

POLICY AND RESOURCES COMMITTEE – 25 JANUARY 2021

PART I - NOT DELEGATED

10. **FINANCIAL PLANNING – REVENUE SERVICES**  
(DoF)

1 **Summary**

1.1 The purpose of this report is to enable the Policy and Resources Committee to recommend to the Council the medium term revenue budgets.

2 **Details**

2.1 Officers have prepared a three-year Medium Term Financial Plan (MTFP) base budget for 2021 – 2024 which includes a revised estimate for the current year. This is attached at **Appendix 1**.

2.2 **2020/21**

The original net revenue budget for 2020/21 was **£12.771million**. The latest approved budget is **£13.534 million** (approved by Council on 8 December 2020); the table below shows the approved changes to date and the variances reported for this period (end of November) to give a forecast outturn position of **£13.203 million**.

<b>Net Revenue Budget 2020/21</b>	<b>£ million</b>
<b>Original Net Revenue Budget</b>	<b>12.771</b>
Variances Previously Reported including Covid 19 impact	0.763
<b>Latest Approved Budget</b>	<b>13.534</b>
Service Variances Reported This Period	(0.331)
<b>Forecast Outturn position</b>	<b>13.203</b>

2.3 At the end of November, Services show an estimated favourable variance of **(£0.331 million)**. The budget will be changed to reflect this outturn forecast if approved at Council.

**Appendix 2** details each service committee’s net direct revenue budgets over the medium term. The table below shows the net direct expenditure budgets, actuals to date, forecast outturn and variance for each service committee.

<b>2020/21 Revenue Account – General Fund Summary</b>					
<b>Service Area</b>	<b>Original Budget</b>	<b>Latest Budget</b>	<b>Net Spend to Period 8</b>	<b>Forecast Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Leisure, Environment and Community	4,585	6,167	2,489	6,098	(69)
Infrastructure, Housing and Economic Development	1,437	1,999	298	1,867	(132)
Policy & Resources	4,826	3,420	(701)	3,290	(130)
<b>Total Services</b>	<b>10,848</b>	<b>11,586</b>	<b>2,086</b>	<b>11,255</b>	<b>(331)</b>
Corporate Costs (Interest, Parish precepts)	1,923	1,948	2,838	1,948	0
<b>Net General Fund</b>	<b>12,771</b>	<b>13,534</b>	<b>4,924</b>	<b>13,203</b>	<b>(331)</b>

2.4 The main items that contribute to the net favourable services variance of £0.331 million are;

		£'000
1.	Salary Changes –predominantly due to vacancies	(121,900)
2.	Reduction in homelessness due to less evictions	(62,400)
3.	Communication- reduction in supplies and services budgets including printing and stationary	(19,000)
4.	Office Services- reduced spend on postage and contract security services.	(39,400)
5.	Revised income budget as the predicted loss of income due to the first lockdown has not materialised	(82,900)
6.	Recycling Kerbside-	
	Revised AFM projected received from Hertfordshire County Council.	(42,750)
	Increased recycling costs due to higher prices and increased demand for service	75,500
7.	Development Management- Projected increased income in pre- application advice income and a further £5k saving on scanning costs	(15,000)
8.	<b>Other</b>	(23,558)
	<b>Total</b>	<b>(331,408)</b>

The details of all the service variances over the medium term are shown at **Appendix 3**

**2021/22 - 2023/24 - The Medium Term Financial Plan (MTFP)**

- 2.5 Looking ahead over the next three years, the MTFP has been prepared against the continued backdrop of reduction in government funding, increasing pressure on services and continuing expectations from stakeholders for service provision while also factoring in the impact of Covid 19.
- 2.6 A salary saving is expected over the next three years. This is due to the Government’s announcement of a pay freeze across some areas of public sector which Local Government is expected to follow. Furthermore there has been restructures in teams across the Council leading to this saving in employee related costs. However given that at this stage we do not know the Local Government Employers reaction to the public sector pay freeze, a provision has been included in the budget to cover the cost of a potential 2% salary increase should they decide to recommend a pay increase given that local government is not bound by the Chancellor’s Budget announcement.
- 2.7 HCC have commenced the removal of £1.5million from the total distributable pot Alternative Financial Model (AFM) that rewards each Hertfordshire authority for its recycling rates and waste reduction initiatives. This discretionary payment is calculated determined on the size of the authority and their relative average cost to the Waste Disposal Authority (HCC) and the ‘in-year performance’ which calculates the actual savings or costs generated by each of the Hertfordshire authorities. The potential reduction in AFM for future years has been built into the base budget.
- 2.8 Services have worked hard during the budget setting process to keep budget growth to a minimum and remain within their budget limits without affecting service delivery. Unavoidable growth (statutory and contractual requirements) has been included in the base budgets

- 2.9 Appendix 3 includes the variances reported for the current period (end of November) that affect all years. The effect of the all variances on the Council's (surplus)/deficit for the year and the general fund balance over the medium term is shown in the table below.

<b>Movement on General Fund</b>	<b>2020/21 Forecast Outturn £000</b>	<b>2021/22 Indicative Budget £000</b>	<b>2022/23 Indicative Budget £000</b>	<b>2023/24 Indicative Budget £000</b>
Balance at 1 April	(5,048,286)	(4,482,894)	(3,850,524)	(3,188,764)
(Surplus)/deficit for year	565,392	632,370	661,760	219,724
Balance at 31 March	<b>(4,482,894)</b>	<b>(3,850,524)</b>	<b>(3,188,764)</b>	<b>(2,969,040)</b>

- 2.10 It is recommended that for contingencies a balance of at least £2 million should be retained in the General Fund. The Council has an additional earmarked reserve forecast to be £1.7 million at the end of March 2021 to set against future economic downturn/loss of business rates.
- 2.11 It should be noted that long term use of reserves to offset deficits is not sustainable or prudent. The MTFP therefore seeks to bring the MTFP back into balance. At present the MTFP assumes that taxation levels do not recover to pre-Covid levels until the very end of the MTFP period. Should these bounce back more quickly, then balance will be achieved sooner. The balance on each revenue and capital reserve at the 31 March 2021 is shown at **Appendix 8**.

### **3 Additional efficiency savings**

- 3.1 Services have carried out a significant review to identify non-staffing related savings over the next two years. It is anticipated that a saving of (£0.270 million) will be made. This has been included in the period 8 variances.

### **4 Potential Growth**

- 4.1 Services have submitted Project Initiation Documents (PIDS) to their relevant service Committees for approval. This has resulted in an increase in growth of **£94,300** over the MTFP. The scheme for prioritising discretionary growth is shown at **Appendix 4**. There are two new proposed growth items shown at **Appendix 5**.

### **5 Fees and Charges**

- 5.1 Details of the proposed fees and charges were presented to service Committees in November and December and have been included as part of the variances reported in this report. The latest budgets for fees and charges are shown at **Appendix 6**.

### **6 Covid 19**

- 6.1 Covid 19 has added further pressures to the Councils finances particularly in 2020/21. The impact has been reported in budget monitoring reports. Looking ahead, Service Managers have been encouraged to find savings on budgets which will have no impact on service provision.
- 6.2 The Government has announced a grant allocation of £0.389 million for Three Rivers as part of its emergency funding for Covid-19 for 2021/22. In addition to this, it has confirmed that the Income Guarantee Scheme will continue in to the first quarter of next year.

## 7 Funding the Revenue Budget

7.1 The overall Council Medium Term Financial Plan (MTFP) at Appendix 1 indicates a budget requirement (net expenditure) for 2021/22 of **£12,749,346**. This will be funded from a number of sources, which are detailed in the following paragraphs.

### 7.2 Business rates

7.2.1 Business rates are collected by the Council, and the proceeds are shared between the District and County Council, and also with central Government to fund services. There is an element of risk and reward involved in the Business Rates scheme, which is designed to incentivise Councils to promote business growth within their areas. The Council expects its share of business rates to be **£1.995 million** in 2021/22. The business rates retention scheme is volatile and estimating the outturn is complex due to factors such as appeals, demolitions, new builds, occupation and reliefs.

7.2.2 It should be noted that the Government has postponed implementation of changes to local government funding to 2022/23. This includes plans for Councils to increase the percentage of business rates they keep from 50% to 75%. The proposed changes will establish new baseline funding levels and business rates baselines for each local authority. Details have not been confirmed at this stage, however it is likely to be a reduction and prudent estimates have been included in future years.

### 7.3 Business Rates Pooling

7.3.1 In 2019/20 a new business rate pool consisting of the County Council, this Council and other Hertfordshire districts/borough councils was established. This is to continue in 2021/22 with membership of this pool expecting to contribute **£400,000** to the Council's business rate income. This is already included in the base budget.

### 7.4 New Homes Bonus

7.4.1 New Homes Bonus is a non-ring-fenced grant relating to the number of new homes delivered in a local authority area that may be used at the discretion of the Council for either capital expenditure or to support the revenue account (or combination). For 2021/22, based on the provisional settlement, the Council expects to receive **£0.190 million** of which will be split equally between revenue and capital funding. This funding stream will be part of the fair funding review, therefore estimates for future years are hard to predict, and therefore a prudent estimate has been included in the MTFP.

### 7.5 Government Grant

7.5.1 The Government has introduced a new grant for District Councils for 2021/22 to ensure that no authority experienced a reduction in core spending power in the 2021/22 settlement. Three Rivers will receive £0.121M. In addition funding has been made available to reflect the loss in council tax base due to an increase in Council Tax Reduction Scheme (CTRS). Three Rivers will receive £0.119M for this for 2021/22.

