

Budget Management

2019/20

Period 4 (End of July)



Budget Monitoring Summary

Budget monitoring report is a key tool in scrutinising the Council's financial performance and is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives within its resource limits and, where necessary, corrective action is taken. A key principle of budgetary control is to align the budget holders' financial responsibilities and their management responsibilities.

Revenue

The net expenditure budget for 2019/20 of **£12.433million** was approved by Council on 26 February 2019. The latest budget which includes approved carry forwards from 2018/19 of £0.706 million totals **£13.139 million**.

This report shows the expected financial position (forecast outturn) over the 3 year medium term based on the Council's actual financial performance at the end of July 2019 set against the latest budget.

In light of the level of carry forwards identified towards the end of the financial year in 2018/19 a number of improvements are being made to the budget monitoring process for 2019/20:

- The level of vacancies being carried by service areas are reported as part of the budget monitoring update.
- An extended section on risk which will highlight specifically those areas where service heads expect expenditure to vary from budget but where there is insufficient certainty to declare an underspend/overspend at that point.

The forecast outturn at period 4 (July) provided by the services is now estimated to be **£13.080 million**. This gives a favourable variance when compared to the latest budget of **(£0.059) million**. The contributors to this variance are shown in the table below with further detail on all variances at **Appendix 2**.

		£
1	Additional income as a result of back dated rent on a shop rental.	(119,000)
2.	Increase in income from investment properties due to rental inflation uplift.	(100,000)
3.	One off cost relating to the appointment of an interim Chief Executive Officer following the departure of the previous post holder.	110,470
4.	Parking projects assistant as agreed at Policy and Resources Committee.	18,700
5.	Shortfall in parking income.	42,310
6.	Other.	(11,440)
	Total Revenue Variances.	(58,960)

Capital

The capital budget approved by Council on 26 February 2019 is **£14.624 million**. The latest budget which totals **£18.320 million** includes the variances previously reported to this Committee in March 2019 (Period 10 Budget Monitoring) and June 2019 (Outturn report).

The forecast outturn at period 4 (July) provided by the services is now estimated to be **£18.380 million**. This gives a variance when compared to the latest budget of **£0.060million**.

The contributors to this variance are shown in the table below, with further detail at **Appendix 4**.

		£
1.	The refurbishment of The Swillett play area is to be rephased from 2020/21 to 2019/20 following agreement at Committee	50,000
2.	Increase in replacement of new bins relating to new properties	7,000
3.	Community CCTV- Additional cameras required	2,680
	Total Capital Variance.	59,680

Reserves

The potential effect of both the revenue and capital variances upon on each reserve is shown in the table below. A list of reserve balances is shown at **Appendix 10**.

Description	Balance at 1 April 2019	Net Movement in Year	Balance at 31 March 2020
	£000	£000	£000
Capital Reserves	(10,416)	5,684	(4,732)
Earmarked Reserves	(8,013)	0	(8,013)
General Fund	(4,821)	921	(3,900)
Total	(23,250)	6,605	(16,645)

A glossary of financial terms is shown at **Appendix 11**

1.0 Revenue Budget

- 1.1 The Council's latest approved services budget (excluding corporate budgets) is **£11.326 million**. The forecast outturn is now estimated to be **£11.267million** which results in a service variance of **(£0.059) million**.
- 1.2 The table below compares the latest budget to the forecast outturn and shows the variance against each Committee. It also shows the spend to date up to the end of July (Period 4). The figures relate to costs and incomes within each Committee.

2019/20 Revenue Account – General Fund Summary					
		(A)		(B)	(B – A)
Committee	Original Budget	Latest Budget	Net Spend to Date	Forecast Outturn	Variance
	£000	£000	£000	£000	£000
Leisure, Environment and Community	4,790	4,790	533	4,809	19
Infrastructure, Housing and Economic Development	1,260	1,545	(474)	1,571	26
Policy & Resources	4,570	4,991	2,710	4,887	(104)
Total Service Budgets	10,620	11,326	2,769	11,267	(59)
Corporate Costs (Interest Earned/ Paid), Parish Precepts and Transfer to Reserves	1,813	1,813	956	1,813	0
Net General Fund	12,433	13,139	3,725	13,080	(59)

- 1.3 Each Committee's revenue medium term financial plan which incorporates comments by Officers is shown **Appendix 1**.
- 1.4 The detail of comparing the latest budget to the forecast outturn together with an explanation of the variances by committee is shown in **Appendix 2**. Committee's with significant variances are provided in the narratives below;

Leisure, Environment & Community Services

Community Safety: £17,290 - Budget movement from Parking & Street Enforcement to Community Partnerships to fund community safety posts (see Infrastructure, Housing and Economic Development).

Infrastructure, Housing & Economic Development.

Parking & Street Enforcement (£17,290) - Transfer of budget from Parking Street Enforcement to Community Partnerships to fund Community safety posts (See Leisure, Environment and Community Services).

Car Parking £71,870 - Policy & Resources Committee agreed to fund a new permanent projects assistant post from 1 September 2019 £18,700.

Additional budget required to fund 3% year on year inflationary increases on the parking contract. This was recently made known following discussions on the service level agreement with Hertsmere Borough Council.

Shortfall of £42,310 in parking income due to lower than expected use of car parks, purchase of permits, issue of PCN's and delay in implementation of new parking schemes.

Development Management (£25,000) - Software maintenance budget transferred to Business Application Maintenance to fund residual IDOX software costs for 2019/20 (See Policy & Resources)

Policy and Resources

Garages and Shops: (£119,000) - Backdated shop rent from December 2014 to April 2019.

Investment Property (£100,000) - Increased rental income from investment properties due to inflationary uplifts

Chief Executive Officer £110,470 - One off additional cost following the appointment of the Interim CEO and the departure of the previous post holder.

Business Application Maintenance £25,000 - Software maintenance budget from development management as a contribution towards the full cost of IDOX for 2019/20. (Infrastructure, Housing & Economic Development).

- 1.5 The effect of the variances on the Council's general fund balance over the medium term (2019/20 – 2021/22) is shown in the table below.

Movement on General Fund	2019/20 Original Budget	2019/20 Latest Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
	£000	£000	£000	£000	£000
Balance at 1 April	(4,086)	(4,821)	(4,821)	(3,900)	(3,634)
(Surplus)/deficit	274	980	921	266	(1)
Balance at 31 March	(3,812)	(3,841)	(3,900)	(3,634)	(3,635)

The surplus/deficit for 2019/20 latest budget and forecast includes the 2018/19 carry forwards as approved by Council in May 2019. A prudent minimum balance of £2 million is considered appropriate

Staff Vacancy Monitoring

- 1.6 A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. Although the Council sets its budget on a full establishment, it will experience 'churn' within the financial year and therefore an annual vacancy provision of (£120,000), equivalent to 1% of the salary bill was allowed for in the budget. The table below summarises the level of vacancies at the end of July 2019 with a detailed analysis provided by HR at **Appendix 3**.

Committee	No of Posts Vacant
Leisure, Environment and Community	0
Infrastructure, Housing and Economic Development	6
Policy & Resources	9
Total	15

- 1.7 The percentage of vacant posts at the end of July is 4% when compared against the total number of 342 Council posts. In some cases, vacant posts will be covered by agency staff to ensure service delivery. At this stage, it is too early to forecast the financial impact for the year. A council – wide revised salary exercise will be conducted in the autumn, where any savings (after taking into account any cover arrangements and recruitment costs) will be set against the vacancy provision.

2.0 Capital Programme

- 2.1 The Council's capital programme has been designed to support and enhance its core services and priorities. The Council's Medium Term Capital Investment Programme is shown by scheme by each Committee at **Appendix 4** this includes commentary from officers.
- 2.2 The latest capital budget including rephasing from 2019/20 is **£18.320 million**. The forecast outturn for capital expenditure by Services at Period 4 is **£18.380 million**. This provides a variance of £0.060 **million**. The variances that impact on each Committee are shown below, further detail on each scheme is shown at **Appendix 5**.

Leisure, Environment & Community

The Swillett Play Area £50,000 - This scheme has been brought forward from 2020/21 to 2019/20, there is a corresponding reduction in 2020/21.

Bulk Domestic Waste £7,000 - Additional budget required for the purchase on replacement of existing bins and new bins at new properties within the district.

Community CCTV £2,680 - Increased expenditure due to the purchase of additional CCTV cameras to help address serious violence.

- 2.3 The table below shows the 2019/20 latest capital programme budget, forecast outturn, spend to date and variance for each service committee for period 4.

Committee	Original Budget £000	Latest Budget £000	Spend to Date £000	Forecast Outturn £000	Variance £000
Leisure, Environment and Community	2,743	3,750	878	3810	60
Infrastructure, Housing and Economic Development	1,041	1,703	161	1,703	0
Policy & Resources	1,716	2,055	382	2,055	0
Total Service	5,500	7,508	1,421	7,568	60
Major Projects					
<i>South Oxhey Initiative</i>	0	1,987	73	1,987	0
<i>Temporary Accommodation</i>	1,404	1,706	0	1,706	0
<i>Property Investment</i>	0	769	457	769	0
<i>Leisure Facility at South Oxhey</i>	7,719	6,350	633	6,350	0
Total Capital	14,623	18,320	2,584	18,380	60

- 2.4 As at the end of period 4, services have spent a total of £1.418 million and represents 26% of the total services latest budget. By including the spend on major projects the percentage reduces to 18% of the total latest budget.

- 2.5 The capital programme is mainly supported by three income streams; capital receipts (derived from the sales of assets), grants and contributions, and the use of reserves. Services can also make a contribution to capital from surplus revenue funds if needed. In addition the Council may prudentially borrow to fund its capital programme. Decisions on borrowing (amount and duration) will be taken when the need arises. Funding of the capital investment programme over the medium term is shown at **Appendix 6**.

3.0 Key Risk Areas

- 3.1 Resources are allocated in the revenue and capital budgets to support the achievement of The Council's corporate plan. The Council's budget is exposed to risks that can potentially impact on service level provision. The key risks highlighted as part of this quarters monitoring are;

- **Temporary Accommodation**

The Council is exposed to its statutory obligation to provide temporary accommodation for those families who present themselves as homeless. The Council is investing a capital sum £2.4 million from 2019/20 to redevelop 2 ex garage sites into 12 two bed properties in South Oxhey, which will support the demand and reduce the cost of expensive alternatives such as private Bed & Breakfast. Although there has been a delay in occupation of the Bury site, which has led to a net reduction in income, there has been a compensating reduction in the cost private B&B accommodation, due to securing less expensive long term rental units outside the district.

- **Recycling Costs**

Due to a change in policy of China's import restrictions there are increased costs associated with processing mixed dry recycles. This had a major impact in 2018/19 and

is predicted to continue in future years, where budgetary provision has been made. All Districts within the County are in a similar position.

- **HCC Waste Income**

HCC have indicated that they intended to remove £1.5million from the total distributable pot Alternative Financial Model (AFM) that rewards each Hertfordshire authority for its recycling rates and waste reduction initiatives. This discretionary payment is calculated determined on the size of the authority and their relative average cost to the Waste Disposal Authority (HCC) and the ‘in-year performance’ which calculates the actual savings or costs generated by each of the Hertfordshire authorities. In comparison to the previous year. A final decision will be made in the autumn when budget implications will be assessed.

