

## REVENUE BUDGET SAVINGS AND INVESTMENTS

## New Efficiency Proposals

Ref No	Service Directorate	Description of Proposal	Budget Impact	Net Efficiency				
				2022/23	2023/24	2024/25	2025/26	2026/27
				£'000	£'000	£'000	£'000	£'000
E1	Commercial	Letting of former Public Convenience at Portmill Lane, Hitchin. Efficiency associated with corresponding capital proposal to renovate the premises. The revenue estimate is currently based on the building being let for basic storage use following the capital works. Estates would aim to secure planning permission and, following the works, a letting as soon as possible for cafe or office use. Either use is expected to generate much higher additional annual income.	Additional Income	-	(5)	(5)	(5)	(5)
E2	Commercial	Letting of land held as investment property at Newark Close, Royston. Achieving a letting will initially require a clean up of the site and dilapidations addressed. Once the site is remedied, it can be remarketed to generate rental income.	Additional Income	6	(4)	(4)	(4)	(4)
E3	Commercial	Letting of Charnwood House in Hitchin. Efficiency associated with corresponding capital proposal for the renovation and modification of the property. Depending on the terms agreed in the lease, achieving a letting of Charnwood House would remove the costs to NHDC of managing the premises, which currently average at circa £30k per annum. A lease is expected to take 2 - 3 years to complete so no savings are anticipated within this period.	Expenditure Reduction	-	-	-	(30)	(30)
E4	Commercial	Income from Hitchin Town Hall Community Facility and North Hertfordshire Museum. To introduce evening events at the Museum that would be ticketed to provide a totally different experience than a normal visit. This could include an evening with a talks based on specific artefacts. The events will also have a licenced bar and catering.	Additional Income	(1)	(1)	(1)	(1)	(1)
E5	Customers	Net cost of Careline. Economies of scale generated from the recent expansion of the Careline service have resulted in an improvement in the forecast net position going forward.	Additional Income	(105)	(105)	(105)	(105)	(105)
E6	Customers	Revenues and Benefits Staff Costs. Reduction in the number of Grade 8 Senior Officer posts in the Benefits team structure from two to one. The gradual migration of working age adult Housing Benefit claimants to Universal Credit has steadily reduced the caseload of the Benefits Team, meaning this change can be made without negatively impacting the service provided.	Expenditure Reduction	(37)	(37)	(37)	(37)	(37)
E7	Customers	Software license costs. The new contract with Microsoft for licenses from April 2022 (see corresponding capital proposal) will mean certain software currently in use will ultimately no longer be required, with the Council therefore saving associated software license costs. This primarily comprises licenses for Citrix, as secure remote connections are built into the Microsoft Azure Cloud, and SOPHOS licenses, which will be replaced by the Microsoft Defender End Point software included with the new Microsoft license. The lower efficiency value in 2022/23 reflects the degree of overlap during the transition.	Expenditure Reduction	(16)	(39)	(39)	(39)	(39)
E8	Customers	Remote Data Communications Links. Reduction in estimated costs follows the outcome of the tender for remote Data Links to Hitchin Town Hall, Buntingford Depot, Burymead and District Council Offices.	Expenditure Reduction	(23)	(23)	(23)	(23)	(23)
E9	Legal & Community	Policy & Community staff costs. Deletion of the vacant part time Grants & Data Systems Officer post following the introduction of a new process for grants administration and data capture, facilitated by the work of the Business Transformation team and IT.	Expenditure Reduction	(10)	(10)	(10)	(10)	(10)
E10	Legal & Community	Community project grants. Removal of discretionary budget provision for community group assistance.	Expenditure Reduction	(5)	(5)	(5)	(5)	(5)
E11	Place	Green Space maintenance contract expenditure. The contract review process identified an annual saving, as detailed in the Part 2 report to Cabinet in June 2021, which will be implemented from the 1st April 2022 for a period of 10 years, with a mutual break clause after 5 years. The changes also deliver a number of environmental benefits including increased biodiversity, reduced vehicle travel and lower water consumption.	Expenditure Reduction	(144)	(144)	(144)	(144)	(144)
E12	Place	Charging for the use of Public Conveniences at the three locations maintained by the Council. Efficiency value is based on a charge of 20p, assumes a 25% drop in activity, and is net of anticipated additional costs from introducing a charging system.	Additional Income	-	-	-	-	-
E13	Place	Introduction of a charge, from the middle of next year, for the delivery of replacement purple residual waste bins [only] at a price of £40 for a new 180L bin and £25 for a refurbished 180L bin (when available). Other bins, principally grey recycling bins, will also be refurbished but not charged to continue to encourage recycling participation. Saving value assumes 40% of all damaged bins requested to be replaced will be able to be refurbished, rather than require the purchase of a new bin, with the charge reducing requests for replacement purple bins by 20%.	Additional Income	(65)	(65)	(65)	(65)	(65)
E14	Place	Garden Waste Service subscription income. The contractual cost of delivering the garden waste service has increased since the paid service was introduced in 2018, while the administrative burden has increased with the introduction of additional communications and administration processes, such as around the provision of permits and management of concessions. This proposal suggests a price of £49, which aligns with the charging for garden waste collection in East Herts. The estimate takes account of a potential 5% drop in subscriptions. The value for 2022/23 reflects both the part year impact on income as well as additional associated expenses, which includes the changes required to direct debit notifications and additional advertising.	Additional Income	-	-	-	-	-
E15	Place	Garden Waste Service income from the provision of bins to new customers. The cost of bins has increased, due to polymer shortage and supply chain issues. New garden waste customers are charged for the delivery of their new bins. This charge is currently £35 and it is proposed, from the start of the next subscription period, to increase this to £40 to ensure cost recovery.	Additional Income	(1)	(2)	(2)	(2)	(2)
E16	Place	Garden Waste Service income from the provision of replacement bins. It is proposed to charge residents for the replacement of damaged bins to reduce the number of bin replacements for minor defects. It is proposed to charge £40 for a new bin and £25 for a refurbished bin. Additional income value assumes a 20% drop in the number of requests received for replacement bins.	Additional Income	(10)	(25)	(25)	(25)	(25)
E17	Regulatory	Planning Income. Increase in planning income as a result of the adoption and implementation of the Local Plan. Whilst there will be one-off applications of greater value, the growth figure is considered the average going forward. In February 2017 an expectation of 100k additional income was included within the budget estimates from 2018/19 on the same basis and this value is in addition to that.	Additional Income	(50)	(50)	(50)	(50)	(50)
E18	Managing Director	Income for charging for commercial filming on Council land. This is based on the income that has generally been achieved in recent years, but is subject to risk as it is dependent on filming companies wanting to use our land.	Additional Income	(3)	(3)	(3)	(3)	(3)
E19	Commercial	Income from letting Harkness Court to a Council owned property company. The company will then let the flats on to individual tenants. This follows a decision by the Cabinet Sub-committee (for Trading Companies) to approve the creation of a property letting company.	Additional Income	(8)	(16)	(16)	(16)	(16)

