

Budget Management 2020/21

Period 10 (End of January)



Budget Monitoring Summary

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

This report shows the expected financial position (forecast outturn) over the 3 year medium term based on the Council's actual financial performance at the end of January 2021 set against the latest budget.

Revenue Summary

The latest net expenditure approved budget for 2020/21 is **£13.203 million**. The forecast outturn at period 10 (January) is now estimated to be **£13.054 million** giving a variance of **(£0.149 million)**. The main variances are shown below.

		£
1.	<u>Kerbside Recycling</u> AFM payment from HCC is based on reductions of residual waste. It was initially estimated that TRDC would receive approximately £104k, however HCC has since revised their estimates and it is now unlikely that any payments will be made. Furthermore, an additional budget of £31,000 is required due to increased costs of recycling cans and plastics as more residents remain at home and the demand on the service increases. This is based on invoices received for January.	135,370
2.	<u>Development Management</u> There is a projected reduction on planning application fees, although application numbers remain consistent, income is dependent on the size and type of application.	47,680
3.	<u>Miscellaneous Properties</u> An additional rental income.	(33,000)
6.	<u>Office Services</u> Savings on Security and Cleaning due to the closure of TRH. Efficiency savings on Fax Machine budget as other means of communication now used. Additional savings on postage due to reduced mailing for Watersmeet and reduction in income for printing work and Letting which are as a result of Covid 19.	(39,980)
7.	<u>Environmental Health – Commercial Team</u> Savings on the environmental health contract as costs for additional work carried out by WBC was lower than expected.	(25,000)
8.	<u>Licensing</u> A reduction in income has been reported on drivers and operator licenses. This is because no new driver applications are being received as a result of the on-going pandemic. There is further reduction on income received from street trading as the lockdown continues. The shortfall in income is partly offset by a budget saving on DBS Checks of (£10k)	28,030
9.	<u>Miscellaneous</u> Reduction in liability provision	(150,000)
	Other Variances below £20k	(111,968)
	Total Variance	(148,868)

Capital

The latest capital budget as approved by Council on 23 February 2021 is **£8.959 million**. The forecast outturn is now expected to be **£10.673 million**. This gives a variance when compared to the latest budget of **£1.714 million**.

The main variances are shown below.

		£
1.	<u>Waste Services Depot</u> Budget to be rephased as building works are on-going and scheduled for completion in 2021/22.	(630,000)
2.	<u>Parking Bay & Verge Protection</u> Budget is to be rephased. Three schemes have commenced and are scheduled for completion in the first quarter of 2021/22.	(87,233)
3.	<u>Highways Enhancement</u> Budget to be rephased to 2021/22 for completion of Ebury Way Improvements and Delta Gain retail parade.	(44,384)
4.	<u>South Oxhey Initiative</u> Settlement monies with regards to compulsory purchase orders	361,405
5.	<u>Housing Stock Transfer</u> Settlement sum to RSL	2,200,000
	Other Variances	(85,613)
	Total Capital Variance.	1,714,175

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**.

Description	Balance at 1 April 2020	Movement	Balance at 31 March 2021
	£000	£000	£000
Capital Reserves	(8,936)	4,773	(4,164)
Earmarked Reserves	(6,583)	(771)	(7,354)
Economic Impact Reserve	(2,103)	452	(1,651)
General Fund	(5,049)	267	(4,781)
Total	(22,671)	4,721	(17,950)

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 **£11.255 million**. The forecast outturn is now estimated to be **£11.106 million** which results in a service variance of **(£0.149 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 January 2021 (Period 10). The position of each cost centre by committee is shown at **Appendix 1** with the explanation of the variances by committee at **Appendix 2**.

2020/21 Revenue Account – General Fund Summary						
		(A)		(B)		(B – A)
Committee	Original Budget	Latest Budget	Net Spend to Date	Forecast Outturn	% of Budget Spent	Variance
	£000	£000	£000	£000	%	£000
Leisure, Environment and Community	4,585	6,098	3,958	6,185		87
Infrastructure, Housing and Economic Development	1,437	1,868	1,150	1,889		21
Policy & Resources	4,826	3,289	3,758	3,032		(257)
Total Service Budgets	10,848	11,255	8,866	11,106	79%	(149)
Corporate Costs (Interest Earned/ Paid), Parish Precepts and Transfer to Reserves	1,923	1,948	2,258	1,948		0
Net General Fund	12,771	13,203	11,124	13,054	84%	(149)

Government Funding

- 1.3 The total level of funding that Government will make available to the Council is at present uncertain. To date the Council has received £1.179m from local government's £3.7bn of Emergency funding and £2k towards rough sleepers. This is to support the additional revenue implications that the Council is facing. There are concerns that local authorities especially district Councils will not be receiving any further financial support as the Government prioritises its funding to other public services.
- 1.4 In July the Secretary of State announced an income guarantee package that will fund 75% of lost fees and charges above a 5% threshold, but it has been made clear that it excludes property rents. It is estimated that the Council could be entitled to £0.600 million of which £0.393 million has been received. In addition the Council has submitted a bid for an additional £242k in relation to the AFM shortfall although this may be ineligible.
- 1.5 The Council has received £498,000 for the Council Tax hardship fund and £11.4M for Small Business and Retail, Hospitality and Leisure Grants. A further Discretionary Grant of the £0.4m has been received to provide grants to small businesses with ongoing fixed property-related costs who were not eligible for Small Business Grant Fund (SBGF) or the Retail Hospitality and Leisure Grant Fund (RHLGF).

Revenue Reserve Position

- 1.6 The financial effects of COVID-19 is to be met from the Economic Impact Reserve in the first instance as this reserve was set up to be used in this type of scenario. The effect of the 'business as usual variances' will be met from the Council's General Fund balance. The tables below show the position of these reserves over the medium term.

Movement on General Fund Balance	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)	(4,780,857)	(4,170,414)	(3,186,726)
Revenue Budget (Surplus)/Deficit for Year	437,631	565,392	267,429	610,443	983,688	751,265
Closing Balance at 31 March	(3,981,240)	(4,482,894)	(4,780,857)	(4,170,414)	(3,186,726)	(2,435,461)
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)	(1,650,551)	(1,650,551)	(1,650,551)
Covid 19 Impact for Year	0	303,354	452,449	0	0	0
Closing Balance at 31 March	(2,100,000)	(1,799,646)	(1,650,551)	(1,650,551)	(1,650,551)	(1,650,551)
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)	(6,431,408)	(5,820,965)	(4,837,277)
Impact for Year	437,631	868,746	719,878	610,443	983,688	751,265
Closing Balance at 31 March	(6,081,240)	(6,282,540)	(6,431,408)	(5,820,965)	(4,837,277)	(4,086,012)

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

Staff Vacancy Monitoring

- 1.7 A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. The table below summarises the level of vacancies at the end of January 2021 with a detailed analysis provided by HR at **Appendix 3**.

Committee	No of Vacancies
Leisure, Environment and Community	2.11
Infrastructure, Housing and Economic Development	1.00
Policy & Resources	12.04
Total	15.15

- 1.8 The percentage of vacant posts at the end of January is 4.97% when compared against the total number of 342 Council posts. Although there are 17 vacant posts this equates to 15.15 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

- 1.9 In 2017 the Council set up its Property Investment Board and allocated up to a total of £20 million to invest in acquiring property with a specific remit of achieving a 5% return (yield) on the investment. The table below shows those properties that the Council has acquired, the 2020/21 receivable rent and the yield. The governance of property investments is covered in the Property Investment Strategy.

Investment Property	2020/21 Income £000	Total cost of property £000	Yield %	Comments
Nottingham	(156)	4,469	3.49%	Acquisition of freehold interest located in the city centre of Nottingham let to commercial tenants, Barclays Bank and Jigsaw 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. Jigsaw have been in rent arrears since lockdown in March 2020 and are having financial difficulties well commented for high streets and fashion retailers. Jigsaw issued proposals for a CVA which reduce the rent from £60k pa to £12k pa for a 3 year period, however, following the latest Locked down, the agreement has been revised. The anticipated reduction is included in the latest budget.
Norwich	(437)	7,169	6.10%	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 2020/21 is £437,000. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively.
Lincoln Drive (South Oxhey)	(162)	2,740	5.91%	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.
Total	(942)	14,378	5.17%	Average

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** summarises the variances for period 10.
- 2.2 The latest capital budget including re-phasing is **£8.959 million**. The forecast outturn for capital expenditure by Services at Period 10 is **£10.673 million**. This provides a variance of **£1.714 million**.
- 2.3 The table below shows the 2020/21 original budget, latest budget, forecast outturn, spend to date and variance for period 10.

Committee	Original Budget £000	Latest Budget £000	Spend to Date £000	Forecast Outturn £000	Variance £000
Leisure, Environment and Community	2,070	1,844	746	1,203	(641)
Infrastructure, Housing and Economic Development	1,238	934	223	747	(187)
Policy & Resources	1,337	978	209	3,158	2,180
Total Service	4,645	3,756	1,178	5,108	1,352
Major Projects					
<i>South Oxhey Initiative</i>	0	893	1,001	1,255	362
<i>Temporary Accommodation</i>	1,156	1,121	1,005	1,121	0
<i>Property Investment</i>	0	312	0	312	0
<i>Leisure Facility at South Oxhey</i>	1,528	2,877	2,836	2,877	0
<i>Local Property -Income opportunity</i>	2,295	0	0	0	0
Total Capital	9,624	8,959	6,020	10,673	1,714

- 2.4 As at the end of period 10, the total spend totalled £6.020 million and represents 67% 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**

COVID-19 is having a widespread impact on local authority spending throughout the country and had been particularly significant for district council's with much of the funding to date going to Counties in two tier levels. Although many restrictions were lifted in towards the end of the year, the introduction of the Tier 4 Lockdown during the festive period and subsequent national lockdown imposed in January means that the Council is still working through its recovery phase and uncertainty remains as to when the Lockdown will be lifted and what the 'new normal' will be.

