

# Budget Management 2021/22

## Quarter 1 (End of June)



## **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 June 2021 set against the latest budget.

## **Revenue Summary**

The original 2021/22 budget as approved by Council 23 February 2021 was **£12.759 million**. The latest budget which totals **£13.107 million** includes the variances previously reported in March 2021 (Period 10 Budget Monitoring) and June 2021 (2020/21 Outturn report).

The forecast outturn at Quarter 1 is estimated to be **£13.240 million** giving an unfavourable variance of **£0.133 million**. The main variances are shown below.

		£
1	<b><u>Development Management</u></b> The trend for the first quarter of the year suggests that there will be a reduction of in planning application income. It is assumed that 70% will be recoverable from the Governments loss of income guarantee scheme.	102,650
2	<b><u>Decriminalised Parking</u></b> Reduction in income due to the Covid 19 restrictions have been in place since April and is expected to end in July. It is assumed that 70% will be recoverable from the Governments loss of income guarantee scheme.	91,800
3	<b><u>Community Safety</u></b> Additional budget to fund Equalities and Hate crime with regards to the resettlement of refugees.	20,000
4	<b><u>Leisure Venues</u></b> Due to the continuing effects of the Covid 19 pandemic an agreement has been made with the leisure operator that the annual management fee will not be payable to the Council for 2021/22. In addition, the Council has agreed a potential one off payment to the operator to support its financial situation due to the pandemic. It is assumed that 70% of the management fee (£622k) will be recoverable from the Governments loss of income guarantee scheme.	793,230
5	<b><u>Watersmeet</u></b> Decrease in income due to reduced number of shows, this is partly offset by reduction in expenditure as a result of the ongoing restrictions.	59,395
6	<b><u>Miscellaneous Income &amp; Expenditure</u></b> Income from the Governments loss of income guarantee scheme, which has been extended into 2021/22 due to the on-going effects of the pandemic.	(571,739)
	An additional income has been received from the Governments Covid 19 emergency funding for 2021/22 due to the continuation of additional costs arising from the pandemic.	(389,694)
7	<b><u>Waste Management</u></b> Additional budget is required to fund a supplement for HGV drivers due to a lack of availability of drivers, this will bring the salary in line with the market. The increase will continue in future years.	77,000
8	<b><u>Recycling Kerbside</u></b> Previously advised by HCC that no AFM income for 2020/21 will be forthcoming however, the Council has now been informed that it will receive £118k.	(118,611)
	Other Variances below £20k	68,920
	<b>Total Variance</b>	132,951

## **Capital**

The original 2021/22 capital budget as approved by Council on 23 February 2021 was **£4.408 million**. The latest budget which totals **£6.612 million** includes the variances previously reported in March 2021 (Period 10 Budget Monitoring) and June 2021 (2020/21 Outturn report).

The forecast outturn at quarter 1(June) provided by the services is unchanged at **£6.612 million**.

## **Reserves**

The potential effect of both the revenue and capital variances upon on each reserve at summary level is shown in the table below. A list of reserve balances is shown at **Appendix 9**.

<b>Description</b>	<b>Balance at 1 April 2021</b>	<b>Movement</b>	<b>Balance at 31 March 2022</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Capital Reserves	(6,168)	4,298	(1,870)
Earmarked Reserves	(7,698)	(144)	(7,842)
Economic Impact Reserve	(1,803)	0	(1,803)
General Fund	(5,210)	1,113	(4,097)
<b>Total</b>	<b>(20,879)</b>	<b>5,267</b>	<b>(15,612)</b>

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 **£11.011 million**. The forecast outturn is now estimated to be **£11.144 million** which results in a service variance of **£0.133 million**.
- 1.2 The table below compares the original budget, latest budget, the forecast outturn and the variance against each Committee. It also shows spend to date up to the end of June 2021 (Q1). The position of each cost centre by committee is shown at **Appendix 1** with the explanation of the variances by committee at **Appendix 2**.

2021/22 Revenue Account – General Fund Summary					
		(A)		(B)	(B – A)
Committee	Original Budget	Latest Budget	Net Spend to Date	Forecast Outturn	Variance
	£000	£000	£000	£000	£000
Leisure, Environment and Community	4,419	4,535	(399)	5,422	887
Infrastructure, Housing and Economic Development	1,504	1,609	201	1,809	200
Policy & Resources	4,790	4,867	2,875	3,912	(955)
<b>Total Service Budgets</b>	<b>10,713</b>	<b>11,011</b>	<b>2677</b>	<b>11,144</b>	<b>133</b>
Corporate Costs (Interest Earned/ Paid), Parish Precepts and Transfer to Reserves	2,046	2,096	1,043	2,096	0
<b>Net General Fund</b>	<b>12,759</b>	<b>13,107</b>	<b>3,720</b>	<b>13,240</b>	<b>133</b>

## Government Funding

- 1.3 For 2021/22 the Council has received £398k from the Governments Covid19 emergency funding.
- 1.4 A further £2.8 million in restart grants to enable local authorities to support their communities to re-open safely following the lifting of restrictions. The Council acts as a conduit for these grants which do not form part of the Council's budget figures.
- 1.5 The Government announced that their income loss guarantee scheme will continue into 2021/22 and the Council will be submitting a claim to recover 70% of income lost through sales, fees and charges. As restrictions were lifted in July, it is difficult to ascertain what level of support the Government is likely to provide to Local Government after this. There is also further impact that the Council may face due to a rise in infections, however this will be quantified as it becomes known.

## Revenue Reserve Position

- 1.6 The continuing effect of the Covid19 pandemic on the Councils finances for 2021/22 is shown in the table below. It is considered that the net impact is met from the general fund reserve at this stage. The Economic Impact reserve has an unused balance of £1.8 million.

	£
Quarter 1 variances due to Covid 19	981,075
<i>Funded from:</i>	
Government C19 Emergency Funding	(389,694)
Government C19 Loss of Income guarantee scheme (Expected)	(571,739)
<b>Net Impact</b>	<b>19,642</b>

- 1.7 The effect of all Quarter 1 variances on the Councils General Fund Reserve over the medium term is shown below.

Movement on General Fund Balance	2021/22			2022/2023	2023/24
	Original	Latest Budget	Outturn	Latest	Latest
	£	£	£	£	£
Balance Brought Forward at 1 April	(4,482,894)	(5,210,222)	(5,210,222)	(4,097,073)	(3,229,512)
Revenue Budget (Surplus)/Deficit for Year	632,369	980,198	1,113,149	867,561	408,524
<b>Closing Balance at 31 March</b>	<b>(3,850,525)</b>	<b>(4,230,024)</b>	<b>(4,097,073)</b>	<b>(3,229,512)</b>	<b>(2,820,988)</b>

A prudent minimum general fund balance of £2 million is considered appropriate.

### Staff Vacancy Monitoring

- 1.8 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 June 2021 with a detailed analysis provided by HR at **Appendix 3**.

Committee	No of Vacancies
Infrastructure, Housing and Economic Development	2
Leisure, Environment & Community	11
Policy & Resources	22
<b>Total</b>	<b>35</b>

- 1.9 The percentage of vacant posts at the end of the first quarter is 9.81% when compared against the total number of 377 Council posts. Although there are 37 vacant posts this equates to 35 FTE's as some posts are part time. In some cases, vacant posts will be covered by agency staff to ensure service delivery.

### Investment Portfolio

- 1.10 The Council's Property Investment Board was allocated up to a total of £20 million in 2017 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 2021/22 receivable rent and the yield. The governance of property investments is covered in the Property Investment Strategy.

Investment Property	2021/22 rent £000	Total cost of property £000	Yield %	Comments
Nottingham	(186)	4,469	4.16%	Acquisition of freehold interest located in the city centre of Nottingham let to commercial tenants, for a combined rental of £227,600pa on a 10 year lease from Feb 2018 which is subject to upward only rent reviews in Feb 2023. Due to financial difficulties which a number of high street brands have encountered, one tenant company are now under a Company Voluntary Agreement (CVA). Effective from the 2/9/20 to 8/4/2023, paying only a concessionary rent of £12,000 pa as oppose to the contracted rent of £60,000 pa. Additional rent may be charged quarterly, based on the difference between 11% of quarterly turnover and the quarterly concessionary rent. Turnover certificates are provided quarterly. Barclays Bank plc & Robinson Webster (Holdings) Limited contain a tenant only break clause, effective 26th February 2023 on six months minimum notice.
Norwich	(450)	7,169	6.28%	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 2021/22 is £450,000. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively.
Lincoln Drive (South Oxhey)	(161)	2,740	5.88%	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.
The Grapevine	(187)	0	0.00%	A joint venture development with Watford Community Housing on the ex-public house site 'The Grapevine'. Loan facilities provided by TRDC to Three Rivers Homes Ltd comprises of £5.182M with an interest payment of £187k.
<b>Total</b>	<b>(984)</b>	<b>14,378</b>	<b>5.44%</b>	<b>Average</b>

## 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. **Appendix 5** is blank as there are no variances to summarise for quarter 1.
- 2.2 The latest capital budget including re-phasing from 2020/21 is **£6.612 million**. The forecast outturn for capital expenditure by Services at quarter 1 remains as budget. Services have indicated that at present, all budgets would be fully spent and there are no variances to report.
- 2.3 The table below shows the 2021/22 original budget, latest budget, forecast outturn, spend to date and variance for Quarter 1.

Committee	Original Budget £000	Latest Budget £000	Spend to Date £000	Forecast Outturn £000	Variance £000
Leisure, Environment and Community	1,307	2,197	40	2,197	0
Infrastructure, Housing and Economic Development	1,377	1,791	142	1,791	0
Policy & Resources	1,497	1,939	133	1,939	0
<b>Total Service</b>	<b>4,181</b>	<b>5,927</b>	<b>315</b>	<b>5,927</b>	<b>0</b>
<b>Major Projects</b>					
<i>South Oxhey Initiative</i>	0	12	0	12	0
<i>Temporary Accommodation</i>	0	92	0	92	0
<i>Property Investment</i>	0	312	38	312	0
<i>Leisure Facility at South Oxhey</i>	227	269	0	269	0
<b>Total Capital</b>	<b>4,408</b>	<b>6,612</b>	<b>353</b>	<b>6,612</b>	<b>0</b>

- 2.4 As at the end of quarter 1, the total spend totalled £0.353 million and represents 5.34% 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 6**.