E20	Commercial	Income from a community lottery. This is based on the business case for setting up the community lottery, which will launch in 2022/23.	<b>Additional Income</b>	-	(4)	(7)	(10)	(13)
E21	Commercial	Revenue income return from proposed capital investment to build a commercial storage facility alongside museum storage at Bury Mead Road, Hitchin. Additional income value based on a 5% level of return.	<b>Additional Income</b>	-	-	(25)	(50)	(50)
E22	Place	Income from the sale of mausoleum niches. This will involve a capital investment of around £250k as the current mausoleum is almost full, although the majority of this will be funded from amounts held in reserve for this purpose. The income is based on an average of 3 niches sold per year (at £8k each), less the costs of maintaining the mausoleum. It is expected that in some years there will be more sales, but in some years the target may not be met.	<b>Additional Income</b>	(11)	(22)	(22)	(22)	(22)
E23	Place	Increase garden waste charges in line with the inflationary increases in Council Tax (estimated at 2%). The charge has remained unchanged since it was first introduced in 2018. The proposed increase (80p from 1st October 2022) is still below the general level of inflation. This also reflects what other Councils are charging. For example, East Herts who we have a joint waste contract with, charge £49 for garden waste. It will also start to cover the inflationary and other cost increases that the Council incurs in delivering the service.	<b>Additional Income</b>	(11)	(33)	(54)	(76)	(99)
E24	Place	Reduction in revenue expenditure by accounting for the purchase of refuse bins and containers as capital spend. This will be partly offset by an additional revenue cost of capital.	<b>Expenditure Reduction</b>	(80)	(80)	(80)	(80)	(80)
E25	Managing Director	Increase in forecast interest income from investment of surplus cash balances, based on the proposed Investment Strategy (Integrated Capital and Treasury) 2022-2032.	<b>Expenditure Reduction</b>	(17)	(34)	(108)	(116)	(110)
<b>Total Net Budget Reduction from new efficiency proposals</b>			<b>Total Expenditure Reduction</b>	<b>(332)</b>	<b>(372)</b>	<b>(446)</b>	<b>(484)</b>	<b>(478)</b>
			<b>Total Additional Income</b>	<b>(259)</b>	<b>(335)</b>	<b>(384)</b>	<b>(434)</b>	<b>(460)</b>
			<b>Total Efficiencies</b>	<b>(591)</b>	<b>(707)</b>	<b>(830)</b>	<b>(918)</b>	<b>(938)</b>

## New Revenue Pressures and Investment Proposals

Ref No	Service Directorate	Description of Proposal	Budget Impact	Investment				
				2022/23	2023/24	2024/25	2025/26	2026/27
				£'000	£'000	£'000	£'000	£'000
R1	Commercial	Consultants advice to Commercial projects. In order to support and appraise any external large commercial projects, relevant consultants are appointed to advise whether or not an opportunity is viable to pursue. Some external projects can be appraised in house, while others also require the expertise and knowledge of specialist consultants. The consultants budget requested will allow the Council to progress work on opportunities that have been identified and meet the commercial criteria to proceed to explore further as soon as possible, without first having to seek approval for additional expenditure involved in investment appraisal. Any money that is not spent will be requested to be carried forward.	Additional Expenditure	30	-	-	-	-
R2	Commercial	Creation of Trainee Estates Surveyor post within Estates & Asset Management. Anticipated that this role will be aimed at candidates holding an undergraduate Degree in an estates management or property-related subject. The role will offer training via the Assessment of Professional Competence (APC) towards achieving Associate or Full Membership of the Royal Institution of Chartered Surveyors, starting at Grade 6 and moving to Grade 10 upon attaining Membership.	Additional Expenditure	30	30	40	40	40
R3	Commercial	Erection of gate and fencing to reduce risk of acquisition of prescriptive rights over NHDC's land off Lower Gower Road, Royston. This measure will also reduce risk of anti-social behaviour, such as fly-tipping on NHDC's land.	Additional Expenditure	8	-	-	-	-
R4	Commercial	Clearance of site vegetation on NHDC land off Meadow Way, Therfield. Clearance of site will facilitate appraisal of the site for redevelopment to in turn provide either a capital receipt to NHDC or, if the land is retained, potential future rental income to NHDC.	Additional Expenditure	6	-	-	-	-
R5	Commercial	Replacement of kitchen and workshop equipment at Hitchin Town Hall. Both the kitchen and workshop were fitted approximately 5 years ago and some of the equipment will begin reaching the end of their useful life. Investment proposal is to recognise in the budget the cost of gradually replacing or repairing this equipment in the coming years.	Additional Expenditure	5	5	5	5	5
R6	Commercial	Replacement of chairs, tables and café seating (indoor and outdoors) at Hitchin Town Hall. These are reaching the end of their life and require replacement. Requested budget also includes provision for the purchase of large umbrellas for the outdoor area, which will help attract attention to the facility while also providing improved year round use for the outdoor area at the front of the museum.	Additional Expenditure	15	-	-	-	-
R7	Customers	IT Helpdesk Cloud Solution. The current solution used by IT (Spiceworks) is an open source software solution and the providers have given notice that they will no longer be developing or supporting this free software solution during 2022. IT have been looking at solutions that can also potentially benefit HR and Property Services. This new software is purely a revenue costs and based on 30 agents.	Additional Expenditure	22	22	22	22	22
R8	Customers	Ongoing software license and data storage costs associated with the continued use of artificial intelligence and robotics in service provision. The use of this software will be deployed to generate efficiencies through increased automation of processes, as was the case with the grants process (see efficiency E8). Investment value comprises the cost of the ongoing use of Microsoft Azure and the renewal of the UiPath AI software from 1st April 2023.	Additional Expenditure	5	40	40	40	40
R9	Customers	Appointment of Electronic Watch (Public Procurement). NHDC agreed a 1 year contract with this company, who monitor IT suppliers used by the Council to ensure the protection and rights of workers in the electronic supply chain.	Additional Expenditure	4	-	-	-	-
R10	Legal & Community	Incorporation of the Healthy Hub Service into the Council's permanent budget based on receipt of funding from Hertfordshire County Council. I.e. confirmation that the existing arrangement will continue on an ongoing basis.	Additional Expenditure	-	-	-	-	-
R11	Legal & Community	Legal Services staffing costs. Increase in budgeted weekly hours for the Procurement Officer post from the existing 18.5 hour part-time role to a 37 hour full time post. Several unsuccessful recruitment attempts and feedback from interim appointments have indicated that the demands of the role are not commensurate with a part time position. The additional expenditure in 2022/23 would be funded from Brexit Grant as the post involves working with local businesses and other Local Authorities on post Brexit procurement matters.	Additional Expenditure	-	25	25	25	25
R12	Legal & Community	Recruitment of additional Licensing Officer (career graded 5 - 8) on a permanent contract. New post would increase service resilience and the capacity for the Licensing Team to take on some of the licensing functions currently delivered by the Environmental Health Team. The additional cost beyond 2023/24 would be re-couped through the recalculation of license fees based on the augmented staffing structure.	Additional Expenditure	25	25	-	-	-
R13	Legal & Community	Subscription to Hertfordshire Climate Change and Sustainability Partnership (HCCSP). HCCSP has an overarching mission to be the lead partnership organisation through which Hertfordshire's local authorities and the Hertfordshire Local Enterprise Partnership (LEP) can work collaboratively on environmental, climate change and wider sustainability issues. HCCSP works to support outcomes identified by the Hertfordshire Leaders Group through sharing information, coordinating and influencing solutions, and bringing forward proposals for key interventions around climate change and sustainability across Hertfordshire.	Additional Expenditure	7	7	7	7	7
R14	Place	Removal of the planned efficiency (PE1 below) associated with the provision of a Crematorium. In September 2021 Cabinet approved the recommendation to cease the Crematorium project at Wilbury Hills Cemetery and allow officers (Commercial and Greenspace teams) to investigate alternative, commercial opportunities for this site, whilst continuing the current letting arrangement with the tenant. Commercial options will be presented to Cabinet by March 2022.	Income Reduction	50	100	100	100	100
R15	Place	Additional waste, recycling and street cleansing expenditure following the Jubilee Bank Holiday. Cost includes provision for 'catch up' working for all services and a small sum for additional communication with residents.	Additional Expenditure	30	-	-	-	-

