



Council Plan 2025-2030

Strategic Vision and Objectives

Our vision for St Albans District is the continuance of a happy, inclusive and sustainable community. Decent homes, great amenities and open spaces, fair access to services and a healthy environment are all part of how we will sustain this over the next five years.

Alongside strong delivery of our services for residents, businesses, and visitors, our four areas of highest priority, and the action we will take to deliver them, are set out below.

Support Great Communities

St Albans District is a place of warm welcome, community spirit, a beautiful environment and a city, towns and villages steeped in heritage, while modern and vibrant too. Our work over the next 5 years will help underpin this for the future.

Yet, St Albans District is also the home to some of the most deprived neighbourhoods in the country when housing costs are taken into account. Many local people have been hit hard by sharp increases in the cost of living. They continue to need additional support in greater numbers than before. We will work hard to ensure local people are supported, for example through our work with those facing homelessness and unmanageable debt. We commit too to considering the needs of people of all ages and to work to bring them together to share each other's outlook and experiences. Keeping people safe will also be a focus through our community resilience work, such as our CCTV operations and investment in supporting infrastructure, and our regulatory framework.

Our strong partnerships with third sector organisations are helping to build the capacity needed to deliver in challenging circumstances. With our partner councils, we will continue to play a central role in planning for future growth and deliver important climate change objectives.

Local residents expect and deserve value for money and straightforward access to good services. The Council will continue to develop, both as a modern organisation and as a focus for community development, despite the considerable financial challenges we face. Over the next 5 years we will continue to streamline and modernise our services and operations, so they are even more efficient, cost effective, customer focused and fit for the digital age. Our growing number of shared services with neighbouring councils - including planning enforcement, building control, disability adaptations, legal and internal audit services and anti-tenancy fraud services - are providing additional resilience and efficiency.

The government has announced that sweeping changes to the structure of local government are coming. The Council also faces a number of substantial risks, among them significant financial constraints and the developing effects of climate change. It is against this background that we are working to ensure our priorities continue to be delivered. Our strong partnerships, which underpin much of our work, will be important. We will continue to develop and extend our local partnerships as we address these changes.

We will ensure the District remains a great place to live, visit, work and do business. We will support community wellbeing and respect our heritage by aiming to continue to provide first-class leisure, sports and cultural facilities, award-winning parks, markets and museums, and the clean and inviting environment that people expect to live in and visit. We will support the vibrancy of our economy by bringing footfall to our main shopping areas and ensuring there are sufficient parking facilities to meet demand.

Through community leadership, partnership, and active direction such as through our new Local Plan, we will help to develop the infrastructure improvements needed in our District including new sports pitches; increased access to the countryside; new walking and cycling infrastructure; improved public transport provision; new schools and GP facilities and more land for employment and new housing including genuinely affordable family sized homes. The new Local Plan will also increase resilience by providing greater certainty over the locations and types of planning applications coming forward in future years. As we prepare this Council Plan, our Local Plan is being examined by the national planning inspectorate to ensure it is sound and meets our needs. We will work with the inspector to ensure we get the plan we need ahead of its adoption by the Council in due course.

With our partners we will continue to make walking and cycling safer and attractive for those who want to reduce their reliance on cars, to ease congestion, improve air quality and reduce carbon emissions.

St Albans District is one of the best performing local authority areas for recycling in England. With the support of local residents, we will work to maintain our strong recycling position, enhancing rates further where this is possible.

Knowing the importance of cultural life and how it enriches residents and businesses both socially and financially, we will continue to explore ways to capitalise on our District's strengths and develop our potential including through our partnership with national bodies such as the Arts Council.

Improve Social Housing Provision

Many local people find they cannot afford to buy or rent in the District. The Council will strive to ensure additional housing for social rent is provided, whether through direct investment or through the planning approval process.

Social housing is delivered in various ways: through the planning system, through local authority owned housing including Council-led development, and through partnerships using direct investment and joint ventures. We will continue to seek innovative ways to attract funding and deliver new housing. An example is our development at Jubilee Square in 2024, which both reshaped an important part of St Albans city centre and provided 93 new homes for social rent and shared ownership, alongside new business premises.