## 3.0 Key Risk Areas

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

- **COVID-19**

The Pandemic has had a widespread impact on local authority spending throughout the country and has been particularly significant for district councils. Although the restrictions were lifted in July, the current rising infection rates means that there may be further lockdowns imposed. The Council is in the process of implementing its recovery strategy.

- **Leisure Management Contract**

It has been agreed with the operator that no management fee income will be received for 2021/22, however, this will be recoverable over the life of the contract, although no specific time frame has been agreed.

• **Business Rates & Council Tax**

The Government has made funding available both for the additional Retail, Hospitality and Leisure reliefs given to business rate payers and the additional support for those of working age who are entitled to Council Tax Relief Support(CTRS). However these reliefs are not expected to completely mitigate the impacts of COVID-19 on Council Tax and NDR. Any impact on collection rates will feed through the Collection Fund to impact on council spending power in 2021-22.

The table below shows the impact on collection rates in the first three months of this year.

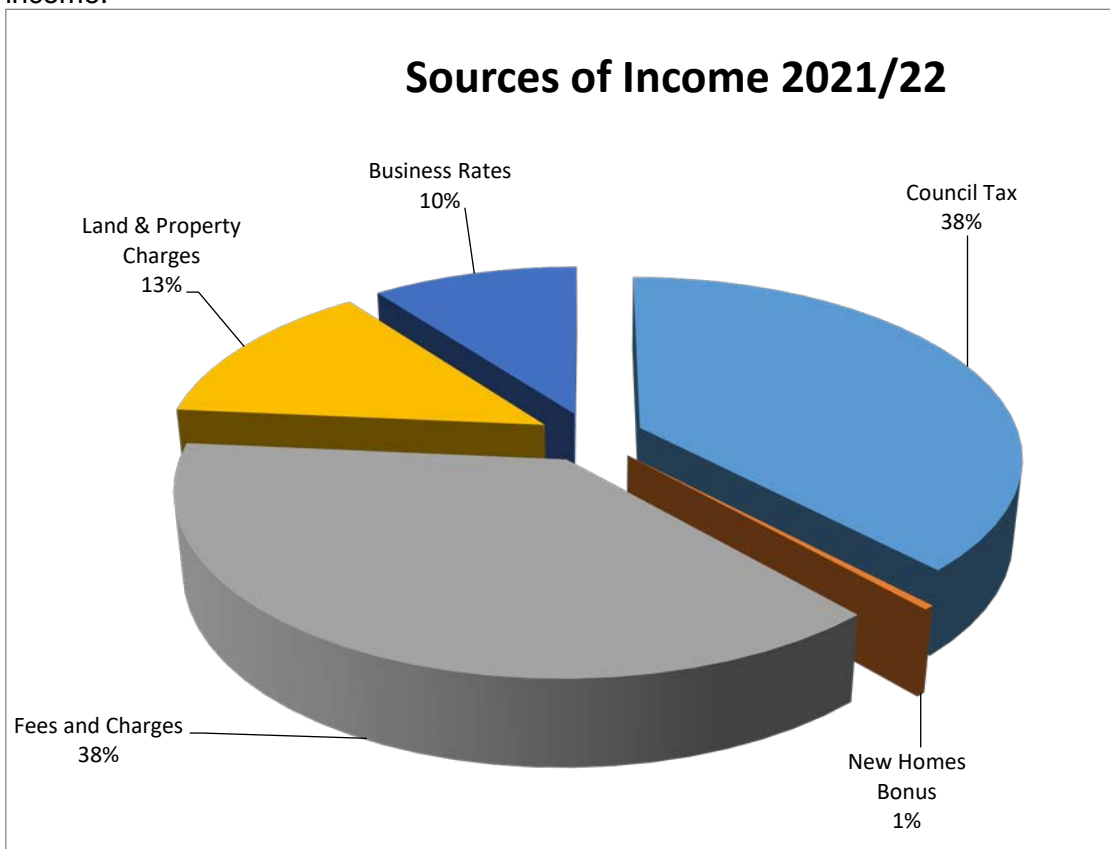
Fund	Q1 2021/22 Target	Q1 2021/22 Actual	Difference
Council Tax	30.4%	30.1%	-0.30%
Business Rates (NDR)	33.8%	33.05%	-0.75%

The council has experienced an increased number of working age people applying for CTRS as a result of increasing unemployment. The Government that deficits on the collection fund can be recovered over 3 years.

3.2 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. The latest matrix was presented to the Audit Committee on 8 July 2021.

**4.0 Council Income**

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



4.2 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.



- 4.3 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.
- 4.4 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.

Service	Income Stream	2021/22 Original Budget £	2021/22 Latest Budget £	2021/22 Actual to date £	2021/22 Forecast Outturn £	2021/22 Variance £
Regulatory Services	Application Fees	(696,420)	(696,420)	(122,778)	(593,770)	102,650
	Licenses	(234,040)	(234,040)	(66,925)	(234,020)	0
Parking	Penalty Charge Notices	(115,000)	(115,000)	(12,558)	(82,616)	32,384
	Pay and Display	(220,000)	(220,000)	(32,668)	(175,337)	44,663
Environmental Protection	Trade Refuse	(771,660)	(771,660)	(369,044)	(771,660)	0
	Garden Waste	(1,102,100)	(1,102,100)	(1,085,892)	(1,102,100)	0
	Clinical Waste	(115,850)	(115,850)	(50,070)	(115,850)	0
	Cemeteries	(196,580)	(196,580)	(57,098)	(196,580)	0
Property Services	Garages	(976,830)	(976,830)	(219,021)	(976,830)	0
	Shops	(210,000)	(210,000)	(77,681)	(210,000)	0
	Investment Properties	(1,000,000)	(1,000,000)	(297,473)	(1,000,000)	0

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

## 5.0 Debtors (invoicing)

- 5.1 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.
- 5.2 As at the end of quarter 1 2021, the total outstanding debt was £0.564 million. This is equivalent to 2.32% of total budgeted income of £24.3million. Debts less than a month old total £0.348 million (61.7% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.065 million (11.52% of the total debt) which mainly relate to unpaid rent on Temporary Accommodation. The Council's debt recovery team will continue to chase these debts and initiate payment plans (instalments) wherever possible.

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, Environment & Community	Community Safety Partnership	208,400	40,700	0	<b>249,100</b>
	Environmental Services	11,880	33,972	5,298	<b>51,150</b>
	Leisure	1,478	704	0	<b>2,182</b>
Infrastructure, Housing and Economic Development	Housing- Temporary Accommodation	6,662	36,532	42,530	<b>85,724</b>
	Planning	27,912	1,326	12	<b>29,250</b>
Policy & Resources	Legal & Property	90,233	1,942	7,018	<b>99,183</b>
	Insurance	0	332	25	<b>357</b>
	Others	1,928	34,527	10,499	<b>46,954</b>
<b>Total</b>		<b>348,483</b>	<b>150,035</b>	<b>65,382</b>	<b>563,900</b>



## **6.0 Treasury Management**

- 6.1 The Council has managed its cash flows and adhered to its Treasury Management policy during the pandemic. The interest earned on the investments made by the Council supports the funding of the services it provides. The Council set an original budget of £90,000 on short-investment interest for 2021/22. It is anticipated that this target may be too high in the current climate. This will be reviewed at quarter 2 (end of September) when the economy is expected to be in recovery.

## **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 Explanations of capital variances reported this Period
- Appendix 6 Funding the capital programme
- 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 &amp; Partnership</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q1	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Citizens Advice Bureaux	303,340	303,340	0	303,340	0	303,340	0	303,340	0	Q1 grant will be paid imminently
Community Development	4,500	4,500	(229,503)	4,500	0	4,500	0	4,500	0	Actuals includes grant income of £206k that will be spent in the year.
Community Safety	245,100	250,020	(15,525)	270,020	20,000	246,650	0	246,650	0	Budget for Equalities and Hate crime with regards to the resettlement of refugees. Grant monies received in advance of spend
Corporate Climate Change	93,490	173,740	17,400	173,740	0	94,090	0	94,090	0	
Community Partnerships	197,340	197,340	22,183	197,340	0	197,340	0	198,610	0	
Env Health - Commercial Team	209,790	209,790	0	209,790	0	209,790	0	209,790	0	Contract with Watford is billed half yearly.
Licensing	(107,050)	(107,050)	(42,916)	(107,050)	0	(105,680)	0	(105,470)	0	
Community & Leisure Grant	80,000	80,000	19,659	80,000	0	80,000	0	80,000	0	
<b>Total</b>	<b>1,026,510</b>	<b>1,111,680</b>	<b>(228,702)</b>	<b>1,131,680</b>	<b>20,000</b>	<b>1,030,030</b>	<b>0</b>	<b>1,031,510</b>	<b>0</b>	

