

Budget Management 2017/18

Period 10 (End of January)



Budget Monitoring Summary

Revenue

The budget for 2017/18 of **£10.950 million** was approved by Council on 20 February 2018.

The forecast outturn at period 10 (January) provided by the services is now estimated to be **£10.768 million**. This gives a favourable variance when compared to the latest budget of **(£0.182) million**.

Services have identified that the main contributors to this variance as:

		£
1	Lower demand and costs in Temporary Accommodation provision than anticipated has provided a net favourable variance.	(65,300)
2.	Additional expenditure on Rent Deposit Guarantee Scheme due to the final payment from the 'Easy Let Scheme'. Furthermore, some debts deemed irrecoverable have been written off.	12,000
3.	Kerbside Recycling:- a. Additional income expected from recycling credits due continuing high performance. b. Increased cost of disposal of cans and plastics; this is a national trend.	(73,000) 12,000
4.	In-year staffing variances due to vacancies and restructures	(38,900)
5.	Cemetery income is lower than anticipated due to reduction in demand.	10,000
6.	Increased garage rent collected due to reduction in number of voids.	(16,980)
7.	Increased income from planning fees	(33,000)
8.	Reduced income from short term investments	25,000
9.	Other Variances.	(14,000)
	Total Revenue Variances	(182,180)

Capital

The capital budget approved by Council on 20 February 2018 is **£18,585 million**.

Services have identified re-phasing of **£0.750 million** from the 2017/18 into 2018/19.

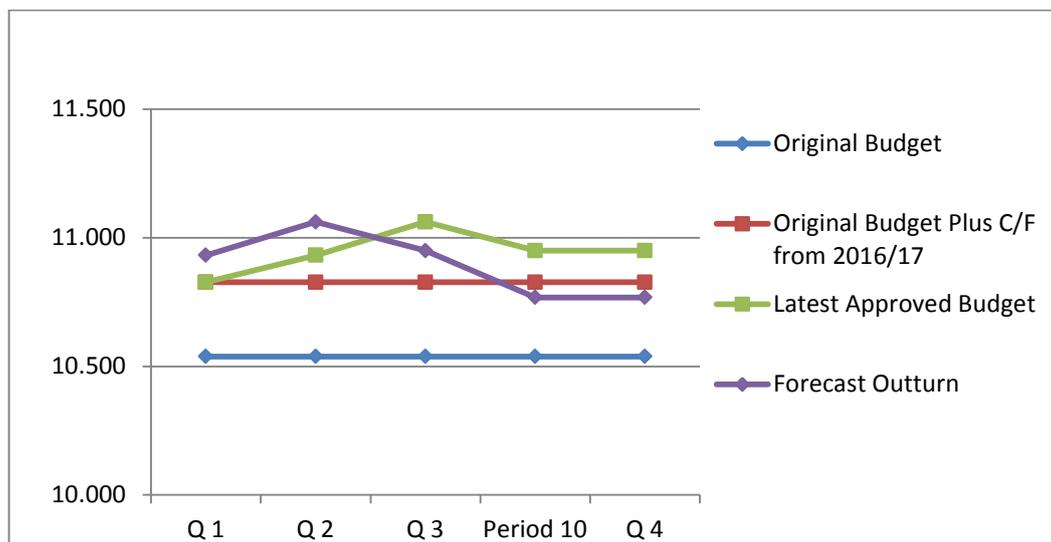
The main contributors to this re-phasing of budgets are shown in the table below. Full details of all variances can be found in Appendix 3.

		£
1.	Temporary Accommodation with the District. This scheme is to commence until 2018/19.	(800,000)
2.	Retail Parades. This scheme is now expected to be implemented in April 2018.	(95,530)
3.	Replacement of Grounds Maintenance Vehicles. The tendering process as begun, however, orders will not be placed until 2018/19.	(163,860)

4.	New Waste & Recycling Vehicles. The tendering process has begun and options for vehicular solutions are being assessed, with the delivery (purchase) of new vehicles is expected to commence in 2018/19.	(323,970)
5.	Cemetery Car Park. Delayed due to planning permission which has recently been granted and the scheme is due to commence in 2018/19.	(74,730)
6.	ICT Hardware Replacement. This will be spent on core infrastructure transformation in 2018/19.	(40,000)
7.	ICT Modernisation – Delay has meant that this will be incurred in 2018/19.	(60,000)
8.	Three Rivers House Whole Life Costing - to be re-phased to 2018/19.	(41,000)
9.	Play Project due to be delivered in April / May 2018	(45,420)
10.	Car Park Restoration – work already commenced and due to complete in 2018/19.	(30,000)
11.	Total of other variances below £20,000.	(75,050)
12.	Drawdown of investment budget into 2017/18 for a loan to Three Rivers Homes Limited – this loan is to support works to the Grapevine site in South Oxhey.	1,000,000
	Totals Capital Variance - rephasing.	(749,560)

1.0 Revenue Budget

- 1.1 The Council's latest approved budget is **£10.950 million**. The forecast outturn is now estimated to be **£10.768 million** which results in a favourable variance of **(£0.182) million**. There are no variances for future years at this stage.
- 1.2 The trend over the financial year 2017/18 is plotted on the graph below. The forecast outturn should be compared with the original budget plus the carry forwards from 2016/17 as this is essentially the starting point for the 2017/18 working budget.



- 1.3 The table below compares the latest budget to the forecast outturn and shows the variance against each Committee. It also shows the spend to date up to the end of January (Period 10). The figures relate to costs and incomes within each Committee.

2017/18 Revenue Account – General Fund Summary					
		(A)		(B)	(B – A)
Committee	Original Budget	Latest Budget	Net Spend to Period 10	Forecast Outturn	Outturn Variance
	£000	£000	£000	£000	£000
Leisure, Wellbeing & Health	2,270	2,134	1,511	2,144	10
Sustainable Development, Planning & Transport	1,834	2,127	1,016	1,826	(301)
General Public Services & Community Safety	1,947	1,777	1,012	1,691	(86)
Policy & Resources	4,487	4,912	4,981	5,082	170
Net General Fund	10,538	10,950	8,520	10,743	(207)
Interest Received	0	0	0	25	25
Total	10,538	10,950	8,520	10,768	(182)

1.4 Each Committee's revenue medium term financial plan which incorporates comments by Officers is shown **Appendix 1**.

1.5 The detail of comparing latest budget to the forecast outturn together with an explanation of the variances by committee is shown in **Appendix 2**. Committee's with significant variances are provided in the narratives below

1.6 **Leisure, Wellbeing & Health**

- Cemeteries: - Reduction in income of £10,000 due to the lower demand.

1.7 **Sustainable Development, Planning & Transport**

- Homelessness- Reduction of costs of temporary accommodation of (£280,000) provision of due to:
 1. Less expensive provision of temporary accommodation due to the acquisition in the year of leaseholder buy-in properties in South Oxhey (Thrive) which are being used as temporary accommodation thus reducing the payment to more expensive private landlords. There is also rental income for these properties which is shown in property investment income. (See Policy and Resources Committee at paragraph 1.9).
 2. Provision of cheaper temporary accommodation outside the district.
- Final Payment for management fees for rent deposit scheme totalling £12,000.
- Increased income from pre-application fees and planning condition fees of (£33,000)

1.8 **General Public Services & Community Safety**

Waste Services.

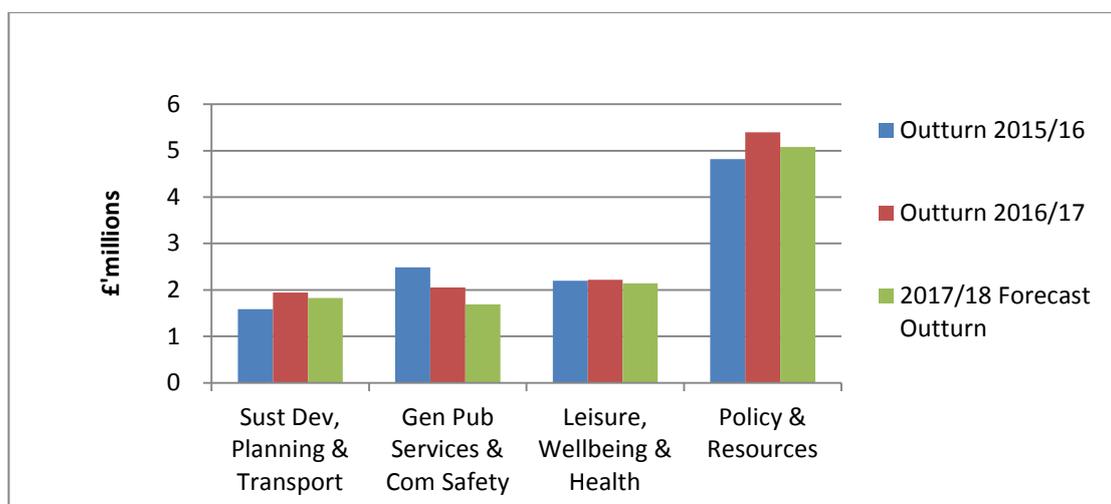
- A favourable variance of (£73,000) is now predicted due to increased income from HCC's waste model (Alternative Financial Model) regarding waste to land-fill sites.
- Increase in the cost of disposal of cans and plastics for kerbside recycling of £12,000, due to fluctuations in the recycling markets.

- Additional income from the sale of scrap metal and environmental fixed penalty notices (£13,000).
- Additional income received from trade waste for the disposal of glass, paper and card (£12,000).

1.9 Policy and Resources

- Property Investment – variance of £214,700 due to savings in the cost of temporary accommodation in properties at South Oxhey which have been allocated to the Homelessness cost centre in the Sustainable Development and Transport Committee (see paragraph 1.7 above) and had been accounted for as Property Income.
- Customer Service Centre – vacancies of (£47,300).
- Communication - additional advertising income from Three Rivers Times (£7,000).
- Office Services- one-off restructure costs and additional essential user lump car allowance of £10,150. Ongoing savings from 18/19.
- Electoral Services - additional consultancy costs for interim Electoral Services Manager of £26,250.
- Debt Recovery Team- spend on salaries is lower than previously projected. (£28,000).
- Insurance – increase due to renewal and higher insurance premium tax £18,000.
- Shortfall of £25,000 on investment income as the Council has invested in more short term deposits where returns are low due to its requirement to increase its liquidity for investment decisions on its property portfolio.

1.10 The graph below shows the 2017/18 forecast outturn compared with the outturns for 2016/17 and 2015/16.



1.11 The effect of the variances on the Council's general fund balance over the medium term (2017/18 – 2020/21) is shown in the table below.