Our Local Plan - the framework for future development over the next two decades – sets out our strategy to deliver 1,200 new homes for social rent, though we desire to significantly increase this number should national government policy and, related funding streams, allow.

We also want to ensure that all our existing Council-owned homes are warm, dry and energy efficient. By 2030 we anticipate all will have an energy rating of C or above, ready for when the grid becomes fully carbon neutral. The Council has made good use of Government funding from the Green Homes Deal and Social Housing Decarbonisation Fund to improve energy efficiency and lower carbon emissions in Council-owned homes and buildings. Our Housing Energy Strategy sets out how we will make bids for future funding opportunities.

We will improve responsiveness to Council tenants and leaseholders through the actions we outline in our Resident Engagement Strategy and neighbourhood improvement plans. Our Housing Action Plan will ensure we are fully compliant with the Social Housing Regulation Act 2023 and its Consumer Standards which will underpin our approach to social housing management.

We will continue to keep turnaround times as short as possible for council homes that have been vacated by the previous tenant so that people waiting for a home can be housed as quickly as possible.

We will, as ever, support residents facing homelessness through our dedicated support services and work with our partners to support new refugees in our community. In 2025 we will refresh our Homelessness Strategy.

Make the Environment a Priority in all our Decisions

We have been successful in recent years in attracting inward investment funding to help us develop our services sustainably, provide energy efficient measures to Council-owned homes, and take forward our work to tackle the climate emergency.

Our Sustainability and Climate Crisis Strategy, developed with Sustainable St Albans, St Albans Friends of the Earth, and other environmental and community groups, sets out the actions we will take locally to achieve our net zero carbon emissions target by 2030.

The Council is working to ensure our housing tenants have decent homes fit for the future. We are adopting 'fabric first' measures for existing local authority housing by carefully considering the design and construction of homes to lower their energy consumption. This includes insulation, LED lighting, solar panels, energy efficient windows and doors, and - where feasible – heating that will supply more than one location (known as 'district heating') using renewable energy sources. The Council will look to replace gas boilers with renewable energy heating systems as the grid is decarbonised.

Our new Local Plan, once adopted, will improve sustainability across the environmental, social and economic spheres – delivering improvements to many aspects of sustainability including the provision of new green spaces, tree planting, biodiversity net gain, and increased flood resilience; and encouraging large scale rooftop PV provision.

We have developed a new tree strategy to provide a managed approach to tree safety and sustainability and will deliver against this strategy over the next 5 years.

Reflecting our commitment to improving energy efficiency and reducing operating costs through sustainable practices, the Council has upgraded the lighting in our museum and gallery transitioning from older halogen and fluorescent bulbs to energy-efficient LED alternatives. At the Civic Centre, we have installed occupancy sensors making financial savings and reducing energy consumption. Over the next 5 years we will continue to make carbon and other savings through such measures.

Treat Everyone with Fairness

Treating everyone fairly is an important cornerstone of our delivery. Everyone has both rights and responsibilities. We will set out clearly our policies for parking, planning, regulatory services, waste, recycling and other services, so that everyone is clear what they are, how the Council will apply them, and how people can contribute to their development.

The composition of our community is ever-changing, and, while our traditions remain important, diversity undoubtedly enriches life locally. Tolerance, kindness, and a sense of belonging are what underpin community spirit. The Council plays a key role in community leadership and place-shaping, and we believe equality, diversity and inclusion should be central to local service delivery. Our Equality, Diversity and Inclusion Strategy sets out what we will do to make sure these are central to our approach in delivering services and conducting our day-to-day business.

Understanding the views and perspectives of local people is important to ensure we are delivering effectively for residents. In 2025 the Council will commission a further independently conducted resident survey, the outcomes of which, alongside our data scrutiny insights, will inform development of our service transformation work.

Our values and behaviours – caring for our community, working together, developing confident staff – and our desire to be driven by the needs of local people and trusted as individuals and as a Council – are emphasised in all our work. In 2025/26 we will develop a new People Strategy to help us attract, retain and develop our strong workforce, underpin our workplace culture and drive organisational performance.

