

Budget Management 2019/20

Period 10 (End of January)



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.

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 January 2020 set against the latest budget.

Revenue Summary

The latest net expenditure budget for 2019/20 as approved by Council on 25 February is **£12.561 million**. The forecast outturn at period 10 (January) is now estimated to be **£12.449 million** giving a favourable variance of **£0.112 million**. The main variances are shown below.

		£
1	Three Rivers House; Increased income from a rent review of the space occupied by the Police.	(80,000)
2.	Shops and Garages- increased income following business rate rebates on empty shops in South Oxhey	(40,365)
3.	Development Management- Increased income from pre application advice	(16,110)
4.	Environmental Maintenance- Increased income from weed spraying	(11,050)
5.	Environmental Health-Administration of Disabled Facilities Grant outsourced to Herts Building Control, therefore internal charge to capital no longer applicable	62,670
6.	Waste Management- Transport subsidy Income received from Hertfordshire County Council	(22,500)
7	Play Schemes- Reduced spend on the initial design and build cost of the new leisure booking system.	(17,700)
8.	Communication: Saving on employee costs as this post will not be filled in the current year	(12,070)
9	Licenses. - Reduction in number of licenced vehicles £10k, Reduction in income from drivers licences as these are issued on a 3 year basis £15k. Increased legal costs £7.8k	32,875
10	Hertfordshire Building Control- Reduced spend on fees and contractual services	(7,500)
11.	Other Variances	(620)
	Total Revenue Variances.	(112,370)

Capital

The latest capital budget as approved by Council on 25 February 2020 is **£15.878 million**. The forecast outturn at period 10 (January) is now estimated to be **£13.315 million** resulting in a variance of **(£2.563) million**. The main variances are shown below.

		£
1.	Leisure Facility South Oxhey- There has recently been some rephasing of works to the programme to South Oxhey Leisure Centre. This has led to a revised cash flow forecast being produced and the appropriate budget for the project being deferred into 2020/21.	(935,260)
2.	Waste Services Depot- Works to commence soon. Budget not utilised in 2019/20 to be rephased to following year.	(300,000)

3.	Replacement of Grounds Maintenance Vehicles: Delivery of vehicles expected in 2020/21. There is on-going tenders for ride on mower.	(377,590)
4.	Waste & Recycling Vehicles: Vehicles not due for delivery until 2020/21. Budget to be rephased.	(151,110)
5.	Property Investment Board - Capital works on Lincoln Drive is not expected to commence until 20/21.	(312,360)
6.	Controlled Parking- £25k to be rephased for the consolidation order work and other schemes. £100k to be rephased for ongoing schemes including Rickmansworth West and Croxley Green.	(125,000)
7.	Disabled Facility Grants- Savings in the budget demand led service, applications are lower than expected. (£100k). Due to the outsourcing of the Administration for the Disabled Facilities Grants to Herts Building Control, the charge from staff within the Environmental Health team is no longer required (£62k).	(100,000) (62,670)
8.	Open Space Access Improvements- Budget to be rephased into 2020/21 for new pedestrian access at The Horsefield in Abbots Langley.	(73,000)
9.	Other Variances	(125,825)
	Total Capital Variance.	(2,562,815)

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 9**.

Description	Balance at 1 April 2019	Net Movement in Year	Balance at 31 March 2020
	£000	£000	£000
Capital Reserves	(10,416)	2,492	(7,924)
Earmarked Reserves	(7,976)	(747)	(8,723)
General Fund	(4,821)	290	(4,531)
Total	(23,213)	2,035	(21,178)

A glossary of financial terms is shown at **Appendix 10**

1.0 Revenue Budget

- 1.1 The Council's latest approved services budget (excluding corporate budgets) is **£10.835 million**. The forecast outturn is now estimated to be **£10.723 million** which results in a service variance of **(£0.112) million**.
- 1.2 The table below compares the original budget, latest budget, the forecast outturn and the variance against each Committee. It also shows the spend to date up to the end of January (Period 10). At this stage of the year it would be expected to spend 83% of the latest budget. Actual spend equates to 82%. Explanations of the variances by committee are shown in **Appendix 1**.

2019/20 Revenue Account – General Fund Summary						
		(A)		(B)		(B – A)
Committee	Original Budget	Latest Budget	Net Spend to Date	Forecast Outturn	% of Budget Spent	Variance
	£000	£000	£000	£000	%	£000
Leisure, Environment and Community	4,660	4,587	2,862	4,590	62%	3
*Infrastructure, Housing and Economic Development	1,264	1,495	104	1,513	7%	18
**Policy & Resources	4,696	4,752	5,948	4,619	125%	(133)
Total Service Budgets	10,620	10,835	8,914	10,723	82%	(112)
***Corporate Costs (Interest Earned/ Paid), Parish Precepts and Transfer to Reserves	1,813	1,727	2,885	1,727	167%	0
Net General Fund	12,433	12,562	11,799	12,450	94%	(112)

*There is grant income of £554k (£346k homelessness, £96k refugee and £122k planning development) within Infrastructure, Housing & Economic Development for which the equivalent spend has not yet been incurred.

**Capital contribution to revenue to be actioned at year end. Furthermore, the effect of timing difference between payments made to claimants and income received from Government for housing benefits.

***Parish Precepts have been fully paid for the year. Interest payable is paid during the year and Interest earned is expected at year end.

1.3 The effect of the variance on the Council's general fund balance over the medium term is shown in the table below.

Movement on General Fund	2019/20 Latest Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast
	£000	£000	£000	£000	£000
Balance at 1 April	(4,821)	(4,821)	(4,531)	(4,094)	(3,229)
(Surplus)/deficit	403	290	437	865	1048
Balance at 31 March	(4,418)	(4,531)	(4,094)	(3,229)	(2,181)

The (surplus)/deficit for 2019/20 latest budget and forecast includes the 2018/19 carry forwards of £705,900 as approved by Council in May 2019. A prudent minimum balance of £2 million is considered appropriate

Staff Vacancy Monitoring

1.4 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. The table below summarises the level of vacancies at the end of January 2019 with a detailed analysis provided by HR at **Appendix 3**.

Committee	No of Posts Vacant
Leisure, Environment and Community	5
Infrastructure, Housing and Economic Development	5
Policy & Resources	15
Total	25

1.5 The percentage of vacant posts at the end of January is 7% when compared against the total number of 342 Council posts. Although there are 25 vacant posts this equates to 19.9 FTE's as some posts are part time. In some cases, vacant posts will be covered by agency staff to ensure service delivery.

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** and includes variances and commentary from officers.

2.2 The latest capital budget including re-phasing is **£15.878 million**. The forecast outturn for capital expenditure by Services at Period 10 is **£13.315 million**. This provides a variance of **(£2.563) million**.

2.3 The table below shows the 2019/20 original budget, latest budget, forecast outturn, spend to date and variance for period 10.

Committee	Original Budget £000	Latest Budget £000	Spend to Date £000	Forecast Outturn £000	Variance £000
Leisure, Environment and Community	2,743	2,809	1,625	1,857	(952)
Infrastructure, Housing and Economic Development	1,041	1,258	520	919	(339)
Policy & Resources	1,716	1,676	939	1,651	(25)
Total Service	5,500	5,743	3,084	4,427	(1316)
Major Projects					
<i>South Oxhey Initiative</i>	0	1,987	1,052	1,987	0
<i>Temporary Accommodation</i>	1,404	1,350	718	1,350	0
<i>Property Investment</i>	0	769	457	457	(312)
<i>Leisure Facility at South Oxhey</i>	7,719	6,029	2,577	5,094	(935)
Total Capital	14,623	15,878	7,888	13,315	(2,563)

2.4 As at the end of period 10, services have spent a total of £7,888 million and represents 50% of the 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. 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 5**.

3.0 The Commercial Agenda

- 3.1 With Government funding shrinking, council tax rises being limited and the steadily increasing service demands, it is essential to explore new ways to maximise income in order to protect the valuable frontline services and ensure positive outcomes for local communities. Therefore many Councils are increasingly thinking through a more commercial approach to their activities including the acquisition of office, retail or other buildings to achieve an income yielding asset or making larger economic regeneration investments, partly to grow the business rates base.
- 3.2 One key strand of commercialism in local government is around income generation to support the Council's priorities.

Trading services

- 3.3 The table below shows those current services that can be termed as 'commercial' or 'trading services' for which the Council receives income and has a certain amount of influence and control in setting the price/charge. The first step in becoming a more commercial council is to ensure that the service achieves full cost recovery or, where this is not the case, the Council has made a conscious decision not to do so.

Property Services

- 3.4 The Council also receive income from the letting out of its Garages and Shops. The Council agreed to retain the garage stock and to not include these assets as part of the housing stock transfer to Thrive Homes in 2008. The garages have an annual capital refurbishment programme. The shops are let on a full repairing lease, which means the Council does not incur any direct costs as these are payable by the occupier. The following table below shows the net cost of both the Garages and Shops that are in the Council's ownership.

Asset Type	2019/20 Budgets				Comments
	Income	Direct Costs	Overheads (Support Charges, Capital financing Costs)	Net	
	£	£	£	£	
Garages	(954,830)	52,030	171,460	(731,340)	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 1,116 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	(401,000)	0	71,460	(329,540)	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.

- 3.5 In 2017 the Council set up its Property Investment Board and allocated £20 million to invest in acquiring property with a specific remit of achieving a 5% return (yield) on the investment. The table below shows those properties that the Council has acquired, the 2019/20 receivable rent and the yield. The governance of property investments is covered in the Property Investment Strategy.