Movement on General Fund	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Balance at 1 April	(4,094)	(3,530)	(4,209)	(4,040)
(Surplus)/deficit	564	(679)	169	398
Balance at 31 March	(3,530)	(4,209)	(4,040)	(3,642)

The surplus/deficit shown above is adjusted for the forecasted outturn. A prudent minimum general fund balance of not less than £2 million is considered appropriate.

2.0 Capital Programme

2.1 The Council's capital programme has been designed to support and enhance its core services.

2.2 The latest Capital budget is **£18.585** million.

The forecast outturn for capital expenditure by Services at Period 10 is **£17.835 million**.

i) The variance of **(£0.750) million** is due to re-phasing of schemes.

The Schemes that contribute to the variance include:

- Temporary Accommodation Other sites: **(£800,000)** is to be re-phased into 2018/19 as construction of temporary accommodation is expected to commence in Quarter 2 of 2018/19.
- Replacement of Grounds Maintenance Vehicles: **(£163,860)**. The procurement process is ongoing with orders to be placed in 2018/19.
- Cemeteries Car Park : **(£74,730)**. Planning permission was recently granted and work is expected to commence in 2018/19.
- Retail Parades: **(£95,530)**. Work on the rapid electric charging points and Delta Gain Retail Parade refurbishment are due to commence in late March 2018.
- Waste and Recycling Vehicles: **(£323,970)**. The procurement process is ongoing with acquisition expected in 2018/19.
- Property Investment Board- Drawdown from the investment fund provide a £1.0 million loan facility to Three Rivers Homes Limited for work to the Grapevine site. This loan is interest bearing and provides a revenue return to the Council.

2.3 The table below shows the 2017/18 Capital Programme budget, forecast outturn, spend to date and variance for each service committee for period 10.

Committee	Original Budget £000	Latest Budget £000	Spend to P10 £000	Forecast Outturn £000	Outturn Variance £000
Leisure, Wellbeing & Health	1,946	1,371	704	1,066	(305)
Sustainable Development, Planning & Transport	3,761	2,844	601	1,887	(957)
General Public Services & Community Safety	395	946	553	618	(328)
Policy & Resources	736	2,147	2,375	2,987	840
Total Service	6,839	7,308	4,233	6,558	(750)
<i>South Oxhey Initiative</i>	<i>10,766</i>	<i>11,277</i>	<i>8,796</i>	<i>11,277</i>	<i>0</i>
Total Capital	17,605	18,585	13,029	17,835	(750)

2.4 As at the end of period 10, services have spent a total of £13,029 million against a latest budget of £18,585 million. This represents **70% of the budget**. The total spend to date includes the sum of £8.796 million which relates to the South Oxhey Initiative.

2.5 Service accountants have met with budget holders who have confirmed that budgets will be spent by the end of the financial year; this will be monitored at future budget reports and any additional re-phasing will be identified as they become known.

2.6 The Council's Medium Term Capital Investment Programme is shown by scheme by each Committee at **Appendix 3** this includes commentary from officers. The reasons for the variance on each scheme reported for this period are shown at **Appendix 4**.

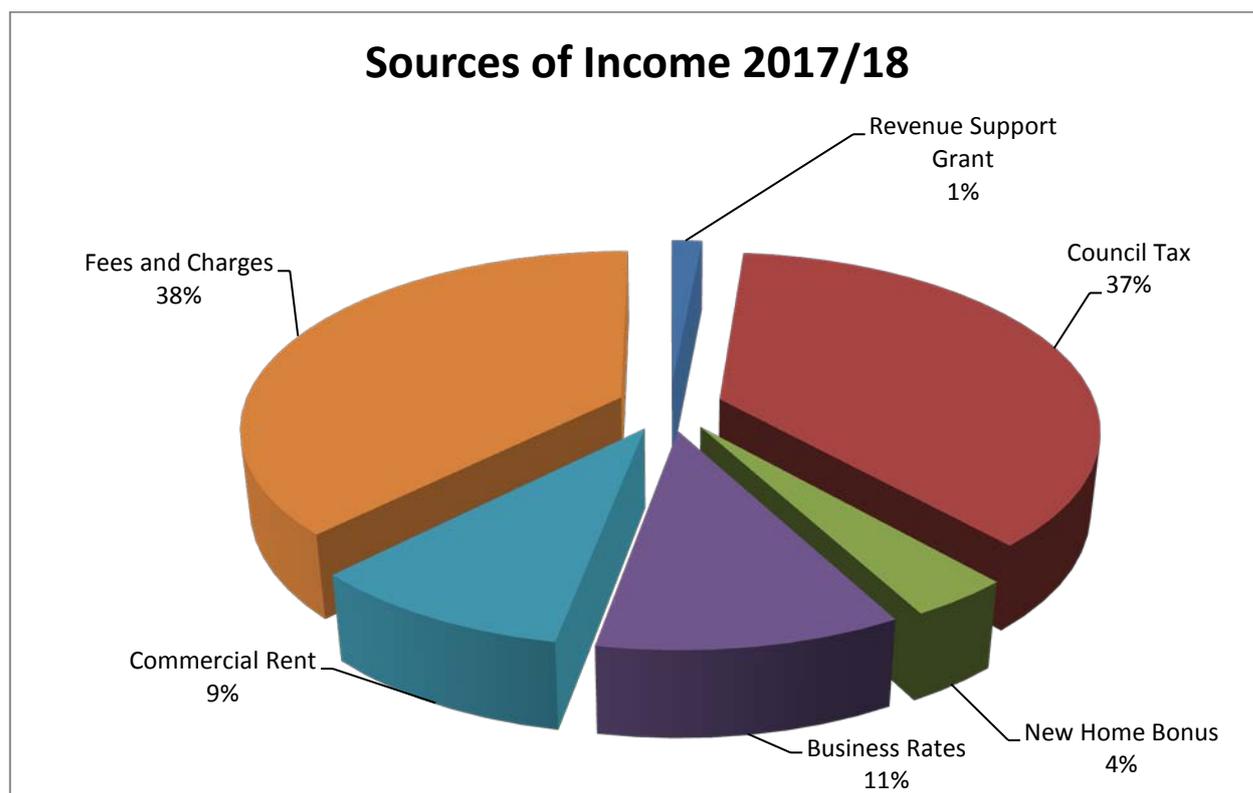
2.7 The capital programme is mainly supported by three income streams; capital receipts (derived from the sales of assets), grants and contributions, and the use of reserves. Services can also make a contribution to capital from surplus revenue funds if needed. In addition the Council may prudentially borrow to fund its capital programme. Borrowing maybe required for 2018/19, although it is anticipated that this will be funded from internal cash resources. Any decision on borrowing (amount and duration) will be taken if and when

the need arises. Funding of the capital investment programme over the medium term is shown at **Appendix 5**.

3.0 Council Income

3.1 The Council is able to fund the provision of services from an array of income sources. The Council receives income from the Government in the form of grants, Council tax payments from residents and from customers who pay a fee or charge for using some specific council services. The budgeted income (excluding housing benefits grant from central government) total for 2017/18 is £21.880 million. The two biggest sources of income are council tax and fees & charges. From 2019/20, the Council does not expect to receive any Revenue Support Grant from central government.

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



3.3 The table below shows the significant sources of income for chargeable services. It should be noted that the income receivable from the Regulatory Services and Parking Enforcement are not linear and are subject to peaks and troughs throughout the financial year. Under Environmental Protection services, trade waste is invoiced to customers half yearly in April and October and garden waste is charged for in one instalment at the beginning of the financial year.

Service	Income Stream	2017/18 Latest Budget £	2017/18 Actual to end of January £	% of Income received	2017/18 Forecast Outturn £
Regulatory Services	Land & Property Charges	(100,010)	(85,982)	86%	(100,010)
	Application Fees	(580,210)	(469,945)	81%	(580,210)
Parking Enforcement	Penalty Charge Notices	(200,000)	(189,229)	95%	(200,000)
	Long term Pay and Display	(104,650)	(95,497)	91%	(104,650)
Environmental Protection	Trade Refuse	(578,020)	(542,643)	94%	(578,020)
	Garden Waste	(841,000)	(845,024)	101%	(841,000)
Property Services	Property Investment Income	(365,000)	0	0	(150,300)

3.4 Further details on the Council's key budget indicators for revenue service income streams (including volumes and trends) are shown at **Appendix 6**

4.0 Debtors (invoicing)

4.1 The Council charges its customers for various services by raising debtor invoices. The customer is given 21 days to pay and unless there is a dispute, a reminder is issued. 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 legal recovery processes.

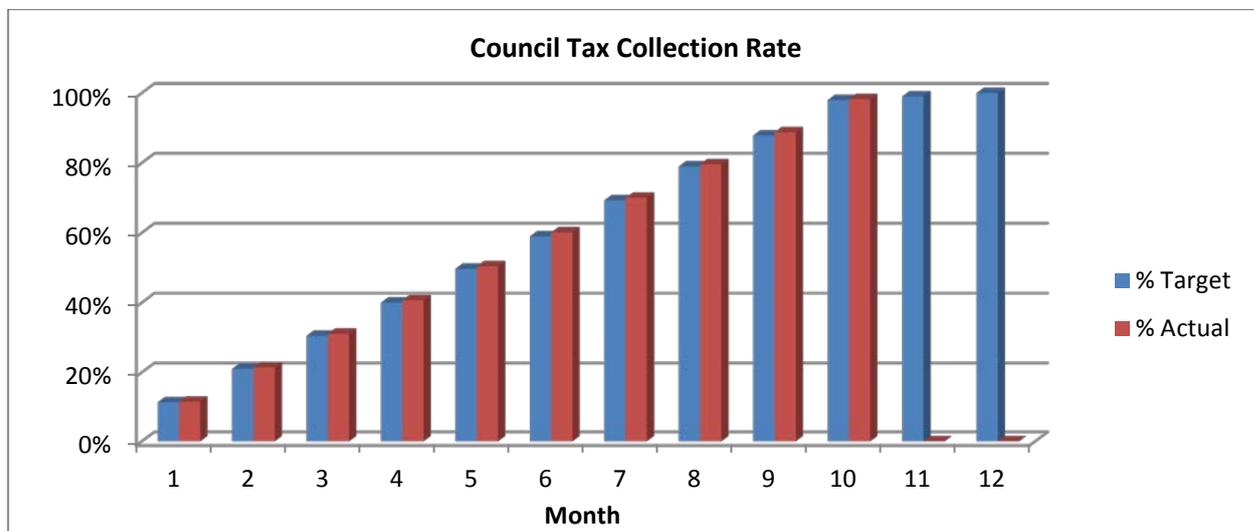
4.2 As at 31 January 2018, the total outstanding debt was £445,064 of which £351,692 is less than a month old and therefore it is anticipated that this will be recovered. Outstanding debt over a year old is £44,063 which is 10% of the total debt. The table below shows a summary of the outstanding debt by the three main aged categories.