R16	Place	Creation of a permanent full time Garden Waste Service administrator post. In 2020/21, 36% of the garden waste sign ups were outside of the 2 month sign-up window. East Herts Council (EHC) and North Herts Council (NHC) currently fund 2 x 3 month temporary posts to administer the garden waste service (equivalent to 0.5 WTE) however a significant additional administrative burden is absorbed by the client team to the detriment of other services. Investment value represents the additional NHC resource required to replace the two temporary posts with the proposed permanent post (1 WTE) and assumes that a half of the cost will be funded by EHC. Increase of 0.5 WTE, so NHC funding is for 0.25 WTE.	Additional Expenditure	8	8	8	8	8
R17	Place	Project management resource to support the extension or retender of the waste, recycling and street cleansing contract. This may be in the form of consultants, a dedicated project manager or additional financial support. Additional expenditure value is based on the assumption that the shared service will continue and procurement costs will be shared with East Herts Council. Total estimated North Herts share around £100k - across 2022/23, 23/24 and 24/25. To be funded from Waste Reserve so zero General Fund impact.	Additional Expenditure	-	-	-	-	-
R18	Regulatory	Recruitment of Economic Development Officer (£30k per year) to continue the current shared service arrangement with East Herts District Council to enable the development of an Economic Development Strategy in 2022 reflecting the post pandemic environment. Work is already on-going with regard a District wide business survey, footfall counts within the 4 towns and recovery plans for the three BID areas. Extending the current arrangement for a further year to move this work on to a strategy will also allow alternative funding streams to be considered and, post the adoption of the strategy, allow the future resources requirements to be clearly identified for future years. The funding for 22/23 will be through an existing economic development reserve.	Additional Expenditure	-	TBC	TBC	TBC	TBC
R19	Regulatory	Recruitment of Conservation and Listed Buildings Officer (career graded 7 - 10). This would provide an additional officer to support the Council's only specialist officer for in excess of 2000 listed properties and a number of conservation areas. The applications attract no fee to offset the cost of the additional officer, with minimal take up of the charged pre-application process given the zero application cost. The additional officer will provide support for the increased workload following an adoption of the Local Plan, cover for the leave or absence of the existing officer, and seek to speed up the application process, which is a cause of concern for applicants. The Council has in the past had two officers. Investment value based on recruitment at top of grade 10 and represents the maximum cost.	Additional Expenditure	56	56	56	56	56
R20	Regulatory	5 year Principal Strategic Planning Officer post at grade 11. An additional Principal Strategic Planning Officer Post was approved as a growth bid in the 2020/21 budget. Following progression of the Local Plan and the Council's emphasis on place leadership, good design and addressing the climate change emergency, this post has subsequently been refocussed to ensure successful implementation of the Council's SP9 design and masterplanning approach and delivery of the supporting documents (SPDs, town centre strategies) to the Local Plan. This leaves a requirement for an experienced senior professional to focus upon (but not necessarily limited to): Programming of the work associated with the early review of the new Local Plan, contribution to emerging sub-regional joint planning arrangements for north, east and central Hertfordshire ('NEC Herts'), liaison with surrounding authorities under the Duty to Co-operate or any successor arrangements and oversight of other planning responsibilities e.g. neighbourhood planning and monitoring. This is to also include line management of career grade (8-10) posts. Five-year cost (£337k) to be funded from existing planning income reserve (balance at 1/4/21 of £469k). However, this reserve was intended to fund a wide range of matters across the planning services that require additional resource and the use of the reserve to fund this post is made with the request that in the future (e.g.) excess planning fee income, PPA income etc. will be used to replenish the reserve. See separate narrative on reserves.	Additional Expenditure	-	-	-	-	-
R21	Regulatory	5 year career-grade Planning Officer / Senior Planning Officer post (grade 10) - linked to the above, to provide an additional career-grade post for five years enabling the establishment of two mini teams working under the line management of the proposed two principal planning officer posts (There are presently three occupied career-grade posts within the team which would need to be allocated under this arrangement). This post would provide necessary additional capacity in either the 'implementation' or 'strategic planning' team to ensure successful delivery of the team's work programme. Assumes recruitment at top of grade 10 for worst case, however could be recruited for example at a grade 8 £36,600. Total salary cost of £55,600 per annum to be met from (i) permanent reduction in hours of an existing planning policy career grade post and development management posts under agreed flexible working arrangements and (ii) use of existing neighbourhood planning reserve to part-fund existing career-grade post with lead responsibility over a period of five years	Additional Expenditure	-	-	-	-	-
R22	Regulatory	Adopted Local Plan early review. The examination of the Local Plan has cost approximately £1m and, although it is presently anticipated that the cost of the early review will not be as high (due to, inter alia, having a relatively recent plan to build upon, potential for some costs to be shared / mitigated / absorbed through joint planning arrangements etc.) there will still be a significant cost. There is no ongoing base budget or income source for strategic planning work. There will be a requirement for early stage evidence studies to inform the review scheduled for late 2023 and / or 'pace' the development of the evidence base whilst any year-on-year underspend will help mitigate / reduce further growth bids as the Plan reaches key points (e.g. pre-submission and examination stages which require full, up-to-date evidence bases, legal support etc.) Total bid of £60k per year, it is proposed that 50% of this to be met from existing reserve for "Local Plan post-2031" work for 3 years. The remaining amount within the reserve (£60k (£150k - £90k)) will be used for Herts Growth Board work (to date £40k has been committed to a growth study, leaving a small amount (£20k) for future work, over and above this there is no funding) and for initial work following adoption of the Local Plan.	Additional Expenditure	30	30	30	60	60
R23	Regulatory	Introduction of career grading for Environmental Health Technical Officer posts (career grade from current grade 6 up to an 8). Environmental Health is nationally recognised as a hard to recruit and retain regulatory service. The service workload has increased following the European Transition, particularly around food safety, and in addition the number of complaints has increased (e.g. noise by 20%). As such, to free up capacity within the qualified staff and to develop our own qualified staff, it is proposed to move the four current technical officers from a grade 6 to a career graded 6 - 8 post. This will allow qualified officers to focus on more complex case work and create additional competency within the technical officers. In addition, it should allow future vacancies of senior officers to be filled internally in future years. Additional cost represents the maximum additional resource required (costed at top of grade 8 compared to current staff at a grade 6).	Additional Expenditure	30	30	30	30	30
R24	Regulatory	Additional Career Graded Environmental Health Officer (up to a grade 10) focused on food safety. The additional officer will help the service to fully deliver all interventions required by the Food Law Code of Practise, eliminate the current backlog of food hygiene interventions, maintain the required frequency of future interventions and comply with the Food Standard Agency's Covid-19 recovery plan. In addition there is additional workload around Brexit and the need to issue export licenses for food products. Investment value represents maximum resource required.	Additional Expenditure	56	56	56	56	56
R25	Regulatory	Environmental Health Inequalities Officer (estimated to be grade 8 but subject to job evaluation- £43k per year). This new role would work with our residents to identify and address local health inequalities associated with their housing e.g. fuel poverty and / or housing disrepair adversely affecting residents' health, and also promote other health campaigns and grant applications linked to Environmental Health, including residential security and the myriad of green home grants currently available. The role could also deliver the forthcoming Empty Homes Policy. It is proposed to initially be a fixed term two year post to assess its effectiveness. This role would be subject to funding from Hertfordshire County Council, so assumed at zero net cost to the Council.	Additional Expenditure	-	-	-	-	-

