/A	2.5 acres	N/A	Public open space with play and recreation areas. Managed on Grounds Maintenance Contract		£4,000	Hist Cost	Community Assets
202	Parks & Open Spaces - Hertford	Land at Watermill Lane North	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	3.3 acres	N/A	Public open space, play area and woodland. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
655	Parks & Open Spaces - Hertford	Open space at The Ridgeway	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	1.9 acres	N/A	Public open space and multi-use play area. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
777	Parks & Open Spaces - Hertford	Amenity Land, Revels Close	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.15 acres	N/A	Amenity land in housing estate. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
778	Parks & Open Spaces - Hertford	Playground Burleigh Road	1 & 2	Provide green open spaces for recreational purposes	N/A	0.13 acres	N/A	Playground managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
781	Parks & Open Spaces - Hertford	Landscape Belt, Links Avenue	1 & 2	Provide green open space for amenity purposes	N/A	1.16 acres	N/A	Amenity area on edge of housing area. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
784	Parks & Open Spaces - Hertford	Amenity Land Campfield Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.95 acres	N/A	Open space and amenity land managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
787	Parks & Open Spaces - Hertford	Land east side Cecil Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	2 acres	N/A	Strip of amenity land runs end of Cecil to rear of community centre. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
790	Parks & Open Spaces - Hertford	Amenity Land 1-7 Hutton Close	1 & 2	Provides green open space for amenity purposes	N/A	0.3 acres	N/A	Amenity green managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
791	Parks & Open Spaces - Hertford	Amenity Land 9-15 Hutton Close	1 & 2	Provides green open space for amenity purposes	N/A	0.3 acres	N/A	Amenity green managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
779	Parks & Open Spaces - Hertford	Play area adj Divot Place, Pinehurst	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.17 acres	N/A	Play area managed on Grounds Maintenance Contract		£79,211	Hist Cost	Community Assets
783	Parks & Open Spaces - Hertford	Play area adj 57 Hamels Drive	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.23 acres	N/A	Play area managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
816	Parks & Open Spaces - Hertford	Land at Cherry Tree Green	1 & 2	Provides green open space for amenity purposes	N/A	0.6 acres	N/A	Amenity green managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
817	Parks & Open Spaces - Hertford	Amenity Land, Windsor drive	1 & 2	Provides green open space for amenity purposes	N/A	0.66 acres	N/A	Amenity land managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
818	Parks & Open Spaces - Hertford	Land adj 16 Welwyn Road	1 & 2	Amenity land	N/A	0.02 acres	N/A	Small area of land maintained as required		£1	Hist Cost	Community Assets
819	Parks & Open Spaces - Hertford	Land adj to 5 Lawrence Close	1 & 2	Provides green open space for amenity and recreational purposes	N/A	0.58 acres	N/A	Play area managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
855	Parks & Open Spaces - Hertford	Land at Farm Close	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	5.3 acres	N/A	Large area of informal recreation and woodland. Managed on Grounds Maintenance Contract				
856	Parks & Open Spaces - Hertford	Land at The Folly	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.12 acres	N/A	Area of open space adj to River Lea managed on grounds maintenance contract		£1	Hist Cost	Community Assets

