

PART I - NOT DELEGATED

**13. SUMMARY OF THE FINANCIAL YEAR END POSITION FOR 2022/23**  
(DoF)

**1 Summary**

1.1 This report sets out the financial position for the year ending 31 March 2023 for the Council's revenue and capital budgets. The following recommendations are included in the report:

- to carry forward to 2023/24 certain unspent revenue budgets and;
- to rephase those capital budgets that require completion in 2023/24

1.2 The report focuses on the variation between the latest agreed budget, approved by Council on 23 May 2023, and the final expenditure and income for the financial year. An underspend of £0.629m is reported before carry forward requests which will be returned to the Council's General Fund.

1.3 However, this underspend should be viewed in the context of budget changes agreed during the year. The latest agreed budget was £1.176m higher than the original budget agreed in January 2022. During the year the budget was amended to reflect cost pressures primarily arising from two external factors: the impact of persistently high inflation, and the ongoing impact of COVID-19. These cost pressures included the agreed pay award of £0.810m, revised profile for management fee income from the Council's leisure management contract resulting in a reduction in income for 2022/23 of £0.494m, and increased supplier costs for utilities of £0.200m. Further detail on the budget changes agreed during the year can be found in the Budget Management Reports to Policy and Resources Committee (see background papers listed below).

1.4 The original budget included a planned contribution from the General Fund of £0.340m. The additional net cost of £1.176m was planned to be funded by contributions from the General Fund and Economic Impact Reserve. Therefore, the latest agreed budget included a total planned contribution of £1.516, of which £1.026m was from the General Fund and £0.490m from the Economic Impact Reserve.

1.5 The underspend of £0.629m reported against the latest budget represents the impact of management actions taken during the year to manage cost pressures in light of the wider economic environment. The underspend reduces the required contribution from the General Fund, before carry forwards, to £0.397m with the contribution from the Economic Impact Reserve remaining at £0.490m.

1.6 The Year End position presented in this report is unaudited and may be subject to change. The Council's accounts for 2022/23 will be audited by Ernst Young LLP during 2023/24.

**2 Details**

**Revenue**

2.1 The revised 2022/23 budget as approved by Council on 21 February 2023 was **£14.687m**. The period 10 (end of January) budget management report was presented to this Committee at its meeting on 13 March 2023. The report showed a favourable variance of £0.323m, making the latest approved budget for 2022/23 **£14.364m**. This revised budget was approved by Council at its meeting on 23 May 2023. This report compares the year end position to the latest budget.

2.2 The year end position is a net direct cost of services of **£11.496m** which represents a favourable variance of **£0.629m** when compared to the latest budget.

2.3 Officers are requesting to carry forward **£0.491m** to enable projects to be completed in 2023/24. **Appendix 2** details each carry forward request.

2.4 After taking into account the carry forward requests, there is a favourable balance of **£0.138m** that will be returned to reserves.

2.5 The table below summarises the variance for each committee:

Committee	Original Budget	Latest Budget	Outturn	Variance
	£000	£000	£000	£000
Leisure, Environment and Community	4,555	5,278	5,175	(103)
Infrastructure, Housing and Economic Development	1,436	1,270	1,013	(257)
Policy & Resources	4,996	5,608	5,308	(300)
<b>Net Direct cost of Services</b>	<b>10,987</b>	<b>12,156</b>	<b>11,496</b>	<b>(660)</b>
Corporate Costs (Interest Earned/ Paid), and Parish Precepts	2,201	2,208	2,239	31
<b>Net Cost of Services</b>	<b>13,188</b>	<b>14,364</b>	<b>13,735</b>	<b>(629)</b>
<b>Carry Forward Requests</b>				<b>491</b>
<b>(Surplus)/Deficit after Carry Forwards</b>				<b>(138)</b>

2.6 The details of all the variances by type are shown in Appendix 1, a summary is provided in the table below:

	Infrastructure, Housing and Economic Development £'000	Leisure, Environment and Community £'000	Policy & Resources £'000
Increased Costs	0	143	274
Additional Income	(182)	(84)	(108)
Underspends	(46)	(111)	(426)
Variations Below £10k	(29)	(51)	(40)
<b>Totals</b>	<b>(257)</b>	<b>(103)</b>	<b>(300)</b>

2.7 Within the Infrastructure, Housing and Economic Development Committee, the most significant variance was an underspend within the Housing service of £0.116m. This was due to receiving ring fenced grant money that needed to be spent in 2022/23. This grant funding was utilised before core Council funding creating an underspend within the budgets for temporary accommodation.

2.8 The most significant variance within the Leisure, Environment and Community Committee was within the Climate Change service. An underspend of £0.046m is reported which relates to the delayed implementation of the Climate Change Strategy. This will now take place in 2023/24. A carry forward request is included within this report.

2.9 Within the Policy and Resources Committee, the most significant variance was within Miscellaneous Income & Expenditure with £0.209m increased costs. This relates to a £0.100m Efficiency saving line which is offset by savings delivered elsewhere within the committees and an increase in the Council's bad debt provision reflecting the snapshot of the profile of debtor balances at 31 March 2023.

## Capital

- 2.10 The revised 2022/23 budget for the capital programme as approved by Council on 21 February 2023 was **£18.984m**. The period 10 (end of January) budget management report was presented to this Committee at its meeting on 13 March 2023 which showed an underspend of **£1.632m**. The latest approved budget for 2022/23 is therefore **£17.352m** and was approved by Council at its meeting on the 23 May 2023.
- 2.11 The actual spend at 31 March 2023 was **£6.700m** which represents an underspend of **£10.652m** when compared to the latest approved budget. Officers are requesting to rephase **£10.885m** to complete projects in 2023/24.
- 2.12 Appendix 3 shows the analysis of the capital programme year end position by Committee and over the medium term. The table below shows an analysis of the variance.

Reason	£000
Net (Under)/ Overspend	234
Rephasing	(10,885)
<b>Net Variance</b>	<b>(10,651)</b>

- 2.13 A full list of those projects requesting rephasing with the reason for the request is at **Appendix 4**. Some of the more significant projects are shown below.