We challenge ourselves to ensure we are at the leading edge of service development, benchmarking against other councils and developing our use of data to drive improvements and efficiency. In turn this is releasing resources needed to support those who continue to need more traditionally delivered, face to face services. We will continue to ensure the needs of those who are less able, including those who are digitally excluded, are carefully considered.

Support Great Communities

The Council will, by March 26:

- Adopt a Local Plan for the first time in 31 years
- Enhance the public realm in several significant areas
- Improve the responsiveness of services for residents and businesses alike

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
Work to get our Local Plan adopted.	Committee: Planning Policy and Climate Lead Officer: Spatial Planning Manager Lead Directorate: Community & Place Delivery	New Local Plan will be adopted which will be used as the primary basis for determining all new planning applications.	March 2026.	New Local Plan adopted by March 2026.
Delivery of the Council's Capital Programme.	Committee: Strategy and Resources Lead Officer: Assistant Director – Built Environment Lead Directorate: Customer, Business and Corporate Support	Major Council property assets working to maximum community benefit. Planned upgrades to existing assets started, including: cemetery upgrades, energy efficiency improvements to leisure facilities, works to repair both museums, refurbishment of public conveniences, and a	March 2026.	Projects on the Council's capital programme delivered on time and to budget. A decision on William Bird/New Greens redevelopment route agreed.

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
		<p>refresh of plant and equipment.</p> <p>Feasibility studies on a range of pipeline projects completed.</p>		
<p>Continue implementation of the Development Management Action Plan.</p>	<p>Committee: Planning Policy and Climate</p> <p>Lead Officer: Development Manager and the Digital Strategy and Transformation Manager</p> <p>Lead Directorate: Community & Place Delivery</p>	<p>Better delivery of the Council's planning service to provide improved and sustained performance.</p> <p>Improved efficiency through replacement of technical infrastructure.</p>	<p>De-designation from Special Measures anticipated March 2025.</p> <p>Introduction of new planning IT system - December 2025.</p>	<p>Performance that exceeds the national KPIs set by the Ministry of Housing, Communities and Local Government.</p> <p>New digital solutions system in operation.</p>
<p>Upgrade our IT architecture and Digital Systems, including refreshing and implementing a new Digital Transformation Strategy.</p>	<p>Committee: Strategy and Resources</p> <p>Lead Officers: IT Manager; Digital Strategy and Transformation Manager; Customer Delivery Manager</p> <p>Lead Directorates: Strategy, Policy and Transformation; Customer, Business and Corporate Support</p>	<p>Better digital services for residents.</p> <p>Better understanding of service demand and performance.</p> <p>Enhanced IT systems' reliability and resilience.</p>	<p>March 2026 - projects will come online throughout the year.</p> <p>Infrastructure replacement expected to start April 2025.</p>	<p>New Digital Strategy developed by December 2025.</p> <p>By March 2026, completion of a new development management system.</p> <p>In 2025/26 - reduction in emails and calls and more first-time resolution across all customer facing services.</p>

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
				<p>Channel shift dashboards developed for key service areas.</p> <p>In 2025, replacement of key IT infrastructure and replacement of c.100 laptops.</p>
<p>Ensure the Jubilee Square development thrives as hub for business and enterprise.</p>	<p>Committee: Strategy and Resources</p> <p>Lead Officer: Assistant Director – Built Environment</p> <p>Lead Directorate: Customer, Business and Corporate Support</p>	<p>Leases in place with commercial tenants.</p> <p>Further opportunities for networking, collaboration, and knowledge sharing between local businesses.</p> <p>The attraction of diverse businesses and increased footfall to support the local economy.</p>	<p>March 2026.</p>	<p>More commercial accommodation let at Jubilee Square.</p> <p>Budgeted rental income forecasts achieved.</p>
<p>Work to deliver the Cemetery Improvement Project.</p>	<p>Committee: Public Realm</p> <p>Lead Officer: Assistant Director – Public Realm</p> <p>Lead Directorate: Community and Place Delivery</p>	<p>Improved cemetery services.</p> <p>Delivery of new Mausolea.</p> <p>Increased capacity for burials.</p>	<p>Will continue to March 2027.</p>	<p>Improvement works completed by March 2027 as set out in the Cemetery Improvement project plan.</p>