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857	Parks & Open Spaces - Hertford	Land at Corner of Hertingfordbury Rd	1 & 2	Provides land for amenity purposes	N/A	0.04 acres	N/A	Area of green verge managed on grounds maintenance contract			£1 Hist Cost	Community Assets
861	Parks & Open Spaces - Hertford	Land adj 16 Tower Street	1 & 2	Provides green open spaces for amenity purposes	N/A	0.03 acres	N/A	Not on contract but maintained when required			£1 Hist Cost	Community Assets
872	Parks & Open Spaces - Hertford	Landscape belt adj to Welwyn Road	1 & 2	Provides green open spaces for amenity purposes	N/A	0.4 acres	N/A	Amenity land maintained on grounds maintenance contract				
820	Parks & Open Spaces - Hertford	Land adj. 29 Lawrence Close	1 & 2	Residue of ownership	N/A	0.17 acres	N/A	Area of unused land future use to be reviewed				
821	Parks & Open Spaces - Hertford	Foxholes Woodland	1 & 2	Provides areas of woodland, recreation and amenity areas around housing area	N/A	20 acres	N/A	Area of woodland managed on Woodland Management Programme.			£1 Hist Cost	Community Assets
889	Parks & Open Spaces - Hertford	Land at Millmead Way	1 & 2	Provides areas of woodland, recreation and amenity areas around housing area	N/A	6 acres	N/A	Area of open space, woodland and play areas managed on Grounds Maintenance Contract				
815	Parks & Open Spaces - Hertford	Land off Bramfield Road	1 & 2	Residue of ownership which provides a landscape belt on edge of housing area	N/A	0.5 acres	N/A	Grass verge split into 2 strips managed on Grounds Maintenance Contract			£1 Hist Cost	Community Assets
	Parks & Open Spaces - Hertford	Playground, Brookside	1 & 2	Provides recreation area	N/A	0.7 acres	N/A	Playarea leased from Herts County Council maintained on Grounds Maintenance Contract			LEASED	LEASED
	Parks & Open Spaces - Hertford	Playground, Iron Drive	1 & 2	Provides recreation area	N/A	0.16 acres	N/A	Playarea leased from Herts County Council maintained on Grounds Maintenance Contract			LEASED	LEASED
	Parks & Open Spaces - Hertford	Playground, Rowleys Road	1 & 2	Provides recreation area	N/A	0.6 acres	N/A	Playarea leased from Thames Water Authority maintained on Grounds Maintenance Contract			LEASED	LEASED
439	Parks & Open Spaces - Rural	Play Area, Off Tanners Way, Hunsdon	1 & 2	Provides green open space for recreational and amenity purposes	N/A	2.2 acres	N/A	Leased and managed by Parish Council	£125		£165 Hist Cost	Community Assets
	Parks & Open Spaces - Rural	Woodland, Mount Pleasant, Hertford Heath	1 & 2	Woodland belt with public access	N/A	0.41 acres	N/A	Managed as required				
450	Parks & Open Spaces - Rural	Land off London Road, Hertford Heath	1 & 2	Provides open space for recreational, educational and amenity purposes	N/A	9 acres	N/A	Two areas of adj woodland within farmland. Managed by Groundwork Herts			£500 Hist Cost	Community Assets
