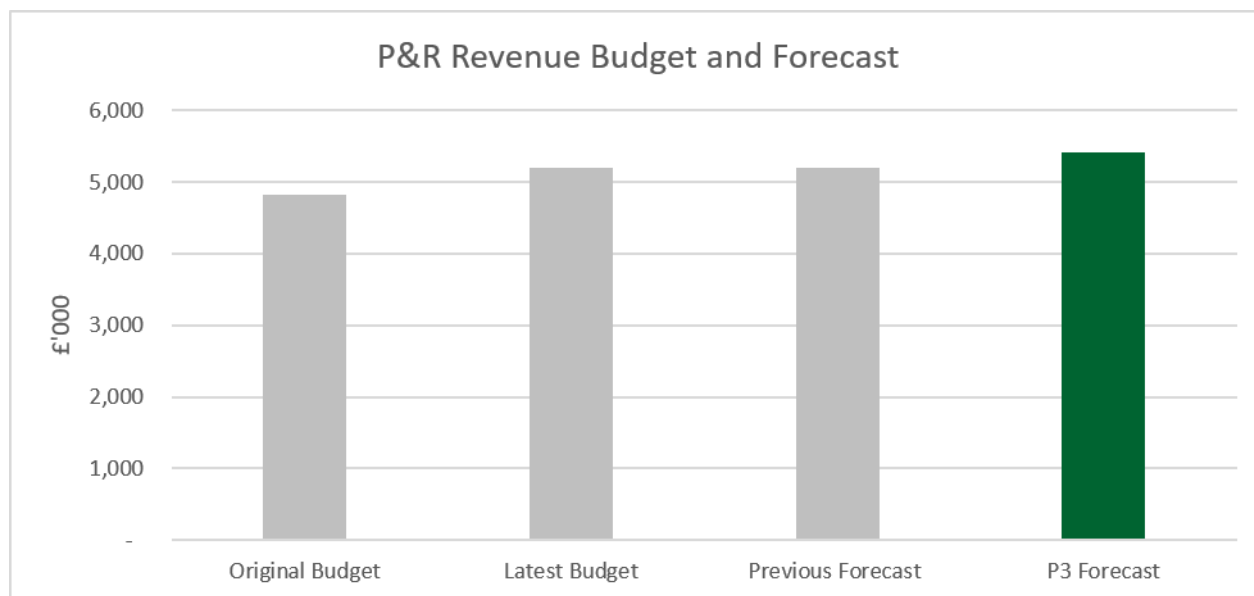


Policy and Resources Committee Detailed Monitoring Report

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Policy and Resources (P&R) Committee for the 2026/27 financial year. The forecast is based on the position as at Period 3 which covers the period from 1 April 2026 to 30 June 2026.

Revenue

1. The latest forecast is net expenditure of £5.410m against the latest budget of £5.193m. This is an unfavourable variance of £0.217m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2025/26 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
Resources and Leader	6,751	6,902	6,902	6,902	7,119	217	217
Garages and Shops	(1,412)	(1,412)	(1,412)	(1,412)	(1,412)	0	0
Investment Properties	(1,083)	(1,035)	(1,035)	(1,035)	(1,035)	0	0
Vacancy Provision	(180)	(180)	(180)	(180)	(180)	0	0
Salary Contingency	750	919	919	919	919	0	0
Total	4,827	5,193	5,193	5,193	5,410	217	217

2. Annex B sets out the main variations to budget.

Income Streams

3. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2026/27.

Capital Investment Programme

4. The latest capital investment budget for 2026/27 is £14.897m. No variation is reported.
5. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

6. 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.
7. The following table sets out the vacancies by service as at 30 June 2026.

Department	Job Title	Comments	Total
Revenues & Benefits	Data Analysis Officer	Recently advertised	1.00
	Appeals and Complaints Officer	Recently advertised	1.00
	Revenues & Benefits Team Leader	Recently advertised	1.00
	Service Delivery Manager	Not currently advertised	1.00
Legal & Committee	Associate Director, Legal, Democratic Service & Monitoring Officer	Currently advertised	1.00
	Principle Lawyer (Litigation and Licencing)	Currently advertised	1.00
Finance	Head of Finance	Covered by interim	1.00
Total Policy & Resources			7.00

