



BUDGET PANEL

Wednesday, 13th January, 2016

7.00 pm

Town Hall, Watford

Publication date: 5 January 2016

CONTACT

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Sandra Hancock/Ishbel Morren in Democracy and Governance on 01923 278375 or by email to legalanddemocratic@watford.gov.uk .

Welcome to this meeting. We hope you find these notes useful.

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COMMITTEE MEMBERSHIP

Councillor A Khan (Chair)
Councillor A Joynes (Vice-Chair)
Councillors N Bell, S Counter, G Derbyshire, M Hofman, R Martins, M Whitman and
T Williams

AGENDA

PART A - OPEN TO THE PUBLIC

1. APOLOGIES FOR ABSENCE/COMMITTEE MEMBERSHIP

2. DISCLOSURE OF INTERESTS (IF ANY)

3. MINUTES

The minutes of the meeting held on 1 December 2015 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

(All minutes are available on the Council's [website](#).)

4. UPDATE ON ACTIONS (Pages 5 - 6)

The update on actions is attached for the Panel's comments and for sign-off where completed.

5. FINANCE DIGEST 2015/16: PERIOD 8 (Pages 7 - 40)

This report informs the Budget Panel of the expected financial position at the end of the financial year, based on the actual performance at the end of November 2015 (Period 8).

6. FINANCIAL PLANNING: DRAFT REVENUE AND CAPITAL ESTIMATES 2016/2019 AND TREASURY MANAGEMENT STRATEGY 2016-2019 (To Follow)

This document will be circulated separately.

7. DATES OF NEXT MEETINGS

- 23 February 2016

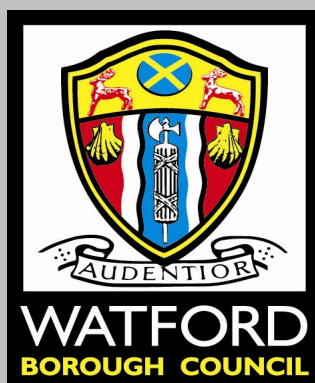
BUDGET PANEL
ACTION LIST

Date of Meeting: 01 December 2015
Contact Officer: Ishbel Morren ext. 8375

Item	Service/Officer/Member	Action	Response
Finance Digest Period 05	Programme Manager	<u>Property Investment Board</u> Provide further information on the sale of 73 to 83b Tolpits Lane, specifically to clarify if this included both the retail units and the accommodation above.	The auction date has been delayed. Once the date has been agreed, the information will be circulated to the Panel.
Finance Digest Period 06	Director of Finance	<u>Outstanding Invoices</u> Include the more detailed analysis of debtors in future finance digests.	It has been agreed to provide a more detailed analysis in the Finance Digests.
	Committee and Scrutiny Support Officer	<u>Town Hall Annexe Relocation</u> Provide further details about which NHS department will be renting the space in the Town Hall annexe.	Further information will be provided to the Panel when this becomes available.
	Director of Finance	<u>Outstanding Debt</u> Look at Council policy in regard to outstanding debt to see if more can be done to reduce current levels.	A fuller discussion of this issue will be held at the next meeting on 23 February 2016.

Item	Service/Officer/Member	Action	Response
	Director of Finance	<p data-bbox="857 140 1227 167"><u>Section 106 Contributions</u></p> <p data-bbox="857 212 1308 355">Provide more information on the Section 106 Contributions included in the Council's capital investment programme.</p>	<p data-bbox="1335 140 2029 209">A fuller discussion of this issue will be held at the next meeting on 23 February 2016.</p>

Date of issue: 05 January 2016



**FINANCE DIGEST
2015/16**

Financial Monitoring at

Period 08

November 2015

Prepared By : Finance Shared Service

Date : 6 January 2016

Contents

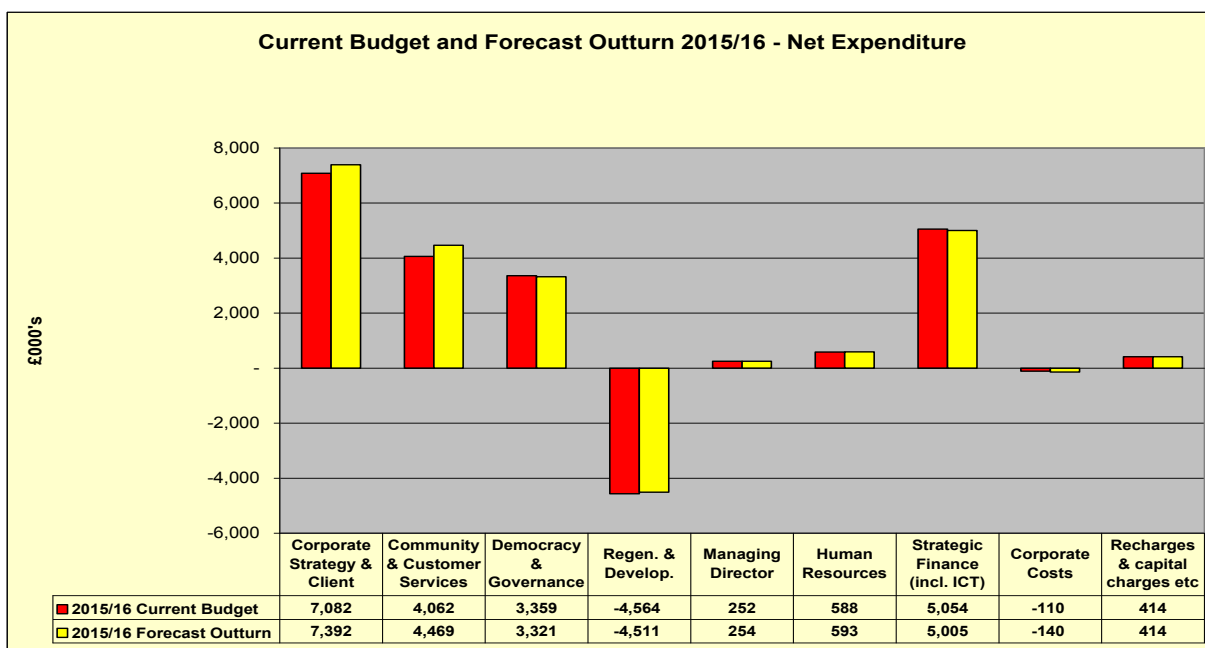
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1 Introduction

- 1.1 The monthly Finance Digest is the Council’s key tool for monitoring the financial performance of the organisation. It is designed to be used by Members, officers and to provide an overview to our customers and residents.
- 1.2 It is essential that the Council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives and that corrective action is taken where necessary.
- 1.3 This document shows the expected financial position at the end of the financial year, based on the actual performance at the end of November 2015 (Period 08).
- 1.4 This document brings together a range of information which ultimately impacts on the Council’s financial performance. This includes budget monitoring and also financial performance indicators which will help the Council predict its position at the end of the financial year.

2 Revenue Budget – Net Expenditure

- 2.1 This section outlines the expected year end position for the Council’s revenue budget. This takes into account both the expenditure incurred and the income received for the running of the day to day services e.g. waste collection, leisure and housing services.
- 2.2 The original 2015/16 budget of £15,176,500 was agreed at Full Council on 28th January 2015. Cabinet agreed carry forward budgets of £1,611,580 of which £961,580 were for revenue, thus increasing the current budget to £16,138,080.
- 2.3 The forecast outturn for the end of the year, as at the end of November 2015, is predicted to be £16,797,000. Some of the increased expenditure will be funded from reserves (£552,000), see **Appendix 2**. In addition a Council Tax surplus of £250,000, which has not previously been reported, is been included in the financing figures which improves the overall financing position. The net position of these changes is a transfer into the economic impact reserve of £141,250. A summary can be found in paragraph 2.5 and a reconciliation to period 7 can be found in paragraph 2.6. Details of the reserves can be found in paragraph 3.2 and **Appendix 6**.
- 2.4 The forecast outturn compared with the current budget is shown in the graph below and further details can be found in **Appendices 1 to 3**. These figures exclude indirect expenditure and income i.e. internal support recharges and capital charges.