R26	Regulatory	Scanning of micro-fiche records. The Council currently holds approximately 125,000 micro-fiche records. Predominantly these are planning records required to be kept as part of the statutory public register. Not only is there a degradation in the quality of the records on the micro-fiche, the micro-fiche reader/printer machine is in disrepair and spare parts are becoming more difficult to source. IT has sought to source a new reader and there are none on the market. As such it is proposed to scan the records, which can then be accessed electronically.	Additional Expenditure	53	-	-	-	-
R27	Resources	Property Services team restructure. The restructure increases the capacity of the team to meet both ongoing demands on the function and undertake the exercise to retender the compliance contract. The intention is that the new staffing arrangements will be reviewed at the start of 2024/25.	Additional Expenditure	7	7	-	-	-
R28	Resources	Repairs and maintenance works outside of routine / annual compliance requirements. Provision is requested for the external decoration of Ransoms Pavilion, Wilbury Hills Cemetery and Brotherhood Hall, the replacement of water pumps at Hitchin Town Hall and replacement lighting to ramps at Hitchin Multistorey car park.	Additional Expenditure	20	-	-	-	-
R29	Commercial	Temporary storage costs associated with the building of a new museum storage facility. Initial estimate based on using existing property (e.g. old Letchworth museum) and shipping containers	Additional Expenditure	30	40	-	-	-
R30	Resources	Revenue cost of internal borrowing required to finance the proposed capital programme. Value only reflects Minimum Revenue Provision of 2.5%, as additional impact of lost interest income (estimated to be 0.5%) is included in the interest income projection (see E25).	Additional Expenditure	-	-	-	-	52
<b>Total Net Budget Increase from new pressures and investment proposals</b>			<b>Total Additional Expenditure</b>	<b>477</b>	<b>381</b>	<b>319</b>	<b>349</b>	<b>401</b>
			<b>Total Income Reduction</b>	<b>50</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
			<b>Total Investments</b>	<b>527</b>	<b>481</b>	<b>419</b>	<b>449</b>	<b>501</b>