2019/20 Budgets								
Service Area	Income	Direct Costs	Overheads (Support Charges, Capital financing Costs)	Net	Covers Direct Costs?	Makes a Contribution to Overheads?	Full Cost Recovery ?	Comments
	£	£	£	£				
Garden Waste	(982,600)	782,010	352,710	152,120	✓	✓	×	The Council agreed to charge for the collection of Garden waste from July 2016. The current standard charges for 2019/20 are £45 (£40 if paying by direct debit) for the first bin and £80 for a second bin. Customers in receipt of benefits pay a concession fee.
Trade Waste	(720,377)	529,360	167,968	(23,049)	✓	✓	✓	Customers are invoiced twice a year in April and October. There are different charges depending on the type of waste, bin size, the number of bins and organisation. There are currently 955 customers.
Clinical Waste	(99,650)	68,040	79,510	47,900	✓	✓	×	The Council collects clinical waste (medical) from Doctors Surgeries, Dentists and Veterinary Surgeries, Nursing Homes, Health Practitioners and Tattooist. There are different charges depending on the type of business. Customers are charge invoiced half yearly. There are currently 58 customers.
Car Parking	(455,360)	591,350	101,510	237,500	✓	✓	×	The charging structure for penalty charge notices is based a serious contravention £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). There are different charging regimes for different car parks within the district. Pay & display charges are different in the car parks throughout the district, however, Rickmansworth operate Monday - Friday, 8.30am - 6.30pm, charging a maximum of £4 for 24 hours with the first hour free.
Licensing	(215,520)	123,370	126,710	34,560	✓	✓	×	Different charges apply to the differing services provided by private operators including Taxis, markets, tattooist and sex establishments.
Cemeteries	(184,130)	13,030	193,790	22,690	✓	✓	×	The Council operates an open cemetery at Woodcock Hill in Rickmansworth. Typical cost of a single depth interment for a resident is £685 Non residents pay a fee that is three times higher. There is no fee for Children under 12 years old. A full schedule of fees can be found on the Councils website
Watersmeet	(570,530)	594,665	171,610	195,745	×	×	×	This relates to both the annual pantomime and the Hire of Rooms, including shows, films, weddings and conferences.

Investment Property	2019/20 rent £000	Total cost of property £000	Yield %	Comments
Nottingham	(228)	4,469	5.10%	Acquisition of a freehold interest located in the city centre of Nottingham. Let to commercial tenants for a combined rental of £227,600 per annum on a 10 year lease from February 2018, which is subject to an upward only rent review in February 2023.
Norwich	(424)	7,169	5.91%	Acquisition of a freehold interest located in the city centre of Norwich. Let to commercial sitting tenants for 20 year lease from December 2007. The rent due for 2019/20 is £ 424,000. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively.
Lincoln Drive (South Oxhey)	(160)	2,740	5.84%	The purchase of a Temporary Accommodation hostel at Lincoln Drive, South Oxhey. This comprises of 20 units with a mixture of 1, 2 and 3 bedrooms. This represents the net rent after the deduction of the management fee payable to Watford Community Housing which includes voids and the provision for bad debts.
Total	(812)	14,378	5.62%	
			Average	

3.6 The Council have also made loans to Registered Social Landlords within the district, to support the development of sites for social housing.

Loans	2019/20 interest £000	Sum Loaned £000	Comments
Thrive	(227)	8,000	A £8m loan to Thrive Homes over a 3 year period commencing October 2018, with annual interest fixed at 4.69%. The loan has been completely drawn down and is secured against the development of 90 flats in St Albans Road Watford. The scheme is due for completion in 2021. The loan has been drawn down in its entirety. The interest is net after deducting the cost of borrowing.
Clarendon Living	(63)	2,500	£2.5m loan facility granted to Clarendon Living Ltd (subsidiary of Watford Community Housing) for the development of a 9 market sale dwellings for a property in Shenley (Puckeridge). Loan interest is charged at 5% fixed rate. The loan is drawdown over a 30 month period commencing January 2019, therefore the annual amount of interest depends on the value of each drawdown. The interest is net after deducting the cost of borrowing.

Joint Ventures

3.7 Joint ventures offer great opportunities for savings and income generation, and mean councils can bring in outside expertise rather than operating alone. They are also be capable of delivering more than just profit, such as wider community benefits.

3.8 The Council currently has one JV called **Three Rivers Homes Ltd**, This is a partnership between the Council and Watford Community Housing that sees the housing association and the local authority pooling their respective expertise and resources in order to provide housing for the district. The main focus at the current time is the redevelopment in South Oxhey.

Joint Venture	2019/20 interest £000	Sum loaned £000	Comments
Watford Community Housing	(200)	4,944	A joint venture development with Watford Community Housing. Development of 33 dwellings at South Oxhey on the ex-public house site 'The Grapevine'. 15 dwellings will be available for social rent and others for shared ownership. Loan facilities provided by TRDC to Three Rivers Homes Ltd comprises of £1.513 million at the social rate (2.5%) and £3.431 million at the market rate.(4.8%). The drawdown commenced in January 2018 and is due to end by the end of the 2019/20 financial year.

3.9 It essential that the Council has the necessary skills to evaluate, communicate and manage the commercial risk and ensuring that there are proper governance procedures in place and that all risks are considered. The Council seeks external advice as necessary to ensure that it has access to these skills.

4.0 Key Risk Areas

4.1 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. The Bury Site in Rickmansworth is completed and is fully occupied.

- **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. This service is reporting a variance of £12,000 in Period 10 based on estimated cost of recycling. There is a possibility that this could increase further before the end of the year.

- **HCC Waste Income**

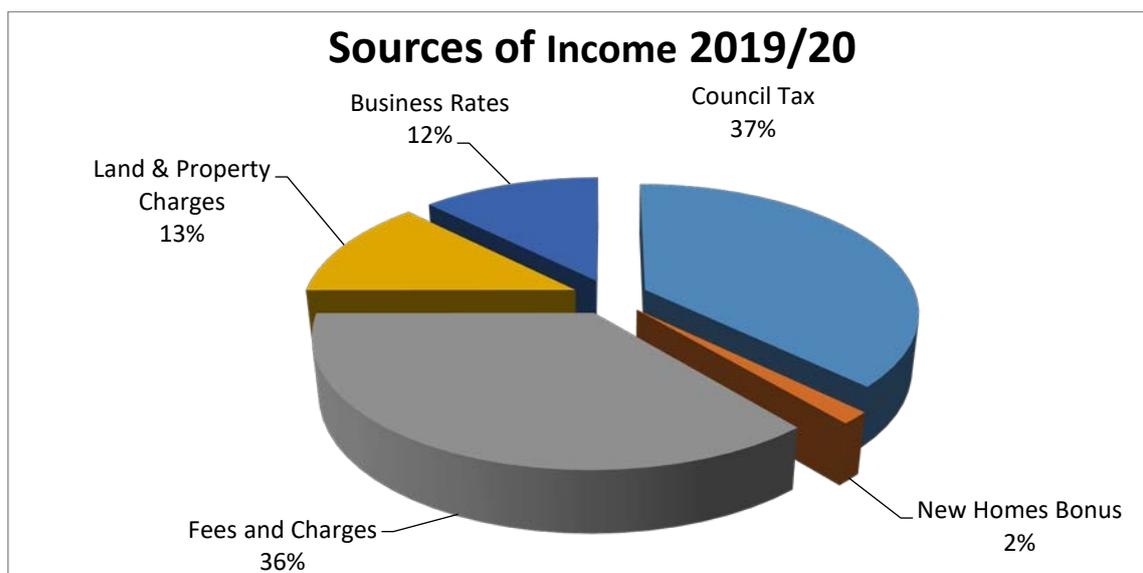
HCC have confirmed that they will remove £1.5million from the total distributable pot Alternative Financial Model (AFM) that rewards each Hertfordshire authority for its recycling rates and waste reduction initiatives. This will result in a £0.500 million reduction per year over a 3 year period commencing in 2020/21. 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. The amount of loss to this Council cannot be quantified at this stage.

4.2 The key risks matrix table shown at **Appendix 6** calculates the level of financial risk, which currently shows an unfavourable sum of (£0.035 million).

4.3 The Council's overall key financial risk matrix is shown at **Appendix 7**. These are reported and monitored and reviewed by the Council's Audit Committee on a quarterly basis.

5.0 Council Income

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



5.2 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. Licensing income relates licences which are issued on a 3 or 5 year basis. An adjustment will be carried out at year end to show the actual income relating to the current year.

Service	Income Stream	2019/20 Latest Budget £	2019/20 Actual to date £	2019/20 Forecast Outturn £	2019/20 Variance £
Regulatory Services	Application Fees	(626,420)	(615,946)	(626,420)	0
	Licenses	(215,520)	(219,123)	(190,520)	25,000
Parking	Penalty Charge Notices	(115,000)	(100,223)	(115,000)	0
	Pay and Display	(220,000)	(179,475)	(220,000)	0
Environmental Protection	Trade Refuse	(720,380)	(705,706)	(720,380)	0
	Garden Waste	(982,600)	(979,660)	(982,600)	0
	Clinical Waste	(108,150)	(99,633)	(99,650)	8,500
	Cemeteries	(184,130)	(161,722)	(189,130)	(5,000)
Property Services	Garages	(954,830)	(777,455)	(954,380)	0
	Shops	(401,000)	(443,570)	(443,000)	(42,000)
	Investment Properties	(1,000,000)	(707,370)	(1,000,000)	0
Leisure	Watersmeet	(570,530)	(579,584)	(580,530)	(10,000)

Further details on the Council's key budget indicators for revenue service income streams (including volumes and trends) are shown at **Appendix 8**.

6.0 Debtors (invoicing)

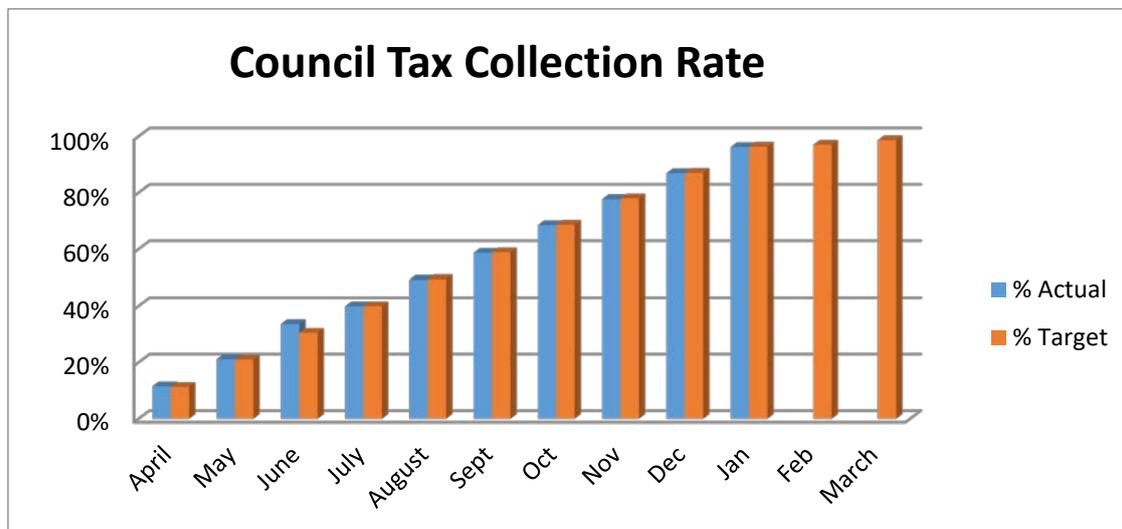
- 6.1 The Council charges its customers for various services by raising debtor invoices. If the debt remains outstanding, then a variety of recovery methods are employed including rearranging the payment terms, stopping the provision of the service or pursuing the debt through the legal recovery process.
- 6.2 As at 31st of January 2019, the total outstanding debt was £1.188 million. This is equivalent to 5% of total budgeted income of £23.4 million. Debts less than a month old total £0.935 million (78% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.048 million (4% of the total debt) which mainly relate to unpaid rent on Temporary Accommodation and Commercial Rents.

