

POLICY AND RESOURCES COMMITTEE – 14 JUNE 2021

PART I - NOT DELEGATED

12 SUMMARY OF THE FINANCIAL OUTTURN FOR 2020/21 (DoF)

1 Summary

1.1 This report shows the outturn position for the financial year ending on 31 March 2021 for both revenue and capital and makes the following recommendations:-

- to carry forward to 2021/22 certain unspent revenue budgets and;
- to rephase those capital budgets that require completion in 2021/22

1.2 A key feature of reporting the outturn for the financial year is to compare it against the latest agreed budget which provides an indication of the accuracy and robustness of financial control and the achievement of the strategic objective to manage resources to deliver the Council's strategic priorities and service needs.

2 Details

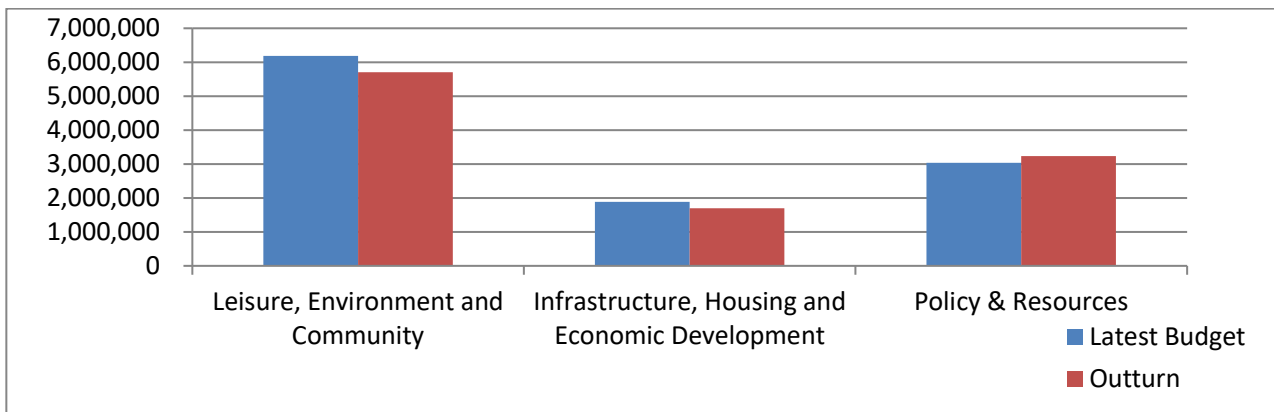
Revenue

2.1 The revised 2020/21 budget as approved by Council on 23 February 2021 was **£13.202 million**. A period 10 (end of January) budget management report was presented to this Committee at its meeting on 8 March 2021, which showed a favourable variance of £0.149 million, making the latest approved budget for 2020/21 of **£13.053 million**, which was approved by Council at its meeting on 25 May 2021.

2.2 The outturn position shows the net cost was **£12.472 million which** represents a favourable variance after carry forwards of **£0.133 million** when compared to the latest budget.

2.3 The table and chart below summarise the variance for each Committee.

Committee	Original Budget	Latest Budget	Outturn	Variance
	£000	£000	£000	£000
Leisure, Environment and Community	4,585	6,185	5,704	(481)
Infrastructure, Housing and Economic Development	1,437	1,888	1,701	(187)
Policy & Resources	4,826	3,032	3,232	200
Net Direct Cost of Service	10,848	11,105	10,637	(468)
Corporate Costs (Interest Earned/ Paid)	1,923	1,948	1,835	(113)
Net Cost of Services	12,771	13,053	12,472	(581)
Carry Forwards Requests				448
(Surplus)/Deficit after Carry Forwards				(133)



2.4 Officers are requesting to carry forward **£0.448 million** to enable projects to be completed in 2021/22. **Appendix 2** details each request if approved this would leave a favourable balance of **£0.133 million** that would be returned to reserves.

2.5 The details of all the variances are shown in **Appendix 1**, significant variances are shown below:

	Variance £000
<i>Increase in Costs</i>	
Adjustment to the pension fund contribution	163
Increased expenditure on investment properties	410
Revs & Bens- Increased spend on consultancy fees for Business rates	47
Legal- Increased expenditure on professional consultants due to ongoing cases	18
Adjustment to cost of borrowing (MRP)	134
Other overspends below £20k	
<i>Additional Income</i>	
Homelessness - B&B rents	(31)
Kerbside Recycling - Increase in recycling	(40)
Cemeteries	(50)
Playing Fields and Open Spaces- Rebate received on utilities	(46)
Waste Management- Transport subsidy	(47)
Interest on investments	(113)
Investment Properties	(49)
<i>Underspends</i>	
Office Services	(70)
Watersmeet	(45)
Grounds Maintenance	(20)
Revenues- cost of collection	(60)
HR- Training	(57)
Waste Management- Diesel and Staffing	(102)
Garden Waste	(35)
Customer Contact Programme	(48)
Asset Management	(71)
Corporate Climate Change	(35)
Parking & Street Enforcement	(48)
ICT- Business Application Maintenance	(176)
Sustainable Travel Schemes	(28)
Development Plans	(31)
Development Management	(42)
Three Rivers House	(54)
Other Variances below £20k	(55)
Service underspends requested as carried forwards to 2021/22 (see Appendix 2)	448
Total Variance	(133)

Capital

- 2.6 The revised 2020/21 budget for the capital programme as approved by Council on 23 February 2021 was **£8.959 million**. A period 10 (end of January) budget management report was presented to this Committee at its meeting on 8 March 2021 which showed a variance of £1.714 million, making the latest approved budget for 2020/21 of **£10.673 million**, which was approved by Council at its meeting on the 25 May 2021.
- 2.7 The actual spend at 31 March 2021 was **£9.157 million** which represents a variance of **(£1.516) million** when compared to the latest approved budget. Officers are requesting to rephase **£1.365 million** to complete projects in 2021/22.