### 7.6 Council Tax for 2021/22

7.6.1 The Council needs to set a budget that gives an acceptable level of council tax, and is balanced in the medium to long term using the resources at its disposal.

7.6.2 A council tax increase of £5 has been assumed for 2021/22 and subsequent years. The Council expects to collect **£7.130 million** of council tax income in 2021/22. A one percentage increase in the council tax rate generates approximately a £70,000 increase in Council Tax revenue.

7.6.3 The Localism Act 2011 introduced a power for local electorates to approve or veto excessive council tax rises. Any authority setting a council tax increase of 2% or more or more than £5 (whichever is the greater) will be required to hold a council tax referendum.

7.6.4 The government assessment of core spending power assumes local authorities will increase Council Tax by the maximum amount available without triggering a referendum.

## 7.7 Council Tax Base

7.7.1 The Council Tax base for 2021/22 was set at the Council meeting on the 08 December 2020 and totalled 38,774.3 assuming a collection rate of 99%. The base shows a decrease of 1.1% over 2020/21. This is largely due to an increase in Council tax discounts, both Council Tax Reduction Scheme and single person discounts, and a reduction in projected additions between now and March.

7.7.2 Where amounts of Council Tax collected exceed the estimates made, the surplus is shared between the relevant major precepting authorities (Hertfordshire County Council, Three Rivers District Council and Hertfordshire Police & Crime Commissioner). To reduce risk for the Parish Councils, surpluses or deficits are not paid or charged to them.

## 7.8 Local Council Tax Reduction Scheme

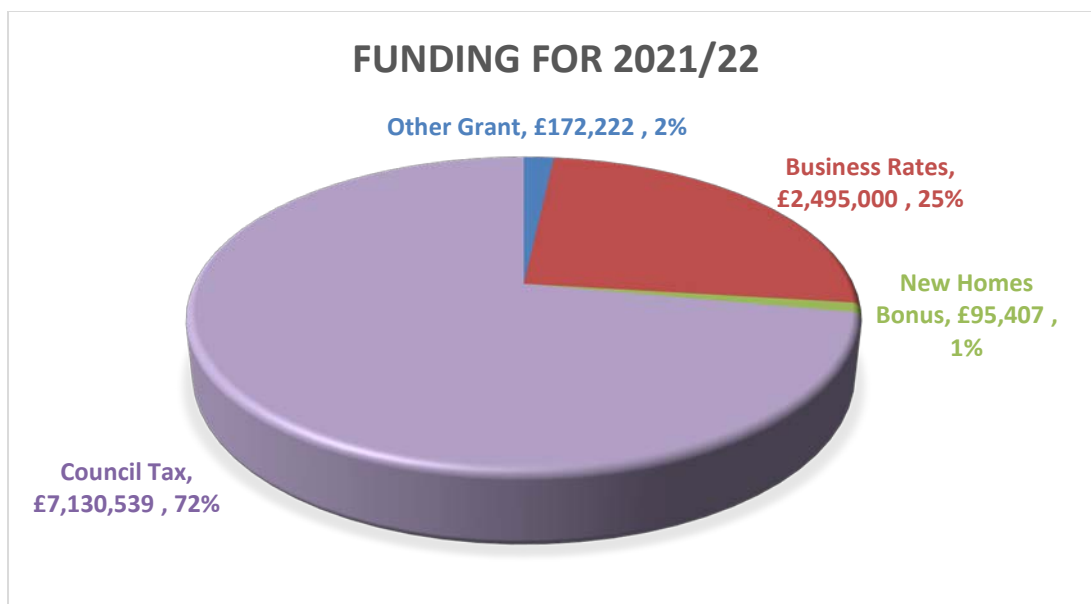
7.8.1 At the Council meeting on 08 December 2020, it was resolved to continue to apply the agreed Local Council Tax Reduction Scheme for 2021/22.

## 7.9 Collection Fund

7.9.1 There is a statutory requirement to account separately for Council Tax and Business Rates. The Collection Fund has been established to achieve this. The Fund records all transactions such as the yield, exemptions, discounts, provisions for bad debts, payments to major preceptors to Central Government and takes into account collection rates.

7.9.2 The Council Tax setting process requires an estimate of the surplus or deficit at 31 March 2021 on Council Tax and Business Rates. The balances are distributed to the Council as the Billing Authority, the major preceptors and Central Government.

7.10 The chart below show the value and proportion of each funding stream that supports the Council's revenue account for 2021/22.



## **8 Budget Consultation**

- 8.1 The Council will consult on budget proposals for the period 2021/22, via an on-line document. Customers, stakeholders, businesses and partner agencies will be invited to read the proposals and respond with their opinions. The consultation will be completed in early February.

## **9 Draft Revenue Estimates and General Fund Balance**

- 9.1 The Director of Finance confirms the estimates have been correctly calculated under the assumptions used and that balances remain adequate.
- 9.2 The Council's financial exposure over a three-year medium-term period has been calculated for each of its budgetary risks. It is acknowledged that were any of the risks to occur then the impact might last longer; on the other hand actions to mitigate the risk would be taken over the three year period.
- 9.3 Balances can be used to support revenue expenditure, applied to capital expenditure or a combination of these. The Council should agree to retain some of the balances as 'working balances'. These should be retained at a prudent minimum to assist cash flow management, avoid the need to borrow in the short term, and cover unforeseen expenditure. The prudent minimum level of balances depends on the council's view of its financial risks and is considered further under risk management below.
- 9.4 The Committee is recommended to agree £2.0 million as the minimum general fund balance over the medium term.

## **10 Options/Reasons for Recommendation**

- 10.1 The recommendation below enables the Committee to make recommendations to the Council on 23 February 2021 concerning the Council's budget.

## **11 Policy/Budget Reference and Implications**

- 11.1 The recommendations in this report contribute to the process whereby the Council will approve and adopt its budget under Article 4 of the Council's Constitution.

## **12 Equal opportunities, Environmental, Community Safety, Customer Services Centre, Communications, Health & Safety & Website Implications**

- 12.1 Dependent on budget decisions.

## **13 Financial Implications**

- 13.1 Included above

## **14 Legal Implications**

- 14.1 The Policy and Resources Committee must forward its recommendations on the budget to Council. The Council must set its 2021/22 budget by 11 March 2021.

## **15 Staffing Implications**

- 15.1 These depend on the budget set. Staff and their representatives have been kept informed of the strategic, service and financial planning process.

## **16 Risk Management Implications**

- 16.1 The Council has agreed its risk management strategy. Financial and budgetary risks are shown at **Appendix 7**.

16.2 In the officers' opinion none of the risks detailed in Appendix 7, in isolation, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks that will be included and managed via the Corporate Services Service Plan. The effectiveness of treatment plans are reviewed by the Audit Committee.

## 17 Recommendation

17.1 That this report be noted.

Report prepared by: Temi Opeyemi- Finance Manager  
Tina Stankley- Interim Head of Finance

Checked by: Alison Scott – Director of Finance

### Background Papers

Reports and Minutes of the Policy and Resources Committee and Council

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***The recommendations contained in this report DO NOT constitute a KEY DECISION but contribute to the process whereby the Council will approve and adopt its Strategic, Service and Financial Plans under Article 4 of the Council's Constitution***

#### Appendices

Appendix 1 Summary Medium Term Financial Plan (2020-2024)

Appendix 2 Service Committees Medium term Financial Plan (2020/2024)

Appendix 3 Service Committees Variances at end of November (2020-2024)