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

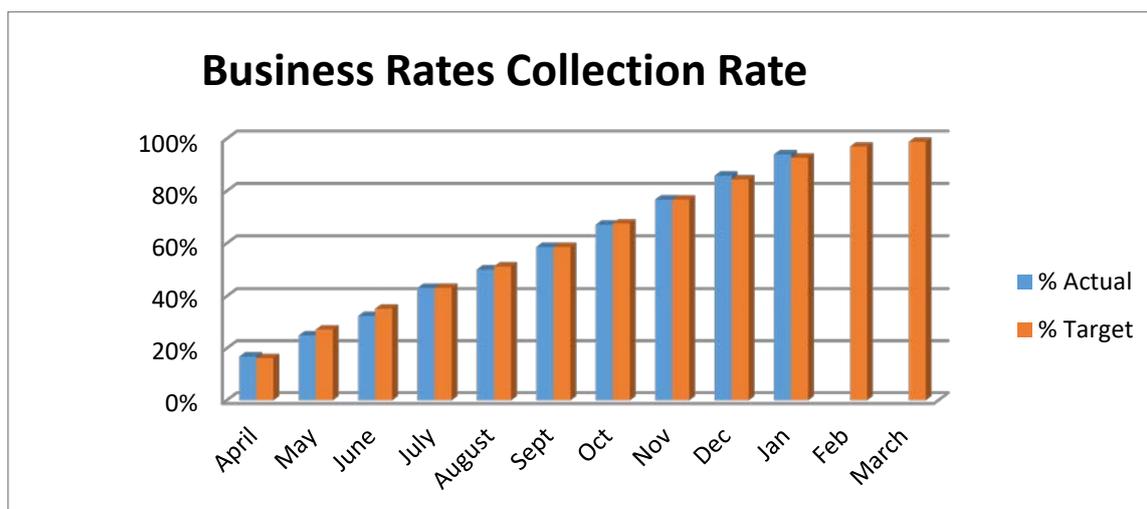
Aged debt	Services	Under 1 Month £	Over 1 Month to year £	Over a year £	Total £
Committee		£	£	£	£
Leisure and Environmental Services	Environmental Services	12,612	37,984	2,516	53,113
	Leisure	36,040	63,874	348	100,263
Infrastructure, Housing and Economic Development	Housing	18,020	52,167	25,462	95,649
	Sustainability	0	7,044	0	7,044
Policy & Resources	Legal & Property	10,807	35,744	1,492	48,042
	Shared Services	855,824	0	0	855,824
	Insurance	377	1,942	0	2,319
	Others	1,187	6,208	18,632	26,027
Total		934,868	204,963	48,449	1,188,280

7.0 Council Tax and Business Rates Collection

7.1 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 31st January 2020 is in line with the profiled expectation at this time of the year.



7.2 Business Rates. The Councils 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 31st January 2020 has exceeded expectations at this time of the year.



8.0 Treasury Management

8.1 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.

8.2 The Council set a budget of £90,000 on investment interest for 2019/20. The amount earned at the end of January was £69,523

APPENDICES

- Appendix 1 Medium term revenue budget by Committee and Services
- Appendix 2 Explanations of revenue variances reported this Period
- Appendix 3 Staff Vacancies
- Appendix 4 Medium term capital investment programme

Appendix 5 Funding the capital programme
Appendix 6 Key risk areas
Appendix 7 Budgetary risks
Appendix 8 Key Budget Indicators- Income streams
Appendix 9 Reserves
Appendix 10 Glossary of Terms

Medium Term Revenue Budget by Committee and Services

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	Forecast 2022/23	Officer Comments
	£	£	£	£	£	£	£	£	
Citizens Advice Bureaux	303,340	303,340	260,980	303,340	0	303,340	303,340	303,340	Service charge for the year expected to be incurred by year end.
Community Development	4,500	4,500	520	6,600	2,100	4,500	4,500	4,500	Actuals includes grant income received in the year. The variance is due to increased expenditure following resilience events costs to address serious violence
Community Safety	194,580	258,160	(55,873)	261,660	3,500	231,460	236,120	239,530	Actuals includes grant income received in the year. The variance reported is due to increased expenditure due to additional costs for Youth Violence action panel. Budget includes ring fenced grant which will be carried forward into next year.
Community Partnerships	217,700	170,480	136,364	170,480		195,530	203,690	209,410	
Env Health - Commercial Team	206,200	194,100	185,764	194,100		207,990	209,790	209,790	
Licensing	(107,370)	(92,150)	(120,281)	(59,275)	32,875	(110,540)	(107,600)	(104,580)	Budget variance is due to increased legal fees resulting from absence of internal legal representation for a period of time. Will not be repeated going forward as internal Solicitor now in place (£7.8k). There is a projected £15k reduction in Drivers income due to the 3 year licence structure as service is at the end of 3 year cycle. Projected £10k reduction in income of Vehicle licences. This is due to revised policies, amalgamation of operators and impact of Uber.
Community & Leisure Grant	40,000	40,000	32,999	40,000	0	40,000	40,000	40,000	
Total	858,950	878,430	440,473	916,905	38,475	872,280	889,840	901,990	

<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	Forecast 2022/23	Officer Comments
	£	£	£	£	£	£	£	£	
Abbots Langley Project	41,370	41,370	16,590	41,370		42,650	43,970	43,970	
Community Arts	11,910	3,950	(2,646)	6,100	2,150	11,910	11,910	11,910	Grant funding earmarked for health and wellbeing projects to be utilised in 2020/21. The budget for 2019/20 has been adjusted to match funding received.
Watersmeet-General	48,575	40,785	(23,084)	50,885	10,100	52,585	73,000	81,255	Increased expenditure due to significant increases in gas bill and additional spend on Repairs & Maintenance for repairs to various cracks in the walls around the stage area and electrical intake room, and fire door repairs as instructed by the fire service following our fire safety audit.
Watersmeet-Entertainments	(21,560)	(16,650)	(57,291)	(26,750)	(10,100)	(18,570)	(15,720)	(16,400)	Increase income from pantomime sales, and expected underspend on panto related box office charges
Leavesden Ymca	(35,000)	(35,000)	(26,250)	(35,000)	0	(35,000)	(35,000)	(35,000)	Income is received quarterly.
Active Community Devel Fund	43,400	43,250	12,327	43,250	0	43,400	43,400	43,400	
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	0	(3,000)	(3,000)	(3,000)	Income is received quarterly.
Trees And Landscapes	412,430	405,580	237,690	405,580	0	412,110	425,930	439,000	
Museum	(700)	(700)	(700)	(700)	0	(700)	(700)	(700)	Annual Rent received.
Playing Fields & Open Spaces	67,405	87,335	32,361	87,335	0	47,475	47,555	47,555	
Play Rangers	47,310	66,120	50,258	66,120	0	54,110	56,830	57,700	
Aquadrome	7,570	16,070	21,551	16,070	0	16,670	16,780	16,780	Further income is expected at year end to offset the spend.
Leisure Venues	(22,500)	(57,500)	(51,640)	(57,500)	0	(315,500)	(605,910)	(777,480)	Budget is expected to be fully spent
Leisure Development	277,320	281,220	238,300	281,220	0	287,470	295,220	303,220	Budget is expected to be fully spent
Play Development - Play schemes	65,450	69,710	35,187	52,010	(17,700)	65,450	65,450	65,450	Reduced expenditure due to a reduced spend on the initial design and build costs for the new online leisure booking system as well as a reduction in the number of referral spaces required by partner organisations for 2019/20.
Sports Devel-Sports Projects	25,340	25,040	15,885	25,040	0	29,200	29,200	29,200	Budget is expected to be fully spent
Croxley Green Skateboard Park	20,430	19,770	16,003	19,770	0	16,830	16,830	16,830	Budget is expected to be fully spent
Leisure & Community Services	156,900	155,770	112,864	153,770	(2,000)	155,190	159,450	163,830	Reduced spend on printing and stationary due to office moves and creation of a central stationary cupboard
Grounds Maintenance	684,220	694,680	536,950	694,680	0	707,170	725,900	744,890	Budget is expected to be fully spent
Total	1,826,870	1,837,800	1,156,360	1,820,250	(17,550)	1,569,450	1,351,095	1,232,410	