Leisure	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q1	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Community Arts	9,910	9,910	(4,442)	9,910	0	9,910	0	9,910	0	Actuals include grant income to be utilised in 2021/22
Watersmeet	56,170	56,170	(45,358)	115,565	59,395	74,075	0	64,995	0	Reduced income due to reduced number of shows/sales anticipated, offset by the receipt of CRF grant of £87.5k, further reduced by a reduction in expenditure includes Box Office of £33.6k, Panto Materials £28K, Catering £9.5k as a result of reduction in number of event in first part of the year, temporary staff of £7k and Utilities of £3k. This is offset by an increase in Advertising expenditure as part of the CRF grant to maximise Recovery.
Leavesden Ymca	(35,000)	(35,000)	(8,750)	(35,000)	0	(35,000)	0	(35,000)	0	Income is received quarterly.
Active Community Devel Fund	41,900	41,900	118	41,900	0	41,900	0	41,900	0	
Oxhey Hall	(3,000)	(3,000)	(750)	(3,000)	0	(3,000)	0	(3,000)	0	Income is received quarterly.
Trees And Landscapes Museum	374,600	374,600	48,856	374,600	0	376,410	0	378,170	0	
	(700)	(700)	0	(700)	0	(700)	0	(700)	0	
Playing Fields & Open Spaces	46,365	50,795	44,890	66,495	15,700	46,305	0	46,415	0	Water rates - utility company catching up on their billing, over the years and additional expenditure due to previous estimated billing
Play Rangers	54,780	54,780	10,091	54,780	0	54,780	0	54,080	0	
Aquadrome	16,480	16,480	18,382	28,680	12,200	16,390	0	16,550	0	increase of budget requested to cover cost of running the generator to the ski club and toilets (£12.2k) this will be reviewed in September when works to provide electricity should be resolved and replacement of Aquadrome gate (£5K)
Leisure Venues	(605,910)	(605,910)	0	187,320	793,230	(635,480)	142,000	(652,480)	125,000	Income reduced by £622k due to no SLM Management fee payable in 2021/22 and payments to Rickmansworth Golf Course £75k and cost of Covid 19 Net support.
Leisure Development	255,290	255,290	54,245	255,290	0	255,980	0	256,410	0	
Play Development - Play schemes	60,300	60,300	(12,447)	60,300	0	60,300	0	60,300	0	Actuals Income received in advance of commencement of summer play schemes
Sports Devel-Sports Projects	26,700	26,700	2,162	26,700	0	26,700	0	26,700	0	
Croxley Green Skateboard Park	17,580	17,580	2,139	17,580	0	17,580	0	17,580	0	
Leisure & Community Services	133,070	133,070	34,079	133,070	0	130,120	(2,720)	144,430	(2,720)	Budgets transferred from temporary staff, long term compensation and stationery to Professional fees budget to assist in analysis of SLM submissions and submissions to Leisure Recovery Fund. Long Term Compensation Budget no longer required going forwards.
Grounds Maintenance	706,590	706,590	153,110	706,590	0	709,080	0	710,820	0	
<b>Total</b>	<b>1,155,125</b>	<b>1,159,555</b>	<b>296,325</b>	<b>2,040,080</b>	<b>880,525</b>	<b>1,145,350</b>	<b>139,280</b>	<b>1,137,080</b>	<b>122,280</b>	

<i>Environmental Services</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q1	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Refuse Domestic	(18,560)	(18,560)	5,775	(18,560)	0	(18,560)	0	(18,560)	0	
Refuse Trade	(203,240)	(203,240)	(368,721)	(203,240)	0	(208,480)	0	(208,480)	0	Invoices to businesses are raised twice a year, the first instalment has already been raised. Still awaiting 1st quarter invoices for waste disposal charges
Recycling General	(12,250)	(12,250)	(651)	750	13,000	750	13,000	750	13,000	Income reduced due to on-going international Covid restrictions and price in HWP contract being reviewed
Garden Waste	(312,780)	(293,080)	(995,295)	(293,080)	0	(295,860)	0	(283,900)	0	Income received at start of financial year
Clinical Waste	(47,110)	(47,110)	(42,946)	(41,110)	6,000	(41,110)	6,000	(41,110)	6,000	Increased disposal costs from HCC
Recycling Kerbside	(90,790)	(90,790)	62,325	(209,401)	(118,611)	(90,790)	0	(90,790)	0	Previously advised by HCC that there would be no AFM payments for 2020/21, however, they have now advised that we will receive £118k.
Abandoned Vehicles	250	250	0	250	0	250	0	250	0	
Pest Control	75,000	75,000	0	75,000	0	75,000	0	75,000	0	Invoice for first half of the year yet to be received
Environmental Maintenance	25,970	25,970	729	25,970	0	25,980	0	25,980	0	
Animal Control	57,250	57,250	12,806	57,250	0	57,250	0	57,250	0	
Cemeteries	(182,460)	(182,460)	(43,680)	(180,960)	1,500	(182,430)	0	(182,530)	0	Variance is due to external Legal Advice re Burial rights
Environmental Protection	380,830	380,830	102,972	380,830	0	380,860	0	383,490	0	Budget will be spent
Depot-Batch worth	28,160	28,160	27,999	28,160	0	28,260	0	28,700	0	Budgets for rates fully spent.
Waste Management	2,001,010	2,006,890	678,876	2,091,890	85,000	2,122,430	131,000	2,112,730	131,000	Increase in budget of £8k for 2021/22 and £16k going forwards required for Agency Staff to cover costs of the increasing holiday allowances. Additional budget increase required of £77k for 2021/22 and going forward to fund a market forces supplement for HGV drivers due to a lack of availability of drivers, this will bring the salary in line with the market.
Environmental Maintenance	536,410	536,410	101,936	536,410	0	535,230	0	537,240	0	
<b>Total</b>	<b>2,237,690</b>	<b>2,263,270</b>	<b>(466,855)</b>	<b>2,250,159</b>	<b>(13,111)</b>	<b>2,388,780</b>	<b>150,000</b>	<b>2,396,020</b>	<b>150,000</b>	
<b>Total Leisure Environment &amp; Community</b>	<b>4,419,325</b>	<b>4,534,505</b>	<b>(399,233)</b>	<b>5,421,919</b>	<b>887,414</b>	<b>4,564,160</b>	<b>289,280</b>	<b>4,564,610</b>	<b>272,280</b>	

Infrastructure Housing & Economic Development										
<i>Housing</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q1	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Housing Services Needs	483,720	483,720	137,403	483,720	0	490,150	0	493,350	0	
Rent Deposit Guarantee Scheme	5,110	5,110	850	5,110	0	5,110	0	5,110	0	
Homelessness General Fund	(80,770)	(80,770)	(92,583)	(80,770)	0	(80,770)	0	(80,770)	0	Actuals includes ring-fenced grant income received in the year.
Housing Associations	(5,000)	(5,000)	0	(5,000)	0	(5,000)	0	(5,000)	0	Lease income for Wensum Court - charged 1/2 yearly
Env Health - Residential Team	116,440	116,440	33,417	116,440	0	117,130	0	117,150	0	
<b>Total</b>	<b>519,500</b>	<b>519,500</b>	<b>79,087</b>	<b>519,500</b>	<b>0</b>	<b>526,620</b>	<b>0</b>	<b>529,840</b>	<b>0</b>	
<i>Infrastructure &amp; Planning Policy</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q1	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Land & Property Info Section	6,570	6,570	558	6,570	0	7,630	0	7,750	0	
Street Naming & Numbering	7,130	7,130	1,725	7,130	0	7,130	0	7,130	0	
Environmental Initiatives	47,470	47,470	69	47,470	0	47,470	0	47,470	0	
Development Management	74,490	93,520	41,672	202,100	108,580	89,490	5,930	94,980	5,930	Budget of £6k no longer required for Planning Condition Fees as now included in planning application budgets. Based on the current income trends in quarter, it is estimated that there may be a reduction of £102k in planning application income . It is acknowledged that Covid may continue to play a role in application numbers and subsequently income as will future Government decisions on permitted development and the progress of the local plan.
Director Community & Env Servs	130,650	130,650	33,773	130,650	0	130,550	0	130,590	0	
Development Plans	346,090	377,940	(29,681)	377,940	0	308,310	0	309,760	0	Actuals includes grant income received that will be spent throughout the year.
Hertfordshire Building Control	(10,147)	(10,147)	(16,501)	(10,147)	0	(9,487)	0	(9,487)	0	
<b>Total</b>	<b>602,253</b>	<b>653,133</b>	<b>31,616</b>	<b>761,713</b>	<b>108,580</b>	<b>581,093</b>	<b>5,930</b>	<b>588,193</b>	<b>5,930</b>	

<i>Economic Development</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q1	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Energy Efficiency	19,500	19,500	0	19,500	0	19,500		19,500		
Sustainability Projects	6,000	6,000	0	4,500	(1,500)	4,500	(1,500)	4,500	(1,500)	Budget Virements to 1408 Sustainable Travel Schemes to pay for annual Lift share and Interlink costs
Car Parking Enforcement	50,250	78,870	(50,988)	170,670	91,800	50,250	0	50,250	0	Parking income for the 1st quarter is lower than the budget set, this is to be expected given the restrictions have been in place since April and is expected to end in July. It has been estimated that we will see a reduction in the overall income budget. Officers are currently anticipating a reduction in income of circa £90k. Awaiting Q1 invoice from parking contractor
Car Parking-Maintenance	114,460	114,460	101,835	114,460	0	115,070	0	96,690	0	
Dial A Ride	40,000	40,000	0	40,000	0	40,000	0	40,000	0	This is invoiced every 6 months.
Sustainable Travel Scheme	0	26,160	35,986	27,660	1,500	1,500	1,500	1,500	1,500	Budget Virements from 1234 Sustainability Projects to pay for annual Lift share and Interlink costs
Better Buses Fund	93,359	93,359	0	93,359	0	93,359	0	93,359	0	
Public Conveniences	4,200	4,200	3,600	4,200	0	4,200	0	4,200	0	
GIS Officer	54,300	54,300	0	54,300	0	54,300	0	54,300	0	Recruitment process ongoing
<b>Total</b>	<b>382,069</b>	<b>436,849</b>	<b>90,433</b>	<b>528,649</b>	<b>91,800</b>	<b>382,679</b>	<b>0</b>	<b>364,299</b>	<b>0</b>	
<b>Total Infrastructure Housing &amp; Economic Development</b>	<b>1,503,822</b>	<b>1,609,482</b>	<b>201,136</b>	<b>1,809,862</b>	<b>200,380</b>	<b>1,490,392</b>	<b>5,930</b>	<b>1,482,332</b>	<b>5,930</b>	