- **Temporary Accommodation**

The Council is exposed to its statutory obligation to provide temporary accommodation for those families who present themselves as homeless. The Council is investing a capital sum £2.4 million to redevelop 2 ex garage sites into 12 two bed properties in South Oxhey, which will support the demand and reduce the cost of expensive alternatives such as private Bed & Breakfast. There are now people living in the new accommodation. The latest budget takes into account the potential increase in evictions and the Governments Coronavirus Job Retention Scheme closes.

- **Property Rents**

The latest budget approved shows a revised position following extensive work carried out by the property team to show the effects of Covid 19. It is anticipated that the Council will be able to receive £942k in rents from the Council's investment property portfolio thereby minimising the losses which have occurred due to Covid 19. We have seen one potential loss from the jigsaw CVA for the property in Nottingham where the rent is £5,000 per month. The risk amount has been revised to £58,000, this is a direct effect of the on-going Lockdown which has seen Jigsaw request for a revision in the previously agreed CVA. The property team continues to clear the back log of lease renewal and rent reviews and identification and renegotiation of loss making occupations the portfolio rental continues to increase. The various assurances packages i.e. discretionary grants, rates and VAT holidays and other initiatives have no doubt helped business and tenants weather the storm so far.

- **Leisure Management Contract**

A financial agreement has been made with the operator, and although this is a capped sum which is estimated to be recovered through an enhanced profit share arrangement over the remaining life of the contract, it cannot be guaranteed.

- **Watersmeet**

The 2020/21 pantomime and other shows was cancelled due to social distancing measures. The Council has received a grant of £157,500 from the Arts Council England. This grant will be used to cover a revised programme designed to offset losses on activities at Watersmeet up to the end of the financial year.

- **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 ten months of this year.

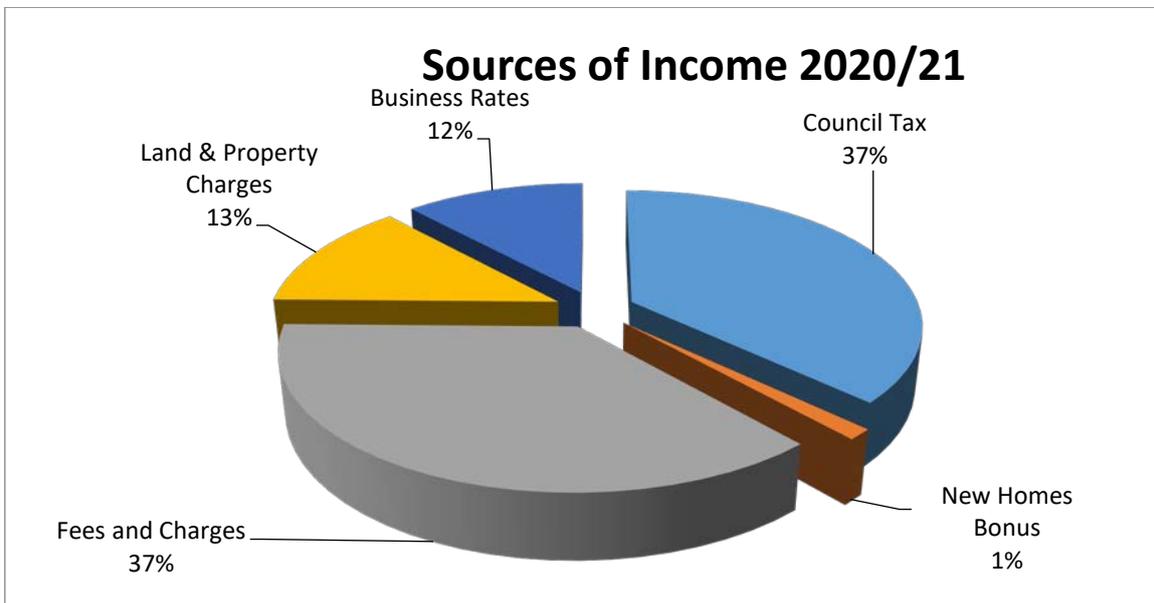
Fund	Period 10 2020/21 Target	Period 10 2020/21 Actual	Difference
Council Tax	96.2%	95.2%	-1.0%
Business Rates (NDR)	93.33%	88.68%	-4.65%

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 11 November 2020.

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. It is important to note that the COVID-19 pandemic has had a significant impact on parking budgets across the parking income streams (PCNs, permit, P&D parking), as a result of the lockdown. Due to the current lockdown it is evident that many people remain home based and a physical presence in the District’s businesses, shops and high streets remains limited. This continues to affect the recovery of parking income to previous levels. A variance has been reported for this period to reflect this.

- 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. Services initially estimated that circa 40% of trade waste income would be irrecoverable as the impact and length of the Government mandated lockdown was not known. Services have subsequently revised the income assumptions for trade waste based on the current trends as business have reopened. Garden waste has exceeded its latest budget position and a variance has been reported.
- 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	2020/21 Original Budget £	2020/21 Latest Budget £	2020/21 Actual to date £	2020/21 Forecast Outturn £	2020/21 Variance £
Regulatory Services	Application Fees	(696,420)	(597,887)	(478,149)	(537,887)	60,000
	Licenses	(234,040)	(218,810)	(167,684)	(178,280)	40,530
Parking	Penalty Charge Notices	(115,000)	(45,997)	(52,071)	(53,997)	(8,000)
	Pay and Display	(220,000)	(88,667)	(61,410)	(65,667)	23,000
Environmental Protection	Trade Refuse	(749,187)	(655,877)	(651,171)	(655,877)	0
	Garden Waste	(982,600)	(990,000)	(993,943)	(994,000)	(4,000)
	Clinical Waste	(112,480)	(75,147)	(92,111)	(92,100)	(16,953)
	Cemeteries	(191,530)	(195,870)	(185,844)	(200,870)	(5,000)
Property Services	Garages	(976,830)	(879,147)	(764,187)	(879,147)	0
	Shops	(100,000)	(210,000)	(175,576)	(210,000)	0
	Investment Properties	(1,000,000)	(945,000)	(577,311)	(942,000)	3,000

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 31 January 2021, the total outstanding debt was £0.280 million. This is equivalent to 1.15% of total budgeted income of £24.4million. Debts less than a month old total £0.066 million and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.070 million which mainly relate to unpaid rent on Temporary Accommodation and Commercial Rents are currently being pursued.

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	0	7,500	0	7,500
	Environmental Services	22,560	35,263	5,734	63,557
	Leisure	6,665	0	0	6,665
Infrastructure, Housing and Economic Development	Housing- Temporary Accommodation	4,015	71,087	42,925	118,026
	Planning	5,712	13,920	12	19,644
Policy & Resources	Legal & Property	25,490	10,110	6,663	42,264
	Insurance	518	4,739	1,193	6,450
	Others	1,447	930	13,451	15,828
Total		66,407	143,549	69,979	279,934

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 2020/21, this was revised in the latest budget to £40,000 due to extremely low interest rates.

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 & Partnership</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	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	(11,251)	4,500	0	4,500	4,500	4,500	Actuals includes grants which are yet to be paid out
Community Safety	235,830	313,470	162,316	297,990	(15,480)	245,100	246,650	246,650	Variance includes £15k Overtime budget not required as the spend is covered by legal fees for ASB work.
Corporate Climate Change	80,000	96,660	30,192	83,760	(12,900)	93,490	94,090	94,090	Reduction in staff costs due to a delay in recruitment.
Community Partnerships	195,530	316,520	244,902	339,450	22,930	197,340	197,340	198,610	Annual Leave paid back to departing member of staff
Env Health - Commercial Team	207,990	207,990	89,881	182,990	(25,000)	209,790	209,790	209,790	Expected additional charges from Watford BC did not materialise. Therefore full budget not required.
Licensing	(110,540)	(95,310)	(84,736)	(67,280)	28,030	(107,050)	(105,680)	(105,470)	A reduction in income has been reported on drivers and operator licenses. This is because no new driver applications are being received as a result of the on-going pandemic. There is further reduction on income received from street trading as the lockdown continues. The shortfall in income is partly offset by a budget saving on DBS Checks of (£10k)
Community & Leisure Grant	40,000	40,000	37,499	40,000	0	80,000	80,000	80,000	Budget will be fully spent
Total	956,650	1,179,780	672,765	1,177,360	(2,420)	1,026,510	1,030,030	1,031,510	