Appendix 4 Scheme for Prioritising Growth

Appendix 5 Potential Growth

Appendix 6 Proposed Fees & Charges

Appendix 7 Financial and Budgetary Key Risks

Appendix 8 Reserves

## MEDIUM TERM FINANCIAL PLAN 2020-2024

Medium Term Financial Plan - Consolidated Revenue Account (General Fund)						
Funding	2020/2021			2021/2022	2022/2023	2023/2024
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Draft	Draft	Draft
Council Tax Base (No.)	39,212.60	39,212.60	39,212.60	38,774.30	38,968.17	39,162.00
<b>Council Tax Base Increase (%)</b>	0.00	0.00	0.00	0.50	0.50	0.50
Band D Council Tax (£)	178.90	178.90	178.90	183.90	188.90	193.90
<b>Council Tax Increase - TRDC (%)</b>	0.00	0.00	0.00	2.79	2.72	2.65
Council Tax (£)	(7,015,134)	(7,015,134)	(7,015,134)	(7,130,594)	(7,361,088)	(7,593,512)
Parish Precepts (£)	(2,063,812)	(2,063,812)	(2,063,812)	(2,105,090)	(2,147,210)	(2,147,210)
<b>Total Taxation (£)</b>	<b>(9,078,946)</b>	<b>(9,078,946)</b>	<b>(9,078,946)</b>	<b>(9,235,684)</b>	<b>(9,508,298)</b>	<b>(9,740,722)</b>
Business Rates (£)	(2,895,000)	(2,895,000)	(2,895,000)	(2,495,000)	(2,495,000)	(2,495,000)
Collection fund deficit	0	0	0	0	0	0
New Homes Bonus Grant	(310,257)	(310,257)	(310,257)	(95,407)	(95,000)	(95,000)
Government Funding	0	0	0	(240,886)	(120,000)	(120,000)
Dividend (£)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
<b>Total Grant Funding (£)</b>	<b>(3,255,257)</b>	<b>(3,255,258)</b>	<b>(3,255,258)</b>	<b>(2,881,293)</b>	<b>(2,760,000)</b>	<b>(2,760,000)</b>
<b>Total Taxation &amp; Grant Funding (£)</b>	<b>(12,334,203)</b>	<b>(12,334,204)</b>	<b>(12,334,204)</b>	<b>(12,116,976)</b>	<b>(12,268,298)</b>	<b>(12,500,722)</b>
Financial Statement - Summary	2020/2021			2021/2022	2022/2023	2023/24
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
<b>Committee - Net Cost Of Services</b>						
Infrastructure, Housing & Economic Development	1,437,150	1,999,446	1,999,446	1,523,399	1,567,749	1,567,749
Leisure, Environment & Community	4,585,173	6,167,387	6,167,387	4,448,208	4,433,503	4,433,503
Policy & Resources	4,826,093	3,419,106	3,419,106	4,869,424	5,056,984	5,056,984
<b>Period 8 Variances</b>			<b>(331,408)</b>	<b>(222,374)</b>	<b>(471,928)</b>	<b>(681,540)</b>
<b>GROWTH- Pids</b>				<b>94,300</b>	<b>94,300</b>	<b>94,300</b>
<b>Sub-Total</b>	<b>10,848,416</b>	<b>11,585,939</b>	<b>11,254,531</b>	<b>10,712,957</b>	<b>10,680,608</b>	<b>10,470,996</b>
<b>Other</b>						
Parish Precepts	2,063,812	2,063,812	2,063,812	2,105,090	2,147,210	2,147,210
Net Transfer from Reserves	(59,910)	(59,910)	(59,910)	(59,910)	(59,910)	(59,910)
Interest Payable & Borrowing costs	450,150	<b>475,150</b>	<b>475,150</b>	381,220	252,150	252,150
Interest Received	(530,634)	(530,632)	(530,634)	(390,011)	(90,000)	(90,000)
<b>Sub-Total</b>	<b>1,923,418</b>	<b>1,948,420</b>	<b>1,948,418</b>	<b>2,036,389</b>	<b>2,249,450</b>	<b>2,249,450</b>
<b>Net Expenditure</b>	<b>12,771,834</b>	<b>13,534,359</b>	<b>13,202,949</b>	<b>12,749,346</b>	<b>12,930,058</b>	<b>12,720,446</b>
<b>Income from Council Tax, Government Grants &amp; Business Rates</b>	<b>(12,334,203)</b>	<b>(12,334,204)</b>	<b>(12,334,204)</b>	<b>(12,116,976)</b>	<b>(12,268,298)</b>	<b>(12,500,722)</b>
<b>(Surplus)/Deficit</b>	<b>437,631</b>	<b>1,200,155</b>	<b>868,745</b>	<b>632,370</b>	<b>661,760</b>	<b>219,724</b>



Movement on General Fund Balance	2020/2021			2021/2022	2022/2023	2023/24
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
Balance Brought Forward at 1 April	(4,418,871)	(5,048,286)	(5,048,286)	(4,482,894)	(3,850,524)	(3,188,764)
Revenue Budget (Surplus)/Deficit for Year	437,631	721,450	565,392	632,370	661,760	219,724
<b>Closing Balance at 31 March</b>	<b>(3,981,240)</b>	<b>(4,326,836)</b>	<b>(4,482,894)</b>	<b>(3,850,524)</b>	<b>(3,188,764)</b>	<b>(2,969,040)</b>
Movement on Economic Impact ONLY	2020/2021			2021/2022	2022/2023	2023/24
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
Balance Brought Forward at 1 April	(2,100,000)	(2,103,000)	(2,103,000)	(1,799,646)	(1,799,646)	(1,799,646)
Covid 19 Impact for Year	0	478,704	303,354	0	0	0
<b>Closing Balance at 31 March</b>	<b>(2,100,000)</b>	<b>(1,624,296)</b>	<b>(1,799,646)</b>	<b>(1,799,646)</b>	<b>(1,799,646)</b>	<b>(1,799,646)</b>
Total Reserves Impact	2020/2021			2021/2022	2022/2023	2023/24
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
Balance Brought Forward at 1 April	(6,518,871)	(7,151,286)	(7,151,286)	(6,282,540)	(5,650,170)	(4,988,410)
Impact for Year	437,631	1,200,154	868,746	632,370	661,760	219,724
<b>Closing Balance at 31 March</b>	<b>(6,081,240)</b>	<b>(5,951,132)</b>	<b>(6,282,540)</b>	<b>(5,650,170)</b>	<b>(4,988,410)</b>	<b>(4,768,686)</b>
<b>Total Reserves</b>	<b>(6,081,240)</b>	<b>(5,951,132)</b>	<b>(6,282,540)</b>	<b>(5,650,170)</b>	<b>(4,988,410)</b>	<b>(4,768,686)</b>

SERVICE COMMITTEES - MEDIUM TERM FINANCIAL PLAN 2020 - 2024

Leisure, Environment & Community									
Community Safety & Partnership	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P8	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Citizens Advice Bureaux	303,340	295,950	203,963	295,950	0	303,340	303,340	303,340	Accommodation costs actioned at year end
Community Development	4,500	4,500	0	4,500	0	4,500	4,500	4,500	Grants to be paid out
Community Safety	235,830	265,080	290,480	313,470	48,390	245,100	246,650	246,650	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. There are additional costs for staff overtime due to the robust response to Covid 19 pandemic.
Corporate Climate Change	80,000	96,660	4,808	96,660	0	93,490	94,090	94,090	The new strategy is due to be approved at the March Leisure Committee, however, projects to support this and tackle climate change are on going so the budget would be utilised.
Community Partnerships	195,530	288,720	177,960	316,520	27,800	197,340	197,340	198,610	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. The variance is due to staff secondments as a result of increased workload due to Covid19 and staff departure.
Env Health - Commercial Team	207,990	207,990	89,881	207,990	0	209,790	209,790	209,790	This service is now provided by Watford Borough Council
Licensing	(110,540)	(95,310)	(95,098)	(95,310)	0	(107,050)	(105,680)	(105,470)	
Community & Leisure Grant	40,000	40,000	11,299	40,000	0	40,000	40,000	40,000	Grants to be paid out
<b>Total</b>	<b>956,650</b>	<b>1,103,590</b>	<b>676,889</b>	<b>1,179,780</b>	<b>76,190</b>	<b>986,510</b>	<b>990,030</b>	<b>991,510</b>	

Leisure	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Abbots Langley Project	42,650	455	0	455	0	0	0	0	Budget is fully funded by the National Lottery Heritage Fund and S106 monies
Community Arts	11,910	4,481	0	4,261	(220)	9,910	9,910	9,910	Variance is due to projected reduced cost on temporary staffing
Watersmeet	34,015	202,446	7,233	202,446	0	56,170	55,675	46,725	Following the receipt of the Arts Council grant, the £175k grant has been used to realign the budgets to reduce the impact of the losses as result of the pandemic.
Leavesden Ymca	(35,000)	(35,000)	(17,500)	(35,000)	0	(35,000)	(35,000)	(35,000)	Income is received quarterly.
Active Community Devel Fund	43,400	14,634	4,494	14,634	0	41,900	41,900	41,900	This budget will be fully spent
Oxhey Hall	(3,000)	(3,000)	(2,250)	(3,000)	0	(3,000)	(3,000)	(3,000)	Income is received quarterly.
Trees And Landscapes	432,110	430,141	183,039	327,361	(102,780)	374,600	376,410	378,170	Following a team reorganisation, the variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Museum	(700)	(700)	(700)	(700)	0	(700)	(700)	(700)	
Playing Fields & Open Spaces	47,475	61,825	(12,008)	61,788	(37)	46,365	46,305	46,415	Revised budgets for the NNDR for Council owned properties. Spend on repairs and maintenance and water rates is lower than expected.
Play Rangers	54,110	52,585	39,746	57,375	4,790	54,780	54,780	54,080	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Aquadrome	16,670	37,870	25,034	30,570	(7,300)	16,480	16,390	16,550	Revised budgets for the NNDR for Council owned properties
Leisure Venues	(315,500)	529,714	202,943	529,714	0	(605,910)	(777,480)	(777,480)	The Council will not receive any income from SLM in 2020/21 due to the impact of the Covid 19 pandemic.
Leisure Development	287,470	277,470	181,662	259,560	(17,910)	255,290	255,980	256,410	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Play Development - Play schemes	65,450	9,145	14,780	27,485	18,340	60,300	60,300	60,300	Variance includes increased costs for temporary staffing to enable following the easing of lockdown.
Sports Devel-Sports Projects	29,200	12,860	1,418	12,910	50	26,700	26,700	26,700	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Croxley Green Skateboard Park	16,830	3,000	195	3,000	0	17,580	17,580	17,580	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Leisure & Community Services	155,190	134,490	85,952	109,920	(24,570)	133,070	132,840	147,150	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. This is mainly due to staff secondment and transfer of responsibility to other areas.
Grounds Maintenance	707,170	707,640	454,109	727,690	20,050	706,590	709,080	710,820	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
<b>Total</b>	<b>1,589,450</b>	<b>2,440,056</b>	<b>1,163,177</b>	<b>2,330,469</b>	<b>(109,587)</b>	<b>1,155,125</b>	<b>987,670</b>	<b>996,530</b>	