## Efficiencies earmarked in 2022/23 (and/or beyond) resulting from previous decisions

	Service Directorate	Description of Proposal	Budget Impact	Efficiency				
				2022/23	2023/24	2024/25	2025/26	2026/27
				£'000	£'000	£'000	£'000	£'000
PE1	Place	Provision of a Crematorium at Wilbury Hills. Delivery of the crematorium and any revenue efficiency is dependent on a successful planning application. The planning application was refused by Central Bedfordshire Council, but NHDC has submitted an appeal against this decision. Whilst the Council feels that there is a good chance of success in the appeal, the process has delayed the achievement of any savings. The timing and value of savings is based on the Council making a prompt decision to appoint a new partner to deliver the Crematorium. The estimated efficiency value is based on the proposed terms of the original lease, with NHDC receiving an annual base rent of £10k (indexed annually by RPI) plus a percentage (up to a maximum of 10%) of the turnover generated from the Crematorium. The eligible percentage of turnover would be linked to the number of cremations that take place over a 12 month period. If however the Council decided to build the Crematorium itself then the savings could be greater, but would probably take longer to achieve and would require funding to be allocated through the capital budget.	Additional Income	(50)	(100)	(100)	(100)	(100)
PE2	Legal & Community	Removal of budget provision for District Council elections in 2021/22 as no elections are scheduled to be held. Efficiency value includes both the £25k increase in estimated cost of elections reported at Q2 2019/20, which is attributed to rising venue hire prices and higher numbers of postal votes requested, and the £1k saving from integrating elections payroll onto the new Council payroll system.  <b>UPDATE CBP 2022/23: Reinstatement of budget provision in 2026/27</b>	Expenditure reduction	117	117	117	-	117
PE3	Place	AFM income from Herts County Council. The efficiency proposal in setting the budget for 2020/21 was to adjust the budget estimates to better reflect the Council's current performance (annual income budget increased by £156k). The reduction in anticipated income beyond 20/21 is due to the HCC proposal to reduce the total amount allocated to collection authorities by 12.5% per annum (approximately £500k per year) for the next three years (impacting receipts from 2021/22). The actual impact will however depend on the Council's recycling performance relative to other Hertfordshire authorities, as well as the overall performance of Hertfordshire collection authorities in diverting waste from landfill and reducing associated costs incurred by HCC.	Additional Income	61	87	87	87	87
PE4	Commercial	Property management costs and commercial rents income. Efficiencies associated with the capital scheme proposal in respect of Thomas Bellamy House, Hitchin. The capital project will significantly raise the prospects of NHDC securing tenants for Thomas Bellamy House and generating a commercial rental income stream for the Council. Further, by securing tenants, NHDC will be in a position to pass on the costs of holding this property, such as energy and maintenance costs, to those tenants by way of leases or other occupational agreements. NHDC currently bears most/all of the holding costs as the building is largely vacant.  <b>UPDATE CBP 2022/23: Delay to the capital scheme due to additional works required means that achievement of planned efficiency is now expected one year later than originally anticipated.</b>	Additional Income	-	(9)	(28)	(28)	(28)
PE5	Legal & Community	Independent Remuneration Panel (IRP) expenses. Proposed that the Members' Allowances Scheme is reviewed every four years, subject to the scheme making a provision for an annual adjustment of allowances by reference to an indexation. Each person on the Independent Remuneration Panel is paid an honorarium of £500 plus expenses incurred, e.g. mileage. If the scheme provides for an indexation there would be no need for the IRP to meet annually unless there was a change in circumstance, in which case the Council could request the IRP to convene.  <b>CBP 22/23 UPDATE: Budget saving removed in 26/27 as panel is scheduled to convene.</b>	Expenditure Reduction	(2)	(2)	(2)	-	(2)
PE6	Resources	Continued reduction in audit days (Shared Internal Audit Service- SIAS). Previous savings to reduce from 350 days down to 300 days. This proposal is for a further reduction down to 270 days (15 day reduction in 2022/23 and a further 15 days in 2023/24). It is still believed that this will provide sufficient coverage for the Council and to provide the required assurance from the Head of SIAS.	Expenditure Reduction	(5)	(9)	(9)	(9)	(9)
PE7	Customers	Revenue savings associated with the proposed capital investment to facilitate the provision of laptops for all officers for use at home and in the office. Savings anticipated would include a reduction in telephone call charges, as the laptops would facilitate soft-telephony. The reduced office footprint required may also allow income generation from the renting of floor space at DCO. 'Green' benefits may also materialise in the form of reduced travel and energy consumption. Work is ongoing to quantify the financial impact.	Expenditure Reduction	tbc	tbc	tbc	tbc	tbc
PE8	Managing Director	Reduce frequency of Outlook from 3 editions per year to 2 editions per year.	Expenditure Reduction	(8)	(8)	(8)	(8)	(8)
<b>Total Net Budget Reduction from earmarked efficiencies</b>			<b>Total Expenditure reduction</b>	<b>102</b>	<b>98</b>	<b>98</b>	<b>(17)</b>	<b>98</b>
			<b>Total Additional Income</b>	<b>11</b>	<b>(22)</b>	<b>(41)</b>	<b>(41)</b>	<b>(41)</b>
			<b>Total Efficiencies</b>	<b>113</b>	<b>76</b>	<b>57</b>	<b>(58)</b>	<b>57</b>