2.5 Further details on the variance included in paragraph 2.3 are shown in the table below:

	2015/16 Current Budget	2015/16 Forecast Outturn	Variance
	£000's	£000's	£000's
Corporate Strategy & Client Services	7,082	7,392	310
Community & Customer Services	4,062	4,469	406
Democracy & Governance	3,359	3,321	(38)
Regeneration & Development	(4,564)	(4,511)	54
Managing Director	252	254	2
Human Resources	588	593	5
Strategic Finance (including ICT)	5,054	5,005	(50)
Corporate Costs (interest earned less interest paid)	(110)	(140)	(30)
Recharges, capital charges and accounting adjustments	414	414	0
Total expenditure before adjustments	16,138	16,797	659
Additional expenditure funded from reserves			
Climate Change Reserve	0	40	40
Homeless Prevention Reserve	0	112	112
Exam In Public - LDF Reserve	0	80	80
Projects and Programmed Management (Revenue)	0	320	320
Use of reserves	0	552	552
Total forecast net expenditure, after release of reserves	16,138	16,245	107
Additional Funding			
Council Tax Surplus	0	250	250
Total Forecast Outturn and transfer (to)/from reserves	16,138	15,995	(143)

2.6 Period 7 showed an unfavourable variance of £1,013. The movement between Period 7 and Period 8 reported position can be seen below:

Reconciliation of Period 7 to Period 8	
Period 7 reported position	1,013
Net change in service expenditure period 8	(354)
Net expenditure position period 8	659
Reserve funding period 7	(440)
Additional reserve funding period 8	(112)
Additional funding period 8 - Council Tax surplus	(250)
Period 8 Forecast transfer (to)/from reserves	(143)

2.7 Period 08 shows a net favourable variance of £354,000 on net service expenditure. Those key variances over £20,000 are shown below. Further details of variances can be found at **Appendix 2**.

2.8 Included in this variance is a net increase of £13,030 across the services from the revised salaries estimates. This is broken down as a reduction in staff pay and other staff costs (£462,830) and an increase in agency staff costs of £475,860. This also means that the £95,000 assumed annual savings target relating to vacancies will not be achieved due to the requirement to cover key posts.

Favourable variances

- £121,000 Additional commercial rent income, including new lease for Hospital car park.
- £137,000 Reduction in bed and breakfast accommodation for the homeless.
- £75,000 Reduction in Development Section court costs.
- £30,000 Increase in Interest earned on investments.

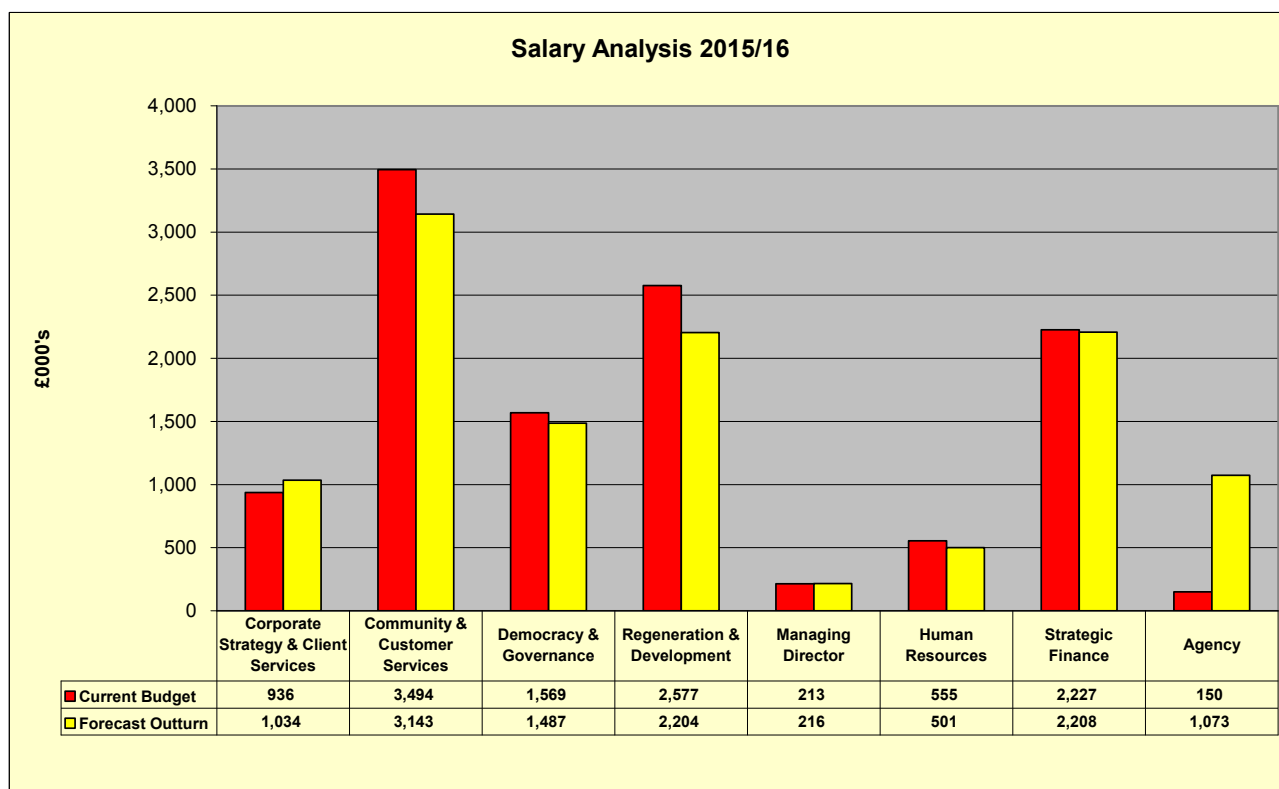
Unfavourable variances

- £95,000 Assumed annual savings target will not be achieved due to requirement to cover key posts this year, see paragraph 2.8 above.

Variances funded from reserves (excluding the Economic Impact reserve)

- £112,000 Part of total overspend on bed and breakfast accommodation to be funded from the Homelessness Prevention reserve.

2.9 Overall staff costs remain close to budget as permanent vacancies are being covered in the short term through agency staff in order to deliver the required level of service. Further information can be found in **Appendix 4**, where salaries for employees and agency staff for cover have been reported separately for each service.



3 Funding and Reserves

Funding

- 3.1 Overall the Council's funding position compared to the current budget has changed by £250,000 being an expected surplus on the Collection Fund. Full details of the current funding position can be seen in **Appendix 5**.

Reserves

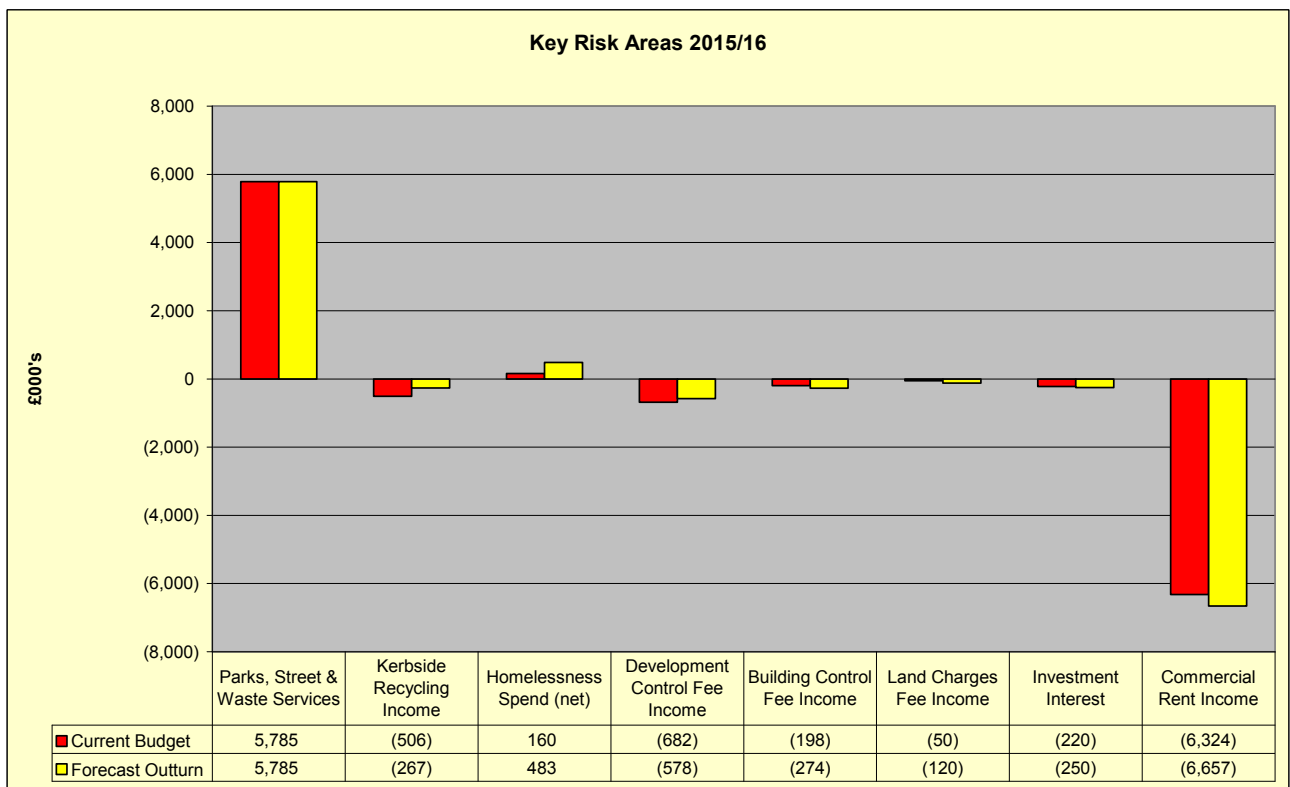
- 3.2 The Council's reserves position can be seen in the table below, and further details can be found in Appendix 6.