<i>Environmental Services</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Refuse Domestic	(17,520)	(13,480)	(15,139)	(13,480)	0	(18,560)	(18,560)	(18,560)	Further spend to be incurred
Refuse Trade	(191,387)	(4,034)	(476,707)	(86,324)	(82,290)	(203,240)	(197,470)	(197,470)	Current year budget surpassed due to more income than predicted during/after the first lockdown. The impact of second lockdown being closely monitored and any further changes will be reported via budget monitoring process . Future year budgets includes an Increase in Fees and Charges following a 3% inflation uplift. Income invoices have been raised till the end of March, also awaiting further invoices for Q2 and Q3 waste disposal charges from Hertfordshire County Council.
Recycling General	(12,250)	3,660	673	3,660	0	(12,250)	(12,250)	(12,250)	
Garden Waste	(210,310)	(227,260)	(536,547)	(227,260)	0	(312,780)	(306,870)	(294,910)	Future years variance includes revised employee estimates which takes into account vacancies and changes in pay elements. A £5 increase in charges has been proposed and this has been included in future years estimates. Awaiting further spend on employee and other running costs such as diesel.
Clinical Waste	(43,550)	(2,000)	(65,953)	(14,960)	(12,960)	(47,110)	(47,110)	(47,110)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. £2.5k previously allocated budget for Covid no longer required. Increase in Fees and Charges following 3% inflation uplift
Recycling Kerbside	(365,990)	(77,540)	63,674	(44,790)	32,750	(90,790)	(90,790)	(90,790)	There is an increase in tonnage of recycling as more people continue to spend more time at home as a result of the Pandemic. This is further exacerbated by a decline in markets provision and higher prices. Any further changes to this budget will be reported via budget monitoring. This is offset by Latest AFM estimated projection from HCC, impact of Covid reduced from first projection- this has improved the position by £43k. The budget for the next year two years has been reduced by £280k each to reflect the impact of the reduction from County. Q3 recycling credit payment from County is yet to be received.
Abandoned Vehicles	750	250	90	250	0	250	250	250	
Pest Control	75,000	75,000	37,500	75,000	0	75,000	75,000	75,000	Invoice for the first half of the year has been paid to Watford Borough Council
Environmental Maintenance	26,450	25,970	8,260	25,970	0	25,970	25,980	25,980	
Animal Control	51,160	49,720	34,525	54,620	4,900	57,250	57,250	57,250	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Cemeteries	(177,830)	(182,170)	(149,745)	(182,170)	0	(182,460)	(182,430)	(182,530)	Revised budgets for the NNDR for Council owned properties. Increase in Fees and Charges following 3% inflation uplift
Environmental Protection	382,580	378,720	249,328	370,800	(7,920)	380,830	380,860	383,490	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Depot-Batchworth	31,780	31,780	28,355	27,659	(4,121)	28,160	28,260	28,700	Reduction in Electricity costs and Water Rates. Revised budgets for the NNDR for Council owned properties
Waste Management	1,968,950	2,043,285	1,350,764	2,055,525	12,240	2,001,010	1,991,430	1,981,730	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Environmental Maint Contractor	521,240	521,840	336,666	543,400	21,560	536,410	535,230	537,240	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Road fund licence budget not required this year
<b>Total</b>	<b>2,039,073</b>	<b>2,623,741</b>	<b>857,797</b>	<b>2,587,900</b>	<b>(35,841)</b>	<b>2,237,690</b>	<b>2,238,780</b>	<b>2,246,020</b>	
<b>Total Leisure Environment &amp; Community</b>	<b>4,585,173</b>	<b>6,167,387</b>	<b>2,697,863</b>	<b>6,098,149</b>	<b>(69,238)</b>	<b>4,379,325</b>	<b>4,216,480</b>	<b>4,234,060</b>	

Infrastructure Housing & Economic Development									
Housing	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Housing Services Needs	464,970	504,620	380,125	496,120	(8,500)	483,720	490,150	493,350	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in travelling due to Covid 19. £8k expenditure on software system saving as system costs was less than expected.
Rent Deposit Guarantee Scheme	5,110	5,110	0	3,110	(2,000)	5,110	5,110	5,110	Savings on Rent Deposit Scheme budget as evictions reduced due to Covid 19
Homelessness General Fund	(37,530)	(12,830)	(662,774)	(74,900)	(62,070)	(80,770)	(80,770)	(80,770)	Due to the Government's eviction ban, the service has received less approaches from people in the private rented sector as people could not be evicted. Printing/Stationery and Subscription budgets no longer required. *Actuals include flexible homeless support grant and prevent homelessness grant.
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	120,620	117,120	90,930	114,530	(2,590)	116,440	117,130	117,150	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in staff travel costs due to Covid 19. Equipment/Furniture/Materials budgets no longer required.
<b>Total</b>	<b>569,170</b>	<b>609,020</b>	<b>(274,195)</b>	<b>533,860</b>	<b>(75,160)</b>	<b>519,500</b>	<b>526,620</b>	<b>529,840</b>	

<i>Infrastructure &amp; Planning Policy</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Land & Property Info Section	1,020	27,400	7,837	24,900	(2,500)	6,570	7,630	7,750	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduced number of searches sent to HCC for information. Increase in Fees and Charges following 3% inflation.
Street Naming & Numbering	7,130	7,130	2,572	7,130	0	7,130	7,130	7,130	
Environmental Initiatives	47,470	47,470	3,632	47,470	0	47,470	47,470	47,470	Budget is expected to be fully spent
Development Management	71,700	207,913	94,473	174,933	(32,980)	74,490	83,560	89,050	Reduced spend on scanning costs 2020/21 of £5k. Increase income of £10k on pre-application number being received and expected to be maintained, no change to future years at current time as we await the Local plan process. An Increase of 3% for pre application in Fees and Charges of following 3% inflation uplift. Future years variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Director Community & Env Servs	130,870	129,870	88,237	123,280	(6,590)	130,650	130,550	130,590	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Development Plans	309,530	369,399	126,246	359,309	(10,090)	346,090	308,310	309,760	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Budget no longer required for Licences/Subsistence/Hospitality. Full budgets no longer required for Miscellaneous IT costs and Advertising.
Hertfordshire Building Control	(1,080)	(16,350)	(44,058)	(22,120)	(5,770)	(10,147)	(9,487)	(9,487)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. £5k savings on fees and contractual services and lower audit fees in 2020/21. Reduction in income of £3.7k due to reduced standard service costs to LA1. This meant a reduced workload as a result of Covid 19.
<b>Total</b>	<b>566,640</b>	<b>772,832</b>	<b>278,386</b>	<b>714,902</b>	<b>(57,930)</b>	<b>602,253</b>	<b>575,163</b>	<b>582,263</b>	

<i>Economic Development</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P8	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Energy Efficiency	19,500	15,000	0	15,000	0	19,500	19,500	19,500	New Scheme Started with Yes Energy, awaiting applications
Sustainability Projects	24,080	3,300	0	3,300	0	6,000	6,000	6,000	Demand led, no applications received to date
Car Parking	35,040	298,427	48,486	299,117	690	50,250	50,250	50,250	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Car Parking-Maintenance	91,950	124,950	126,256	124,950	0	114,460	115,070	96,690	Revised budgets for the NNDR for Council owned properties
Dial A Ride	40,000	35,000	977	35,000	0	40,000	40,000	40,000	Awaiting invoices. Full budget committed
Cycling Strategy	0	43,358	41,743	43,358	0	0	0	0	
Better Buses Fund	86,570	93,359	93,359	93,359	0	93,359	93,359	93,359	
Public Conveniences	4,200	4,200	1,800	4,200	0	4,200	4,200	4,200	Awaiting invoices. Full budget committed
<b>Total</b>	<b>301,340</b>	<b>617,594</b>	<b>312,622</b>	<b>618,284</b>	<b>690</b>	<b>327,769</b>	<b>328,379</b>	<b>309,999</b>	
<b>Total Infrastructure Housing &amp; Economic Development</b>	<b>1,437,150</b>	<b>1,999,446</b>	<b>316,813</b>	<b>1,867,046</b>	<b>(132,400)</b>	<b>1,449,522</b>	<b>1,430,162</b>	<b>1,422,102</b>	

Policy & Resources									
Resources & Shared Services	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Director Of Finance	72,000	72,000	93,359	50,970	(21,030)	70,610	70,610	71,790	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in budgets no longer required for Equipment/Publications/Hospitality and Advertising.
Communication	129,060	129,060	103,531	125,030	(4,030)	124,110	125,170	125,290	£18k Budget savings on Materials and Printing & Stationery. This is offset by additional spend on temporary staffing.
Legal Practice	370,740	364,190	237,753	368,150	3,960	372,740	376,350	378,770	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Full budgets for Printing & Stationery and Equipment no longer required
Committee Administration	165,290	169,630	119,951	175,400	5,770	175,990	180,940	181,280	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Office Services	90	280,210	183,269	240,720	(39,490)	240,810	240,810	240,810	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Use of the Courier service has reduced. There are further savings of £6k on Print, stationery & Copying as a result of staff working remotely. £10k savings on security due to reduced need as a result of the lockdown. £22k saving on Garden Waste renewal letters as they will now be sent electronically.
Elections & Electoral Regn	130,250	129,400	91,023	130,100	700	129,420	129,420	130,650	Additional subscription costs to Schofield Election Law Publications.
Finance Services	460,990	459,550	186,807	426,990	(32,560)	456,420	457,280	458,350	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Parliamentary Elections	0	0	54,584	0	0	0	0	0	2019 General Election claim currently with Cabinet Office.
European Elections	0	0	15,105	0	0	0	0	0	2019 European Election claim currently with Cabinet Office.
Police Commissioner Election	0	0	2,232	0	0	0	0	0	Costs to be covered by PCC awaiting claim to be authorised.
Revs & Bens Management	37,620	37,620	23,832	39,310	1,690	38,570	36,250	36,250	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Fraud	104,480	100,150	10,117	80,460	(19,690)	82,840	82,840	82,840	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Chief Executive	177,640	175,290	113,743	171,100	(4,190)	176,060	176,060	176,060	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Budgets for Hospitality, Publications and Equipment have been offered up as a saving.