Annex A
P&R Committee Medium Term Revenue Budget Service

Resources	Original Budget 2026/27	Original Budget Plus 2025/26 Carry Forwards	Latest Budget 2026/27	Previous Forecast 2026/27	Spend to Date	Latest Forecast 2026/27	Variance @ P3	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	
Corporate Management	341,741	341,741	341,741	341,741	(210,935)	341,741	0	341,741	341,741	Budget currently forecast to be spent
Major Incident Planning	122,418	122,418	122,418	122,418	25,561	129,668	7,250	129,668	129,668	Budget required for Health & Safety SLA with HCC
West Herts Crematorium	0	0	0	0	2,955,464	0	0	0	0	All spend will be recharged to West Herts Crematorium
Miscellaneous Income & Expend	(1,555,686)	(1,555,686)	(1,555,686)	(1,555,686)	424,033	(1,495,776)	59,910	(1,190,000)	(1,190,000)	Contribution to/from reserves budgets no longer required
Non Distributed Costs	5,000	5,000	5,000	5,000	441	5,000	0	5,000	5,000	Budget currently forecast to be spent
Director Of Finance	142,985	142,985	142,985	142,985	40,098	142,985	0	142,985	142,985	Budget currently forecast to be spent
Learning and Development	83,840	93,952	93,952	93,952	6,482	93,952	0	83,840	83,840	Budget currently forecast to be spent
Miscellaneous Properties	(80,500)	(59,850)	(59,850)	(59,850)	(71,454)	(59,850)	0	(80,500)	(80,500)	Budget currently forecast to be spent
Office Services	204,910	204,910	204,910	204,910	45,384	215,580	10,670	215,580	215,580	Inflationary increase for cleaning contract
Asset Management - Property Services	935,499	1,034,824	1,034,824	1,034,824	197,837	1,010,824	(24,000)	904,681	907,875	Procurement Manager budget moved from Asset Management - Property to Finance Client as forms part of the Shared Service agreement with WBC
Finance Services	521,360	521,360	521,360	521,360	282,858	529,760	8,400	532,150	534,594	Inflationary increase in Software contract costs offset by an Increase in shared Service income from Watford Borough Council
Council Tax Collection	319,843	319,843	319,843	319,843	238,937	316,995	(2,848)	319,101	320,758	Increase in shared Service income from Watford Borough Council
Benefits & Allowances	714,180	714,180	714,180	714,180	293,970	700,420	(13,760)	705,860	710,277	Increase in shared Service income from Watford Borough Council
NNDR	67,730	67,730	67,730	67,730	9,922	66,117	(1,613)	66,117	66,117	Increase in shared Service income from Watford Borough Council
Revs & Bens Management	47,800	47,800	47,800	47,800	12,560	46,663	(1,137)	46,663	46,663	Increase in shared Service income from Watford Borough Council
Fraud	58,571	58,571	58,571	58,571	19,358	58,571	0	58,571	58,571	Budget currently forecast to be spent
Garages & Shops Maintenance	(1,411,870)	(1,411,870)	(1,411,870)	(1,411,870)	(399,733)	(1,411,870)	0	(1,411,870)	(1,411,870)	Budget currently forecast to be spent
Chief Executive	203,999	224,827	224,827	224,827	59,288	224,827	0	203,999	203,999	Budget currently forecast to be spent

P&R Committee Medium Term Revenue Budget Service cont.