Aged debt as at the end of January 2018	Services	Under 1 Month	Over 1 Month to year	Over a year	Total
Committee		£	£	£	£
Leisure, Wellbeing & Health	Leisure	11,446	4,487	0	15,932
Sustainable Development, Planning & Transport	Housing	33,229	32,294	3,132	68,655
	Regeneration	49,113	0	0	49,113
General Public Services & Community Safety	Environmental Services	116,785	4,409	659	121,853
	Other	0	0	1,925	1,925
Policy & Resources	Legal & Property	61,351	5,588	15,420	82,360
	Communications	0	150	0	150
	Human Resources	0	1337	0	1,337
	Revenues & Benefits	79,768	1,043	22,927	103,738
Total		351,692	49,308	44,063	445,064

4.3 The main reason for the debt over year relates to unpaid commercial rent and recovery of outstanding court costs.

5.0 Council Tax and Business Rates Collection

5.1 Council Tax. The Council's performance in the collection of Council Tax can be seen in the following chart. It shows the collection percentage to date together with the target for the year. The actual income collected as at 31 January 2018 is just above the profiled expectation for this point in the year.



5.2 Business Rates. The Council's performance for business rate collection is shown in the following chart. It shows the collection percentage to date together with the target for the year. The actual income collected as at the 31 January 2018 is slightly lower compared to the profiled expectation for this point in the year.



6.0 Treasury Management

6.1 The interest earned on the investments made by the Council supports the funding of the services it provides. The target rate for earning interest rate is set at 12 basis points (bps) above the average bank rate; this currently equates to 42 bps for the year. Up to the end of January, the average annualised interest rate earned on investments was 45 bps.

6.2 The Council set a target of £139,000 on investment interest for 2017/18. The total estimated investment income for the current year is £114,000, which gives an adverse variance of £25,000. This is a result of the Council spending more on capital which reduces balances available for traditional investments, and also from having to hold more money 'on-call' and in short-term deposits where returns are low due to its requirement to increase its liquidity pending investment decisions on its property portfolio.

Medium Term Revenue Budget by Committee

Leisure, Wellbeing & Health Committee	Medium Term Revenue Budget							
Cost Centre Description	Latest Budget 2017/18	Spend to Period 10	Variations This Month	Forecast Outturn 2017/18	Revenue Forecast 2018/19	Revenue Forecast 2019/20	Revenue Forecast 2020/21	Comments
	£	£	£	£	£	£	£	
Citizens Advice Bureaux	303,340	257,340	0	303,340	303,340	303,340	303,340	Remaining budget will be used to pay rental costs at TRH and South Oxhey.
Community Development	5,500	(9,951)	(1,000)	4,500	7,500	7,500	7,500	Income held is ring fenced grant funding managed on behalf of the Local Strategic Partnership Board for specific projects This will be offset by expenditure in excess of budget. Transfer of youth Council funding to Leisure Development of £1000
Community Partnerships	173,400	138,378	0	173,400	187,690	190,820	188,950	Budget is on track to be fully spent
Leisure s106 Projects	26,520	67,169	0	26,520	40,210	40,600	40,600	Non establishment staff from this budget which will be funded by S106 income -at the end of the financial year
Health Commercial Team	134,280	74,020	0	134,280	206,490	209,850	213,350	Document imaging (IDOX) invoice still in dispute and yet to be paid.
Health Residential Team	86,500	114,821	0	86,500	95,690	100,900	104,680	Expenditure is currently less than anticipated because of a dispute with a software supplier. Capital funding for the cost of staff assessing Disabled Facilities Grants will be received at the end of the financial year.
Licensing	(167,130)	(120,358)	0	(167,130)	(193,580)	(200,760)	(199,040)	Expected reductions in income due to closing of licensed premises i.e. pubs for redevelopment, saturation of the taxi market, UBER. Actuals cover a 3 to 5 year period as that is the frequency of renewals for some licences. Income received in advance will be moved into future years, at year end.
Cemeteries	(163,320)	(118,838)	10,000	(153,320)	(167,890)	(167,890)	(167,890)	Income budget is lower than anticipated
Community Sports Network	0	(7,540)	0	0	0	0	0	More income received due to external funding for Heritage related projects. Balance will be used to offset overspend on Play schemes.
Community Arts	11,910	1,629	0	11,910	11,910	11,910	11,910	This budget is expected to be fully spent in this financial year.
Watersmeet	17,215	6,779	0	17,215	19,285	30,185	34,335	It is anticipated that both income and expenditure will be above target due to increased activity at Watersmeet. It is expected that the bottom line position will not change.
Watersmeet-Entertainments	(4,350)	(46,002)	0	(4,350)	(9,260)	(8,660)	(8,070)	

Leisure, Wellbeing & Health Committee	Medium Term Revenue Budget							
Cost Centre Description	Latest Budget 2017/18	Spend to Period 10	Variences This Month	Forecast Outturn 2017/18	Revenue Forecast 2018/19	Revenue Forecast 2019/20	Revenue Forecast 2020/21	Comments
Leavesden YMCA	(35,000)	(26,250)	0	(35,000)	(35,000)	(35,000)	(35,000)	Rental Income on track.
Active Community Development Fund	38,520	26,999	1,780	40,300	43,540	43,400	43,400	Budget moved from unused Sports Development.
Oxhey Hall	(3,000)	(3,000)	0	(3,000)	(3,000)	(3,000)	(3,000)	On track
Trees & Landscapes	388,770	243,828	0	388,770	395,910	401,000	406,360	On track
Museum	(700)	0	0	(700)	(700)	(700)	(700)	
Playing Fields & Open Spaces	47,335	17,128	0	47,335	49,025	48,385	48,385	Income received is higher than anticipated for this time of the year. The expenditure budget will be fully spent.
Play rangers	42,730	28,884	0	42,730	46,790	47,740	48,740	The variance reported is to due increased requirement for temporary staff.
Aquadrome	13,780	16,779	0	13,780	8,090	7,390	7,390	
Sports Development	1,780	0	(1,780)	0	0	0	0	Cost centre is no longer active. Residual budget transferred to Active Community Development.
Leisure Venues	16,320	10,490	0	16,320	16,320	16,320	16,320	Budget is expected to be fully spent
Leisure Development	253,770	205,598	1,000	254,770	269,630	275,790	281,080	Transfer of budget from Community Development for Youth Council Funding
Play schemes	69,610	68,614	0	69,610	66,270	65,450	65,450	Budget is expected to be fully spent
Sports Development	25,970	22,870	0	25,970	25,340	25,340	25,340	Budget is expected to be fully spent
Croxley Skate park	23,760	17,518	0	23,760	20,430	20,430	20,430	Budget is expected to be fully spent
Community & Parish Grants	35,700	12,099	0	35,700	40,000	40,000	40,000	Awaiting member decisions on grant awards
Leisure & Community Services Support	139,070	102,118	0	139,070	149,530	153,090	169,030	Budget is expected to be fully spent
TRC Grounds Maintenance	651,380	507,318	0	651,380	646,460	655,850	679,280	Budget is expected to be fully spent
Total	2,133,660	1,511,194	10,000	2,143,660	2,240,020	2,279,280	2,342,170	

Sustainable Development, Planning & Transport Committee	Medium Term Revenue Budget							
Cost Centre Description	Latest Budget 2017/18	Spend to Period 10	Variences This Month	Forecast Outturn 2017/18	Revenue Forecast 2018/19	Revenue Forecast 2019/20	Revenue Forecast 2020/21	
	£	£	£	£	£	£	£	
Housing Services Needs	335,950	254,595	0	335,950	359,340	387,990	397,310	Budget is expected to be fully spent.
Rent Deposit Guarantee Scheme	5,110	14,357	12,000	17,110	5,110	5,110	5,110	This includes the final payment for management fees for Easy Let plus there has been some debts written off where charges have not been recovered. Increase in cost can be covered by underspend in homelessness
Choice Based lettings	21,000	0	0	21,000	21,000	21,000	21,000	Budget to be fully spent by year end
Homelessness	712,360	491,606	(280,000)	432,360	(44,200)	209,200	209,200	There is a lower demand in Temporary Accommodation provision than anticipated (Property Investment).
Housing Associations	(5,000)	(2,500)	0	(5,000)	(5,000)	(5,000)	(5,000)	Rent invoices are issued half yearly.
Fuel Voucher Scheme	3,500	62	0	3,500	3,500	3,500	3,500	Budget is used for match funding for Beat The Killer Cold scheme
Parking & Street Enforcement	20,000	488	0	20,000	10,000	0	0	Project is delayed. Expenditure due by year end.
Energy Efficiency	12,800	6,765	0	12,800	19,500	19,500	19,500	£6000 to be spent on top up funding of the Herts Warmer Homes project (agreement signed 1/8/2017) subject to contract clarification on liability due mid February.
Sustainability Projects	31,990	24,403	0	31,990	34,380	34,770	35,260	Remainder of budget will be spent by the end of the year
Land Charges	28,850	15,099	0	28,850	4,100	6,220	8,530	Change to search questions and complexity (CON29) form resulting in increased requests to HCC. This budget is being monitored closely
Land Drainage	5,000	0	0	5,000	5,000	5,000	5,000	
Car Parking Enforcement	56,980	(34,306)	0	56,980	(166,960)	(219,540)	(218,110)	Awaiting invoices from Watford Borough Council for the last quarter of parking enforcement.
Car Parking - Maintenance	(74,890)	(73,214)	0	(74,890)	80,350	80,350	80,350	£3k budget for car park repairs to be spent this year.