<i>Resources &amp; Shared Services</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Democratic Representation	309,790	302,403	202,986	296,363	(6,040)	303,758	303,758	303,758	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in staff travel costs due to Covid 19. Various budget savings and budget no longer required due to remote working
Benefits & Allowances	726,410	771,480	416,025	708,490	(62,990)	725,010	729,820	728,810	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Professional fees budget no longer required. Full budget no longer required for advertising
Benefits Client	(549,890)	(549,890)	1,284,465	(549,890)	0	(549,890)	(549,890)	(549,890)	
Council Tax Collection	355,040	347,810	183,431	346,810	(1,000)	360,940	362,120	365,390	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduced travelling expenses.
NNDR	35,130	32,540	157,086	32,540	0	36,500	36,500	36,500	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	(186,140)	(186,140)	
Nndr Cost Of Collection	(107,090)	(107,090)	0	(107,090)	0	(107,090)	(107,090)	(107,090)	
Register Of Electors	36,800	36,800	19,008	36,800	0	36,800	36,800	36,800	Remaining budget will be spent
District Elections	76,320	6,320	3,344	4,350	(1,970)	76,320	76,320	76,320	Budget not required as elections cancelled in 2020/21
Customer Service Centre	920,770	916,580	488,432	794,300	(122,280)	947,790	955,360	958,520	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Budgets for staff travel/Printing/Stationery/Equipment no longer required. Full budget for uniforms not required.
Major Incident Planning	95,310	92,660	46,502	85,360	(7,300)	98,230	99,290	99,410	Current year budget reduced by £7k due to Covid 19, future years cost of Emergency Planning bill from HCC will increase. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Miscellaneous Income & Expend	268,033	(1,383,650)	(5,688,348)	(1,383,650)	0	168,015	168,003	168,003	Actuals include Covid 19 grant income
Non Distributed Costs	242,000	242,000	1,176	242,000	0	249,000	255,000	255,000	
Customer Contact Programme	50,000	50,000	0	50,000	0	50,000	0	0	Review of system requirements delayed due to Covid 19. Full impact not yet known
Miscellaneous Properties	(103,870)	(78,380)	(111,603)	(53,900)	24,480	(103,920)	(103,860)	(104,420)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. £20k Budget transfer from Garages & Shops Maintenance. Revised budgets for the NNDR for Council owned properties. Reduced income of £4k due to lack of hall hire as a result of lockdown restrictions

<i>Resources &amp; Shared Services</i>	<b>Original Budget 2020/21</b>	<b>Latest Budget 2020/21</b>	<b>Spend to Date</b>	<b>Forecast Outturn 2020/21</b>	<b>Variance</b>	<b>Forecast 2021/22</b>	<b>Forecast 2022/23</b>	<b>Forecast 2023/24</b>	<b>Officer Comments</b>
	£	£	£	£	£	£	£	£	
Performance Mgt & Scrutiny	53,320	50,570	36,512	52,970	2,400	47,770	47,770	47,770	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Debt Recovery	202,100	199,370	36,318	182,570	(16,800)	200,230	201,610	202,980	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. There is also a saving of £2.3k on printing & stationery budgets
Three Rivers House	347,640	333,540	243,412	328,540	(5,000)	366,190	366,000	359,260	Reduction in Gas and Electricity costs as the building remained empty due to the Pandemic. Future years budgets includes adjustments for the NNDR for Council owned properties
Basing House	(10,290)	(12,290)	(13,278)	(13,290)	(1,000)	(10,230)	(10,340)	(10,140)	Reduced Electricity costs as the building have remained unoccupied. Future years budgets includes adjustments for the NNDR for Council owned properties
Officers' Standby	6,140	6,140	6,140	6,140	0	6,140	6,140	6,140	
Finance Client	92,750	92,750	58,028	29,110	(63,640)	98,350	126,410	126,530	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Business App Maintenance	221,200	221,200	217,788	221,200	0	226,200	226,200	226,200	Budget increased by £5k to reflect new contract costs from 2021/22 Onwards
ICT Client	639,920	814,250	419,908	815,950	1,700	751,638	755,542	757,131	Increased in future years budget is related to increases in the procurement of the IT services contract. This is a 4 year contract, likely to be extended for a further year beyond that. This is split with Watford Borough Council. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Internal Audit Client	71,460	63,460	43,524	63,460	0	71,460	71,460	71,460	
Fraud Client	(2,910)	2,090	1,121	2,690	600	2,690	2,690	2,690	Writing off court costs income budget which are no longer received
Insurances	353,220	343,220	316,584	343,220	0	353,220	353,220	353,220	
Debt Recovery Client Acc	(6,140)	(6,140)	(650)	(6,140)	0	(6,140)	(6,140)	(6,140)	
HR Client	339,250	411,900	279,572	419,300	7,400	334,628	333,736	334,113	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Shared service HR Costs Budget variations
Corporate Management	154,280	150,680	37,144	150,680	0	150,680	150,680	150,680	
Democratic Representation	309,790	302,403	202,986	296,363	(6,040)	303,758	303,758	303,758	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in staff travel costs due to Covid 19. Various budget savings and budget no longer required due to remote working
Benefits & Allowances	726,410	771,480	416,025	708,490	(62,990)	725,010	729,820	728,810	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Professional fees budget no longer required. Full budget no longer required for advertising
Benefits Client	(549,890)	(549,890)	1,284,465	(549,890)	0	(549,890)	(549,890)	(549,890)	
Council Tax Collection	355,040	347,810	183,431	346,810	(1,000)	360,940	362,120	365,390	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduced travelling expenses.
NNDR	35,130	32,540	28,198	32,540	0	36,500	36,500	36,500	
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	(186,140)	(186,140)	

<i>Resources &amp; Shared Services</i>	<b>Original Budget 2020/21</b>	<b>Latest Budget 2020/21</b>	<b>Spend to Date</b>	<b>Forecast Outturn 2020/21</b>	<b>Variance</b>	<b>Forecast 2021/22</b>	<b>Forecast 2022/23</b>	<b>Forecast 2023/24</b>	<b>Officer Comments</b>
	£	£	£	£	£	£	£	£	
Nndr Cost Of Collection	(107,090)	(107,090)	0	(107,090)	0	(107,090)	(107,090)	(107,090)	
Register Of Electors	36,800	36,800	19,008	36,800	0	36,800	36,800	36,800	Remaining budget will be spent
District Elections	76,320	6,320	3,344	4,350	(1,970)	76,320	76,320	76,320	Budget not required as elections cancelled in 2020/21
Customer Service Centre	920,770	916,580	488,432	794,300	(122,280)	947,790	955,360	958,520	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Staffing variances are substantial due secondments. Further savings reported on travel, Printing & Stationery as well as Equipment.
Major Incident Planning	95,310	92,660	46,502	85,360	(7,300)	98,230	99,290	99,410	Current year budget reduced by £7k due to Covid 19, future years cost of Emergency Planning bill from HCC will increase.
Miscellaneous Income & Expend	268,033	(1,383,650)	(5,688,348)	(1,383,650)	0	168,015	168,003	168,003	Actuals include Covid 19 grant income
Non Distributed Costs	242,000	242,000	1,176	242,000	0	249,000	255,000	255,000	Actioned at year end
Customer Contact Programme	50,000	50,000	0	50,000	0	50,000	0	0	Review of system requirements delayed due to Covid 19. Full impact not yet known
Miscellaneous Properties	(103,870)	(78,380)	(111,603)	(53,900)	24,480	(103,920)	(103,860)	(104,420)	£20k Budget transfer from Garages & Shops for Maintenance. Reduced income of £4k due to lack of hall hire as a result of lockdown restrictions
Asset Management - Property Services	775,740	564,900	580,636	530,440	(34,460)	370,810	383,530	389,630	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements following the deletion of 2 posts. £5.3k further costs on electricity for empty units in South Oxhey due to the delay in hand over to Countryside. £1k reduction in publications budget as it is now online.
Garages & Shops Maintenance	(1,059,200)	(1,032,917)	(750,187)	(1,027,917)	5,000	(1,142,850)	(1,142,960)	(1,144,030)	£20k Budget Transfer to Property services to cover maintenance costs. Variances also includes removal of £25k income target for 2020/21 for South Oxhey shops. Future years budgets includes adjustments for the NNDR for Council owned properties
Investment Properties	(1,000,000)	(945,000)	(442,003)	(945,000)	0	(1,000,000)	(1,000,000)	(1,000,000)	
Oxhey Drive	9,820	9,820	8,234	9,820	0	9,990	10,050	10,250	Future years budgets includes adjustments for the NNDR for Council owned properties
Vacancy Provision	(180,000)	(260,000)	0	0	260,000	(180,000)	(180,000)	(180,000)	Employee variances for current year has been offset against this budget
Salary Contingency	0	0	0	0	0	273,860	275,000	275,000	A budget provision has been included in the budget to cover the cost of a potential 2% salary increase should they decide to recommend a pay increase given that local government is not bound by the Chancellor's Budget announcement.
<b>Total Policy &amp; Resources</b>	<b>4,826,093</b>	<b>3,419,106</b>	<b>(1,539,078)</b>	<b>3,289,336</b>	<b>(129,770)</b>	<b>4,898,549</b>	<b>4,923,339</b>	<b>4,936,825</b>	
					0				
<b>Total All Committees</b>	<b>10,848,416</b>	<b>11,585,939</b>	<b>1,475,598</b>	<b>11,254,531</b>	<b>(331,408)</b>	<b>10,727,396</b>	<b>10,569,981</b>	<b>10,592,987</b>	