Scheme	£'000	Reason for rephasing
Property Investment Board	9,672	Rephasing required for use in 2023/24. Foxgrove Path completed 28/4/23 and balance rephased in relation to other pre-emption sites
Three Rivers House Whole Life Costing	269	Budget required for works on decarbonisation to be completed in 2023/24
Waste & Recycling Vehicles	212	Budget required for use in 2023/24 due to the delay in the supply of vehicles
Disabled Facilities Grants	194	Budget required as works agreed in 2022/23 will now be delivered in 2023/24
Street Lighting Replacement	127	Budget required as works are now programmed to commence in April 2023
Controlled Parking	111	Budget required to progress schemes in 2023/24

- 2.14 The most significant variation relates to the budget for the purchase of pre-emption sites from Hertfordshire County Council. The purchase of the sites was delayed in part due to requirements to revalue the sites following the change in economic outlook after the mini budget in September 2022 which prompted a sharp rise in interest rates. The purchase of Foxgrove Path was completed shortly after year end in April 2023 and a carry forward request is included in this report as set out in the table above.
- 2.15 **Appendix 5** shows the funding of the programme over the medium term. Capital expenditure totalling £22.506m is planned for the period 2023/24 to 2025/26 and built into the medium term financial plan.

## 3 Options/Reasons for Recommendation

- 3.1 The recommendations below enable the Committee to make recommendations to Council concerning their budget.

#### 4 Policy / Budget Reference and Implications

4.1 The recommendations in this report are within the Council's agreed policy but not within agreed budgets. An overall increase requiring the use of the Council's balances must be approved by Council.

#### 5 Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Customer Services Centre, Communications & Website, and Health & Safety Implications

5.1 None specific.

#### 6 Financial Implications

##### Council Position – Revenue

6.1 The table below summarises the effect on the Council's revenue account for the year:

Council Position 2021/22	Original Budget £000	Latest Budget £000	Outturn £000	Variance £000
Net Direct Cost of Services	10,987	12,156	11,496	(660)
Corporate costs	2,201	2,208	2,239	31
<b>Total Net Cost</b>	<b>13,188</b>	<b>14,364</b>	<b>13,735</b>	<b>(629)</b>
Funding (Council Tax & Business Rates)	(12,848)	(12,848)	(12,848)	0
<b>Deficit/ (Surplus) for year</b>	<b>340</b>	<b>1,516</b>	<b>887</b>	<b>(629)</b>
Carry Forwards Requested				<b>491</b>
<b>Deficit/ (Surplus) for year after Carry forward</b>				<b>(138)</b>

6.2 The impact on the general fund balance is as follows:

General Fund	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Opening Balance	(5,364)	(4,967)	(4,366)	(4,246)
Planned use of Balances (as per latest approved budget)	1,026	110	119	121
Underspend returned to balances	(629)			
Carry forward		491		
<b>Closing Balance</b>	<b>(4,967)</b>	<b>(4,366)</b>	<b>(4,246)</b>	<b>(4,125)</b>

6.3 The net drawdown from the Council's general fund balance is £0.397m. The General Fund balance is forecast to remain well above the risk assessed level of £2.000m over the period of the Medium Term Financial Plan.

##### Council Position – Capital

6.4 The table below summarises the effect on the Council's capital programme for the year:

Council Position 2022/23	Original Budget £000	Latest Budget £000	Outturn £000	Variance £000
Capital Expenditure	7,038	17,352	6,700	(10,652)

## **7 Risk Management Implications**

- 7.1 There are no risks to the Council in agreeing the recommendations.
- 7.2 Key financial and budgetary risks are shown at **Appendix 6**. A review of these risks is a standing item on the Audit Committee agenda.
- 7.3 During 2022/23, the Budget Management Reports to Policy and Resources Committee have included information on the impact of inflation on the Council's budget. It is likely that inflation will continue to present a significant risk to the Council's budget during 2023/24 with the impact of price rises carrying through to future years.
- 7.4 The most significant risk to the budget is the pay award for 2023/24. An offer, equivalent to around 6% of the Council's total pay budget, has been made by the National Joint Council. However, this has been rejected by the Unite and GMB Unions with Unison expected to follow suite. An update on the estimated financial impact in 2023/24 will be included in the Budget Management in September. It is likely that the pay negotiations will be protracted, and the final position will remain unknown well into the financial year. The ongoing impact will be managed through the Service and Budget Planning process for 2024/25 to 2026/27.

## **8 Reserves**

- 8.1 The effect of both the revenue and capital variances on each reserve is shown at **Appendix 7**.
- 8.2 During 2022/23 the Council completed its acquisition of the headlease on a commercial investment in three hospitality units. The decision to undertake the investment was made by Council in February 2020 at which point the asset was under construction. The lease has been finalised following completion of construction and occupation of the units by tenants. Under the arrangement, the Council has received £6.500m as a sinking fund to manage upkeep of the asset and any voids over the life of the lease. A new earmarked reserve has been created, in line with the Council decision, known as Commercial Risk Reserve, to manage the timing of cashflows and risks in relation to commercial ventures.

## **9 Recommendation**

The Policy and Resources Committee recommend to Council:

- 9.1 That the favourable revenue year end variance after carry forwards of £138,356 to be noted.
- 9.2 That the capital year end position as summarised in paragraph 2.6 and Appendix 3 be noted.
- 9.3 To approve to carry forward the unspent service budgets from 2022/23 to 2023/24 which total £490,772 to enable completion of projects as detailed at Appendix 2.
- 9.4 To approve the rephasing of capital projects from 2022/23 to 2023/24 which total £10,885,484 as detailed at Appendix 4.
- 9.5 To approve the creation of a new Commercial Risk earmarked reserve to manage financial risk associated with commercial ventures.

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### **Background Papers**

Liberal Democrat budget proposal and recommendations 21 February 2023

Budget Management report Period 10 (March 2023)

Budget Management report Period 8 (January 2023)

Budget Management report Period 6 (November 2023)

Budget Management report Period 4 (September 2023)

## **APPENDICES**

- Appendix 1 Significant Service Variances - Outturn to Latest Budget 2022/23
- Appendix 2 Carry forward requests into 2023/24
- Appendix 3 Capital Programme 2022/23-2025/26
- Appendix 4 List of capital schemes to be rephased to 2023/24
- Appendix 5 Capital Funding 2022/23 – 2025/26
- Appendix 6 Budgetary risks
- Appendix 7 Reserves