- **Property Investment Income**

The Council has set an income target of £0.900 million for the return on its property investments, made through its Property Investment Board. The income is subject to the competitive market forces and the general economic situation. The table below shows how the income target is being achieved.

Scheme Name	Income 2019/20 £000
Grapevine	(200)
Nottingham	(228)
Norwich	(430)
Lincoln Drive	(160)
TOTAL	(1,018)

The table above shows that the target is expected to be exceeded. At this stage it is considered prudent to report a £100k favourable variance to the target as the Lincoln Drive site can fluctuate during the year as it is used for temporary accommodation.

3.2 The key risks matrix table shown at **Appendix 7** calculates the level of financial risk, which currently shows a favourable sum of (£0.018 million).

3.3 In addition to these specific risks the Council faces a number of on-going more general risks to its budget;

- **Inflation risk - rates start to rise.** As many of the Council's major contracts have inflationary uplifts contractually agreed, this could mean pressure on future budgets. The MTFs does already includes inflationary uplifts on contractual obligations and salaries.
- **Brexit.** There is much uncertainty around the impact of Brexit. It is not possible to assess this at this stage, but the fact a risk could exist should be noted.
- **Rental Income (voids etc.).** With all rental properties, there is risk of the property becoming empty and a void period occurring.
- **Development risk (changes in the market).** If the market changes, then some of the development projects may not materialise and offer the benefits envisaged.

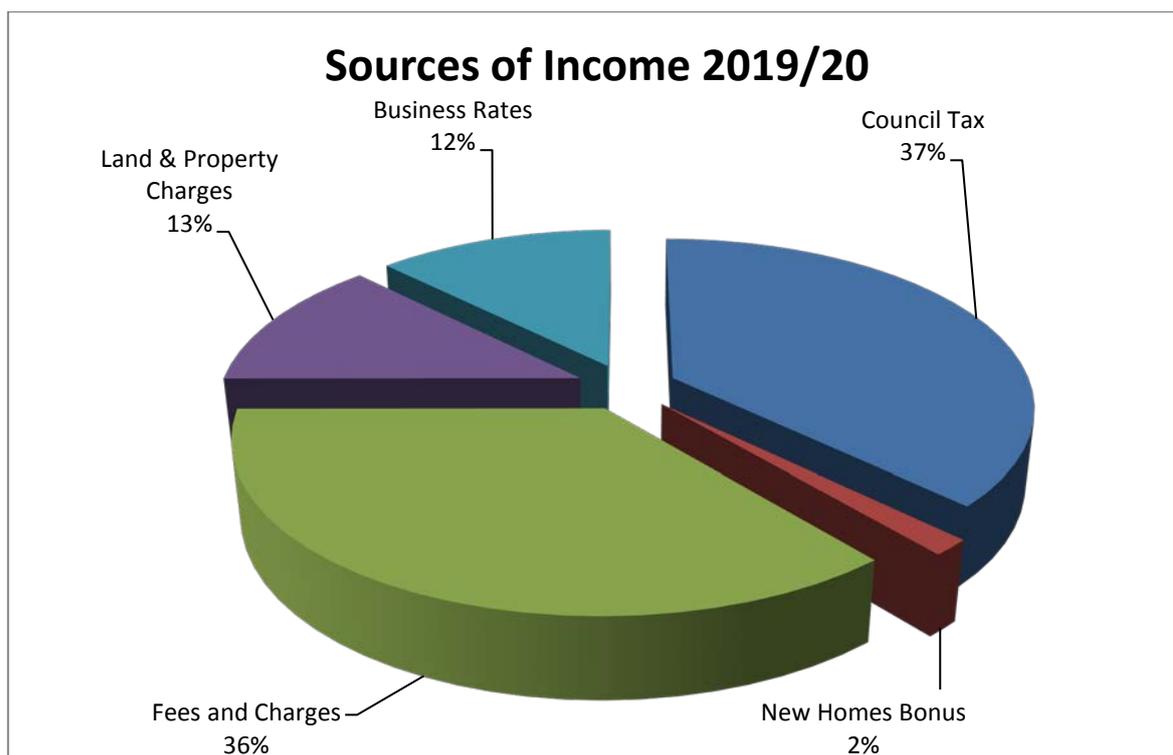
3.4 The Council's overall key financial risk matrix is shown at **Appendix 8**. These are reported and monitored and reviewed by the Council's Audit Committee on a quarterly basis.

4.0 Council Income

4.1 The Council is able to fund the provision of services from an array of income sources. The Council receives income from the Government in the form of grants, Council tax payments from residents and from customers who pay a fee or charge for using some specific council services. The budgeted income (excluding housing benefits grant from central government)

total for 2019/20 is £23.4 million. The two biggest sources of income are council tax and fees & charges. The Council no longer receives any Revenue Support Grant from central government.

4.2 The chart below shows the amount of income for each source as a percentage of total income.



4.3 Particular income generating items can fluctuate depending on the economic climate, popularity and affordability. The main risks that are considered the most critical and their financial position are shown in the table below. It should be noted that the income receivable from the Planning Services and Parking Enforcement are not linear and are subject to peaks and troughs throughout the financial year. Under Environmental Services, trade waste is invoiced to customers half yearly in April and October and garden waste for existing customers is charged for in one instalment at the beginning of the financial year. Garage rents are charged on a weekly basis and most are collected by a monthly direct debit.

Service	Income Stream	2019/20 Latest Budget £	2019/20 Actual to date £	2019/20 Forecast Outturn £	2019/20 Variance £
Planning	Application Fees	(546,420)	(223,401)	(546,420)	0
Parking	Penalty Charge Notices	(130,000)	(45,212)	(130,000)	0
	Pay and Display	(287,630)	(70,204)	(245,320)	42,310
Environmental Protection	Trade Refuse	(720,380)	(350,788)	(720,380)	0
	Garden Waste	(982,600)	(965,135)	(982,600)	0
Property Services	Garages	(954,830)	(318,028)	(954,830)	0
	Shops	(282,000)	(267,309)	(401,000)	(119,000)

4.4 Further details on the Council's key budget indicators for revenue service income streams (including volumes and trends) are shown at **Appendix 9**.

5.0 Debtors (invoicing)

5.1 The Council charges its customers for various services by raising debtor invoices. The customer is given 21 days to pay and unless there is a dispute, a reminder is issued. If the debt remains outstanding, then a variety of recovery methods are employed including rearranging the payment terms, stopping the provision of the service or pursuing the debt through legal recovery processes.

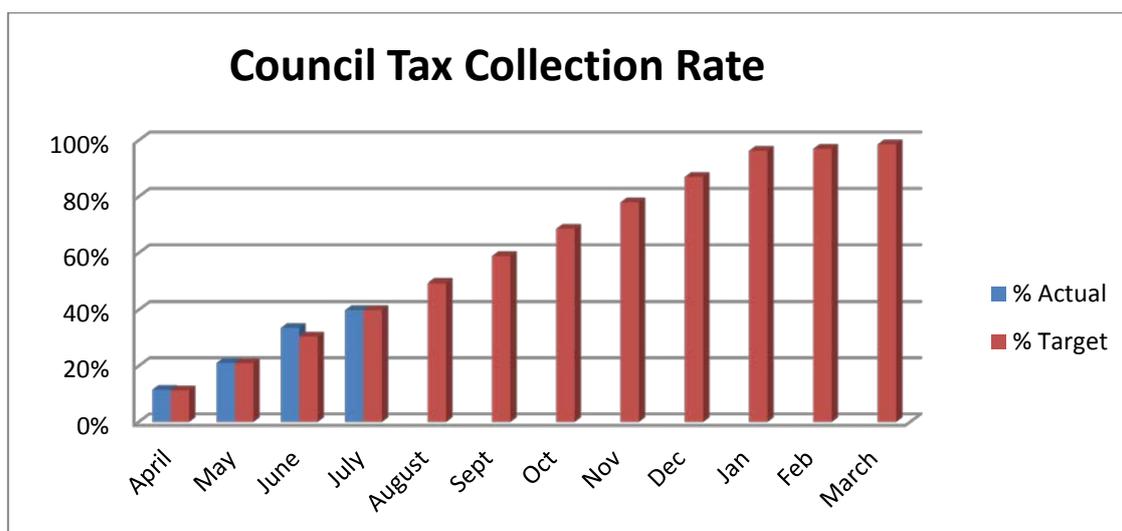
5.2 As at 31 July 2019, the total outstanding debt was £1.170 million. This is equivalent to less than 5% of total budgeted income of £23.4 million. Debts less than a month old total £1 million (87% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.060 million (5% of the total debt) which relates to unpaid rent on temporary accommodation and Council Tax.

The table below shows a summary of the outstanding debt by the three main aged categories.

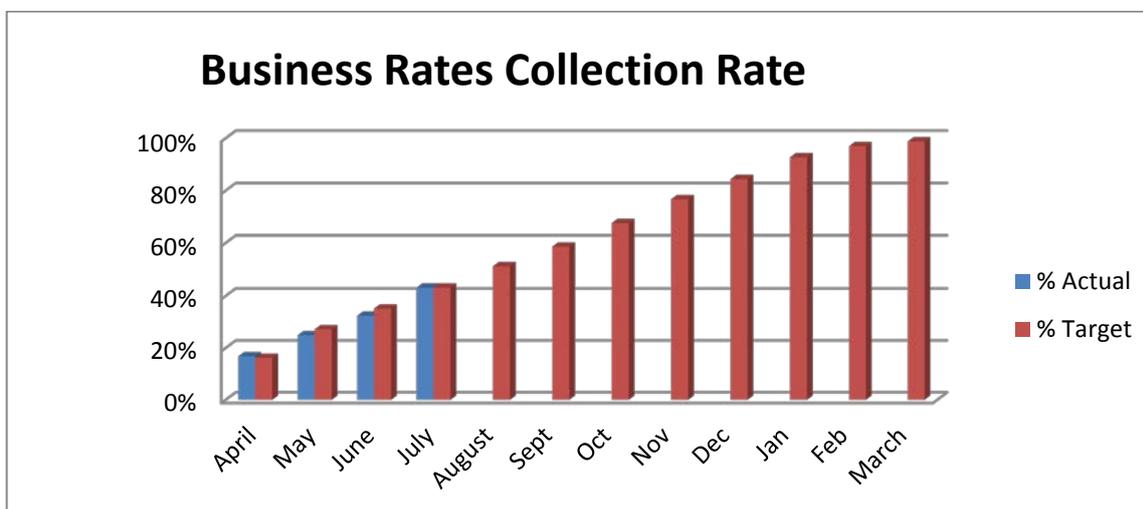
Aged debt	Services	Under 1 Month	Over 1 Month to year	Over a year	Total
Committee		£	£	£	£
Leisure and Environmental Services	Environmental Services	35,365	4,688	1,969	42,022
	Community Partnerships	61,000	0	79	61,079
	Licences	2,365	540	0	2,905
	Leisure	5,468	0	0	5,468
Infrastructure, Housing and Economic Development	Housing	26,330	42,736	29,075	98,141
	Community Infrastructure Levy	0	21,904	0	21,904
	Planning	9,682	0	0	9,682
Policy & Resources	Shared Services	822,465	0	0	822,465
	Elections	12,549	0	0	12,549
	Legal & Property	32,190	14,815	3,972	50,977
	Finance-Insurance	8,543	0	0	8,543
	Revenues and Benefits	0	775	13,956	14,731
Others		3,255	5,262	11,355	19,872
Total		1,019,214	90,732	60,406	1,170,351

6.0 Council Tax and Business Rates Collection

6.1 Council Tax. The Council's performance in the collection of Council Tax can be seen in the following chart. It shows the collection percentage to date together with the target for the year. The actual income collected as at 31 July 2019 is slightly above the profiled expectation at this time of the year.