Sustainable Development, Planning & Transport Committee	Medium Term Revenue Budget							
Cost Centre Description	Latest Budget 2017/18	Spend to Period 10	Variations This Month	Forecast Outturn 2017/18	Revenue Forecast 2018/19	Revenue Forecast 2019/20	Revenue Forecast 2020/21	
	£	£	£	£	£	£	£	
Dial - A - Ride	33,780	20,744	0	33,780	33,780	33,780	33,780	This is billed 6 months in arrears. In October/November and April. The first bill is fixed at £12k a year and the second varies depending on service take up.
Sustainable Travel (Cycle Strategy)	49,000	0	0	49,000	26,000	26,000	26,000	It is unlikely that this budget would be fully spent in 2017/18. Any unspent budgets will be carried forward into 2018/19 .
Street Naming & Numbering	7,130	1,527	0	7,130	7,130	7,130	7,130	Budget is expected to be fully spent
Better Buses	60,570	0	0	60,570	60,570	60,570	60,570	Invoice received but has been queried as a dispute over one current bus service/route Report to March SD,P&T.
Planning Environmental Initiatives	47,470	24,669	0	47,470	47,470	47,470	47,470	Budget is expected to be fully spent
Planning & Economic Development	2,920	2,751	0	2,920	0	0	0	This relates to costs of apprentices.
Development Management	199,790	33,715	(33,000)	166,790	115,240	118,870	140,180	Actual spend is lower than anticipated due to document imaging (IDOX) invoices being in dispute. A favourable variance of £33k is reported as income for pre application fees and planning conditions fees.
Director of Community and Environment Services	121,590	100,143	0	121,590	119,600	121,910	124,380	Budget is expected to be fully spent
Development Plans	435,820	231,230	0	435,820	358,970	365,310	372,890	Green Belt Stage 2, Open Space Sports & Recreation Study, SHMA and FEMA update and water cycle studies still to do. In 1547/J0514 we have the Government New Burden Grant for Permission in Principle and the Brownfield Register which totals £14,645.00. he remainder of the Government New Burden Grant for Inspire Directive which totals £6,898.00. These are being used to fund work on the Brownfield Register and INSPIRE Directive over the coming months.
Hertfordshire Building Control	(22,340)	(117,118)	0	(22,340)	6,440	6,550	6,670	Third party payments expected to be made before the end of the financial year.
Batchworth Depot	38,130	22,489	0	38,130	38,130	38,130	38,130	Budget is expected to be fully spent
Total	2,127,510	1,016,346	(301,000)	1,826,510	1,139,450	1,373,820	1,418,850	

General Public Services & Community Safety Committee	Medium Term Revenue Budget							
Cost Centre Description	Latest Budget 2017/18	Spend to Period 10	Variances This Month	Forecast Outturn 2017/18	Revenue Forecast 2018/19	Revenue Forecast 2019/20	Revenue Forecast 2020/21	
	£	£	£	£	£	£	£	
Community Safety	181,140	50,910	0	181,140	177,120	179,040	180,940	Additional income secured from external agencies for Community Safety Partnership Projects. This will offset some expenditure in excess of budget in year for those projects, and also provide income in advance for those projects for 2018/19.
Sewerage	(40)	0	0	(40)	(40)	(40)	(40)	
Domestic Refuse Collection	(19,130)	(22,154)	0	(19,130)	(17,520)	(15,380)	(15,380)	Budget is expected to be fully spent
Trade Refuse Collection	(200,250)	(413,558)	(12,000)	(212,250)	(167,410)	(164,230)	(160,290)	Another £100k invoice is expected form County for waste disposal charges. Further charges for diesel are expected to be incurred. All charges to be incurred by year end.
General Recycling	(15,910)	(11,257)	0	(15,910)	(15,910)	(15,910)	(15,910)	Income is on target
Garden Waste Income	(784,410)	(819,643)	0	(784,410)	(902,000)	(926,600)	(926,600)	
Clinical Waste Collection	(14,470)	(57,809)	0	(14,470)	(13,190)	(12,210)	(10,990)	Income budget is on target. Expenditure budget is expected to be fully spent
Kerbside Recycling	(745,260)	(392,813)	(61,000)	(806,260)	(588,990)	(588,990)	(588,990)	Additional income expected form recycling credits due consistent high performance. However, receipts for Alternative Financial Model are (£73,000) in respect of reduced volumes sent to land-fill. This is slightly offset by an increase in the cost of disposal of cans and plastics . Due to the fluctuations in the markets, this cost has become volatile and hard to predict. £12,000
Waste Management	2,412,150	1,984,697	(8,000)	2,404,150	2,469,390	2,495,890	2,536,400	Income on miscellaneous sale such as scrap metal previously unbudgeted for.
Abandoned Vehicles	750	444	0	750	750	750	750	
Pest Control	63,490	32,853	0	63,490	64,130	64,130	64,130	Budget is expected to be fully spent
Environmental Maintenance	25,110	7,559	(5,000)	20,110	25,110	25,110	25,110	Additional income from fixed penalty notices.
Public Conveniences	4,200	0	0	4,200	4,200	4,200	4,200	Budget is expected to be spent - Purchase orders will be raised to the relevant businesses
Animal Control	48,720	37,273	0	48,720	49,350	50,010	50,670	Budget is expected to be fully spent
Environmental Protection	360,320	269,935	0	360,320	378,400	391,940	403,010	Budget is expected to be fully spent
Environmental Mtce - Contractor	460,120	345,106	0	460,120	493,930	502,620	511,630	Budget is expected to be fully spent
Total	1,776,530	1,011,542	(86,000)	1,690,530	1,957,320	1,990,330	2,058,640	

Policy & Resources Committee	Medium Term Revenue Budget							
Cost Centre Description	Latest Budget 2017/18	Spend to Period 10	Variances This Month	Forecast Outturn 2017/18	Revenue Forecast 2018/19	Revenue Forecast 2019/20	Revenue Forecast 2020/21	
	£	£	£	£	£	£	£	
Corporate Management	164,280	83,651	0	164,280	164,280	164,280	164,280	On target. Accrual may be required for External Audit Fees.
Register of Electors	36,800	14,157	0	36,800	36,800	36,800	36,800	IER central government grant will cover expenditure on registration activities to end of financial year
Conducting Elections	26,320	20,158	0	26,320	76,320	76,320	76,320	Budget is on track to be fully spent
Council Newspaper	0	0	0	0	0	0	0	
Customer Service Centre	855,230	677,104	(47,300)	807,930	810,410	845,670	873,540	Savings from vacancies.
Democratic Representation	277,650	233,786	0	277,650	285,750	285,750	285,750	On target.
Major Incident Planning	91,100	79,307	0	91,100	91,990	93,270	94,710	Budget is on track to be fully spent
Miscellaneous Expenditure	353,242	224,159	0	353,242	267,832	167,957	67,959	Budget is on track to be fully spent
Non Distributable Costs	236,000	234,470	0	236,000	236,000	236,000	236,000	Budget is on track to be fully spent
Oxhey Drive	8,740	7,979	0	8,740	10,850	10,850	10,850	Budget is on track to be fully spent
Communication Team	137,180	87,289	(7,000)	130,180	122,710	124,650	126,750	Advertising income for Three Rivers Times
Legal Practice	327,130	235,104	0	327,130	345,310	352,550	361,460	Budget is on track to be fully spent
Committee Administration	146,460	116,004	0	146,460	151,150	155,990	158,850	Budget is on track to be fully spent
Miscellaneous Properties	(92,280)	(139,803)	(1,000)	(93,280)	(105,430)	(105,430)	(105,430)	Underspend on utilities due to the type of properties being acquired
Office Services	471,620	359,807	10,150	481,770	468,660	475,130	478,290	£9,000 due to one-off restructure costs. £1,150 for one additional essential user lump sum car allowance.
Asset Management	111,140	121,827	0	111,140	170,300	181,000	187,690	Capital funding for the cost of in house surveyors will be received at the end of the financial year.
Elections & Electoral Registration	106,230	110,961	26,250	132,480	123,070	125,440	127,960	Consultancy costs of interim Electoral Services Manager (now ended)
Accountancy Practice	425,120	298,444	0	425,120	431,800	441,700	451,870	Budget is on track to be fully spent
ICT Shared Services	770,500	540,116	0	770,500	747,560	747,600	747,600	Budget is on track
Revs & Bens Management	87,450	33,230	0	87,450	87,330	88,490	89,700	Salary spend is offset by shared services income received from WBC

Policy & Resources Committee	Medium Term Revenue Budget							
Cost Centre Description	Latest Budget 2017/18	Spend to Period 10	Variations This Month	Forecast Outturn 2017/18	Revenue Forecast 2018/19	Revenue Forecast 2019/20	Revenue Forecast 2020/21	
	£	£	£	£	£	£	£	
Council Tax	308,750	148,509	40,000	348,750	319,220	324,180	328,220	Transfer of budgets from Benefits and Allowances to Council tax to fund the cost of software maintenance used by both services
Benefits & Allowances	696,300	540,309	(40,000)	656,300	741,550	753,120	764,590	
Business Rates	33,790	64,330	0	33,790	32,270	32,850	33,910	
Benefit Fraud	103,020	62,117	0	103,020	104,220	106,980	110,990	Budget will be fully spent
Garages & Shops	(1,219,830)	(1,150,096)	1,000	(1,235,810)	(1,027,560)	(1,012,560)	(935,960)	Utilities costs due to the repossession of South Oxhey Shops
			(16,980)					Increased garage rent collected due to reduction in void losses on unlet units.
Property Investment	(365,000)	0	214,700	(150,300)	(1,000,000)	(1,000,000)	(1,000,000)	This income is being posted to the Homelessness budget (see Sustainable Development and Transport Committee)
Chief Executive	166,310	124,832	0	166,310	169,310	172,510	175,840	Budget will be fully spent
Performance & Scrutiny	52,060	40,092	0	52,060	50,900	51,780	52,670	Budget is on track to be fully spent
Debt Recovery	200,810	146,311	(28,000)	172,810	190,770	194,590	195,210	Variations due to vacancies
Human Resources	320,400	234,426	0	320,400	325,160	329,740	329,740	Potential underspend against Training. This will be carried forward into 2018/19
Three Rivers House	339,480	239,141	0	339,480	354,480	354,480	354,480	Budget is be fully spent
Basing House	3,350	0	0	3,350	(4,650)	(10,650)	(10,650)	Budget is be fully spent
Director of Finance	62,770	55,342	0	62,770	64,540	66,930	69,450	Budget is be fully spent
Vacancy Provision	0	0	0	0	(120,000)	(120,000)	(120,000)	This represents a 1% vacancy factor as the budgets assumed a full establishment. This was removed for the current year last cycle when salaries budgets were revised.
Officers Standby	6,140	0	0	6,140	6,140	6,140	6,140	
Finance Shared Services Client	80,800	81,359	0	80,800	78,100	78,230	79,340	A recharge will be made to Watford Borough Council at year end for one officer dedicated 100% to that council.
Internal Audit Shared Services Client	71,460	39,753	0	71,460	71,460	71,460	71,460	Budget is on track. Invoice is outstanding.