Appendix 3 shows the analysis of the capital programme outturn position by Committee and over the medium term. The table below shows an analysis of the variance.

Reason	£'000
Underspend	(186)
Increased Spend	34
Rephasing	(1,365)
Net Variance	(1,516)

The underspend mainly relates to Disabled Facility Grants, where the full budget allocation was not required.

- 2.8 A full list of those projects requesting rephasing with rationales is at **Appendix 4**. Some of the more significant projects are shown below.

Scheme	£	Reason for rephasing
Property Investment Board	312,360	Budget required to enable the ongoing property strategy due to Covid 19 impacting the investigation of future investment schemes in 2020/21.
Garage Improvements	180,000	Works were delayed due to Covid 19. Project to resume in 2021/22.
ICT	120,416	Budget required in 2021/22 to fund resources to deliver key projects for O365 and cloud migration.
Property Information System	50,000	Implementation delayed due to staff shortages.
Temporary Accommodation Rickmansworth	91,825	Budget required for release of retention monies in 2021/22
Disabled Facility Grants	152,000	To fund DFG commitments which were delayed due to Covid 19.
Play Areas- Future Schemes	58,383	Budget required to complete Rickmansworth wildwood den, Swillet cycle track and Primrose Hill play area projects in 2021/22

- 2.9 **Appendix 5** shows the funding of the programme over the medium term. Capital expenditure totalling £13.859 million is planned for the period 2021/22 to 2023/24 and built into the medium term financial plan.

3 Options/Reasons for Recommendation

- 3.1 The recommendations below enable the Committee to make recommendations to Council concerning their budget.

4 Policy / Budget Reference and Implications

4.1 The recommendations in this report are within the Council's agreed policy but not within agreed budgets. An overall increase requiring the use of the Council's balances must be approved by Council.

5 Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Customer Services Centre, Communications & Website, and Health & Safety Implications

5.1 None specific.

6 Financial Implications

Council Position – Revenue

6.1 The table below summarises the effect on the Council's revenue account for the year.

Council Position 2020/21	Original Budget £000	Latest Budget £000	Outturn £000	Variance £000
Net Cost Of Services	10,848	11,105	10,637	(468)
Corporate costs	1,923	1,948	1,835	(113)
Total Net Cost	12,771	13,053	12,472	(581)
Funding (Council Tax & Business Rates)	(12,334)	(12,334)	(12,334)	(0)
Deficit/ (Surplus) for year	437	719	138	(581)
Carry Forwards Requested				448
Deficit/ (Surplus) for year after carry forward				(133)

Council Position – Capital

6.2 The table below summarises the effect on the Council's capital programme for the year.

Council Position 2020/21	Original Budget £000	Latest Budget £000	Outturn £000	Variance £000
Capital Expenditure	9,623	10,673	9,157	(1,516)

7 Risk Management Implications

7.1 There are no risks to the Council in agreeing the recommendations.

7.2 Key financial risks are shown at **Appendix 6**.

8 Reserves

8.1 The effect of both the revenue and capital variances on each reserve is shown at **Appendix 7**.

9. Recommendation

The Policy and Resources Committee recommend to Council:

9.1 That the favourable revenue outturn variance after carry forwards of **(£133,489)** to be noted.

9.2 That the capital outturn as summarised in paragraph 2.6 and Appendix 3 be noted.

9.3 Approves to carry forward: the unspent service budgets from 2020/21 to 2021/22 which total **£447,830** to enable completion of projects as detailed at Appendix 2.

9.4 Approves the rephasing on capital projects from 2020/21 to 2021/22 which total **£1,364,813** as detailed at Appendix 4.

Report prepared by: Temi Opeyemi - Finance Manager

Report Checked by: Nigel Pollard- Section Head Accountancy

Background Papers

Liberal Democrat budget proposal and recommendations 23 February 2021
Budget Management report Period 10 (January 2021)

APPENDICES

- Appendix 1 Significant Service Variances - Outturn to Latest Budget 2020/21
- Appendix 2 Carry forward requests into 2021/22
- Appendix 3 Capital Programme 2020/21-2023/24
- Appendix 4 List of capital schemes to be rephased to 2021/22
- Appendix 5 Capital Funding 2020/21 – 2023/24
- Appendix 6 Budgetary risks
- Appendix 7 Reserves

Variances by Committee – Outturn to Latest Budget 2020/21

Leisure Environment & Community Services		
	£'000	£'000
<u>Garden Waste</u>		
Underspend on Diesel and IT costs <i>(Carry forward request of £19,700 into 2021/22 see Appendix 2)</i> .	(35)	
<u>Kerbside Recycling</u>		
Increase in income for recycling credits.	(40)	
<u>Cemeteries</u>		
Increased income received from burial fees and burial rights fees.	(50)	
<u>Grounds Maintenance</u>		
Reduced spend on repairs and maintenance. <i>(Carry forward request of £15,300 into 2021/22 see Appendix 2).</i>	(20)	
<u>Waste Management</u>		
Increased income received for transport subsidy from HCC.	(47)	
Underspend on diesel costs <i>(Carry forward request of £5,880 into 2021/22 see Appendix 2.)</i>	(36)	
Staffing Variances	(67)	
<u>Corporate Climate Change</u>		
Delayed implementation of the climate change strategy. <i>(Carry forward request of £34,690 into 2021/22 see Appendix 2).</i>	(35)	
<u>Watersmeet</u>		
Budget underspend on building maintenance and supplies and services due to building being closed to the public and not able to reopen before the end of the financial year.	(45)	
<u>Playing Fields and Open Spaces</u>		
Income rebate received on water and gas rates.	(40)	
Underspend on repairs and maintenance budgets. <i>(Carry forward request of £4,430 into 2021/22 see Appendix 2)</i>	(5)	
<u>Trees & Landscapes</u>		
Underspend on repairs and maintenance.	(15)	
Other variances below £10k	(46)	
Total Leisure Environment and Community Services		(481)
Infrastructure Housing and Economic Development		
	£'000	£'000
<u>Homelessness</u>		
Increased rental income received from Homelessness B&B.	(31)	
<u>Sustainability Travel Schemes</u>		
Delayed implementation of the Walking and Cycling Strategy <i>(Carry forward request of £26,160 into 2021/22 see Appendix 2).</i>	(29)	
<u>Decriminalised Parking</u>		
Budget underspend on machine maintenance costs due to parking enforcement suspension. There is also increased income from Parking charges <i>(Carry forward request of £28,620 into 2021/22 see Appendix 2).</i>	(48)	
<u>Development Management</u>		
Increased income from planning due to a late surge in applications in February and March.	(41)	
Lower legal fees incurred in 2020/21. This is required for on going legal and consultancy fees. <i>(Carry forward request of £13,600 into 2021/22 see Appendix 2).</i>		
Scanning underspend due to other priorities during the pandemic. <i>(A carry forward request of £5,430 has been requested for use of remote app software tablets for site visits. See Appendix 2)</i>		
<u>Development Plans</u>		
Reduced spend on local plan. <i>(A budget carry forward request of £31,855 has been requested to cover the additional costs of the preparation of the local plan (particularly the transport study).</i>	(31)	
Other variances below £10k	(7)	
Total Infrastructure, Housing and Economic Development		(187)