6.2 Business Rates. The Council's performance for business rate collection is shown in the following chart. It shows the collection percentage to date together with the target for the year. The actual income collected as at the 31 July 2019 is in line with expectations at this time of the year.



7.0 Treasury Management

- 7.1 The interest earned on the investments made by the Council supports the funding of the services it provides. To date the average annualised interest rate earned on investments was 65 bps.
- 7.2 The Council set a budget of £90,000 on investment interest for 2019/20. The amount earned at the end of July was £29,000. Any change to the budget will be assessed alongside the capital financing charges at the end of September and will be reported accordingly at the November Committee meeting.

8. Recommendation

- 8.1 That the following revenue and capital budget variations be approved and incorporated into the three-year medium-term financial plan:-

	2019/20	2020/2021	2021/2022
Variance	£	£	£
Revenue - (Favourable)/unfavourable	(58,960)	21,240	22,600
Capital - Increase/(Decrease)	59,680	(276,823)	226,823

APPENDICES

- Appendix 1 Medium term revenue budget by cost centre by Committee
- Appendix 2 Explanations of revenue variances reported this Period
- Appendix 3 Staff Vacancies
- Appendix 4 Medium term capital investment programme
- Appendix 5 Explanations of capital variances reported this Period
- Appendix 6 Funding the capital programme
- Appendix 7 Key risk areas
- Appendix 8 Budgetary risks
- Appendix 9 Key Budget Indicators- Income streams
- Appendix 10 Reserves
- Appendix 11 Glossary of Terms

Medium Term Revenue Budget by Committee

Leisure, Environment & Community								
<i>Community Safety & Partnership</i>	Original Budget 2019/20 £	Latest Budget 2019/20	Spend to Date £	Forecast Outturn 2019/20 £	Variances £	Forecast 2020/21 £	Forecast 2021/22 £	Officer Comments
Citizens Advice Bureaux	303,340	303,340	129,810	303,340	0	303,340	303,340	Grant has been paid for the CAB for Quarter 1 and Quarter 2
Community Development	4,500	4,500	520	4,500	0	4,500	4,500	Income currently held for outstanding lease liability on step-up building in Oxhey Drive
Communication	125,890	125,890	27,212	125,890	0	126,940	128,010	
Community Safety	194,580	194,580	(163,934)	249,574	54,994	191,080	192,150	Budget Virement from parking and street enforcement to Community Safety to fund additional officer time for the Public Space Protection Pilot and evaluation completion. £224k of external funds towards partnership projects to be charged later in the year.
Community Partnerships	217,700	217,700	51,461	179,996	(37,704)	220,100	222,350	Budget realignment to Community Safety following agreement of PID bid.
Public Conveniences	4,200	4,200	1,800	4,200	0	4,200	4,200	
Env Health - Commercial Team	206,200	206,200	22,523	206,200	0	207,990	209,790	This service is now provided in partnership with Watford Borough Council. Awaiting invoice for Q1
Licensing	(107,370)	(107,370)	(83,403)	(107,370)	0	(106,420)	(105,460)	
Community & Leisure Grant	40,000	40,000	800	40,000	0	40,000	40,000	2 SLA's paid to date. Further Health & Wellbeing projects yet to be charged
Total	989,040	989,040	(13,212)	1,006,330	17,290	991,730	998,880	

<i>Leisure</i>	Original Budget 2019/20 £	Latest Budget 2019/20	Spend to Date £	Forecast Outturn 2019/20 £	Variences £	Forecast 2020/21 £	Forecast 2021/22 £	Officer Comments
Abbots Langley Project	41,370	41,370	(30,629)	41,370	0	41,790	42,230	Spend to date includes grant income of £100k from the National Heritage fund, which is yet to be fully spent.
Community Arts	11,910	11,910	3,060	11,910	0	11,910	11,910	
Watersmeet-General	48,575	48,575	(40,668)	48,575	0	58,185	69,085	Watersmeet budgets to be realigned following a review by service manager. This has no effect on the budgets.
Watersmeet-Entertainments	(21,560)	(21,560)	(19,443)	(21,560)	0	(21,130)	(20,750)	
Leavesden Ymca	(35,000)	(35,000)	(8,750)	(35,000)	0	(35,000)	(35,000)	Income is received quarterly. Quarter 1 has been received
Active Community Devel Fund	43,400	43,400	(2,789)	43,400	0	43,400	43,400	Includes £8k grant from Hertfordshire Sports Partnership for sheltered housing chair based activity scheme, yet to be fully spent.
Oxhey Hall	(3,000)	(3,000)	0	(3,000)	0	(3,000)	(3,000)	Q1 invoice to be raised
Trees And Landscapes	412,430	412,430	38,460	412,430	0	415,410	420,150	Budget expected to be spent in this financial year. This includes £81,000 received in Countryside Stewardship Funding for a number of projects including Chorleywood House Estate access and grazing, Oxhey Woods Sculpture trail and Rhododendron management and generic woodland management plans
Museum	(700)	(700)	(700)	(700)	0	(700)	(700)	
Playing Fields & Open Spaces	67,405	67,405	(9,898)	69,635	2,230	47,475	47,555	DCLG Grant for local parks yet to be spent. Additional budget required to replace smoke alarms in South Oxhey, Maple Cross King George V and Scotsbridge pavilion.
Play Rangers	47,310	47,310	19,998	47,310	0	48,490	49,060	
Aquadrome	7,570	7,570	7,257	7,570	0	7,670	7,780	
Leisure Venues	(22,500)	(22,500)	(2,172)	(22,500)	0	(315,500)	(605,910)	This relates to the management fee from the Leisure Management contractor and £15k spend on free swimming
Leisure Development	277,320	277,320	93,332	277,320	0	279,810	282,330	
Play Development - Play schemes	65,450	65,450	(9,762)	65,450	0	65,450	65,450	Income received in advance of commencement of summer play schemes which start in August.
Sports Devel-Sports Projects	25,340	25,340	1,964	25,340	0	25,340	25,340	
Croxley Green Skateboard Park	20,430	20,430	7,238	20,430	0	20,430	20,430	
Leisure & Community Services	156,900	156,900	47,699	156,900	0	159,560	161,040	
Grounds Maintenance	684,220	684,220	205,263	684,220	0	689,450	694,760	Budget expected to be met
Total	1,826,870	1,826,870	299,462	1,829,100	2,230	1,539,040	1,275,160	

Environmental Services	Original Budget 2019/20 £	Latest Budget 2019/20	Spend to Date £	Forecast Outturn 2019/20 £	Variences £	Forecast 2020/21 £	Forecast 2021/22 £	Officer Comments
Refuse Domestic	(16,190)	(16,190)	2,758	(16,190)	0	(16,190)	(16,190)	Budget expected to be met
Refuse Trade	(191,017)	(191,017)	(284,444)	(191,017)	0	(189,197)	(187,367)	Customers billed in April & October. Awaiting invoice from HCC for disposal
Recycling General	(15,910)	(15,910)	(2,594)	(15,910)	0	(15,910)	(15,910)	Budget expected to be met
Garden Waste	(926,600)	(926,600)	(949,162)	(926,600)	0	(926,600)	(926,600)	Garden waste invoices are raised to households in April.
Clinical Waste	(40,110)	(40,110)	(21,227)	(40,110)	0	(39,810)	(39,520)	Customers billed in April & October.
Recycling Kerbside	(342,990)	(342,990)	474,740	(342,990)	0	(342,990)	(342,990)	2018/19 income from Herts County for recycling credits is yet to be received (expected to be £368k). Income from the Alternative Finance Model (AFM) for 2019/20 is expected to be received at year end.
Abandoned Vehicles	750	750	126	750	0	750	750	
Pest Control	75,000	75,000	37,500	75,000	0	75,000	75,000	Invoice for the first half of the year has been paid to Watford Borough Council
Environmental Maintenance	25,110	25,110	450	25,110	0	25,110	25,110	Budget expected to be met
Animal Control	50,010	50,010	11,737	50,010	0	50,390	50,780	Budget expected to be met
Cemeteries	(171,060)	(171,060)	(62,898)	(171,060)	0	(170,130)	(169,850)	Budget expected to be met
Environmental Protection	420,350	420,350	120,272	420,350	0	426,590	431,890	Budget expected to be met
Depot-Batchworth	38,170	38,170	6,702	38,170	0	38,710	39,250	Budget expected to be met
Waste Management	2,549,170	2,549,170	766,463	2,549,170	0	2,566,100	2,583,200	Budget expected to be met
Environmental Maint Contractor	519,290	519,290	146,335	519,290	0	522,300	527,320	Budget expected to be met
Total	1,973,973	1,973,973	246,758	1,973,973	0	2,004,123	2,034,873	
Total Leisure Environment & Community	4,789,883	4,789,883	533,009	4,809,403	19,520	4,534,893	4,308,913	

Infrastructure Housing & Economic Development								
<i>Housing</i>	Original Budget 2019/20 £	Latest Budget 2019/20	Spend to Date £	Forecast Outturn 2019/20 £	Variances £	Forecast 2020/21 £	Forecast 2021/22 £	Officer Comments
Housing Services Needs	374,310	374,310	132,615	374,310	0	385,060	394,730	Lower spend on deposit guarantee scheme.
Rent Deposit Guarantee Scheme	5,110	5,110	810	5,110	0	5,110	5,110	
Herts Choice Homes	21,000	21,000	0	21,000	0	21,000	21,000	Expenditure is transferred at year end to cover contributions from TRDC towards Herts Choice Homes
Homelessness General Fund	42,110	68,910	(391,057)	68,910	0	31,720	40,340	Ring - fenced grant monies of £356k have been received, but the spend will occur later in the year. There is currently a reduction in payments to private sector landlords.
Housing Associations	(5,000)	(5,000)	0	(5,000)	0	(5,000)	(5,000)	Lease income for Wensum Court
Env Health - Residential Team	99,620	99,620	41,015	99,620	0	101,430	103,760	
Total	537,150	563,950	(216,618)	563,950	0	539,320	559,940	
<i>Infrastructure & Planning Policy</i>	Original Budget 2019/20 £	Latest Budget 2019/20	Spend to Date £	Forecast Outturn 2019/20 £	Variances £	Forecast 2020/21 £	Forecast 2021/22 £	Officer Comments
Land & Property Info Section	3,350	3,350	(18,454)	3,350	0	4,500	5,670	New burden grant of £15k received has yet to be spent
Street Naming & Numbering	7,130	7,130	1,904	7,130	0	7,130	7,130	
Environmental Initiatives	47,470	47,470	(18,442)	47,470	0	47,470	47,470	Invoice for HCC relating to 2018/19 has not yet been received. Provision has been made in the accounts to pay this
Development Management	195,150	269,340	(14,256)	244,340	(25,000)	61,830	72,390	Budget transferred To Business Application maintenance to fund IDOX payments for 2019/20 (See Policy and Resources) Income higher than anticipated at this stage due to large applications. This will be monitored closely and any variance will be reported in the next budget monitoring cycle.
Director Community & Env Servs	126,060	126,060	41,105	126,060	0	127,310	128,590	On target
Development Plans	264,390	304,390	(214,435)	329,200	24,810	292,950	297,010	Salary Budget transferred from Sustainability projects following a team reorganisation.
Hertfordshire Building Control	(1,580)	(1,580)	(46,587)	(1,580)	0	(990)	(390)	The 6 districts are invoiced for the whole year in April. HCC is billed quarterly
Total	641,970	756,160	(269,166)	755,970	(190)	540,200	557,870	