## Variances by Committee – Year End Variation to Latest Budget 2022/23

Leisure Environment & Community Services		
	£'000	£'000
<b><u>Citizens Advice</u></b>		
Underspend on Grants and Contributions	(16)	
<b><u>Kerbside Recycling</u></b>		
Inrease in the cost of disposal of recycling Q4	17	
<b><u>Cemeteries</u></b>		
Increased income received from burial fees and burial rights fees.	(28)	
<b><u>Garden Waste</u></b>		
Staffing Variances	72	
<b><u>Street Cleansing</u></b>		
Staffing Variances	18	
<b><u>Grounds Maintenance</u></b>		
Budget underspend on Vehicles repairs and maintenance and staffing variances	(38)	
<b><u>Community Safety</u></b>		
Underspend on Grants and Contributions. <i>(Carry Forward Request of £11,500 into 2023/24 see Appendix 2)</i>	(11)	
<b><u>Corporate Climate Change</u></b>		
Delayed implementation of the climate change strategy. <i>(Carry forward request of £46,069 into 2023/24 see Appendix 2).</i>	(46)	
<b><u>Watersmeet</u></b>		
Increased gas supplier costs	19	
<b><u>Leisure Venues</u></b>		
Increased income on Leisure Management Contract	(29)	
<b><u>Aquadrome</u></b>		
Increased spend on Repairs, Altrnations and Maintenance	17	
<b><u>Trees &amp; Landscapes</u></b>		
Underspend due to the use of grant income	(27)	
Other variances below £10k	(51)	
<b>Total Leisure Environment and Community Services</b>		<b>(103)</b>

Infrastructure Housing and Economic Development		
	<u>£'000</u>	<u>£'000</u>
<b><u>Homelessness</u></b>		
Underspend due to receiving grant money that needed to be spent in 2022/23. This was used to cover expenditure on temporary accommodation	(116)	
<b><u>Decriminalised Parking</u></b>		
Budget underspend on machine maintenance costs and Consultancy (Carry forward request of £44,718 into 2023/24 see Appendix 2).	(46)	
<b><u>Development Management</u></b>		
Increased income from planning due to a late surge in applications in March. Underspend on Legal Fees (A carry forward request of £11,000 into 2023/24 see Appendix 2)	(66)	
Other variances below £10k	(29)	
<b>Total Infrastructure, Housing and Economic Development</b>		<b>(257)</b>
Policy and Resources		
	<u>£'000</u>	<u>£'000</u>
<b><u>Corporate Management</u></b>		
Underspend on External Audit Fees (Carry forward request of £62,300 into 2023/24 see Appendix 2).	(62)	
<b><u>ICT Client</u></b>		
Budget to fund migration to Cloud not utilised in 2022/23. (Carry forward request of £34,000 into 2022/23 see Appendix 2).	(80)	
<b><u>Communications</u></b>		
Budget to fund the improvement of the Council's website not fully utilised. (Carry Forward request of £13,550 into 2023/24 see Appendix 2).	(13)	
<b><u>District Elections</u></b>		
Underspend on election costs due to the use of historical Grant monies	(38)	
<b><u>Legal Practice</u></b>		
Increased spend on Interim Staff	38	
<b><u>Customer Contact Programme</u></b>		
Budget was for 3 year contract with Granicus from April 2022. (Carry forward request of £74,635 into 2023/24 see Appendix 2).	(74)	
<b><u>Office Services</u></b>		
Underspend on Postage/Mobile phones/Security and additional income from internal reprographic recharges	(38)	
<b><u>Debt Recovery</u></b>		
Underspend on Professional Fees and increased shared service income	(58)	
<b><u>Finance</u></b>		
Increased shared service income.	(47)	
<b><u>Three Rivers House</u></b>		
Increased income due to lower ground floor being rented to Herts Police	(35)	
<b><u>Finance Client</u></b>		
Underspend on Professional Fees	(27)	



<b><u>HR Client</u></b>		
Increased spend on Interim Staff	14	
<b><u>Benefits &amp; Allowances</u></b>		
Underspend on Postage and increased shard service income	(24)	
<b><u>Council Tax Collection</u></b>		
Increased shared service income	(26)	
<b><u>Customer Service Centre</u></b>		
Staffing Variances	(12)	
<b><u>Miscellaneous Income &amp; Expenditure</u></b>		
Efficiency saving line delivered elsewhere within the committees of £100k and Bad Debt provision	209	
<b><u>Miscellaneous Properties</u></b>		
Increased spend on repairs and Electricity	13	
Other variances below £10k	(40)	
<b>Total Policy &amp; Resources</b>		<b>(300)</b>
<b>Total All Committees</b>		<b>(660)</b>
<b><u>Corporate Costs</u></b>		
Increase in borrowing costs	31	
<b>Total Corporate Costs</b>		<b>31</b>
Carry Forwards Requested		<b>491</b>
<b>Total Variances</b>		<b>(138)</b>

## Carry Forward Requests

<i>Service underspends required in 2023/24.</i>			
Committee	Description	Amount	Reason
Leisure, Environment & Community Services	Corporate Climate Change	46,069	Unspent budgets to be used to deliver the Sustainability strategy and complete the sustainability project
	Community Safety	11,500	Unspent Equalities and Hate Crime budget to pay for Salary in 2023/24, unused in 2022/23 due to use of grant money
Infrastructure, Housing & Economic Development	Development Management	11,000	Budget for Legal fees underspent, but Public Inquiry in April 2023, PO already raised for Counsel/legal advice.
	Sustainable Travel Schemes	6,500	Underspend of Fees and Contractual Services will be utilised in 2023/24
	Development Plans	28,500	To pay towards evidence based studies for Local Plan in 2023/24
	Decriminalised Parking	44,718	£32,293 Pay & Display machine maintenance underspend, however, new machines installed December 2022 and new costs incurred for 2023/24 and £12,425 Professional fees - consultancy underspend, however ongoing consultancy required in absence of permanent officer.
Policy & Resources	Asset Management - Property	8,000	Underspend on Software to be utilised for licensing costs for a three year period
	Chief Executive	150,000	Due to underspends across council budgets organisational development work not completed in 2022/23 will be carried forward into 2023/24
	Corporate Management	62,300	Audit Fees budget carried forward pending completion of audits
	Communications	13,550	Delay in Website Development underspend to be used in 2023/24
	ICT Client	34,000	Ongoing work to migrate services to the Cloud such as M365
	Customer Contact Programme	74,635	To pay for 2 years remaining on contract on Granicus starting April 2022 along with development work
<b>Total</b>		<b>490,772</b>	

## APPENDIX 3

### Capital Programme 2022/23- 2025/26

\*The figures presented on this report are unaudited and subject to change for accounting purposes. Some capital spend and funding will be moved into revenue with no impact on the net position.