<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	Forecast 2022/23	Officer Comments
	£	£	£	£	£	£	£	£	
Refuse Domestic	(16,190)	(16,190)	(21,514)	(13,150)	3,040	(17,520)	(17,520)	(17,520)	Transport subsidy reimbursement no longer received for domestic refuse
Refuse Trade	(191,017)	(205,237)	(397,666)	(200,837)	4,400	(191,387)	(185,787)	(180,017)	Budget transfer from Kerbside recycling for trade waste disposal
Recycling General	(15,910)	(12,410)	(5,135)	(6,160)	6,250	(12,250)	(12,250)	(12,250)	Lower income expected from textile banks due to the reduction in price per tonne in textile collections
Garden Waste	(926,600)	(225,780)	(497,865)	(234,980)	(9,200)	(210,310)	(191,290)	(176,240)	Income surplus of (£3.2k) received above the expected amount for transport subsidy from Hertfordshire County Council. A further (£6k) income is expected for 2019/20 transport subsidy.
Clinical Waste	(40,110)	(65,600)	(65,973)	(57,100)	8,500	(43,550)	(42,630)	(41,680)	Reduction in income for clinical waste due to reduced number of contracts
Recycling Kerbside	(342,990)	(373,690)	17,570	(366,090)	7,600	(365,990)	(365,990)	(365,990)	(£4.4k) Budget transfer to Trade Refuse for cover waste disposal costs. Increased expenditure due to increasing costs of recycling. This is currently estimated at £12k
Abandoned Vehicles	750	750	(665)	750	0	750	750	750	
Pest Control	75,000	75,000	75,000	75,000	0	75,000	75,000	75,000	Budget has been fully spent.
Environmental Maintenance	25,110	26,130	2,007	15,080	(11,050)	26,450	26,450	26,460	Increased income from weed spraying.
Animal Control	50,010	46,380	33,174	46,380	0	51,160	52,350	53,570	
Cemeteries	(171,060)	(171,100)	(151,365)	(176,100)	(5,000)	(177,830)	(177,670)	(177,510)	Increased income from Memorial fees
Environmental Protection	420,350	329,820	270,470	329,820	0	382,580	395,240	408,210	
Depot-Batchworth	38,170	31,370	14,760	31,370	0	31,780	32,190	32,610	
Waste Management	2,549,170	1,919,090	1,611,834	1,896,590	(22,500)	1,968,950	2,006,110	2,047,700	Income from HCC to assist with running cost of recycling vehicles known as the transport subsidy. Variance includes (£11.6k) income received above provision in 2018/19 and (£10.9k) income is expected for 2019/20
Environmental Maint Contractor	519,290	512,100	384,335	512,100	0	521,240	534,900	548,240	
Total	1,973,973	1,870,633	1,265,378	1,852,673	(17,960)	2,039,073	2,129,853	2,221,333	
Total Leisure Environment & Community	4,659,793	4,586,863	2,862,211	4,589,828	2,965	4,480,803	4,370,788	4,355,733	

Infrastructure Housing & Economic Development									
<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	Forecast 2022/23	Officer Comments
	£	£	£	£	£	£	£	£	
Housing Services Needs	374,310	374,310	363,550	374,310	0	464,970	487,680	508,740	
Rent Deposit Guarantee Scheme	5,110	5,110	1,710	5,110	0	5,110	5,110	5,110	
Herts Choice Homes	21,000	21,000	12,250	12,250	(8,750)	21,000	21,000	21,000	Reduction in expenditure as the grant to Herts Choice homes is no longer paid.
Homelessness General Fund	42,110	27,300	(513,458)	12,300	(15,000)	(37,530)	(80,390)	(80,390)	Saving due to customers approaching the service late making prevention and mediation more difficult. Pathways with partners are planned for next year to maximise all opportunities.
Housing Associations	(5,000)	(5,000)	(2,500)	(5,000)	0	(5,000)	(5,000)	(5,000)	Lease income for Wensum Court - charged 1/2 yearly
Env Health - Residential Team	99,620	45,120	76,384	107,790	62,670	120,620	123,070	128,100	Due to the outsourcing of the Administration for the Disabled Facilities Grants to Herts Building Control, the charge from staff within the Environmental Health team is no longer required.
Total	537,150	467,840	(158,842)	506,760	38,920	569,170	551,470	577,560	
Infrastructure & Planning Policy									
<i>Infrastructure & Planning Policy</i>	Original Budget 2019/20	Latest Budget 2019/20	Spend to Date	Forecast Outturn 2019/20	Variance	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Officer Comments
	£	£	£	£	£	£	£	£	
Land & Property Info Section	3,350	4,040	(4,640)	13,110	9,070	1,020	4,670	9,550	£10k reduction in income, due to a reduction in number of Official searches against increase in Personal Searches (which are free). Larger scale conveyancing businesses, which are dominating the market, tend to utilise Personal Searches. There is also the additional impact of Brexit on house sales. Underspend of (£930) on printing and stationary
Street Naming & Numbering	7,130	7,130	3,985	7,130	0	7,130	7,130	7,130	
Environmental Initiatives	47,470	47,470	(2,447)	47,470	0	47,470	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	129,410	(111,098)	113,300	(16,110)	71,700	99,170	131,610	Increased income from Pre application advice
Director Community & Env Servs	126,060	140,620	118,333	140,620	0	130,870	134,630	138,030	
Development Plans	264,390	329,200	193,070	329,200	0	309,530	318,460	328,690	
Hertfordshire Building Control	(1,580)	(18,040)	(61,480)	(25,540)	(7,500)	(1,080)	1,360	3,950	Reduced spend on fees and contractual services
HS2 Planning	0	(9,460)	(10,576)	(10,570)	(1,110)	0	0	0	Income received from HS2 to cover Officer time/travel spent on this project
Total	641,970	630,370	125,147	614,720	(15,650)	566,640	612,890	666,430	

<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	Forecast 2022/23	Officer Comments
	£	£	£	£	£	£	£	£	
Fuel Voucher Scheme	3,500	0	0	0	0	0	0	0	This has now ceased
Energy Efficiency	19,500	19,500	8,000	19,500	0	19,500	19,500	19,500	Awaiting Invoices from HCC
Sustainability Projects	48,890	74,080	500	69,080	(5,000)	24,080	24,080	24,080	Budget savings as no expenditure is expected in 2019. The remaining budget will be carried forward into 2020/21 to support the Councils sustainability objectives.
Car Parking	(183,370)	52,950	(62,709)	52,950	0	35,040	35,920	38,480	Income target is expected to be achieved
Car Parking-Maintenance	72,250	80,040	76,640	80,040	0	91,950	94,060	96,220	
Dial A Ride	33,780	33,780	20,872	33,780	0	33,780	33,780	33,780	First invoice of 19/20 received . This is invoiced every 6 months.
Cycling Strategy	0	46,150	2,792	46,150	0	0	0	0	Cycling Strategy procurement delayed due to discussions with neighbouring authorities and HCC, imminent. A request will be made to carry this budget to enable for Cycling Strategy and sustainable transport maintenance.
Better Buses Fund	86,570	86,570	89,088	86,570	0	86,570	86,570	86,570	Invoice for 2019/20 has been received and paid
Public Conveniences	4,200	4,200	2,400	4,200	0	4,200	4,200	4,200	
Total	85,320	397,270	137,584	392,270	(5,000)	295,120	298,110	302,830	
Total Infrastructure Housing & Economic Development	1,264,440	1,495,480	103,889	1,513,750	18,270	1,430,930	1,462,470	1,546,820	

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	Forecast 2022/23	Officer Comments
	£	£	£	£	£	£	£	£	
Director Of Finance	66,990	65,670	50,444	65,670	0	72,000	75,880	79,880	Quarter 3 invoice to Watford raised and income received
Communication	125,890	126,970	74,835	114,900	(12,070)	129,060	132,330	136,820	Underspend on employee costs as vacant post will no longer be filled in 2019/20.
Legal Practice	357,390	350,830	283,795	350,830	0	370,740	388,750	403,850	
Committee Administration	155,710	146,810	119,273	146,810	0	162,290	168,260	174,580	
Office Services	472,150	478,740	359,721	478,740	0	90	90	90	
Elections & Electoral Regn	126,380	128,970	108,292	128,970	0	130,250	134,240	138,340	
Finance Services	436,770	428,980	391,976	428,980	0	460,990	475,820	490,140	Shared services invoice for Quarter 3 to WBC has been raised.
European Elections	0	0	13,859	0	0	0	0	0	This is externally funded
Revs & Bens Management	90,510	35,850	34,663	35,850	0	37,620	38,760	39,940	
Fraud	100,090	60,220	49,982	60,220	0	104,480	107,120	109,830	
Chief Executive	172,610	303,760	283,368	303,760	0	177,640	182,820	188,150	
Performance Mgt & Scrutiny	51,800	46,620	38,423	46,620	0	53,320	54,780	50,950	
Debt Recovery	167,620	195,890	168,620	195,890	0	202,100	208,590	226,580	
Three Rivers House	362,570	388,200	324,344	310,500	(77,700)	335,640	340,860	346,200	Increased income of (£80k) from a rent review of the space currently occupied by the Police. Increased expenditure on water rates £2.3k.
Basing House	(10,420)	(10,420)	(13,005)	(10,420)	0	(10,290)	(10,160)	(10,160)	
Officers' Standby	6,140	6,140	0	6,140	0	6,140	6,140	6,140	This is paid at the year end
Finance Client	79,410	134,830	96,462	134,830	0	92,750	98,790	132,540	
Business App Maintenance	193,200	231,070	219,756	231,070	0	221,200	221,200	221,200	
ICT Client	686,810	696,080	335,509	696,080	0	639,920	651,100	661,540	
Internal Audit Client	71,460	71,460	64,031	71,460	0	71,460	71,460	71,460	
Fraud Client	(2,910)	(2,910)	2,242	(2,910)	0	(2,910)	(2,910)	(2,910)	Shared services invoice for Quarter 3 to WBC has been raised.
Insurances	453,220	353,220	307,031	353,220	0	353,220	353,220	353,220	
Debt Recovery Client Acc	(6,140)	(6,140)	(500)	(6,140)	0	(6,140)	(6,140)	(6,140)	
HR Client	343,560	351,710	269,231	351,710	0	339,250	344,516	348,568	
Corporate Management	154,280	161,280	125,488	161,280	0	154,280	154,280	154,280	Includes external audit costs that are paid at year end
Democratic Representation	295,360	295,360	242,374	295,690	330	309,790	309,790	309,790	Variance due to increased subscription costs
Benefits & Allowances	672,800	670,680	557,351	670,680	0	726,410	745,970	788,800	Shared services invoice for Quarter 3 to WBC has been raised.
Benefits Client	(549,890)	(549,890)	1,428,457	(549,890)	0	(549,890)	(549,890)	(549,890)	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
Benefits Non Hra	1,020	1,020	(286,460)	1,020	0	1,020	1,020	1,020	
Council Tax Collection	316,660	313,050	203,262	313,050	0	355,040	360,890	369,370	
Nndr	32,880	46,720	111,261	46,720	0	35,130	36,150	37,210	Shared services invoice for Quarter 3 to WBC has been raised.
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	(186,140)	(186,140)	Income from court costs received at year end
Nndr Cost Of Collection	(107,090)	(107,090)	(7,925)	(107,090)	0	(107,090)	(107,090)	(107,090)	This is received at year end