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
		Council meeting its statutory requirements.		New Cemetery Management system operational by March 2027.
<p>Public toilet refurbishment.</p> <p>Focus on modifying the current unsuitable layouts to provide high quality unisex/ accessible facilities which meet the latest standards.</p>	<p>Committee: Public Realm</p> <p>Lead Officer: Assistant Director – Public Realm</p> <p>Lead Directorate: Community and Place Delivery</p>	<p>Better quality Council-owned public toilets with wider access.</p> <p>Refurbished Council-owned toilets with an individual unisex accessible toilet at a number of locations including at the District's three cemeteries.</p> <p>A new toilet cleansing contract to follow the improvement programme.</p>	<p>March 2026.</p>	<p>Minimum of 8 locations refurbished by March 2026.</p> <p>New cleansing contract in place by mid-July 2025.</p>
<p>Work with partners, the Government and stakeholders to ensure the best outcomes for residents as a result of the English Devolution White Paper.</p> <p>This will include working up a governance structure for the unparished part of the</p>	<p>Committee: Strategy & Resources</p> <p>Lead Officer: Strategic Director for Community & Place</p> <p>Lead Directorate: Customer, Business & Corporate Support</p>	<p>Submission of proposals for merger into unitary authorities in line with the required timelines.</p> <p>This is likely to include internal and external communications planning; joined up workforce planning; and reviewing/future-proofing St</p>	<p>Supporting the submission of outline proposals to the Secretary of State by March 2025.</p> <p>Supporting the submission of detailed reorganisation proposals to the Secretary of State by October 2025.</p>	<p>Proposals submitted in line with the required deadlines.</p>

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
District, should the government's direction of travel towards unitary structure be confirmed.		Albans' plans, structures and systems against possible devolution pathways.		

Improve Social Housing Provision

The Council will, by March 26:

- Deliver more social housing for occupancy in the year and progress the pipeline for additional capacity
- Increase resident engagement and improve satisfaction by improving existing provision
- Demonstrate that it is doing everything in its power to tackle rising homelessness

Activity	Councillor, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
Implement the Housing Resident Engagement Strategy – delivering a range of activities to give tenants and leaseholders a strong voice with which to scrutinise and help shape services.	Committee: Housing and Inclusion Lead Officer: Assistant Director – Housing Lead Directorate: Community and Place Delivery	Well-attended community events for tenants. Regular and meaningful 'Tenant and Leaseholder Forums' and scrutiny panels. Tenants and leaseholders feeling they have a voice.	March 2026.	Improved customer satisfaction, measured through transactional surveys and the published Tenant Satisfaction Measures (from a 2023/24 base score of 62% for: 'overall satisfaction with Council as a landlord').

Activity	Councillor, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
		Wider range of communication channels giving feedback to residents on what we have done to improve our services considering their feedback and our learning.		Improved score in the published Tenant Satisfaction Measures (from a 2023/24 base score of 43% for: 'satisfaction that the landlord listens to tenant views and acts on them').
Implement Neighbourhood Improvement plans – co-production with tenants and stakeholders to agree plans to address areas identified as needing improvement, working together to tackle issues such as anti-social behaviour, fly-tipping, safety concerns, and litter.	Committee: Housing and Inclusion Lead Officer: Assistant Director – Housing Lead Directorate: Community and Place Delivery	Improved neighbourhoods for housing tenants and leaseholders. Residents feeling happier in their communities and empowered to participate in their improvement. Stronger partnership working to tackle issues before they become problematic.	March 2026.	Improved tenant satisfaction measured through transactional surveys and the published Tenant Satisfaction Measures (from a 2023/24 base score of 49% for 'satisfaction that the landlord makes a positive contribution to neighbourhoods').
Revise the Homelessness Strategy	Committee: Housing and Inclusion Lead Officer: Strategic Housing Manager Lead Directorate: Community and Place Delivery	Clarity on the Council's strategy to address homelessness.	November 2025.	Strategy to be considered by the Housing and Inclusion Committee in 2025.