Policy and Resources		
	£'000	£'000
<u>Three Rivers House</u>		
Reduced spend on electricity costs as rebates were received. Further underspends on repairs and maintenance. (A carry forward request of £19,400 has been requested to complete the transformation project in 2021/22)	(54)	
<u>ICT Client</u>		
Budget to fund migration to Cloud not utilised in 2020/21. (A carry forward request of £84,000 has been requested to enable the implementation of this project in 2021/22).	(176)	
Budget to fund the improvement of the Council's website not utilised. (A request of carry the £50,000 budget has been made).		
<u>Pension Contribution</u>		
Adjustment to pension fund contribution as advised by HCC.	163	
<u>Shops and Garages</u>		
Increase in garage rental income.	(19)	
<u>Revenues and Benefits</u>		
Increase in agency costs and professional consultancy fees.	47	
<u>Customer Contact Programme</u>		
Delayed implementation of the customer contact programme. (A carry forward request of £48,950 has been requested to enable the implementation of this project in 2021/22).	(49)	
<u>Insurances</u>		
Reduced expenditure on insurances due to the retendering of the contract.	(27)	
<u>Legal Services</u>		
Higher than budgeted spend on Subscriptions and Professional Fees Consultancy.	19	
<u>Finance</u>		
Increased spend on temporary staffing.	46	
<u>Office Services</u>		
Underspend on Cleaning, Postage, Furniture and Equipment Maintenance as well as Security costs as offices remain closed due to Covid 19.	(70)	
<u>HR</u>		
Reduction in training costs due to Covid 19.	(57)	
<u>Asset Management</u>		
Increase in Property Investment costs. It was anticipated that this would be met from capital resources, however as these are primarily costs associated with revenue activities it has been charged to revenue.	410	
<u>Miscellaneous Income & Expend</u>		
Reduction in bad debt provision.	(45)	
Adjustment to cost of borrowing (MRP). The Minimum Revenue Provision (MRP) is designed to pay off an element of the capital spend which has not already been financed from existing revenue or capital resources. The Council is required to make prudent provision, by way of a charge to the revenue account, this has been approved by the external auditor.	134	
<u>Investment Properties</u>		
Additional income from final reconciliation with Homegroup ex thrive properties and accrued interest.	(49)	
<u>Cost of Collection for Council Tax and NNDR</u>		
Additional reimbursement for cost of collection.	(60)	
<u>Other Variances</u>	(12)	
<u>Total Policy & Resources</u>		200
<u>Total All Committees</u>		(468)
<u>Corporate Costs</u>		
Increase in investment interest		(99)
Reduction in interest payable on borrowing		(14)
<u>Total Corporate Costs</u>		(113)
<u>Carry Forwards Requested</u>		448
Total Variances		(133)

Carry Forward Requests

<i>Service underspends required in 2021/22.</i>			
Committee	Description	Amount	Reason
Leisure, Environment & Community Services	Corporate Climate Change	34,690	Carbon Neutral Scheme Budget not spent in 2020/21 due to late employment of Climate Change Officer due to Covid 19.
	Community Safety	4,920	Residual budget for Legal fees allocated due to Covid 19. This remaining budget required to meet Legal costs for continued effects of ASB due to Covid 19 in 2021/22.
	Playing Fields & Open Spaces	4,430	A Water bowser for watering new trees and shrubs is on order and yet to be delivered, therefore this funding will be required in the new year once delivery is made.
	Waste Management	5,880	4 Collective Vehicle computer units are on order and yet to be delivered, therefore this funding will be required in the new year once delivery is made. Once delivered these require fitting.
	Garden Waste	19,700	Budget to be carried forward for additional bins and collective vehicle computer units for garden waste are on order and awaiting delivery.
Infrastructure, Housing & Economic Development	Development Management	19,030	£13.6k required for expected legal costs and consultant fees plus potential costs applications in relations to appeals in progress. Remaining budget is due to Scanning underspend - The spend was delayed due to other priorities in the pandemic. The budget will to be used for electronic initiatives including remote app software/tablets for site visits.
	Sustainable Travel Schemes	26,160	Walking and Cycling Strategy has been out to procurement and awarded. Any remaining budget is to be used for strategy completion and sustainable transport maintenance as there is no other budget for this in 2021/22.
	Development Plans	31,850	This budget is needed to cover the additional costs of the preparation of the local plan evidence base (particularly the transport study).
	Decriminalised Parking	28,620	There was a reduction in the costs of maintenance for Pay & Display machines. There was also reduced software/connectivity costs this year all due to parking enforcement suspension and more limited use of machines during the pandemic. The carried forward budget of £15.4k will be used for maintenance in the new financial year. There is also the potential for an increased cost as machines not been in heavy use for a prolonged period. Furthermore, £13.2k has been requested to be carried forward to be used to continue to investigate other parking proposals including local workers permit scheme.