Policy & Resources										
Resources & Shared Services	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q1	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Director Of Finance	70,610	70,610	28,402	70,610	0	70,610	0	71,790	0	Quarter 1 invoice to Watford raised and income received
Communication	124,110	174,110	22,913	174,110	0	125,170	0	125,290	0	
Legal Practice	372,740	372,740	108,013	372,740	0	376,350	0	378,770	0	
Committee Administration	175,990	175,990	45,746	198,320	22,330	180,940	0	181,280	0	Budget Virements from 1208 CSC to cover 50% of Committee Manager post
Office Services	240,810	240,810	35,798	228,810	(12,000)	232,810	(8,000)	232,810	(8,000)	Reduction in Income of £1k due to no room booking at the present time, this is offset against a reduction in expenditure on Print Fleet and Main print room equipment has been upgraded and streamlined. Annual saving £5K. Upgrade to franking machine - Annual saving £3K,
Elections & Electoral Regn	129,420	129,420	34,700	129,420	0	129,420	0	130,650	0	
Finance Services	456,420	456,420	147,390	456,420	0	457,280	0	458,350	0	
Revs & Bens Management	38,570	38,570	9,604	38,570	0	36,250	0	36,250	0	
Fraud	82,840	82,840	23,022	82,840	0	82,840	0	82,840	0	
Chief Executive	176,060	176,060	43,555	176,060	0	176,060	0	176,060	0	
Performance Mgt & Scrutiny	47,770	47,770	12,859	47,770	0	47,770	0	47,770	0	
Debt Recovery	200,230	200,230	46,631	200,230	0	201,610	0	202,980	0	
Three Rivers House	366,190	385,590	236,863	388,590	3,000	366,000	0	359,260	0	Additional budget required due to Fire suppression system
Basing House	(10,230)	(10,230)	2,043	(10,230)	0	(10,340)	0	(10,140)	0	Tenant income charged on a monthly basis
Officers' Standby	6,140	6,140	0	6,140	0	6,140	0	6,140	0	This is paid at the year end
Finance Client	98,350	98,350	33,478	98,350	0	126,410	0	126,530	0	
Business App Maintenance	226,200	226,200	201,147	226,200	0	226,200	0	226,200	0	
ICT Client	751,638	835,638	8,668	835,638	0	755,542	0	757,131	0	Awaiting Shared services invoice for Quarter 1 from WBC.
Internal Audit Client	71,460	71,460	0	71,460	0	71,460	0	71,460	0	
Fraud Client	2,690	2,690	0	2,690	0	2,690	0	2,690	0	
Insurances	353,220	353,220	352,196	353,220	0	353,220	0	353,220	0	
Debt Recovery Client Acc	(6,140)	(6,140)	(300)	(6,140)	0	(6,140)	0	(6,140)	0	
HR Client	334,628	334,628	44,953	334,628	0	333,736	0	334,113	0	Shared services invoice for Quarter 1 to WBC has been raised.
Corporate Management	150,680	150,680	0	150,680	0	150,680	0	150,680	0	Includes external audit costs that are paid at year end



<b>Resources &amp; Shared Services</b>	<b>Original Budget 2021/22</b>	<b>Latest Budget 2021/22</b>	<b>Spend to Date</b>	<b>Forecast Outturn 2021/22</b>	<b>Variance @ Q1</b>	<b>Forecast 2022/23</b>	<b>2022/23 Variance</b>	<b>Forecast 2023/24</b>	<b>2023/24 Variance</b>	<b>Officer Comments</b>
	£	£	£	£	£	£	£	£	£	
Democratic Representation	303,758	303,758	80,412	303,758	0	303,758	0	303,758	0	
Benefits & Allowances	725,010	725,010	185,651	725,010	0	729,820	0	728,810	0	Shared services invoice for Quarter 1 to WBC has been raised.
Benefits Client	(549,890)	(549,890)	1,209,226	(549,890)	0	(549,890)	0	(549,890)	0	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	0	1,020	0	1,020	0	1,020	0	Actuals include grant rebate
Council Tax Collection	360,940	360,940	285,615	360,940	0	362,120	0	365,390	0	Shared services invoice for Quarter 1 to WBC has been raised.
NNDR	36,500	36,500	31,911	55,090	18,590	55,090	18,590	55,090	18,590	Additional budget required due to paying outside organisation to identify additional rateable value.
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	0	(186,140)	0	Income from court costs received at year end
Nndr Cost Of Collection	(107,090)	(107,090)	0	(107,090)	0	(107,090)	0	(107,090)	0	This is received at year end
Register Of Electors	36,800	36,800	1,093	36,800	0	36,800	0	36,800	0	
District Elections	76,320	76,320	0	76,320	0	76,320	0	76,320	0	Costs to be apportioned by November 2021
Customer Service Centre	947,790	947,790	208,349	925,460	(22,330)	955,360	0	958,520	0	Budget transfer to 1232 Committee Administration to cover 50% of Committee Manager post
Major Incident Planning	98,230	98,230	17,831	97,080	(1,150)	98,140	0	98,260	0	Full Budget no longer required
Miscellaneous Income & Expend	59,275	(90,725)	(7,715)	(1,052,158)	(961,433)	34,330	0	(198,288)	0	Variance is due to recovery of 70% of expected losses from the government income compensation scheme for lost sales, fees and charges. A further £389k has been received as part of the Covid19 emergency funding for 2021/22
Non Distributed Costs	249,000	249,000	441	249,000	0	255,000	0	255,000	0	Budget will be fully spent by end of the year
Customer Contact Programme	50,000	98,590	5,448	98,590	0	0	0	0	0	
Miscellaneous Properties	(103,920)	(103,920)	(72,540)	(85,770)	18,150	(102,710)	0	(103,270)	0	Budget transfer of £20k from Garages & Shops Maintenance for Miscellaneous repairs. Reduction in electricity costs due to refunds received.
Asset Management - Property Services	370,810	395,810	91,205	395,810	0	383,530	0	389,630	0	
Garages & Shops Maintenance	(1,142,850)	(1,142,850)	(310,645)	(1,162,850)	(20,000)	(1,142,960)	0	(1,144,030)	0	Budget transfer to Miscellaneous Properties for repairs to properties
Investment Properties	(1,000,000)	(1,000,000)	(297,473)	(1,000,000)	0	(1,000,000)	0	(1,000,000)	0	
Oxhey Drive	9,990	9,990	8,234	9,990	0	10,050	0	10,250	0	
Vacancy Provision	(180,000)	(180,000)	0	(180,000)	0	(180,000)	0	(180,000)	0	This will be reviewed when the annual salary budget exercise is completed in November
Salary Contingency	273,860	273,860	0	273,860	0	275,000	0	275,000	0	Funds to cover expected salary increase when agreed.
<b>Total Policy &amp; Resources</b>	<b>4,789,810</b>	<b>4,866,800</b>	<b>2,874,723</b>	<b>3,911,957</b>	<b>(954,843)</b>	<b>4,800,256</b>	<b>10,590</b>	<b>4,581,124</b>	<b>10,590</b>	
<b>Total All Committees</b>	<b>10,712,957</b>	<b>11,010,787</b>	<b>2,676,627</b>	<b>11,143,738</b>	<b>132,951</b>	<b>10,854,808</b>	<b>305,800</b>	<b>10,628,066</b>	<b>288,800</b>	

<b>Corporate Costs</b>	<b>Original Budget 2021/22</b>	<b>Latest Budget 2021/22</b>	<b>Spend to Date</b>	<b>Forecast Outturn 2021/22</b>	<b>Variance @ Q1</b>	<b>Forecast 2022/23</b>	<b>2022/23 Variance</b>	<b>Forecast 2023/24</b>	<b>2023/24 Variance</b>	<b>Officer Comments</b>
	£	£	£	£	£	£	£	£	£	
Interest Earned	(390,011)	(390,011)	(13,508)	(390,011)	0	(90,000)	0	(90,000)	0	Interest on loan to RSL of £375k is received at the end of the financial year.
Interest Paid	381,220	431,220	0	431,220	0	302,150	0	302,150	0	This relates to the cost of borrowing for the funding of the new Leisure facility at South Oxhey, loan to RSL and the redevelopment of garage sites for temporary accommodation. Payments are scheduled for October and March
Transfer to Reserves	(59,910)	(59,910)	0	(59,910)	0	(59,910)	0	(59,910)	0	Accounting entry made at year end
Parish Precepts	2,114,610	2,114,610	1,057,305	2,114,610	0	2,156,920	0	2,200,060	0	Paid half yearly in April & September
<b>Total Corporate Costs</b>	<b>2,045,909</b>	<b>2,095,909</b>	<b>1,043,797</b>	<b>2,095,909</b>	<b>0</b>	<b>2,309,160</b>	<b>0</b>	<b>2,352,300</b>	<b>0</b>	
<b>Grand Total</b>	<b>12,758,866</b>	<b>13,106,696</b>	<b>3,720,424</b>	<b>13,239,647</b>	<b>132,951</b>	<b>13,163,968</b>	<b>305,800</b>	<b>12,980,366</b>	<b>288,800</b>	

## Explanation of Variances reported in this period - Revenue

Leisure, Environment & Community					
Description	Main Group Heading	Details of Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Community Safety	Supplies and Services	Additional budget to fund Equalities and Hate crime with regards to the resettlement of refugees.	20,000	0	0
<b>Total Community Safety &amp; Partnership</b>			<b>20,000</b>	<b>0</b>	<b>0</b>
Description	Main Group Heading	Details of Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Watersmeet	Employees	Reduction in temporary staff costs due to reduced number of events in first part of the year.	(6,993)	0	0
	Premises	Reduction in amount of rates charged, anticipated reduction in gas & electricity costs due to reduced number of events in first part of the year, offset by the increased cleaning requirements due to Covid 19.	(3,051)	0	0
	Supplies and Services	Reduction in expenditure includes Box Office of £33.6k, Panto Materials £28K, Catering £9.5k as a result of reduction in number of event in first part of the year. This is offset by an increase in Advertising expenditure as part of the CRF grant to maximise Recovery.	(63,510)	0	0
	Income	Reduced income due to reduced number of shows/sales anticipated, offset by the receipt of CRF grant of £87.5k	132,949	0	0
Playing Fields & Open Spaces	Premises	Water rates - utility company has amended charges due as previous bills were based on estimated usage.	15,700	0	0
Aquadrome		Additional budget requested to cover cost of running the generator for the ski club and toilets this will be reviewed again in September when works to provide electricity should be resolved.	12,200	0	0
Leisure Venues	Income	Management fee payable by leisure operator will not be paid in 2021/22. This income is recoverable in future years over the life of the contract. Any income received with regards to lost management fees for 2021/22 will be reported during the relevant budget monitoring iteration.	622,230	0	0
	Third Party Payments	Management fee due for Rickmansworth Golf Course. Support to leisure operator due to the continuing impact of Covid 19.	75,000 96,000	0 142,000	0 125,000
Leisure & Community Services	Employees	Long Term Compensation Budget not required for future years	0	(2,720)	(2,720)
<b>Total Leisure</b>			<b>880,525</b>	<b>139,280</b>	<b>122,280</b>
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Recycling General	Income	Income reduced on Recycling Textile Bank Contract due to on-going international Covid restrictions and price in HWP contract being reviewed	13,000	13,000	13,000
Recycling Kirbyside	Income	Previously advised by HCC that there would be no AFM payments for 2020/21, however, they have now advised that we will receive £118k.	(118,611)	0	0
Clinical Waste	Supplies and Services	Increased disposal costs from Herts County Council	6,000	6,000	6,000
Cemeteries		External Legal Advice re Burial rights	1,500	0	0
Waste Management	Employees	Increase in budget of £8k for 2021/22 and £16k going forwards required for Agency Staff to cover costs of the increasing holiday allowances. Additional budget increase required of £77k for 2021/22 and £115k going forwards to fund a market forces supplement for HGV drivers due to a lack of availability of drivers, this will bring the salary in line with the market.	85,000	131,000	131,000
<b>Total Environmental Services</b>			<b>(13,111)</b>	<b>150,000</b>	<b>150,000</b>
<b>Total Leisure Community &amp; Environment Services</b>			<b>887,414</b>	<b>289,280</b>	<b>272,280</b>