**Investments earmarked in 2022/23 (and/or beyond) resulting from previous decisions**

	Service Directorate	Description of Proposal	Budget Impact	Investment				
				2022/23	2023/24	2024/25	2025/26	2026/27
				£'000	£'000	£'000	£'000	£'000
PI1	Regulatory	Review of Social Housing stock- On a four yearly basis, procure consultants to analyse the condition of housing stock in North Herts and/or support activity on measures aimed at resultant findings/current priorities (e.g. helping residents introduce energy efficiency measures).	Additional Expenditure	-	-	20	-	-
PI2	Regulatory	Local housing market analysis - Appoint consultant biannually to provide information and analysis on the local housing market in order to inform the development of housing policies and strategies. <b>UPDATE CBP 2022/23: Proposed to remove biannual £7.5k budget earmarked in 2023/24 &amp; 2025/26 and instead replace with permanent £3k top-up to existing consultants budget to create an annual budget of £5k for local housing analysis from 2022/23. Net zero impact on General Fund over the five year period 2022 - 2027.</b>	Additional Expenditure	(5)	(5)	(5)	(5)	(5)
PI3	Regulatory	The undertaking of town centre strategy reviews, which form part of the documents supporting the Local Plan. It is proposed that the investment will be required in each of the next four years to cover all four towns.	Additional Expenditure	-	-	-	(40)	(40)
PI4	Resources	Hitchin Fountain. Lady Dixon has agreed to pay for a new floating fountain to go in front of the church in Hitchin. It is believed that this will provide a more reliable water flow than the old pump. The supplier is prepared to provide free maintenance for the first 2 years if the Council agrees to put up an in keeping plaque near to the fountain. The quote for this maintenance after the first 2 years is just under £3k per year.	Additional Expenditure	1	1	1	1	1
PI5	Chief Executive	Triennial Pension Scheme Valuation. Increases in annual lump sum [fixed] contribution recommended by the actuary over the three year period from April 2020.	Additional Expenditure	29	29	29	29	29
PI6	Legal & Community	Provide inflationary increase (2%) for MOUs with CVC and Citizens Advice North Herts. Inflation increases beyond 2023/24 included within estimated inflation total.	Additional Expenditure	4	8	8	8	8
PI7	Regulatory	Delivery of a single issue Local Plan review to incorporate any emerging Council Priorities re. Climate Change Emergency into formal planning policy for the District. Dependent on the outcome of current Council Priorities work, the estimated two-year programme (2020/21 & 2021/22) would include commissioning of evidence and examination.	Additional Expenditure	(40)	(40)	(40)	(40)	(40)
PI8	Regulatory	Continuation of the Electric Vehicle strategy to incorporate any emerging Council Priorities re: the Climate Change Emergency / air quality. While details are not yet known, future implementation may require accompanying capital expenditure.	Additional Expenditure	-	(20)	(20)	(20)	(20)
PI9	Regulatory	To extend the joint Economic Development Officer post (shared with East Herts) for a further 2 years to the end of 2021/22.	Additional Expenditure	(26)	(26)	(26)	(26)	(26)
PI10	Managing Director	Investment interest income. Budget estimate adjusted in line with anticipated cash balances and interest returns, as detailed in the Council's Investment Strategy (Combined Capital and Treasury) for 2021-31. <b>CBP 2022/23 Update: Interest income projections will be updated for new Investment Strategy once finalised.</b>	Income Reduction	1	6	7	11	11

<b>Total Net Budget Increase from earmarked investments</b>	<b>Total Additional Expenditure</b>	<b>(37)</b>	<b>(53)</b>	<b>(33)</b>	<b>(93)</b>	<b>(93)</b>
	<b>Total Income Reduction</b>	<b>1</b>	<b>6</b>	<b>7</b>	<b>11</b>	<b>11</b>
	<b>Total Investments</b>	<b>(36)</b>	<b>(47)</b>	<b>(26)</b>	<b>(82)</b>	<b>(82)</b>

## Savings incorporated since 2021/22 Budget approved by Council in February 2021

Report	Service Directorate	Description of Saving	Budget Impact	Saving				
				2022/23	2023/24	2024/25	2025/26	2026/27
				£'000	£'000	£'000	£'000	£'000
Third Quarter Revenue Monitoring 2020/21	Place	Net income from Garden Waste service. Increase in income expectation reflects the sustained level of demand for the service, with a similar number of households signing up to the new subscription period that commenced in October 2020.	Additional Income	(81)	(81)	(81)	(81)	(81)
Revenue Budget Outturn 2020/21	Regulatory	Hertfordshire County Council contribution to highways verge maintenance. Increase in income follows the new service contract agreed with Hertfordshire Highways.	Additional Income	(15)	(15)	(15)	(15)	(15)
Revenue Budget Outturn 2020/21	Place	Refuse service income. Bins which are no longer reusable, and would previously have been disposed of, are now instead being sold to a plastics recycling company. Whilst the plastics market is buoyant an annual income can be expected (included within other minor variances total in table 3).	Additional Income	(8)	(8)	(8)	(8)	(8)
First Quarter Revenue Monitoring 2021/22	Place	Reorganisation of the Leisure and Active Communities Team, with the deletion of the Active Communities Manager post. The Covid-19 pandemic limited the ability of the Active Communities service to both deliver activities, due to lockdown restrictions, and to secure external funding to finance projects and initiatives. Responsibility for delivering ongoing tasks and activities has been absorbed within the Leisure Manager and Leisure Officer posts.	Expenditure Reduction	(32)	(32)	(32)	(32)	(32)
First Quarter Revenue Monitoring 2021/22	Resources	Shared Internal Audit Service. Agreed reduction of 50 days to the audit plan from 2021/22. The efficiency proposal approved by Council in February 2021 (as detailed in PE6 above) had assumed a reduction of 15 days in 2022/23 and a further reduction of 15 days from 2023/24. With no further reductions now anticipated, the ongoing impact has been adjusted accordingly.	Expenditure Reduction	(15)	(11)	(11)	(11)	(11)
Electoral Cycle	Legal & Community	At the Extraordinary meeting of Full Council on the 7th December 2021, the Council resolved to change the electoral cycle to all-out elections. At present, scheduled elections take place in three out of every four years. The first all-out election will take place in May 2024 and, with no elections anticipated in 2025/26 under either election cycle, the financial saving will materialise from 2026/27. The precise saving will depend upon whether the district elections can be combined with any another election, and whether the formulation of the Fees and Charges Order for any elections paid for by central Government were included, as that varies from election to election. The saving could potentially increase if parish council election dates are aligned with the District Council in future.	Expenditure Reduction	-	-	-	-	(121)
Second Quarter Revenue Monitoring 2021/22	Commercial	District Council Offices Second Floor Letting Income. Tenant's contribution towards the overhead costs of the building (primarily energy costs & business rates), which is based on the proportion of space occupied, as well as those costs directly associated with the second floor (e.g., cleaning costs). The tenant is also required to pay a service charge relating to the use of the communal areas and lifts at the DCO.	Additional Income	(39)	(39)	(39)	(39)	(39)
Second Quarter Revenue Monitoring 2021/22	Customers	Hertfordshire County Council contribution to Empty Homes Review (included within 'other minor variances' total in table 3). The cost of the review will be fully funded by HCC from the next financial year.	Additional Income	(6)	(6)	(6)	(6)	(6)
Second Quarter Revenue Monitoring 2021/22	Place	Income from the sale of paper collected for recycling. A new contract, procured alongside the Hertfordshire Waste Consortium, commenced in June 2021. The sale price for paper achieved each month under the new contract is dependent on the market price which, while variable, has to date been significantly higher than the fixed price per tonne agreed under the previous contract.	Additional Income	(71)	(71)	(71)	(71)	(71)
Second Quarter Revenue Monitoring 2021/22	Place	Recycling credits income from Hertfordshire County Council for commingled recyclates collected. While the volume of commingled recycling collected in this financial year has been lower than the prior year, where tonnages peaked during lockdowns, tonnages remain higher than those recorded in the equivalent period prior to the Covid-19 pandemic. The higher recycling tonnages therefore increase the eligible amount of recycling credits income from HCC.	Additional Income	(108)	(108)	(108)	(108)	(108)
Second Quarter Revenue Monitoring 2021/22	Place	Public Conveniences Business rates expenditure. The Non-Domestic Rating (Public Toilets) Act received Royal Assent on 29 April 2021. This Act provides a 100% business rates relief for separately-assessed public toilets in England and Wales, including those being operated by Local Authorities. Budget adjustment included within 'other minor variances' total in table 3.	Expenditure Reduction	(11)	(11)	(11)	(11)	(11)
Second Quarter Revenue Monitoring 2021/22	Resources	Insurance Premiums. The Casualty category of insurance premiums, which includes Public Liability and Employers Liability, was retendered this year and resulted in a saving of around £20k. This is partially offset by an increase of around £7k on other premiums (included within 'other minor variances' total in table 3).	Expenditure Reduction	(13)	(13)	(13)	(13)	(13)
Revenue Budget Report 2022/23	Commercial	Commercial rent income. Income increase follows rent changes agreed for investment properties at York Way and Blackhorse Road Industrial Estate.	Additional Income	(10)	(10)	(10)	(10)	(10)
Total Savings incorporated since 2020/21 budget agreed in February 2020			Total Expenditure Reduction	(71)	(67)	(67)	(67)	(188)
			Total Additional Income	(338)	(338)	(338)	(338)	(338)
			Total Efficiencies	(409)	(405)	(405)	(405)	(526)