481	Parks & Open Spaces - Rural	Land at London Road/Spellbrook Lane East	1 & 2	Provides green amenity space	N/A	0.32 acres	N/A	Grassed area on junction of main road. Managed on Grounds Maintenance Contract			£250 Hist Cost	Community Assets
513	Parks & Open Spaces - Rural	Waterford Marsh, Vicarage Lane, Waterford	1 & 2	Provides informal recreation area and preserves wildlife habitat	N/A	27 acres	N/A	Large informal recreation area along river. Managed as part of Grounds Maintenance Contract			£1 Hist Cost	Community Assets
479	Parks & Open Spaces - Rural	Land at Ducketts Lane, Green Tye	1 & 2	Residue of ownership. Woodland area	N/A	0.7 acres	N/A	Managed on Woodland management Programme			£1 Hist Cost	Community Assets
758	Parks & Open Spaces - Rural	Amenity land adj 69 Nutcroft, Datchworth	1 & 2	Residue of ownership possible potential for development in future	N/A	0.5 acres	N/A	Grassed area managed on Grounds Maintenance Contract			£1 Hist Cost	Community Assets
759	Parks & Open Spaces - Rural	Land adj 66 - 72 Nutcroft, Datchworth	1 & 2	Residue of ownership. Provides green open space for recreational and amenity purposes	N/A	1 acre	N/A	Play ground and amenity area managed on Grounds Maintenance Contract			£1 Hist Cost	Community Assets
617	Parks & Open Spaces - Rural	Landscaped area, The Willows, Spellbrook Lane	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.24 acres	N/A	Grassed area managed on Grounds Maintenance Contract			£90,000 Hist Cost	Community Assets
765	Parks & Open Spaces - Rural	Land at Ridgeway, Little Hadham	1 & 2	Residue of ownership. Provides green open spaces for recreational and amenity purposes	N/A	0.15 acres	N/A	Managed on Grounds Maintenance Contract			£1 Hist Cost	Community Assets
767	Parks & Open Spaces - Rural	Land adj 1-5 ford Field, Little Hadham	1 & 2	Residue of ownership. Provides amenity space maybe some potential for further development	N/A	0.11 acres	N/A	Managed on Grounds Maintenance Contract			£1 Hist Cost	Community Assets
775	Parks & Open Spaces - Rural	Open space, Great Innings South, Watton at Stone	1 & 2	Provides green open space within housing area for recreational and amenity purposes	N/A	0.6 acres	N/A	Managed on Grounds Maintenance Contract			£1 Hist Cost	Community Assets
776	Parks & Open Spaces - Rural	Land off Station Road, Watton at Stone	1 & 2	Residue of ownership which provides landscape belt around housing area	N/A	0.9 acres	N/A	Managed on Grounds Maintenance Contract			£28,794 Hist Cost	Community Assets
618	Parks & Open Spaces - Rural	Little Marsh, Vicarage Lane, Waterford	1 & 2	Provides open space for recreational, and amenity purposes	N/A	0.9 acres	N/A	Village green managed on Grounds Maintenance Contract			£1 Hist Cost	Community Assets