Committee	Description	Amount	Reason
Policy & Resources	Asset Management - Property	70,560	£10k budget was created to fund the new property management system which is yet to be procured. £15k budget was allocated to cover a corporate approach to lone worker devices, due to the restrictions around lock down measures this was not progressed and the full extent of staff requirements has not been identified. Devices will be trialled by staff in spring 2021. A budget carry forward has been requested to cover the costs. There is a further request to carry forward £45k Sustainability Consultancy Budget not spent in 2020/21 due to late employment of Climate Change Officer due to Covid 19 which will be used to fund projects in 2021/22.
	Three Rivers House	19,400	Technological requirement for Council meetings have been under review with Government legislation constantly changing. Virtual meetings have been held throughout lockdown however there was consideration being given to holding Hybrid meetings. An announcement was made in March 2021 stating that meeting must take place in person. A small working group is progressing the requirements for this which will include the addition of cameras and streaming. The budget was not spent in year as the detail was not known and kept changing so it was unable to be progressed.
	Ict Client	50,000	Budget for Website Development in 2021/22.
		84,000	Migration was delayed due to COVID activities.
	Customer Contact Programme	48,590	Implementation of the Gov. Delivery project was delayed due to Covid 19.
	Total	447,830	

Capital Programme 2020/21- 2023/24

2020/21 - 2023/24 Capital Programme	2020/21						2021/22			2022/23	2023/24	
Leisure, Environment & Community												
<i>Community Safety & Partnership</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	Outturn £	Outturn to Forecast Variance £	Of which is to be Rephased £	Over(Under) spend	Latest Budget 2021/22 £	Rephasing from 2020/21 £	Forecast 2021/22 £	Latest Budget 2022/23 £	Latest Budget 2023/24 £	Comments
ASB Casework Management System	18,750	0	0	0	0	0	18,750	0	18,750	0	0	
Capital Grants & Loans	20,000	3,793	162	(3,631)	3,631	0	20,000	3,631	23,631	20,000	20,000	Rephasing required due to Covid19
Community CCTV	6,000	6,000	0	(6,000)	6,000	0	6,000	6,000	12,000	6,000	6,000	Rephasing required to complete scheme in 2021/22
Total	44,750	9,793	162	(9,631)	9,631	0	44,750	9,631	54,381	26,000	26,000	
<i>Leisure</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	Outturn £	Outturn to Forecast Variance £	Of which is to be Rephased £	Over(Under) spend	Latest Budget 2021/22 £	Rephasing from 2020/21 £	Forecast 2021/22 £	Latest Budget 2022/23 £	Latest Budget 2023/24 £	Comments
Countryside Management	10,000	10,000	10,000	0	0	0	10,000	0	10,000	10,000	10,000	
Heritage & Tourism		0	5,521	5,521	0	5,521	0	0	0			Funded from S106 monies
Aquadrome	21,000	21,000	18,169	(2,831)	2,831	0	21,000	2,831	23,831	22,500	22,500	Rephasing required to complete repairs at the Aquadrome following flooding at the facility
Allotments	5,000	3,000	1,889	(1,111)	0	(1,111)	0	0	0	0	0	All allotments are now on a full repairing lease. Budget not required
Scotsbridge-Chess Habitat	0	0	0	0	0	0	11,390	0	11,390	0	0	
Watersmeet External Roof Access	55,750	55,750	28,497	(27,253)	27,253	0	0	27,253	27,253	0	0	Rephasing required to complete scheme in 2021/22. Delays due to Covid restrictions and due to seeking planning permission.
Watersmeet Stg Light Replace	64,000	112,000	111,997	(3)	0	(3)	0	0	0	0	0	
South Oxhey Leisure Centre	6,000	6,155	4,141	(2,014)	0	(2,014)	0	0	0	0	0	Remaining budget not required
Leisure Facilities Improvement	25,000	10,985	8,939	(2,046)	2,046	0	10,000	2,046	12,046	10,000	0	Rephasing required for the decommissioning of Sir James Altham Pool
Open Space Access Improvements	50,000	123,000	95,494	(27,506)	27,506	0	50,000	27,506	77,506	50,000	50,000	Rephasing required to complete repairs at the Aquadrome following flooding at the facility
Outdoor Fitness Zones	0	0	0	0	0	0	54,400	0	54,400	54,400	27,200	
Improve Play Area-Future Schemes	50,000	58,383	0	(58,383)	58,383	0	158,250	58,383	216,633	100,000	100,000	Rephasing required to complete Rickmansworth widewood den, Swillett cycle track and Primrose Hill play area projects in 2021/22
Aquadrome-Whole Life Costing	10,000	27,354	27,596	242	0	242	10,000	0	10,000	11,000	11,000	
Watersmeet-Whole Life Costing	15,000	23,000	7,201	(15,799)	15,799	0	15,000	15,799	30,799	20,000	20,000	Rephasing required to complete scheme in 2021/22 including potential additional costs incurred by asbestos removal from ground works.
Pavilions-Whole Life Costing	10,000	12,316	1,348	(10,968)	10,968	0	10,000	10,968	20,968	11,000	11,000	Rephasing required due to the investigation of acquiring an alternative sustainable source for the replacement boiler at Scotsbridge
Watersmeet - Hot Water pipework replacement	0	1,898	1,810	(88)	0	(88)	0	0	0	0	0	
The Swillett - Play area Refurbishment	18,880	26,221	12,574	(13,647)	13,647	0	0	13,647	13,647	0	0	Rephasing required to complete final snagging on the scheme in 2021/22
Cassiobridge Play Area Refurbishment	4,030	0	0	0	0	0	0	0	0	0	0	
Total	344,660	491,062	335,176	(155,886)	158,433	2,547	350,040	158,433	508,473	288,900	251,700	