Leisure, Environment & Community	2022/23						2023/24			2024/25	2025/26	
Community Safety & Partnership	Original Budget 2022/23 £	Latest Budget 2022/23 £	Outturn	Outturn to Latest Budget Variance £	Of Which is to be Rephased £	Over(Under) spend	Latest Budget 2023/24 £	Rephasing from 2022/23	Forecast Budget 2023/24	Latest Budget 2024/25 £	Latest Budget 2025/26 £	Comments
Capital Grants & Loans	0	0	0.00	0	0	0	0	0	0	20,000	20,000	
Community CCTV	6,000	6,805	1,081.50	(5,724)	5,720	(4)	6,000	5,720	11,720	6,000	6,000	Rephasing required to purchase new CCTV equipment in 2023/24
<b>Total</b>	<b>6,000</b>	<b>6,805</b>	<b>1,082</b>	<b>(5,724)</b>	<b>5,720</b>	<b>(4)</b>	<b>6,000</b>	<b>5,720</b>	<b>11,720</b>	<b>26,000</b>	<b>26,000</b>	
Leisure	Original Budget 2022/23 £	Latest Budget 2022/23 £	Outturn	Outturn to Latest Budget Variance £	Of Which is to be Rephased £	Over(Under) spend	Latest Budget 2023/24 £	Rephasing from 2022/23	Forecast Budget 2023/24	Latest Budget 2024/25 £	Latest Budget 2025/26 £	Comments
Heritage & Tourism Initiative	0	0	0.00	0	0	0	0	0	0	0	0	
Denham Way MUGA	347,000	433,750	478,750.00	45,000	10,000	55,000	0	10,000	10,000	0	0	Rephasing required due to 5% retention fee to be paid in September 2023. Project funded by CIL and Capital Contributions
Barton Way MUGA	0	29,979	42,719.60	12,741	2,449	15,190	0	2,449	2,449	0	0	Rephasing required due to 5% retention fee to be paid in September 2023. Project funded by CIL and Capital Contributions
Alternative Grassland Management	0	40,000	40,183.00	183	0	183	0	0	0	0	0	
Aquadrome	22,500	23,416	21,405.41	(2,011)	0	(2,011)	22,500	0	22,500	22,500	22,500	
South Oxhey Playing Fields	375,000	0	11,420.20	11,420	(11,420)	0	468,750	(11,420)	457,330	0	0	Rephasing required from 2023/24 to 2022/23 as works due in 2023/24 were started ahead of schedule. Project funded by CIL
Watersmeet Electrical	40,000	17,000	13,766.50	(3,234)	3,234	1	23,000	3,234	26,234			Rephasing required as works have been delayed and will be completed in 2023/2024
Scotsbridge-Chess Habitat	8,190	0	0.00	0	0	0	8,190	0	8,190	0	0	
Leisure Facilities Improvement	16,000	21,039	68,086.00	47,047	0	47,047	0	0	0	0	0	Changing Places Project grant funded
Open Space Access Improvements	60,000	95,400	80,008.77	(15,391)	15,390	(1)	60,000	15,390	75,390	60,000	60,000	Rephasing required as works to the outdoor gyms will be completed in April, due to the delay in supply of equipment to the contractor
Improve Play Area-Future Schemes	15,000	38,507	72,433.93	33,927	5,680	39,607	115,000	5,680	120,680	120,000	120,000	Rephasing required for works to be completed in 2023/24. Projects part funded by Capital Contributions
Aquadrome-Whole Life Costing	11,000	11,798	12,177.88	380	0	380	11,000	0	11,000	11,000	11,000	
Watersmeet-Whole Life Costing	20,000	20,000	19,803.39	(197)	0	(197)	20,000	0	20,000	20,000	20,000	
Pavilions-Whole Life Costing	11,000	11,000	10,888.23	(112)	0	(112)	11,000	0	11,000	11,000	11,000	
Outdoor Fitness Zones	54,400	108,800	0.00	(108,800)	108,800	0	27,200	108,800	136,000	0	0	Rephasing required as works to the outdoor gyms will be completed in April, due to the delay in supply of equipment to the contractor
Watersmeet Projector	0	0	0.00	0	0	0	80,000	0	80,000	0		
<b>Sub-total Leisure</b>	<b>980,090</b>	<b>850,689</b>	<b>871,642.91</b>	<b>20,954</b>	<b>134,133</b>	<b>155,087</b>	<b>846,640</b>	<b>134,133</b>	<b>980,773</b>	<b>244,500</b>	<b>244,500</b>	

Environmental Services	Original Budget 2022/23 £	Latest Budget 2022/23 £	Outturn	Outturn to Latest Budget Variance £	Of Which is to be Rephased £	Over(Under) spend	Latest Budget 2023/24 £	Rephasing from 2022/23	Forecast Budget 2023/24	Latest Budget 2024/25 £	Latest Budget 2025/26 £	Comments
Waste Plant & Equipment	25,000	63,958	48,347.59	(15,610)	15,610	(0)	25,000	15,610	40,610	25,000	25,000	Rephasing required due to supplier delays
Waste Services Depot	300,000	459,348	452,806.57	(6,541)	6,541	(0)	0	6,541	6,541	0	0	Rephasing required as project not fully completed
Replacement Bins	115,000	115,000	137,810.97	22,811	(22,810)	1	115,000	(22,810)	92,190	115,000	115,000	Rephasing from 2023/24 to 2022/23 required due to the purchase of extra replacement bins
Waste & Recycling Vehicles	1,887,000	1,674,000	1,461,587.48	(212,413)	212,413	0	858,000	212,413	1,070,413	800,000	800,000	Rephasing required due to supplier delays
Energy Performance Certificate	2,000	1,700	1,360.00	(340)	0	(340)	2,300	0	2,300	2,000	2,000	
Cemetery-Whole Life Costing	5,000	5,854	4,223.00	(1,631)	0	(1,631)	5,000	0	5,000	5,000	5,000	
Replacement Ground Maintenance Vehicles	397,923	313,923	313,706.00	(217)	0	(217)	264,000	0	264,000	540,000	540,000	
<b>Sub-total Environmental Services</b>	<b>2,731,923</b>	<b>2,633,783</b>	<b>2,419,841.61</b>	<b>(213,941)</b>	<b>211,754</b>	<b>(2,187)</b>	<b>1,269,300</b>	<b>211,754</b>	<b>1,481,054</b>	<b>1,487,000</b>	<b>1,487,000</b>	
<b>Total Leisure, Environment &amp; Community</b>	<b>3,718,013</b>	<b>3,491,277</b>	<b>3,292,566.02</b>	<b>(198,711)</b>	<b>351,607</b>	<b>152,896</b>	<b>2,121,940</b>	<b>351,607</b>	<b>2,473,547</b>	<b>1,757,500</b>	<b>1,757,500</b>	