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774	Parks & Open Spaces - Rural	Playground Gt. Innings North, Watton at Stone	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.9 acres	N/A	Play and recreation area managed on Grounds Maintenance Contract		£77,920	Hist Cost	Community Assets
804	Parks & Open Spaces - Rural	Amenity Land, Clusterbolts, Stapleford	1 & 2	Residue of ownership which provides open amenity space?	N/A	0.5 acres	N/A	Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
823	Parks & Open Spaces - Rural	Amenity Woodland, White Stubbs Lane, Bayford	1 & 2	Formerly cottage purchased under statutory powers	N/A	0.23 acres	N/A	Small ownership within larger woodland area. No active maintenance		£450	Hist Cost	Community Assets
755	Parks & Open Spaces - Rural	Land at Windy Rise, Dane End	1 & 2	Residue of ownership possible potential for development in future	N/A	0.23 acres	N/A	Leased by Parish Council for parking for adj hall		£1	Hist Cost	Community Assets
756	Parks & Open Spaces - Rural	Playground Gladstone Road, Dane End	1 & 2	Provides green space for recreational purposes	N/A	0.12 acres	N/A	Play area managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
757	Parks & Open Spaces - Rural	Amenity Land Gladstone Road, Dane End	1 & 2	Residue of ownership provides green amenity space	N/A	0.08 acres	N/A	1. Amenity area managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
796	Parks & Open Spaces - Rural	Land off Chaplefields Stanstead Abbots	1 & 2	Residue of ownership which provides green amenity space and recreational area	N/A	0.6 acres	N/A	Grassed and wooded area. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
797	Parks & Open Spaces - Rural	Land adj 1 Chaplefields, Stanstead Abbots	1 & 2	Residue of ownership provides small open amenity space within housing estate.	N/A	0.04 acres	N/A	Grassed area managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
798	Parks & Open Spaces - Rural	Landscape belt, Folly View, Stanstead Abbots	1 & 2	Residue of ownership which provides green open amenity space for recreational use	N/A	3 acres	N/A	Landscaped area and play area adj. to river managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
799	Parks & Open Spaces - Rural	Land r/o 46-56 Gilpins Gallop, Stanstead Abbots	1 & 2	Residue of ownership which provides green open space in housing estate for recreational and amenity purposes	N/A	0.1 acres	N/A	Open green managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
800	Parks & Open Spaces - Rural	Green Hillside Crescent, Stanstead Abbots	1 & 2	Residue of ownership which provides green open space within housing estate	N/A	0.4 acres	N/A	Open green managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
803	Parks & Open Spaces - Rural	Land r/o New River Avenue, Stanstead Abbots	1 & 2	Residue of ownership provides 2 small amenity spaces in housing estate. May have potential for future small development.	N/A	0.16 acres	N/A	Small verge areas managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
806	Parks & Open Spaces - Rural	Land off Ware Road, Tonwell	1 & 2	Residue of ownership provides small amenity area but may have potential as small building plot	N/A	0.08 acres	N/A	Future to be reviewed		£1	Hist Cost	Community Assets
808	Parks & Open Spaces - Rural	Land adj 16 Dellfield Wadesmill	1 & 2	Residue of ownership. Provides green open space for amenity purposes	N/A	0.16 acres	N/A	Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
809	Parks & Open Spaces - Rural	Land adj 46 Kingham Road, Wareside	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.2 acres	N/A	Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
810	Parks & Open Spaces - Rural	Land off Appleton Avenue, Wareside	1 & 2	Residue of ownership provides amenity space	N/A	0.6 acres	N/A	Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
826	Parks & Open Spaces - Rural	Amenity Land 1-4 Rose cottages Meesden	1 & 2	Residue of ownership may give access to any development to rear	N/A	0.04 acres	N/A	Small access to land to the rear retained as possible ransom strip		£1	Hist Cost	Community Assets
828	Parks & Open Spaces - Rural	Amenity Land, Watton Green, Watton at Stone	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.7 acres	N/A	Open green on edge of village. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
738	Parks & Open Spaces - Rural	Land at Ashdene Road, Bayford	1 & 2	Residue of ownership now used as conservation meadow	N/A	0.24 acres	N/A	Amenity area managed by resident on licence as wildlife meadow		£1	Hist Cost	Community Assets
213	Parks & Open Spaces - Sawbridgeworth	Amenity Land Sheering Mill	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.9 acres	N/A	Recreation ground managed on Grounds Maintenance Contract				
216	Parks & Open Spaces - Sawbridgeworth	Amenity Land, Harlow Mill	1 & 2	Originally held for drainage purposes now amenity woodland	N/A	2.5 acres	N/A	Small woodland within agricultural land limited pedestrian access only.				
217	Parks & Open Spaces - Sawbridgeworth	Landscape Belt, Cambridge Road	1 & 2	Provides green open spaces for amenity purposes	N/A	0.46 acres	N/A	Green verge along road. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
218	Parks & Open Spaces - Sawbridgeworth	Playground off Lawrence Avenue and Reedings Way	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.57 acres	N/A	Play area managed on Grounds Maintenance Contract		£1,055	Hist Cost	Community Assets
224	Parks & Open Spaces - Sawbridgeworth	Pishiobury Park, Harlow Road	1 & 2	Provides green open space for recreational, educational and amenity purposes	N/A	88 acres	N/A	Grade II listed enclosed park for informal recreation. Managed under 5 year management programme and seasonally grazed.		£92,883	Hist Cost	Community Assets