<i>Environmental Services</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	Outturn £	Outturn to Forecast Variance £	Of which is to be Rephased £	Over(Under) spend	Latest Budget 2021/22 £	Rephasing from 2020/21 £	Forecast 2021/22 £	Latest Budget 2022/23 £	Latest Budget 2023/24 £	Comments
Waste Plant & Equipment	25,000	14,966	15,414	448	0	448	40,030	0	40,030	25,000	25,000	
Waste Services Depot	1,000,000	35,672	10,178	(25,494)	25,494	0	1,300,000	25,494	1,325,494	0	0	Rephasing required to complete scheme in 2021/22
Bulk Domestic Waste	20,000	36,028	35,821	(207)	0	(207)	30,500	0	30,500	40,000	40,000	
Waste & Recycling Vehicles	500,000	164,110	163,477	(633)	0	(633)	0	0	0	1,887,000	400,000	
Street Furnishings	10,000	10,000	10,009	9	0	9	15,000	0	15,000	15,000	15,000	
Paladin Bins	25,000	39,121	25,920	(13,201)	13,201	0	40,000	13,201	53,201	60,000	60,000	Rephasing required due to delay in obtaining bins
Energy Performance Certificate	2,000	5,000	815	(4,185)	4,185	0	2,000	4,185	6,185	2,000	2,000	Rephasing required due to C19 restrictions governing access to buildings
Cemetery-Whole Life Costing	5,000	6,697	6,814	117	0	117	5,000	0	5,000	5,000	5,000	
Replacement Ground Maintenance Vehicles	93,000	390,590	352,132	(38,458)	38,458	0	120,000	38,458	158,458	280,000	180,000	Rephasing required to complete purchase of Digger in 2021/22
Total	1,680,000	702,184	620,580	(81,604)	81,338	(266)	1,552,530	81,338	1,633,868	2,314,000	727,000	
Total Leisure, Environment & Community	2,069,410	1,203,039	955,918	(247,121)	249,402	2,281	1,947,320	249,402	2,196,722	2,628,900	1,004,700	

Infrastructure Housing & Economic Development												
<i>Economic Development</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	Outturn £	Outturn to Forecast Variance £	Of which is to be Rephased £	Over(Under) spend	Latest Budget 2021/22 £	Rephasing from 2020/21 £	Forecast 2021/22 £	Latest Budget 2022/23 £	Latest Budget 2023/24 £	Comments
Cycle Schemes	25,000	0	0	0	0	0	64,583	0	64,583	25,000	25,000	
Disabled Parking Bays	2,500	1,000	384	(616)	0	(616)	2,500	0	2,500	2,500	2,500	Underspend due to limited number of applications for advisory disabled bays, number of applications driven by resident's demand
Controlled Parking	50,000	33,160	33,296	136	0	136	164,425	0	164,425	50,000	50,000	
Princes Trust-Business Start-up	10,000	10,000	10,000	0	0	0	10,000	0	10,000	10,000	10,000	
Listed Building Grants	5,000	0	0	0	0	0	2,500	0	2,500	2,500	2,500	
South Oxhey Initiative	0	109,223	81,533	(27,690)	27,690	0	0	27,690	27,690	0	0	Rephasing required to complete scheme in 2021/22
Parking Bay & Verge Protection	254,240	0	0	0	0	0	301,473	0	301,473	40,000	40,000	
Highways Enhancement	147,620	3,236	3,269	33	0	33	194,384	0	194,384	50,000	50,000	
Bus Shelters	9,000	32,347	32,347	0	0	0	9,000	0	9,000	9,000	9,000	
Retail Parades	135,780	10,115	3,266	(6,849)	6,849	0	188,000	6,849	194,849	30,000	30,000	Rephasing required for Delta Gain retail refurbishment project is still awaiting landowner consent to proceed, EVCP procurement due early 2021/22)
Carbon Neutral Council	0	4,000	0	(4,000)	4,000	0	0	4,000	4,000	0	0	Rephasing required as implementation was delayed due to Covid19
Rickmansworth Work Hub	39,000	0	0	0	0	0	39,000	0	39,000	0	0	
Car Park Restoration	10,000	10,000	15,830	5,830	0	5,830	10,000	0	10,000	35,000	35,000	Additional works at Ashford Green (South Oxhey) required following inspection
Estates, Paths & Roads	20,000	20,000	11,157	(8,843)	8,843	0	20,000	8,843	28,843	20,000	20,000	Rephasing required to complete scheme at
TRDC Footpaths & Alleyways	20,000	20,850	4,500	(16,350)	16,350	0	40,000	16,350	56,350	25,000	25,000	Chorleywood House Estate in 2021/21
Integration of Firmstep to uniform Licensing applications	0	19,000	0	(19,000)	19,000	0	0	19,000	19,000	0	0	Monies provided as part of a PID but there have been delays in project implementation due to different priorities over the course of the pandemic and resource. However, an additional resource is now in place in the licensing team and the work on electronic forms using Firmstep has started and will be implemented in 21/22. Rephasing required
Total	728,140	272,931	195,582	(77,349)	82,732	5,383	1,045,865	82,732	1,128,597	299,000	299,000	