Infrastructure Housing & Economic Development												
Economic Development	Original Budget 2022/23 £	Latest Budget 2022/23 £	Outturn	Outturn to Latest Budget Variance £	Of Which is to be Rephased £	Over(Under) spend	Latest Budget 2023/24 £	Rephasing from 2022/23	Forecast Budget 2023/24	Latest Budget 2024/25 £	Latest Budget 2025/26 £	Comments
Cycle Schemes	74,583	5,000	436.00	(4,564)	4,564	0	20,000	4,564	24,564	25,000	25,000	Rephasing required due to supplier delay with signage
Disabled Parking Bays	2,500	2,500	2,919.83	420	0	420	2,500	0	2,500	2,500	2,500	
Grand Union Canal Towpath Upgrade	0	109,824	109,824.00	0	0	0	0	0	0	0	0	
EV Charging Points	0	0	0.00	0	0	0	460,000	0	460,000	0	0	
Controlled Parking	181,975	181,975	70,740.78	(111,234)	111,234	(0)	50,000	111,234	161,234	50,000	50,000	Rephasing required due to vacancy in team schemes not progressed as anticipated, consultants now on board to progress schemes in 23/24. IHED decision in Jan 2023 to extend the 2 year parking programme to a 3 year programme
Princes Trust-Business Start-up	10,000	10,000	0.00	(10,000)	0	(10,000)	10,000	0	10,000	10,000	10,000	
Listed Building Grants	2,500	0	0.00	0	0	0	2,500	0	2,500	2,500	2,500	
South Oxhey Initiative	0	13,277	6,342.53	(6,934)	6,934	(0)	0	6,934	6,934	0	0	Rephasing required as project is on going with different phases nearing completion
Parking Bay & Verge Protection	150,000	108,239	100,756.95	(7,482)	7,482	(0)	95,000	7,482	102,482	40,000	40,000	Rephasing required for future scheme being implemented
Highways Enhancement	244,384	65,144	54,110.30	(11,034)	0	(11,034)	30,062	0	30,062	50,000	50,000	
Bus Shelters	18,000	46,938	0.00	(46,938)	46,938	0	0	46,938	46,938	9,000	9,000	Rephasing required for 2 bus shelters to be delivered, supplier confirmed delay in delivery thus delaying implementation until late Spring.
Retail Parades	224,849	19,179	20,977.88	1,799	(1,800)	(1)	30,000	(1,800)	28,200	30,000	30,000	Rephasing required from 2023/24 to 2022/23 due to overspend
Carbon Neutral Council	0	4,000	0.00	(4,000)	0	(4,000)	0	0	0	0	0	
Rickmansworth Work Hub	28,606	0	0.00	0	0	0	28,606	0	28,606	0	0	
Car Park Restoration	35,000	35,593	29,591.83	(6,001)	6,001	(0)	35,000	6,001	41,001	35,000	35,000	Rephasing required due to works identified following the recent inspections have not been completed - Will take place in better weather early spring 2023
Estates, Paths & Roads	25,000	27,694	27,961.62	268	0	268	20,000	0	20,000	20,000	20,000	
TRDC Footpaths & Alleyways	40,000	43,472	12,137.38	(31,335)	31,335	0	25,000	31,335	56,335	25,000	25,000	Rephasing required as we are in the process of appointing a surveyor to carry out a survey of all TRDC owned footpaths and alleyways. This will enable us to provide a constructive programme of works
Integration of Firmstep to uniform Licensing applications	0	5,150	375.34	(4,775)	4,775	0	0	4,775	4,775	0	0	Rephasing required of remaining monies from a PID to utilise electronic application processes into Licensing and integrate with Firmstep. Further testing is required in quarter 1 of the new financial year.
<b>Sub-total Economic Development</b>	<b>1,037,397</b>	<b>677,985</b>	<b>436,174.44</b>	<b>(241,811)</b>	<b>217,463</b>	<b>(24,348)</b>	<b>808,668</b>	<b>217,463</b>	<b>1,026,131</b>	<b>299,000</b>	<b>299,000</b>	
Housing	Original Budget 2022/23 £	Latest Budget 2022/23 £	Outturn	Outturn to Latest Budget Variance £	Of Which is to be Rephased £	Over(Under) spend	Latest Budget 2023/24 £	Rephasing from 2022/23	Forecast Budget 2023/24	Latest Budget 2024/25 £	Latest Budget 2025/26 £	Comments
Disabled Facilities Grant	586,000	827,799	633,473.91	(194,325)	194,325	(0)	586,000	194,325	780,325	586,000	586,000	Rephasing required as works agreed in 2022/23 will now be delivered in 2023/24. Funded by Disabled Facilities Grant
Home Repairs Assistance	10,000	0	0.00	0	0	0	2,000	0	2,000	2,000	2,000	
<b>Sub-total Housing</b>	<b>596,000</b>	<b>827,799</b>	<b>633,473.91</b>	<b>(194,325)</b>	<b>194,325</b>	<b>(0)</b>	<b>588,000</b>	<b>194,325</b>	<b>782,325</b>	<b>588,000</b>	<b>588,000</b>	
<b>Total Infrastructure Housing &amp; Economic Development</b>	<b>1,633,397</b>	<b>1,505,784</b>	<b>1,069,648.35</b>	<b>(436,136)</b>	<b>411,788</b>	<b>(24,348)</b>	<b>1,396,668</b>	<b>411,788</b>	<b>1,808,456</b>	<b>887,000</b>	<b>887,000</b>	