Policy & Resources Committee	Medium Term Revenue Budget							
Cost Centre Description	Latest Budget 2017/18	Spend to Period 10	Variances This Month	Forecast Outturn 2017/18	Revenue Forecast 2018/19	Revenue Forecast 2019/20	Revenue Forecast 2020/21	
Council Tax Shared Service	(186,140)	0	0	(186,140)	(186,140)	(186,140)	(186,140)	Income is received at year end
Benefits Shared Services Client	(588,870)	609,297	0	(588,870)	(566,870)	(566,870)	(566,870)	Expected to be on budget, there is a timing difference between payments made to applicants and grant received from the Government
Business Rates Shared Services Client	(107,090)	(12,000)	0	(107,090)	(107,090)	(107,090)	(107,090)	Income of £99k is received at year end
Fraud Shared Services Client	(2,910)	(528)	0	(2,910)	(2,910)	(2,910)	(2,910)	
Insurance Shared Services Client	402,960	420,317	18,000	420,960	402,960	402,960	402,960	Increase renewal costs and premium tax.
Debt Recovery Shared Services Client	(6,140)	(611)	0	(6,140)	(6,140)	(6,140)	(6,140)	
Total	4,912,332	4,980,650	169,820	5,082,152	4,412,412	4,437,607	4,510,189	
Total all Committees	10,950,032	8,519,732	(207,180)	10,742,852	9,749,202	10,081,037	10,329,849	
Interest Received	0	0	25,000	25,000	0	0	0	Reduction in income target due to lower interest rates on short term investments
Total	10,950,032	8,519,732	(182,180)	10,767,852	9,749,202	10,081,037	10,329,849	

Explanation of Revenue Variances Reported This Period 10 (January)			
Leisure, Wellbeing & Health			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2017/18 £
Community Development	Income	Transfer to Leisure Development for Youth Council Funding	(1,000)
Leisure Development	Supplies and Service	Transfer from Community Development for Youth Council Funding	1,000
Cemeteries	Income	Income budget is lower than anticipated	10,000
Active Community Development Fund	Employees	Transfer of agency budget from Sports Development	1,780
Sports Development	Employees	Transfer of agency budget to Active Community Development Fund	(1,780)
TOTAL			10,000
Sustainable Development, Planning & Transport			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2017/18 £
Rent Deposit Guarantee Scheme (Formerly Easy Let)	Income	This includes the final payment for management fees for rent deposit guarantee scheme plus there has been some debts written off where charges have not been recovered.	12,000
Homelessness	Premises	Reduction in payment to private landlords due to lower demand than expected and utilisation of property in South Oxhey.	(280,000)
Development Management	Income	A favourable variance on pre application and planning condition fees	(33,000)
TOTAL			(301,000)
General Public Services & Community Safety			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2017/18 £
Kerbside Recycling	Income	Additional income expected form recycling credits due consistent high performance. Payments received through Alternative Financial Model regarding waste to land-fill sites.	(73,000)
	Supplies and Services	Increase in the cost of disposal of cans and plastics . Due to the fluctuations in the markets, this cost has become volatile and hard to predict.	12,000
Waste Management	Income	Income on miscellaneous sale such as scrap metal previously unbudgeted for.	(8,000)
Environmental Maintenance	Income	Additional income from fixed penalty notices.	(5,000)
Trade Refuse	Income	Excess income received on the collection of Glass, Paper and Card	(12,000)
TOTAL			(86,000)

Policy and Resources			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2017/18 £
Customer Service Centre	Employees	Savings from vacancies	(47,300)
Communication Team	Income	Advertising Income for Three Rivers Times	(7,000)
Miscellaneous Properties	Supplies and Services	Underspend on utilities due to the type of properties being acquired	(1,000)
Office Services	Employees	One - off restructure costs and one additional essential user lump sum car allowance.	10,150
Elections & Electoral Registration	Employees	Consultancy costs of interim Electoral Services Manager (now ended)	26,250
Council Tax	Supplies and Services	Budgets to cover the cost of software maintenance for both Revenues and Benefits	40,000
Benefits & Allowances			(40,000)
Garages & Shops	Supplies and Services	Utilities costs due to the repossession of South Oxhey Shops	1,000
	Income	Increased garage rent collected due to reduction in void losses on unlet units.	(16,980)
Property Investment	Income	Reduction in income budget as income is reported as part of homelessness budget.	214,700
Debt Recovery	Employees	Underspend on staffing budgets due to vacancies.	(28,000)
Insurance	Supplies and Services	Increase renewal costs and premium tax	18,000
			169,820
Income from short term investments	Income	Shortfall in projected income from short term investments	25,000
		TOTAL Variances for Period 10 (January) 2018	(182,180)

Medium Term Capital Investment Programme

MEDIUM TERM CAPITAL INVESTMENT PROGRAMME 2017 - 2021										
Leisure, Wellbeing & Health	Original Budget 2017/18	Latest Budget 2017/18	Spend to end of Period 10 (January)	Forecast Outturn 2017/18	Variance this Period	Request to be rephased	Draft Budget 2018/19	Draft Budget 2019/20	Draft Budget 2020/21	Officers Comments
	£	£	£	£	£	£	£	£	£	
Eastbury Tennis Courts	0	0	0	0	0	0	0	0	0	Scheme completed- Retention monies fully paid
Heritage & Tourism Initiative	20,000	10,210	0	0	(10,210)	10,210	30,210	0	0	This budget will need to be rephased to 2018/19 and will form part of the funding for the Heritage Lottery Fund project
Countryside Management	10,000	10,000	10,000	10,000	0	0	10,000	10,000	10,000	Project completed, budget has been fully spent
Watersmeet Refurb Toilets	0	0	0	0	0	0	24,100	0	0	New Scheme to commence in 2018/19
Leavesden Country Pk - Signage	0	0	0	0	0	0	10,000	0	0	New Scheme to commence in 2018/19
Watersmeet Boiler Replacement	48,000	48,000	39,302	43,000	(5,000)	5,000	5,000	0	0	£5,000 to be rephased as retention payment to 2018/19. Remaining budget will be spent this year
Aquadrome	21,000	21,000	15,897	21,000	0	0	21,000	21,000	21,000	Budget is expected to be fully spent
Allotments	5,000	5,000	5,446	5,000	0	0	5,000	5,000	5,000	Work in progress on track to be fully spent
Bury Lake Young Mariners	750,000	0	0	0	0	0	1,000,000	0	0	This will be a loan of a £1,000,000 over 50 years. Presently there is no commencement date. The entire budget has been rephased into 2018/19
Scotsbridge - Chess Habitat	17,388	6,000	6,000	6,000	0	0	11,390	0	0	Remaining budget has been rephased in 2018/19
South Oxhey Leisure Centre	60,000	77,850	44,384	77,850	0	0	30,000	0	0	The majority of this budget is for external legal and leisure consultant support for Leisure Management Contract Procurement. £30,000 has been rephased into 2018/19
Buildings Improvements	50,000	50,000	30,239	50,000	0	0	50,000	50,000	0	Work in progress . Budget is on track to be spent
Cemetery Car Park	95,000	95,000	20,273	20,270	(74,730)	74,730	74,730	0	0	Budget to be rephased as only recently gained planning permission. Scheme to commence in 2018/19
Capital Grants & Loans	60,000	135,650	36,382	135,650	0	0	20,000	20,000	20,000	Awaiting member decisions
Watersmeet Air Conditioning & Heating	0	3,000	0	3,000	0	0	0	0	0	Work has been completed- awaiting final invoice
Access Improvements	50,000	81,450	14,710	81,450	0	0	59,000	50,000	50,000	Expecting an invoice of £63k from the supplier. This budget is expected to be fully spent
Leavesden Management Plan	0	0	0	0	0	0	200,000	0	0	The £200,000 is the Council contribution towards the Café at Leavesden County Park and will only be paid at the end of the project. The project being managed by YMCA is due to be completed in May 2018.

Leisure, Wellbeing & Health	Original Budget 2017/18	Latest Budget 2017/18 incl. rephasing	Spend to end of Period 10 (January)	Forecast Outturn 2017/18	Variance this Period	Request to be rephased	Draft Budget 2018/19	Draft Budget 2019/20	Draft Budget 2020/21	Officers Comments
	£	£	£	£	£	£	£	£	£	
Tractor for Leisure Venues	0	25,000	0	25,000	0	0	0	0	0	Tractor has been ordered- awaiting invoice to be paid. This will be fully spent
Improve Play Area - Future Schemes	50,000	195,110	149,290	149,690	(45,420)	45,420	360,420	100,000	100,000	Play Project due to be delivered in April / May 2018. Some of this budget has been rephased
New Play Area-Chorleywood	0	0	0	0	0	0	102,320	0	0	
Energy Performance Certificate	4,000	4,000	1,391	2,500	(1,500)	1,500	3,500	2,000	2,000	Due to changes in legislation these will be required for properties in South Oxhey. Legislation changes take place week commencing 1st April 2018. £1,500 to be rephased
Cemetery - Whole Life Costing	5,000	15,000	8,677	10,480	(4,520)	4,520	9,520	5,000	5,000	Budget to be rephased as will be used for cemetery car park project
Aquadrome - Whole Life Costing	10,000	8,540	0	8,540	0	0	10,000	10,000	10,000	Work in progress on track to be spent
Replacement of Grounds Maintenance Vehicles	334,525	211,210	47,345	47,350	(163,860)	163,860	386,860	323,000	93,000	Tenders on-going and will not come to fruition until 2018/19 - Budgets to be rephased
Watersmeet - Whole Life Costing	15,000	15,000	12,248	15,000	0	0	15,000	15,000	15,000	Project is almost complete - final invoice to be paid imminently
Pavilions - Whole Life Costing	10,000	21,560	5,878	21,560	0	0	10,000	10,000	10,000	Work plan is in place- budget is expected to fully spent
Fairway Inn - Whole Life Costing	2,000	2,000	0	2,000	0	0	2,000	2,000	0	Work in progress on track to be spent
Scotsbridge Sports Pitch	0	0	0	0	0	0	50,000	0	0	Awaiting sign off documentation between Sport England and Rickmansworth Hockey Club. £50,000 has been rephased to 2018/19.
Batchworth Lake Access Improvements	277,000	277,000	203,053	277,000	0	0	0	0	0	Awaiting invoice from contractor. This budget would be fully spent by then end of the financial year
Aquadrome Ultra Sound Units	52,000	53,460	53,443	53,460	0	0	0	0	0	Scheme Completed
TOTAL	1,945,913	1,371,040	704,110	1,065,800	(305,240)	305,240	2,500,050	623,000	341,000	