Infrastructure Housing & Economic Development					
Description	Main Group Heading	Details of Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Development Management	Income	Based on the current income trends in quarter, it is estimated that there may be a reduction of £102k in planning application income .It is acknowledged that Covid may continue to play a role in application numbers and subsequently income as will future Government decisions on permitted development and the progress of the local plan. Budget of £6k for planning condition fees is already included in planning application budgets.	108,580	5,930	5,930
<b>Total Infrastructure and planning policy</b>			<b>108,580</b>	<b>5,930</b>	<b>5,930</b>
Sustainability Projects	Supplies and Services	Budget transfer from Sustainability projects to Sustainable Travel Schemes to pay for annual Lift share and Interlink costs.	(1,500)	(1,500)	(1,500)
Sustainable Travel Schemes			1,500	1,500	1,500
Car Parking enforcement	Income	Parking income for the 1st quarter is lower than expected given the restrictions have been in place since April and is expected to end in July. It has been estimated reduction in the overall income budget. .	91,800	0	0
<b>Total Economic Development</b>			<b>91,800</b>	<b>0</b>	<b>0</b>
<b>Total Infrastructure, Housing &amp; Economic Development</b>			<b>200,380</b>	<b>5,930</b>	<b>5,930</b>
<b>Policy &amp; Resources</b>					
Description	Main Group Heading	Details of Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Major Incident Planning	Employees	Full Budget for courses no longer required	(1,150)	0	0
Office Services	Supplies and Services	Reduction in expenditure on Print Fleet and Main print room equipment has been upgraded and streamlined. Annual saving £5K, , Upgrade to franking machine - Annual saving £3K,	(13,000)	(8,000)	(8,000)
	Income	No room bookings at the present time	1,000	0	0
Three Rivers House	Premises	Additional budget required due to the purchase of a 3 year licence of the fire suppression system.	3,000	0	0
NNDR	Supplies and Services	Additional budget required to fund the identification of business for additional rateable value.	18,590	18,590	18,590
Committee Administration	Employees	Budget transferred from CSC to cover 50% of Committee Manager post	22,330	0	0
Customer Service Centre		Budget transferred to 1232 Committee Administration to cover half of Committee Manager post	(22,330)	0	0
Miscellaneous Properties		Re-instating Short Courses budget previously offered as a saving.	1,150	0	0
	Premises	Budget transfer of £20k from Garages & Shops Maintenance for Miscellaneous repairs, also there is £3k reduction in electricity costs as final credit balances and full history of the properties involved in the South Oxhey Initiative are being investigated and refunds received.	17,000	0	0
Garages & Shops Maintenance		Budget transfer to Miscellaneous Properties for repairs to properties	(20,000)	0	0
Miscellaneous Income & Expenditure	Income	Government Covid 19 income guarantee scheme for lost sales and fees & charges.	(571,739)	0	0
		Government Covid 19 emergency funding for 2021/22	(389,694)	0	0
<b>Total Policy and Resources</b>			<b>(954,843)</b>	<b>10,590</b>	<b>10,590</b>
<b>TOTAL Variances for Quarter 1 2021</b>			<b>132,951</b>	<b>305,800</b>	<b>288,800</b>

## Staff Vacancies

Committee	Department	Job Title	Comments	Total	
Infrastructure, Housing and Economic Development	Housing Options	Housing Apprentice	Not currently advertised	1.00	
	Planning	Planning Officer	Currently advertised	1.00	
Leisure, Environment & Community	Grounds Maintenance	Grounds Maintenance Operative	Under offer	1.00	
	Leisure Development	Active Development Officer	Not currently advertised	1.00	
	Leisure Development	Play Ranger	Not currently advertised	0.65	
	Waste Services	Loader x 2		Not currently advertised	2.00
		HGV Driver x 2		Not currently advertised	2.00
		Driver and Street Cleanser		Not currently advertised	1.00
		Street Cleansing Operative		Not currently advertised	1.00
		Chargehand		Not currently advertised	1.00
	Watersmeet	Watersmeet Marketing Apprentice		Currently advertised	1.00
		Watersmeet Kickstart Placement		Not currently advertised	0.68
		Technical Support		Not currently advertised	0.50
Policy and Resources	Property Services	Head of Property	Under Offer	1.00	
	Finance	Section Head - Accountancy (FA&T)	Covered by Interim	1.00	
		Finance Apprentice	Currently recruiting	1.00	
		Head of Finance	Covered by Interim	1.00	
	Revenue and Benefits	Benefits Officer x 8		Covered by Interim	8.00
		Revenues Manager		Covered by Interim	1.00
		Recovery Officer		Covered by Interim	1.00
		Sundry Debt Officer		Not currently advertised	1.00
		Systems and Subsidy Officer		Covered by Interim	1.00
	Customer Service Centre	Customer Service Centre Representative x 5		Currently advertised	5.00
Corporate Services	Communications Officer		Offer Accepted	1.00	
			<b>Grand Total</b>	<b>35.83</b>	

## Medium Term Capital Investment Programme

2021/22 - 2023/24 Capital Programme	2021/22					2022/23			2023/24			
Leisure, Environment & Community												
Community Safety & Partnership	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 1 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
ASB Casework Management System	18,750	18,750	0	18,750	0	0	0	0	0	0	0	Budget may not be required as currently liaising with Herts Police to see if we can access their system
Capital Grants & Loans	20,000	23,631	0	23,631	0	20,000	20,000	0	20,000	20,000	0	Budget will be spent
Community CCTV	6,000	12,000	0	12,000	0	6,000	6,000	0	6,000	6,000	0	Demand led service
<b>Total</b>	<b>44,750</b>	<b>54,381</b>	<b>0</b>	<b>54,381</b>	<b>0</b>	<b>26,000</b>	<b>26,000</b>	<b>0</b>	<b>26,000</b>	<b>26,000</b>	<b>0</b>	
Leisure	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 1 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
Countryside Management	10,000	10,000	0	10,000	0	10,000	10,000	0	10,000	10,000	0	Budget will be spent
Aquadrome	21,000	23,831	2,498	23,831	0	22,500	22,500	0	22,500	22,500	0	Budget will be spent
Scotsbridge-Chess Habitat	11,390	11,390	0	11,390	0	0	0	0	0	0	0	Budget will be spent
Watersmeet External Roof Access	0	27,253	0	27,253	0	0	0	0	0	0	0	Project expected to complete by September with budget fully spent.
Leisure Facilities Improvement	10,000	12,046	760	12,046	0	10,000	10,000	0	0	0	0	Decommissioning of Sir James Altham Pool
Open Space Access Improvements	50,000	77,506	1,307	77,506	0	50,000	50,000	0	50,000	50,000	0	Budget will be spent
Outdoor Fitness Zones	54,400	54,400	0	54,400	0	54,400	54,400	0	27,200	27,200	0	Budget will be spent within financial year.
Improve Play Area-Future Schemes	158,250	216,633	0	216,633	0	100,000	100,000	0	100,000	100,000	0	Rickmansworth wildwood den, Swillet cycle track and Primrose Hill play area projects in 2021/22
Aquadrome-Whole Life Costing	10,000	10,000	0	10,000	0	11,000	11,000	0	11,000	11,000	0	A survey on the footpaths and bridges is currently being carried out. A management plan is being developed by the Leisure team which will form the basis of a structured programme of works
Watersmeet-Whole Life Costing	15,000	30,799	2,574	30,799	0	20,000	20,000	0	20,000	20,000	0	Budget includes potential additional costs incurred by asbestos removal from ground works in 2021/22, and roof repair works. Project based works that are not evenly spread throughout the year. Full budget to be spent by end of financial year.
Pavilions-Whole Life Costing	10,000	20,968	2,093	20,968	0	11,000	11,000	0	11,000	11,000	0	Investigation of acquiring an alternative sustainable source for the replacement boiler at Scotsbridge
The Swillet - Play area Refurbishment	0	13,647	0	13,647	0	0	0	0	0	0	0	Snagging on the scheme in 2021/22
<b>Total</b>	<b>350,040</b>	<b>508,473</b>	<b>9,232</b>	<b>508,473</b>	<b>0</b>	<b>288,900</b>	<b>288,900</b>	<b>0</b>	<b>251,700</b>	<b>251,700</b>	<b>0</b>	