<i>Leisure</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Abbots Langley Project	42,650	455	29,376	455	0	0	0	0	Budget is fully funded by the National Lottery Heritage Fund and S106 monies
Community Arts	11,910	4,261	(6,106)	5,133	872	9,910	9,910	9,910	Shortfall in Income on activities as a result of Covid 19 pandemic.
Watersmeet	34,015	202,446	83,848	202,480	34	56,170	55,675	46,725	Variances include reduction in operating costs such as temporary staffing, Catering & Cleaning as well as Box Office expenditure. This is offset by reduction income from Catering, Lettings, Box Office commission due to venue being closed.
Leavesden Ymca	(35,000)	(35,000)	(26,250)	(35,000)	0	(35,000)	(35,000)	(35,000)	Income is received quarterly.
Active Community Devel Fund	43,400	14,634	6,475	14,634	0	41,900	41,900	41,900	
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	0	(3,000)	(3,000)	(3,000)	All income has been received
Trees And Landscapes	432,110	327,361	246,651	341,493	14,132	374,600	376,410	378,170	Income from land and ground maintenance and Hire of grounds not received due to COVID-19 Pandemic.
Museum	(700)	(700)	(700)	(700)	0	(700)	(700)	(700)	All income has been received
Playing Fields & Open Spaces	47,475	61,788	(30,078)	52,788	(9,000)	46,365	46,305	46,415	Reduction in Utility budgets due to reduced use of buildings as a result of the Pandemic.
Play Rangers	54,110	57,375	48,692	57,375	0	54,780	54,780	54,080	Budget will be fully spent
Aquadrome	16,670	30,570	30,245	30,570	0	16,480	16,390	16,550	
Leisure Venues	(315,500)	529,714	439,180	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	259,560	222,624	259,560	0	255,290	255,980	256,410	Budget will be fully spent
Play Development - Play schemes	65,450	27,485	16,770	27,485	0	60,300	60,300	60,300	
Sports Devel-Sports Projects	29,200	12,910	1,806	12,910	0	26,700	26,700	26,700	Actuals includes grant funding if unspent will be carried forward
Croxley Green Skateboard Park	16,830	3,000	195	3,000	0	17,580	17,580	17,580	Further spend is expected.
Leisure & Community Services	155,190	109,920	109,341	109,920	0	133,070	132,840	147,150	Salary recharges to be actioned at year end.
Grounds Maintenance	707,170	727,690	568,313	727,690	0	706,590	709,080	710,820	Budget will be fully spent. Further spend is expected on diesel costs, equipment and material and tyres.
Total	1,589,450	2,330,469	1,732,410	2,336,507	6,038	1,155,125	987,670	996,530	

<i>Environmental Services</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Refuse Domestic	(17,520)	(13,480)	(15,859)	(13,480)	0	(18,560)	(18,560)	(18,560)	
Refuse Trade	(191,387)	(86,324)	(357,040)	(86,324)	0	(203,240)	(197,470)	(197,470)	Awaiting invoices for quarter 3 and 4 for waste disposal charges and recharge of diesel costs. This is expected at year end.
Recycling General	(12,250)	3,660	217	3,660	0	(12,250)	(12,250)	(12,250)	Awaiting invoice from Welwyn Borough Council for 2021/22 for consortium fees.
Garden Waste	(210,310)	(227,260)	(516,363)	(231,260)	(4,000)	(312,780)	(306,870)	(294,910)	Variance is due to increased income as anticipated reduction on income due to Covid never materialised. The latest income budget for the year has been exceeded.
Clinical Waste	(43,550)	(14,960)	(65,915)	(31,913)	(16,953)	(47,110)	(47,110)	(47,110)	Variance is due to an increase in income budgets as the estimated impact of Covid 19 on income is less than anticipated.
Recycling Kerbside	(365,990)	(44,790)	149,653	90,580	135,370	(90,790)	(90,790)	(90,790)	AFM payment from HCC is based on reductions of residual waste. It was initially estimated that TRDC would receive approximately £104k, however HCC has since revised their estimates and it is now unlikely that we will receive anything. Furthermore, an additional budget of £31,000 is required due to increased costs of recycling cans and plastics as more residents remain at more and the demand on the service increases.
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	Awaiting Invoice for the 2nd half of the year
Environmental Maintenance	26,450	25,970	10,251	25,970	0	25,970	25,980	25,980	Awaiting invoice from WBC for Boundary way.
Animal Control	51,160	54,620	40,844	54,620	0	57,250	57,250	57,250	Budget would be fully spent.
Cemeteries	(177,830)	(182,170)	(201,864)	(188,250)	(6,080)	(182,460)	(182,430)	(182,530)	Variance includes Sewage Rates budget not required this year and an anticipated increase in Burial fees expected as we go through the winter months.
Environmental Protection	382,580	370,800	319,386	370,800	0	380,830	380,860	383,490	Budget would be fully spent.
Depot-Batchworth	31,780	27,659	26,386	27,659	0	28,160	28,260	28,700	Quarter 4 rental income for the workshop at Batchworth depot is expected.
Waste Management	1,968,950	2,055,525	1,713,128	2,030,525	(25,000)	2,001,010	1,991,430	1,981,730	Budget reduction on Equipment, furniture and Materials as well hire of van.
Environmental Maint Contractor	521,240	543,400	420,238	543,400	0	536,410	535,230	537,240	
Total	2,039,073	2,587,900	1,553,235	2,671,237	83,337	2,237,690	2,238,780	2,246,020	
Total Leisure Environment & Community	4,585,173	6,098,149	3,958,410	6,185,104	86,955	4,419,325	4,256,480	4,274,060	

Infrastructure Housing & Economic Development									
<i>Housing</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Housing Services Needs	464,970	496,120	465,785	499,010	2,890	483,720	490,150	493,350	Additional budget to cover staff travel costs
Rent Deposit Guarantee Scheme	5,110	3,110	(850)	1,000	(2,110)	5,110	5,110	5,110	Full budget not required due to Covid 19 eviction ban which expires 21/2/21.
Homelessness General Fund	(37,530)	(74,900)	(236,438)	(74,900)	0	(80,770)	(80,770)	(80,770)	Spend to date includes ring-fenced grants
Housing Associations	(5,000)	(5,000)	(2,500)	(5,000)	0	(5,000)	(5,000)	(5,000)	Lease income for Wensum Court - charged half yearly.
Env Health - Residential Team	120,620	114,530	88,423	114,530	0	116,440	117,130	117,150	
Total	569,170	533,860	228,503	534,640	780	519,500	526,620	529,840	
Infrastructure & Planning Policy									
	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Land & Property Info Section	1,020	24,900	12,570	29,400	4,500	6,570	7,630	7,750	Variance includes £7k of income not expected due to reduced number of searches and an increase in number of personal searches which are free, £2k increase in income from property naming and £500 Land searches budget not required
Street Naming & Numbering	7,130	7,130	2,868	7,130	0	7,130	7,130	7,130	
Environmental Initiatives	47,470	47,470	7,572	47,470	0	47,470	47,470	47,470	Budget is expected to be fully spent
Development Management	71,700	174,933	116,957	222,613	47,680	74,490	83,560	89,050	A reduction on income of £60k for planning fees has been reported. Although planning applications numbers have remain consistent, income is dependent not just on application numbers but also on the size and type of application. This is offset by an increase in income of £10k from pre application fees
Director Community & Env Servs	130,870	123,280	111,520	123,280	0	130,650	130,550	130,590	
Development Plans	309,530	359,309	288,629	367,539	8,230	346,090	308,310	309,760	Variance includes £6,970 additional agency spend and £1,260 increase in budget due to Sarratt Parish Council no longer contributing to cost of Chilterns Conservation Board.
Hertfordshire Building Control	(1,080)	(22,120)	(50,715)	(30,153)	(8,033)	(10,147)	(9,487)	(9,487)	Variance is due to reduction in staff costs due to redeployment of Officer during pandemic as workloads reduced in first part of 20/21.
Total	566,640	714,902	489,401	767,279	52,377	602,253	575,163	582,263	

<i>Economic Development</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Energy Efficiency	19,500	15,000	0	2,500	(12,500)	19,500	19,500	19,500	Scheme commenced January 2021, delayed due to Covid 19. Full budget not required for this financial year.
Sustainability Projects	24,080	3,300	253	3,300	0	6,000	6,000	6,000	Demand led service
Car Parking	35,040	299,117	147,241	279,997	(19,120)	50,250	50,250	50,250	PCN and permit income is projected to increase by (£30.5k). There is further increase in parking income from suspensions and dispensations of (£14.5k). This is offset by shortfall in income from Pay and Display of £23k. Parking has been suspended from 23rd December 2020 due to the National Lockdown.
Car Parking-Maintenance	91,950	124,950	125,884	124,950	0	114,460	115,070	96,690	Budget has been fully utilised
Dial A Ride	40,000	35,000	21,977	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	Budget will be fully utilised
Better Buses Fund	86,570	93,359	93,359	93,359	0	93,359	93,359	93,359	Budget has been fully utilised
Public Conveniences	4,200	4,200	1,800	4,200	0	4,200	4,200	4,200	Awaiting invoices. Full budget committed
GIS Officer	0	0	0	0	0	54,300	54,300	54,300	
Total	301,340	618,284	432,258	586,664	(31,620)	382,069	382,679	364,299	
Total Infrastructure Housing & Economic Development	1,437,150	1,867,046	1,150,161	1,888,583	21,537	1,503,822	1,484,462	1,476,402	