Sustainable Development, Planning & Transport	Original Budget 2017/18	Latest Budget 2017/18 incl. rephasing	Spend to end of Period 10 (January)	Forecast Outturn 2017/18	Variance this Period	Request to be rephased	Draft Budget 2018/19	Draft Budget 2019/20	Draft Budget 2020/21	Officers Comments
	£	£	£	£	£	£	£	£	£	
Cycle Schemes	25,000	6,670	4,994	6,670	0	0	75,000	25,000	25,000	Annual work programme includes nine schemes of which four are deliverable, outline costed, waiting consents. £50,000 has been rephased in 2018/19
Disabled Parking Bays	5,000	2,500	0	2,500	0	0	2,500	2,500	2,500	
Controlled Parking	50,000	182,000	22,755	182,000	0	0	50,000	50,000	50,000	Compliance checks to be instructed imminently (approx £70k)
Princes Trust - Business Start-up	10,000	10,000	0	10,000	0	0	10,000	10,000	10,000	Memorandum of Understanding is in place to contribute to the princes trust scheme. The invoice is expected at the end of the year. This will be fully spent in 2017/18
Listed Building Grants	5,000	500	0	500	0	0	5,000	5,000	5,000	A £500 grant approved and will be paid by end of financial year.
South Oxhey Initiative	400,000	431,340	131,769	431,340	0	0	100,000	0	0	The scheme is on going. £100,000 has been rephased into 2018/19 for legal and management fees. Any unspent monies will be rephased into 2018/19- this will be determined at year end.
Parking Bays & Verge Protection	40,000	0	0	0	0	0	152,000	60,000	60,000	Budget has been rephased into 2018/19
Highways Enhancements	50,000	22,200	11,313	22,200	0	0	90,000	50,000	50,000	HCC determine their schemes from Jan to June each year. Members are be consulted on their preferences for schemes before this is proposed to HCC., It is too late to get HCC approval on this scheme for 2017/18. £40k of the budget has already been rephased into 2018/19
Bus Shelters	16,000	16,000	0	0	(16,000)	16,000	25,000	9,000	9,000	Two shelter locations agreed. Costs not yet confirmed and as utility service works may exceed half of budget, there is potential for this to reduce to one location. It is proposed that this budget be rephased into 2018/19
Parking Contract	0	46,250	0	46,250	0	0	0	0	0	Required for one off set up costs of new contract with Hertsmere BC

Sustainable Development, Planning & Transport	Original Budget 2017/18	Latest Budget 2017/18 incl. rephasing	Spend to end of Period 10 (January)	Forecast Outturn 2017/18	Variance this Period	Request to be rephased	Draft Budget 2018/19	Draft Budget 2019/20	Draft Budget 2020/21	
	£	£	£	£	£	£	£	£	£	
Retail Parades	30,000	100,750	4,218	5,220	(95,530)	95,530	125,530	30,000	30,000	Rapid Electric Charging points agreed, to be procured and project implemented by early March 2018. Delta Gain retail parade refurbishment. Design agreed in principle and works to start in late March. It is proposed that this budget be rephased into 2018/19
Carbon Neutral Council	0	0	0	0	0	0	2,000	0	0	New scheme to commence in 2018/19
Rickmansworth Work Hub	25,000	6,000	5,992	6,000	0	0	39,000	0	0	Planned works- unlikely to be completed in 2017/18. £39k has been partially rephased into 2018/19
Disabled Facilities Grants	500,000	654,640	287,530	654,640	0	0	500,000	500,000	500,000	This is a demand led budget with referrals coming from Herts County Council
Home Repairs Assistance	5,000	5,000	0	5,000	0	0	10,000	10,000	10,000	Demand led budget.
Car Park Restoration	45,000	45,000	0	15,000	(30,000)	30,000	40,000	10,000	10,000	Invoices are expected from Watford Borough Council for works already completed. These are expected to cost £10k. It is estimated that another £5k will be spent before year end. £30k budget is to be rephased into future years
Renovation Grants	10,000	3,000	0	3,000	0	0	0	0	0	Demand led budget.
Estates, Paths & Roads	35,000	35,000	26,106	35,000	0	0	20,000	20,000	20,000	There is a £7,000 commitment on this budget. This budget is expected to be fully spent by year end
TRDC Footpaths & Alleyways	20,000	20,000	0	5,000	(15,000)	15,000	35,000	20,000	20,000	Planned works at Shepherds Road are disputed at present. £15k to be rephased into 2018/19
Temporary Accommodation Rickmansworth	1,180,000	1,107,430	106,270	307,430	(800,000)	800,000	858,300	0	0	The projected start date of the project is Q2 of 2018 subject to agreement of contract. £800k to be carried forward into 2018/19
Temporary Accommodation-Other sites	1,260,000	100,000	0	100,000	0	0	2,160,000	0	0	This is for the construction of the 34 units of temporary accommodation. Construction is expected to commence Quarter 2 of 2018.
Parking Pay & Display Machines	50,000	50,000	0	50,000	0	0	50,000	0	0	£50,000 has been committed, new P&D machines to be delivered in March.
TOTAL	3,761,000	2,844,280	600,948	1,887,750	(956,530)	956,530	4,349,330	801,500	801,500	

General Public Services & Community Safety	Original Budget 2017/18	Latest Budget 2017/18 incl. rephasing	Spend to end of Period 10 (January)	Forecast Outturn 2017/18	Variance this Period	Request to be rephased	Draft Budget 2018/19	Draft Budget 2019/20	Draft Budget 2020/21	Officers Comments
	£	£	£	£	£	£	£	£	£	
Replace Plant & Vehicles	25,000	25,000	14,789	25,000	0	0	25,000	25,000	25,000	This budget will be fully spent
Waste Services Depot	0	0	0	0	0	0	493,800	0	0	
Bulk Domestic Waste	30,000	50,000	14,036	50,000	0	0	10,000	10,000	15,000	More waste bins have been ordered. It is expected that this budget will be fully spent
Waste & Recycling Vehicles	305,000	816,990	493,015	493,020	(323,970)	323,970	798,970	310,000	500,000	Unspent Budget to be rephased, demonstrations have and continue to be held on new vehicles with acquisition to be in 2018/19
Street Furnishings	10,000	5,000	3,081	5,000	0	0	15,000	10,000	10,000	Budget is expected to fully spent
Paladin Bins	25,000	48,350	28,482	44,670	(3,680)	3,680	28,680	25,000	25,000	Part of budget to be rephased as anticipated increase in demand in South Oxhey regeneration scheme
TOTAL	395,000	945,340	553,403	617,690	(327,650)	327,650	1,371,450	380,000	575,000	

Policy & Resources	Original Budget 2017/18	Latest Budget 2017/18 incl. rephasing	Spend to end of Period 10 (January)	Forecast Outturn 2017/18	Variance this Period	Request to be rephased	Draft Budget 2018/19	Draft Budget 2019/20	Draft Budget 2020/21	Officers Comments
	£	£	£	£	£	£	£	£	£	
Professional Fees-Internal	226,590	226,590	0	226,590	0	0	226,590	226,590	226,590	Capital funding for the revenue cost of in-house surveyors will be transferred at the end of the financial year.
Election Equipment	10,000	10,000	373	4,000	(6,000)	6,000	18,000	6,000	6,000	Further rephasing in 2018/19 for equipment to be purchased in 2018/19
Members' IT Equipment	14,060	25,920	25,919	25,920	0	0	0	16,260	16,260	This budget has been fully spent
Chorleywood House Estate	0	12,900	0	0	(12,900)	12,900	12,900	0	0	Work to commence in 2018/19.
ICT-Managed Service - Project Costs	60,000	254,380	0	254,380	0	0	60,000	60,000	60,000	Will be spent by March 2018 on Core Infrastructure resources
Garage Improvements	25,000	7,960	7,656	7,960	0	0	248,000	225,000	225,000	
ICT - TRDC - Licence Costs	100,000	81,340	82,924	81,340	0	0	300,000	100,000	100,000	Budget has been fully spent.
Customer Contact Programme	0	15,000	9,208	15,000	0	0	82,500	0	0	Implementation timeline has been extended and full costs will occur later than originally anticipated as only charged once relevant part goes live.
ICT Website Development	0	0	0	0	0	0	14,870	0	0	This budget has been rephased into 2018/19 as implementation is delayed due to staff resources
ICT Elections	15,000	15,000	14,142	15,000	0	0	16,000	17,000	17,000	This budget will be fully spent
ICT Hardware Replacement	45,000	263,710	193,438	223,710	(40,000)	40,000	85,000	45,000	45,000	The 2017/18 budget will be spent on core infrastructure transformation £40k to be rephased into 2018/19
TRH Whole Life Costing	103,000	193,000	104,107	152,000	(41,000)	41,000	184,000	98,000	135,000	Budget to be partly rephased- estimated additional spend of £60k is expected to be spent on the refurbishment of toilets and new carpets.
35-37 Oxhey Drive - Whole Life Costing	0	4,400	0	0	(4,400)	4,400	4,400	0	0	The building now has tenants and TRDC has a small office space. This may be temporary and we may need to carry out works at a later date. Therefore budget to be rephased into 2018/19.