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225	Parks & Open Spaces - Sawbridgeworth	Recreation Ground, Vantorts Close	1 & 2	Provides green open space for recreational and amenity purposes	N/A	2.54 acres	N/A	Play and recreation space recently improved managed on Grounds Maintenance Contract		£350	Hist Cost	Community Assets
871	Parks & Open Spaces - Sawbridgeworth	Land at Fairway and Elmwood	1 & 2	Former tip now heavily wooded and overgrown with no public access	N/A	3.5 acres	N/A	Land currently under review to rectify encroachments and consider future management		£1	Hist Cost	Community Assets
253	Parks & Open Spaces - Ware	Buryfield Open Space, Park Road, Ware	1 & 2	Provides green open space for recreational and amenity purposes	N/A	2.8 acres	N/A	Recreation ground managed on Grounds Maintenance Contract		£600	Hist Cost	Community Assets
262	Parks & Open Spaces - Ware	Land at Heath Drive, Ware	1 & 2	Provides green open space for amenity purposes	N/A	0.25 acres	N/A	Amenity area with footpath to school to rear. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
314	Parks & Open Spaces - Ware	Open Space & Playground Lower Bourne Gardens, Ware	1 & 2	Provides green open space for recreational and amenity purposes	N/A	7.8 acres	N/A	Managed on Grounds Maintenance Contract		£100,424	Hist Cost	Community Assets
315	Parks & Open Spaces - Ware	Land at Vallans Close, Ware	1 & 2	Provides green open space for recreational and amenity purposes	N/A					£1	Hist Cost	Community Assets
316	Parks & Open Spaces - Ware	Land adj 81 Kingsway, Ware	1 & 2	Provides green amenity space	N/A	0.1 acres	N/A	Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
317	Parks & Open Spaces - Ware	Recreation Field, King George's Field	1 & 2	Provides green open spaces for recreational and amenity purposes. Gifted as part of national scheme on behalf of King George	N/A	5.5 acres	N/A	Multi-use games area and recreation land managed on Grounds Maintenance Contract		£6,750	Hist Cost	Community Assets
616	Parks & Open Spaces - Ware	Amenity Land off Rolleston Close and Delcroft, Ware	1 & 2	Provides green amenity space.	N/A	0.08 acres	N/A	Open space. Managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
319	Parks & Open Spaces - Ware	Land adj 100 High Street, Ware	1 & 2	Small amenity area within High Street	N/A	0.01 acres	N/A	Area of hard landscaping within high street used for parking		£1	Hist Cost	Community Assets
322	Parks & Open Spaces - Ware	Area of woodland, Post Wood, Ware	1 & 2	Woodland providing recreational, educational and amenity facility and preserving habitat for woodland plants and wildlife.	N/A	27 acres	N/A	Also known as Presdales Wood. Area of ancient woodland managed under Woodland Management Programme		£6,000	Hist Cost	Community Assets
326	Parks & Open Spaces - Ware	Land corner of Garland Road, Ware	1 & 2	Provides small green amenity space within built up residential area	N/A	0.04 acres	N/A	Green verge managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
331	Parks & Open Spaces - Ware	The Bourne, High Oak Road, Ware	1 & 2	Provides large open spaces for recreational and amenity purposes	N/A	6.5 acres	N/A	Informal play, recreation area and woodland managed on Grounds Maintenance Contract		£25	Hist Cost	Community Assets
814	Parks & Open Spaces - Ware	Open Space Presdales Drive	1 & 2	Provides green open space for recreational and amenity purposes	N/A	1.5 acres	N/A	An informal play and recreation area on both sides of Presdales Drive managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
302	Parks & Open Spaces - Ware	Town Square, Ware	1 & 2	Provides amenity area within town centre	N/A	0.18 acres	N/A	Pedestrianised area within shopping area. Lease to Ware Town Council being considered.		£1	Hist Cost	Community Assets
811	Parks & Open Spaces - Ware	Land r/o 32 Southall Close	1 & 2	Residue of ownership which provides green amenity space within residential area	N/A	0.06 acres	N/A	Small grassed area currently managed by resident future use under review		£1	Hist Cost	Community Assets
862	Parks & Open Spaces - Ware	Recreation Ground Beacon Road, Ware	1 & 2	Provides open space for recreational and amenity purposes	N/A	1.2 acres	N/A	Informal recreation and play area managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
866	Parks & Open Spaces - Ware	Flower Beds Crib Street	1 & 2	Residue of ownership provides visual amenity within built up area	N/A	0.03 acres	N/A	Raised flower beds managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
867	Parks & Open Spaces - Ware	9 Hampden Hill Ware	1 & 2	Small amenity area	N/A	0.01 acres	N/A	Maintained by resident		£1	Hist Cost	Community Assets
870	Parks & Open Spaces - Ware	Land adj St Mary's Church, West St Ware	1 & 2	Provides visual amenity within town centre area	N/A	0.14 acres	N/A	Landscaped area at front of church managed on Grounds Maintenance Contract		£1	Hist Cost	Community Assets
754	Public Car Parks	Car Park, Bowling Green Lane, Buntingford	1 & 3	Provide public car parking	Satisfactory	0.9 acres	N/A	Surfaced car park fulfilling service requirement managed by Town Council	£17,459	£130,700	EUV	Other Land & Buildings
33	Public Car Parks	Basbow Lane Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Satisfactory	0.5 acres	N/A	Surfaced car park fulfilling service requirement	£94,281	£605,300	EUV	Other Land & Buildings
36	Public Car Parks	Jackson Square Multi Storey Car Park, Bishops Stortford	1 & 3	Provide public car parking	Good	2.2 acres	17,800 sqm	Multi storey car park within shopping centre fulfilling service requirement	£922,445	£2,653,800	EUV	Other Land & Buildings
39	Public Car Parks	Crown Terrace Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Good	0.4 acres	N/A	Surfaced car park fulfilling service requirement	£73,188	£368,500	EUV	Other Land & Buildings