<i>Resources & Shared Services</i>	Original Budget 2019/20	Latest Budget 2019/20	Spend to Date	Forecast Outturn 2019/20	Variance	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Officer Comments
	£	£	£	£	£	£	£	£	
Register Of Electors	36,800	36,800	26,348	34,000	(2,800)	36,800	36,800	36,800	Elections project board agreed to delivering Household Notification Letters. An additional £7.2k in costs will be incurred by the end of the year. (£10k) saving as no software upgrade was required in 2019/20.
District Elections	76,320	83,000	84,935	83,000	0	76,320	76,320	76,320	
Customer Service Centre	896,650	801,420	661,714	801,420	0	920,770	963,280	993,480	
Major Incident Planning	93,270	94,440	82,773	94,440	0	95,310	97,420	100,710	
Miscellaneous Income & Expend	267,942	267,942	516,220	267,942	0	268,033	168,015	168,003	
Non Distributed Costs	236,000	234,760	234,470	234,760	0	242,000	249,000	255,000	Increase due to Pension Authority triennial review
Miscellaneous Properties	(104,660)	(171,680)	(214,201)	(172,680)	(1,000)	(103,870)	(103,590)	(103,330)	Increased income due to additional hire of Barn Lea hall
Asset Management - Property Services	233,420	501,940	512,940	501,940	0	735,740	758,460	778,420	
Garages & Shops Maintenance	(1,160,010)	(1,333,300)	(1,239,502)	(1,373,665)	(40,365)	(1,012,200)	(1,012,060)	(1,012,060)	Increased income due to business rates rebates on empty shops in South Oxhey
Investment Properties	(900,000)	(1,000,000)	(707,370)	(1,000,000)	0	(1,000,000)	(1,000,000)	(1,000,000)	
Oxhey Drive	9,690	9,630	8,102	9,630	0	9,820	10,010	10,210	
Vacancy Provision	(120,000)	0	0	0	0	(180,000)	(180,000)	(180,000)	
Total Policy & Resources	4,696,112	4,752,492	5,948,177	4,618,887	(133,605)	4,768,093	4,864,151	5,101,711	
Total All Committees	10,620,345	10,834,835	8,914,277	10,722,465	(112,370)	10,679,826	10,697,409	11,004,264	
<i>Corporate Costs</i>	Original Budget 2019/20	Latest Budget 2019/20	Spend to Date	Forecast Outturn 2019/20	Variance	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Officer Comments
	£	£	£	£	£	£	£	£	
Interest Earned	(465,200)	(528,510)	0	(528,510)	0	(530,634)	(390,011)	(90,000)	
Interest Paid	375,308	352,950	175,063	352,950	0	450,150	381,220	252,150	
Transfer to Reserves	(59,910)	(59,910)	747,451	(59,910)	0	(59,910)	(59,910)	(59,910)	Accounting entry made at year end
Parish Precepts	1,962,314	1,962,314	1,962,314	1,962,314	0	2,001,570	2,041,610	2,041,610	Paid half yearly in April & September
Total Corporate Costs	1,812,512	1,726,844	2,884,828	1,726,844	0	1,861,176	1,972,909	2,143,850	

<u>Revenue Growth Items - PIDS</u>	Original Budget 2019/20	Latest Budget 2019/20	Spend to Date	Forecast Outturn 2019/20	Variance	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	
Development & Major Project Manager (Major Projects)						30,000	20,000	20,000	As approved by Council on 25th of February
Corporate Climate Change Officer						80,000	80,000	80,000	
Oak Processionary Moth and Tree Health						20,000	17,000	17,000	
Police and Community Support Officers						4,370	4,690	5,040	
Lone Worker Devices						12,000	12,000	12,000	
Customer Experience Strategy						50,000	50,000	0	
Additional new community shopper service						6,220	6,220	6,220	
<u>Revenue Implications of Capital</u>									
Mod.Gov Committee Management System						3,000	10,250	10,250	
ASB Casework Management System						0	1,400	1,400	
Watersmeet stage lighting replacement							(500)	(500)	
Property information system						10,000	10,000	10,000	
Additional Property Income						(25,000)	(50,000)	(60,000)	
Garage Rents						(22,000)	(22,000)	(22,000)	
Total Growth						168,590	139,060	79,410	
Grand Total	12,432,857	12,561,679	11,799,105	12,449,309	(112,370)	12,709,592	12,809,378	13,227,524	

Explanation of Variances reported in this period - Revenue

Leisure, Environment & Community			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2019/20 £
Community Development	Supplies & Services	Increased expenditure following resilience events costs to address serious violence	2,100
Community Safety	Supplies & Services	increased expenditure due to additional costs for Youth Violence action panel. Budget includes ring fenced grant which will be carried forward into next year.	3,500
Licensing	Supplies & Services	increased legal fees resulting from absence of internal legal representation for a period of time. Will not be repeated going forward as internal Solicitor now in place (£7.8k)	7,875
	Income	There is a projected £15k reduction in Drivers income due to the 3 year licence structure as service is at the end of 3 year cycle. Projected £10k reduction in income of Vehicle licences. This is due to revised policies, amalgamation of operators and impact of Uber.	25,000
Community Arts	Income	Grant funding earmarked for health and wellbeing projects to be utilised in 2020/21. The budget for 2019/20 has been adjusted to match funding received.	2,150
Watersmeet	Supplies & Services	Increased expenditure due to significant increases in gas bill and additional spend on Repairs & Maintenance for repairs to various cracks in the walls around the stage area and electrical intake room, and fire door repairs as instructed the fire service following our fire safety audit	10,100
	Income	Increase income from pantomime sales, and expected underspend on panto related box office charges	(10,100)
Play Development - Play schemes	Supplies & Services	Reduced expenditure due to a reduced spend on the initial design and build costs for the new online leisure booking system as well as a reduction in the number of referral spaces required by partner organisations for 2019/20.	(17,700)
Leisure & Community Services	Supplies & Services	Reduced spend on printing and stationary due to office moves and creation of a central stationary cupboard	(2,000)
Refuse Domestic	Income	Transport subsidy reimbursement no longer received for domestic refuse	3,040
Refuse Trade	Supplies & Services	Budget transfer from Kerbside recycling for trade waste disposal	4,400
Recycling General	Income	Lower income expected from textile banks due to the reduction in price per tonne in textile collections	6,250
Garden Waste	Income	Income surplus of £3.2k received above the expected amount for transport subsidy from Hertfordshire County Council. A further £6k income is expected for 2019/20 transport subsidy.	(9,200)
Clinical Waste	Income	Reduction in income for clinical waste due to reduced number of contracts	8,500
Recycling Kerbside	Supplies & Services	(£4.4k) Budget transfer to Trade Refuse for cover waste disposal costs. Increased expenditure due to increasing costs of recycling. This is currently estimated at £12k	7,600
Environmental Maintenance	Income	Increased income from weed spraying.	(11,050)
Cemeteries	Income	Increased income from Memorial fees	(5,000)
Waste Management	Income	Income from HCC to assist with running cost of recycling vehicles known as the transport subsidy. Variance includes £11.6kincome received above provision for 2018/19 and expected income for 2019/20	(22,500)
TOTAL			2,965

Infrastructure Housing & Economic Development			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2019/20 £
Herts Choice Homes	Supplies & Services	Reduction in expenditure as the grant to Herts Choice homes is no longer paid.	(8,750)
Homelessness General Fund	Supplies & Services	Saving due to customers approaching the service late making prevention and mediation more difficult. Pathways with partners are planned for next year to maximise all opportunities.	(15,000)
Env Health - Residential Team	Internal Recharge	Administration of Disabled Facilities Grant outsourced to Herts Building Control, therefore internal charge to capital no longer applicable	62,670
Land & Property Info Section	Income	£10k reduction in income, due to a reduction in number of Official searches against increase in Personal Searches (which are free). Larger scale conveyancing businesses, which are dominating the market, tend to utilise Personal Searches. There is also the additional impact of Brexit on house sales. Underspend of (£930) on printing and stationary	9,070
Development Management	Income	Increased income from pre application advice	(16,110)
Hertfordshire Building Control	Supplies & Services	Reduced spend on fees and contractual services	(7,500)
HS2 Planning	Income	Income received from HS2 to cover Officer time/travel spent on this project	(1,110)
Sustainability Projects	Supplies & Services	Budget savings as no expenditure is expected in 2019.	(5,000)
		TOTAL	18,270
Policy & Resources			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2019/20 £
Communication	Employees	Underspend on employee costs as vacant post will no longer be filled in 2019/20	(12,070)
Three Rivers House	Income	Increased income of (£80k) from a rent review of the space currently occupied by the Police. Increased expenditure on water rates £2.3k.	(77,700)
Democratic Representation	Supplies & Services	Variance due to increased subscription costs	330
Register Of Electors	Supplies & Services	Elections project board agreed to delivering Household Notification Letters. An additional £7.2k in costs will be incurred by the end of the year. (£10k) saving as no software upgrade was required in 2019/20.	(2,800)
Miscellaneous Properties	Income	Increased income due to additional hire of Barn Lea Hall	(1,000)
Garages & Shops Maintenance	Income	Increased income due to business rates rebates on empty shops in South Oxhey	(40,365)
		TOTAL	(133,605)
		TOTAL Variances for Period 10 (January) 2020	(112,370)

Staff Vacancies

Committee	Department	Job Title	Date Vacant	FTE	Additional comments
Leisure, Environment and Community Services	Leisure & Landscapes	Arborist	15/10/2019	1.00	Not currently advertised
	Leisure & Landscapes	Assistant Arborist	31/05/2019	1.00	Not currently advertised
	Leisure & Landscapes	Technician (Watersmeet)	21/01/2020	0.50	Currently being advertised
	Waste Services	Loader	03/02/2020	1.08	Currently being advertised
	Environmental Maintenance	Street Cleaner	07/02/2020	1.00	Not currently advertised
Infrastructure, Housing and Economic Development	Environmental Health - Residential Team	Environment Officer	28/03/2019	0.19	Service being reviewed
		P/T Enforcement Officer	30/08/2018	0.54	Service being reviewed
	Environmental Health - Residential Team				
	Development Management	Planning Officer	31/12/2019	1.00	Not currently advertised
	Development Management	Planning Officer	31/12/2019	1.00	Not currently advertised
	Housing	Housing Options Officer	29/11/2019	1.00	Not currently advertised
Policy & Resources	Customer Service	CSC Rep	30/11/2019	0.61	Not currently advertised
	Customer Service	CSC Rep	30/06/2019	1.00	Not currently advertised
	Customer Service	CSC Rep	15/01/2019	1.00	Not currently advertised
	Property Services	Asset & Property Manager	17/01/2020	1.00	Filled by agency
	Revs & Bens - Housing Benefits	Recovery Officer	31/10/2019	0.70	Not currently advertised
	Revs & Bens - Housing Benefits	Benefits Officer	21/04/2013	0.39	Not currently advertised
	Revs & Bens - Housing Benefits	Benefits Officer	31/05/2019	1.00	Not currently advertised
	Revs & Bens - Housing Benefits	Benefits Officer	01/04/2018	1.00	Not currently advertised
	Revs & Bens - Housing Benefits	Document Processing Support	04/01/2015	0.41	Not currently advertised
	Revs & Bens - Housing Benefits	Recovery Officer	01/09/2007	0.28	Not currently advertised
	Revs & Bens - Housing Benefits	Benefits Officer	23/08/2019	0.61	Not currently advertised
	Revs & Bens - Housing Benefits	Systems & Subsidy Officer	06/02/2020	1.00	Currently being advertised
	Revs & Bens - Housing Benefits	Document Processing Support	17/01/2020	0.59	Not currently advertised
	Finance	Senior Fraud Investigator	26/07/2019	1.00	Not currently advertised
	Finance	Finance Manager	07/02/2020	1.00	Offer being made
	Total			19.91	