Policy & Resources	Original Budget 2017/18	Latest Budget 2017/18 incl. rephasing	Spend to end of Period 10 (January)	Forecast Outturn 2017/18	Variance this Period	Request to be rephased	Draft Budget 2018/19	Draft Budget 2019/20	Draft Budget 2020/21	Officers Comments
	£	£	£	£	£	£	£	£	£	
Basing House - Whole Life Costing	2,000	2,000	0	2,000	0	0	2,000	2,000	2,000	Work plan in place- budget is expected to be fully spent
Investment Property - Shops	0	11,900	(160)	11,900	0	0	0	0	0	Aligned to South Oxhey initiative for essential works required for decant process. Any unspent monies will be carried into 2018/19 at year end.
ICT- Land Charges	0	8,750	0	8,750	0	0	0	0	0	£5k invoice for the Document imaging system (IDOX) is yet to be paid as it is dispute.
Installation Solar system TRH	0	2,500	0	2,500	0	0	0	0	0	This budget will be used to reinstall the solar panels on the roof of three rivers house which have been temporarily taken down for the roof repairs. It is expected that this budget would be fully spent
FMS Upgrade	0	58,000	57,391	58,000	0	0	0	0	0	Invoice has been raised to Watford Borough Council for a share of the costs to date
IT Modernisation (Road Map)	0	117,000	117,000	117,000	0	0	420	0	0	This budget has been fully spent. Any additional monies will be used to support mobile/flexible working projects
Business Application Upgrade	90,000	68,000	81,382	68,000	0	0	200,000	90,000	90,000	
ICT Modernisation	40,000	91,610	0	31,610	(60,000)	60,000	100,000	40,000	40,000	Core infrastructure costs still to come for active directory migration consultancy services. Quest licences and floor walker before March 2018, therefore remainder likely to be spent.
Community CCTV	6,000	6,000	0	0	(6,000)	6,000	27,000	6,000	6,000	Expenditure delayed due to delayed procurement process. This budget is to be wholly rephased into 2018/19
Property Investment Board	0	670,940	1,681,086	1,681,100	1,010,160	(1,010,160)	18,318,900	0	0	£1m loan to Three Rivers Homes to carry out work to the Grapevine site. This loan will be repaid.
TOTAL	736,650	2,146,900	2,374,467	2,986,760	839,860	(839,860)	19,900,580	931,850	968,850	
TOTAL Capital	6,838,563	7,307,560	4,232,928	6,558,000	(749,560)	749,560	28,121,410	2,736,350	2,686,350	
SOUTH OXHEY INITIATIVE										
South Oxhey Initiative	10,766,000	11,277,040	8,796,363	11,277,040	0	0	3,171,776	0	0	This is an ongoing scheme, any unspent monies will be rephased into 2018/19. This will be determined at year end. Budget spend is dependant on completion of property acquisitions or agreement of compensation values for commercial interests.
TOTAL	10,766,000	11,277,040	8,796,363	11,277,040	0	0	3,171,776	0	0	
LEISURE FACILITY AT SOUTH OXHEY										
Leisure facility at South Oxhey	0	0	0	0	0	0	8,600,000	0	0	This is part of the new Leisure Facilities Management Contract which has been procured as a Design, Build, Operate & Maintain (DBOM) contract. The new facility replaces the existing leisure facility (The Centre) and will also include a swimming pool. The Council will fund the construction with the capital costs being met from the revenue management fee.
TOTAL Capital	17,604,563	18,584,600	13,029,291	17,835,040	(749,560)	749,560	39,893,186	2,736,350	2,686,350	

Explanation of Variances Reported this Period - Capital

APPENDIX 4

Explanation of Capital Variances Reported This Period 10 (January)					
Leisure, Wellbeing & Health					
Description	Details of Outturn Variances to Latest Approved Budget	2017/18 £	2018/19 £	2019/20 £	2019/20 £
Heritage & Tourism Initiative	This budget is to be rolled forward to 2018/19 and will form part of the funding for the Heritage Lottery Fund project	(10,210)	10,210	0	0
Watersmeet Boiler Replacement	£5k to be carried forward as retention payment to 2018/19.	(5,000)	5,000	0	0
Cemetery Car Park	Planning permission was recently granted and the scheme is due to commence in 2018/19. Budget to be rephased	(74,730)	74,730	0	0
Improve Play Area - Future Schemes	Play Project due to be delivered in April / May 2018. A fraction of the budget has been rephased	(45,420)	45,420	0	0
Energy Performance Certificate	Due to changes in legislation these will be required for properties in South Oxhey. Legislation changes commence on 1st April 2018.	(1,500)	1,500	0	0
Cemetery - Whole Life Costing	This budget will be used as part of the Cemeteries Car Park project due to commence in 2018.	(4,520)	4,520	0	0
Replacement of Grounds Maintenance Vehicles	Tenders are on-going but is not likely to lead to the order of any vehicles in 2017/19. - Budgets to be rephased to 2018/19	(163,860)	163,860	0	0
TOTAL		(305,240)	305,240	0	0
Sustainable Development, Planning & Transport					
Description	Details of Outturn Variances to Latest Approved Budget	2017/18 £	2018/19 £	2019/20 £	2019/20 £
Bus Shelters	Two shelter locations have been agreed. Costs are yet to be confirmed. It is also likely that utility service works may exceed half of budget. It is proposed that this budget be rephased into 2018/19	(16,000)	16,000	0	0
Retail Parades	This budget will be used to fund 2 Schemes :- Rapid Electric Charging points:- This is been agreed and will be procured and project implemented by early March 2018. Delta Gain retail parade refurbishment :- Design has been agreed in principle and works to start in late March 2018 It is proposed that this budget be rephased in 2018/19.	(95,530)	95,530	0	0
TRDC Footpaths & Alleyways	Planned works at Shepherds Road are disputed at present. £15k to be rephased into 2018/19	(15,000)	15,000	0	0
Temporary Accommodation Rickmansworth	The projected start date of the project is Q2 of 2018 subject to agreement of contract. £800k to be carried forward into 2018/19	(800,000)	800,000	0	0
Car Park Restoration	Invoices are expected from Watford Borough Council for works already completed. These are expected to cost £10k. It is estimated that another £5k will be spent in 2017/18. £30k budget is to be rephased into 2018/19	(30,000)	30,000	0	0
TOTAL		(956,530)	956,530	0	0

General Public Services & Community Safety					
Description	Details of Outturn Variances to Latest Approved Budget	2017/18 £	2018/19 £	2019/20 £	2019/20 £
Waste & Recycling Vehicles	Budget to be rephased, demonstrations have and continue to be held on new vehicles with acquisition expected in 2018/19	(323,970)	323,970	0	0
Paladin Bins	A fraction of the budget is to be rephased as there is anticipated increase in demand in South Oxhey regeneration scheme	(3,680)	3,680	0	0
	TOTAL	(327,650)	327,650	0	0
Policy and Resources					
Description	Details of Outturn Variances to Latest Approved Budget	2017/18 £	2018/19 £	2019/20 £	2019/20 £
Election Equipment	Budget to be rephased for equipment to be purchased in 2018/19	(6,000)	6,000	0	0
Chorleywood House Estate	It is unlikely budget will be spent in 2017/18. This budget will be rephased into 2018/19	(12,900)	12,900	0	0
ICT Hardware Replacement	This budget will be spent on core infrastructure transformation £40k to be rephased into 2018/19	(40,000)	40,000	0	0
TRH Whole Life Costing	Budget to be partly rephased- estimated additional spend of £60k is expected to be spent on the refurbishment of toilets and new carpets.	(41,000)	41,000	0	0
35-37 Oxhey Drive - Whole Life Costing	This budget is to be rephased into 2018/19 to fund any additional work required within the property.	(4,400)	4,400	0	0
ICT Modernisation	This budget is to be partly rephased. Invoices for Core infrastructure costs still to come for active directory migration consultancy services, Quest licences and floor walker is expected by March 2018.	(60,000)	60,000	0	0
Community CCTV	Budget to be rephased due to a delay in the procurement process.	(6,000)	6,000	0	0
Property Investment Board	Loan to Three Rivers Homes to carry out work to the Grapevine site.	1,010,160	(1,010,160)		
	TOTAL	839,860	(839,860)	0	0
	Total Variances for Period 10 January 2018	(749,560)	749,560	0	0

Key Budget Indicators – Income Streams

APPENDIX 6

Service	Month	2014/15		2015/16		2016/17		2017/18	
		£	Volume	£	Volume	£	Volume	£	Volume
Land & property Charges Searches	April	(9,397)	140	(9,970)	158	(6,921)	108	(7,075)	103
	May	(9,878)	144	(9,864)	128	(8,968)	120	(9,164)	129
Volume = No. of Searches	June	(9,995)	140	(11,356)	175	(7,733)	116	(11,207)	153
	July	(12,743)	167	(11,496)	149	(6,767)	98	(7,341)	107
	August	(8,817)	143	(7,778)	108	(8,135)	116	(7,501)	113
	September	(9,300)	122	(9,220)	129	(6,274)	89	(9,210)	130
	October	(9,658)	151	(8,086)	108	(7,614)	107	(9,850)	125
	November	(8,329)	139	(9,191)	129	(9,391)	104	(8,657)	110
	December	(7,604)	103	(7,273)	98	(7,749)	86	(9,927)	93
	January	(4,833)	76	(5,362)	78	(2,089)	74	(6,051)	88
	February	(7,775)	118	(7,225)	99	(9,698)	98		
	March	(11,559)	0	(10,559)	127	(7,450)	101		
	Total	(109,888)	1,443	(107,380)	1,486	(88,789)	1,217	(85,982)	823

Comments: The latest budget is £100,010. These figures include all types of searches that are charged at different rates. There has been an increase in the number of searches of approximately 10.5% compared with the same period last year.

Service	Month	2014/15		2015/16		2016/17		2017/18	
		£	Volume	£	Volume	£	Volume	£	Volume
Car Park Enforcement PCN	April	(21,374)	321	(22,098)	261	(25,593)	338	(19,359)	340
	May	(14,718)	295	(15,099)	247	(17,796)	331	(17,596)	262
Volume = No. of tickets issued	June	(13,861)	304	(13,731)	316	(21,528)	346	(15,417)	277
	July	(21,285)	355	(21,102)	349	(26,589)	375	(18,263)	293
	August	(14,534)	366	(13,986)	302	(16,241)	375	(15,291)	334
	September	(27,112)	310	(18,195)	363	(26,209)	356	(21,977)	332
	October	(32,467)	319	(17,477)	391	(20,590)	383	(22,172)	305
	November	8,932	369	(15,831)	325	(19,385)	334	(26,283)	305
	December	(14,255)	382	(12,625)	293	(17,017)	415	(13,915)	331
	January	(16,009)	298	(17,992)	320	(20,014)	386	(18,955)	341
	February	(15,509)	326	(18,037)	356	(20,878)	359		
	March	(23,105)	0	(21,418)	379	(32,714)	414		
	Total	(205,297)	3,645	(207,591)	3,902	(264,554)	4,412	(189,229)	3,120

Comments: The latest budget is £200,000 which includes Penalty Charge Notices (PCN's) and Residents & Visitors permits. 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.

Car Park Enforcement		Month	2014/15		2015/16		2016/17		2017/18	
Long Term Pay & Display Tickets			£	Volume	£	Volume	£	Volume	£	Volume
		April	(8,340)	3,294	(8,624)	3,249	(7,364)	3,234	(10,130)	2,980
	<i>Volume= No. of tickets issued</i>	May	(8,831)	3,202	(10,439)	3,507	(7,928)	3,325	(6,950)	2,761
		June	(8,280)	3,266	(9,123)	3,320	(7,492)	3,677	(10,612)	3,418
		July	(8,128)	4,194	(10,536)	3,391	(9,183)	2,862	(9,052)	2,785
		August	(7,423)	3,195	(8,158)	3,205	(7,514)	3,923	(8,460)	3,041
		September	(2,062)	3,498	(7,546)	3,972	(9,558)	3,138	(10,201)	2,782
		October	0	0	(9,558)	3,612	(7,214)	2,527	(10,432)	3,080
		November	(27,133)	7,261	(8,121)	3,379	(7,450)	4,252	(10,372)	3,743
		December	(9,052)	4,402	(8,349)	4,277	(9,322)	3,374	(12,969)	2,890
		January	(7,729)	2,574	(8,562)	2,496	(10,687)	3,336	(6,319)	2,895
		February	(12,579)	3,640	(6,629)	3,500	(9,760)	3,235		
		March	(7,250)	0	(13,211)	4,216	(9,821)	3,268		
		Total	(106,807)	38,526	(108,856)	42,124	(103,293)	40,151	(95,497)	30,375

Comments: The latest 2017/18 budget is £104,650 . 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.