<b>Environmental Services</b>	<b>Original Budget 2021/22 £</b>	<b>Latest Budget 2021/22 £</b>	<b>Qtr. 1 Spend To Date</b>	<b>Forecast £</b>	<b>Variance £</b>	<b>Latest Budget 2022/23 £</b>	<b>Forecast £</b>	<b>Variance £</b>	<b>Latest Budget 2023/24 £</b>	<b>Forecast £</b>	<b>Variance £</b>	<b>Comments</b>
Waste Plant & Equipment	25,000	40,030	0	40,030	0	25,000	25,000	0	25,000	25,000	0	Tenders currently being prepared
Waste Services Depot	670,000	1,325,494	1,059	1,325,494	0	0	0	0	0	0	0	Works have been started although staged payments are not yet due. Project will be completed by the end of the Financial year
Bulk Domestic Waste	35,000	30,500	7,830	30,500	0	40,000	40,000	0	40,000	40,000	0	Budget will be spent
Waste & Recycling Vehicles	0	0	0	0	0	1,887,000	1,887,000	0	400,000	400,000	0	No spend expected until 2022/23
Street Furnishings	15,000	15,000	0	15,000	0	15,000	15,000	0	15,000	15,000	0	Budget will be spent
Paladin Bins	40,000	53,201	20,685	53,201	0	60,000	60,000	0	60,000	60,000	0	Budget will be spent
Energy Performance Certificate	2,000	6,185	825	6,185	0	2,000	2,000	0	2,000	2,000	0	Inspection visits have been difficult to manage due to current restrictions. These have now been rescheduled
Cemetery-Whole Life Costing	5,000	5,000	851	5,000	0	5,000	5,000	0	5,000	5,000	0	CCTV - currently awaiting quotes
Replacement Ground Maintenance Vehicles	120,000	158,458	0	158,458	0	280,000	280,000	0	180,000	180,000	0	Tenders currently being prepared
<b>Total</b>	<b>912,000</b>	<b>1,633,868</b>	<b>31,250</b>	<b>1,633,868</b>	<b>0</b>	<b>2,314,000</b>	<b>2,314,000</b>	<b>0</b>	<b>727,000</b>	<b>727,000</b>	<b>0</b>	
<b>Total Leisure, Environment &amp; Community</b>	<b>1,306,790</b>	<b>2,196,722</b>	<b>40,482</b>	<b>2,196,722</b>	<b>0</b>	<b>2,628,900</b>	<b>2,628,900</b>	<b>0</b>	<b>1,004,700</b>	<b>1,004,700</b>	<b>0</b>	
<b>Infrastructure Housing &amp; Economic Development</b>												
<b>Economic Development</b>	<b>Original Budget 2021/22 £</b>	<b>Latest Budget 2021/22 £</b>	<b>Qtr. 1 Spend To Date</b>	<b>Forecast £</b>	<b>Variance £</b>	<b>Latest Budget 2022/23 £</b>	<b>Forecast £</b>	<b>Variance £</b>	<b>Latest Budget 2023/24 £</b>	<b>Forecast £</b>	<b>Variance £</b>	<b>Comments</b>
Cycle Schemes	55,000	64,583	0	64,583	0	25,000	25,000	0	25,000	25,000	0	Local Cycling and Walking Strategy being prepared, awaiting outcome before bringing schemes forward.
Disabled Parking Bays	2,500	2,500	0	2,500	0	2,500	2,500	0	2,500	2,500	0	Invoiced by WBC every 6 months
Controlled Parking	164,425	164,425	0	164,425	0	50,000	50,000	0	50,000	50,000	0	Parking Management Programme for 2021-24 agreed, schemes being prepared for consultation.
Princes Trust-Business Start-up	10,000	10,000	0	10,000	0	10,000	10,000	0	10,000	10,000	0	Historically paid in March
Listed Building Grants	2,500	2,500	0	2,500	0	2,500	2,500	0	2,500	2,500	0	Demand Led Service
South Oxhey Initiative	0	27,690	840	27,690	0	0	0	0	0	0	0	Scheme due to complete this year
Parking Bay & Verge Protection	214,240	301,473	28,130	301,473	0	40,000	40,000	0	40,000	40,000	0	Verge Hardening Programme agreed for 21-24, schemes being prepared. Will monitor spend.
Highways Enhancement	150,000	194,384	0	194,384	0	50,000	50,000	0	50,000	50,000	0	Schemes being prepared, will monitor spend.
Bus Shelters	9,000	9,000	0	9,000	0	9,000	9,000	0	9,000	9,000	0	Awaiting Programme once identified requests
Retail Parades	150,000	194,849	34,504	194,849	0	30,000	30,000	0	30,000	30,000	0	Delta Gain retail refurbishment project is still awaiting landowner consent to proceed, EVCP procurement due early 2021/22)
Carbon Neutral Council	0	4,000	0	4,000	0	0	0	0	0	0	0	Budget will be spent
Rickmansworth Work Hub	39,000	39,000	0	39,000	0	0	0	0	0	0	0	A survey has been carried out by the Property team. This will be reviewed and a planned programme of works implemented
Car Park Restoration	10,000	10,000	0	10,000	0	35,000	35,000	0	35,000	35,000	0	Works include Ashford Green (South Oxhey) following inspection
Estates, Paths & Roads	20,000	28,843	0	28,843	0	20,000	20,000	0	20,000	20,000	0	Chorleywood House Estate in 2021/22
TRDC Footpaths & Alleyways	40,000	56,350	0	56,350	0	25,000	25,000	0	25,000	25,000	0	Planned works include 2 rainbow crossings
Integration of Firmstep to uniform Licensing applications	0	19,000	0	19,000	0	0	0	0	0	0	0	Project has just started
<b>Total</b>	<b>866,665</b>	<b>1,128,597</b>	<b>63,474</b>	<b>1,128,597</b>	<b>0</b>	<b>299,000</b>	<b>299,000</b>	<b>0</b>	<b>299,000</b>	<b>299,000</b>	<b>0</b>	
<b>Housing</b>	<b>Original Budget 2021/22 £</b>	<b>Latest Budget 2021/22 £</b>	<b>Qtr. 1 Spend To Date</b>	<b>Forecast £</b>	<b>Variance £</b>	<b>Latest Budget 2022/23 £</b>	<b>Forecast £</b>	<b>Variance £</b>	<b>Latest Budget 2023/24 £</b>	<b>Forecast £</b>	<b>Variance £</b>	<b>Comments</b>
Disabled Facilities Grant	500,000	652,000	77,697	652,000	0	586,000	586,000	0	586,000	586,000	0	Additional grants of £54k approved
Home Repairs Assistance	10,000	10,000	0	10,000	0	10,000	10,000	0	10,000	10,000	0	Demand led service
<b>Total</b>	<b>510,000</b>	<b>662,000</b>	<b>77,697</b>	<b>662,000</b>	<b>0</b>	<b>596,000</b>	<b>596,000</b>	<b>0</b>	<b>596,000</b>	<b>596,000</b>	<b>0</b>	
<b>Total Infrastructure Housing &amp; Economic Development</b>	<b>1,376,665</b>	<b>1,790,597</b>	<b>141,171</b>	<b>1,790,597</b>	<b>0</b>	<b>895,000</b>	<b>895,000</b>	<b>0</b>	<b>895,000</b>	<b>895,000</b>	<b>0</b>	

Policy & Resources												
Resources & Shared Services	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 1 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
Professional Fees-Internal	157,590	157,590	0	157,590	0	157,590	157,590	0	157,590	157,590	0	Entry done at year end
Election Equipment	6,000	9,000	0	9,000	0	6,000	6,000	0	6,000	6,000	0	New election equipment order pending
Members' IT Equipment	46,690	46,690	0	46,690	0	16,260	16,260	0	16,260	16,260	0	All Members IT equipment due to be changed this financial year
ICT-Managed Project Costs	120,000	120,000	0	120,000	0	60,000	60,000	0	60,000	60,000	0	To deliver key projects for O365, cloud migration
Shared Services ICT Hardware Replacement	40,000	160,416	0	160,416	0	40,000	40,000	0	40,000	40,000	0	
Garage Improvements	325,000	505,000	99,260	505,000	0	150,000	150,000	0	150,000	150,000	0	There was a slight delay in starting the programme but this is now fully underway.
ICT Licence Costs	100,000	106,155	0	106,155	0	100,000	100,000	0	100,000	100,000	0	To deliver key projects for O365, cloud migration
Customer Contact Programme	0	21,573	17,875	21,573	0	0	0	0	0	0	0	Budget will be spent
ICT Website Development	0	14,870	0	14,870	0	0	0	0	0	0	0	Project progressing should be spent by year end (link to Customer Experience Strategy project)
ICT Elections	17,000	23,701	15,127	23,701	0	17,000	17,000	0	17,000	17,000	0	Budget will be spent
ICT Hardware Replacement Programme	45,000	64,241	0	64,241	0	45,000	45,000	0	45,000	45,000	0	To deliver key projects for O365, cloud migration
TRH Whole Life Costing	250,000	250,000	0	250,000	0	170,000	170,000	0	170,000	170,000	0	Planned works include upgrade of Air conditioning, flooring in the Server room and upgrade of CCTV
Basing House-Whole Life Costing	30,000	30,000	1,195	30,000	0	60,000	60,000	0	60,000	60,000	0	New boiler is being installed - works will be completed by the end of July
Business Application Upgrade	90,000	109,500	0	109,500	0	90,000	90,000	0	90,000	90,000	0	To deliver key projects for O365, cloud migration
Three Rivers House Transformation	270,000	270,785	0	270,785	0	0	0	0	0	0	0	Works to the Reception area have been started. Further works will be lead by the Customer Experience strategy
Property Information System	0	50,000	0	50,000	0	0	0	0	0	0	0	Specification currently being written
<b>Total</b>	<b>1,497,280</b>	<b>1,939,521</b>	<b>133,457</b>	<b>1,939,521</b>	<b>0</b>	<b>911,850</b>	<b>911,850</b>	<b>0</b>	<b>911,850</b>	<b>911,850</b>	<b>0</b>	

Major Projects	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 1 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
Leisure Facility - South Oxhey	226,823	268,473	0	268,473	0	0	0	0	0	0	0	Retention monies
South Oxhey Initiative	0	12,103	0	12,103	0	0	0	0	0	0	0	Contingencies
Property Investment Board	0	312,360	37,500	312,360	0	0	0	0	0	0	0	Funds required for the delivery of PIB initiatives
Temporary Accommodation	0	91,825	0	91,825	0	0	0	0	0	0	0	Retention monies
<b>Total</b>	<b>226,823</b>	<b>684,761</b>	<b>37,500</b>	<b>684,761</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Policy &amp; Resources</b>	<b>1,724,103</b>	<b>2,624,282</b>	<b>170,957</b>	<b>2,624,282</b>	<b>0</b>	<b>911,850</b>	<b>911,850</b>	<b>0</b>	<b>911,850</b>	<b>911,850</b>	<b>0</b>	
<b>Total Capital Programme</b>	<b>4,407,558</b>	<b>6,611,601</b>	<b>352,610</b>	<b>6,611,601</b>	<b>0</b>	<b>4,435,750</b>	<b>4,435,750</b>	<b>0</b>	<b>2,811,550</b>	<b>2,811,550</b>	<b>0</b>	