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41	Public Car Parks	Elm Road Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Good	0.2 acres	N/A	Surfaced car park fulfilling service requirement	£31,796	£96,900	EUV	Other Land & Buildings
615	Public Car Parks	Car Park, The Causeway, Bishop's Stortford	1 & 3	Provide public car parking	Satisfactory	1.5 acres	N/A	Surfaced car park which is closed as a DMC set condition for opening Northgate End MSCP. Part of Old River Lane redevelopment site. Asset due to transfer in next 12 months.	£266,183	£1,796,300	EUV	Other Land & Buildings
42	Public Car Parks	Northgate End Multistorey Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Good	1 acre	N/A	Multistorey car park with 56 x 7kW EV charge points. Valuation is estimate.		£28,000,000	EUV	Other Land & Buildings
622	Public Car Parks	Rye Street A Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Satisfactory	0.8 acres	N/A	First car park off Rye Street. Surfaced car parked fulfilling service requirement	£15,867	£103,800	EUV	Other Land & Buildings
	Public Car Parks	Link Road Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Satisfactory	0.6 acres	N/A	Leased from Bishop's Stortford Town Council Surfaced car park fulfilling service requirement	£123,682	LEASED	LEASED	
917	Public Car Parks	Rye Street B Car Park, Bishop's Stortford adj football pitches	1 & 3	Provide public car parking	Good	0.7 acres	N/A	Car park adj to leisure centre. Surfaced car park fulfilling service requirement for possible redevelopment.	£15,867	£259,600	EUV	Other Land & Buildings
905	Public Car Parks	Apton Road Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Good	0.5 acres	N/A	Surfaced car park fulfilling service requirement	£105,810	£625,200	EUV	Other Land & Buildings
175	Public Car Parks	Gascoyne Way Multi Storey Car Park, Hertford	1 & 3	Provide public car parking	Good	0.8 acres		Multi-storey car park and parking office base. Refurbishment undertaken 2011 incl car park office & stores	£362,502	£2,366,100	EUV	Other Land & Buildings
194	Public Car Parks	St Andrews Street Car Park, Hertford	1 & 3	Provide public car parking	Good	0.75 acres	N/A	Surfaced car park fulfilling service requirement	£161,907	£1,077,200	EUV	Other Land & Buildings
193	Public Car Parks	Hartham Lane Car Park, Hertford	1 & 3	Provide public car parking	Satisfactory	1.55 acres	N/A	Surfaced car park. Fulfilling service requirement	£31,728	£628,200	EUV	Other Land & Buildings
197	Public Car Parks	London Road Car Park, Hertford	1 & 3	Provide public car parking	Good	0.6 acres	N/A	Surfaced car park refurbished in 2012 fulfilling service requirement but possible under review in conjunction with adjacent fire station	£32,863	£320,500	EUV	Other Land & Buildings
609	Public Car Parks	Car Park, Port Vale, Hertford	1 & 3	Provide public car parking	Good	0.4 acres	N/A	Surfaced residents car park fulfilling service requirement	£17,846	£76,800	EUV	Other Land & Buildings
226	Public Car Parks	Bell Street Car Park, Sawbridgeworth	1 & 3	Provide public car parking	Satisfactory	1.6 acres	N/A	Surfaced car park fulfilling service requirement	£57,948	£213,600	EUV	Other Land & Buildings
503	Public Car Parks	Car Park, High Street, Stanstead Abbots	1 & 3	Provide public car parking	Good	0.5 acres	N/A	Surfaced car park fulfilling service requirement. Payment of £7500 from French and Jupps ceased 21/22 so charges will be introduced in 2023	£0	£67,300	EUV	Other Land & Buildings
301	Public Car Parks	Priory Street Car Park, Ware	1 & 3	Provide public car parking	Good	0.15 acres	N/A	Surfaced car park fulfilling service requirement	£10,803	£23,300	EUV	Other Land & Buildings
303	Public Car Parks	Kibes Lane Car Park, Ware	1 & 3	Provide public car parking	Satisfactory	1.1 acres	N/A	Surfaced car park. Fulfilling service requirement	£116,804	£690,800	EUV	Other Land & Buildings
304	Public Car Parks	Broadmeads Car Park & Rest Facilities, Ware	1 & 3	Provide public car parking	Good	0.6 acres	N/A	Surfaced car park and small buiding used as base for car park staff. Fulfilling service requirement	£62,886	£248,400	EUV	Other Land & Buildings
305	Public Car Parks	Car Park, High Street, Ware	1 & 3	Provide public car parking	Good - impro	0.75 acres	N/A	Surfaced car park fulfilling service requirement	£57,309	£234,800	EUV	Other Land & Buildings
906	Public Car Parks	Car Park, Baldock Street, Ware	1 & 3	Provide public car parking	Good	0.6 acres	N/A	Surface car park fulfilling service requirement	£47,722	£270,200	EUV	Other Land & Buildings
659	Public Car Parks	Car Park, Huntsman Close, Puckeridge	1 & 2	Provides local resident car parking	Satisfactory	0.18 acres	N/A	Surfaced car park. Provides for local car parking need - leased to Parish Council.	£0	£35,900	EUV	Other Land & Buildings
	Public Car Parks	Charrington's Car park (Zone A)		Provide revenue income for Council and part of larger land use in Town Centre	Good			Public part of Charrington's Car Park	£67,195	£636,600	EUV	Other Land & Buildings
19	Public Conveniences	Public Conveniences, Buntingford	1	Public facilities	Good	N/A	37 sqm	Closed.		£111,886	DRC	Other Land & Buildings
563	Public Conveniences	Public Conveniences Castle Gardens, Bishop's Stortford		Redevelopment as part of Castle Park HLF Scheme	Poor	N/A	60 sqm	Closed. Subsidence has caused structural crack. Being redeveloped as part of Castle Park HLF Scheme		£55,500	DRC	Other Land & Buildings
184	Public Conveniences	Car Park Office (Former Public Convenience) Broadmead, Ware	1	Public facilities	Satisfactory	N/A	45 sqm	Used as a car park office		£41,900	DRC	Other Land & Buildings