## SERVICE COMMITTEES – VARIANCES

Explanation of Revenue Variances Reported Period 8 (November)						
Leisure, Environment & Community						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Community Safety	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	48,390	2,890	680	680
Corporate Climate Change			0	(1,090)	(490)	(490)
Community Partnerships			27,800	(6,350)	(12,070)	(10,800)
Licensing			0	550	(1,100)	(890)
<b>Total Community Safety &amp; Partnership</b>			<b>76,190</b>	<b>(4,000)</b>	<b>(12,980)</b>	<b>(11,500)</b>

Infrastructure Housing & Economic Development						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Housing Services Needs	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(14,260)	(28,890)	(25,690)
	Transport	Reduction in travelling due to Covid 19	(300)	(100)	(100)	(100)
	Supplies and Services	Full budget not required Including £8k expenditure on software system was less than anticipated	(8,200)	(10,600)	(10,600)	(10,600)
Rent Deposit Guarantee Scheme	Premises	Savings on Rent Deposit Scheme budget as evictions reduced due to Covid 19	(2,000)	0	0	0
Homelessness General Fund	Premises	Due to the Government's eviction ban, the service has received less requests from those seeking temporary accommodation	(61,690)	0	0	0
	Supplies and Services	Printing & Stationery and Subscriptions Budgets no longer required	(380)	(380)	(380)	(380)
<b>Total Housing</b>			<b>(72,570)</b>	<b>(25,340)</b>	<b>(39,970)</b>	<b>(36,770)</b>

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Community Arts	Employees	Variance is due to projected reduced cost on temporary staffing	(220)	(2,000)	(2,000)	(2,000)
Watersmeet	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(22,000)	28,980	29,660	30,930
	Premises		11,458	31,790	34,340	24,120
	Transport		0	1,750	1,750	1,750
	Supplies and Services		(180,952)	153,500	178,000	178,000
	Income		191,494	(216,630)	(252,430)	(252,430)
Active Community Devel Fund	Supplies and Services	Budget saving on advertising costs	0	(1,500)	(1,500)	(1,500)
Trees And Landscapes	Employees	Following a team reorganisation, the variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(102,780)	(68,140)	(79,400)	(77,640)
	Income	Increase in Fees and charges following 3% inflation uplift	0	(190)	(190)	(190)
Playing Fields & Open Spaces	Premises	Revised budgets for the NNDR for Council owned properties	(37)	(40)	(100)	10
Play Rangers	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	4,790	(2,050)	(2,920)	(3,620)
Aquadrome	Employees	Variance is due to a reduction in spend on agency staff	(7,250)	0	0	0
	Premises	Revised budgets for the NNDR for Council owned properties	(50)	(50)	(140)	20
Leisure Development	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(17,910)	(39,930)	(47,240)	(46,810)
Play Development - Play schemes	Employees	Variance includes increased costs for temporary staffing to enable following the easing of lockdown.	18,340	2,850	2,850	2,850
	Premises	Full budget not required.	0	(2,000)	(2,000)	(2,000)
	Supplies and Services	Full budget not required.	0	(6,000)	(6,000)	(6,000)
Sports Devel-Sports Projects	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	50	(2,500)	(2,500)	(2,500)
Croxley Green Skateboard Park	Employees		0	750	750	750
Leisure & Community Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. This is mainly due to staff secondment and transfer of responsibility to other areas.	(24,570)	(26,380)	(30,990)	(16,680)
Grounds Maintenance	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	20,050	(19,780)	(36,280)	(34,540)
<b>Total Leisure</b>			<b>(109,587)</b>	<b>(167,570)</b>	<b>(216,340)</b>	<b>(207,480)</b>

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Refuse Domestic	Income	Increase in Fees and charges following 3% inflation uplift	0	(1,040)	(1,040)	(1,040)
Refuse Trade	Income	Increase in Fees and charges following 3% inflation uplift	0	(22,473)	(22,473)	(22,473)
		Current year budget has been due to more income than predicted during/after the first lockdown. The impact of further lockdowns is being closely monitored and any further changes will be reported via budget monitoring process .	(82,290)	0	0	0
Garden Waste	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(3,440)	(12,580)	(620)
	Income	Proposed Increase in Fees and Charges	0	(119,500)	(119,500)	(119,500)
Clinical Waste	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(10,460)	(1,110)	(2,060)	(2,060)
	Supplies and Services	Previously allocated Covid budget not required	(2,500)	0	0	0
	Income	Increase in Fees and charges following 3% inflation uplift	0	(3,370)	(3,370)	(3,370)
Recycling Kerbside	Supplies and Services	There is an increase in tonnage of recycling as more people continue to spend more time at home as a result of the Pandemic. This is further exacerbated by a decline in markets provision and higher prices. Any further changes to this budget will be reported via budget monitoring.	75,500	0	0	0
	Income	Latest AFM estimated projection from HCC, impact of Covid reduced from first projection- this has improved the position by £43k. The budget for the next year two years has been reduced by £280k each to reflect the impact of the reduction from County.	(42,750)	279,600	279,600	279,600
Animal Control	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	4,900	4,900	3,680	3,680
Cemeteries	Premises	Revised budgets for the NNDR for Council owned properties	0	260	130	30
	Income	Increase in Fees and charges following 3% inflation uplift	0	(5,710)	(5,710)	(5,710)
Environmental Protection	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(3,720)	(10,210)	(23,150)	(20,520)
	Transport	Budget savings on transport costs	(4,200)	(4,200)	(4,200)	(4,200)
Depot-Batchworth	Premises	Reduction in Electricity costs and Water Rates	(4,000)	(4,000)	(4,000)	(4,000)
		Revised budgets for the NNDR for Council owned properties	(121)	(30)	(350)	90
Waste Management	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	12,240	(7,900)	(59,070)	(68,770)
Street Cleansing	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	22,820	910	(13,610)	(11,600)
	Transport	Road fund licence budget not required for this year	(1,260)	0	0	0
<b>Total Environmental Services</b>			<b>(35,841)</b>	<b>102,687</b>	<b>12,297</b>	<b>19,537</b>
<b>Total Leisure Community &amp; Environment Services</b>			<b>(69,238)</b>	<b>(68,883)</b>	<b>(217,023)</b>	<b>(199,443)</b>

Infrastructure Housing & Economic Development						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Housing Services Needs	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(14,260)	(28,890)	(25,690)
	Transport	Reduction in travelling due to Covid 19	(300)	(100)	(100)	(100)
	Supplies and Services	Full budget not required Including £8k expenditure on software system was less than anticipated	(8,200)	(10,600)	(10,600)	(10,600)
Rent Deposit Guarantee Scheme	Premises	Savings on Rent Deposit Scheme budget as evictions reduced due to Covid 19	(2,000)	0	0	0
Homelessness General Fund	Premises	Due to the Government's eviction ban, the service has received less requests from those seeking temporary accommodation	(61,690)	0	0	0
	Supplies and Services	Printing & Stationery and Subscriptions Budgets no longer required	(380)	(380)	(380)	(380)
<b>Total Housing</b>			<b>(72,570)</b>	<b>(25,340)</b>	<b>(39,970)</b>	<b>(36,770)</b>
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Env Health - Residential Team	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(490)	(5,230)	(9,570)	(9,550)
	Transport	Reduction in staff travel costs due to Covid 19	(700)	0	0	0
	Supplies and Services	Equipment/Furniture/Materials Budgets no longer required. Full Budgets for consultants not required.	(1,400)	(1,400)	(1,400)	(1,400)
Land & Property Info Section	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(1,500)	(4,270)	(8,090)	(7,970)
	Supplies and Services	Reduced number of searches sent to Hertfordshire County Council for information	(1,000)	0	0	0
	Income	Increase in Fees and charges following 3% inflation uplift	0	(3,830)	(3,830)	(3,830)
Development Management	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(17,980)	(22,310)	(45,680)	(40,190)
	Supplies and Services	Reduced spend on scanning costs in 2020/21 only	(5,000)	0	0	0
	Income	Increased pre application numbers being received and expected to be maintained, no change to future years at current time as we await the Local plan process. Increase in Fees and charges following 3% inflation uplift	(10,000)	0	0	0
Director Community & Env Servs	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(6,590)	(3,980)	(7,480)	(7,440)
Development Plans	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(6,530)	(9,810)	(17,820)	(16,370)
	Supplies and Services	Savings on licences, subsistence & hospitality. Full budgets no longer required for Miscellaneous IT costs and Advertising.	(3,560)	(2,560)	(2,560)	(2,560)
Hertfordshire Building Control	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(3,140)	(5,907)	(7,837)	(7,837)
	Transport	Full Budget allocation not required	(600)	(600)	(600)	(600)
	Supplies and Services	Savings on fees and contractual services plus lower audit fees is expected in 2020/21	(5,800)	(5,000)	(5,000)	(5,000)
	Income	Reduction in income due to reduced standard service costs to LA1 . This meant a reduced workload as a result of Covid 19.	3,770	0	0	0
<b>Total Infrastructure and planning policy</b>			<b>(60,520)</b>	<b>(67,267)</b>	<b>(112,237)</b>	<b>(105,117)</b>
Car Parking	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	690	(1,670)	(4,230)	(4,230)
Car Parking-Maintenance	Premises	Revised budgets for the NNDR for Council owned properties	0	20,400	18,850	470
<b>Total Economic Development</b>			<b>690</b>	<b>18,730</b>	<b>14,620</b>	<b>(3,760)</b>
<b>Total Infrastructure, Housing &amp; Economic Development</b>			<b>(132,400)</b>	<b>(73,877)</b>	<b>(137,587)</b>	<b>(145,647)</b>