Policy & Resources									
Resources & Shared Services	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Director Of Finance	72,000	50,970	47,423	50,970	0	70,610	70,610	71,790	
Communication	129,060	125,030	120,548	135,640	10,610	124,110	125,170	125,290	Variance is due to banked annual leave costs paid to departing staff member.
Legal Practice	370,740	368,150	302,805	368,150	0	372,740	376,350	378,770	
Committee Administration	165,290	175,400	152,634	168,650	(6,750)	175,990	180,940	181,280	Variance is due to the delay in the Implementation of Mod.Gov system, which is no longer going live this year, therefore licence costs are not required. Additional savings on the cost of IT equipment and licences required by councillors due to Covid 19.
Office Services	90	240,720	91,317	200,740	(39,980)	240,810	240,810	240,810	Variance is due to reduced spend on cleaning and security budget as the requirements for this service has reduced due to Covid 19 restrictions and the building has remain unoccupied. Further savings are expected on the mobile phone budget as upgrades are expected in 2021/22. £10k budget for postage budget for Watersmeet and Leisure mailings is not required due to Covid 19.
Elections & Electoral Regn	130,250	130,100	112,517	133,130	3,030	129,420	129,420	130,650	Variance is due to banked annual leave costs paid to staff member due to cancellation of the policy.
Finance Services	460,990	426,990	394,624	429,680	2,690	456,420	457,280	458,350	Budget to fund staff leased car costs which was previously offered as saving.
Revs & Bens Management	37,620	39,310	40,243	39,310	0	38,570	36,250	36,250	Quarter recharge to WBC to be actioned at year end.
Fraud	104,480	80,460	38,213	80,460	0	82,840	82,840	82,840	Quarter recharge to WBC to be actioned at year end.
Chief Executive	177,640	171,100	142,033	171,100	0	176,060	176,060	176,060	
Performance Mgt & Scrutiny	53,320	52,970	44,864	52,970	0	47,770	47,770	47,770	
Debt Recovery	202,100	182,570	116,830	182,570	0	200,230	201,610	202,980	Quarter 4 recharge to WBC to be actioned at year end.
Three Rivers House	347,640	328,540	256,691	328,540	0	366,190	366,000	359,260	
Basing House	(10,290)	(13,290)	(19,317)	(14,290)	(1,000)	(10,230)	(10,340)	(10,140)	Full Electricity budget not required due to building being closed due to lockdown.
Officers' Standby	6,140	6,140	6,140	6,140	0	6,140	6,140	6,140	
Finance Client	92,750	29,110	80,580	30,680	1,570	98,350	126,410	126,530	Budget to fund employee lease cars which was previously offered up as a saving
Business App Maintenance	221,200	221,200	219,408	228,425	7,225	226,200	226,200	226,200	Budget increase to cover inflationary costs of contract on GIS and Idox Uniform.
ICT Client	639,920	815,950	437,598	815,950	0	751,638	755,542	757,131	Project on unified communications and migration is on going. Awaiting spend.
Internal Audit Client	71,460	63,460	65,286	63,460	0	71,460	71,460	71,460	Budget has been fully spent
Fraud Client	(2,910)	2,690	1,121	2,690	0	2,690	2,690	2,690	
Insurances	353,220	343,220	320,093	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	419,300	280,723	419,300	0	334,628	333,736	334,113	Quarter 4 recharge from WBC to be actioned at year end.
Corporate Management	154,280	150,680	63,123	150,680	0	150,680	150,680	150,680	Awaiting invoices for external audit fees.

Resources & Shared Services	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Democratic Representation	309,790	296,363	249,096	296,363	0	303,758	303,758	303,758	Budget will be fully spent
Benefits & Allowances	726,410	708,490	653,761	708,490	0	725,010	729,820	728,810	
Benefits Client	(549,890)	(549,890)	1,221,664	(549,890)	0	(549,890)	(549,890)	(549,890)	This holds the housing benefits payments and recovery from DWP and further grants from DWP relating to the provision of benefits. There is timing difference between payments made to claimants and income received from Government
Benefits Non Hra	1,020	1,020	0	1,020	0	1,020	1,020	1,020	
Council Tax Collection	355,040	346,810	316,094	346,810	0	360,940	362,120	365,390	
NNDR	35,130	32,540	174,811	32,540	0	36,500	36,500	36,500	Invoice to be raised too HCC for analysis of local costs.
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	(186,140)	(186,140)	Income from court costs received at year end
Nndr Cost Of Collection	(107,090)	(107,090)	0	(107,090)	0	(107,090)	(107,090)	(107,090)	This is received at year end
Register Of Electors	36,800	36,800	20,041	36,800	0	36,800	36,800	36,800	Remaining budget will be spent
District Elections	76,320	4,350	4,897	5,000	650	76,320	76,320	76,320	Subscriptions, actual spend but no budget
Customer Service Centre	920,770	794,300	625,983	774,575	(19,725)	947,790	955,360	958,520	Reduction in staff costs due to secondments
Major Incident Planning	95,310	85,360	73,950	85,360	0	98,230	99,290	99,410	
Miscellaneous Income & Expend	268,033	(1,383,650)	(1,506,743)	(1,533,650)	(150,000)	(90,724)	34,330	(198,288)	Reduction due to RSL settlement
Non Distributed Costs	242,000	242,000	1,470	242,000	0	249,000	255,000	255,000	Awaiting invoice from HCC for pension contributions
Customer Contact Programme	50,000	50,000	1,225	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)	(53,900)	(168,928)	(86,900)	(33,000)	(103,920)	(103,860)	(104,420)	Variance is due £48k for lease extension, £10k budget transferred from Garages to offset additional maintenance spend on Miscellaneous Properties and £5k additional spend on Council Tax on properties that were not handed over to countryside until January as part of the South Oxhey initiative as a result of Covid 19.
Asset Management - Property Services	775,740	530,440	793,220	529,760	(680)	370,810	383,530	389,630	Budget saving due to reduced requirement for printing due to digitalisation and miscellaneous expenses due to staff working from home. Charge to capital done at year end
Garages & Shops Maintenance	(1,059,200)	(1,027,917)	(950,819)	(1,062,917)	(35,000)	(1,142,850)	(1,142,960)	(1,144,030)	
Investment Properties	(1,000,000)	(945,000)	(578,311)	(942,000)	3,000	(1,000,000)	(1,000,000)	(1,000,000)	Due to the latest Covid lockdown, Jigsaw rent till Jan 21 has been revised according to Covid Clause in CVA.
Oxhey Drive	9,820	9,820	8,234	9,820	0	9,990	10,050	10,250	
Vacancy Provision	(180,000)	0	0	0	0	(180,000)	(180,000)	(180,000)	
Salary Contingency	0	0	0	0	0	273,860	275,000	275,000	
Total Policy & Resources	4,826,093	3,289,336	3,757,733	3,031,976	(257,360)	4,639,810	4,789,666	4,570,534	
					0				
Total All Committees	10,848,416	11,254,531	8,866,304	11,105,663	(148,868)	10,562,957	10,530,608	10,320,996	

Corporate Costs	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Interest Earned	(530,632)	(480,632)	(13,644)	(480,632)	0	(390,011)	(90,000)	(90,000)	Interest on loan to RSL of £375k is received at the end of the financial year. Reduction due to extremely low interest rates
Interest Paid	450,150	425,150	208,210	425,150	0	431,220	302,150	302,150	This relates to the cost of borrowing for the funding of the new Leisure facility at South Oxhey, loan to RSL and the redevelopment of garage sites for temporary accommodation. Payments are scheduled for October and March
Transfer to Reserves	(59,910)	(59,910)	0	(59,910)	0	(59,910)	(59,910)	(59,910)	Accounting entry made at year end
Parish Precepts	2,063,812	2,063,812	2,063,812	2,063,812	0	2,114,610	2,156,920	2,200,060	Paid half yearly in April & September
Total Corporate Costs	1,923,420	1,948,420	2,258,379	1,948,420	0	2,095,909	2,309,160	2,352,300	
Grand Total	12,771,836	13,202,951	11,124,683	13,054,083	(148,868)	12,658,866	12,839,768	12,673,296	

Explanation of Variances reported in this period - Revenue

Leisure, Environment & Community			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Community Safety	Employees	Overtime budget not required due to offsetting spend against legal fees for ASB work	(15,180)
	Transport	Essential car user full budget not required due to reduced staff travel during lockdown	(300)
Corporate Climate Change	Employees	Reduction in staff costs due to a delay in recruitment.	(12,900)
Community Partnerships		Annual Leave paid back to departing member of staff	22,930
Env Health - Commercial Team	Third Party Payments	Expected additional charges from Watford BC did not materialise. Therefore full budget not required.	(25,000)
Licensing	Supplies and Services	Budget for DBS checks not required. Monies paid by applicant to TRDC and then paid out to DBS.	(12,500)
	Income	A reduction in income has been reported on drivers and operator licenses. This is because no new driver applications are being received as a result of the on-going pandemic. There is further reduction on income received from street trading as the lockdown continues.	40,530
Total Community Safety & Partnership			(2,420)
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Community Arts	Income	Shortfall in Income on activities as a result of Covid 19 pandemic.	872
Watersmeet	Employees	Variance mainly due to reduction in Temporary staffing costs as the venue remains closed to due the ongoing pandemic	(11,641)
	Premises	Reduced spend on cleaning due to the venue being closed	(3,000)
	Supplies and Services	Reduced spend on supplies and services mainly due to Catering, Equipment and Box Office expenditure due to the venue being closed	(36,850)
	Income	Reduced income mainly due to Catering, Lettings, Box Office commission due to venue being closed	51,525
Trees and Landscapes	Income	Income from land and ground maintenance and Hire of grounds not received due to COVID-19 Pandemic.	14,132
Playing Fields & Open Spaces	Premises	Reduction in Utility budgets due to reduced use of buildings as a result of the Pandemic.	(9,000)
Total Leisure			6,038

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Garden Waste	Income	Anticipated reduction on income due to Covid never materialised. Latest budget for the year has been exceeded.	(4,000)
Clinical Waste	Income	The impact of Covid 19 on income was less than anticipated.	(16,953)
Recycling Kerbside	Supplies and Services	An additional budget of £31,000 is required due to increased costs of recycling cans and plastics as more residents remain at home and the demand on the service increases.	31,000
	Income	AFM payment from HCC is based on reductions of residual waste. It was initially estimated that TRDC would receive approximately £104k, however HCC has since revised their estimates and it is now unlikely that we will receive anything	104,370
Cemeteries	Premises	Sewage rates budget not required this year	(1,080)
	Income	An anticipated increase in Burial fees expected as we go through the winter months	(5,000)
Waste Management	Transport	Full budget not required for Hire of vehicles	(5,000)
	Supplies and Services	Full budget not required for Equipment, Furniture and materials	(20,000)
Total Environmental Services			83,337
Total Leisure Community & Environment Services			86,955
Infrastructure Housing & Economic Development			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Housing Service Needs	Transport	Additional budget to cover staff travel costs	2,890
Rent Deposit Guarantee Scheme	Premises	Full budget not required due to Covid 19 eviction ban which expired on 21/2/21.	(2,110)
Total Housing			780