**Explanation of Variances reported in this period - Capital**

No Variances to report

## Funding the Capital Investment Programme

Capital Programme	2021/22	2021/22	2021/22	2022/23	2023/24
	Original Budget	Latest Budget	Forecast	Forecast	Forecast
	£	£	£	£	£
<b>Balance Brought Forward</b>					
Govt Grants: Disabled Facility Grants	(808,468)	(1,234,457)	(1,234,457)	(1,234,457)	(1,234,457)
Other Contributions: Other external Sources	0	(92,308)	(92,308)	(92,308)	(92,308)
Section 106 Contributions	(581,286)	(581,286)	(581,286)	(581,286)	(71,435)
Capital Receipts Reserve	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	(4,488,083)	(4,260,019)	(4,260,019)	0	0
<b>Borrowing</b>	0	0	0	0	0
<b>Total Funding Brought Forward</b>	<b>(5,877,837)</b>	<b>(6,168,070)</b>	<b>(6,168,070)</b>	<b>(1,908,051)</b>	<b>(1,398,200)</b>
<b>Generated in the Year</b>					
Govt Grants: Disabled Facility Grants	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Other Contributions: Other external Sources	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Section 106 Contributions	0	0	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)
Future Capital Expenditure Reserve		0	0	0	0
New Homes Bonus Reserve	(95,407)	(95,407)	(95,407)	(95,000)	(95,000)
<b>Borrowing</b>	0	0	0	0	0
<b>Total Generated</b>	<b>(1,715,407)</b>	<b>(1,715,407)</b>	<b>(1,715,407)</b>	<b>(1,715,000)</b>	<b>(1,615,000)</b>
<b>Use of Funding</b>					
Govt Grants: Disabled Facility Grants	500,000	500,000	500,000	500,000	500,000
Other Contributions: Other external Sources	20,000	20,000	20,000	20,000	20,000
Section 106 Contributions	0	0	0	509,851	71,435
Capital Receipts Reserve	1,100,000	1,100,000	1,100,000	1,100,000	1,000,000
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	2,560,735	4,355,426	4,355,426	95,000	95,000
<b>Funding deficit</b>					
<b>Borrowing</b>	0	367,702	367,702	2,210,899	1,125,115
<b>Total Use of Funding</b>	<b>4,180,735</b>	<b>6,343,128</b>	<b>6,343,128</b>	<b>4,435,750</b>	<b>2,811,550</b>
<b>Balance Carried Forward</b>					
Govt Grants: Disabled Facility Grants	(808,468)	(1,234,457)	(1,234,457)	(1,234,457)	(1,234,457)
Other Contributions: Other external Sources	0	(92,308)	(92,308)	(92,308)	0
Section 106 Contributions	(581,286)	(581,286)	(581,286)	(71,435)	0
Capital Receipts Reserve	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	(2,022,755)	0	0	0	0
<b>Total Funding Carried Forward</b>	<b>(3,412,509)</b>	<b>(1,908,051)</b>	<b>(1,908,051)</b>	<b>(1,398,200)</b>	<b>(1,234,457)</b>
<b>South Oxhey Initiative</b>					
Balance Brought Forward	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,502,792)	(9,828,445)	(9,828,445)	0	0
Use of Funding (Spend)	0	0	0	0	0
Borrowing	6,502,792	9,828,445	9,828,445	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>South Oxhey Leisure Facility</b>					
Balance Brought Forward	0	0	0	0	0
Use of Funding (Spend)	226,823	268,473	268,473	0	0
Contractor Funded Borrowing	(226,823)	(268,473)	(268,473)	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure Capital Investment Programme</b>	<b>4,407,558</b>	<b>6,611,601</b>	<b>6,611,601</b>	<b>4,435,750</b>	<b>2,811,550</b>

# 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. <i>The continuing financial impact of COVID 19 places a burden on the Councils Revenue account through loss of income and additional expenditure. The Government's fair funding review is currently on hold</i>	4	4	18	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process; Audited Statement of Accounts, including Annual Governance Statement. Currently the 2019/20 annual accounts are awaiting sign off from the external auditors	Head of Finance	3	2	6	↓	Regular budget monitoring reports to be taken to P&R. <i>Government financial support is crucial to the Council achieving a sustainable budget. Finance team working towards finalising the 2019/20 accounts ASAP.</i>	Heads of Service/ Head of Finance	On-going
Apr-06	FIN08	Director of Finance	Budgetary	Revenue balances insufficient to meet estimate pay award increases	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years.	3	3	9	Maintain reserves to guard against risk. Early identification of new pressures. Budget Monitoring	Head of Finance	2	1	2	↓	<i>The 2021/22 pay settlement has yet to be agreed between Employers and Unions. Employers have offered a 1.5% increase</i>	Head of Finance	Sep-21
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. <i>Inflation currently running below assumptions.</i>	1	3	3	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves .	Service Heads/Head of Finance	1	2	2	↓	Continue to monitor inflation levels	Head of Finance	ongoing
Jan-15	FIN10	Director of Finance	Budgetary	Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the proceeds from capital receipts that are invested in the money market. The volatility of the global economy continues to place uncertainty on the investment strategy.	2	3	6	PIB strategy has diversified interest rate risk to provide income security.	PIB/Head of Finance	3	2	6	→	Monitoring ongoing income levels.	PIB	ongoing
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income	Key income streams reported monthly to Corporate Management Team and shown in the latest Budget Monitoring reports. <i>Due to C19 losses of income on parking and Leisure Management fee have been incurred</i>	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/Head of Finance	2	2	4	→	Fees and Charges are monitored as part of budget monitoring. <i>Govt will continue to provide the income guarantee scheme for loss of income on fees &amp; charges due to C19</i>	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 vat able 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. See fees and charges above. MTFP 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 procedures maintained.	Solicitor to the Council	ongoing
Dec-13	FIN18	Director of Finance	Budgetary	Fluctuations in Business Rates Retention	From April 2020 the system was due to be subject to reset and increase to 75% retention. <i>This has been further postponed to 2022/23.</i>	3	4	12	Maintain reserves against risk.	Head of Finance	3	3	9	↑	Hertfordshire CFOs have commissioned work from LG Futures to assess the impact. SDCT also looking at impact nationally.	Director of Finance	Jul-22
Mar-16	FIN19	Head of Property Services	Budgetary	Failure to deliver the South Oxhey Initiative to desired outcomes and objectives resulting in a delay in the capital receipt	This is a key project. This appears as item no.7 in the Council's strategic risk register. Phase 1 delivered. Enhanced next phase agreed. <i>Work is scheduled to conclude in 21/22 and remains broadly on track.</i>	2	3	6	Project management team appointed to advise Council; Project management processes in place and reviewed regularly. Policy and Resources Committee receive regular reports on progress of project	Head of Property Services	2	2	4	→	Continue to manage project	Head of Property	ongoing
Jul-16	FIN20	Director of Finance	Budgetary	Failure of ICT systems	The Council's integrated Financial Management System (FMS) is held on an ICT platform. If this were to fail then potentially there will be a loss of functionality occurring during any downtime	3	2	6	System migrated to latest version. Payments system updated.	Head of Finance	1	2	2	↓	Monitor reliability	Head of Finance	ongoing
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Property Investment Board manage its property portfolio in order to secure additional income to support its general fund.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTF5 is updated.	Head of Property Services	1	3	3	→	PIB to assume responsibility for ongoing oversight.	Head of Property Services	Continuous
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council is currently exploring other commercial options to improve self sustainability. Currently there is a commercial income target of £1M pa which is being met.	3	2	6	Oversight mechanisms to be put in place to ensure oversight by PIB or similar mechanism. Council to determine approach to risk and level of income dependency within budget.	Head of Finance	2	2	4	→	Monitor new developments	Head of Property Services	Continuous
Nov-19	FIN 24	Director of Finance	Service	Loss of Key Personnel	As the Council becomes more complex in its financial arrangements, key skills become more important. <i>Head of Finance and Section Head (FAT) are currently interim appointments. The Section Head (FPA) retires at the end of September 2021.</i>	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	2	3	6	↑	<i>Permanent appointment to Head of Finance has been made. Start date 9 August 2021. Adverts are currently being placed for the Section Head posts.</i>	Chief Executive/ Director of Finance	Sep-21