Resources	Original Budget 2026/27	Original Budget Plus 2025/26 Carry Forwards	Latest Budget 2026/27	Previous Forecast 2026/27	Spend to Date	Latest Forecast 2026/27	Variance @ P3	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	
Investment Properties	(1,082,885)	(1,035,385)	(1,035,385)	(1,035,385)	(380,637)	(1,035,385)	0	(1,002,305)	(1,002,305)	Budget currently forecast to be spent
Performance Mgt & Scrutiny	87,813	87,813	87,813	87,813	22,313	87,813	0	87,813	87,813	Budget currently forecast to be spent
Debt Recovery	181,915	181,915	181,915	181,915	97,811	192,283	10,368	177,583	177,583	Agency budget of £35,000 required for the employment of 2 agency staff to work on the Universal Credit Judicial Review - Transitional Protection Relief, offset by an increase in shared Service income from Watford Borough Council
Associate Director Corporate, Customer & Community	121,046	121,046	121,046	121,046	31,783	121,046	0	121,046	121,046	Budget currently forecast to be spent
Local Government Reorganisation	0	0	0	0	0	0	0	0	0	Budget currently forecast to be spent
Three Rivers House	320,503	320,503	320,503	320,503	(35,761)	320,503	0	320,503	320,503	Budget currently forecast to be spent
Basing House	(8,496)	(8,496)	(8,496)	(8,496)	(5,919)	(8,496)	0	(8,496)	(8,496)	Budget currently forecast to be spent
Oxhey Drive	10,250	10,250	10,250	10,250	0	10,250	0	10,250	10,250	Budget currently forecast to be spent
Wimbledon	(500,000)	(500,000)	(500,000)	(500,000)	411,480	(500,000)	0	(500,000)	(500,000)	Budget currently forecast to be spent
Officers' Standby	6,140	6,140	6,140	6,140	6,140	6,140	0	6,140	6,140	Budget currently forecast to be spent
Vacancy Provision	(180,000)	(180,000)	(180,000)	(180,000)	0	(180,000)	0	(180,000)	(180,000)	Budget currently forecast to be spent
Finance Client	32,916	32,916	32,916	32,916	10,044	56,916	24,000	56,916	56,916	Procurement Manager budget moved from Asset Management - Property to Finance Client as forms part of the Shared Service agreement with WBC
Business App Maintenance	284,960	284,960	284,960	284,960	264,393	284,960	0	284,960	284,960	Budget currently forecast to be spent
ICT Client	863,443	863,443	863,443	863,443	265,482	930,436	66,993	932,235	932,235	Increase in shared service recharge to Watford Borough Council
Internal Audit Client	55,968	55,968	55,968	55,968	0	55,968	0	55,968	55,968	Budget currently forecast to be spent
Council Tax Client	(126,879)	(126,879)	(126,879)	(126,879)	2,440	(126,879)	0	(126,879)	(126,879)	Budget currently forecast to be spent
Benefits Client	(470,660)	(470,660)	(470,660)	(470,660)	1,711,086	(470,660)	0	(470,660)	(470,660)	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.
Nndr Cost Of Collection	(107,090)	(107,090)	(107,090)	(107,090)	(7,600)	(107,090)	0	(107,090)	(107,090)	This is received at year end
Insurances	642,520	642,520	642,520	642,520	797,956	642,520	0	642,520	642,520	Budget currently forecast to be spent
Debt Recovery Client Acc	(6,140)	(6,140)	(6,140)	(6,140)	(275)	(6,140)	0	(6,140)	(6,140)	Budget currently forecast to be spent
Benefits New Burden	0	0	0	0	(13,974)	0	0	0	0	Budget currently forecast to be spent
Benefits DHP	0	0	0	0	(35,028)	0	0	0	0	Actioned at year end
Benefits Non Hra	1,020	1,020	1,020	1,020	(61,710)	1,020	0	1,020	1,020	Actioned at year end
HR Client	299,552	299,552	299,552	299,552	110,535	343,505	43,953	343,505	343,505	Increase in shared service recharge to Watford Borough Council and budgets for efficiency savings and miscellaneous sales no longer required
Contingency	750,190	918,518	918,518	918,518	0	918,518	0	1,131,439	1,530,157	Budget currently forecast to be spent
Total	1,897,906	2,264,649	2,264,649	2,264,649	7,120,632	2,452,835	188,186	2,843,914	3,254,344	

P&R Committee Medium Term Revenue Budget Service cont.

Leader	Original Budget 2026/27	Original Budget Plus 2025/26 Carry Forwards	Latest Budget 2026/27	Previous Forecast 2026/27	Spend to Date	Latest Forecast 2026/27	Variance @ P3	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	
Register Of Electors	38,224	38,224	38,224	38,224	126	38,224	0	38,224	38,224	Budget currently forecast to be spent
District Elections	76,388	76,388	76,388	76,388	159,590	76,388	0	76,388	76,388	Recharges to Parish Councils and Neighbourhood Planning Referendum to be actioned
Customer Service Centre	1,038,126	1,038,126	1,038,126	1,038,126	241,234	1,038,126	0	1,044,732	1,046,094	Budget currently forecast to be spent
Democratic Representation	355,296	355,296	355,296	355,296	112,253	355,296	0	355,296	355,296	Budget currently forecast to be spent
Customer Contact Programme	97,503	97,503	97,503	97,503	96,299	97,503	0	97,503	97,503	Budget currently forecast to be spent
Head Of Communications, Customer and Culture	105,197	105,197	105,197	105,197	26,279	105,197	0	105,197	105,197	Budget currently forecast to be spent
Communication	403,030	403,030	403,030	403,030	97,873	403,030	0	403,698	404,379	Budget currently forecast to be spent
Legal Practice	482,664	482,664	482,664	482,664	128,252	482,664	0	488,751	494,199	Budget currently forecast to be spent
Committee Administration	181,427	181,427	181,427	181,427	45,630	181,427	0	183,224	185,020	Budget currently forecast to be spent
Elections & Electoral Regn	150,978	150,978	150,978	150,978	75,257	179,378	28,400	181,175	182,971	Contractual increase to cover Modern Democracy
Parish Elections	0	0	0	0	28,667	0	0	0	0	Budget currently forecast to be spent
Parliamentary Elections	0	0	0	0	46,882	0	0	0	0	July 2024 election claim with Cabinet Office
Referendums	0	0	0	0	0	0	0	0	0	Awaiting final invoice for recent Neighbourhood Planning Referendum
Total	2,928,833	2,928,833	2,928,833	2,928,833	1,058,341	2,957,233	28,400	2,974,188	2,985,271	
Total Policy and Resources	4,826,739	5,193,482	5,193,482	5,193,482	8,178,973	5,410,068	216,586	5,818,102	6,239,615	