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Land & Property Info Section	Supplies and Services	Full Land Searches budget not required	(500)
	Income	Variance includes £7k of income not expected due to reduced number of searches and an increase in number of personal searches which are free and a £2k increase in income from property naming.	5,000
Development Management	Transport	Full budget for Essential & Casual user mileage not required this financial year due to pandemic	(1,000)
	Supplies and Services	Full Budgets for Protective clothing, Printing & Station not required this year	(1,320)
	Income	A reduction on income of £60k for planning fees has been reported. Although planning applications numbers have remain consistent, income is dependent not just on application numbers but also on the size and type of application. This is offset by an increase in income of £10k from pre application fees	50,000
Development Plans	Employees	Additional Agency Spend	6,970
	Supplies and Services	Increase in budget required due to Sarratt Parish Council no longer contributing to cost of Chilterns Conservation Board	1,260
Hertfordshire Building Control	Employees	Reduction in staff costs due to redeployment of Officer during pandemic as workloads reduced in first part of 20/21	(11,807)
	Income	Income in Quarter 2 reduced as costs paid by HBC to LA1 due to Covid and reduced staffing resources.	3,774
Total Infrastructure and planning policy			52,377
Energy Efficiency	Supplies and Services	Scheme commenced January 2021, delayed due to Covid 19. Full budget not required for this financial year.	(12,500)
Car Parking	Income	PCN and permit income is projected to increase by (£30.5k). There is further increase in parking income from suspensions and dispensations of (£14.5k). This is offset by shortfall in income from Pay and Display of £23k. Parking has been suspended from 23rd December 2020 due to the National Lockdown.	(19,120)
Total Economic Development			(31,620)
Total Infrastructure, Housing & Economic Development			21,537

Policy & Resources			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Communication	Employees	Variance is due to banked annual leave costs paid to departing staff member.	10,610
Committee Administration	Supplies and Services	Variance is due to the delay in the Implementation of Mod.Gov system, which is no longer going live this year, therefore licence costs are not required. Additional savings on the cost of IT equipment and licences required by councillors due to Covid 19.	(6,750)
Office Services	Premises	Full Cleaning budget not required as although the cleaning regime has been adapted to cover Covid requirements and TRH is mainly closed to staff, therefore reduced hours are sufficient	(10,000)
	Supplies and Services	Variance includes full budget on Fax Machine budget not required due to other means of communication, Full Security budget not required as the Service has not been required due to the building being closed. Full mobile phone budget not required as upgrades will now be done 21/22. Full Postage budget not required due to reduced mailings for Watersmeet and Leisure due to Covid 19.	(35,480)
	Income	Reduction in income for printing work due to Covid and Lettings due to the building being closed.	5,500
Elections & Electoral Regn	Employees	Variance is due to banked annual leave costs paid to staff member due to cancellation of the policy.	3,030
Finance Services	Employees	Budget to fund staff leased car costs which was previously offered as saving.	2,690
Basing House	Premises	Full Electricity budget not required due to building being closed due to lockdown.	(1,000)
Finance Client	Employees	Budget to fund employee lease cars which was previously offered up as a saving	1,570
Business App Maintenance	Supplies and Services	Budget increase to cover inflationary costs of contract on GIS and Idox Uniform.	7,225

Policy & Resources			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
District Elections	Premises	Subscriptions, actual spend but no budget	650
Customer Service Centre	Employees	Reduction in staff costs due to secondments	(19,725)
Miscellaneous Properties	Premises	Additional income of £48K for lease extension.	(48,000)
	Income	Variance includes £10k budget transferred from Garages to offset additional maintenance spend on Miscellaneous Properties and £5k additional spend on Council Tax on properties that were not handed over to countryside until January as part of the South Oxhey Initiative as a result of Covid 19	15,000
Miscellaneous Expenditure	Supplies and Services	Reduction in liability provision	(150,000)
Asset Management - Property Services	Premises	Variance includes reduced requirement for printing due to digitalisation and miscellaneous expenses due to staff working from home.	(2,680)
	Supplies and Services	Income from Legal Fees is not expected this year.	2,000
Garages & Shops Maintenance	Premises	Underspent budget transferred to Miscellaneous Properties to offset additional maintenance spend	(10,000)
	Income	Budget not required as scheme at South Oxhey Shops will not take place	(25,000)
Investment Properties	Income	Due to the latest Covid lockdown, Jigsaw rent until Jan 21 has been revised according to Covid Clause in CVA.	3,000
		Total Policy and Resources	(257,360)
		TOTAL Variances for Period 10 (January) 2021	(148,868)

Staff Vacancies

Committee	Department	Job Title	Comments	Total
Infrastructure, Housing and Economic Development	Development Management	Planning Officer	Currently recruiting	1.00
Leisure, Environment & Community	Leisure & Landscapes	Senior Park Ranger	Not currently advertised	1.00
	CommunityPartneships	Strategic Policy & Partnerships Mgr	Not currently advertised	0.61
	Watersmeet	Technical Support	Not currently advertised, venue closed	0.50
Policy and Resources	Property Services	Head of Property	Currently recruiting	1.00
		Principal Property & Asset Manager	Currently recruiting	1.00
	Finance	Section Head - Accountancy (FA&T)	Covered by Interim	1.00
		Head of Finance	Covered by Interim	1.00
	Revenue and Benefits	Benefits Officer	Currently recruiting	0.43
		Benefits Officer	Not currently advertised	1.00
		Benefits Officer	Not currently advertised	1.00
		Benefits Officer	Not currently advertised	1.00
		Benefits Officer	Not currently advertised	1.00
		Benefits Officer	Not currently advertised	0.61
		Benefits Officer	Not currently advertised	1.00
	Systems and Subsidy Officer	Not advertised	1.00	
	Corporate Services	Senior Communications Officer	Covered by Interim	1.00
			Grand Total	15.15

Medium Term Capital Investment Programme

Leisure, Environment & Community									
<i>Community Safety & Partnership</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
ASB Casework Management System	18,750	0	0	0	0	18,750	0	0	ASB Casework Management System rephased to 2021-22. There is potential for a saving if Police system is viable for longer - pending Procurement work by HCC & Herts Constabulary.
Capital Grants & Loans	20,000	3,793	0	3,793	0	20,000	20,000	20,000	Budget will be spent
Community CCTV	6,000	6,000	0	6,000	0	6,000	6,000	6,000	Budget will be spent
Total	44,750	9,793	0	9,793	0	44,750	26,000	26,000	
<i>Leisure</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Heritage & Tourism Initiative	0	0	5,521	0	0	0	0	0	Budget is funded entirely from the National Lottery Heritage Fund and S106 monies
Countryside Management	10,000	10,000	10,000	10,000	0	10,000	10,000	10,000	Budget has been fully spent
Aquadrome	21,000	21,000	18,169	21,000	0	21,000	22,500	22,500	Budget will be spent
Allotments	5,000	3,000	1,889	3,000	0	0	0	0	Planned works were delayed due to Bees and Wasps. Work has now been completed awaiting invoice.
Scotsbridge-Chess Habitat	0	0	0	0	0	11,390	0	0	Re-phase capital budget to 2021/22. Budget is TRDC's contribution to an Environmental Agency (EA) led project, which requires further funding from other sources. Funding applications are due to be submitted by the EA in 2021/22
Watersmeet External Roof Access	55,750	55,750	0	55,750	0	0	0	0	Contractor has been appointed. Works due to take place in March-April 2021 subject to planning approval at Feb planning committee
Watersmeet Stg Light Replace	64,000	112,000	59,700	112,000	0	0	0	0	Full budget to be spent by end of year. Phase 2 works expected to be completed in March
South Oxhey Leisure Centre	6,000	6,155	4,018	6,155	0	0	0	0	Budget will be spent
Leisure Facilities Improvement	25,000	10,985	2,477	10,985	0	10,000	10,000	0	Budget expected to be spent primarily around Sir James Altham Pool
Open Space Access Improvements	50,000	123,000	37,022	123,000	0	50,000	50,000	50,000	Budget will be spent by the end of the financial year
Outdoor Fitness Zones	0	0	0	0	0	54,400	54,400	27,200	
Improve Play Area-Future Schemes	50,000	52,730	0	58,383	5,653	158,250	100,000	100,000	Budget transferred from Cassiobridge Play Area Refurbishment