## Key Budget Indicators – Income Streams

<b>Regulatory Services</b>									
<b>Car Park Enforcement</b>	<b>Month</b>	<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>		<b>2021/22</b>	
<b>Penalty Charge Notices (PCNs)</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(13,718)	306	(12,406)	355	(950)	2	(2,190)	80
	May	(3,482)	116	(13,713)	211	(1,905)	3	(5,008)	133
	June	(11,756)	319	(8,600)	138	(2,155)	10	(5,360)	124
	July	(13,190)	348	(10,493)	164	(2,363)	98		
	August	(12,455)	320	(8,523)	152	(4,115)	138		
	September	(11,869)	368	(9,007)	155	(8,839)	238		
	October	(15,781)	433	(11,212)	170	(12,331)	353		
	November	(13,848)	358	(7,673)	167	(8,964)	108		
	December	(10,606)	295	(8,961)	143	(7,416)	93		
	January	(15,609)	416	(9,635)	248	(3,033)	4		
	February	(10,305)	247	(7,499)	158	(1,951)	9		
	March	(13,710)	327	(7,685)	102	(2,057)	17		
	<b>Total</b>	<b>(146,329)</b>	<b>3,853</b>	<b>(115,407)</b>	<b>2,163</b>	<b>(56,079)</b>	<b>1,073</b>	<b>(12,558)</b>	<b>337</b>
<p><b>Comments:</b> The Original budget for 2021/22 is £115,000. The proposed latest Budget is £82,616 as officers anticipate further reductions in income due to the ongoing restrictions imposed by Covid 19. 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.</p>									
<b>Car Park Enforcement</b>	<b>Month</b>	<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>		<b>2021/22</b>	
<b>Pay &amp; Display Tickets</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(9,710)	3,808	(18,065)	9431	(23)	5	(9,551)	5128
	May	(16,954)	9,482	(19,712)	9907	(20)	8	(10,442)	5577
	June	(14,529)	8,497	(12,913)	9293	(1,967)	1279	(12,675)	6513
	July	(16,673)	9,791	(19,514)	10064	(8,069)	4523		
	August	(25,141)	9,320	(15,275)	8,923	(10,408)	6,149		
	September	(15,831)	9,415	(16,566)	9,053	(12,002)	6,653		
	October	(20,699)	9,979	(19,368)	10,064	(13,292)	6,925		
	November	(18,293)	9,883	(16,736)	9,482	(7,433)	10,031		
	December	(20,255)	10,249	(21,011)	10,873	(8,184)	4,033		
	January	(18,850)	9,613	(20,315)	10,582	(12)	1		
	February	(26,956)	9,419	(18,123)	9588	(131)	40		
	March	(19,788)	10,296	(14,546)	6032	(273)	385		
	<b>Total</b>	<b>(223,678)</b>	<b>109,752</b>	<b>(212,144)</b>	<b>113,292</b>	<b>(61,814)</b>	<b>40,032</b>	<b>(32,668)</b>	<b>17,218</b>
<p><b>Comments:</b> The Original budget for 2021/22 is £220,000. The proposed latest Budget is £175,337 as officers anticipate further reductions in income due to the ongoing restrictions imposed by Covid 19. There are different charging regimes for different car parks within the district. However most pay &amp; 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.</p>									
<b>Development Management</b>	<b>Month</b>	<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>		<b>2021/22</b>	
<b>Application Fees</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(30,617)	141	(51,431)	133	(38,159)	132	(37,925)	202
	May	(47,353)	144	(54,043)	131	(81,876)	109	(44,506)	200
	June	(46,577)	134	(66,271)	129	(41,283)	143	(40,347)	177
	July	(71,811)	132	(51,656)	149	(32,903)	138		
	August	(26,376)	137	(50,897)	145	(35,997)	142		
	September	(33,905)	128	(42,726)	123	(90,374)	160		
	October	(23,688)	124	(80,266)	131	(29,374)	155		
	November	(34,751)	148	(116,095)	127	(30,543)	170		
	December	(33,388)	102	(51,835)	125	(67,640)	149		
	January	(34,143)	142	(50,727)	99	(30,515)	158		
	February	(19,545)	132	(33,802)	156	(32,295)	155		
	March	(49,015)	138	(40,924)	137	(55,165)	221		
	<b>Total</b>	<b>(451,168)</b>	<b>1,602</b>	<b>(690,672)</b>	<b>1,585</b>	<b>(566,124)</b>	<b>1,832</b>	<b>(122,778)</b>	<b>579</b>
<p><b>Comments:</b> The Original budget for 2021/22 is £696,420. The proposed latest Budget is £593,770 as officers anticipate a reduction in income due to Covid 19 and future Government decisions on permitted developments and the progress of the local plan. There are a number of different charging levels dependent on the type &amp; size of the proposed area. The table of current fees for each type can be found on the Councils website.</p>									

<b>Waste Management</b>									
Trade Refuse	Month	2018/19		2019/20		2020/21		2021/22	
		£	Volume	£	Volume	£	Volume	£	Volume
Contract fees	April	(267,036)	646	(346,064)	955	(280,745)	866	(342,837)	907
	May	(358)		(1,459)		417		(23,082)	
	June	(1,239)		(1,614)		(20,476)		(3,124)	
	July	350		(1,652)		(10,195)			
	August	(428)		(419)		(2,013)			
	September	(1,213)		(1,394)		(1,827)			
	October	(265,560)		(347,316)		(347,427)			
	November	(841)		10		6,383			
	December	(350)		(1,540)		(751)			
	January	(395)		(4,259)		5,463			
	February	(312)		(1,361)		(2,020)			
	March	(7,755)		(19,849)		(8,782)			
	<b>Total</b>	<b>(545,138)</b>		<b>622</b>		<b>(726,916)</b>		<b>955</b>	

**Comments:** The latest 2021/22 budget is £771,660. 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 2020/21 the figures include contracts for Schools and glass /plastic/paper and cardboard.

<b>Garden Waste</b>									
Bin Charges	Month	2018/19		2019/20		2020/21		2021/22	
		£	Volume	£	Volume	£	Volume	£	Volume
	April	(902,792)	20,907	(912,988)	21,143	(875,957)	20,314	(1,047,033)	21,524
	May	(30,255)	701	(27,729)	732	(66,976)	1,435	(19,620)	529
	June	(16,176)	375	(14,853)	304	(23,477)	469	(19,239)	331
	July	(8,209)	190	(9,565)	210	(10,812)	243		
	August	(4,667)	98	(5,795)	115	(6,029)	131		
	September	(3,447)	66	(3,940)	96	(4,295)	105		
	October	(2,831)	119	(2,737)	98	(2,456)	85		
	November	(1,467)	51	(1,116)	39	(2,186)	65		
	December	(770)		(436)	16	(925)	28		
	January	(426)		(501)	24	(830)	28		
	February	0		0	0	0	0		
	March	0		0	0	0	0		
	<b>Total</b>	<b>(971,040)</b>	<b>22,506</b>	<b>(979,660)</b>	<b>22,777</b>	<b>(993,943)</b>	<b>22,903</b>	<b>(1,085,892)</b>	<b>22,384</b>

**Comments:** The latest 2021/22 budget is £1,102,100. The standard charges for 2021/22 are £45 for the first bin and £80 for a second bin. Customers in receipt of benefits pay a concession fee of £37 for the first bin.

<b>Garages and Shops</b>									
<b>Garages</b>	<b>Month</b>	<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>		<b>2021/22</b>	
<b>Rent</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(93,490)	6%	(88,327)	11%	(74,513)	11%	(67,120)	18%
	May	(74,313)	7%	(71,154)	12%	(53,698)	13%	(84,598)	18%
	June	(73,904)	7%	(70,686)	12%	(107,919)	14%	(67,303)	18%
	July	(92,273)	7%	(87,862)	12%	(71,117)	16%		
	August	(73,914)	8%	(70,632)	11%	(70,223)	15%		
	September	(73,140)	9%	(87,994)	11%	(87,870)	15%		
	October	(88,606)	10%	(70,512)	11%	(70,789)	15%		
	November	(69,977)	10%	(70,692)	11%	(88,099)	15%		
	December	(87,688)	11%	(88,381)	11%	(70,203)	16%		
	January	(70,866)	10%	(71,217)	10%	(69,758)	16%		
	February	(69,700)	11%	(71,695)	10%	(69,793)	17%		
	March	(70,227)	11%	(89,818)	11%	(86,210)	17%		
	<b>Total</b>	<b>(938,097)</b>		<b>(938,968)</b>		<b>(920,190)</b>		<b>(219,021)</b>	

**Comments:** The latest budget for 2021/22 is £976,830. Lower level applied to those in the more difficult to let areas. There are currently 1,116 rentable garages. The void percentage is based on the rentable stock only.

<b>Shops</b>	<b>Month</b>	<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>		<b>2021/22</b>	
<b>Rent</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(112,031)	n/a	(70,392)	n/a	(66,330)	n/a	(46,828)	n/a
	May	(8,084)	n/a	(1,875)	n/a	31,706	n/a	0	n/a
	June	(83,320)	n/a	(53,825)	n/a	(38,627)	n/a	(30,853)	n/a
	July	(50,928)	n/a	(141,217)	n/a	(9,727)	n/a		
	August	(1,874)	n/a	(21,358)	n/a	0	n/a		
	September	(78,842)	n/a	(69,147)	n/a	(38,245)	n/a		
	October	(2,753)	n/a	1,317	n/a	(10,796)	n/a		
	November	(946)	n/a	(3,897)	n/a	2,546	n/a		
	December	(77,738)	n/a	(70,049)	n/a	(37,853)	n/a		
	January	(861)	n/a	(13,125)	n/a	(8,250)	n/a		
	February	14,125	n/a	0	n/a	0	n/a		
	March	(2,143)	n/a	1,083	n/a		n/a		
	<b>Total</b>	<b>(405,395)</b>		<b>(442,487)</b>	<b>0</b>	<b>(175,576)</b>	<b>0</b>	<b>(77,681)</b>	<b>0</b>

**Comments:** The 2021/22 budget is £210,000. There are 20 shops in the district which are predominantly let as self repairing leases. Each shop rent is negotiated at the best market rate taking into consideration local factors regarding usage, availability, affordability and community benefit.

## Reserves

Category	Opening Balance 01/04/2021 £	Net Movement in Year £	Closing Balance 31/03/2022 £	Purpose
<b>Revenue Reserves</b>				
General Fund	(5,210,222)	1,113,149	(4,097,073)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(1,802,600)	0	(1,802,600)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Building Control	(194,514)	0	(194,514)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
HB Equalisation	(500,868)	0	(500,868)	To provide against future deficits on the Housing Benefit account
<b>Total Revenue</b>	<b>(7,708,204)</b>	<b>1,113,149</b>	<b>(6,595,055)</b>	
<b>Capital Reserves</b>				
New Homes Bonus	(4,260,019)	4,297,911	37,892	Government grant set aside for supporting capital expenditure
Section 106	(581,286)	0	(581,286)	Developers contributions towards facilities
Grants & Contributions	(1,326,765)	0	(1,326,765)	Disabled Facility Grants and other contributions
<b>Total Capital</b>	<b>(6,168,070)</b>	<b>4,297,911</b>	<b>(1,870,159)</b>	
<b>Other Earmarked Reserves</b>				
Leavesden Hospital Open Space	(769,123)	0	(769,123)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(1,165,350)	0	(1,165,350)	Developers contributions towards maintenance of site
Community Infrastructure Levy (CIL)	(4,944,948)	(143,864)	(5,088,812)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,563)	0	(123,563)	Reserve to fund expenditure on plant & machinery
<b>Total Other</b>	<b>(7,002,984)</b>	<b>(143,864)</b>	<b>(7,146,848)</b>	
<b>Total All</b>	<b>(20,879,258)</b>	<b>5,267,196</b>	<b>(15,612,062)</b>	



**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.