Description	Bal B/F as @ 1-Apr-2015	Agreed use of reserves	Previously Reported Movement	Movement Period 08	Total Movement	Forecast Bal. as @ 31-Mar-2016
General Fund Working Balance	-1,350,000	0	0	0	0	-1,350,000
Capital Financing Reserve	-5,541,013	0	994,090	0	994,090	-4,546,923
Earmarked Reserves	-8,084,580	961,580	40,000	112,000	1,113,580	-6,971,000
General Reserves	-8,265,400	0	743,535	-465,750	277,785	-7,987,615
Total Reserves (including GFWB)	-23,240,993	961,580	1,777,625	-353,750	2,385,455	-20,855,538

4 Key Financial Risk Areas

- 4.1 The Council's budget is exposed to some key risk areas; these are generally areas of expenditure where the Council is not in control of the demand for that service, or where there have been income assumptions built into the budget. These risks are regularly monitored and the difference between the latest position and the current budget is shown in the chart below. Further details can be found in **Appendix 7**.

- 4.2 This chart shows how the risk areas are currently performing.



5 Debtors

- 5.1 The table shows the total outstanding debt as at 30 November 2015 was £925,417 of which 30.88% is less than one month old and it is anticipated that this will be recovered. The table also identifies that 56.30% of the outstanding debt is over three months old. See Appendix 9 for extended version of table.
- 5.2 The “over 12 months” category is significant because these amounts are not easily recovered. Further investigation into these balances is being undertaken.

Invoices Outstanding from 1st April 2015 to 30th November 2015										
Service Area	Invoices outstanding by age of debt									
	No. of Invoices	0 - 1 month	2 - 3 months	4 - 6 months	7 - 9 months	10 - 12 months	over 12 months	Instalment Plan	Unallocated Payments	Grand Total
		£	£	£	£	£	£	£	£	£
Corporate Strategy & Client Service	32	923	394	0	0	0	17,041	0	0	18,358
Community & Customer Service	817	63,067	49,973	29,393	9,411	11,088	50,516	5,117	0	218,565
Democracy and Governance	3	240	5,100	0	0	0	0	0	0	5,340
Regeneration and Development	215	221,167	169,140	225,010	16,825	16,566	142,808	100	0	791,615
Managing Director	4	0	4,560	0	0	0	0	0	0	4,560
Human Resources	0	0	0	0	0	0	0	0	0	0
Strategic Finance (including ICT)	6	0	4,587	0	0	0	0	0	0	4,587
Other - recovery Charges & Unallocated Items	588	418	105	323	1,075	374	585	24	(120,511)	(117,607)
Grand Total	1,665	285,814	233,858	254,726	27,311	28,028	210,950	5,241	(120,511)	925,417
Percentage of Amount Outstanding		30.88%	25.27%	27.53%	2.95%	3.03%	22.80%	0.57%	-13.02%	100.00%

Commercial Property Rents

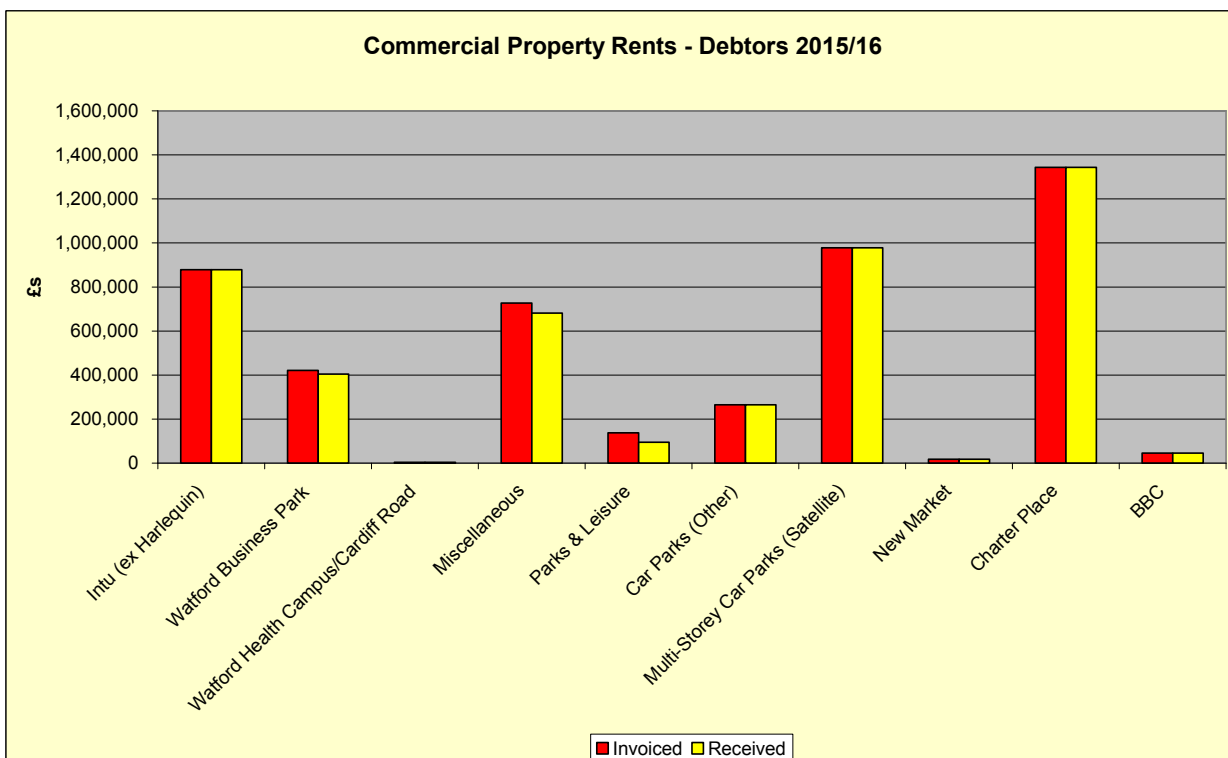
- 5.3 The commercial rent portfolio forms a large part of the Council’s total income and it is important that the Council closely monitors this income stream. A detailed breakdown is included in the table below.