<i>Leisure</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Aquadrome-Whole Life Costing	10,000	27,354	13,623	27,354	0	10,000	11,000	11,000	Budget will be spent on improvements to utility services by the end of the financial year.
Watersmeet-Whole Life Costing	15,000	23,000	6,711	23,000	0	15,000	20,000	20,000	Full budget to be spent by end of financial year
Pavilions-Whole Life Costing	10,000	12,316	1,348	12,316	0	10,000	11,000	11,000	A review of usage of the Pavilions is underway. Future use to be reviewed by the end of financial year
Watersmeet - Hot Water pipework replacement	0	1,898	1,810	1,898	0	0	0	0	Full budget to be spent.
The Swillet - Play area Refurbishment	18,880	26,221	5,090	26,221	0	0	0	0	Awaiting final invoice following 6 month defect inspection
Cassiobridge Play Area Refurbishment	4,030	5,653	0	0	(5,653)	0	0	0	Project complete, remaining budget transferred to Improve Play Area-Future Schemes
Total	344,660	491,062	167,378	491,062	0	350,040	288,900	251,700	
<i>Environmental Services</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Waste Plant & Equipment	25,000	29,996	14,386	14,966	(15,030)	40,030	25,000	25,000	budget to be rephased to allow purchase of vehicle for animal control in 2021/22
Waste Services Depot	1,000,000	665,672	8,374	35,672	(630,000)	1,300,000	0	0	Budget rephased as work is not likely to be done in this financial year
Bulk Domestic Waste	20,000	31,528	35,821	36,028	4,500	30,500	40,000	40,000	Budget to be rephased from 2021/22 due to additional bin purchases
Waste & Recycling Vehicles	500,000	164,110	163,122	164,110	0	0	1,887,000	400,000	Budget will be fully spent.
Street Furnishings	10,000	10,000	10,009	10,000	0	15,000	15,000	15,000	Budget will be fully spent.
Paladin Bins	25,000	39,121	25,920	39,121	0	40,000	60,000	60,000	Budget will be spent by the end of the financial year on replacement bins.
Energy Performance Certificate	2,000	5,000	815	5,000	0	2,000	2,000	2,000	A programme of works has been started on all TRDC assets.
Cemetery-Whole Life Costing	5,000	6,697	1,814	6,697	0	5,000	5,000	5,000	Repair works to be carried out on Cemetery house in Feb 21
Replacement Ground Maintenance Vehicles	93,000	390,590	317,933	390,590	0	120,000	280,000	180,000	Budget will be spent by March 2021.
Total	1,680,000	1,342,714	578,194	702,184	(640,530)	1,552,530	2,314,000	727,000	
Total Leisure, Environment & Community	2,069,410	1,843,569	745,572	1,203,039	(640,530)	1,947,320	2,628,900	1,004,700	

Infrastructure Housing & Economic Development									
<i>Economic Development</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Cycle Schemes	25,000	9,583	3,900	0	(9,583)	64,583	25,000	25,000	Cycling and Walking Strategy not completed so £9,583 to be rephased to 2021/22
Disabled Parking Bays	2,500	1,000	0	1,000	0	2,500	2,500	2,500	Expected underspend, small number of requests in first part of the financial year for advisory disabled parking bays
Controlled Parking	50,000	33,160	0	33,160	0	164,425	50,000	50,000	Croxley Green parking scheme currently being delivered.
Princes Trust-Business Start-up	10,000	10,000	0	10,000	0	10,000	10,000	10,000	A Service Level Agreement is in place, the budget will be spent by year end.
Listed Building Grants	5,000	3,000	0	0	(3,000)	2,500	2,500	2,500	This is a demand led service, no applications received. Budget not required this financial year.
South Oxhey Initiative	0	109,223	78,453	109,223	0	0	0	0	Ongoing project management to ensure the project is delivered fulfilling the Councils objectives. It provides for both internal resource retained for this purpose as well as the wider consultancy team for contract and legal advice. Full budget expected to be spent this year.
Parking Bay & Verge Protection	254,240	100,000	18	0	(100,000)	301,473	40,000	40,000	£12,767 monies transferred to Bus Shelters to cover groundwork costs. Remaining monies £87,233 rephased to 2021/22. 3 schemes expected to be ordered and commenced this year (South Way, Mullions Walk and Barnhurst Path) but substantially completed early next financial year.
Highways Enhancement	147,620	47,620	0	3,236	(44,384)	194,384	50,000	50,000	Remaining monies to be used for Ebury Way improvements (final quote awaited) and Delta Gain (awaiting landowner consents) but works not expected to be substantially completed this year. £44,384 rephased to 2021/22.
Bus Shelters	9,000	19,580	0	32,347	12,767	9,000	9,000	9,000	Budget moved from Parking Bay & Verge Protection to cover increased verge ground works. 2 shelters ordered (South Way and A405), works due to comence in March.
Retail Parades	135,780	48,115	0	10,115	(38,000)	188,000	30,000	30,000	Abbots Langley Welcome signage and Croxley Green Wayfinding project ordered and expected to be delivered this financial year. Remaining monies for Delta Gain retail parade refurbishment, however, landowner consent still awaited. Rephase £38k to 2021/22
Carbon Neutral Council	0	4,000	0	4,000	0	0	0	0	
Rickmansworth Work Hub	39,000	0	0	0	0	39,000	0	0	
Car Park Restoration	10,000	10,000	0	10,000	0	10,000	35,000	35,000	Car park Inspection due to take place which will identify required works
Estates, Paths & Roads	20,000	20,000	11,157	20,000	0	20,000	20,000	20,000	Planned works South Oxhey Playing Fields
TRDC Footpaths & Alleyways	20,000	20,850	2,950	20,850	0	40,000	25,000	25,000	Budget will be spent
Integration of Firmstep to uniform Licensing applications	0	19,000	0	19,000	0	0	0	0	Ongoing project
Total	728,140	455,131	96,478	272,931	(182,200)	1,045,865	299,000	299,000	
<i>Housing</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Disabled Facilities Grant	500,000	474,108	126,759	474,108	0	500,000	586,000	586,000	£132k of adaptations have been approved and have commenced. However it is unlikely that the full budget will be spent in the year as for the first 3 months of this year adaptations were unable to take place due to Covid19.
Home Repairs Assistance	10,000	5,000	0	0	(5,000)	10,000	10,000	10,000	Demand led service, no applications received to date. Budget mot required this year
Total	510,000	479,108	126,759	474,108	(5,000)	510,000	596,000	596,000	
Total Infrastructure Housing & Economic Development	1,238,140	934,239	223,237	747,039	(187,200)	1,555,865	895,000	895,000	

Policy & Resources									
Resources & Shared Services	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Professional Fees-Internal	157,590	157,590	0	157,590	0	157,590	157,590	157,590	This is for internal staff support on capital schemes and is actioned at the end of the financial year.
Election Equipment	6,000	3,000	0	3,000	0	6,000	6,000	6,000	Budget will be used to purchase new screens for poll stations and new laptops for postal vote opening. Awaiting IT approval.
Members' IT Equipment	16,260	0	0	0	0	46,690	16,260	16,260	
Mod.Gov Com Mgmt System	15,000	15,000	10,000	15,000	0	0	0	0	System currently being installed. Budget will be spent.
ICT-Managed Project Costs	60,000	0	0	0	0	120,000	60,000	60,000	
Hardware Replace Prog	40,000	267,002	0	267,002	0	40,000	40,000	40,000	Shared services charges actioned at year end
Garage Improvements	355,000	180,000	0	180,000	0	325,000	150,000	150,000	Works are scheduled to start shortly with completion July. Estimated half the budget will be used next year
ICT Licence Costs	100,000	99,072	92,917	99,072	0	100,000	100,000	100,000	Budget will be spent
Customer Contact Programme	0	39,449	35,751	39,449	0	0	0	0	Budget will be spent
ICT Website Development	0	14,870	0	14,870	0	0	0	0	Discussions still taking place, delayed due to Covid 19, may need to rephase at year end.
ICT Elections	17,000	21,170	14,933	21,170	0	17,000	17,000	17,000	Budget will be used to purchase new laptops for postal vote opening. Awaiting IT approval.
ICT Hardware Replacement Prog	45,000	27,897	9,101	27,897	0	45,000	45,000	45,000	This code is used to fund shared resources for the following networks, project management, infrastructure for the following projects: Core infrastructure, O365, PCI compliance, UC phase 3 etc.
TRH Whole Life Costing	135,000	56,968	42,721	56,968	0	250,000	170,000	170,000	Budget will be spent
Basing House-Whole Life Costing	6,000	0	0	0	0	30,000	60,000	60,000	
Investment Prop-Shops	0	11,900	0	11,900	0	0	0	0	
Business Application Upgrade	90,000	27,500	0	8,000	(19,500)	109,500	90,000	90,000	Rephase to 21/22 to cover costs associated with O365, cloud viability etc.
Three Rivers House Transformation	244,470	6,944	3,902	6,944	0	270,000	0	0	Budget will be spent
Property Information System	50,000	50,000	0	50,000	0	0	0	0	Property Informations System Working Group set up and looking into options. May need to rephase into 2021/22.
Housing Stock Transfer	0	0	0	2,200,000	2,200,000	0	0	0	Settlement fee
Total	1,337,320	978,362	209,325	3,158,862	2,180,500	1,516,780	911,850	911,850	

<i>Major Projects</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Leisure Facility - South Oxhey	1,527,943	2,877,391	2,835,741	2,877,391	0	226,823	0	0	Budget will be spent
South Oxhey Initiative	0	893,207	1,001,229	1,254,612	361,405	0	0	0	Compensation settlement monies with regards to Compulsory Purchase Orders arising from South Oxhey Initiative, related to intensification of Phase 3
Local Property -Income Gen Op	2,295,000	0	0	0	0	0	0	0	
Property Investment Board	0	312,360	0	312,360	0	0	0	0	Funds required for the delivery of PIB initiatives
Temporary Accommodation	1,156,000	1,120,128	1,004,797	1,120,128	0	0	0	0	The projects have been completed, awaiting final invoice and remaining budget is for retention monies
Total	4,978,943	5,203,086	4,841,767	5,564,491	361,405	226,823	0	0	
Total Policy & Resources	6,316,263	6,181,448	5,051,092	8,723,353	2,541,905	1,743,603	911,850	911,850	
Total Capital Programme	9,623,813	8,959,256	6,019,901	10,673,431	1,714,175	5,246,788	4,435,750	2,811,550	