<i>Housing</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	Outturn £	Outturn to Forecast Variance £	Of which is to be Rephased £	Over(Under) spend	Latest Budget 2021/22 £	Rephasing from 2020/21 £	Forecast 2021/22 £	Latest Budget 2022/23 £	Latest Budget 2023/24 £	Comments
Disabled Facilities Grant	500,000	474,108	152,960	(321,148)	152,000	(169,148)	500,000	152,000	652,000	586,000	586,000	Some rephasing required as works were delayed due to Covid19
Home Repairs Assistance	10,000	0	0	0	0	0	10,000	0	10,000	10,000	10,000	
Total	510,000	474,108	152,960	(321,148)	152,000	(169,148)	510,000	152,000	662,000	596,000	596,000	
Total Infrastructure Housing & Economic Development	1,238,140	747,039	348,542	(398,497)	234,732	(163,765)	1,555,865	234,732	1,790,597	895,000	895,000	
Policy & Resources												
<i>Resources & Shared Services</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	Outturn £	Outturn to Forecast Variance £	Of which is to be Rephased £	Over(Under) spend	Latest Budget 2021/22 £	Rephasing from 2020/21 £	Forecast 2021/22 £	Latest Budget 2022/23 £	Latest Budget 2023/24 £	Comments
Professional Fees-Internal	157,590	157,590	157,590	0	0	0	157,590	0	157,590	157,590	157,590	
Election Equipment	6,000	3,000	0	(3,000)	3,000	0	6,000	3,000	9,000	6,000	6,000	Rephasing required for purchase of equipment in 2021/22
Members' IT Equipment	16,260	0	0	0	0	0	46,690	0	46,690	16,260	16,260	
Mod.Gov Com Mgmt System	15,000	15,000	15,000	0	0	0	0	0	0	0	0	
ICT-Managed Project Costs	60,000	0	0	0	0	0	120,000	0	120,000	60,000	60,000	
Shared Services ICT Hardware Replacement	40,000	267,002	146,586	(120,416)	120,416	0	40,000	120,416	160,416	40,000	40,000	Rephasing required to fund resources to deliver key projects for O365, cloud migration
Garage Improvements	355,000	180,000	0	(180,000)	180,000	0	325,000	180,000	505,000	150,000	150,000	Rephasing required as works were delayed due to Covid19
ICT Licence Costs	100,000	99,072	92,917	(6,155)	6,155	0	100,000	6,155	106,155	100,000	100,000	Rephasing required to fund resources to deliver key projects for O365, cloud migration
Customer Contact Programme	0	39,449	17,876	(21,573)	21,573	0	0	21,573	21,573	0	0	Rephasing required to complete scheme in 2021/22
ICT Website Development	0	14,870	0	(14,870)	14,870	0	0	14,870	14,870	0	0	Rephasing required as implementation was delayed due to Covid19
ICT Elections	17,000	21,170	14,469	(6,701)	6,701	0	17,000	6,701	23,701	17,000	17,000	Rephasing required for spend in 2021/22
ICT Hardware Replacement Programme	45,000	27,897	8,656	(19,241)	19,241	0	45,000	19,241	64,241	45,000	45,000	Rephasing required to fund resources to deliver key projects for O365, cloud migration
TRH Whole Life Costing	135,000	56,968	78,943	21,975	0	21,975	250,000	0	250,000	170,000	170,000	Urgent requirement to replace the uninterruptible power supply to the server room, which was originally scheduled for 2021-22.
Basing House-Whole Life Costing	6,000	0	0	0	0	0	30,000	0	30,000	60,000	60,000	
Investment Property Shops	0	11,900	0	(11,900)	0	(11,900)	0	0	0	0	0	Budget not required
Business Application Upgrade	90,000	8,000	8,000	0	0	0	109,500	0	109,500	90,000	90,000	
Three Rivers House Transformation	244,470	6,944	6,159	(785)	785	0	270,000	785	270,785	0	0	Rephasing required to complete scheme in 2021/22 when full plans for TRH are confirmed
Property Information System	50,000	50,000	0	(50,000)	50,000	0	0	50,000	50,000	0	0	Rephasing required as implementation was delayed due to staff shortages
Total	1,337,320	958,862	546,196	(412,666)	422,741	10,075	1,516,780	422,741	1,939,521	911,850	911,850	

<i>Major Projects</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	Outturn £	Outturn to Forecast Variance £	Of which is to be Rephased £	Over(Under) spend	Latest Budget 2021/22 £	Rephasing from 2020/21 £	Forecast 2021/22 £	Latest Budget 2022/23 £	Latest Budget 2023/24 £	Comments
Leisure Facility - South Oxhey	1,527,943	2,877,391	2,835,741	(41,650)	41,650	0	226,823	41,650	268,473	0	0	Rephasing of retention monies to complete scheme in 2021/22
South Oxhey Initiative	0	1,254,612	1,242,509	(12,103)	12,103	0	0	12,103	12,103	0	0	Rephasing required for contingencies in 2021/22
Property Investment Board	0	312,360	0	(312,360)	312,360	0	0	312,360	312,360	0	0	Rephasing required as C19 impacted on the investigation of future investment schemes in 2020/21.
Temporary Accommodation	1,156,000	1,120,128	1,028,303	(91,825)	91,825	0	0	91,825	91,825	0	0	Rephasing required for release of retention monies 2021/22
Housing Stock Transfer	0	2,200,000	2,200,000	0	0	0	0	0	0	0	0	
Total	4,978,943	7,764,491	7,306,553	(457,938)	457,938	0	226,823	457,938	684,761	0	0	
Total Policy & Resources	6,316,263	8,723,353	7,852,749	(870,604)	880,679	10,075	1,743,603	880,679	2,624,282	911,850	911,850	
Total Capital Programme	9,623,813	10,673,431	9,157,209	(1,516,222)	1,364,813	(151,409)	5,246,788	1,364,813	6,611,601	4,435,750	2,811,550	