**Budget Pressures and Investments incorporated since 2021/22 Budget approved by Council in February 2021**

Report	Service Directorate	Description of Pressure	Budget Impact	Pressure				
				2022/23	2023/24	2024/25	2025/26	2026/27
				£'000	£'000	£'000	£'000	£'000
Third Quarter Revenue Monitoring 2020/21	-	Net total of minor permanent budget adjustments requested at Quarter Three 2020/21 ('other minor variances' total in table 3).	Additional Expenditure	2	2	2	2	2
Revenue Budget Outturn 2020/21	Managing Director	Fees payable to the External Auditor. Base budget increase relates to the service provided by the external auditor as reporting accountant for the housing benefit subsidy claim. Value is based on the experience of recent years.	Additional Expenditure	12	12	12	12	12
Revenue Budget Outturn 2020/21	Managing Director	Hertfordshire Property Partnership programme. Annual contribution to Hertfordshire County Council for the Hertfordshire Property Partnership programme management costs. The annual contribution has been made for the last three years and is expected to be ongoing (included within other minor variances total in table 3).	Additional Expenditure	10	10	10	10	10
Revenue Budget Outturn 2020/21	Customers	Careline Corporate Dispersed Alarms Income. Adjustment to the ongoing income expectation in line with activity in recent years (included within other minor variances total in table 3).	Income Reduction	10	10	10	10	10
First Quarter Revenue Monitoring 2021/22	Place	Domestic Waste & Recycling and Street Cleansing contract expenditure. The budget for 21/22 assumed a contract indexation of 0.4%, based on the respective indices at that time. Due to subsequent increases in the fuel price index and the Consumer Price Inflation index, the calculation of the actual indexation rate for 21/22, as defined in the terms of the contract, resulted in an increase to contract prices of 3.8%.	Additional Expenditure	176	176	176	176	176
First Quarter Revenue Monitoring 2021/22	Place	Commercial Waste and Recycling Services. Following the easing of COVID restrictions most customers have begun trading again, however some have ceased trading. Of those customers who have resubscribed to the service, there has been a rationalisation of the services used, such as reduced frequency of collections, reduction in the number of bins and / or bin sizes. The estimated income impact is partially offset by a projected reduction in tipping charges, from the lower levels of waste collected, and lower contract costs from the lower level of activity.	Income Reduction	32	32	32	32	32
First Quarter Revenue Monitoring 2021/22	Customers	Housing Benefit and Council Tax administration grants. The Council was notified in March 2021 both that the Council Tax Admin grant would increase by £15k to a total of £137k for 2021/22, while the Housing Benefit Admin grant would reduce by £24k to a total of £274k receivable in 2021/22. The overall £9k reduction in grant income was included within the other minor variances total in table 3 of the monitoring report for the First Quarter of 2021/22.	Income Reduction	9	9	9	9	9
First Quarter Revenue Monitoring 2021/22	-	Net total of minor permanent budget adjustments requested at Quarter One 2021/22 (included within 'other minor variances' total in table 3).	Additional Expenditure	6	6	6	6	6
Second Quarter Revenue Monitoring 2021/22	Place	Recycling credits income from Hertfordshire County Council for paper collected for recycling. The decline however in the volume of paper collected each month continues, with the base budget adjusted to reflect current levels of paper collected.	Income Reduction	18	18	18	18	18
Second Quarter Revenue Monitoring 2021/22	-	Net total of minor permanent budget adjustments requested at Quarter Two 2021/22 (included within 'other minor variances' total in table 3).	Additional Expenditure	2	2	2	2	2
Revenue Budget Report 2022/23	-	Net total of minor permanent budget adjustments requested at Month 8 2021/22 monitoring within the revenue budget report for 2022/23 (included within 'other minor variances' total in table 3).	Additional Expenditure	1	1	1	1	1