Commercial Property Rents

AREA/Zone/Site	Current Budget for 2015/16	Invoiced to 31/10/2015	Received to 31/10/2015	Forecast rent for 2015/16	Previously Reported Variances	Forecast Variances Period 08
	£	£	£	£	£	£
Intu (ex Harlequin)	(910,000)	(878,895)	(878,895)	(1,100,000)	(190,000)	0
Watford Business Park	(676,210)	(421,514)	(404,216)	(726,320)	(50,110)	0
Watford Health Campus/Cardiff Road	(56,400)	(4,091)	(4,091)	(196,855)	0	(140,455)
Miscellaneous	(1,131,460)	(727,044)	(681,258)	(1,004,195)	127,265	0
Parks & Leisure	(182,260)	(137,984)	(94,483)	(183,360)	(21,100)	20,000
Car Parks (Other)	(13,400)	(265,300)	(264,742)	(21,100)	(7,605)	(95)
Multi-Storey Car Parks (Satellite)	(868,000)	(977,915)	(977,915)	(910,000)	(42,000)	0
New Market	(45,000)	(17,500)	(17,500)	(27,500)	17,500	0
Charter Place	(2,380,000)	(1,343,661)	(1,343,661)	(2,426,250)	(46,250)	0
BBC	(61,000)	(45,750)	(45,750)	(61,000)	0	0
Total	(6,323,730)	(4,819,654)	(4,712,511)	(6,656,580)	(212,300)	(120,550)

- 5.4 For the period 1 April to 30 November 2015 the Council has invoiced £4,819,654 with £107,143 of that outstanding. The forecast variance changes are the new lease at Watford Hospital Car Park (£99,050), Property Investment Board Properties not sold yet (£41,500) and West Herts Golf Club £20,000 extension delayed.

- 5.5 The chart below shows the value of the rent invoiced compared to the rent received for commercial properties. This shows that 97.78% of the rent that has been invoiced in 2015/16 has been received.



6 Creditors

6.1 In period 08, the Council paid 98.72% of undisputed invoices within 30 days and for the year to date is 97.76%.

6.2 A breakdown of payments by department at period 08 is shown in the table below.

Service Area	Monthly Undisputed Invoices Paid	Late Payments	Payments On Time	% Payments On Time Period 08	% Payments On Time YTD
Corporate Strategy & Client Services	54	1	53	98.15	97.22
Community & Customer Services	154	1	153	99.35	98.90
Democracy & Governance	185	3	182	98.38	97.86
Regeneration & Development	97	0	97	100.00	97.71
Managing Director	7	0	7	100.00	96.55
Shared Services (including ICT)	49	2	47	95.92	97.29
Total	546	7	539	98.72	97.76

6.3 The number of payments made by BACS for the month was 100.00% and for the year to date is 99.70% (against a target of 98%).

7 Treasury Management

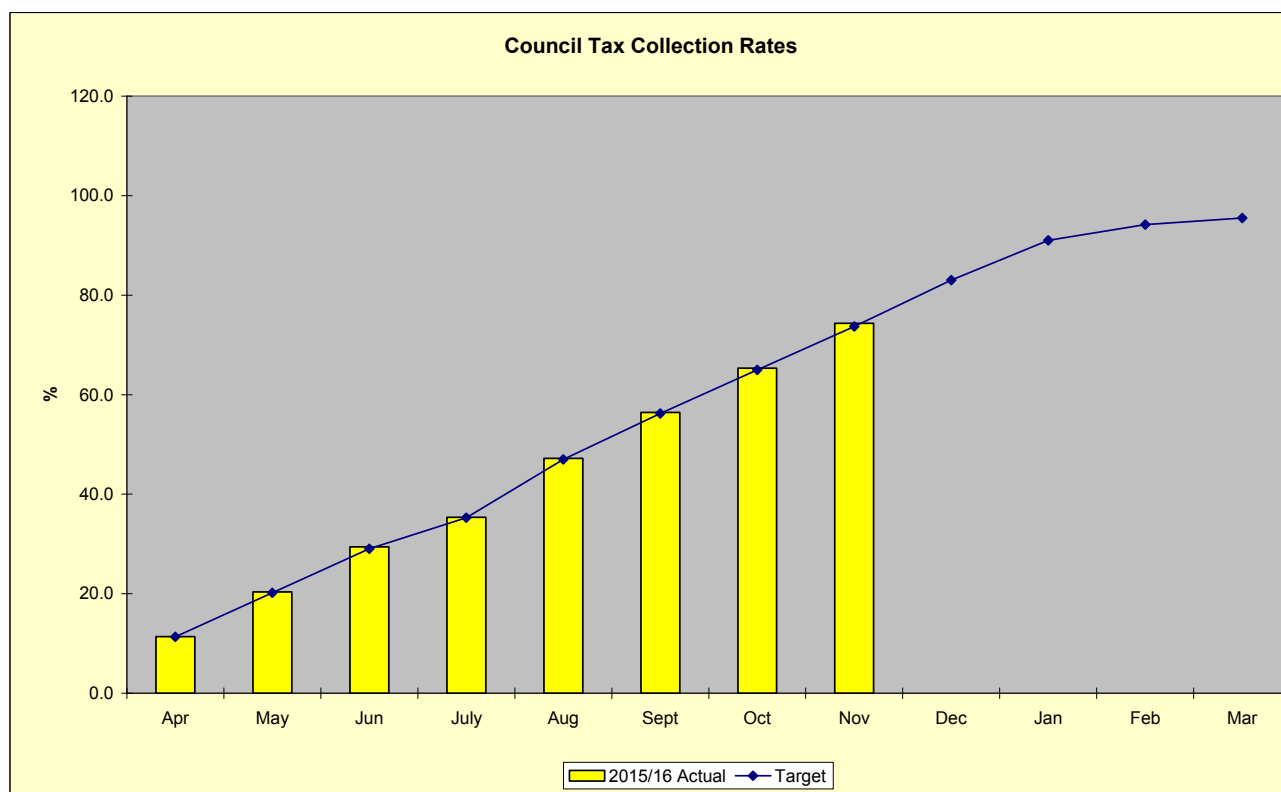
7.1 Treasury Management is kept under close review and currently the return on the Council's investments shows an average annualised return of 0.67% against a benchmark rate of 0.62%. Further information can be found in **Appendix 8**.

8 Council Tax and Business Rates Collection

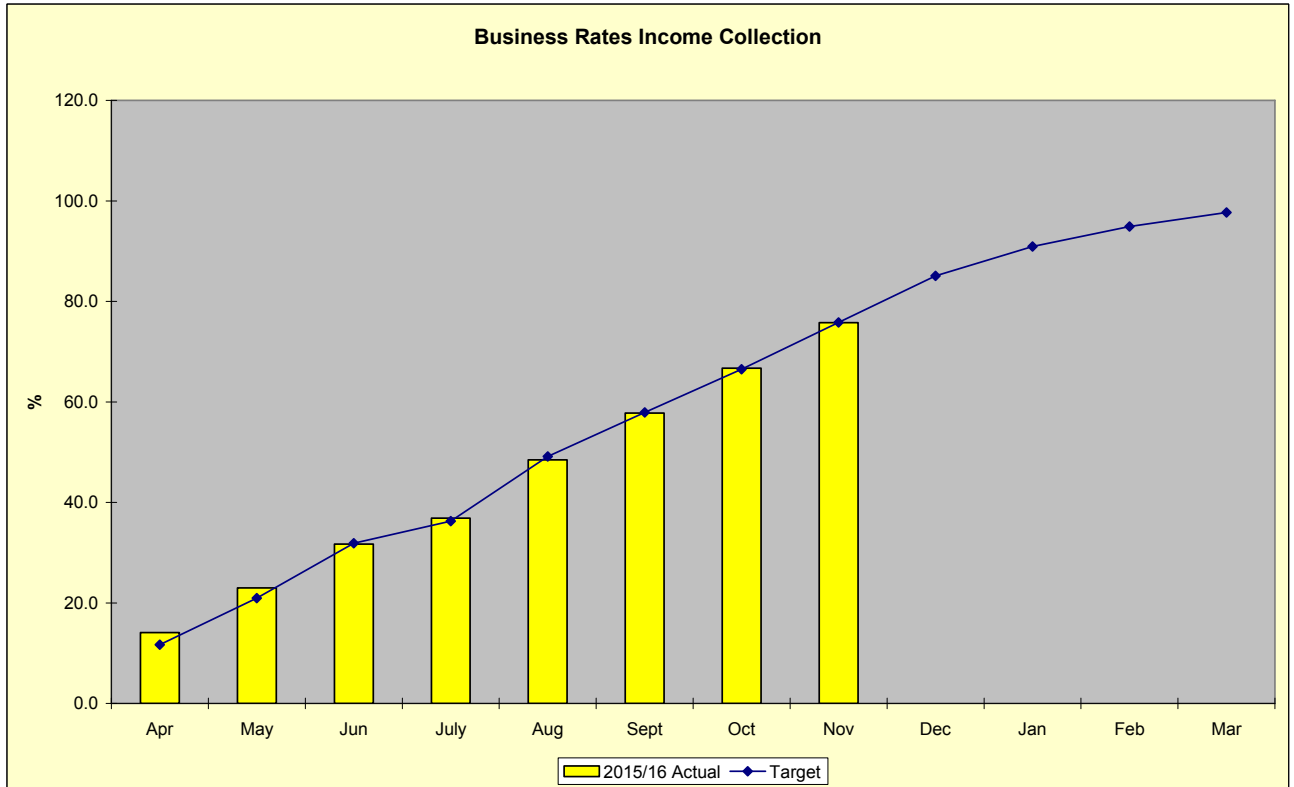
8.1 The Council's collection of Council Tax is summarised in the transactions table shown below.