Rephasing of capital schemes to 2021/22

Scheme	£	Comment
<u>Services</u>		
Garage Improvements	180,000	Rephasing required as works were delayed due to Covid 19
Disabled Facilities Grant	152,000	Some rephasing required as works were delayed due to Covid 19
Shared Services ICT Hardware Replacement	120,416	Rephasing required to fund resources to deliver key projects for O365, cloud migration
Improve Play Area-Future Schemes	58,383	Rephasing required to complete Rickmansworth wildwood den, Swillet cycle track and Primrose Hill play area projects in 2021/22
Property Information System	50,000	Rephasing required as implementation was delayed due to staff shortages
Replacement Ground Maintenance Vehicles	38,458	Rephasing required to complete purchase of Digger in 2021/22
South Oxhey Initiative	27,690	Rephasing required to complete scheme in 2021/22
Open Space Access Improvements	27,506	Rephasing required to complete repairs at the Aquadrome following flooding at the facility
Watersmeet External Roof Access	27,253	Rephasing required to complete scheme in 2021/22. Delays due to Covid restrictions and due to seeking planning permission.
Waste Services Depot	25,494	Rephasing required to complete scheme in 2021/22
Customer Contact Programme	21,573	Rephasing required to complete scheme in 2021/22
ICT Hardware Replacement Programme	19,241	Rephasing required to fund resources to deliver key projects for O365, cloud migration
Integration of Firmstep to uniform Licensing applications	19,000	Monies provided as part of a PID but there have been delays in project implementation due to different priorities over the course of the pandemic and resource. However, an additional resource is now in place in the licensing team and the work on electronic forms using Firmstep has started and will be implemented in 21/22. Rephasing required
TRDC Footpaths & Alleyways	16,350	Rephasing required to complete scheme at Chorleywood House Estate in 2021/22
Watersmeet-Whole Life Costing	15,799	Rephasing required to complete scheme in 2021/22 including potential additional costs incurred by asbestos removal from ground works.
ICT Website Development	14,870	Rephasing required as implementation was delayed due to Covid 19
The Swillet - Play area Refurbishment	13,647	Rephasing required to complete final snagging on the scheme in 2021/22
Paladin Bins	13,201	Rephasing required due to delay in obtaining bins
Pavilions-Whole Life Costing	10,968	Rephasing required due to the investigation of acquiring an alternative sustainable source for the replacement boiler at Scotsbridge

Scheme	£	Comment
Services		
Estates, Paths & Roads	8,843	Rephasing required to complete scheme at Chorleywood House Estate in 2021/22
Retail Parades	6,849	Rephasing required for Delta Gain retail refurbishment project is still awaiting landowner consent to proceed, EVCP procurement due early 2021/22)
Carbon Neutral Council	4,000	Rephasing required as implementation was delayed due to Covid 19
ICT Elections	6,701	Rephasing required for spend in 2021/22
ICT Licence Costs	6,155	Rephasing required to fund resources to deliver key projects for O365, cloud migration
Community CCTV	6,000	Rephasing required to complete scheme in 2021/22
Energy Performance Certificate	4,185	Rephasing required due to C19 restrictions governing access to buildings
Capital Grants & Loans	3,631	Rephasing required due to Covid 19
Election Equipment	3,000	Rephasing required for purchase of equipment in 2021/22
Aquadrome	2,831	Rephasing required to complete repairs at the Aquadrome following flooding at the facility
Leisure Facilities Improvement	2,046	Rephasing required for the decommissioning of Sir James Altham Pool
Three Rivers House Transformation	785	Rephasing required to complete scheme in 2021/22 when full plans for TRH are confirmed
Sub Total	906,875	
Major Projects	£	Comment
Property Investment Board	312,360	Rephasing required as Covid 19 impacted on the investigation of future investment schemes in 2020/21.
Temporary Accommodation	91,825	Rephasing required for release of retention monies 2021/22
Leisure Facility - South Oxhey	41,650	Rephasing of retention monies to complete scheme in 2021/22
South Oxhey Initiative	12,103	Rephasing required for contingencies in 2021/22
Total	1,364,813	

Capital Funding 2020/21– 2023/24

Capital Programme	2020/21	2020/21	2020/21	2021/22	2022/23	2023/24
	Original Budget	Latest Budget	Outturn	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(421,908)	(722,153)	(722,153)	(1,234,457)	(1,234,457)	(1,234,457)
Other Contributions: Other external Sources	0	(92,308)	(92,308)	(92,308)	(92,308)	(92,308)
Section 106 Contributions	(2,637,699)	(581,286)	(581,286)	(581,286)	(581,286)	(71,435)
Capital Receipts Reserve	0	0	0	0	0	0
Future Capital Expenditure Reserve	(2,610,155)	(2,610,166)	(2,610,166)	0	0	0
New Homes Bonus Reserve	(939,748)	(4,930,516)	(4,930,516)	(4,260,019)	37,892	37,892
Borrowing	0	0	0	0	0	0
Total Funding Brought Forward	(6,609,510)	(8,936,429)	(8,936,429)	(6,168,070)	(1,870,159)	(1,360,308)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(500,000)	(586,315)	(665,264)	(500,000)	(500,000)	(500,000)
Other Contributions: Other external Sources	0	0	(8,427)	(20,000)	(20,000)	(20,000)
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	(2,500,000)	(1,100,000)	(1,449,033)	(1,100,000)	(1,100,000)	(1,000,000)
Future Capital Expenditure Reserve		0	0	0	0	0
New Homes Bonus Reserve	(110,840)	(110,840)	(310,257)	(95,407)	(95,000)	(95,000)
Borrowing	0	0		0	0	0
Total Generated	(3,110,840)	(1,797,155)	(2,432,981)	(1,715,407)	(1,715,000)	(1,615,000)
Use of Funding						
Govt Grants: Disabled Facility Grants	500,000	500,000	152,960	500,000	500,000	500,000
Other Contributions: Other external Sources	0	92,308	8,427	20,000	20,000	20,000
Section 106 Contributions	1,500,000	0	0	0	509,851	71,435
Capital Receipts Reserve	2,441,370	1,100,000	1,449,033	1,100,000	1,100,000	1,000,000
Future Capital Expenditure Reserve	0	2,610,166	2,610,166	0	0	0
New Homes Bonus Reserve	203,500	2,267,448	980,754	4,393,318	95,000	95,000
Borrowing	0	0	0	329,810	2,210,899	1,125,115
Total Use of Funding	4,644,870	6,569,922	5,201,340	6,343,128	4,435,750	2,811,550
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(421,908)	(808,468)	(1,234,457)	(1,234,457)	(1,234,457)	(1,234,457)
Other Contributions: Other external Sources	0	0	(92,308)	(92,308)	(92,308)	0
Section 106 Contributions	(1,137,699)	(581,286)	(581,286)	(581,286)	(71,435)	0
Capital Receipts Reserve	(58,630)	0	0	0	0	0
Future Capital Expenditure Reserve	(2,610,155)	0	0	0	0	0
New Homes Bonus Reserve	(847,088)	(2,773,908)	(4,260,019)	37,892	37,892	37,892
Total Funding Carried Forward	(5,075,480)	(4,163,662)	(6,168,070)	(1,870,159)	(1,360,308)	(1,196,565)
South Oxhey Initiative						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,502,792)	(6,502,792)	(3,177,139)	(9,828,445)	0	0
Use of Funding (Spend)	0	0	0	0	0	0
Borrowing	6,502,792	6,502,792	3,177,139	9,828,445	0	0
Total	0	0	0	0	0	0
South Oxhey Leisure Facility						
Balance Brought Forward	0	0	0	0	0	0
Use of Funding (Spend)	1,527,943	2,983,381	2,835,741	268,473	0	0
Contractor Funded Borrowing	(1,527,943)	(2,983,381)	(2,835,741)	(268,473)	0	0
Total	0	0	0	0	0	0
Property Investment						
Balance Brought Forward	0	0	0	0	0	0
Use of Funding (Spend)	2,295,000	0	0	0	0	0
Borrowing	(2,295,000)	0	0	0	0	0
Total	0	0	0	0	0	0
Total Expenditure Capital Investment Programme	9,623,813	10,673,431	9,157,209	6,611,601	4,435,750	2,811,550