Development Management		Month	2014/15		2015/16		2016/17		2017/18	
Application Fees			£	Volume	£	Volume	£	Volume	£	Volume
		April	(59,565)	167	(24,850)	155	(30,951)	173	(36,351)	171
	<i>Volume = No. of Applications</i>	May	(35,214)	120	(43,346)	136	(33,000)	150	(58,783)	182
		June	(20,074)	137	(30,839)	156	(25,720)	155	(44,355)	174
		July	(24,085)	150	(97,374)	153	(54,534)	173	(70,547)	171
		August	(19,207)	115	(23,016)	117	(33,823)	149	(25,335)	163
		September	(23,825)	130	(259,166)	108	(22,277)	160	(23,822)	153
		October	(16,873)	137	(30,416)	145	(47,494)	144	(105,679)	150
		November	(35,746)	106	(40,981)	122	(48,334)	136	(23,202)	146
		December	(44,244)	133	(58,336)	123	(183,750)	150	(47,014)	131
		January	(36,860)	137	(32,081)	119	(38,085)	160	(34,858)	161
		February	(41,780)	121	(48,275)	159	(46,772)	153		
		March	(22,600)	0	(41,177)	160	(33,943)	175		
		Total	(380,073)	1,453	(729,857)	1,653	(598,683)	1,878	(469,945)	1,306

Comments: The latest 2017/18 budget is £580,210. 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.

Service	Month	2014/15		2015/16		2016/17		2017/18	
		£	Volume	£	Volume	£	Volume	£	Volume
Trade Refuse Fees	April	(232,534)	605	(283,252)	631	(258,321)	611	(263,228)	622
	May	500	0	(1,740)	1	(235)	0	(209)	0
<i>Volume = No. of Clients</i>	June	(1,153)	5	(2,049)	2	160	0	(1,038)	0
	July	(2,504)	14	(931)	0	(1,213)	(3)	(441)	0
	August	(1,042)	1	(235)	0	(604)	3	(412)	0
	September	(4,844)	1	(11,868)	0	(897)	(3)	(6,035)	0
	October	(236,625)	0	(287,980)	0	(256,828)	0	(261,649)	622
	November	1,656	(1)	(5,386)	0	(415)	(4)	(1,371)	0
	December	(1,539)	1	(1,788)	0	(727)	3	(502)	0
	January	(2,237)	3	1,764	0	679	0	(7,759)	0
	February	(970)	2	(7,593)	0	9	0		
	March	30,962	0	(2,190)	0	(6,604)	0		
	Total	(450,330)	631	(603,248)	634	(524,995)	607	(542,643)	1,244

Comments: The latest 2017/18 budget is £578,020. 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

Service	Month	2014/15		2015/16		2016/17		2017/18	
		£	Volume	£	Volume	£	Volume	£	Volume
Garden Waste Charge	April	0	n/a	0	n/a	(450)	18	(770,319)	17,996
	May	0	n/a	0	n/a	(197,125)	7,074	(29,917)	2,990
<i>Volume = No. of Residents</i>	June	0	n/a	0	n/a	(199,525)	7,479	(18,996)	766
	July	0	n/a	0	n/a	(122,770)	4,661	(9,612)	238
	August	0	n/a	0	n/a	(38,620)	1,508	(7,083)	200
	September	0	n/a	0	n/a	(15,060)	553	(3,509)	78
	October	0	n/a	0	n/a	(7,005)	135	(3,326)	137
	November	0	n/a	0	n/a	(3,435)	108	(1,329)	46
	December	0	n/a	0	n/a	(1,120)	42	(515)	26
	January	0	n/a	0	n/a	(90)	5	(419)	25
	February	0	n/a	0	n/a	(70)	0		
	March	0	n/a	0	n/a	70	0		
	Total					(585,200)	21,583	(845,024)	22,502

Comments: The latest 2017/18 budget is £841,000 This is a new service, commenced in July 2016. The standard charges for 2017/18 are £35 for the first bin and £70 for a second bin. Customers in receipt of benefits pay a concession fee of £28 for the first bin

Service	Month	2014/15		2015/16		2016/17		2017/18		
Garages		£	Volume	£	Volume	£	Volume	£	Volume	
Rent	April	(42,068)	14%	(43,738)	12%	(70,154)	15%	(67,608)	8%	
	May	(53,027)	13%	(42,726)	12%	(55,702)	15%	(85,083)	8%	
<i>Volume = % of voids</i>	June	(42,743)	13%	(53,920)	12%	(53,885)	17%	(65,861)	8%	
	July	(42,477)	12%	(43,453)	12%	(57,170)	16%	(83,667)	9%	
	August	(53,601)	12%	(43,825)	12%	(69,066)	16%	(67,761)	8%	
	September	(43,260)	12%	(55,405)	12%	(54,692)	16%	(67,730)	8%	
	October	(43,217)	12%	(44,104)	12%	(70,735)	15%	(84,937)	7%	
	November	(53,155)	12%	(55,026)	12%	(56,649)	14%	(68,168)	7%	
	December	(43,318)	12%	(44,189)	12%	(57,985)	12%	(68,150)	5%	
	January	(41,022)	11%	(44,022)	12%	(72,720)	5%	(84,921)	5%	
	February	(39,683)	12%	(57,046)	11%	(57,973)	5%			
	March	(50,587)	12%	(42,140)	13%	(57,858)	5%			
	Total		(548,158)		(569,593)		(734,587)		(743,885)	

Comments: The latest 2017/18 budget is £862,910. A two tier rent increase was applied in April 2017, with the lower level applied to those in the more difficult to let areas. There are currently 1,144 rentable garages with an average rent of £16.12 Most months have four week's rent but some have five. Garages that have been empty awaiting demolition or demolished have been disregarded from the void calculation in January. The new void percentage is based on the rentable stock only. Services are currently projecting an outturn income position of £726,905 for 2017/18.

Service	Month	2014/15		2015/16		2016/17		2017/18	
Shops		£	Volume	£	Volume	£	Volume	£	Volume
Rent	April	(142,705)	n/a	(139,533)	n/a	(129,692)	n/a	(116,148)	n/a
	May	(6,459)	n/a	(5,358)	n/a	(3,688)	n/a	(3,522)	n/a
	June	(136,084)	n/a	(135,217)	n/a	(125,485)	n/a	(106,077)	n/a
	July	(7,570)	n/a	(3,004)	n/a	0	n/a	(5,689)	n/a
	August	(16,813)	n/a	(4,049)	n/a	0	n/a	(3,688)	n/a
	September	(133,427)	n/a	(134,933)	n/a	(118,482)	n/a	(124,784)	n/a
	October	(5,006)	n/a	(5,128)	n/a	(3,509)	n/a	(4,176)	n/a
	November	(13,213)	n/a	4,532	n/a	(2,688)	n/a	(1,513)	n/a
	December	(134,962)	n/a	(122,345)	n/a	(112,732)	n/a	(107,040)	n/a
	January	12,066	n/a	(14,815)	n/a	(20,690)	n/a	(21,833)	n/a
	February	(5,816)	n/a	(3,688)	n/a	(4,994)	n/a		
	March	(10,109)	n/a	0	n/a	(3,254)	n/a		
	Total		(600,098)		(563,537)		(525,213)	0	(494,471)

Comments: The latest 2017/18 budget is £490,850. There are 90 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. Under the South Oxhey redevelopment 67 of shops will be demolished on a phased basis. The budgetary effect has been built into the medium term financial plan.

Budgetary Risk

APPENDIX 7

Risk No.	Type of Risk	Comment	Risk Impact	Risk Likelihood
7	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.	IV	D
8	Revenue balances insufficient to meet estimate pay award increases	The medium term planning period takes into account a 2% increase for the period 2017/18 to 2020/21	III	D
9	Revenue balances insufficient to meet other inflationary increases	Other than contractual agreements, budgets have been cash limited where possible.	II	D
10	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.	III	C
11	Inaccurate estimates of fees and charges income	See Key Budget Indicators shown in the latest Budget Monitoring report	V	E
12	Revenue balances insufficient to meet loss of partial exemption for VAT	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vat able expenditure, then the Council may lose its ability to recover VAT on all of its exempt inputs. <i>Three Rivers House has now been given the opt to tax status which reduces this risk and means all lettings are now subject to VAT.</i>	II	E
13	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	IV	E

14	The Council is faced with potential litigation and other employment related risks	The Council has no outstanding litigation cases.	III	E
15	The amount of government grant is adversely affected	The grant settlement has been factored into the MTFP. The Council decided to accept the Government's offer of a four year settlement.	II	E
16	Localising support for council tax	The introduction of universal credits and the localising of support for Council Tax will substantially alter the administering of Housing and Council Tax Benefits	II	E
17	Right to Buy Receipts & VAT Shelter Receipts	Under the housing stock transfer with Thrive Homes Limited (THL) the Council is entitled to use its share of the proceeds to fund the capital programme. The level of activity on these income streams are outside the Council's control.	IV	E
18	Fluctuations in Business Rates Retention	The Council is legally obliged to cover the first 7.5% loss on its pre-determined baseline level.	IV	C
19	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.	IV	D
20	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.	III	E
21	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. Depending on the availability of sites, successful bids and Government legislation on property investments, it presents a risk to achieving this target	IV	D

Note: The risk numbers relate to the Council's risk register. Risk numbers 1-6 do not relate to finance or budgetary risks.

Matrix Key

		Impact					Likelihood	Impact
		I	II	III	IV	V		
Likelihood	A						A equal to/or > 98%	V = Catastrophic
	B						B = 75% - 97%	IV = Critical
	C			10	18		C = 50% - 74%	III = Significant
	D		9	8	7,19,21		D = 25% - 49%	II = Marginal
	E		12,15,16	14, 20	13,17	11	E = 3% - 24%	I = Negligible