November 2015	Transactions		
WBC Council Tax	£	Number	%
Cash	2,800	1	0.00
Cheques	73,721	418	1.31
Debit Card	92,378	526	1.64
Credit Card	18,872	86	0.27
Auto - Phone/Internet Debit	573,716	3,877	12.11
Auto - Phone/Internet Credit	116,159	670	2.09
Swipe Cards	212,344	2,165	6.76
Transcash	2,170	10	0.03
Bank Transfer	374,618	2,778	8.68
Direct Debits	3,147,011	21,482	67.10
Totals	4,613,789	32,013	100.00

8.2 The Council's performance in the collection of Council Tax can be seen in the following graph. The actual income collected as at 30 November 2015 is 74.4% which is just above the target of 73.7%. This shows that the collection rates for the year are slightly better than the profiled target. Further information can be found in **Appendix 9**.



8.3 The Council's performance in relation to business rates is shown in the following graph. The actual income collected as at 30 November 2015 is 75.75% which is just below the target of 75.8%. This shows that the collection rates for the year are slightly better than the profiled target. Further information can be found in **Appendix 10**.



9. Capital Investment Programme

Capital Investment Programme

Capital is defined as spend relating to the acquisition, creation of or subsequent expenditure on assets which are expected to be used for more than one financial year. The Council has a capital programme which includes improving, maintaining or enhancing their properties (eg the Building Investment Programme). Other examples of capital spend include the purchase of refuse freighters and bins, play equipment, ICT equipment and Grants (eg Disabled Facility Grants). Capital spend can only be funded by capital funds such as Section 106 Contributions, Government Grants and Capital Receipts.

Appendix 11 shows the capital programme by Service Area and Appendix 12 shows each individual capital scheme.

Appendices 11 & 12 show :-

- original budgets
- current budgets
- actual spend
- variances previously reported
- variances reported this period
- forecast outturn

The original 2015/16 budget for the capital programme was £9,917,570. Services requested capital rephasings from 2014/15 totalling £5,694,591 which was supplemented by an additional £700,000 of budget changes that can be attributed to the purchase of 18 Caxton Way (£650k funded from reserves) as well as an additional £50k contribution towards outdoor gyms in Cassiobury Park from Watford Community Housing Trust. In addition to this, Council at a meeting on 14th October approved £800,000 towards redevelopment of Watford Business Park that is to be funded by capital receipts. This has therefore resulted in the latest budget for the current year totalling £17,112,161.

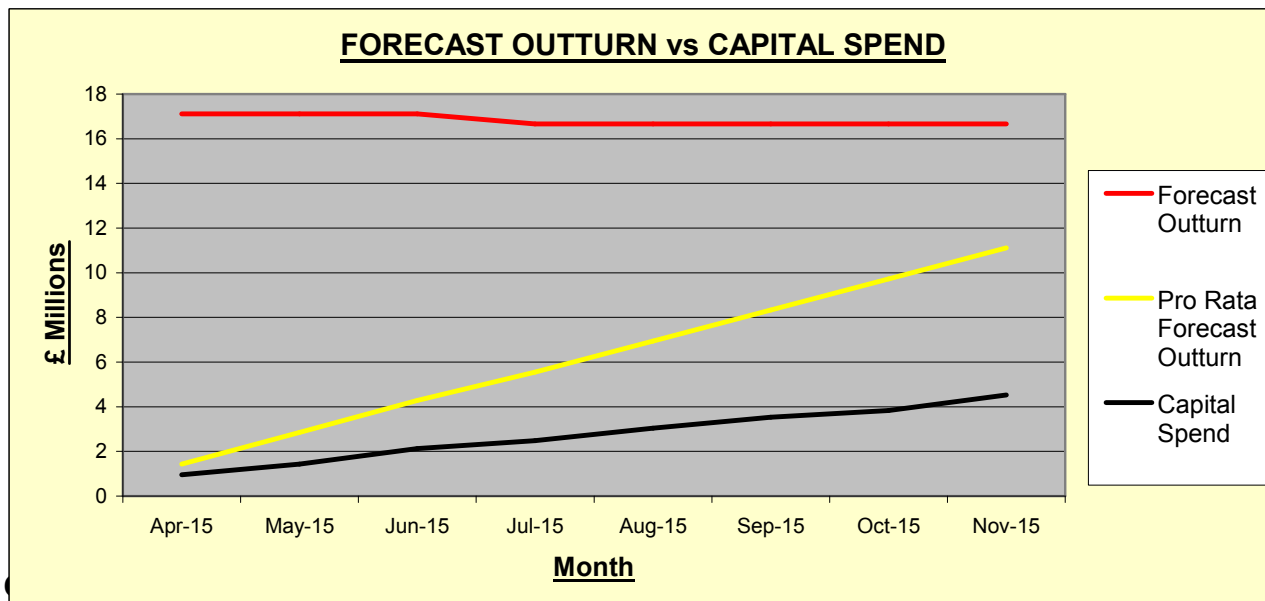
Appendix 13 shows the forecast outturn variances reported for this period and the reasons for such variances.

The table below summarises the changes to the capital programme over the medium term.

	2015/16 £	2016/17 £	2017/18 £
Original Budget	9,917,570	5,136,415	2,154,250
Approved Rephasings from 2014/15	5,694,591	0	0
Original Budget including Rephasings	15,612,161	5,136,415	2,154,250
Approved Budget Changes In Year	1,500,000	0	0
Current Budget	17,112,161	5,136,415	2,154,250
Previously Reported Outturn Variances	(362,977)	3,761,258	0
Outturn Variances Reported This Period	(86,530)	343,344	152,470
Forecast Outturn	16,662,654	9,241,017	2,306,720
Actual Spend	4,530,511	0	0

The 2015/16 forecast outturn at period 8 is £16.663m (current capital spend to date is £4.531m). The two largest capital schemes in value, notably Watford Health Campus (latest forecast of £2.0m) and Cassiobury Park (latest budget of £3.116m) have very little spend to date due to the timing of works and issues connected to tendering of works.

Below is a chart which shows the current forecast outturn for 2015/16 compared to the actual spend to date.