Policy & Resources												
Resources & Shared Services	Original Budget 2022/23 £	Latest Budget 2022/23 £	Outturn	Outturn to Latest Budget Variance £	Of Which is to be Rephased £	Over(Under) spend	Latest Budget 2023/24 £	Rephasing from 2022/23	Forecast Budget 2023/24	Latest Budget 2024/25 £	Latest Budget 2025/26 £	Comments
Professional Fees-Internal	157,590	157,590	0.00	(157,590)	0	(157,590)	157,590	0	157,590	157,590	157,590	
Trowley Rise Project	0	57,000	51,460.05	(5,540)	5,540	0	0	0	0	0	0	Works completed and came in at less than the expected cost due to contingency. To be rephased to Garage Improvements next year
Election Equipment	6,000	11,216	2,705.75	(8,510)	8,510	(0)	6,000	8,510	14,510	6,000	6,000	
Street Lighting Replacement	130,000	130,000	3,265.00	(126,735)	126,735	0	0	126,735	126,735	0	0	Rephasing required as works now programmed in and due to start early April 2023
Members' IT Equipment	16,260	0	0.00	0	0	0	79,210	0	79,210	16,260	16,260	
ICT-Managed Project Costs	180,000	0	0.00	0	0	0	330,000	0	330,000	240,000	60,000	
Hardware Replace Prog	55,000	150,000	157,416.47	7,416	(7,416)	0	0	0	0	0	40,000	Rephasing required from 2023/24 to 2022/23 due to overspend
Garage Improvements	220,000	294,996	307,827.48	12,831	(12,831)	0	150,000	(7,291)	142,709	150,000	150,000	Rephasing required from 2023/24 to 2022/23 due to overspend
ICT Licence Costs	130,000	0	0.00	0	0	0	0	0	0	0	0	
Customer Contact Programme	0	3,698	0.00	(3,698)	0	(3,698)	0	0	0	0	0	
ICT Website Development	0	0	0.00	0	0	0	14,870	0	14,870	0	0	
ICT Elections	17,000	0	0.00	0	0	0	0	0	0	0	0	
ICT Hardware Replacement Prog	45,000	800	0.00	(800)	800	0	66,200	(6,616)	59,584	114,824	45,000	
TRH Whole Life Costing	280,000	509,950	527,535.64	17,586	268,845	286,431	170,000	268,845	438,845	170,000	170,000	Rephasing required for works to be completed in 2023/24. Part funded by Capital Contributions
Basing House-Whole Life Costing	60,000	30,000	1,076.10	(28,924)	19,830	(9,094)	90,000	19,830	109,830	60,000	60,000	Rephasing required as works are schedule to start on 6th April to include Sash windows, internal doors and redecoration
Business Application Upgrade	180,000	0	0.00	0	0	0	20,000	0	20,000	20,000	90,000	
Three Rivers House Transformation	210,000	36,583	20,997.64	(15,585)	15,585	(0)	0	15,585	15,585	0	0	Rephasing required to support the Customer Experience strategy
Property Information System	0	50,000	25,518.75	(24,481)	24,481	(0)	0	24,481	24,481	0	0	Rephasing required as project delayed. Implementation due to start April.
<b>Sub-total Resources &amp; Shared Services</b>	<b>1,686,850</b>	<b>1,431,833</b>	<b>1,097,802.88</b>	<b>(334,030)</b>	<b>450,079</b>	<b>116,049</b>	<b>1,083,870</b>	<b>450,079</b>	<b>1,533,949</b>	<b>934,674</b>	<b>794,850</b>	
Major Projects												
Major Projects	Original Budget 2022/23 £	Latest Budget 2022/23 £	Outturn	Outturn to Latest Budget Variance £	Of Which is to be Rephased £	Over(Under) spend	Latest Budget 2023/24 £	Rephasing from 2022/23	Forecast Budget 2023/24	Latest Budget 2024/25 £	Latest Budget 2025/26 £	Comments
South Oxhey Initiative	0	351,764	341,129.44	(10,635)	0	(10,635)	0	0	0	0	0	
Temporary Accom - Other Sites	0	100,000	100,000.00	0	0	0	0	0	0	0	0	Funded by S106
Property Investment Board	0	10,470,989	798,979.48	(9,672,010)	9,672,010	0	0	9,672,010	9,672,010	0	0	Rephasing required for use in 2023/24. Foxglove Path completed 28/4/23 and balance rephased in relation to other pre-emption sites
<b>Sub-total Major Projects</b>	<b>0</b>	<b>10,922,753</b>	<b>1,240,108.92</b>	<b>(9,682,644)</b>	<b>9,672,010</b>	<b>(10,634)</b>	<b>0</b>	<b>9,672,010</b>	<b>9,672,010</b>	<b>0</b>	<b>0</b>	
<b>Total Policy &amp; Resources</b>	<b>1,686,850</b>	<b>12,354,586</b>	<b>2,337,911.80</b>	<b>(10,016,674)</b>	<b>10,122,089</b>	<b>105,415</b>	<b>1,083,870</b>	<b>10,122,089</b>	<b>11,205,959</b>	<b>934,674</b>	<b>794,850</b>	
<b>Total Capital Programme</b>	<b>7,038,260</b>	<b>17,351,647</b>	<b>6,700,126.17</b>	<b>(10,651,521)</b>	<b>10,885,484</b>	<b>233,963</b>	<b>4,602,478</b>	<b>10,885,484</b>	<b>15,487,962</b>	<b>3,579,174</b>	<b>3,439,350</b>	

## Rephasing of capital schemes to 2023/24

Scheme	£	Comment
Community CCTV	5,720	Rephasing required to purchase new CCTV equipment in 2023/24
Denham Way Muga	10,000	Rephasing required due to 5% retention fee to be paid in September 2023. Project funded by CIL and Capital Contributions
Barton Way MUGA	2,449	Rephasing required due to 5% retention fee to be paid in September 2023. Project funded by CIL and Capital Contributions
South Oxhey Playing Fields	(11,420)	Rephasing required from 2023/24 to 2022/23 as works due in 2023/24 were started ahead of schedule. Project funded by CIL
Watersmeet Electrical	3,234	Rephasing required as works have been delayed and will be completed in 2023/2024
Open Space Access Improvements	15,390	Rephasing required as works to the outdoor gyms will be completed in April, due to the delay in supply of equipment to the contractor
Outdoor Fitness Zones	108,800	Rephasing required as works to the outdoor gyms will be completed in April, due to the delay in supply of equipment to the contractor
Improve Play Area-Future Schemes	5,680	Rephasing required for works to be completed in 2023/24.
Waste Plant & Equipment	15,610	Rephasing required due to supplier delays
Waste Services Depot	6,541	Rephasing required to complete scheme in 2022/23
Replacement Bins	(22,810)	Rephasing from 2023/24 to 2022/23 required due to the purchase of extra replacement bins
Waste & Recycling Vehicles	212,413	Rephasing required due to supplier delays
Cycle Schemes	4,564	Rephasing required due to supplier delay with signage
Controlled Parking	111,234	Rephasing required due to vacancy in team schemes not progressed as anticipated, consultants now on board to progress schemes in 23/24. IHED decision in Jan 2023 to extend the 2 year parking programme to a 3 year programme
South Oxhey Initiative	6,934	Rephasing required as project is on going with different phases nearing completion
Parking Bay & Verge Protection	7,482	Rephasing required for schemes to be delivered in 2023/24
Bus Shelters	46,938	Rephasing required for 2 bus shelters to be delivered, supplier confirmed delay in delivery thus delaying implementation until late Spring.
Retail Parades	(1,800)	Rephasing from 2023/24 to 2022/23 due to overspend
Car Park Restoration	6,001	Rephasing required due to works identified following the recent Inspections have not been completed - Will take place in better weather early spring 2023