Medium Term Capital Investment Programme

Leisure, Environment & Community									
<i>Community Safety & Partnership</i>	Original Budget 2019/20 £	Revised Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Forecast 2022/23 £	Comments
Capital Grants & Loans	20,000	10,910	1,349	10,910	0	20,000	20,000	20,000	Budget will be rephased at year end. Due to length of projects associated with grants, this amount to be rephased is yet to be quantified.
Community CCTV	6,000	32,410	32,411	32,410	0	6,000	6,000	6,000	Budget has been fully spent
Total	26,000	43,320	33,760	43,320	0	26,000	26,000	26,000	
<i>Leisure</i>	Original Budget 2019/20 £	Revised Budget 2019/20 £	Spend To Date	Outturn £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Forecast 2022/23 £	Comments
Heritage & Tourism Initiative	0	341,517	370,192	341,517	0	0	0	0	Funding from the National Lottery Heritage Fund, Warner Bros. Studios Leavesden and S106 monies.
Countryside Management	10,000	10,000	0	10,000	0	10,000	10,000	10,000	
Watersmeet Refurbishment Toilets	24,100	28,000	28,035	28,000	0	0	0	0	Works completed.
Aquadrome	21,000	36,812	20,156	36,812	0	21,000	21,000	22,500	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	5,000	
Bury Lake Young Mariners	0	80,008	80,008	80,008	0	0	0	0	Project complete. BLYM to repay £1m loan at £20k per annum from 2019 for 50 years.
Scotsbridge-Chess Habitat Rest	0	11,390	0	0	(11,390)	11,390	0	0	Awaiting further information from Environmental Agency
South Oxhey Leisure Centre	0	6,890	3,035	6,890	0	6,000	0	0	Budget for external legal advise for the completion of the South Oxhey Leisure Centre
Leisure Facilities Improvement	685,000	58,280	52,295	58,280	0	25,000	0	0	Awaiting final invoice for the resurfacing of King George V car park and for the mobile units.
Open Space Access Improvements	50,000	93,000	0	20,000	(73,000)	123,000	50,000	50,000	Budget to be rephased into 2020/21-£70k identified for new pedestrian access at The Horses Field and£3k for bylaws signage
Leavesden Management Plan	0	10,000	10,000	10,000	0	0	0	0	Work completed to external toilets
Improve Play Area-Future Schemes	0	118,855	43,597	86,375	(32,480)	82,480	100,000	100,000	Budget to be rephased to fund future capital schemes. Any variance on the project in 2019/20 to be funded from S106 monies and grant funding from HS2.

	Original Budget 2019/20 £	Revised Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Forecast 2022/23 £	Comments
New Play Area-Chorleywood	97,420	0	0	0	0	0	0	0	
Leavesden CP Play Area	0	119,372	127,042	119,372	0	0	0	0	Project complete, retention monies to be paid. The variance is met from the agreed Council's set aside S106 reserve
Aquadrome-Whole Life Costing	10,000	27,560	5,206	27,560	0	10,000	10,000	11,000	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	13,440	5,266	5,440	(8,000)	23,000	15,000	20,000	Budget to be rephased as the roof repairs work are expected to be undertaken when the weather improves.
Pavilions-Whole Life Costing	10,000	20,000	12,879	20,000	0	10,000	10,000	11,000	Budget expected to be spent in this financial year. Condition surveys presently being undertaken.
Watersmeet - Hot Water pipework replacement	38,000	35,700	33,803	35,700	0	0	0	0	
Watersmeet - cinema screen replacement	15,000	15,000	9,339	15,000	0	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	2,000	2,000	0	0	0	0	Budget will be spent.
The Swillet - Play area Refurbishment	0	128,540	108,128	128,540	0	18,880	0	0	
Cassiobridge Play Area Refurbishment	88,340	84,310	70,152	84,310	0	4,030	0	0	
Total	1,070,860	1,250,674	981,133	1,125,804	(124,870)	349,780	221,000	229,500	

<i>Environmental Services</i>	Original Budget 2019/20 £	Revised Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Forecast 2022/23 £	Comments
Waste Plant & Equipment	25,000	25,000	6,768	25,000	0	25,000	25,000	25,000	Budget will be spent
Waste Services Depot	931,200	408,940	69,093	108,940	(300,000)	1,300,000	0	0	This budget will not be utilised in this financial year due to delay in the appointment of contractor
Bulk Domestic Waste	15,000	28,570	19,842	28,570	0	20,000	25,000	30,000	
Waste & Recycling Vehicles	310,000	459,382	308,268	308,272	(151,110)	651,110	1,000,000	400,000	Vehicles not due for delivery until 2020/21. Budget to be rephased
Street Furnishings	10,000	10,000	10,103	10,000	0	10,000	15,000	15,000	
Paladin Bins	25,000	25,000	22,994	30,000	5,000	25,000	30,000	60,000	Additional budget required to fund the purchase of 20 Bins required for the new South Oxhey regeneration project
Cemetery Car Park	0	7,000	4,436	7,000	0	0	0	0	Budget expected to be spent
Energy Performance Certificate	2,000	4,000	558	1,000	(3,000)	5,000	2,000	2,000	Budget to be rephased, there is planned schedule of works to get these completed due to changes in legislation.
Cemetery-Whole Life Costing	5,000	8,781	7,085	8,781	0	5,000	5,000	5,000	Budget expected to be spent
Replacement Ground Maintenance Vehicles	323,000	538,443	160,860	160,853	(377,590)	470,590	40,000	280,000	Delivery of vehicles expected in 2020/21. There is on going tenders for ride on mowers
Total	1,646,200	1,515,116	610,007	688,416	(826,700)	2,511,700	1,142,000	817,000	
Total Leisure, Environment & Community	2,743,060	2,809,110	1,624,900	1,857,540	(951,570)	2,887,480	1,389,000	1,072,500	

Infrastructure Housing & Economic Development									
<i>Economic Development</i>	Original Budget 2019/20 £	Revised Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Forecast 2022/23 £	Comments
Cycle Schemes	25,000	77,177	58,185	77,177	0	25,000	25,000	25,000	2 schemes have been ordered, awaiting implementation (cycle storage at Rickmansworth station and Leavesden lighting).
Disabled Parking Bays	2,500	1,500	1,435	2,800	1,300	2,500	2,500	2,500	Additional invoice expected to cover November to January.
Controlled Parking	85,000	184,580	40,740	59,580	(125,000)	175,000	50,000	50,000	£25k to be rephased for the consolidation order work and other schemes. £100k to be rephased for ongoing schemes including Rickmansworth West and Croxley Green.
Car Parking Services	0	4,400	11,138	4,400	0	0	0	0	Capital monies spent on new parking schemes arising from Members Working Party. Monies to be utilised from Controlled Parking at end of financial year.
Princes Trust-Business Start-up	10,000	10,000	0	10,000	0	10,000	10,000	10,000	A Service Level Agreement is in place, the budget will be spent by year end.
Listed Building Grants	5,000	5,000	0	0	(5,000)	5,000	5,000	5,000	Budget not utilised - no applications were received
South Oxhey Initiative	0	192,791	64,479	192,791	0	0	0	0	Ongoing project management to ensure the project is delivered fulfilling the Councils objectives. It provides for both internal resource retained for this purpose as well as the wider consultancy team for property advice and legal advice. Progressing the CPO works for phase 3 now so expect to spend most of this budget in 19/20.
Parking Bay & Verge Protection	110,000	17,760	17,760	17,760	0	254,240	60,000	40,000	
Highways Enhancement	110,000	19,260	17,923	19,260	0	147,620	50,000	50,000	Budget expected to be spent
Bus Shelters	9,000	34,000	23,414	23,420	(10,580)	19,580	9,000	9,000	Budget to be rephased for Chorleywood bus shelter in 20/21, preparation work underway
Retail Parades	30,000	48,000	11,160	15,665	(32,335)	168,115	30,000	30,000	Budget to be rephased to fund on going works at Delta Gains Parade refurbishment
Carbon Neutral Council	2,000	4,000	0	0	(4,000)	4,000	0	0	Budget not utilised in 2019/20. This is to be rephased in 2020/21
Rickmansworth Work Hub	39,000	0	0	0	0	39,000	0	0	Project rephased to 2020/21
Car Park Restoration	45,000	45,000	16,438	45,000	0	10,000	10,000	35,000	Works commenced and will be completed by year end.
Estates, Paths & Roads	20,000	21,881	7,566	21,881	0	20,000	20,000	20,000	Bad weather has delayed planned works. Those that are not completed by year end will be rephased into 2020/21.
TRDC Footpaths & Alleyways	20,000	24,000	0	24,000	0	20,000	20,000	25,000	Agreed works are currently out to tender. May need to rephase into 2020/21
Integration of Firmstep to uniform Licensing applications	19,000	19,000	0	19,000	0	0	0	0	
Total	531,500	708,349	270,238	532,734	(175,615)	900,055	291,500	301,500	

<i>Housing</i>	Original Budget 2019/20 £	Revised Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Forecast 2022/23 £	Comments
Disabled Facilities Grant	500,000	539,339	249,790	376,669	(162,670)	500,000	500,000	586,000	(£100k) Savings in the budget as demand led service, values of applications lower than expected. Due to the outsourcing of the Administration for the Disabled Facilities Grants to Herts Building Control, the charge from staff within the Environmental Health team is no longer required (£62.6k)
Home Repairs Assistance	10,000	10,000	0	10,000	0	10,000	10,000	10,000	Demand led service. This will not be rephased.
Total	510,000	549,339	249,790	386,669	(162,670)	510,000	510,000	596,000	
Total Infrastructure Housing & Economic Development	1,041,500	1,257,688	520,028	919,403	(338,285)	1,410,055	801,500	897,500	