Policy & Resources						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Director Of Finance	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(20,070)	(4,310)	(8,310)	(7,130)
	Supplies and Services	Budgets saving on equipment, publications & hospitality as well as advertising	(960)	(960)	(960)	(960)
Communication	Employees	Increased spend on temporary staffing.	14,920	(3,820)	(7,250)	(7,130)
	Premises	Full Budget for fix & fit notice boards no longer required	(3,500)	(1,750)	(1,750)	(1,750)
	Supplies and Services	Full budgets for Materials and Advertising no longer required due to historical underspends. £11.3K Budget for Digital Three Rivers Times not required this year as not expected to go ahead in 2020/21.	(15,450)	(2,650)	(2,650)	(2,650)
Legal Practice	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	4,240	(15,180)	(26,670)	(24,250)
	Supplies and Services	Full budgets for Printing & Stationery and Equipment no longer required	(280)	(830)	(830)	(830)
Committee Administration	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	6,020	1,640	270	610
	Supplies and Services	Full Printing and Stationery budget no longer required	(250)	(790)	(790)	(790)
Office Services	Employees	Reduction in staff travel costs due to Covid 19	(90)	0	0	0
	Transport	Budget saving due to reduced use of the courier service.	(1,400)	(1,400)	(1,400)	(1,400)
	Supplies and Services	There are further savings of £6k on Print, stationery & Copying as a result of staff working remotely. £10k savings on security due to reduced need as a result of the lockdown. £22k saving on Garden Waste renewal letters as they will now be sent electronically.	(38,000)	(38,000)	(38,000)	(38,000)
Elections & Electoral Regn	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(4,670)	(8,770)	(7,590)
	Supplies and Services	Additional Subscriptions costs to Schofield Election Law Publications	700	700	700	750
Finance Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(32,560)	(17,200)	(30,660)	(29,590)
	Supplies and Services	Reduction in Printing and stationary costs	0	(1,500)	(1,500)	(1,500)
Revs & Bens Management	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	1,690	(190)	(3,690)	(3,690)
Fraud	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(19,490)	(24,080)	(26,790)	(26,790)
	Supplies and Services	Advertising Budget no longer required	(200)	(200)	(200)	(200)
Chief Executive	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(3,510)	(6,330)	(11,660)	(11,660)
	Supplies and Services	Full budget for Hospitality/Publications and Equipment no longer required	(680)	(430)	(430)	(430)
Performance Mgt & Scrutiny	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	2,400	(7,010)	(3,180)	(3,180)
Debt Recovery	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(14,500)	(6,060)	(22,670)	(21,300)
	Supplies and Services	Printing & stationary budget no longer required	(2,300)	(2,300)	(2,300)	(2,300)

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Three Rivers House	Premises	Revised budgets for the NNDR for Council owned properties	0	13,430	7,900	1,160
		Reduction in Gas and Electricity costs as the building remained empty due to the Pandemic	(5,000)	0	0	0
Basing House		Reduced costs for electricity as the buildings have remained unoccupied	(1,000)	0	0	0
		Revised budgets for the NNDR for Council owned properties	0	(70)	(180)	20
Finance Client	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(63,640)	(440)	(6,130)	(6,010)
Business App Maintenance	Supplies and Services	Budget increased by £5k to reflect new contract costs from 2021/22 Onwards	0	5,000	5,000	5,000
ICT Client	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	1,700	(2,130)	(4,120)	(4,120)
	Third Party Payments	Increased in future years budget is related to increases in the procurement of the IT services contract. This is a 4 year contract, likely to be extended for a further year beyond that. This is split with Watford Borough Council.	0	54,668	50,122	51,711
Fraud Client	Income	Income budget which are no longer received	600	600	600	600
HR Client	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	7,400	0	0	0
	Third Party Payments	Shared Service HR Costs Budget variations	0	802	(4,142)	(3,765)
Democratic Representation	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(1,290)	(2,540)	(2,540)	(2,540)
	Transport	Reduction in staff travel costs due to Covid 19	0	(1,500)	(1,500)	(1,500)
	Supplies and Services	Various budget savings and budgets no longer required due to remote working	(4,750)	(3,525)	(3,525)	(3,525)
Benefits & Allowances	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(60,490)	(18,460)	(56,480)	(57,490)
	Supplies and Services	Professional fees budget no longer required, full budget no longer required for advertising	(2,500)	(2,500)	(2,500)	(2,500)
Council Tax Collection	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	2,300	(5,000)	(3,980)
	Transport	Reduced Travelling expenses	0	(1,500)	(1,500)	0
	Supplies and Services	Full budget on Equipment not required	(1,000)	(750)	(750)	0
NNDR	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	350	(710)	(710)

<b>Policy &amp; Resources</b>						
<b>Description</b>	<b>Main Group Heading</b>	<b>Details of Outturn Variances to Latest Approved Budget</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
District Elections	Employees	Budget saving as elections have been cancelled in 2020/21	(1,000)	0	0	0
	Premises		(970)	0	0	0
Customer Service Centre	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Staffing variances are substantial due to a number secondments	(122,020)	(12,380)	(32,010)	(28,850)
	Transport	Budget no longer required as staff do not travel	0	(150)	(150)	(150)
	Supplies and Services	Budget for Printing/Stationery/Equipment no longer required. Full Budget for Uniforms not required.	(260)	(2,760)	(5,760)	(5,760)
Major Incident Planning	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(150)	(2,390)	(4,620)	(4,500)
	Supplies and Services	Current year budget reduced due to Covid 19, future years cost of Emergency Planning bill from HCC will increase.	(7,150)	3,200	3,200	3,200
Miscellaneous Properties	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	480	(1,150)	(1,150)	(1,150)
	Premises	Budget Transfer from Garages & Shops Maintenance	20,000	0	0	0
		Revised budgets for the NNDR for Council owned properties	0	820	620	60
	Income	Reduced income due to lack of hall hire as result of lockdown restrictions	4,000	0	0	0
Asset Management - Property Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(38,760)	(136,530)	(143,770)	(138,670)
	Premises	£5.3k further costs on electricity for empty units in South Oxhey due to the delay in hand over to Countryside	5,300	0	0	0
	Supplies and Services	Reduction in publications budget as it is now online	(1,000)	(1,000)	(1,000)	0
Garages & Shops Maintenance	Premises	£20k Budget Transfer to Property services to cover maintenance costs.	(20,000)	0	0	0
		Revised budgets for the NNDR for Council owned properties	0	1,210	1,100	30
	Income	Variances also includes removal of £25k income target for 2020/21 for South Oxhey shops.	25,000	0	0	0
Oxhey Drive	Premises	Revised budgets for the NNDR for Council owned properties	0	(20)	(160)	40
Vacancy Provision	Employees	Employee variances for current year has been offset against this budget	260,000	0	0	0
Salary Contingency	Employees	A budget provision has been included in the budget to cover the cost of a potential 2% salary increase should there be a recommendation for a pay increase given that local government is not bound by the Chancellor's Budget announcement.	0	273,860	275,000	275,000
<b>Total Policy and Resources</b>			<b>(129,770)</b>	<b>29,125</b>	<b>(133,645)</b>	<b>(120,159)</b>
<b>TOTAL Variances for Period 8 (November) 2020</b>			<b>(331,408)</b>	<b>(113,635)</b>	<b>(488,255)</b>	<b>(465,249)</b>

<b>Funding</b>						
	<b>Main Group Heading</b>	<b>Variances to Latest Approved Budget</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
New Homes Bonus	Income	Decrease in grant allocation expected	0	15,433	15,840	15,840
Council Tax	Income	Change due to lower council tax base than expected, with an increase in the charge by £5 for 2021/22	0	116,714	120,487	(112,131)
Lower Tier Grant	Income	The Government introduced a new grant for District Councils in 2021/22 to ensure that no authority experienced a reduction in core spending power in the 2021/22 settlement	0	(240,886)	(120,000)	(120,000)
<b>Total Funding</b>			<b>0</b>	<b>(108,739)</b>	<b>16,327</b>	<b>(216,291)</b>
		<b>Total</b>	<b>(331,408)</b>	<b>(222,374)</b>	<b>(471,928)</b>	<b>(681,540)</b>
<b>Pid Bids</b>						
	<b>Main Group Heading</b>	<b>Variances to Latest Approved Budget</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
	Employees	GIS Officer	0	54,300	54,300	54,300
	Supplies & Services	CVS Infrastructure Support	0	40,000	40,000	40,000
		<b>Total</b>	<b>0</b>	<b>94,300</b>	<b>94,300</b>	<b>94,300</b>

## SCHEME FOR PRIORITISING GROWTH

Criteria	Revenue Growth/Capital Bids		
	Score	Description	
Measure of Quality of Service	a	3	Maintaining Current Service
		6	Improved Internal Service
		9	Improved External Service
Customer Impact / Quantity of Service	b	3	Affects < 10% of residents
		6	Affects < 50% of residents
		9	Affects all residents
Links to Strategic Plan	c	2	Contributes to General Theme
		4	Contributes to General Aim
		6	Contributes to Specific Objective
Impact on Partners (as defined in the Community Strategy)	d	1	No impact on partner agencies or joint priorities
		2	Impacts on 1 partner agency / priority
		3	Impacts several partners / priorities
Partnership Funding	e	1	No Partnership Funding
		2	Partly Funded by Partners
		3	Fully Funded by Partners
Equalities	f	1	No impact on vulnerable groups
		2	Impacts on one vulnerable group
		3	Impacts several vulnerable groups
Asset Management	g	1	Not related to asset maintenance
		2	Allowing asset to continue in use
		3	Expenditure required to bring asset up to standard enabling service to continue (i.e. an element of 'backlog' repair exists)
Statutory/Discretionary Service	h	1	Entirely Discretionary
		2	Partly Statutory
		3	Entirely Statutory
Contractually Committed	i	1	No Commitment
		2	Moral Obligation (e.g. SLA)
		3	Contractually Committed

**PROPOSALS FOR GROWTH** (not included in base budgets)

The growth items below were submitted as PIDs to the relevant service Committee in the November/ December cycle of meetings.