Activity	Councillor, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
<p>Implement the Council's Housing Action Plan – to comply with the Social Housing Regulation Act 2023 and its Consumer Standards.</p>	<p>Committee: Housing and Inclusion</p> <p>Lead Officer: Assistant Director – Housing</p> <p>Lead Directorate: Community and Place Delivery</p>	<p>Council homes and communal areas compliant with the new regulations.</p> <p>Clearer understanding of who is living in Council homes, and their needs.</p> <p>Increased resident engagement.</p> <p>Council meeting the consumer standards set by the regulator for: Safety and Quality; Transparency, Influence and Accountability; Neighbourhood and Community; and Tenancy matters.</p>	<p>March 2026.</p>	<p>Compliance with the Social Housing Regulation Act 2023 and its Consumer Standards measured through continuous self-assessment, independent assessment, and assessment by the Regulator of Social Housing following inspection.</p>
<p>Completion of new housing at King Offa/Norman Close, St Albans.</p>	<p>Committee: Housing and Inclusion</p> <p>Lead Officer: Strategic Housing Manager</p> <p>Lead Directorate: Community and Place Delivery</p>	<p>14 new properties for social rent for households on the Housing Register.</p>	<p>July 2025.</p>	<p>Completion by July 2025, subject to third parties like utility companies being able to complete necessary works to enable occupation.</p>

Activity	Councillor, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
Commencement of new housing at Abbots Avenue West, St Albans.	Committee: Housing and Inclusion Lead Officer: Strategic Housing Manager Lead Directorate: Community and Place Delivery	Once completed, 4 new properties for social rent for households on the Housing Register.	June 2025 – commencement on site. Anticipated completion – July 2026.	Contractors on site by June 2025.
Implementation of the Council's Garage Strategy. Including taking forward Frobisher Road/Drakes Drive garage sites' development	Committee: Housing and Inclusion Lead Officer: Strategic Housing Manager Lead Directorate: Community and Place Delivery	Best use made of Council garage sites.	March 2026 – Contractors on site.	October 2025 - planning permission achieved. Contractors on site by March 2026.
Appointment of Registered Provider to redevelop Telford Court, St Albans.	Committee: Housing and Inclusion Lead Officer: Assistant Director – Housing Lead Directorate: Community and Place Delivery	Registered Provider appointed to deliver replacement social housing at Telford Court, St Albans.	June 2025.	Housing and Inclusion Committee to consider selection of Registered Provider partner in June 2025.

Make the Environment a Priority in all our Decisions

The Council will, by March 26:

- Have taken further action to reduce direct carbon emissions and supported the reduction by others
- Have made improvements to the River Ver eco system with plans for more
- Supported modal shift plans across the District

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
<p>Further implementation of the Council’s Sustainability and Climate Crisis Strategy – set out at: https://www.stalbans.gov.uk/sustainability-and-climate-crisis-strategy.</p> <p>Including securing funding for future environmental improvements.</p>	<p>Committee: Planning Policy and Climate</p> <p>Lead Officer: Assistant Director – Built Environment</p> <p>Lead Directorate: Customer, Business and Corporate Support</p>	<p>Addressing the essential task of reducing our emissions (climate mitigation) and ensuring that we are resilient to changing environmental conditions (climate adaptation).</p> <p>Strong internal governance and leadership on sustainability and climate change.</p>	<p>Continues through to 2027.</p>	<p>Our Sustainability and Climate Crisis Strategy Action Plan sets out the actions we will take between 2024 and 2027: (https://www.stalbans.gov.uk/sustainability-and-climate-crisis-strategy).</p> <p>(More SMART targets for actions set out at the link above to be identified by end of Q1 25/26, where possible.)</p>
<p>Progress River Ver Project.</p>	<p>Committee: Public Realm</p> <p>Lead Officer: Assistant Director – Public Realm</p>	<p>Detailed designs completed to enable progress to tendering and awarding works contract.</p>	<p>March 2026 – tender for works completed.</p>	<p>Tender for detailed design work - March 2025.</p> <p>Tender for a 2-3 year programme of works anticipated March 2026, once agreement of final designs are confirmed.</p>