Explanation of Variances reported in this period - Capital

Leisure, Environment & Community			
Description	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £
Improve Play Area-Future Schemes	Budget transferred from Cassiobridge Play Area Refurbishment	5,653	0
Cassiobridge Play Area Refurbishment	Project complete, remaining budget transferred to Improve Play Area-Future Schemes	(5,653)	0
Waste Plant & Equipment	budget to be rephased to allow purchase of vehicle for animal control in 2021/22	(15,030)	15,030
Waste Services Depot	Budget rephrased as work is not likely to be done in this financial year	(630,000)	630,000
Bulk Domestic Waste	Budget to be rephased from 2021/22 due to additional bin purchases	4,500	(4,500)
	TOTAL	(640,530)	640,530
Infrastructure, Housing & Economic Development			
Description	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £
Cycle Schemes	Cycling and Walking Strategy not completed so £9,583 to be rephased to 2021/22	(9,583)	9,583
Listed Building Grants	This is a demand led service, no applications received. Budget not required this financial year.	(3,000)	0
Home Repairs Assistance	Demand led service, no applications received to date. Budget not required this year	(5,000)	0
Parking Bay & Verge Protection	£12,767 monies transferred to Bus Shelters to cover groundwork costs. Remaining monies £87,233 rephased to 2021/22. 3 schemes expected to be ordered and commenced this year (South Way, Mullions Walk and Barnhurst Path) but substantially completed early next financial year.	(100,000)	87,233
Highways Enhancement	Remaining monies to be used for Ebury Way improvements (final quote awaited) and Delta Gain (awaiting landowner consents) but works not expected to be substantially completed this year. £44,384 rephased to 2021/22.	(44,384)	44,384
Bus Shelters	Budget moved from Parking Bay & Verge Protection to cover increased verge ground works. 2 shelters ordered (South Way and A405), works due to comence in March.	12,767	0
Retail Parades	Abbots Langley Welcome signage and Croxley Green Wayfinding project ordered and expected to be delivered this financial year. Remaining monies for Delta Gain retail parade refurbishment, however, landowner consent still awaited. Rephase £38k to 2021/22	(38,000)	38,000
	TOTAL	(187,200)	179,200
Policy & Resources			
Description	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £
Business Application Upgrade	Rephase to 21/22 to cover costs associated with O365, cloud viability etc.	(19,500)	19,500
South Oxhey Initiative	Compensation settlement monies with regards to Compulsory Purchase Orders arising from South Oxhey Initiative, related to intensification of Phase 3	361,405	0
Housing Stock Transfer	Settlement fee to RSL	2,200,000	0
	TOTAL	2,541,905	19,500
Total Variances for Period 10 (January) 2021		1,714,175	839,230

Funding the Capital Investment Programme

Capital Programme	2020/21	2020/21	2020/21	2021/22	2022/23	2023/24
	Original Budget	Latest Budget	Outturn Forecast at P10	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(421,908)	(722,153)	(722,153)	(808,468)	(808,468)	(808,468)
Other Contributions: Other external Sources	0	(92,308)	(92,308)	0	0	0
Section 106 Contributions	(2,637,699)	(581,286)	(581,286)	(581,286)	(581,286)	(71,435)
Capital Receipts Reserve	0	0	0	0	0	0
Future Capital Expenditure Reserve	(2,610,155)	(2,610,166)	(2,610,166)	0	0	0
New Homes Bonus Reserve	(939,748)	(4,930,516)	(4,930,516)	(2,773,908)	0	0
Borrowing	0	0	0	0	0	0
Total Funding Brought Forward	(6,609,510)	(8,936,429)	(8,936,429)	(4,163,662)	(1,389,754)	(879,903)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(500,000)	(586,315)	(586,315)	(500,000)	(500,000)	(500,000)
Other Contributions: Other external Sources	0	0	0	(20,000)	(20,000)	(20,000)
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	(2,500,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(110,840)	(110,840)	(110,840)	(95,407)	(95,000)	(95,000)
Borrowing	0	0	0	0	0	0
Total Generated	(3,110,840)	(1,797,155)	(1,797,155)	(1,715,407)	(1,715,000)	(1,615,000)
Use of Funding						
Govt Grants: Disabled Facility Grants	500,000	500,000	500,000	500,000	500,000	500,000
Other Contributions: Other external Sources	0	92,308	92,308	20,000	20,000	20,000
Section 106 Contributions	1,500,000	0	0	0	509,851	71,435
Capital Receipts Reserve	2,441,370	1,100,000	1,100,000	1,100,000	1,100,000	1,000,000
Future Capital Expenditure Reserve	0	2,610,166	2,610,166	0	0	0
New Homes Bonus Reserve	203,500	553,273	2,267,448	2,869,315	95,000	95,000
Borrowing	0	0	0	530,650	2,210,899	1,125,115
Total Use of Funding	4,644,870	4,855,747	6,569,922	5,019,965	4,435,750	2,811,550
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(421,908)	(808,468)	(808,468)	(808,468)	(808,468)	(808,468)
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	(1,137,699)	(581,286)	(581,286)	(581,286)	(71,435)	0
Capital Receipts Reserve	(58,630)	0	0	0	0	0
Future Capital Expenditure Reserve	(2,610,155)	0	0	0	0	0
New Homes Bonus Reserve	(847,088)	(4,488,083)	(2,773,908)	0	0	0
Total Funding Carried Forward	(5,075,480)	(5,877,837)	(4,163,662)	(1,389,754)	(879,903)	(808,468)
South Oxhey Initiative						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,502,792)	(6,502,792)	(6,502,792)	(6,502,792)	0	0
Use of Funding (Spend)	0	0	0	0	0	0
Borrowing	6,502,792	6,502,792	6,502,792	6,502,792	0	0
Total	0	0	0	0	0	0
South Oxhey Leisure Facility						
Balance Brought Forward	0	0	0	0	0	0
Use of Funding (Spend)	1,527,943	2,983,381	2,983,381	226,823	0	0
Contractor Funded Borrowing	(1,527,943)	(2,983,381)	(2,983,381)	(226,823)	0	0
Total	0	0	0	0	0	0
Property Investment						
Balance Brought Forward	0	0	0	0	0	0
Use of Funding (Spend)	2,295,000	0	0	0	0	0
Borrowing	(2,295,000)	0	0	0	0	0
Total	0	0	0	0	0	0
Temporary Accommodation						
Balance Brought Forward	0	0	0	0	0	0
Use of Funding (Spend)	1,156,000	1,120,128	1,120,128	0	0	0
Borrowing	(1,156,000)	(1,120,128)	(1,120,128)	0	0	0
Total	0	0	0	0	0	0
Total Expenditure Capital Investment Programme	9,623,813	8,959,256	10,673,431	5,246,788	4,435,750	2,811,550

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
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 financial impact of COVID 19 will place a burden on the Councils Revenue account through loss of income and additional expenditure.</i>	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. <i>Government financial support is crucial to the Council achieving a sustainable budget</i>	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	↓	<i>Agreed 2020/21 pay award of £2.75% against a budget of 3%</i>	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. <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
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. <i>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</i>	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. Govt announced an income guarantee scheme to support Councils of 70% of loss of income on fees & charges due to C19	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. 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. This was originally postpone to 2021/22 and has been further postponed. Impact of Covid 19 on collection fund will impact in 2021/22	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. Work was temporarily suspended but remains broadly on track.	2	3	6	Project management team appointed to advise Council; Project management processes in place and reviewed regularly; Policy and Resources Committee receive regular reports on progress of project	Head of Property Services	2	2	4	→	Continue to manage project	Head of Property	ongoing

Jul-16	FIN20	Director of Finance	Budgetary	Failure of ICT systems	The Council's integrated Financial Management System (FMS) is held on an ICT platform. If this were to fail then potentially there will be a loss of functionality occurring during any downtime	3	2	6	System migrated to latest version. Payments system updated.	Head of Finance	1	2	2	↓	Monitor reliability	Head of Finance	ongoing
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Council set up a Property Investment Board in 2017 to manage its property portfolio in order to secure additional income of £1 million to support its general fund. Risk moving forward relates to ongoing income.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFS is updated.	Head of Property Services	1	3	3	→	PIB to assume responsibility for ongoing oversight. Loss of income for 20/21 is £50K due to a sub tenant having an approved reduced rent	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. Director of Finance and Head of Finance currently interim appointments.	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