Policy & Resources									
Resources & Shared Services	Original Budget 2019/20 £	Revised Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Forecast 2022/23 £	Comments
Professional Fees-Internal	226,590	226,590	0	226,590	0	157,590	157,590	157,590	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	7,619	12,000	3,000	3,000	6,000	6,000	Budget rephased from 2020/21 to 2019/20 to fund the purchase of extra polling booths for 2020/21 elections
Members' IT Equipment	15,060	15,060	890	890	(14,170)	30,430	16,260	16,260	Budget to be rephased to fund the upgrade of members IT equipment
Installation Solar system TRH	2,500	2,500	0	2,500	0	0	0	0	
ICT-Managed Project Costs	60,000	0	1,849	0	0	60,000	60,000	60,000	
Hardware Replace Prog	40,000	340,587	9	340,587	0	40,000	40,000	40,000	Budget to fund resources for delivery of personal IT kit, WAN and Unified Communications . Charged at year end re shared services
Garage Improvements	225,000	95,000	92,703	95,000	0	355,000	150,000	150,000	
ICT Licence Costs	282,000	95,000	83,929	95,000	0	100,000	100,000	100,000	Budget Expected to be spent
Customer Contact Programme	0	66,230	61,626	66,230	0	0	0	0	
ICT Website Development	0	14,870	0	14,870	0	0	0	0	Customer Contact Strategy agreed Jan 2020. Budget will be rephased at year end if required.
ICT Elections	17,000	18,800	14,626	14,630	(4,170)	21,170	17,000	17,000	Budget to be rephased to fund Canvas reform technical requirements
ICT Hardware Replacement Prog	45,000	430,500	397,821	430,500	0	45,000	45,000	45,000	Budget Expected to be spent
TRH Whole Life Costing	173,000	188,000	165,007	178,000	(10,000)	145,000	155,000	170,000	Budget to be carried forward. Any residual works to be carried out when the weather improves in the 2020/21
Basing House-Whole Life Costing	2,000	0	0	0	0	6,000	24,000	60,000	
Investment Prop-Shops	0	11,900	0	11,900	0	0	0	0	
Business Application Upgrade	227,000	12,500	0	12,500	0	90,000	90,000	90,000	All unused capital spend should be rolled forward to 20/21 to cover expenditure related to Office 365 deployments.
Three Rivers House Transformation	394,470	150,000	112,839	150,000	0	244,470	0	0	Works on meeting rooms will be completed by year end.
Total	1,715,620	1,676,537	938,918	1,651,197	(25,340)	1,297,660	860,850	911,850	

Major Projects	Original Budget 2019/20 £	Revised Budget 2019/20 £	Spend To Date	Forecast Outturn 2019/20 £	Variance £	Forecast 2020/21 £	Forecast 2021/22 £	Forecast 2022/23 £	Comments
Leisure Facility - South Oxhey	7,719,420	6,029,328	2,577,566	5,094,068	(935,260)	2,463,203	226,823	0	There has recently been some rephrasing of works to the programme to South Oxhey Leisure Centre. This has led to a revised cash flow forecast being produced and the appropriate budget for the project being deferred into 2020/21. Sir James Altham Pool will remain open until South Oxhey Leisure Centre is fully open which is still expected to be by the end of June.
South Oxhey Initiative	0	1,986,876	1,052,229	1,986,876	0	0	0	0	Balance of funds to acquire property in phase 3. Most will be expended but subject to reaching agreement with tenants. Home group will also be invoicing for homeless payments circa 250k Feb/Mar 20.
Property Investment Board	0	769,333	456,970	456,973	(312,360)	312,360	0	0	Capital works on Lincoln Drive is not expected to commence until 20/21
Temporary Accommodation	1,404,140	1,350,116	717,563	1,350,116	0	1,156,000	0	0	This is to meet the costs of the Bury project and for the redevelopment of the 2 garage sites at South Oxhey. The work on the garage sites has commenced.
Total	9,123,560	10,135,653	4,804,328	8,888,033	(1,247,620)	3,931,563	226,823	0	
Total Policy & Resources	10,839,180	11,812,190	5,743,246	10,539,230	(1,272,960)	5,229,223	1,087,673	911,850	
Total Capital Programme	14,623,740	15,878,988	7,888,174	13,316,173	(2,562,815)	9,526,758	3,278,173	2,881,850	
Capital Growth Items - PIDS									
ASB Casework Management System						18,750	0	0	Schemes approved at Council on 25 February 2020
Mod.Gov Committee Management System						15,000	0	0	
Watersmeet External Roof Access						55,750	0	0	
Watersmeet Stage Lighting Replacement						64,000	48,000	0	
Property Information System						50,000	0	0	
Investment in local property - income generation opportunity						2,295,000	0	0	
Total Growth	0	0	0	0	0	2,498,500	48,000	0	
Total Capital Programme	14,623,740	15,878,988	7,888,174	13,316,173	(2,562,815)	12,025,258	3,326,173	2,881,850	

Explanation of Capital Variances Reported This Period 10 (January)			
Leisure, Environment & Community			
Description	Details of Outturn Variances to Latest Approved Budget	2019/20 £	2020/21 £
Open Space Access Improvements	Budget to be rephased into 2020/21- £70k identified for new pedestrian access at The Horses Field and £3k for bylaws signage	(73,000)	73,000
Improve Play Area-Future Schemes	Budget to be rephased to fund future capital schemes. Any variance on the project in 2019/20 to be funded from S106 monies and grant funding from HS2.	(32,480)	32,480
Watersmeet-Whole Life Costing	Budget to be rephased as the roof repairs work are expected to be undertaken when the weather improves.	(8,000)	8,000
Waste Services Depot	This budget will not be utilised in this financial year due to delay in the appointment of contractor	(300,000)	300,000
Waste & Recycling Vehicles	Vehicles not due for delivery until 2020/21. Budget to be rephased	(151,110)	151,110
Paladin Bins	Additional budget required to fund the purchase of 20 Bins required for the new South Oxhey regeneration project	5,000	0
Energy Performance Certificate	Budget to be rephased, there is planned schedule of works to get these completed due to changes in legislation.	(3,000)	3,000
Replacement Ground Maintenance Vehicles	Delivery of vehicles expected in 2020/21. There is on going tenders for ride on mowers	(377,590)	377,590
Scotsbridge-Chess Habitat Rest	There will be no further expenditure this year. Budget is to be rephased to 2020/21	(11,390)	11,390
	TOTAL	(951,570)	956,570
Infrastructure, Housing & Economic Development			
Controlled Parking	£25k to be rephased for the consolidation order work and other schemes. £100k to be rephased for ongoing schemes including Rickmansworth West and Croxley Green.	(125,000)	125,000
Listed Building Grants	Budget not utilised - no applications were received	(5,000)	0
Bus Shelters	Budget to be rephased for Chorleywood bus shelter in 20/21, preparation work underway	(10,580)	10,580
Retail Parades	Budget to be rephased to fund on going works at Delta Gain Parade refurbishment	(32,335)	32,335
Carbon Neutral Council	Budget not utilised in 2019/20. This is to be rephased in 2020/21	(4,000)	4,000
Disabled Facilities Grant	Savings in the budget as demand led service, values of applications lower than expected. Admin element no longer required as DFG work now carried out by Herts Building Control.	(162,670)	0
Disabled Parking Bays	Additional invoice expected to cover November to January.	1,300	0
	TOTAL	(338,285)	171,915

Policy & Resources		2019/20 £	2020/21 £
Election Equipment	Budget rephased from 2020/21 to 2019/20 to fund the purchase of extra polling booths for 2020/21 elections	3,000	(3,000)
Members' IT Equipment	Budget to be rephased into 2020/21 to fund the upgrade of members IT equipment	(14,170)	14,170
ICT Elections	Budget to be rephased to fund Canvas reform technical requirements	(4,170)	4,170
TRH Whole Life Costing	Budget to be carried forward. Any residual works to be carried out when the weather improves in the 2020/21	(10,000)	10,000
	TOTAL	(25,340)	25,340
Policy & Resources - Major Projects			
Leisure Facility - South Oxhey	There has recently been some rephasing of works to the programme to South Oxhey Leisure Centre. This has led to a revised cash flow forecast being produced and the appropriate budget for the project being deferred into 2020/21. Regardless, Sir James Altham Pool will remain open until South Oxhey Leisure Centre is fully open which is still expected to be by the end of June.	(935,260)	935,260
Property Investment Board	Capital works on Lincoln Drive are not expected to commence until 20/21	(312,360)	312,360
	TOTAL	(1,247,620)	1,247,620
Total Variances for Period 10 (January) 2020.		(2,562,815)	2,401,445