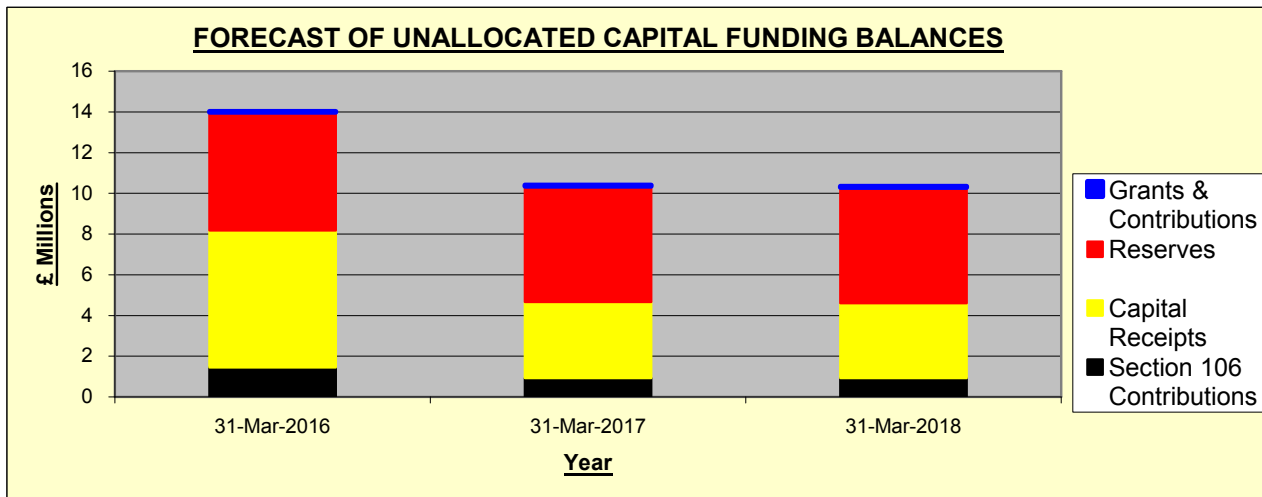


Appendix 14 shows how the Capital Programme is funded. The capital programme is fully funded over the medium term.

The sources of income and funding balances can be summarised in the table below :-

Income Source	Estimated Balance @ 1/4/16	Estimated Balance @ 31/3/18	What generates the income?
Capital Receipts	£6.738m	£3.680m	Asset sales such as land and buildings as well as right to buy sales via Watford Community Housing Trust (WCHT)
Grants & Contributions	£0.051m	£0.051m	Capital grants received including lottery funding as well as 3rd party contributions
Section 106 contributions (incl community infrastructure levy)	£1.446m	£0.929m	Receipts generated from property developers towards community facilities
Earmarked Reserves	£5.796m	£5.681m	Reserves including New Homes Bonus to be used for capital purposes
Total	£14.031m	£10.341m	

A graphical view of the level of balances over the medium term available is shown below :-



Section 1 - Budget Monitoring									
Summary Revenue Account									
The tables below show, at sub service level, the variances between the current budget and the forecast outturn as at period 08 (November). The figures in this table for each sub service exclude recharges, capital charges and accounting adjustments; these are all shown on the line above the NET EXPENDITURE total.									
Service Area	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Variance Actuals - Profiled Forecast Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 8
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Corporate Strategy & Client Services	6,949	7,082	4,583	5,375	(792)	7,392	310	404	(94)
Community & Customer Services	3,677	4,062	3,198	3,288	(91)	4,469	406	604	(198)
Democracy & Governance	3,215	3,359	2,133	2,209	(75)	3,321	(38)	17	(55)
Regeneration & Development	(4,797)	(4,564)	(3,573)	(3,015)	(558)	(4,511)	54	125	(71)
Managing Director	252	252	181	163	18	254	2	0	2
Human Resources	574	588	527	403	124	593	5	0	5
Strategic Finance (including ICT)	5,002	5,054	2,154	3,660	(1,507)	5,005	(50)	(137)	87
Net Cost of Services	14,872	15,833	9,203	12,083	(2,880)	16,522	689	1,013	(324)
Corporate Costs (interest earned less interest paid)	(110)	(110)	(137)	(57)	(80)	(140)	(30)	0	(30)
Recharges, capital charges and accounting adjustments under statute	414	414	120	(2,617)	2,737	414	0	0	0
NET EXPENDITURE	15,177	16,138	9,186	9,409	(223)	16,797	659	1,013	(354)
<u>Funded By :-</u>									
Council tax and Government Grants (see appendix 4)	(15,156)	(15,156)	(11,023)	(10,696)		(15,406)	(250)	0	(250)
Surplus / (Deficit) - Transfer to / (from) reserves	(21)	(982)	0			(1,391)	(409)	(1,013)	604
NET BUDGET REQUIREMENT	(15,177)	(16,138)				(16,797)	(659)	(1,013)	354

The variances included in this appendix include those previously reported. Where there has been more than one variance for a particular area of service, these have been aggregated. The main reasons for the £143,000 overall favourable variance are detailed below:

Favourable variances

- £333,000 Increased commercial property rent.
- £192,000 Improved collection rates for overpayment of rent allowances.
- £111,000 Recovery of salary costs from Health Campus 2014/15 & 2015/16.
- £ 65,000 Increase payment expected for recycling credits.
- £ 40,000 Underspend this year due to delayed start on Atrium project.
- £ 33,000 Funding received for Individual Election Registration.
- £ 30,000 Underspend due to having combined elections.
- £ 30,000 Increase in Interest earned.

Unfavourable variances

- £211,000 Increase in net cost of bed and breakfast accommodation for the homeless.
- £180,000 Decline in recycling material market values (nil cost now £15 per tonne).
- £116,000 Kerbside Recycling budget removed.
- £100,000 Reduction in planning fee income.
- £100,000 Relocation costs for the Town Hall Annexe, to accommodate the NHS.
- £ 95,000 Non achievement of vacancy savings.
- £ 71,000 Back scanning planning files to remove the need for storage.
- £ 68,000 Expenditure on the BID (Business Improvement District) loan.
- £ 45,000 Watford Football Club promotion event.
- £ 31,000 Agency cost for Interim Head of Communications.
- £ 30,000 Additional cost for Housing Section Head for 6 months.
- £ 21,000 Scanning current applications for the planning portal.
- £ 20,000 Expenditure on corporate initiatives.

Variances funded from reserves (excluding the Economic Impact reserve)

- £320,000 Increase in expenditure for the Council's major projects - Temporary staff £70,000, Hostel Accommodation £50,000, Consultants £40,000 and Branding Review £30,000, design and viability costs for Clarendon Road and Watford Junction £130,000. These are funded from the Projects and Programme Management Reserve.
- £112,000 Cost of bed and breakfast accommodation to be funded from the Homelessness Prevention reserve.
- £ 80,000 Consultancy for Local Plan 2 to be funded from the LDF reserve.
- £ 40,000 Agency Sustainability Officer to be funded from the Climate Change reserve.

The total of the variances above is £806,000. Other favourable variances total (£147,000).

Favourable change in funding

- £250,000 expected surplus on the Collection Fund.

Detailed revenue variances by service area

The table below shows at summary service level the original 2015/16 budget, current 2015/16 budget and variances that have occurred in the year to provide a forecast outturn at 30th November. The reasons for these variances are shown below. The budgets are for direct expenditure and income only and exclude internal support charges and capital charges.

Corporate Strategy and Client	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Variance Actuals - Profiled Forecast Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Management & Support	117	117	66	70	(4)	109	(8)	(4)	(4)	Forecast variance - (£2,000) Underspends on Equipment, Furniture & Materials, (£1,500) on Employee Expenses, (£500) on Printing & Stationery and (£500) on Publications - Corporate Services & Client Support. £570 Revised salary estimates.
Contract Monitoring	303	303	175	807	(632)	308	5	3	2	Forecast variance - £2,340 Revised salary estimates. Actuals include the Veolia invoices paid up to October and recharged from here to the relevant cost centres. Variance Actuals less Profiled Forecast as per actuals and Environmental Maintenance Contract (£629,000) - profile forecasts to be updated.
Parks And Open Spaces	1,089	1,089	747	734	14	1,095	(13)	8	(21)	Forecast variance - (£20,000) income targets will be exceeded - Cemeteries. £4,500 / (£4,500) Virement from High Street to Parks & Open Spaces. £1,280 - Revised salary estimates. Actuals include the Veolia invoices paid up to October and recharged from Contract Monitoring to the relevant cost centres.
Leisure	370	444	386	320	65	403	(21)	(18)	(3)	Forecast variance - (3,470) Revised salary estimates. Actuals include three quarters management fees. Variance Actuals less Profiled Forecast income from service provider SLM due at year end £122k and Contingency budget and Agency underspends (£55k) - profile forecast to be updated.
Grants	744	748	516	538	(23)	750	2	0	2	Forecast variance - £2,020 Revised salary estimates. Actuals include three quarters funding payments. Variance Actuals less Profiled Forecast - Citizens Advice Bureau Premises internal recharge processed at year end (£17,000) - profile forecast to be updated.
Street Cleansing	1,838	1,838	1,091	1,076	15	1,838	0	0	0	Actuals include the Veolia invoices paid up to October and recharged from Contract Monitoring to the relevant cost centres. Variance Actuals less Profiled Forecast as actuals and Environmental Contract Monitoring £15,000 -profile forecast to be updated.
Waste And Recycling	1,967	1,967	1,237	1,352	(114)	2,159	192	231	(39)	Forecast Variance - (£14,280) Underspend on Software Licences - Veolia Contract Payments, (£13,980) saving on Glass Recycling, (£9,000) additional income for Bulky Domestic Waste - Refuse Special Collections and (£2,000) additional income for Royalty receipt - Refuse (Trade). Actuals include the Veolia invoices paid up to October and recharged from Contract Monitoring to the relevant cost centres. Variance Actuals less Profiled Forecast as Environmental Contract Monitoring (£99,000) - profile budgets to be updated.
Partnerships & Performance	522	577	365	478	(113)	731	154	185	(31)	Forecast variance - (£4,000) Underspends on Surveys, (£600) on Publications, (£450) on Employees expenses and (£250) on Essential & Casual Mileage - Partnerships & Performance. (£25,250) Revised salary estimates. Variance Actuals less Profiled Forecast - Corporate Projects salaries (£15,000) under and project work to be undertaken (£55,000), Communications salaries and supplies and services projects under (£31,000) - profiled budget to be updated. (£11,000) Watford Learning Partnership project under.
Total	6,949	7,082	4,583	5,375	(792)	7,392	310	404	(94)	