Budgetary Risks

APPENDIX 6

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 financial impact of COVID 19 place a burden on the Councils Revenue account through loss of income and additional expenditure.	4	4	16	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 Statement.	Head of Finance	3	2	6	↓	Regular budget monitoring reports to be taken to P&R. Government financial support is crucial to the Council achieving a sustainable budget	Heads of Service/ Head of Finance	On-going
Apr-06	FIN08	Director of Finance	Budgetary	Revenue balances insufficient to meet estimate pay award increases	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. Govt have announced a public sector pay freeze.	3	3	9	Maintain reserves to guard against risk. Early identification of new pressures. Budget Monitoring	Head of Finance	2	1	2	↓	Agreed 2020/21 pay award of £2.75% against a budget of 3%	Head of Finance	Sep-20
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. Inflation currently running below assumptions.	1	3	3	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves .	Service Heads/Head of Finance	1	2	2	↓	Continue to monitor inflation levels	Head of Finance	ongoing
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	3	2	6	→	Monitoring ongoing income levels. Reduced income from short term investments due to lower bank base rate	PIB	ongoing

Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income	Key income streams reported fortnightly to Corporate Management Team and shown in the latest Budget Monitoring reports. Due to C19 losses of income on parking and Leisure Management fee have been incurred	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/Head of Finance	2	2	4	→	Fees and Charges are monitored as part of budget monitoring. Govt announced an income guarantee scheme to support Councils of 70% of loss of income on fees & charges due to C19	Service Heads
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 vatable 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
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
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 procedures maintained.	Solicitor to the Council

Dec-13	FIN18	Director of Finance	Budgetary	Fluctuations in Business Rates Retention	From April 2020 the system was due to be subject to reset and increase to 75% retention. This has been further postponed to 2022/23.	3	4	12	Membership of the Hertfordshire pool for 2020/21. Maintain reserves against risk.	Head of Finance	3	3	9	↑	Hertfordshire CFOs have commissioned work from LG Futures to assess the impact. SDCT also looking at impact nationally.	Director of Finance	Jul-21
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. Enhanced next phase agreed. Work remains broadly on track.	2	3	6	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	2	2	4	→	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 updated.	Head of Finance	1	2	2	↓	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 pa which is being 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
Nov-19	FIN 24	Director of Finance	Service	Loss of Key Personnel	As the Council becomes more complex in its financial arrangements, key skills become more important. Head of Finance currently interim appointment.	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	2	2	4	↓	Permanent appointment to Head of Finance has been made. Start date 1 August 2021.	Chief Executive/ Director of Finance	May-21

Reserves

Category	Opening Balance 01/04/2020 £	Net Movement in Year £	Closing Balance 31/03/2021 £	Purpose
Revenue Reserves				
General Fund	(5,048,779)	(161,442)	(5,210,221)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(2,103,000)	300,000	(1,803,000)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Building Control	(177,514)	(17,000)	(194,514)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
HB Equalisation	(173,511)	(327,357)	(500,868)	To provide against future deficits on the Housing Benefit account
Total Revenue	(7,502,804)	(205,799)	(7,708,603)	
Capital Reserves				
Capital Receipts	0	0	0	Generated from sale of Council assets
New Homes Bonus	(4,930,516)	670,497	(4,260,019)	Government grant set aside for supporting capital expenditure
Section 106	(581,286)	0	(581,286)	Developers contributions towards facilities
Grants & Contributions	(814,461)	(512,304)	(1,326,765)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	(2,610,166)	2,610,166	0	Reserve set aside for supporting capital expenditure
Total Capital	(8,936,429)	2,768,359	(6,168,070)	
Other Earmarked Reserves				
Leavesden Hospital Open Space	(769,123)	0	(769,123)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(1,165,350)	(1,165)	(1,166,515)	Developers contributions towards maintenance of site
Community Infrastructure Levy (CIL)	(4,173,539)	(1,062,442)	(5,235,981)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,563)	0	(123,563)	Reserve to fund expenditure on plant & machinery
Total Other	(6,231,575)	(1,063,607)	(7,295,182)	
Total All	(22,670,808)	1,498,953	(21,171,855)	