<b>Scheme</b>	<b>£</b>	<b>Comment</b>
TRDC Footpaths & Alleyways	31,335	Rephasing required as we are in the process of appointing a surveyor to carry out a survey of all TRDC owned footpaths and alleyways. This will enable us to provide a constructive programme of works
Integration of Firmstep to uniform Licensing applications	4,775	Rephasing required for project to complete in 2023/24
Disabled Facilities Grant	194,325	Rephasing required as works agreed in 2022/23 will now be delivered in 2023/24
Election Equipment	8,510	Rephasing required due to supplier delays
Street Lighting Replacement	126,735	Rephasing required as works now programmed in and due to start early April 2023
Garage Improvements	(7,291)	Rephasing from 2023/24 to 2022/23 due to overspend
ICT Hardware Replacement Prog	(6,616)	Rephasing from 2023/24 to 2022/23 due to overspend
TRH Whole Life Costing	268,845	Rephasing required for works to be completed in 2023/24
Basing House-Whole Life Costing	19,830	Rephasing required as works are schedule to start on 6th April to include Sash windows, internal doors and redecoration
Three Rivers House Transformation	15,585	Rephasing required to support the Customer Experience strategy
Property Information System	24,481	Rephasing required as project delayed. Implementation due to start April.
<b>Sub Total</b>	<b>1,213,474</b>	
<b>Major Projects</b>	<b>£</b>	<b>Comment</b>
Property Investment Board	9,672,010	Rephasing required for use in 2023/24. Foxglove Path completed 28/4/23 and balance rephased in relation to other pre-emption sites
<b>Total</b>	<b>10,885,484</b>	



## Capital Funding 2022/23– 2025/26

Capital Programme	2022/23 Original Budget £	2022/23 Latest Budget £	2022/23 Outturn £	2023/24 Forecast £	2024/25 Forecast £	2025/26 Forecast £
<b>Balance Brought Forward</b>						
Govt Grants: Disabled Facility Grants	(1,063,531)	(1,063,531)	(1,063,531)	(1,095,321)	(1,095,321)	(1,095,321)
Section 106 Contributions	(1,134,479)	(1,134,479)	(1,134,479)	(1,489,612)	(1,489,612)	(1,489,612)
CIL Contributions	(6,194,685)	(6,194,685)	(6,194,685)	(7,472,714)	(6,542,935)	(6,542,935)
Capital Receipts Reserve	0	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(2,395,311)	(2,395,311)	(2,395,311)	(222,787)	0	0
<b>Total Funding Brought Forward</b>	<b>(10,788,006)</b>	<b>(10,788,006)</b>	<b>(10,788,006)</b>	<b>(10,280,434)</b>	<b>(9,127,868)</b>	<b>(9,127,868)</b>
<b>Generated in the Year</b>						
Govt Grants: Disabled Facility Grants	(586,000)	(665,264)	(665,264)	(586,000)	(586,000)	(586,000)
Section 106 Contributions	0	(602,537)	(455,133)	0	0	0
CIL Contributions	0	0	(1,850,553)	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(3,299,563)	(1,100,000)	(1,000,000)	(1,000,000)
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(110,247)	(110,247)	77,959	(110,247)	(95,000)	(95,000)
<b>Total Generated</b>	<b>(1,796,247)</b>	<b>(2,478,048)</b>	<b>(6,192,554)</b>	<b>(1,796,247)</b>	<b>(1,681,000)</b>	<b>(1,681,000)</b>
<b>Use of Funding</b>						
Govt Grants: Disabled Facility Grants	586,000	665,264	633,474	586,000	586,000	586,000
Section 106 Contributions	0	100,000	100,000	0	0	0
CIL Contributions	722,000	613,553	572,524	929,779	0	0
Capital Receipts Reserve	1,100,000	1,100,000	3,299,563	1,100,000	1,000,000	1,000,000
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	2,505,558	2,505,558	2,094,565	333,034	95,000	95,000
Borrowing	2,124,702	12,367,272	0	12,539,149	1,898,174	1,758,350
<b>Total Use of Funding</b>	<b>7,038,260</b>	<b>17,351,647</b>	<b>6,700,126</b>	<b>15,487,962</b>	<b>3,579,174</b>	<b>3,439,350</b>
<b>Balance Carried Forward</b>						
Govt Grants: Disabled Facility Grants	(1,063,531)	(1,063,531)	(1,095,321)	(1,095,321)	(1,095,321)	(1,095,321)
Section 106 Contributions	(1,134,479)	(1,637,016)	(1,489,612)	(1,489,612)	(1,489,612)	(1,489,612)
CIL Contributions	(5,472,685)	(5,581,132)	(7,472,714)	(6,542,935)	(6,542,935)	(6,542,935)
Capital Receipts Reserve	0	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	(222,787)	0	0	0
<b>Total Funding Carried Forward</b>	<b>(7,670,695)</b>	<b>(8,281,679)</b>	<b>(10,280,434)</b>	<b>(9,127,868)</b>	<b>(9,127,868)</b>	<b>(9,127,868)</b>
<b>South Oxhey Initiative</b>						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,354,279)	(6,354,279)	(6,354,279)	0	0	0
Repayment of Borrowing	6,354,279	6,354,279	6,354,279	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure Capital Investment Programme</b>	<b>7,038,260</b>	<b>17,351,647</b>	<b>6,700,126</b>	<b>15,487,962</b>	<b>3,579,174</b>	<b>3,439,350</b>