Community and Customer Services	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Variance Actuals - Profiled Forecast Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Customer Services	815	837	523	537	(14)	778	(59)	0	(59)	Forecast variance - (£59,130) Revised salary estimates.
Housing	588	687	1,093	1,134	(41)	1,129	442	564	(122)	Forecast variance - £14,670 Revised salary estimates. Reduction in B&B spend (£137,000): note funding from Homeless Prevention Reserve for £112,000 of B&B expenditure.
Environmental Health & Licensing	1,159	1,331	678	890	(212)	1,307	(24)	38	(62)	Forecast variance - (£64,610) Revised salary estimates. (£17,200) Net increase in Licensing Income. £2,000 increase in cost of street trading prosecutions. Adjustment to efficiency target £18,400 for savings made. Variance Actuals less Profiled Forecast - Housing Standards 5 year Licence Fee Income (26,000) is rolled forward at year end. External funding for Community Safety, currently (£16,000), will be rolled forward if unspent at year end. Forecasts for Licensing Income are to be reprofiled. Salaries profile does not reflect vacancies earlier in the year.
Culture & Play	1,115	1,207	904	727	177	1,255	48	2	46	Forecast variance - £5,690 Revised salary estimates. £40,000 Arts Council grant for 2015/16 was credited to the revenue account in 2014/15. Variance Actuals less Profiled Forecast - Most of the Special Events budget was spent earlier in the year.
Total	3,677	4,062	3,198	3,288	(91)	4,469	406	604	(198)	

Democracy and Governance	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Variance Actuals - Profiled Forecast Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Legal And Democratic	1,831	1,875	1,065	1,049	17	1,730	(145)	(92)	(53)	Forecast Variance - (£11,000) Procurement savings in Non Operational Building Maintenance, (£5,000) Extra income for Legal Services work, (£5,000) Underspend on Telephone Lines, (£3,540) underspend on Telephones Allowances, (£1,000) underspend on Essential & Casual User Mileage, (£1,000) underspend on Hospitality, (£630) Postage budget not required, (£600) underspend on Subsistence - Members Remuneration, (£1,000) Underspends on Advertising General, (£400) underspend on Travel Expenses - Mayor's office. Virement within Civic expenses £1,500 from Events and (£1,500) to Civic Printing, (£24,000) Revised salary estimates.
Buildings And Projects	1,359	1,459	1,054	1,148	(94)	1,564	104	107	(2)	Forecast Variance - (£2,260) Revised salary estimates. Variance Actuals less Profiled Forecast - New Annex work (£100,000) under.
Procurement	25	25	14	12	2	27	2	2	0	
Total	3,215	3,359	2,133	2,209	(75)	3,321	(38)	17	(55)	

Regeneration And Development	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Variance Actuals - Profiled Forecast Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Commercial Projects	(5,815)	(5,582)	(4,388)	(4,184)	(204)	(5,992)	(417)	(295)	(122)	Forecast Variance - (£99,050) New lease for Watford Hospital Car Park & (£41,500) PIB properties not sold yet. Savings on Equipment and Protective Clothing (£1,200). £20,000 West Herts Golf Club extension delayed so rent increase not implemented. Variance Actuals less Profiled Forecast - Harlequin shows full year forecast not profiled forecast £436,000, Multi-Storey Car Parks income received for 2014/15 better than accrued for (£407,000) and three quarters income received in new year (£256,000) - profile budgets to be updated.
Development Section	181	181	(193)	189	(382)	214	32	124	(92)	Forecast variance - Reduction in Court Costs (£75,000). (£31,330) Revised salary estimates. Increase in Building Control Fee Income (£6,500). Reduction in subscriptions (£6,000). Retained income from Community Infrastructure Levy (£3,000). Adjustment to efficiency target £30,000 for savings made. Variance Actuals less Profiled Forecast - Actuals include (£364,000) of Section 106 contributions that will be moved to the balance sheet.
Transport And Infrastructure	206	206	509	341	169	310	112	10	102	Forecast variance - £97,410 Revised salary estimates. Termination fee for CCTV contract £5,100. Variance Actuals less Profiled Forecast - Any deficit on parking at year end will be funded from the Car Parking Zone Reserve.
Policy Team	481	481	283	515	(232)	641	160	198	(38)	Forecast variance - (£21,200) Revised salary estimates. Additional contributions from other councils towards salary costs (£17,000). Variance Actuals less Profiled Forecast - Current underspend of (£130,000) on studies for Clarendon Road and Watford Junction, and (£98,000) on local plan.
Economic Development	150	150	216	124	92	317	167	87	79	Forecast variance - £79,470 Revised salary estimates.
Total	(4,797)	(4,564)	(3,573)	(3,015)	(558)	(4,511)	54	125	(71)	

Managing Director	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Variance Actuals - Profiled Forecast Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
	252	252	181	163	18	254	2	0	2	Forecast variance - £1,980 Revised salary estimates. Variance Actuals less Profiled Forecast costs for Professional Fees - Consultancy on project work £29,000 and contingency underspent (£7,500).
Total	252	252	181	163	18	254	2	0	2	

Human Resources	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Variance Actuals - Profiled Forecast Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
HR Client	153	153	112	90	22	153	0	0	0	Variance Actuals less Profiled Forecast - Employee Related Insurance over £3,000 and Training costs/income £17,000 - profiles to be updated.
HR Shared Services	421	435	416	314	102	440	5	0	5	Forecast variance - £5,290 Revised salary estimates. Actuals do not include Three Rivers contribution which is invoiced at the year end. Variance Actuals less Profiled Forecast as actuals £96,000 - profiles to be updated.
Total	574	588	527	403	124	593	5	0	5	

Strategic Finance	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Variance Actuals - Profiled Forecast Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Finance & Resources	2,262	2,262	2,167	2,234	(68)	2,380	118	37	80	Forecast variance - £95,180 Non achievement of vacancy savings and (£14,780) remove contingency - Budget Strategy Items. Actuals include lump sum payment of £2.1M to reduce pension deficit and a credit adjustment in respect of outstanding audit fees for 2015/16 work not yet billed.
Finance Services Client	867	889	60	495	(435)	889	0	0	0	Actuals do not show contract payment to Three Rivers which is not paid until year end. Variance Actuals less Profiled Forecast as actuals (£321,000) and insurance under (£40,000) - profiles to be updated.
Revenues And Benefits Client	966	966	(1,113)	235	(1,349)	789	(177)	(177)	0	Actuals do not show contract payment to Three Rivers which is not paid until year end.
Revenues And Benefits Shared Service	0	0	7	0	7	7	7	0	7	Forecast variance - £6,670 revised salary estimates. Actuals show payment to Agency to be recovered from TRDC.
ICT Service	907	937	1,033	696	338	940	3	3	(0)	Actuals include software licences that have been paid for the whole year and do not include the contribution from Three Rivers which is received at the year end.
Total	5,002	5,054	2,154	3,660	(1,507)	5,005	(50)	(137)	87	

Corporate Costs	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Variance Actuals - Profiled Forecast Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Interest Earned	(220)	(220)	(137)	(112)	(25)	(250)	(30)	0	(30)	Forecast variance - (£30,000) Increase in interest . Actuals include (£118,000) from investments. See Appendix 7 - Treasury Management Performance: the interest including accruals is (£193,770).
Interest Paid	110	110	0	55	(55)	110	0	0	0	Actuals include S106 Earmarked Reserves and Finance Leases where interest is charged at the financial year end.
Total	(110)	(110)	(137)	(57)	(80)	(140)	(30)	0	(30)	

Salary Analysis - Direct Employee Costs

Employees represent one of the highest revenue expenditure items for the Council. The table below shows the total direct employee costs (includes salaries, superannuation, national insurance etc but excludes IAS19 adjustments) at service level and variances between the current budget and the forecast outturn at period 08 (November).