Economic Development	Original Budget 2019/20 £	Latest Budget 2019/20	Spend to Date £	Forecast Outturn 2019/20 £	Variances £	Forecast 2020/21 £	Forecast 2021/22 £	Officer Comments
Fuel Voucher Scheme	3,500	3,500	0	0	(3,500)	0	0	This has now ceased
Parking & Street Enforcement	0	17,290	4,980	0	(17,290)	0	0	Budget transferred to Community Safety to fund additional officer time for the Public Space Protection Pilot and evaluation completion. (See Leisure, Environment and Community Safety.
Energy Efficiency	19,500	19,500	0	19,500	0	19,500	19,500	
Sustainability Projects	48,890	98,890	18,600	74,080	(24,810)	24,080	24,080	Salary Budget transferred to Development Plans following a team reorganisation. This is a line management change and does not effect the support to sustainability projects.
Car Parking	(183,370)	(152,370)	(85,701)	(80,500)	71,870	(138,090)	(136,250)	A £42k variance due to lower than expected use of car parks, purchase of permits, issue of PCNs and delay in implementation of new schemes. An £18k variance following Committee agreement to fund a new permanent project assistant post and a £10.8k variance due to additional budget requirement following the agreement of a 3% inflationary increase on the parking contract with Hertsmere. The car parking income contributes towards the maintenance (see cost centre below), capital charges and internal support with the overall account remaining in deficit.
Car Parking-Maintenance	72,250	72,250	71,634	72,250	0	87,120	101,250	
Dial A Ride	33,780	33,780	0	33,780	0	33,780	33,780	First invoice of 19/20 expected early October (invoiced every 6 months).
Cycling Strategy	0	46,150	1,792	46,150	0	0	0	
Better Buses Fund	86,570	86,570	0	86,570	0	86,570	86,570	Invoice expected at year end
Total	81,120	225,560	11,305	251,830	26,270	112,960	128,930	
Total Infrastructure Housing & Economic Development	1,260,240	1,545,670	(474,478)	1,571,750	26,080	1,192,480	1,246,740	

Policy & Resources								
Resources & Shared Services	Original Budget 2019/20 £	Latest Budget 2019/20	Spend to Date £	Forecast Outturn 2019/20 £	Variences £	Forecast 2020/21 £	Forecast 2021/22 £	Officer Comments
Director Of Finance	66,990	66,990	17,881	64,270	(2,720)	68,240	69,520	Revision of shared services income from Watford Brought Council to match expected recharge budget.
Legal Practice	357,390	357,390	108,046	357,390	0	363,100	368,270	
Committee Administration	155,710	155,710	42,533	155,710	0	158,360	159,930	
Office Services	472,150	493,150	173,835	490,170	(2,980)	472,060	474,390	Budget for van hire no longer required due to the purchase of a courier van .
Elections & Electoral Regn	126,380	126,380	45,870	126,380	0	127,670	128,970	
Finance Services	436,770	436,770	188,512	436,770	0	441,850	457,220	
Revs & Bens Management	90,510	90,510	16,335	90,510	0	92,880	93,830	
Fraud	100,090	100,090	38,376	100,090	0	102,230	104,390	
Chief Executive	172,610	172,610	160,006	283,080	110,470	174,280	175,970	Increased cost following the appointment of the interim chief Executive and departure of the previous post holder
Performance Mgt & Scrutiny	51,800	51,800	15,463	51,800	0	52,270	52,750	
Debt Recovery	167,620	167,620	81,922	167,620	0	172,080	177,930	
Three Rivers House	362,570	406,370	242,722	404,870	(1,500)	338,910	345,810	Estimated additional income from the sale of Solar panel generated income Spend includes business rates of £220k fully paid for the year
Basing House	(10,420)	(10,420)	(5,339)	(10,420)	0	(10,290)	(10,160)	
Officers' Standby	6,140	6,140	0	6,140	0	6,140	6,140	This is paid at the year end
Finance Client	79,410	90,700	45,013	90,700	0	79,570	82,340	
Business App Maintenance	193,200	203,580	133,991	228,580	25,000	193,200	193,200	Budget transferred from development management to fund IDOX payments for 2019/20
ICT Client	686,810	736,810	22,197	736,810	0	584,700	586,600	The first Quarter invoice of approx. £114k from WBC is outstanding
Internal Audit Client	71,460	71,460	21,344	71,460	0	71,460	71,460	
Fraud Client	(2,910)	(2,910)	0	(2,910)	0	(2,910)	(2,910)	
Insurances	453,220	453,220	(729)	453,220	0	453,220	453,220	The 2019/20 invoices are in abeyance and should be resolved in September
Debt Recovery Client Acc	(6,140)	(6,140)	(200)	(6,140)	0	(6,140)	(6,140)	
HR Client	343,560	343,560	54,597	343,560	0	343,480	343,920	The first Quarter invoice of approx. £61k from WBC is outstanding
Corporate Management	154,280	161,280	25,255	161,280	0	154,280	154,280	Includes external audit costs that are paid at year end
Democratic Representation	295,360	295,360	106,979	295,360	0	295,360	295,360	
Benefits & Allowances	672,800	672,800	247,510	672,800	0	678,640	698,640	
Benefits Client	(548,870)	(548,870)	876,284	(548,870)		(548,870)	(548,870)	This holds the housing benefits payments and recovery from DWP and further grants from DWP relating to the provision of benefits. There is timing difference between payments made to claimants and income received from Government
Council Tax Collection	316,660	316,660	195,273	316,660	0	327,700	333,630	
Nndr	32,880	32,880	41,719	32,880	0	33,240	34,090	Higher spend at this stage in the year, but will be on budget at year end
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	(186,140)	Income from court costs received at year end
Nndr Cost Of Collection	(107,090)	(107,090)	1,300	(107,090)	0	(107,090)	(107,090)	This is received at year end
Register Of Electors	36,800	36,800	(2,048)	36,800	0	36,800	36,800	Expenditure will be incurred after the annual canvass. A grant of £2k has been received and will be used to fund expenditure later in the year.
District Elections	76,320	76,320	19,059	76,320	0	76,320	76,320	
Customer Service Centre	896,650	896,650	291,855	896,650	0	913,680	939,270	
Major Incident Planning	93,270	93,270	48,924	94,440	1,170	93,950	94,640	Increased in costs for resilience services from Hertfordshire County Council £3620. This is offset with savings on short courses and printing and stationery (£2,450)

Resources & Shared Services	Original Budget 2019/20 £	Latest Budget 2019/20	Spend to Date £	Forecast Outturn 2019/20 £	Variances £	Forecast 2020/21 £	Forecast 2021/22 £	Officer Comments
Miscellaneous Income & Expend	267,942	267,942	64,465	267,942	0	168,033	168,015	This includes a provision to pay an asbestos liability, which will be paid later in the year
Non Distributed Costs	236,000	236,000	233,588	236,000	0	236,000	236,000	This is an annual contribution towards reducing the deficit on the pension fund and is paid in full in April
Miscellaneous Properties	(104,660)	(104,660)	(88,973)	(119,660)	(15,000)	(119,220)	(118,760)	(£5,000) Increased income following regular use of Barnlea Hall. (£10,000) increased income from miscellaneous properties following a rent review.
Asset Management - Property	233,420	510,420	114,044	510,420	0	243,960	252,290	Lower spend on consultancy fees at this stage
Garages & Shops Maintenance	(1,160,010)	(1,160,010)	(614,999)	(1,279,010)	(119,000)	(982,700)	(982,100)	Increased income following receipt of backdated rent from December 2014 on a shop in Odeon Parade
Investment Properties	(900,000)	(900,000)	(260,415)	(1,000,000)	(100,000)	(1,000,000)	(1,000,000)	Increased income primarily due to rental inflation uplift on investment properties.
Oxhey Drive	9,690	9,690	8,102	9,690	0	9,930	10,180	Business rates of £8k fully paid for the year
Vacancy Provision	(120,000)	(120,000)	0	(120,000)	0	(120,000)	(120,000)	This will be amended when the annual salary budget exercise is completed in November
Total Policy & Resources	4,570,222	4,990,692	2,710,294	4,886,132	(104,560)	4,480,233	4,593,205	
Total All Committees	10,620,345	11,326,245	2,768,824	11,267,285	(58,960)	10,207,606	10,148,858	
Corporate Costs	Original Budget 2019/20 £	Latest Budget 2019/20	Spend to Date £	Forecast Outturn 2019/20 £	Variances £	Forecast 2020/21 £	Forecast 2021/22 £	Officer Comments
Interest Earned	(465,200)	(465,200)	(29,327)	(465,200)	0	(465,200)	(362,790)	Interest on loan to RSL of £375k is received at the end of the financial year
Interest Paid	375,308	375,308	4,663	375,308	0	483,555	406,125	This relates to the cost of borrowing for the funding of the new Leisure facility at South Oxhey, loan to RSL and the redevelopment of garage sites for temporary accommodation. Payments are scheduled for October and March
Transfer to Reserves	(59,910)	(59,910)	0	(59,910)	0	(59,910)	(59,910)	Accounting entry made at year end
Parish Precepts	1,962,314	1,962,314	981,157	1,962,314	0	2,001,570	2,041,610	Paid half yearly in April & September
Total Corporate Costs	1,812,512	1,812,512	956,493	1,812,512	0	1,960,015	2,025,035	
Grand Total	12,432,857	13,138,757	3,725,317	13,079,797	(58,960)	12,167,621	12,173,893	

Explanation of Variances reported in this period - Revenue

APPENDIX 2

Leisure, Environment & Community					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2019/20 £	2020/21 £	2021/22 £
Community Safety	Employees	Budget Virement from parking and street enforcement to Community Safety to fund additional officer time for the Public Space Protection Pilot and evaluation completion.	54,994	0	0
Community Partnerships	Employees	Budget realignment to Community Safety following agreement of PID bid.	(37,704)	0	0
Playing Fields & Open Spaces	Premises	Additional budget required to replace smoke alarms in South Oxhey, Maple Cross, King George V and Scotsbridge pavilion.	2,230	0	0
TOTAL			19,520	0	0
Infrastructure Housing & Economic Development					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2019/20 £	2020/21 £	2021/22 £
Development Management	Supplies and Services	Budget transferred To Business Application maintenance to fund IDOX payments for 2019/20 (See Policy and Resources)	(25,000)	0	0
Development Plans	Employees	Salary Budget transferred from Sustainability projects following a team reorganisation.	24,810	25,060	25,300
Parking & Street Enforcement	Supplies and Services	Budget transferred to Community Safety to fund additional officer time for the Public Space Protection Pilot and evaluation completion. (See Leisure, Environment and Community Safety).	(17,290)	0	0
Fuel Voucher Scheme	Supplies and Services	This initiative relating to Beat the Killer Cold has ceased	(3,500)	(3,500)	(3,500)
Sustainability Projects	Income	Salary Budget transferred to Development Plans following a team reorganisation	(24,810)	(25,060)	(25,300)
Car Parking	Income	£42k variance due to lower than expected use of car parks, purchase of permits, issue of PCNs and delay in implementation of new schemes. £18k variance following Committee agreement to fund a new permanent project assistant post and £10.8k variance due to additional budget requirement following the agreement of a 3% inflationary increase on the parking contract with Hertsmere.	42,310	0	0
	Employee		18,700	33,030	34,050
	Third Party Payments		10,860	11,190	11,530
TOTAL			26,080	40,720	42,080