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222	Public Conveniences	Public Conveniences, Bell Street, Sawbridgeworth	1	Public facilities	Satisfactory	N/A	50 sqm	Closed.		£132,835	DRC	Other Land & Buildings
588	Resident's Car parks	Residents Car Park, Port Vale, Hertford	1 & 2	Provides local resident car parking	Satisfactory	0.14 acres	N/A	Flat surfaced car park. Provides for local car parking need	£0	£34,500	EUV	Other Land & Buildings
590	Resident's Car parks	Residents Car Park, Calton Avenue, Hertford	1 & 2	Provides local resident car parking	Satisfactory	0.17 acres	N/A	Flat surfaced car park. Provides for local car parking need	£0	£30,800	EUV	Other Land & Buildings
810	Resident's Car parks	Residents Car Park, Appleton Avenue, Wareside	1 & 2	Provides local resident car parking	Satisfactory	0.18 acres	N/A	Flat surfaced car park. Provides for local car parking need	£0	£13,900	EUV	Other Land & Buildings
597	Resident's Car parks	Residents Car Park, Chapelfields, Stanstead Abbots	1 & 2	Provides local resident car parking	Satisfactory	0.12 acres	N/A	Surfaced car park. Provides for local car parking need	£0	£14,400	EUV	Other Land & Buildings
765	Resident's Car parks	Residents Car Park, Ridgeway, Little Hadham	1 & 2	Provides local resident car parking	Satisfactory	0.1 acres	N/A	Small car park provides for local car parking need	£0	£11,600	EUV	Other Land & Buildings
868	Resident's Car parks	Residents Car Park, New Road, Ware	1 & 2	Provides local resident car parking	Good	0.06 acres	N/A	Flat surfaced car park. Provides for local car parking need	£0	£17,300	EUV	Other Land & Buildings
38	Resident's Car parks	Residents Car Park, Portland Road, Bishop's Stortford	1 & 2	Provides local resident car parking	Good	0.14 acres	N/A	Surfaced car park. Provides for local car parking need	£2,080	£21,600	EUV	Other Land & Buildings
574	Sports and Leisure Facilities	Hartham Leisure Centre, Hartham Common, Hertford	1,2 & 3	Providing public sport and leisure facilities	Good	30 acres	2500 sqm	Indoor swimming pool and leisure centre; football pitches; bowling green and tennis courts located on large common with other informal recreation. Leisure centre leased to service provider		£4,939,112	DRC	Other Land & Buildings
156	Sports and Leisure Facilities	Hartham Pavilion, Hertford - changing rooms & refreshment kiosk	1,2 & 3	Providing public sport and leisure facilities	Good	N/A	135 sqm	Ancillary facility for football on Hartham open space together with adj seasonal refreshment kiosk. Under review for possible upgrade		£379,300	DRC	Other Land & Buildings
27	Sports and Leisure Facilities	Grange Paddocks Leisure Centre, Rye Street, Bishop's Stortford	1,2 & 3	Providing public sport and leisure facilities	Good	30 acres	1200 sqm	Indoor swimming pool and leisure centre; football pitches and changing rooms leased to service provider		£27,890,025	DRC	Other Land & Buildings
701	Sports and Leisure Facilities	Ward Freman Pool, Bowling Green Lane, Buntingford	1,2 & 3	Providing public sport and leisure facilities	Good	N/A	854 sqm	Swimming pool adj to school. The asset is partly owned by Herts County Council and both councils share costs and use. Leased to service provider		£327,500	DRC	Other Land & Buildings
704	Sports and Leisure Facilities	Fanshawe Pool & Fitness Centre, Park Road, Ware	1,2 & 3	Providing public sport and leisure facilities	Good	N/A	1077 sqm	Swimming pool adj to school. The asset is partly owned by Herts County Council and both councils share costs and use. Leased to service provider		£477,700	DRC	Other Land & Buildings
703	Sports and Leisure Facilities	Leventhorpe Pool & Gym, London Road, Sawbridgeworth	1,2 & 3	Providing public sport and leisure facilities	Good	N/A	730 sqm	Swimming pool adj to school. The asset is partly owned by Herts County Council and both councils share costs and use. Leased to service provider		£323,800	DRC	Other Land & Buildings
43	Sports and Leisure Facilities	Sports Ground, Cricketfield Lane,	1,2 & 3	Providing public sport and leisure facilities	Good	9 acres	N/A	Cricket, hockey and tennis facilities let to community sports trust		£3,000	Hist Cost	Community Assets
323	Sports and Leisure Facilities	Presdales Pavilion & Recreation Ground, Walnut Tree Walk, Ware	1,2 & 3	Providing public sport and leisure facilities	Good	44 acres	N/A	Large recreation ground with new pavilion lease being considered to community sports trust		£646,582	Hist Cost	Community Assets
325	Sports and Leisure Facilities	Wodson Park Sports Centre, Wadesmill Road, Ware	1,2 & 3	Providing public sport and leisure facilities	Good	28 acres	N/A	Large indoor and outdoor sports facility offering variety of activities. Long ground lease to community sports trust		£2	Hist Cost	Community Assets
591	Surplus Assets	Great Innings North, Watton at Stone		Former car park for former doctor's surgery				To be evaluated for disposal		£240,000	FV	Surplus Assets
880	Surplus Assets	Land left King George Rd						To be evaluated for disposal		£205,700	FV	Surplus Assets
174	Surplus Assets	Land Braziers Fields						To be evaluated for disposal		£1,140,000	FV	Surplus Assets
409	Surplus Assets	Land at Amwell End, Stansted Abbots						To be evaluated for disposal		£420,000	FV	Surplus Assets
764	Surplus Assets	Land at Widford Road, Hunsdon						To be evaluated for disposal		£156,000	FV	Surplus Assets
17/00393/OV	Surplus Assets	Land adjacent to 65 Sele Road, Hertford						To be evaluated for disposal		£45,500	FV	Surplus Assets