<b>Total pressures and investments incorporated since 2020/21 budget agreed in February 2020</b>	<b>Total Additional Expenditure</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>209</b>
	<b>Total Income Reduction</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>69</b>
	<b>Total Pressures Arising</b>	<b>278</b>	<b>278</b>	<b>278</b>	<b>278</b>	<b>278</b>

**Previously agreed changes, including updates to amounts**

Reference	Service Directorate	Description	Budget Impact	Pressure / Saving				
				2022/23	2023/24	2024/25	2025/26	2026/27
				£'000	£'000	£'000	£'000	£'000
-	Managing Director	Reduction in annual interest payments relating to outstanding loans with Public Works Loans Board. The annual interest payments reduce as the loan principal is repaid.  <b>UPDATE CBP 2022/23: Estimates updated and extended to 2026/27</b>	Saving	(1)	(3)	(4)	(6)	(7)
Council 31st August 2017	Managing Director	Annual interest (fixed at 3.5%) receivable from NHDC loan to SLL for purchase of gym and fitness equipment at Hitchin and Royston Leisure Centres, approved by Council in August 2017, decreases as the loan principal is repaid. Loan principal is scheduled to be fully repaid by the end of March 2023.	Pressure	4	7	7	7	7
-	Managing Director	District Wide Survey (estimated cost £18k) takes place in alternate years.  <b>UPDATE CBP 2022/23: Budget removed in 2026/27 as no survey due to take place in that year.</b>	Saving	(18)	-	(18)	-	(18)

<b>Total Net Budget Impact</b>	<b>Total Pressures</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
	<b>Total Savings</b>	<b>(19)</b>	<b>(3)</b>	<b>(22)</b>	<b>(6)</b>	<b>(25)</b>
	<b>Net Budget Impact</b>	<b>(15)</b>	<b>4</b>	<b>(15)</b>	<b>1</b>	<b>(18)</b>

## Expenditure Budget requested to be Carried Forward from 2021/22

Report	Service Directorate	Purpose of Carry Forward	Carry Forward				
			2022/23	2023/24	2024/25	2025/26	2026/27
			£'000	£'000	£'000	£'000	£'000
First Quarter Revenue Monitoring 2021/22	Customers	Artificial Intelligence (AI) Software Licenses. The approved revenue investment allocation of £35k for AI software was carried forward at the end of 2020/21. The first year's software licenses have now been procured at a cost of £24k and a carry forward of £11k is requested to contribute to the second year's license fee in 2022/23.	11	(11)	-	-	-
First Quarter Revenue Monitoring 2021/22	Regulatory	Transport User Forum. The Forums are currently held virtually due to the pandemic, which has reduced the costs of facilitating the User Forum, such as venue costs and consultant advice. There are no plans to change this in the current year, so it is anticipated that most of the budget will not be spent. A carry forward is requested to fund the costs of the User Forum in the next financial year.	40	(40)	-	-	-
Second Quarter Revenue Monitoring 2021/22	Legal & Community	Brexit Grant funded expenditure. A carry forward of this budget is requested to fund an increase in the contracted weekly hours of the Procurement Officer post in Legal Services, from 18.5 to 37 hours in 2022/23, as described in the corresponding revenue investment proposal included in the draft budget for next year. The role will include working with local businesses and other Local Authorities on post Brexit procurement matters.	32	(32)	-	-	-
Second Quarter Revenue Monitoring 2021/22	Regulatory	Supplementary Planning Documents. At its meeting in March 2021 Cabinet approved the reallocation of existing approved revenue budgets for Community Infrastructure Levy (£87k carried forward from 2020/21) and the potential Single Issue Review of the Local Plan (£80k, of which £40k carried forward from 2020/21) to create a budget for the delivery of the work on a revised and updated programme of Supplementary Planning Documents. Progress in developing the programme of Supplementary Planning Documents has however been delayed due to the focus on masterplanning and the secondment of Strategic Planning staff to support Development Management. It is therefore requested to carry forward the forecast unspent budget to fund the progress of this work in 2022/23	100	(100)	-	-	-
Second Quarter Revenue Monitoring 2021/22	Regulatory	Parking Lines & Signs maintenance. Not all planned works will be completed due to the capacity of staff to manage the projects. The forecast unspent budget is therefore requested to be carried forward to fund the cost of those works that will now be completed in 2022/23.	28	(28)	-	-	-
Revenue Budget Report 2022/23	Legal & Community	Area Committee Grants. The carry forward requested is at this stage an estimate of unspent and unallocated Area Committee budgets. This is largely due to the influx of additional funding that has been provided to the District Council from the County Council to support organisations that have been affected by Covid. Many of the applications that have been received have been for addressing the impacts of Covid on the organisations' ability to function and support those in the community. The application amounts have often exceeded the Area committee budgets and have been diverted to these larger funding pots so that the application requests can be fulfilled in their entirety.	19	(19)	-	-	-
Revenue Budget Report 2022/23	Regulatory	Supplementary Planning Documents (SPDs). It is anticipated that the evidence based work associated with the SPDs, and approved by Cabinet in March 2021, will be procured in the final quarter of 2021/22. The majority of spend will now be in 2022/23 and it is therefore requested to carry forward the remaining £67k allocated to this project.	67	(67)	-	-	-
Revenue Budget Report 2022/23	Regulatory	Town Centre Strategies. Council approved an investment bid of £40k for 2021/22 to finance progress with town centre strategy reviews, which form part of the documents supporting the Local Plan. Due to the delay in the issuing of the Inspectors final report post examination of the Local Plan, it is requested that this budget is carried forward to enable work to commence in the next financial year following adoption of the Local Plan.	40	(40)	-	-	-
Revenue Budget Report 2022/23	Regulatory	Transport User Forum. The forums have been held virtually due to the pandemic, which has reduced costs, and there are no plans to change this format for the remainder of this financial year. £40k was requested to be carried forward at Quarter One and it is requested that the remaining current year budget is carried forward to fund the costs of the User Forum in the next financial year.	7	(7)	-	-	-
<b>Total Budget Carried Forward</b>			<b>344</b>	<b>(344)</b>	<b>-</b>	<b>-</b>	<b>-</b>