Key Budget Indicators – Income Streams

Regulatory Services									
Car Park Enforcement	Month	2017/18		2018/19		2019/20		2020/21	
Penalty Charge Notices (PCNs)		£	Volume	£	Volume	£	Volume	£	Volume
	April	(19,359)	340	(13,718)	306	(12,406)	355	(950)	2
	May	(17,596)	262	(3,482)	116	(13,713)	211	(1,905)	3
	June	(15,417)	277	(11,756)	319	(8,600)	138	(2,155)	10
	July	(18,263)	293	(13,190)	348	(10,493)	164	(2,363)	98
	August	(15,291)	334	(12,455)	320	(8,523)	152	(4,115)	138
	September	(21,977)	332	(11,869)	368	(9,007)	155	(8,839)	238
	October	(22,172)	305	(15,781)	433	(11,212)	170	(12,331)	353
	November	(26,283)	305	(13,848)	358	(7,673)	167	(8,964)	108
	December	(13,915)	331	(10,606)	295	(8,961)	143	(7,416)	93
	January	(18,955)	341	(15,609)	416	(9,635)	248	(3,033)	4
	February	(13,835)	296	(10,305)	247	(7,499)	158		
	March	(9,375)	173	(13,710)	327	(7,685)	102		
	Total	(212,439)	3,589	(146,329)	3,853	(115,407)	2,163	(52,071)	1,047
<p>Comments: The latest budget for 2020/21 is £45,997, officers are projecting an outturn of £53,997. 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. Parking charges were suspended again in December following the introduction of the Tier 4 restrictions.</p>									
Car Park Enforcement	Month	2017/18		2018/19		2019/20		2020/21	
Pay & Display Tickets		£	Volume	£	Volume	£	Volume	£	Volume
	April	(10,130)	2,980	(9,710)	3,808	(18,065)	9431	(23)	5
	May	(6,950)	2,761	(16,954)	9,482	(19,712)	9907	(20)	8
	June	(10,612)	3,418	(14,529)	8,497	(12,913)	9293	(1,967)	1279
	July	(9,052)	2,785	(16,673)	9,791	(19,514)	10064	(8,069)	4523
	August	(8,460)	3,041	(25,141)	9,320	(15,275)	8,923	(10,408)	6,149
	September	(10,201)	2,782	(15,831)	9,415	(16,566)	9,053	(12,002)	6,653
	October	(10,432)	3,080	(20,699)	9,979	(19,368)	10,064	(13,292)	6,925
	November	(10,372)	3,743	(18,293)	9,883	(16,736)	9,482	(7,433)	10,031
	December	(12,969)	2,890	(20,255)	10,249	(21,011)	10,873	(8,184)	4,033
	January	(6,319)	2,895	(18,850)	9,613	(20,315)	10,582	(12)	1
	February	(10,437)	2,984	(26,956)	9,419	(18,123)	9588		
	March	(11,951)	3,002	(19,788)	10,296	(14,546)	6032		
	Total	(117,885)	36,361	(223,678)	109,752	(212,144)	113,292	(61,410)	39,607
<p>Comments: The latest budget for 2020/21 is £88,667. Officers are reporting a revised budget of £65,667. There are different charging regimes for different car parks within the district. However most pay & display car parks in Rickmansworth operate the following regulations - Monday - Friday, 8.30am - 6.30pm max stay up to 24 Hours - charge £4 with the first hour being free. Parking charges were suspended again in December following the introduction of the Tier 4 restrictions.</p>									
Development Management	Month	2017/18		2018/19		2019/20		2020/21	
Application Fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(36,351)	171	(30,617)	141	(51,431)	133	(38,159)	132
	May	(58,783)	182	(47,353)	144	(54,043)	131	(81,876)	109
	June	(44,355)	174	(46,577)	134	(66,271)	129	(41,283)	143
	July	(70,547)	171	(71,811)	132	(51,656)	149	(32,903)	138
	August	(25,335)	163	(26,376)	137	(50,897)	145	(35,997)	142
	September	(23,822)	153	(33,905)	128	(42,726)	123	(90,374)	160
	October	(105,679)	150	(23,688)	124	(80,266)	131	(29,374)	155
	November	(23,202)	146	(34,751)	148	(116,095)	127	(30,543)	170
	December	(47,014)	131	(33,388)	102	(51,835)	125	(67,640)	149
	January	(34,858)	161	(34,143)	142	(50,727)	99	(30,000)	158
	February	(94,085)	134	(19,545)	132	(33,802)	156		
	March	(38,016)	171	(49,015)	138	(40,924)	137		
	Total	(602,046)	1,611	(451,168)	1,602	(690,672)	1,585	(478,149)	1,456
<p>Comments: The latest budget for 2020/21 is £597,887 this has been reduced from the original budget of £696,420 due to Covid 19. As at period 10, officers are reporting an outturn position of £537,887. There are a number of different charging levels dependent on the type & size of the proposed area. The table of current fees for each type can be found on the Councils website.</p>									

Waste Management									
Trade Refuse Contract fees	Month	2017/18		2018/19		2019/20		2020/21	
		£	Volume	£	Volume	£	Volume	£	Volume
	April	(263,228)	622	(267,036)	646	(346,064)	955	(280,745)	859
	May	(209)		(358)		(1,459)		417	
	June	(1,038)		(1,239)		(1,614)		(20,476)	
	July	(441)		350		(1,652)		(10,195)	
	August	(412)		(428)		(419)		(2,013)	
	September	(6,035)		(1,213)		(1,394)		(1,827)	
	October	(261,649)		(265,560)		(347,316)		(347,427)	
	November	(1,371)		(841)		10		6,383	
	December	(502)		(350)		(1,540)		(751)	
	January	(7,759)		(395)		(4,259)		5,463	
	February	(751)		(312)		(1,361)			
	March	(1,160)		(7,755)		(19,849)			
	Total	(544,554)		622		(545,138)		646	
<p>Comments: The latest budget 2020/21 is £655,877. 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.</p>									
Garden Waste Bin Charges	Month	2017/18		2018/19		2019/20		2020/21	
		£	Volume	£	Volume	£	Volume	£	Volume
	April	(770,319)	17,996	(902,792)	20,907	(912,988)	21,143	(875,957)	20,314
	May	(29,917)	2,990	(30,255)	701	(27,729)	732	(66,976)	1,435
	June	(18,996)	766	(16,176)	375	(14,853)	304	(23,477)	469
	July	(9,612)	238	(8,209)	190	(9,565)	210	(10,812)	243
	August	(7,083)	200	(4,667)	98	(5,795)	115	(6,029)	131
	September	(3,509)	78	(3,447)	66	(3,940)	96	(4,295)	105
	October	(3,326)	137	(2,831)	119	(2,737)	98	(2,456)	85
	November	(1,329)	46	(1,467)	51	(1,116)	39	(2,186)	65
	December	(515)	26	(770)		(436)	16	(925)	28
	January	(419)	25	(426)		(501)	24	(830)	28
	February	0	0	0		0	0		
	March	0	0	0		0	0		
	Total	(845,024)	22,502	(971,040)	22,506	(979,660)	22,777	(993,943)	22,903
<p>Comments: The latest 2020/21 budget is £990,000. As at Period 10, Officers are reporting an outturn position of £994,000. The standard charges for 2020/21 are £40 for the first bin and £80 for a second bin. Customers in receipt of benefits pay a concession fee of £32 for the first bin.</p>									

Garages and Shops									
Garages	Month	2017/18		2018/19		2019/20		2020/21	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(67,608)	8%	(93,490)	6%	(88,327)	11%	(74,513)	11%
	May	(85,083)	8%	(74,313)	7%	(71,154)	12%	(53,698)	13%
	June	(65,861)	8%	(73,904)	7%	(70,686)	12%	(107,919)	14%
	July	(83,667)	9%	(92,273)	7%	(87,862)	12%	(71,117)	16%
	August	(67,761)	8%	(73,914)	8%	(70,632)	11%	(70,223)	15%
	September	(67,730)	8%	(73,140)	9%	(87,994)	11%	(87,870)	15%
	October	(84,937)	7%	(88,606)	10%	(70,512)	11%	(70,789)	15%
	November	(68,168)	7%	(69,977)	10%	(70,692)	11%	(88,099)	15%
	December	(68,150)	5%	(87,688)	11%	(88,381)	11%	(70,203)	16%
	January	(84,921)	5%	(70,866)	10%	(71,217)	10%	(69,758)	16%
	February	(68,082)	5%	(69,700)	11%	(71,695)	10%		
	March	(67,084)	5%	(70,227)	11%	(89,818)	11%		
	Total	(879,052)		(938,097)		(938,968)		(764,187)	

Comments: The latest budget for 2020/21 is £879,147. 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.

Shops	Month	2017/18		2018/19		2019/20		2020/21	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(116,148)	n/a	(112,031)	n/a	(70,392)	n/a	(66,330)	n/a
	May	(3,522)	n/a	(8,084)	n/a	(1,875)	n/a	31,706	n/a
	June	(106,077)	n/a	(83,320)	n/a	(53,825)	n/a	(38,627)	n/a
	July	(5,689)	n/a	(50,928)	n/a	(141,217)	n/a	(9,727)	n/a
	August	(3,688)	n/a	(1,874)	n/a	(21,358)	n/a	0	n/a
	September	(124,784)	n/a	(78,842)	n/a	(69,147)	n/a	(38,245)	n/a
	October	(4,176)	n/a	(2,753)	n/a	1,317	n/a	(10,796)	n/a
	November	1,513	n/a	(946)	n/a	(3,897)	n/a	2,546	n/a
	December	(107,040)	n/a	(77,738)	n/a	(70,049)	n/a	(37,853)	n/a
	January	(21,833)	n/a	(861)	n/a	(13,125)	n/a	(8,250)	n/a
	February	781	n/a	14,125	n/a	0	n/a		n/a
	March	(8,791)	n/a	(2,143)	n/a	1,083	n/a		n/a
	Total	(499,454)		(405,395)	0	(442,487)	0	(175,576)	0

Comments: The 2020/21 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 01/04/2020 £	Net Movement in Year £	Closing Balance 31/03/2021 £	Purpose
Revenue Reserves				
General Fund	(5,048,779)	267,429	(4,781,350)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(2,103,000)	452,449	(1,650,551)	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
Total Revenue	(7,502,804)	719,878	(6,782,926)	
Capital Reserves				
Capital Receipts	0	0	0	Generated from sale of Council assets
New Homes Bonus	(4,930,516)	2,156,608	(2,773,908)	Government grant set aside for supporting capital expenditure
Section 106	(581,286)	0	(581,286)	Developers contributions towards facilities
Grants & Contributions	(814,461)	5,993	(808,468)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	(2,610,166)	2,610,166	0	Reserve set aside for supporting capital expenditure
Total Capital	(8,936,429)	4,772,767	(4,163,662)	
Other Earmarked Reserves				
Leavesden Hospital Open Space	(769,123)	0	(769,123)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(1,165,350)	0	(1,165,350)	Developers contributions towards maintenance of site
Community Infrastructure Levy (CIL)	(4,173,539)	(771,409)	(4,944,948)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,563)	0	(123,563)	Reserve to fund expenditure on plant & machinery
Total Other	(6,231,575)	(771,409)	(7,002,984)	
Total All	(22,670,808)	4,721,236	(17,949,572)	

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.