APPENDIX 5

Funding the Capital Investment Programme

CAPITAL INVESTMENT PROGRAMME 2019-2023 - FUNDING						
Capital Programme - Services	2019/20	2019/20	2019/20	2020/21	2021/22	2022/23
	Original Budget	Revised Budget	Outturn Forecast at P10	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(192,138)	(239,088)	(239,088)	(521,908)	(521,908)	(521,908)
Other Contributions: Other external Sources				0	0	0
Section 106 Contributions	(2,866,184)	(2,974,426)	(2,974,426)	(2,637,699)	(1,137,699)	(1,137,699)
Capital Receipts Reserve	(3,433,243)	0	0	0	(58,630)	0
Future Capital Expenditure Reserve	(2,610,165)	(2,610,155)	(2,610,155)	(2,610,155)	(2,610,155)	(1,117,435)
New Homes Bonus Reserve	(3)	(4,592,778)	(4,592,778)	(2,154,943)	(908,458)	(971,298)
Total Funding Brought Forward	(9,101,733)	(10,416,447)	(10,416,447)	(7,924,705)	(5,236,850)	(3,748,340)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(250,000)	(722,160)	(722,160)	(500,000)	(500,000)	(500,000)
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	0	(52,787)	(52,787)	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(2,500,000)	(1,000,000)	(1,000,000)
Future Capital Expenditure Reserve		0	0	0	0	0
New Homes Bonus Reserve	(317,680)	(317,680)	(317,680)	(110,840)	(110,840)	(110,840)
Total Generated	(1,667,680)	(2,192,627)	(2,192,627)	(3,110,840)	(1,610,840)	(1,610,840)
Use of Funding						
Govt Grants: Disabled Facility Grants	250,000	539,340	439,340	500,000	500,000	500,000
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	0	389,514	389,514	1,500,000	0	0
Capital Receipts Reserve	3,255,168	1,100,000	1,100,000	2,441,370	1,058,630	1,000,000
Future Capital Expenditure Reserve	1,677,352	0	0	0	1,492,720	1,117,435
New Homes Bonus Reserve	317,660	3,970,710	2,755,515	1,357,325	48,000	264,415
Total Use of Funding	5,500,180	5,999,564	4,684,369	5,798,695	3,099,350	2,881,850
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(192,138)	(421,908)	(521,908)	(521,908)	(521,908)	(521,908)
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	(2,866,184)	(2,637,699)	(2,637,699)	(1,137,699)	(1,137,699)	(1,137,699)
Capital Receipts Reserve	(1,278,075)	0	0	(58,630)	0	0
Future Capital Expenditure Reserve	(932,813)	(2,610,155)	(2,610,155)	(2,610,155)	(1,117,435)	0
New Homes Bonus Reserve	(23)	(939,748)	(2,154,943)	(908,458)	(971,298)	(817,723)
Total Funding Carried Forward	(5,269,233)	(6,609,510)	(7,924,705)	(5,236,850)	(3,748,340)	(2,477,330)
South Oxhey Initiative						
Balance Brought Forward	0	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)	0
Generated in the Year (LEP Funding)	0	0	0	0	0	0
Use of Funding (Spend)		1,986,876	1,986,876	0	0	0
Borrowing	3,332,575	1,345,699	1,345,699	6,502,792	6,502,792	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)	7,719,420	6,029,328	5,094,068	2,463,203	226,823	0
Contractor Funded Borrowing	(7,719,420)	(6,029,328)	(5,094,068)	(2,463,203)	(226,823)	0
Total	0	0	0	0	0	0
Property Investment						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year	0	0	0	0	0	0
Use of Funding (Spend)	0	769,333	456,973	2,607,360	0	0
Borrowing	0	(769,333)	(456,973)	(2,607,360)	0	0
Total	0	0	0	0	0	0
Temporary Accommodation						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year	0	0	0	0	0	0
Use of Funding (Spend)	1,404,140	1,093,887	1,093,887	1,156,000	0	0
Borrowing	(1,404,140)	(1,093,887)	(1,093,887)	(1,156,000)	0	0
Total	0	0	0	0	0	0
Total Expenditure Capital Investment Programme	14,623,740	15,878,988	13,316,173	12,025,258	3,326,173	2,881,850

Key Risks

APPENDIX 6

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 £101k.	Red	(101)	25	25	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. Interest payable on loans for Thrive Homes and the new leisure centre at South Oxhey have been budgetted for. The estimated borrowing costs of £29k for the construction of the TA at 2 ex garage sites may not be fully incurred.	Amber	353	(29)	0	(29)
Property Investment	The Council has set an income target of £1.000 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	(1,000)	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	377	20	0	20
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 as HCC have confirmed a reduction to all Herts districts of £1.5m over 3 years, commencing in 2020/21	Amber	(355)	0	0	0
		Total	(726)	116	25	91
		Revenue Budget				
		RAG Rating	Total Value at Risk £000	Probability of Occurrence	Probability Adjusted Value £000	
		Red	25	50%	13	
		Amber	91	25%	23	
		Total Probability Adjusted Value			35	

APPENDIX 7

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 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	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

Key Budget Indicators – Income Streams

Regulatory Services											
Car Park Enforcement	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
Penalty Charge Notices (PCNs)		£	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	(8,523)	152
	September	(18,195)	363	(26,209)	356	(21,977)	332	(11,869)	368	(9,007)	155
	October	(17,477)	391	(20,590)	383	(22,172)	305	(15,781)	433	(11,212)	170
	November	(15,831)	325	(19,385)	334	(26,283)	305	(13,848)	358	(7,673)	167
	December	(12,625)	293	(17,017)	415	(13,915)	331	(10,606)	295	(8,961)	143
	January	(17,992)	320	(20,014)	386	(18,955)	341	(15,609)	416	(9,635)	163
	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	(100,223)	1,818
Comments: The latest budget for 2019/20 is £115,000. 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	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
Pay & Display Tickets		£	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	(15,275)	8,923
	September	(7,546)	3,972	(9,558)	3,138	(10,201)	2,782	(15,831)	9,415	(16,566)	9,053
	October	(9,558)	3,612	(7,214)	2,527	(10,432)	3,080	(20,699)	9,979	(19,368)	10,064
	November	(8,121)	3,379	(7,450)	4,252	(10,372)	3,743	(18,293)	9,883	(16,736)	9,482
	December	(8,349)	4,277	(9,322)	3,374	(12,969)	2,890	(20,255)	10,249	(21,011)	10,873
	January	(8,562)	2,496	(10,687)	3,336	(6,319)	2,895	(18,850)	9,613	(20,315)	10,582
	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	(179,475)	97,672
Comments: The latest budget of £220,000 based on income recieved from April to January . 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	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
Application Fees		£	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	(50,897)	145
	September	(259,166)	108	(22,277)	160	(23,822)	153	(33,905)	128	(42,726)	123
	October	(30,416)	145	(47,494)	144	(105,679)	150	(23,688)	124	(80,266)	131
	November	(40,981)	122	(48,334)	136	(23,202)	146	(34,751)	148	(116,095)	127
	December	(58,336)	123	(183,750)	150	(47,014)	131	(33,388)	102	(51,835)	125
	January	(32,081)	119	(38,085)	160	(34,858)	161	(34,143)	142	(50,727)	99
	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)	1,653	(598,683)	1,878	(602,046)	1,611	(451,168)	1,602	(615,946)	1,292

Comments: The budget for 2019/20 is £626,420 . 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.

Waste Management											
Trade Refuse Contract fees	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
		£	Volume	£	Volume	£	Volume	£	Volume	£	Volume
	April	(283,252)	634	(258,321)	607	(263,228)	622	(267,036)	646	(346,064)	955
	May	(1,740)		(235)		(209)		(358)		(1,459)	
	June	(2,049)		160		(1,038)		(1,239)		(1,614)	
	July	(931)		(1,213)		(441)		350		(1,652)	
	August	(235)		(604)		(412)		(428)		(419)	
	September	(11,868)		(897)		(6,035)		(1,213)		(1,394)	
	October	(287,980)		(256,828)		(261,649)		(265,560)		(347,316)	
	November	(5,386)		(415)		(1,371)		(841)		10	
	December	(1,788)		(727)		(502)		(350)		(1,540)	
	January	1,764		679		(7,759)		(395)		(4,259)	
	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 /plastic/paper and cardboard.</p>											
Garden Waste Bin Charges	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
		£	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	(5,795)	115
	September	0	n/a	(15,060)	553	(3,509)	78	(3,447)	66	(3,940)	96
	October	0	n/a	(7,005)	135	(3,326)	137	(2,831)	119	(2,737)	98
	November	0	n/a	(3,435)	108	(1,329)	46	(1,467)	51	(1,116)	39
	December	0	n/a	(1,120)	42	(515)	26	(770)		(436)	16
	January	0	n/a	(90)	5	(419)	25	(426)		(501)	24
	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	(979,660)	22,777
<p>Comments: The 2019/20 budget is £982,600. The standard charges for 2019/20 are £40 for the first bin and £80 for a second bin. Customers in receipt of benefits pay a concession fee of £32 for the first bin</p>											

Garages and Shops											
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%	(70,632)	11%
	September	(55,405)	12%	(54,692)	16%	(67,730)	8%	(73,140)	9%	(87,994)	11%
	October	(44,104)	12%	(70,735)	15%	(84,937)	7%	(88,606)	10%	(70,512)	11%
	November	(55,026)	12%	(56,649)	14%	(68,168)	7%	(69,977)	10%	(70,692)	11%
	December	(44,189)	12%	(57,985)	12%	(68,150)	5%	(87,688)	11%	(88,381)	11%
	January	(44,022)	12%	(72,720)	5%	(84,921)	5%	(70,866)	10%	(71,217)	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)		(777,455)	
<p>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 1,116 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.</p>											
Shops	Month	2015/16		2016/17		2017/18		2018/19		2019/20	
Rent		£	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	(21,358)	n/a
	September	(134,933)	n/a	(118,482)	n/a	(124,784)	n/a	(78,842)	n/a	(69,147)	n/a
	October	(5,128)	n/a	(3,509)	n/a	(4,176)	n/a	(2,753)	n/a	1,317	n/a
	November	4,532	n/a	(2,688)	n/a	1,513	n/a	(946)	n/a	(3,897)	n/a
	December	(122,345)	n/a	(112,732)	n/a	(107,040)	n/a	(77,738)	n/a	(70,049)	n/a
	January	(14,815)	n/a	(20,690)	n/a	(21,833)	n/a	(861)	n/a	(13,125)	n/a
	February	(3,688)	n/a	(4,994)	n/a	781	n/a	14,125	n/a		n/a
	March	0	n/a	(3,254)	n/a	(8,791)	n/a	(2,143)	n/a		n/a
	Total	(563,537)		(256,780)		(499,454)		(405,395)	0	(443,570)	0
<p>Comments: The budget 2019/20 budget £401,000, Officers are predicting an outturn position of £443,000 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.</p>											

Reserves

Category	Opening Balance 01/04/2019 £	Net Movement in Year £	Closing Balance 31/03/2020 £	Purpose
Revenue Reserves				
General Fund	(4,821,407)	290,166	(4,531,241)	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	(7,305,278)	290,166	(7,015,112)	
Capital Reserves				
Capital Receipts	0	0	0	Generated from sale of Council assets
New Homes Bonus	(4,592,778)	2,437,835	(2,154,943)	Government grant set aside for supporting capital expenditure
Section 106	(2,974,426)	336,727	(2,637,699)	Developers contributions towards facilities
Grants & Contributions	(239,088)	(282,820)	(521,908)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	(2,610,155)	0	(2,610,155)	Reserve set aside for supporting capital expenditure
Total Capital	(10,416,447)	2,491,742	(7,924,705)	
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)	(3,324,000)	(747,000)	(4,071,000)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,357)	0	(123,357)	Reserve to fund expenditure on plant & machinery
Total Other	(5,491,671)	(747,000)	(6,238,671)	
Total All	(23,213,396)	2,034,908	(21,178,488)	

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.