Annex B

P&R Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Supplementary Estimates

Policy and Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2026/27 £	2027/28 £	2028/29 £
Elections & Electoral Regn	Supplies and Services	Contractual increase to cover Modern Democracy	28,400	28,400	28,400
Total Leader			28,400	28,400	28,400
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2026/27 £	2027/28 £	2028/29 £
Major Incident Planning	Supplies and Services	Budget required for Health & Safety SLA with HCC	7,250	7,250	7,250
Office Services	Premises	Inflationary increase for cleaning contract	10,670	10,670	10,670
Finance Services	Supplies and Services	Inflationary increase in Software contract costs	20,000	20,000	20,000
	Income	Increase in shared Service income from Watford Borough Council	(11,600)	(11,600)	(11,600)
Council Tax Collection	Income	Increase in shared Service income from Watford Borough Council	(2,848)	(2,899)	(2,940)
Benefits & Allowances	Income	Increase in shared Service income from Watford Borough Council	(13,760)	(13,892)	(13,999)
NNDR	Income	Increase in shared Service income from Watford Borough Council	(1,613)	(1,613)	(1,613)
Revs & Bens Management	Income	Increase in shared Service income from Watford Borough Council	(1,137)	(1,137)	(1,137)
Debt Recovery	Employees	Agency budget required for the employment of 2 agency staff to work on the Universal Credit Judicial Review - Transitional Protection Relief	35,000	-	-
	Income	Increase in shared Service income from Watford Borough Council	(24,632)	(4,332)	(4,332)
ICT Client	Third Party Payments	Increase in shared service recharge to Watford Borough Council	66,993	67,658	67,658
HR Client	Third Party Payments	Increase in shared service recharge to Watford Borough Council	28,953	27,742	27,742
Total Resources			113,276	97,847	97,699
Total Policy and Resources			141,676	126,247	126,099

Variances to be managed

Policy and Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2026/27 £	2027/28 £	2028/29 £
Miscellaneous Income & Expenditure	Supplies and Services	Contribution to/from reserves budgets no longer required	(14,280)	(14,280)	(14,280)
	Income		74,190	74,190	74,190
HR Client	Third Party Payment	Efficiency savings budget no longer required	10,000	10,000	10,000
	Income	Miscellaneous Sales budget no longer required	5,000	5,000	5,000
Total Resources			74,910	74,910	74,910
Total Policy and Resources			74,910	74,910	74,910

Virements

Policy & Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2026/27 £	2027/28 £	2028/29 £
Finance Client	Employees	Procurement Manager budget moved from Asset Management - Property to Finance Client as forms part of the Shared Service agreement with WBC	24,000	24,000	24,000
Asset Management Property	Employees	Procurement Manager budget moved from Asset Management - Property to Finance Client as forms part of the Shared Service agreement with WBC	(24,000)	(24,000)	(24,000)
Total Resources			0	0	0
Total Policy and Resources			0	0	0