# Budgetary Risks

# APPENDIX 6

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	In that the general fund balance falls below the minimum prudent threshold and capital funding is insufficient to meet the capital programme. This appears as item no.8 in the Council's strategic risk register.	4	4	16	The Council has a robust financial management framework which includes regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process; Audited Statement of Accounts, including Annual Governance Statement. Currently the 2019/20 annual accounts are awaiting sign off from the external auditors and 2020/21 annual accounts are well progressed.	Head of Finance	3	2	6	➔	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process which includes a risk assessment for the prudent level of general balances and an assessment of financial resilience with reference to the CIPFA Financial resilience index.	Heads of Service/ Head of Finance	Continuous
Apr-06	FIN08	Director of Finance	Budgetary	The pay award exceeds estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years.	4	3	12	Maintain reserves to guard against risk. Early identification of new pressures through Budget Monitoring.	Head of Finance	2	2	4	⬆	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back into balance.	Head of Finance	Continuous
Apr-06	FIN09	Director of Finance	Budgetary	Other inflationary increases exceed estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	Other than contractual agreements, budgets are cash limited where possible and budget managers are expected to manage increases within existing budgets.	3	3	9	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves.	Service Heads/Head of Finance	2	2	4	⬆	Monitor future inflation projections. Actively manage budgets and contracts to contain inflation. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back into balance.	Head of Finance	Continuous
Jan-15	FIN10	Director of Finance	Budgetary	Interest rates increase or decrease resulting in significant variations in estimated interest income (investments) or interest expense (borrowing)	The interest rate has a significant impact on the proceeds from capital receipts and other earmarked reserves that are invested in the money market. The volatility of the global economy continues to place uncertainty on the investment strategy.	3	3	9	The Council has a Treasury Management Strategy which is reviewed annually. PIB strategy has diversified interest rate risk to provide income security.	PIB/Head of Finance	2	3	6	➔	The Audit Committee receives two reports per year on Treasury Management activity and interest income and expenditure is monitored through the Budget Monitoring Report.	PIB	Continuous

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income and / or estimates of cost of delivering chargeable services result in budgetary pressure.	A budget pressure is created due to income shortfalls or increased expenditure	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/H ead of Finance	2	2	4	➔	Fees and charges, including and surplus or loss are monitored through budget monitoring with key income streams reported to CMT.	Service Heads	Continuous
Apr-06	FIN12	Director of Finance	Budgetary	The Council loses the ability to recover VAT as a result of exceeding the partial exemption threshold resulting in budgetary pressure.	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	Continuous
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains set out in the MTFP are not achieved resulting in an unplanned and unsustainable use of reserves.	Savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTFP agreed for next 3 years.	2	3	6	Service Heads to take responsibility for achieving savings. Budget monitoring to highlight any issues to allow corrective action to be taken.	Service Heads/H ead 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	Continuous
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

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Dec-13	FIN18	Director of Finance	Budgetary	Business Rates Retention fluctuates impacting on the amount of funding received by the Council.	From April 2020 the system was due to be subject to reset and increase to 75% retention resulting in a loss of growth. This has been further postponed to 2025/26. However, the significant revaluations for 2023 introduce additional risk of appeals which could result in a reduction to income.	3	4	12	Maintain reserves against risk.	Head of Finance	3	3	9	→	Hertfordshire CFOs have commissioned work from LG Futures to assess the impact. SDCT also looking at impact nationally.	Director of Finance	Continuous
Mar-16	FIN19	Head of Property Services	Budgetary	Failure to deliver the South Oxhey Initiative to desired outcomes and objectives resulting in a delay in the capital receipt	The Capital Receipts in relation to this project have been received.	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	Continuous
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	Continuous
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Property Investment Board manage its property portfolio in order to secure additional income to support its general fund.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFP is updated.	Head of Property Services	1	3	3	→	PIB to assume responsibility for ongoing oversight.	Head of Property Services	Continuous

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council has limited options to further improve self sustainability through commercial investment following changes to the the Prudential Code for Capital Finance and changes to PWLB borrowing regulations. Currently there is a	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. Investments overseen by the cross party Shareholder and Commercial Ventures Panel.	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.	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	1	3	3	➡	Following a revision of job descriptions, minor amendments to the structure, and a successful recruitment campaign over the summer, the Finance team is currently fully staffed. All staff have an annual Personal Development Review which contains smart objectives including objectives related to career development and identification of training needs and opportunities.	Chief Executive/ Director of Finance	Continuous

## Reserves

Category	Opening Balance 01/04/2022 £	Net Movement in Year £	Closing Balance 31/03/2023 £	Purpose
<b>General Reserves</b>				
General Fund	(5,363,546)	396,587	(4,966,958)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(2,107,894)	490,277	(1,617,617)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
<b>Total Revenue</b>	<b>(7,471,440)</b>	<b>886,864</b>	<b>(6,584,575)</b>	
<b>Capital Reserves</b>				
Community Infrastructure Levy (CIL)	(6,194,685)	(1,278,029)	(7,472,714)	Developers contributions towards Infrastructure
Capital Receipts	0	0	0	Generated from sale of Council assets
Grants & Contributions	(1,063,531)	(31,790)	(1,095,321)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	0	0	0	Reserve set aside for supporting capital expenditure
<b>Total Capital</b>	<b>(1,063,531)</b>	<b>(31,790)</b>	<b>(1,095,321)</b>	
<b>Other Earmarked Reserves</b>				
New Homes Bonus	(2,395,311)	2,172,524	(222,787)	Government grant set aside for supporting capital expenditure
Section 106	(1,134,479)	(355,133)	(1,489,612)	Developers contributions towards facilities
Leavesden Hospital Open Space	(769,124)	0	(769,124)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(1,050,333)	240,666	(809,667)	Developers contributions towards maintenance of site
Environmental Maintenance Plant	(123,595)	0	(123,595)	Reserve to fund expenditure on plant & machinery
Building Control	(210,515)	(32,775)	(243,290)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
Commercial Risk Reserve	(2,350,000)	(4,598,354)	(6,948,354)	To manage timing of cashflows and risks in relation to commercial ventures
Collection Fund Reserve	(3,059,242)	0	(3,059,242)	To manage timing differences on the Collection Fund
HB Equalisation	(237,756)	158,400	(79,356)	To provide against future deficits on the Housing Benefit account
Grants & Contributions	(1,014,529)	(230,423)	(1,244,951)	Revenue Grants earmarked for use in future years
<b>Total Other</b>	<b>(12,344,884)</b>	<b>(2,645,094)</b>	<b>(14,989,978)</b>	
<b>Total All</b>	<b>(20,879,855)</b>	<b>(1,790,020)</b>	<b>(22,669,875)</b>	