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
	Lead Directorate: Community and Place Delivery			
Deliver (in partnership with HCC) the Local electric vehicle infrastructure (LEVI) project.	Committee: Public Realm Lead Officer: Assistant Director – Regulatory and Compliance Lead Directorate: Community and Place Delivery	Increased supply of electric vehicle chargers for residents, businesses and visitors to the District.	Commencement by October 2025.	Commence delivery of first site by October 2025. (Full programme will include installation of 100 additional double chargers delivered in line with Herts County Council’s programme plan which has yet to be finalised).
Deliver objectives of Parking Strategy (continuation of delivery plan).	Committee: Public Realm Lead Officer: Assistant Director – Regulatory and Compliance Lead Directorate: Community and Place Delivery	Greener and healthier transport choices (modal shift) made by residents, businesses and visitors to the District.	By March 2026 (this is part of a continuing programme).	Support Hertfordshire County Council in the implementation of their modal shift work including at Victoria Street, St Albans. Completion of planned residents' parking zone reviews Identification of additional site for car club vehicle. Installation of secure cycle parking to at least one location. Installation of parcel pick point(s).

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
				Review parking charges ahead of 2026/27 budget to ensure they incentivise off street parking.

Treat Everyone with Fairness

The Council will, by March 26:

- Have a people strategy that maximises recruitment and retention of the skills required to implement this plan
- Have an updated understanding of residents' priorities within our sphere of activity
- Be able to demonstrate that fair treatment is central to our decision-making and interaction with residents and staff

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
<p>Commission and publish an independently conducted residents' survey (TBC - potential impact from the Local Government Reorganisation programme).</p>	<p>Committee: Strategy and Resources</p> <p>Lead Officer: Strategy and Policy Manager</p> <p>Directorate: Strategy, Policy and Transformation</p>	<p>A deeper, post-Covid, understanding of residents' perceptions on a range of areas including the District as a place to live, public services (including performance and value for money), information, environment, helping out and getting involved, respect and inclusion, and community safety.</p>	<p>March 2026.</p>	<p>Residents' survey designed and undertaken, and responses analysed and published by March 2026.</p>
<p>Implementation of Council's Equality, Diversity and Inclusion Strategy Action Plan for 2025/26.</p>	<p>Committee: Housing and Inclusion</p> <p>Lead Officer: Strategy and Policy Manager</p> <p>Directorate: Strategy, Policy and Transformation</p>	<p>Increased accessibility for all to Council services.</p> <p>Age friendly Council policies and practices in place.</p> <p>Increased communication and engagement with 'seldom heard' groups.</p>	<p>Action Plan for 2025/26 delivered by March 2026.</p> <p>Age Friendly evidence base developed by April 2025, and action plan developed by September 2025.</p>	<p>Implement 2025/26 Action Plan which will be agreed in partnership with the Equality, Diversity and Inclusion Partnership by March 2025.</p> <p>Register to join UK Network of Age Friendly Communities and develop an evidence base to underpin the development of an action plan by September 2025.</p>
<p>Development of People Strategy.</p>	<p>Committee: Strategy and Resources</p> <p>Lead Officer: People and Organisational Development Manager</p>	<p>A sustainable and modern workforce delivering against Council priorities.</p>	<p>March 2026</p>	<p>A 3-year strategy with clear priorities and agreed actions agreed, including SMART targets.</p>

Activity	Committee, Lead Officer, and Directorate	Outcomes	Forecast Delivery Date	How we will measure our success
	Directorate: Customer, Business and Corporate Support			
Continue to review all council fees and charges to ensure service delivery costs are fully recovered, where allowed by legislation.	Committee: Strategy and Resources Lead Officer: Assistant Director – Finance Directorate: Customer, Business and Corporate Support	Fairer use of Council Tax.	October 2026	Subsidies of users by general council tax base eliminated except where this is a conscious, published, choice e.g., taxi vouchers for those on means-tested benefits.