Policy & Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2019/20 £	2020/21 £	2021/22 £
Director Of Finance	Income	Revision of shared services income from Watford Brought Council to match expected recharge budget.	(2,720)	0	0
Office Services	Transport	Budget for van hire no longer required due to the purchase of a courier van .	(2,980)	(2,980)	(2,980)
Chief Executive	Employees	Increased cost following the appointment of the interim chief Executive and departure of the previous post holder	110,470	0	0
Three Rivers House	Income	Estimated additional income from the sale of Solar generated income	(1,500)	(1,500)	(1,500)
Business App Maintenance	Supplies and Services	Budget transferred from development management to fund IDOX payments for 2019/20 (See Infrastructure, Housing and Economic Development)	25,000	0	0
Major Incident Planning	Supplies and Services	Increased in costs for resilience services from Hertfordshire County Council £3620. This is offset with savings on short courses and printing and stationary (£2,450)	1,170	0	0
Miscellaneous Properties	Income	(£5,000) Increased income following regular use of Barnlea Hall. (£10,000) increased income from miscellaneous properties following a rent review.	(15,000)	(15,000)	(15,000)
Garages & Shops Maintenance	Income	Increased income following receipt of backdated rent from December 2014 on a shop in Odeon Parade	(119,000)	0	0
Investment Properties	Supplies and Services	Increased income primarily due to rental inflation uplift on investment properties.	(100,000)	0	0
		TOTAL	(104,560)	(19,480)	(19,480)
		TOTAL Variances for Period 4 (July) 2019	(58,960)	21,240	22,600

Staff Vacancies

Committee	Department	Job Title	Date Vacant	FTE	Additional comments
IHED	Housing Services Needs	Housing Supply Officer	18/01/2019	1.00	To be filled 29 August
IHED	Homelessness General Fund	Housing Options Officer	08/05/2019	1.00	Currently recruiting (1st round unsuccessful, advert going out again)
IHED	Decriminalised Parking Enf SPA	Projects Assistant	13/03/2018	1.00	To be premanently filled on 1 Sept 2019. Currently covered by secondment from CSC
IHED	Environmental Health - Residential Team	Environment Officer	28/03/2019	0.19	Service being reviewed
IHED	Development Control	Senior Planning Officer	30/09/2017	1.00	Not currently advertised and not filled by agency.
IHED	Economic & Sustainable Development	Sustainable Projects Officer	19/08/2018	0.61	Filled by Temp until 31 Aug 2019
P&R	Customer Service Centres	CSC Representative	30/06/2019	1.00	Recently vacant - not yet being advertised
P&R	Customer Service Centres	CSC Representative	15/01/2019	1.00	Not currently advertised
P&R	Council Tax	Revenues Manager	06/05/2019	1.00	To be advertised in August
P&R	Council Tax	Billing Officer	31/01/2018	0.86	Currently recruiting
P&R	Housing Benefits	Policy, Quality & Training Officer	29/07/2018	1.00	To be advertised in August
P&R	Housing Benefits	Benefits Officer	31/05/2019	1.00	Not currently advertised - depending on service review
P&R	Housing Benefits	Benefits Officer	01/04/2018	1.00	Not currently advertised - depending on service review
P&R	Chief Executive	Chief Executive	30/06/2019	1.00	Interim appointed started 22 July
P&R	Legal Services	Principal Solicitor (part time)	31/05/2019	0.49	Currently recruiting (job share, one post in total) being covered by Agency staff

Medium Term Capital Investment Programme

Leisure, Environment & Community								
<i>Community Safety & Partnership</i>	Original Budget 2019/20 £	Latest Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Comments
Capital Grants & Loans	20,000	31,880	1,349	11,880	(20,000)	20,000	20,000	Budget transferred to Leisure to fund play area.
Community CCTV	6,000	29,730	16,512	32,410	2,680	6,000	6,000	Additional cameras purchased to address serious violence and county line
Total	26,000	61,610	17,861	44,290	(17,320)	26,000	26,000	
<i>Leisure</i>	Original Budget 2019/20 £	Latest Budget 2019/20 £	Spend To Date	Outturn £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Comments
Heritage & Tourism Initiative	0	316,137	307,083	316,137	0	0	0	Works on this project include Leavesden Country Park, Manor House ground skate park. The budget will be spent by the end of the financial year
Countryside Management	10,000	10,000	0	10,000	0	10,000	10,000	Budget will be spent
Watersmeet Refurbishment Toilets	24,100	24,100	0	24,100	0	0	0	Works will be completed in August
Aquadrome	21,000	36,812	0	36,812	0	21,000	21,000	Construction of dog free picnic area and wildwood den in 2019/20
Allotments	5,000	10,000	0	10,000	0	5,000	5,000	
Bury Lake Young Mariners	0	80,008	80,008	80,008	0	0	0	
Scotsbridge-Chess Habitat Rest	0	11,390	0	11,390	0	0	0	Budget will be spent
South Oxhey Leisure Centre	0	12,890	479	12,890	0	0	0	Budget will be spent
Leisure Facilities Improvement	685,000	83,280	1,233	83,280	0	0	0	£65k allocated to car park resurfacing at King George V William Penn, remaining budget will be spent
Open Space Access Improvements	50,000	93,000	0	93,000	0	50,000	50,000	Budget expected to be spent in this financial year. The Horses' Field – grazing project (including public consultation and fencing) and delayed provision of additional access point (from Year 1 Management Plan) to north of site from Langley Lane. Also, implementation of aspects of the Bishops Wood Management Plan including improvements at Batchworth Heath (pond desilting, bollard replacement and improvements of footpath link between the
Leavesden Management Plan	0	10,000	10,000	10,000	0	0	0	Work completed to external toilets
Improve Play Area-Future Schemes	0	98,855	9,663	118,855	20,000	50,000	100,000	Works to Barton Way Play area and retention monies due for Croxley Skate park to be completed in 2019/20. £50,000 budget repahsed from 2020/21 to fund works to The Swillet Play area in 2019/20.

<i>Leisure</i>	Original Budget 2019/20 £	Latest Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Comments
New Play Area-Chorleywood	97,420	0	0	0	0	0	0	
Leavesden CP Play Area	0	90,472	118,618	90,472	0	0	0	Project complete, retention monies to be paid. The overspend is to be funded from the Council's S106 reserve
Aquadrome-Whole Life Costing	10,000	27,560	0	27,560	0	10,000	10,000	To be spent on maintenance of Ultrasound units, footpath repairs arising out of annual footpath inspections, repair of fishing platform erosion damage, repair of floating islands fish refuges and commission of Phase 1 Habitat Survey.
Watersmeet-Whole Life Costing	15,000	15,000	2,135	15,000	0	15,000	15,000	Budget will be spent
Pavilions-Whole Life Costing	10,000	20,000	201	20,000	0	10,000	10,000	Budget expected to be spent in this financial year. Condition surveys presently being undertaken
Watersmeet - Hot Water pipework replac	38,000	38,000	0	38,000	0	0	0	New approved project for 2019/20. Projected expected to be completed in August
Watersmeet - cinema screen replaceme	15,000	15,000	2,037	15,000	0	0	0	New approved project for 2019/20. Project expected to be completed by end of January
Fairway Inn-Whole Life Costing	2,000	2,000	0	2,000	0	0	0	Budget will be spent
The Swillett - Play area Refurbishment	0	97,420	0	147,420	50,000	0		Budget rephased from 2020/21 (Improve play area future schemes) to 2019/20
Cassiobridge Play Area Refurbishment	88,340	88,340	0	88,340	0	0	0	
Total	1,070,860	1,180,264	531,457	1,250,264	70,000	171,000	221,000	

<i>Environmental Services</i>	Original Budget 2019/20 £	Latest Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Comments
Waste Plant & Equipment	25,000	25,000	0	25,000	0	25,000	25,000	Budget will be spent
Waste Services Depot	931,200	1,408,940	10,800	1,408,940	0	0	0	Due to go to Planning Committee in Autumn 2019. Looking to appoint main contractor in November with a commencement date of December. Potentially will need to defer some of the budget to 2020/21 but this will be firmed up in the next budget monitoring report
Bulk Domestic Waste	15,000	21,570	13,202	28,570	7,000	20,000	25,000	Increase costs for replacement bins and new properties
Waste & Recycling Vehicles	310,000	459,382	145,254	459,382	0	500,000	1,000,000	Budget expected to be spent in this financial year. Tender is presently out on a waste and refuse vehicle (circa £170,000)
Street Furnishings	10,000	10,000	0	10,000	0	10,000	15,000	Budget expected to be spent
Paladin Bins	25,000	25,000	0	25,000	0	25,000	30,000	Budget expected to be spent
Cemetery Car Park	0	7,000	0	7,000	0	0	0	Budget expected to be spent
Energy Performance Certificate	2,000	4,000	458	4,000	0	2,000	2,000	Budget expected to be spent
Cemetery-Whole Life Costing	5,000	8,781	2,000	8,781	0	5,000	5,000	Budget expected to be spent
Replacement Ground Maintenance Vehicle	323,000	538,443	157,395	538,443	0	93,000	40,000	Budget expected to be spent in this financial year. Tender out for a number of vehicles in mid-September
Total	1,646,200	2,508,116	329,109	2,515,116	7,000	680,000	1,142,000	
Total Leisure, Environment & Commu	2,743,060	3,749,990	878,426	3,809,670	59,680	877,000	1,389,000	

Infrastructure Housing & Economic Development								
<i>Economic Development</i>	Original Budget 2019/20 £	Latest Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Comments
Cycle Schemes	25,000	77,177	19,032	77,177	0	25,000	25,000	2 schemes have been ordered, awaiting implementation (cycle storage at Rickmansworth station and Leavesden lighting).
Disabled Parking Bays	2,500	2,500	0	2,500	0	2,500	2,500	
Controlled Parking	85,000	184,580	8,907	184,580	0	50,000	50,000	Scheme progressing
Car Parking Services	0	4,400	0	4,400	0	0	0	
Princes Trust-Business Start-up	10,000	10,000	0	10,000	0	10,000	10,000	
Listed Building Grants	5,000	5,000	0	5,000	0	5,000	5,000	
South Oxhey Initiative	0	192,791	32,734	192,791	0	0	0	Management fees for the project
Parking Bay & Verge Protection	110,000	212,000	17,760	212,000	0	60,000	60,000	
Highways Enhancement	110,000	116,880	17,923	116,880	0	50,000	50,000	
Bus Shelters	9,000	34,000	0	34,000	0	9,000	9,000	
Retail Parades	30,000	153,780	0	153,780	0	30,000	30,000	
Carbon Neutral Council	2,000	4,000	0	4,000	0	0	0	
Rickmansworth Work Hub	39,000	39,000	0	39,000	0	0	0	
Car Park Restoration	45,000	45,000	14,537	45,000	0	10,000	10,000	
Estates, Paths & Roads	20,000	21,881	4,455	21,881	0	20,000	20,000	
TRDC Footpaths & Alleyways	20,000	24,000	0	24,000	0	20,000	20,000	
Integration of Firmstep to uniform Licensing applications	19,000	19,000	0	19,000	0	0	0	
Total	531,500	1,145,989	115,349	1,145,989	0	291,500	291,500	
<i>Housing</i>	Original Budget 2019/20 £	Latest Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Comments
Disabled Facilities Grant	500,000	539,339	45,492	539,339	0	500,000	500,000	It is likely that some of this budget will be repensed to the next financial year. This will be reported in the next budget monitoring cycle
Home Repairs Assistance	10,000	18,000	0	18,000	0	10,000	10,000	
Total	510,000	557,339	45,492	557,339	0	510,000	510,000	
Total Infrastructure Housing & Economic Development	1,041,500	1,703,328	160,841	1,703,328	0	801,500	801,500	