Revenue Growth Bids					Measure of Quality of Service	Customer Impact / Quantity of Service	Links to Strategic Plan	Impact on Partners (as defined in the Community Strategy)	Partnership Funding	Equalities	Asset Management	Statutory/Discretionary Service	Contractually Committed	Financial Implications	Invest to Save	Total
Service Plan	Description	2021/22 £	2022/23 £	2023/24 £	A	B	C	D	E	F	G	H	I	J	K	
Regulatory Services	GIS Officer	54,300	54,300	54,300	6	9	2	3	1	1	3	2	1	0	4	32
Community Partnerships	W3RT CVS Infrastructure Support	40,000	40,000	40,000	9	6	6	3	1	3	1	1	2	0	4	36
																0
																0
																0
	<b>Total</b>	<b>94,300</b>	<b>94,300</b>	<b>94,300</b>												

## PROPOSED FEES &amp; CHARGES (included in base budgets)

Service	Description of income	2021/22	2022/23	2023/24
		£	£	£
Garages & Shops Maintenance	Rent-Garages	(976,830)	(976,830)	(976,830)
Land & Property Information Section	Search Fees	(128,550)	(128,550)	(128,550)
	Property Naming	(3,130)	(3,130)	(3,130)
Decriminalised Parking	On Street Parking PCN	(115,000)	(115,000)	(115,000)
	Off Street Pay & Display	(220,000)	(220,000)	(220,000)
	Permits	(91,000)	(91,000)	(91,000)
	On Street Pay & Display	(13,860)	(13,860)	(13,860)
	Parking Fees	(15,500)	(15,500)	(15,500)
	Refuse Domestic	Fees-Special Commercial	(35,680)	(35,680)
Refuse Trade	Fees-Trade Refuse	(600,890)	(600,890)	(600,890)
	Fees-Bulky Domestic	(77,240)	(77,240)	(77,240)
	Fees-Collect Glass/Paper/Card	(93,530)	(93,530)	(93,530)
Garden Waste	Garden Waste Charge	(1,102,100)	(1,102,100)	(1,102,100)
Clinical Waste	Fees-Clinical Waste Collection	(115,850)	(115,850)	(115,850)
Animal Control	Fees-Other Licences	(3,920)	(3,920)	(3,920)
	Vets' Fees	(2,740)	(2,740)	(2,740)
Licences Taxis & Markets	Drivers Lic-Private Hire	(73,300)	(73,300)	(73,300)
	Vehicle Licences-Private Hire	(80,480)	(80,480)	(80,480)
	Operator Licences-Private Hir	(13,420)	(13,420)	(13,420)
	Fees-Other Licences	(71,650)	(71,650)	(71,650)
Cemeteries	Burial Fees	(101,270)	(101,270)	(101,270)
	Burial Rights Fees	(83,080)	(83,080)	(83,080)
	Memorial Fees	(11,680)	(11,680)	(11,680)
Watersmeet	Lettings & Hall Hire	(141,010)	(141,010)	(141,010)
	Catering	(35,020)	(35,020)	(35,020)
Trees And Landscapes	Hire Of Grounds	(6,570)	(6,570)	(6,570)
Playing Fields & Open Spaces	Football	(36,120)	(36,120)	(36,120)
Development Management	Pre-Application Advice	(81,260)	(81,260)	(81,260)
	Planning Application Fees	(717,310)	(717,310)	(717,310)
	<b>TOTAL</b>	<b>(5,047,990)</b>	<b>(5,047,990)</b>	<b>(5,047,990)</b>

## FINANCIAL AND BUDGETARY KEY RISKS

## APPENDIX 7

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
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. <b>The financial impact of COVID 19 will place a burden on the Councils Revenue account through loss of income and additional expenditure.</b>	4	4	16	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; Early identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process; Audited Statement of Accounts, including Annual Governance Statement.	Head of Finance	3	3	9	→	More regular budget monitoring reports to be taken to P&R. Work on budget strategy to be commenced in the summer. Impact on collection fund to be identified. <b>Government financial support is crucial to the Council achieving a sustainable budget</b>	Heads of Service/ Head of Finance
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. Unions have submitted a pay claim in excess of this amount	3	3	9	Maintain reserves to guard against risk. Early identification of new pressures. Budget Monitoring	Head of Finance	2	1	2	↓	<b>Agreed 2020/21 pay award of £2.75% against a budget of 3%</b>	Head of Finance
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. <b>Inflation currently running below assumptions.</b>	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
Jan-15	FIN10	Director of Finance	Budgetary	Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the proceeds from capital receipts that are invested in the money market. The volatility of the global economy continues to place uncertainty on the investment strategy. The PIB strategy has diversified investment income to provide a more certain rate of return.	2	3	6	PIB strategy has diversified interest rate risk to provide income security.	PIB/Head of Finance	3	2	6	→	Monitoring ongoing income levels. <b>Monitoring stepped up in the light of Covid 19 - bulk of income from High St banks.Reduced income from short term investments due to lower bank base rate</b>	PIB



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. MTFP 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. Review to ensure full cost recovery. <b>Govt announced an income guarantee scheme to support Councils of 70% of loss of income on fees &amp; charges due to C19</b>	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 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. <b>This was originally postpone to 2021/22 and has been further postponed. Impact of Covid 19 on collection fund will impact in 2021/22</b>	3	4	12	Membership of the Hertfordshire pool for 2020/21. Maintain reserves against risk.	Head of Finance	3	3	9	⬆	Hertfordshire CFOs have commissioned work from LG Futures to assess the impact. SDCT also looking at impact nationally.	Director of Finance	Jul-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. Enhanced next phase agreed. <b>Work was temporarily suspended but remains broadly on track.</b>	2	3	6	Project management team appointed to advise Council; Project management processes in place and reviewed regularly; Policy and Resources Committee receive regular reports on progress of project	Head of Property Services	2	2	4	➡	Continue to manage project	Head of Property	ongoing

Jul-16	FIN20	Director of Finance	Budgetary	Failure of ICT systems	The Council's integrated Financial Management System (FMS) is held on an ICT platform. If this were to fail then potentially there will be a loss of functionality occurring during any downtime	3	2	6	System migrated to latest version. Payments system updated.	Head of Finance	1	2	2	↓	Monitor reliability	Head of Finance	ongoing
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Council set up a Property Investment Board in 2017 to manage its property portfolio in order to secure additional income of £1 million to support its general fund. Risk moving forward relates to ongoing income.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFS is updated.	Head of Property Services	1	3	3	→	PIB to assume responsibility for ongoing oversight. Loss of income for 20/21 is <b>£50K due to a sub tenant having an approved reduced rent</b>	Head of Property Services	Continuous
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council is currently exploring other commercial options to improve self sustainability. Currently there is a commercial income target of £1M which has been met.	3	2	6	Oversight mechanisms to be put in place to ensure oversight by PIB or similar mechanism. Council to determine approach to risk and level of income dependency within budget.	Head of Finance	2	2	4	→	Monitor new developments	Head of Property Services	Continuous
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. <b>Director of Finance and Head of Finance currently interim appointments.</b>	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	3	3	9	→	Permanent appointment to Director of Finance role to be made. Review of ongoing need for additional capacity.	Chief Executive/ Director of Finance	Feb-21

## RESERVES (Still needs updating on Capital)

Category	Opening Balance 01/04/2020 £	Net Movement in Year £	Closing Balance 31/03/2021 £	Purpose
<b>Revenue Reserves</b>				
General Fund	(5,048,286)	565,392	(4,482,894)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(2,103,000)	303,354	(1,799,646)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Building Control	(177,514)	0	(177,514)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
HB Equalisation	(173,511)	0	(173,511)	To provide against future deficits on the Housing Benefit account
<b>Total Revenue</b>	<b>(7,502,311)</b>	<b>868,746</b>	<b>(6,633,565)</b>	
<b>Capital Reserves</b>				
Capital Receipts	0	0	0	Generated from sale of Council assets
New Homes Bonus	(4,930,516)	0	(4,930,516)	Government grant set aside for supporting capital expenditure
Section 106	(581,286)	0	(581,286)	Developers contributions towards facilities
Grants & Contributions	(814,461)	0	(814,461)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	(2,610,155)	0	(2,610,155)	Reserve set aside for supporting capital expenditure
<b>Total Capital</b>	<b>(8,936,418)</b>	<b>0</b>	<b>(8,936,418)</b>	
<b>Other Earmarked Reserves</b>				
Leavesden Hospital Open Space	(1,165,350)	0	(1,165,350)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(4,714,594)	0	(4,714,594)	Developers contributions towards maintenance of site
Community Infrastructure Levy (CIL)	(3,324,407)	0	(3,324,407)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,357)	0	(123,357)	Reserve to fund expenditure on plant & machinery
<b>Total Other</b>	<b>(9,327,708)</b>	<b>0</b>	<b>(9,327,708)</b>	
<b>Total All</b>	<b>(25,766,437)</b>	<b>868,746</b>	<b>(24,897,691)</b>	