Asset Ref	Asset Classification	Asset Description	SEED Priority	Reason for holding	State	Site area	GIA	Comments	Income	Valuation	Val Basis	Balance Sheet
		Land at Park CottNes, Eastwick								£200		Other Land & Buildings
		Land at Poplar Close, High Cross								£24,000		Other Land & Buildings
		St.Leonards Garden								£3,503		
577	Parks & OS	Land Off Thornberra Gardens, B/S								£1		
581		Land adjoining High Wych Road								£85,000		
788	Parks & OS	Open Green Fleming Crescent Hertford								£1		
789	Parks & OS	Open Space Tudor Way, Hertford								£1		
849	Parks & OS	Amenity Land Bullfields Sawbridgeworth								£1		
850	Parks & OS	Amenity Land Burnside ,Sawbridgeworth								£1		
859	Land Other	Churchyard St.Leonards Road, Hertford								£1		
860	Land Other	Land at St Leonards Rd ,Hertford								£16,149		
	Parks & OS	Open space East Herts Hospital, Hertford								£1		
219		Reedings Way, Sawbridgeworth - transferred from Investment								£4,000		

Asset Review Framework

Part 1 Asset Challenge

- a) **Strategic purpose** - This part of the process determines whether an asset has an identified use and purpose which enables service delivery in line with the corporate plan.
- b) **Opportunities and risk** – This part of the assessment is understanding if there are any opportunities that could be exploited. It will overlay any planning policy issues, restrictive covenants or, if the asset was gifted, restrictions on any sale. It also deals with the cost and condition of the asset, whether it is fit for purpose and any investment required. Decarbonisation and climate adaption must be considered as part of the investment required
- c) **Performance appraisal** – This considers costs of running the asset, current levels of reactive maintenance and any known planned maintenance issues such as upcoming component replacement and known backlog maintenance. For significant assets the review process may need to commission a condition survey to inform this part of the evaluation. A discounted cashflow for the next 30 years should be included in this section and, where appropriate, the payback on any investment. The appraisal should examine under what Corporate Plan Priority the asset is held to deliver and what outcomes are delivered by that asset. There evaluation should consider how the asset helps or hinders service delivery now and also under the Future Operating Model defined by the Transforming East Herts Programme.

Part 2 Option Appraisal

- a) **Option Appraisal** – The “Do nothing” option **must** always be appraised alongside other potential options arising from Part 1

Strategic Asset Management Plan 2023 – 2028 Annex B

i.e. Retain and Maintain, Retain and Improve, Dispose and Replace, Dispose

- b) **Recommendation** – this should flow from the evidence in the evaluation

Strategic Asset Management Group

This group comprises Key Members and officers. The group will agree the appraisal programme and receive the options appraisal reports. The group will use their service knowledge and partnerships to ensure that we take into account partner's potential opportunities e.g. Social Housing Registered Providers may want first refusal on sites suitable for housing, however given the council's finances sales will be at the market valuation. This may therefore require s.106 commuted sums to be used to deliver social housing on those sites but this will be facilitated by the Strategic Asset Management Group.

The group will also sign off the Option Appraisals and recommend any disposals to Executive for decision.

Investment will be proposed as part of the capital programme and for the acquisition of new assets a business case will be required.