Policy & Resources								
Resources & Shared Services	Original Budget 2019/20 £	Latest Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Comments
Professional Fees-Internal	226,590	226,590	0	226,590	0	226,590	226,590	This is for internal staff support on capital schemes and is transacted at the end of the financial year
Election Equipment	6,000	9,000	2,955	9,000	0	6,000	6,000	
Members' IT Equipment	15,060	15,060	0	15,060	0	16,260	16,260	
Installation Solar system TRH	2,500	2,500	0	2,500	0	0	0	
ICT-Managed Project Costs	60,000	60,000	0	60,000	0	60,000	60,000	
Hardware Replace Prog	40,000	105,587	0	105,587	0	40,000	40,000	For purchase of personal IT kit, WAN and unified communications projects, payment expected later in the year when project completed
Garage Improvements	225,000	225,000	78,688	225,000	0	225,000	150,000	Works are progressing
ICT Licence Costs	282,000	310,000	8,978	310,000	0	100,000	100,000	For purchase of personal IT kit, WAN and unified communications projects
Customer Contact Programme	0	66,230	61,626	66,230	0	0	0	
ICT Website Development	0	14,870	0	14,870	0	0	0	
ICT Elections	17,000	18,800	14,626	18,800	0	17,000	17,000	
ICT Hardware Replacement Prog	45,000	135,500	135,648	135,500	0	45,000	45,000	For purchase of personal IT kit, WAN and unified communications projects
TRH Whole Life Costing	173,000	188,000	55,450	188,000	0	135,000	155,000	
Basing House-Whole Life Costing	2,000	4,000	0	4,000	0	2,000	24,000	
Investment Prop-Shops	0	11,900	0	11,900	0	0	0	
Business Application Upgrade	227,000	267,500	0	267,500	0	90,000	90,000	For purchase of personal IT kit, WAN and unified communications projects
Three Rivers House Transformation	394,470	394,470	23,619	394,470	0	0	0	
Total	1,715,620	2,055,007	381,590	2,055,007	0	962,850	929,850	

<i>Major Projects</i>	Original Budget 2019/20 £	Latest Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Comments
Leisure Facility - South Oxhey	7,719,420	6,349,818	632,844	6,349,818	0	1,207,453	226,823	Works to South Oxhey Leisure Centre for a 65 week build which is on schedule and due to be fully open in June 2020. £226,823 has been transferred from 2020/21 to 2021/22. This is for the remaining retention monies which will be released following the Independent Certifier issuing the Certificate of making good defects (June 2021)
South Oxhey Initiative	0	1,986,876	72,924	1,986,876	0	0	0	Project is ongoing
Property Investment Board	0	769,333	456,970	769,333	0	0	0	For works at the purchased property at Fairhaven Crescent and payment relating to the facility agreement on The Grapevine in South Oxhey
Temporary Accommodation	1,404,140	1,706,116	0	1,706,116	0	800,000	0	This is to meet the costs to complete the project at The Bury and for the redevelopment of the 2 garage sites at South Oxhey for temporary accommodation
Total	9,123,560	10,812,143	1,162,737	10,812,143	0	2,007,453	226,823	
Total Policy & Resources	10,839,180	12,867,150	1,544,327	12,867,150	0	2,970,303	1,156,673	
Total Capital Programme	14,623,740	18,320,468	2,583,594	18,380,148	59,680	4,648,803	3,347,173	

Explanation of Variances Reported this Period – Capital

Leisure, Environment & Community				
Description	Details of Outturn Variances to Latest Approved Budget	2019/20 £	2020/21 £	2021/22 £
Capital Grants & Loans	Budget transferred to Improve Play Areas. (see below)	(20,000)	0	0
Community CCTV	Additional cameras purchased to address serious violence and county line	2,680	0	0
Improve Play Area-Future Schemes	£20,000 transferred from Capital Grants & Loans (see above) to fund play area projects. £50,000 budget rephased from 2020/21 to fund works to The Swillett Play area in 2019/20.	20,000	(50,000)	0
The Swillett - Play area Refurbishment	Budget rephased from 2020/21 (Improve play area future schemes) to 2019/20	50,000	0	0
Bulk Domestic Waste	Increase costs for replacement bins and new properties	7,000	0	0
	TOTAL	59,680	(50,000)	0
Policy & Resources - Major Projects				
Description	Details of Outturn Variances to Latest Approved Budget	2019/20 £	2020/21 £	2021/22 £
South Oxhey Leisure Centre	Works to South Oxhey Leisure Centre for a 65 week build which is on schedule and due to be fully open in June 2020. £226,823 has been transferred from 2020/21 to 2021/22. This is for the remaining retention monies and they will be released following the Independent Certifier issuing the Certificate of making good defects (June 2021)	0	(226,823)	226,823
	TOTAL	0	(226,823)	226,823
	Total Variances for Period 4 (July) 2019	59,680	(276,823)	226,823

Funding the Capital Investment Programme

Capital Programme - Services	2019/20	2019/20	2019/20	2020/21	2021/22
	Original Budget	Latest Budget	Outturn Forecast at P4	Forecast	Forecast
	£	£	£	£	£
Balance Brought Forward					
Govt Grants: Disabled Facility Grants	(192,138)	(239,088)	(239,088)	(421,908)	(421,908)
Other Contributions: Other external Sources				0	0
Section 106 Contributions	(2,866,184)	(2,974,426)	(2,974,426)	(2,974,426)	(1,474,426)
Capital Receipts Reserve	(3,433,243)	0	0	(229,660)	(2,088,310)
Future Capital Expenditure Reserve	(2,610,165)	(2,610,155)	(2,610,155)	(864,216)	(864,216)
New Homes Bonus Reserve	(3)	(4,592,778)	(4,592,778)	(241,843)	(352,683)
Total Funding Brought Forward	(9,101,733)	(10,416,447)	(10,416,447)	(4,732,053)	(5,201,543)
Generated in the Year					
Govt Grants: Disabled Facility Grants	(250,000)	(500,000)	(722,160)	(500,000)	(500,000)
Other Contributions: Other external Sources	0	0	0	0	0
Section 106 Contributions	0	0	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(2,500,000)	(1,000,000)
Future Capital Expenditure Reserve		0	0	0	0
New Homes Bonus Reserve	(317,680)	(317,680)	(317,680)	(110,840)	(110,840)
Total Generated	(1,667,680)	(1,917,680)	(2,139,840)	(3,110,840)	(1,610,840)
Use of Funding					
Govt Grants: Disabled Facility Grants	250,000	500,000	539,340	500,000	500,000
Other Contributions: Other external Sources	0	0	0	0	0
Section 106 Contributions	0	0	0	1,500,000	0
Capital Receipts Reserve	3,255,168	850,000	870,340	641,350	2,308,650
Future Capital Expenditure Reserve	1,677,352	1,745,939	1,745,939	0	311,700
New Homes Bonus Reserve	317,660	4,668,615	4,668,615	0	0
Total Use of Funding	5,500,180	7,764,554	7,824,234	2,641,350	3,120,350
Balance Carried Forward					
Govt Grants: Disabled Facility Grants	(192,138)	(239,088)	(421,908)	(421,908)	(421,908)
Other Contributions: Other external Sources	0	0	0	0	0
Section 106 Contributions	(2,866,184)	(2,974,426)	(2,974,426)	(1,474,426)	(1,474,426)
Capital Receipts Reserve	(1,278,075)	(250,000)	(229,660)	(2,088,310)	(779,660)
Future Capital Expenditure Reserve	(932,813)	(864,216)	(864,216)	(864,216)	(552,516)
New Homes Bonus Reserve	(23)	(241,843)	(241,843)	(352,683)	(463,523)
Total Funding Carried Forward	(5,269,233)	(4,569,573)	(4,732,053)	(5,201,543)	(3,692,033)
South Oxhey Initiative					
Balance Brought Forward	0	0	0	0	0
Generated in the Year (Land Receipts)	(3,332,575)	(3,332,575)	(3,332,575)	(6,502,792)	(6,502,792)
Generated in the Year (LEP Funding)	0	0	0	0	0
Use of Funding (Spend)		1,986,876	1,986,876	0	0
Borrowing	3,332,575	1,345,699	1,345,699	6,502,792	6,502,792
Total	0	0	0	0	0
South Oxhey Leisure Facility					
Balance Brought Forward	0	0	0	0	0
Use of Funding (Spend)	7,719,420	6,349,818	6,349,818	1,207,453	226,823
Contractor Funded Borrowing	(7,719,420)	(6,349,818)	(6,349,818)	(1,207,453)	(226,823)
Total	0	0	0	0	0
Property Investment					
Balance Brought Forward	0	0	0	0	0
Generated in the Year	0	0	0	0	0
Use of Funding (Spend)	0	769,333	769,333	0	0
Capital Receipt	0	0	0	0	0
Borrowing	0	(769,333)	(769,333)	0	0
Total	0	0	0	0	0
Temporary Accommodation					
Balance Brought Forward	0	0	0	0	0
Generated in the Year	0	0	0	0	0
Use of Funding (Spend)	1,404,140	1,449,887	1,449,887	800,000	0
Borrowing	(1,404,140)	(1,449,887)	(1,449,887)	(800,000)	0
Total	0	0	0	0	0
Total Expenditure Capital Investment Programme	14,623,740	18,320,468	18,380,148	4,648,803	3,347,173

Key Risks

Risk Item	Risk	RAG rating	Value in 2019/20 Revenue Budget £000	Value at Risk (favourable variance)	Red Value	Amber value	
Temporary Accommodation	The Council is investing a capital sum £2.4 million from 2019/20 to redevelop 2 ex garage sites into 12 two bed properties in South Oxhey, which will support the demand and reduce the cost of expensive alternatives such as private Bed & Breakfast. The net cost of TA for 2019/20 is a favourable £77k	Red	(77)	77	77	0	
Borrowing Costs	The Council has borrowed funds in order to acquire investment properties and to fund capital projects. These incur borrowing costs in the form of interest payments. If the capital programme slips then not all borrowing will occur.	Amber	375	(375)	0	(375)	
Property Investment	The Council has set an income target of £0.900 million for the return on its property investments, made through its Property Investment Board. The income is subject to the competitive market forces and the general economic situation.	Amber	(900)	100	0	100	
Waste Disposal Costs	Due to a change in policy of China's import restrictions there are increased costs associated with processing mixed dry recycles. This had a major impact in 2018/19 and is predicted to continue in future years, where budgetary provision has been made. All Districts within the County are in a similar position.	Amber	400	50	0	50	
Recycling Income	The Alternative Financial Model (AFM) rewards each Hertfordshire authority for its recycling rates and waste reduction initiatives. This discretionary payment is calculated determined on the size of the authority and their relative average cost to the Waste Disposal Authority (HCC) and the 'in-year performance' which calculates the actual savings or costs generated by each of the Hertfordshire authorities. In comparison to the previous year. There is likely to a reduction in income from 2020/21	Amber	(387)	0	0	0	
		Total	(589)	(148)	77	(225)	
Revenue Budget							
		RAG Rating	Total Value at Risk £000	Probability of Occurrence	Probability Adjusted Value £000		
		Red	77	50%	39		
		Amber	(225)	25%	(56)		
		Total Probability Adjusted Value				(18)	