Annex C

P&R Medium term capital investment programme

Policy and Resources													
Leader and Resources	Original Budget 2026/27	Original Budgets Plus 2025/26 Rephasing	Latest Budget 2026/27	P3 Spend to Date	Forecast Outturn 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
Election Equipment	4,440	4,440	4,440	0	4,440	0	6,000	6,000	0	6,000	6,000	0	Budget is currently forecast to be spent
Members' IT Equipment	48,780	48,780	48,780	0	48,780	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Rickmansworth Work Hub	3,200	3,200	3,200	0	3,200	0	0	0	0	0	0	0	Budget is currently forecast to be spent
ICT-Managed Project Costs	60,000	126,377	126,377	0	126,377	0	60,000	60,000	0	60,000	60,000	0	Budget is currently forecast to be spent
ShS-Hardware Replace Prog	80,000	80,000	80,000	0	80,000	0	40,000	40,000	0	40,000	40,000	0	Budget is currently forecast to be spent
Garage Improvements	200,000	252,583	252,583	0	252,583	0	150,000	150,000	0	150,000	150,000	0	Budget is currently forecast to be spent. Programme of works underway
ICT Website Development	0	9,025	9,025	0	9,025	0	0	0	0	0	0	0	Budget is currently forecast to be spent
ICT Hardware Replacement Prog	45,000	45,000	45,000	5,457	45,000	0	45,000	45,000	0	45,000	45,000	0	Budget is currently forecast to be spent
TRH Whole Life Costing	230,000	262,095	262,095	0	262,095	0	170,000	170,000	0	170,000	170,000	0	Budget is currently forecast to be spent. Planned works. A/C on ground floor, Ladies toilets, Corporate Corridor
Basing House-Whole Life Costing	66,914	66,914	66,914	0	66,914	0	60,000	60,000	0	60,000	60,000	0	Budget is currently forecast to be spent
Business Application Upgrade	90,000	205,849	205,849	0	205,849	0	90,000	90,000	0	90,000	90,000	0	Budget is currently forecast to be spent
Temporary Accommodation - All Sites	0	47,514	47,514	0	47,514	0	0	0	0	0	0	0	Budget is currently forecast to be spent. Waiting for programme from WCHT for Lincoln Drive
Sub-total Leader and Resources	828,334	1,151,777	1,151,777	5,457	1,151,777	0	621,000	621,000	0	621,000	621,000	0	
Major Projects													
Major Projects	Original Budget 2026/27	Original Budgets Plus 2025/26 Rephasing	Latest Budget 2026/27	P3 Spend to Date	Forecast Outturn 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
South Oxhey Parking	0	500,000	500,000	0	500,000	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Local Authority Housing Fund	2,250,000	13,245,190	13,245,190	1,742,552	13,245,190	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Sub-total Major Projects	2,250,000	13,745,190	13,745,190	1,742,552	13,745,190	0	0	0	0	0	0	0	
Total Policy and Resources	3,078,334	14,896,967	14,896,967	1,748,009	14,896,967	0	621,000	621,000	0	621,000	621,000	0	

Annex D

P&R Explanations of capital variances reported this Period

None reported this Period.

Annex E

P&R Key Income Streams

Garages and Shops									
Garages	Month	2023/24		2024/25		2025/26		2026/27	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(79,962)	18%	(84,907)	8%	(89,801)	8%	(92,285)	6%
	May	(70,669)	16%	(90,903)	7%	(92,049)	8%	(96,564)	6%
	June	(80,973)	16%	(89,983)	8%	(92,909)	8%	(98,842)	6%
	July	(82,085)	14%	(94,267)	8%	(92,738)	7%		
	August	(81,588)	14%	(89,655)	7%	(90,563)	8%		
	September	(81,247)	14%	(90,008)	7%	(93,490)	7%		
	October	(82,104)	14%	(93,797)	6%	(91,070)	6%		
	November	(80,289)	14%	(89,644)	7%	(93,057)	6%		
	December	(82,367)	11%	(90,244)	7%	(93,561)	7%		
	January	(80,210)	9%	(91,618)	6%	(92,461)	7%		
	February	(81,581)	9%	(90,863)	7%	(91,990)	7%		
	March	(80,968)	8%	(92,504)	7%	(97,757)	7%		
	Total	(964,043)		(1,088,393)		(1,111,445)		(287,690)	
Comments: The original budget for 2026/27 is £1,213,410. There are currently 1,050 rentable garages. The void percentage is based on the rentable stock only.									
Shops	Month	2023/24		2024/25		2025/26		2026/27	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(39,495)	n/a	(35,353)	n/a	(24,727)	n/a	(44,402)	n/a
	May	0	n/a	0	n/a	0	n/a	0	n/a
	June	(37,853)	n/a	(37,463)	n/a	(37,853)	n/a	(45,289)	n/a
	July	(8,250)	n/a	(4,890)	n/a	(3,190)	n/a		
	August	0	n/a	0	n/a	0	n/a		
	September	(31,244)	n/a	(37,870)	n/a	(36,458)	n/a		
	October	(14,773)	n/a	(4,500)	n/a	(6,015)	n/a		
	November	0	n/a	0	n/a	0	n/a		
	December	(37,853)	n/a	(40,376)	n/a	(36,440)	n/a		
	January	(8,250)	n/a	(21,750)	n/a	(30,852)	n/a		
	February	0	n/a	2,915	n/a	3,750	n/a		
	March	(7,017)	n/a	25,933	n/a	(407)	n/a		
	Total	(184,735)		(153,352)	0	(172,192)	0	(89,691)	0
Comments: The original 2026/27 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.									