APPENDIX 8

Budgetary Risks

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	In that the general fund balance falls below the minimum prudent threshold and capital funding is insufficient to meet the capital programme. This appears as item no.8 in the Council's strategic risk register. The Council has recently set its 3 year Medium Term Financial Plan for the next 3 years	2	4	8	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; Early identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process; Audited Statement of Accounts, including Annual Governance	Head of Finance	2	3	6	→	Work to identify alternative income sources and increase commercialisation. Use of shared services with other providers where appropriate, e.g. Environmental Health with Watford	Heads of Service/ Head of Finance	Continuous
Apr-06	FIN08	Director of Finance	Budgetary	Revenue balances insufficient to meet estimate pay award increases	The Council has recently approved its 3 year Medium term Financial Strategy including forecast pay awards for the next three years. Outturn balances greater than planned.	2	3	6	Multi year pay award includes 2019. Maintain reserves to guard against risk. Early identification of new pressures.	Head of Finance	2	2	4	→	MTFS to review pay pressure beyond 2019.	Head of Finance	Dec-19
Apr-06	FIN09	Director of Finance	Budgetary	Revenue balances insufficient to meet other inflationary increases	Other than contractual agreements, budgets have been cash limited where possible.	2	3	6	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves .	Service Heads/Head of Finance	3	1	3	→	MTFS to review inflation assumptions	Head of Finance	Dec-19

Jan-15	FIN10	Director of Finance	Budgetary	Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the proceeds from capital receipts that are invested in the money market. The volatility of the global economy continues to place uncertainty on the investment strategy. The PIB strategy has diversified investment income to provide a more certain rate of return.	2	3	6	PIB strategy has diversified interest rate risk to provide income security.	PIB/Head of Finance	2	1	2	➔	Monitoring ongoing income levels	PIB	ongoing
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income	See Key Budget Indicators shown in the latest Budget Monitoring report. Green Waste and Parking charges monitored by Management Board at each meeting. MTFS agreed for next 3 years	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/Head of Finance	2	2	4	➔	Fees and Charges to be monitored as part of budget monitoring	Service Heads	ongoing
Apr-06	FIN12	Director of Finance	Budgetary	Revenue balances insufficient to meet loss of partial exemption for VAT	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total taxable expenditure, then the Council may lose its ability to recover VAT on all of its exempt inputs. This is mitigated by close monitoring of exempt supplies and prudent VAT planning. The Council elects to tax on development schemes.	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	➔	Partial Exemption Review commissioned. Continue to opt to tax.	Head of Finance	ongoing

Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains are not achieved	Savings identified and included in the budget will be monitored as part of the budget monitoring process. Property income target of £1m will be achieved once recent acquisitions are completed. See fees and charges above. MTFs agreed for next 3 years.	2	3	6	Service Heads to take responsibility for achieving savings. Budget monitoring to highlight any issues to allow corrective action to be taken.	Service Heads/Head of Finance	2	2	4	→	Budget process to clearly identify savings to be achieved and ensure clarity over responsibility over delivery. Savings to be challenged.	Head of Finance	ongoing
Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks	The Council has no outstanding litigation cases.	2	3	6	Council procedures are adhered to	Solicitor to the Council	1	3	3	→	Adherence to council procedures to be monitored and proceedings maintained.	Solicitor to the Council	ongoing
Dec-13	FIN18	Director of Finance	Budgetary	Fluctuations in Business Rates Retention	From April 2020 the system will be subject to reset and increase to 75% retention. There is current uncertainty around whether the review will happen for 2020/21.	4	4	16	Membership of the Hertfordshire Pilot for 75% retention for 2019/20. Maintain reserves against risk.	Head of Finance	3	3	9	→	Monitor activity on the project and central government announcements.	Head of Finance	Mar-20
Mar-16	FIN19	Head of Property Services	Budgetary	Failure to deliver the South Oxhey Initiative to desired outcomes and objectives	This is a key project. This appears as item no.7 in the Council's strategic risk register. Phase 1 delivered. Currently discussion about whether to build additional units. Awaiting info from property to carry out full appraisal.	3	3	9	Project management team appointed to advise Council; Project management processes in place and reviewed regularly; Policy and Resources Committee receive regular reports on progress of project	Head of Property Services	3	3	9	↑	Continue to manage project	Head of Property	ongoing

Jul-16	FIN20	Director of Finance	Budgetary	Failure of ICT systems	The Council's integrated Financial Management System (FMS) is held on an ICT platform. If this were to fail then potentially there will be a loss of functionality occurring during any downtime	3	2	6	System migrated to latest version. Payments system to be updated.	Head of Finance	2	2	4	→	Monitor reliability	Head of Finance	ongoing
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Council set up a Property Investment Board in 2017 to manage its property portfolio in order to secure additional income of £1 million to support its general fund. Risk moving forward relates to ongoing income.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFS is updated.	Head of Property Services	1	3	3	→	PIB to assume responsibility for ongoing oversight.	Head of Property Services	Continuous
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council is currently exploring other commercial options to improve self sustainability. Currently there is a commercial income target of £1M which has been met.	3	2	6	Oversight mechanisms to be put in place to ensure oversight by PIB or similar mechanism. Council to determine approach to risk and level of income dependency within budget.	Head of Finance	2	2	4	→	Monitor new developments	Head of Property Services	Continuous

APPENDIX 9

Key Budget Indicators – Income Streams

Car Park Enforcement Penalty Charge Notices (PCNs)	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
		£	Volume	£	Volume	£	Volume	£	Volume	£	Volume
	April	(22,098)	261	(25,593)	338	(19,359)	340	(13,718)	306	(12,406)	355
	May	(15,099)	247	(17,796)	331	(17,596)	262	(3,482)	116	(13,713)	211
	June	(13,731)	316	(21,528)	346	(15,417)	277	(11,756)	319	(8,600)	138
	July	(21,102)	349	(26,589)	375	(18,263)	293	(13,190)	348	(10,493)	164
	August	(13,986)	302	(16,241)	375	(15,291)	334	(12,455)	320		
	September	(18,195)	363	(26,209)	356	(21,977)	332	(11,869)	368		
	October	(17,477)	391	(20,590)	383	(22,172)	305	(15,781)	433		
	November	(15,831)	325	(19,385)	334	(26,283)	305	(13,848)	358		
	December	(12,625)	293	(17,017)	415	(13,915)	331	(10,606)	295		
	January	(17,992)	320	(20,014)	386	(18,955)	341	(15,609)	416		
	February	(18,037)	356	(20,878)	359	(13,835)	296	(10,305)	247		
	March	(21,418)	379	(32,714)	414	(9,375)	173	(13,710)	327		
Total		(207,591)	3,902	(264,554)	4,412	(212,439)	3,589	(146,329)	3,853	(45,212)	868

Comments: The budget for 2019/20 is £130,000. The charging structure is based on the severity of the contravention. The charge relating to a serious contravention is £70 and payable within 28-days (reduced to £35 if paid within 14 days). The charge relating to a less serious contravention is £50 payable within 28 days (reduced to £25 if paid within 14-days). Residents are charged on a zonal basis. The no of PCN's issued can reduce due to greater parking compliance.

Car Park Enforcement Pay & Display Tickets	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
		£	Volume	£	Volume	£	Volume	£	Volume	£	Volume
	April	(8,624)	3,249	(7,364)	3,234	(10,130)	2,980	(9,710)	3,808	(18,065)	9431
	May	(10,439)	3,507	(7,928)	3,325	(6,950)	2,761	(16,954)	9,482	(19,712)	9907
	June	(9,123)	3,320	(7,492)	3,677	(10,612)	3,418	(14,529)	8,497	(12,913)	9293
	July	(10,536)	3,391	(9,183)	2,862	(9,052)	2,785	(16,673)	9,791	(19,514)	10064
	August	(8,158)	3,205	(7,514)	3,923	(8,460)	3,041	(25,141)	9,320		
	September	(7,546)	3,972	(9,558)	3,138	(10,201)	2,782	(15,831)	9,415		
	October	(9,558)	3,612	(7,214)	2,527	(10,432)	3,080	(20,699)	9,979		
	November	(8,121)	3,379	(7,450)	4,252	(10,372)	3,743	(18,293)	9,883		
	December	(8,349)	4,277	(9,322)	3,374	(12,969)	2,890	(20,255)	10,249		
	January	(8,562)	2,496	(10,687)	3,336	(6,319)	2,895	(18,850)	9,613		
	February	(6,629)	3,500	(9,760)	3,235	(10,437)	2,984	(26,956)	9,419		
	March	(13,211)	4,216	(9,821)	3,268	(11,951)	3,002	(19,788)	10,296		
Total		(108,856)	42,124	(103,293)	40,151	(117,885)	36,361	(223,678)	109,752	(70,204)	38,695

Comments: The budget for 2019/20 is £287,630. Officers are now predicting an income shortfall of £42,310 across parking budgets based on income received from April to July. There are different charging regimes for different car parks within the district. However most pay & display car parks in Rickmansworth operate the following regulations - Monday - Friday, 8.30am - 6.30pm max stay up to 24 Hours - charge £4 with the first hour being free.

Development Management Application Fees	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
		£	Volume	£	Volume	£	Volume	£	Volume	£	Volume
	April	(24,850)	155	(30,951)	173	(36,351)	171	(30,617)	141	(51,431)	133
	May	(43,346)	136	(33,000)	150	(58,783)	182	(47,353)	144	(54,043)	131
	June	(30,839)	156	(25,720)	155	(44,355)	174	(46,577)	134	(66,271)	129
	July	(97,374)	153	(54,534)	173	(70,547)	171	(71,811)	132	(51,656)	149
	August	(23,016)	117	(33,823)	149	(25,335)	163	(26,376)	137		
	September	(259,166)	108	(22,277)	160	(23,822)	153	(33,905)	128		
	October	(30,416)	145	(47,494)	144	(105,679)	150	(23,688)	124		
	November	(40,981)	c	(48,334)	136	(23,202)	146	(34,751)	148		
	December	(58,336)	123	(183,750)	150	(47,014)	131	(33,388)	102		
	January	(32,081)	119	(38,085)	160	(34,858)	161	(34,143)	142		
	February	(48,275)	159	(46,772)	153	(94,085)	134	(19,545)	132		
	March	(41,177)	160	(33,943)	175	(38,016)	171	(49,015)	138		
	Total	(729,857)	1,531	(598,683)	1,878	(602,046)	1,611	(451,168)	1,602	(223,401)	542

Comments: The budget for 2019/20 is £546,420 . There are a number of different charging levels dependent on the type & size of the proposed area. The table of current fees for each type can be found on the Councils website.

Trade Refuse	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
Contract fees		£	Volume	£	Volume	£	Volume	£	Volume	£	Volume
	April	(283,252)	634	(258,321)	607	(263,228)	622	(267,036)	646	(346,064)	938
	May	(1,740)		(235)		(209)		(358)			
	June	(2,049)		160		(1,038)		(1,239)			
	July	(931)		(1,213)		(441)		350			
	August	(235)		(604)		(412)		(428)			
	September	(11,868)		(897)		(6,035)		(1,213)			
	October	(287,980)		(256,828)		(261,649)		(265,560)			
	November	(5,386)		(415)		(1,371)		(841)			
	December	(1,788)		(727)		(502)		(350)			
	January	1,764		679		(7,759)		(395)			
	February	(7,593)		9		(751)		(312)			
	March	(2,190)		(6,604)		(1,160)		(7,755)			
	Total	(603,248)		634		(524,995)		607		(544,554)	
<p>Comments: The budget for 2019/20 is £720,380. Customers are invoiced twice a year in April and October. Income can fluctuate depending on the size of the bin collected and customers reducing their bin size and using the recycling service. For 2019/20 the figures include contracts for Schools and glass /paper and cardboard.</p>											
Garden Waste	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
Bin Charges		£	Volume	£	Volume	£	Volume	£	Volume	£	Volume
	April	0	n/a	(450)	18	(770,319)	17,996	(902,792)	20,907	(912,988)	21,143
	May	0	n/a	(197,125)	7,074	(29,917)	2,990	(30,255)	701	(27,729)	732
	June	0	n/a	(199,525)	7,479	(18,996)	766	(16,176)	375	(14,853)	304
	July	0	n/a	(122,770)	4,661	(9,612)	238	(8,209)	190	(9,565)	210
	August	0	n/a	(38,620)	1,508	(7,083)	200	(4,667)	98		
	September	0	n/a	(15,060)	553	(3,509)	78	(3,447)	66		
	October	0	n/a	(7,005)	135	(3,326)	137	(2,831)	119		
	November	0	n/a	(3,435)	108	(1,329)	46	(1,467)	51		
	December	0	n/a	(1,120)	42	(515)	26	(770)			
	January	0	n/a	(90)	5	(419)	25	(426)			
	February	0	n/a	(70)	0	0	0	0			
	March	0	n/a	70	0	0	0	0			
	Total			(585,200)	21,583	(845,024)	22,502	(971,040)	22,506	(965,135)	22,389
<p>Comments: The 2019/20 budget is £982,600. The standard charges for 2019/20 are £40 for the first bin and £70 for a second bin. Customers in receipt of benefits pay a concession fee of £35 for the first bin</p>											

Garages	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
Rent		£	Volume								
	April	(43,738)	12%	(70,154)	15%	(67,608)	8%	(93,490)	6%	(88,327)	11%
	May	(42,726)	12%	(55,702)	15%	(85,083)	8%	(74,313)	7%	(71,154)	12%
	June	(53,920)	12%	(53,885)	17%	(65,861)	8%	(73,904)	7%	(70,686)	12%
	July	(43,453)	12%	(57,170)	16%	(83,667)	9%	(92,273)	7%	(87,862)	12%
	August	(43,825)	12%	(69,066)	16%	(67,761)	8%	(73,914)	8%		
	September	(55,405)	12%	(54,692)	16%	(67,730)	8%	(73,140)	9%		
	October	(44,104)	12%	(70,735)	15%	(84,937)	7%	(88,606)	10%		
	November	(55,026)	12%	(56,649)	14%	(68,168)	7%	(69,977)	10%		
	December	(44,189)	12%	(57,985)	12%	(68,150)	5%	(87,688)	11%		
	January	(44,022)	12%	(72,720)	5%	(84,921)	5%	(70,866)	10%		
	February	(57,046)	11%	(57,973)	5%	(68,082)	5%	(69,700)	11%		
	March	(42,140)	13%	(57,858)	5%	(67,084)	5%	(70,227)	11%		
	Total	(569,593)		(734,587)		(879,052)		(938,097)		(318,028)	0

Comments: The budget for 2019/20 is £954,830. A two tier rent increase was applied in April 2018, with the lower level applied to those in the more difficult to let areas. There are currently 1,144 rentable garages with an average rent of £17.66. Most months have four week's rent but some have five. The void percentage is based on the rentable stock only.

Shops	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
Rent		£	Volume	£	Volume	£	Volume	£	Volume	£	Volume
	April	(139,533)	n/a	(129,692)	n/a	(116,148)	n/a	(112,031)	n/a	(70,392)	n/a
	May	(5,358)	n/a	(3,522)	n/a	(3,522)	n/a	(8,084)	n/a	(1,875)	n/a
	June	(135,217)	n/a	(125,485)	n/a	(106,077)	n/a	(83,320)	n/a	(53,825)	n/a
	July	(3,004)	n/a	0	n/a	(5,689)	n/a	(50,928)	n/a	(141,217)	n/a
	August	(4,049)	n/a	268,267	n/a	(3,688)	n/a	(1,874)	n/a		
	September	(134,933)	n/a	(118,482)	n/a	(124,784)	n/a	(78,842)	n/a		
	October	(5,128)	n/a	(3,509)	n/a	(4,176)	n/a	(2,753)	n/a		
	November	4,532	n/a	(2,688)	n/a	1,513	n/a	(946)	n/a		
	December	(122,345)	n/a	(112,732)	n/a	(107,040)	n/a	(77,738)	n/a		
	January	(14,815)	n/a	(20,690)	n/a	(21,833)	n/a	(861)	n/a		
	February	(3,688)	n/a	(4,994)	n/a	781	n/a	14,125	n/a		
	March	0	n/a	(3,254)	n/a	(8,791)	n/a	(2,143)	n/a		
	Total	(563,537)		(256,780)		(499,454)		(405,395)	0	(267,309)	0

Comments: The budget 2019/20 budget is £282,000. Officers are now predicting an outturn of £401,000 due to the successful payment of outstanding rent on a shop. There are 90 shops in the district which are predominantly let as self repairing leases, this will reduce to 20 when the SOI project is completed. Each shop rent is negotiated at the best market rate taking into consideration local factors regarding usage, availability, affordability and community benefit.

Reserves

Category	Opening Balance 01/04/2019 £	Net Movement in Year £	Closing Balance 31/03/2020 £	Purpose
Revenue Reserves				
General Fund	(4,821,411)	920,654	(3,900,757)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(2,100,000)	0	(2,100,000)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Building Control	(149,514)	0	(149,514)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
HB Equalisation	(234,357)	0	(234,357)	To provide against future deficits on the Housing Benefit account
Total Revenue	(7,305,282)	920,654	(6,384,628)	
Capital Reserves				
Capital Receipts	0	(229,660)	(229,660)	Generated from sale of Council assets
New Homes Bonus	(4,592,778)	4,350,935	(241,843)	Government grant set aside for supporting capital expenditure
Section 106	(2,974,426)	0	(2,974,426)	Developers contributions towards facilities
Grants & Contributions	(239,088)	(182,820)	(421,908)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	(2,610,155)	1,745,939	(864,216)	Reserve set aside for supporting capital expenditure
Total Capital	(10,416,447)	5,684,394	(4,732,053)	
Other Earmarked Reserves				
Leavesden Hospital Open Space	(769,124)	0	(769,124)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(1,275,190)	0	(1,275,190)	Developers contributions towards maintenance of site
Community Infrastructure Levy (CIL)	(3,361,587)	0	(3,361,587)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,357)	0	(123,357)	Reserve to fund expenditure on plant & machinery
Total Other	(5,529,258)	0	(5,529,258)	
Total All	(23,250,987)	6,605,048	(16,645,939)	

Glossary of terms

<i>Accounting period</i>	The timescale during which accounts are prepared or reported on.
<i>'Accounts Payable'</i>	The section and/or system within the Council that is responsible for paying the Council's creditors and invoices raised against the Council.
<i>'Accounts Receivable'</i>	The section and/or system within the Council that is responsible for invoicing and collection from the Council's debtors and for invoices raised by the Council.
<i>Accrual</i>	The recording within the accounts of the Council the cost of goods or services received and for which an invoice has been received but for which payment has not yet been made.
<i>Asset</i>	a present, economic resource of the Council to which it has a right or other type of access that other individuals or organisations do not have.
<i>Balances</i>	A figure representing the difference between credits and debits in an account; the amount of money held in an account. Also known as 'financial reserves'.
<i>Base budget</i>	Estimate of the amount required to provide services at current levels. Can also be referred to as 'rollover budget'.
<i>Budget Monitoring</i>	The process comparing of actual income and expenditure against budget; used to support budgetary control.
<i>Business Rates/NDR*</i>	Rates are payable on non-domestic property including libraries, offices, schools. The level of business rates is set by the Government and collected by the District Councils on their behalf. The money is then re-allocated to authorities in accordance with resident population as part of the annual financial settlement.
<i>Capital Asset</i>	Capital or Fixed assets are long-term resources, such as plant, equipment and buildings.
<i>Capital Charges</i>	A charge to services to reflect the cost of fixed assets used in the provision of those services
<i>Capital expenditure</i>	Expenditure on items that create an asset which has a long-term benefit of more than one year.
<i>Carry forward [of budget]</i>	Budgets unspent in a prior year that have (once approved) been added to the current year budget. Strict control on 'carried forwards' apply.
<i>Chart of accounts</i>	The hierarchy of recording income and expenditure within the Council's accounts. The main distinctions are between fund e.g. County fund, Pension Fund; objective e.g. service or cost centre; subjective e.g. the classification of expenditure between salaries, equipment, stationery, fuel costs etc.

<i>Commitment</i>	A commitment to spend occurs when an order is raised
<i>Cost centre</i>	A collection of subjective codes linked to a particular service or sub-service area.
<i>Creditor</i>	A person or company to whom the Council owes money.
<i>Debtor</i>	A person or company who owes money to the Council
<i>Depreciation</i>	The accounting method of amortising the value of an asset over its useful life
<i>Ear marking</i>	Setting aside for specific purposes
<i>Financial Regulations</i>	Rules of financial management that apply to all officers and members of the Council. These can be found on the intranet.
<i>Financial Year</i>	Period of twelve months commencing on 1 April and ending 31 March the following year.
<i>Forecast Outturn</i>	A projection of anticipated expenditure incurred and income received to provide an estimate of the service position at the end of the year compared to the planned budget.
<i>Funding</i>	Source of income to support service expenditure – can be capital or revenue.
<i>General Fund</i>	The main revenue account of the Council through which day to day transactions are conducted.
<i>Journal</i>	The transfer of income or expenditure from one ledger code to another.
<i>Medium Term Financial [Plan] [Strategy]</i>	The Council's plan for the management of its resources during the next 3 years, which remains under a rolling review and links to the service planning process.
<i>Liability</i>	The Council's financial debt or obligations that arise during the course of its business operations. Liabilities are settled over time through the transfer of economic benefits including money, goods or services.
<i>Reserves</i>	Amounts set aside for general contingencies and to provide for working balances, or can be earmarked for specific future expenditure.
<i>Resources</i>	Includes cash, staff, equipment, property, stocks, etc.
<i>Revenue expenditure</i>	Expenditure on 'day-to-day' items required to support the running of the Council services
<i>Variance</i>	Difference between budget and actual income or expenditure. May be favourable (more income or lower spend than budgeted) or unfavourable/adverse (less income or more spend than budgeted)
<i>Virement</i>	Formal transfer of funds from one budget to another. Does not change the Council's overall budget.