Service Area	2015/16 Original Budget £000's	2015/16 Current Budget £000's	2015/16 Actuals to Date £000's	2015/16 Profiled Forecast to Period 08 £000's	2015/16 Forecast Outturn £000's	2015/16 Variance Current Budget to Forecast Outturn £000's	2015/16 Previously Reported Variances £000's	2015/16 Forecast Variance Period 08 £000's	Comments
Corporate Strategy & Client Services	933	936	610	661	1,034	98	92	5	Forecast variance - Revised salaries estimates. See Agency table below.
Community & Customer Services	3,494	3,494	2,084	2,208	3,143	(351)	(85)	(267)	Forecast variance - Revised salaries estimates. See Agency table below.
Democracy & Governance	1,569	1,569	1,048	1,017	1,487	(82)	(19)	(63)	Forecast variance - Revised salaries estimates. See Agency table below.
Regeneration & Development	2,577	2,577	1,418	1,456	2,204	(373)	(321)	(52)	Forecast variance - Revised salaries estimates. See Agency table below.
Managing Director	213	213	141	142	216	2	0	2	Forecast variance - Revised salaries estimates. See Agency table below.
Human Resources	541	555	299	363	501	(54)	0	(54)	Forecast variance - Revised salaries estimates. See Agency table below.
Strategic Finance	2,227	2,227	2,184	2,185	2,208	(19)	3	(22)	Forecast variance - Revised salaries estimates. See Agency table below.
Total	11,553	11,570	7,785	8,032	10,791	(779)	(328)	(451)	

Other Costs - Agency Staff

The table below shows the cost of agency staff at service level and variances between the current budget and the forecast outturn at period 08 (November).

Service Area	2015/16 Original Budget £000's	2015/16 Current Budget £000's	2015/16 Actuals to Date £000's	2015/16 Profiled Forecast to Period 08 £000's	2015/16 Forecast Outturn £000's	2015/16 Variance Current Budget to Forecast Outturn £000's	2015/16 Previously Reported Variances £000's	2015/16 Forecast Variance Period 08 £000's	Comments
Corporate Strategy & Client Services	0	12	37	43	47	35	35	0	Forecast variance - Revised salaries estimates. See Direct Employees Table Above
Community & Customer Services	21	41	192	156	332	292	130	162	Forecast variance - Revised salaries estimates. See Direct Employees Table Above
Democracy & Governance	0	0	26	0	40	40	0	40	Forecast variance - Revised salaries estimates. See Direct Employees Table Above
Regeneration & Development	35	35	274	224	501	466	283	183	Forecast variance - Revised salaries estimates. See Direct Employees Table Above
Managing Director	0	0	0	0	0	0	0	0	Forecast variance - Revised salaries estimates. See Direct Employees Table Above
Human Resources	0	0	64	0	61	61	0	61	Forecast variance - Revised salaries estimates. See Direct Employees Table Above
Strategic Finance - ICT	63	63	43	42	92	29	0	29	Forecast variance - Revised salaries estimates. See Direct Employees Table Above
Total	118	150	636	465	1,073	923	447	476	

Funding Analysis

This table shows the individual funding streams that support the Council's revenue budget. The table below shows a variance between the current budget and the forecast outturn at period 08 (November) of £250,000 due to the Council Tax Collection Fund Surplus being included.

Funding Stream	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Government Grants									
Revenue Support Grant	(2,166)	(2,166)	(1,641)	(1,641)	(2,166)	0	0	0	
Redistributed Business Rates	(2,577)	(2,577)	(1,718)	(1,718)	(2,577)	0	0	0	
Council Tax Receipts	(7,696)	(7,696)	(5,131)	(5,131)	(7,696)	0	0	0	
Collection Fund Surplus	0	0	0	0	(250)	(250)	0	(250)	
Other Government Funding									
Council Tax Freeze Grant	(83)	(83)	(65)	(65)	(83)	0	0	0	
Funding-New Homes Bonus	(2,822)	(2,822)	(2,468)	(2,235)	(2,822)	0	0	0	
Funding-Business Rate Reduction/(Growth)	189	189	0	95	189	0	0	0	Actuals will be posted at year end when the accounts are closed.
Total	(15,156)	(15,156)	(11,023)	(10,696)	(15,406)	(250)	0	(250)	

FORECAST RESERVE BALANCES AT PERIOD 08 (November)**2015/16**

Description	Bal B/F as @ 1-Apr-2015	Agreed use of reserves	Previously Reported Movement	Movement Period 08	Total Movement	Forecast Bal as @ 31-Mar-2016
CAPITAL FUNDING						
Capital Reserves						
Vehicle Replacement Reserve	-725,000		394,090		394,090	-330,910
Weekly Collection Support Grant	-158,000		0	0	0	-158,000
General Reserves used for Capital						
Development Sites - Decontamination Reserve	-646,363		200,000		200,000	-446,363
New Homes Bonus Reserve	-3,611,650		0	0	0	-3,611,650
Projects and Programmed Management (Capital)	-400,000		400,000	0	400,000	0
Total Capital Reserves	-5,541,013	0	994,090	0	994,090	-4,546,923
REVENUE RESERVES						
Earmarked Reserves						
Budget Carry Forwards Reserve	-1,611,580	1,611,580			1,611,580	0
Contribution from Budget Carry Forward Reserve for Watford Business Park	0	-650,000			-650,000	-650,000
Leisure Structured Maintenance Reserve	-423,000				0	-423,000
Multi-Storey Car Pk Rep Reserve	-181,000				0	-181,000
Car Parking Zones Reserve	-707,000				0	-707,000
Charter Place Tenants Reserve	-160,000				0	-160,000
Climate Change Reserve	-56,000		40,000		40,000	-16,000
Homeless Prevention Reserve	-112,000			112,000	112,000	0
Le Marie Centre Repair Reserve	-13,000				0	-13,000
NNDR Collection Fund Reserve	-4,661,000				0	-4,661,000
Parks Waste & Street Strategy	-60,000				0	-60,000
Rent Deposit Guarantee Scheme	-100,000				0	-100,000
General Reserves						
Area Based Grant Reserve	-86,000				0	-86,000
Economic Impact Reserve	-2,087,400		324,535	-465,750	-141,215	-2,228,615
Exam In Public - LDF Reserve	-178,000		80,000		80,000	-98,000
Future Pension Funding Reserve	-2,248,000				0	-2,248,000
High Street Innovation Reserve	-90,000				0	-90,000
Housing & PDG Reserve	-266,000				0	-266,000
Housing Benefit Subsidy Reserve	-997,000				0	-997,000
Invest To Save Reserve	-839,000				0	-839,000
LA Business Growth Incentive Reserve	-570,000		19,000		19,000	-551,000
Performance Reward Grant Reserve	-28,000				0	-28,000
PRG Capital Grants-One Watford Reserve	-191,000				0	-191,000
Projects and Programmed Management (Revenue)	-600,000		320,000		320,000	-280,000
Weekly Collection Support - DCLG	-35,000				0	-35,000
West Herts Crematorium	-50,000				0	-50,000
Total Revenue Reserves	-16,349,980	961,580	783,535	-353,750	1,391,365	-14,958,615
General Fund Working Balance	-1,350,000					-1,350,000
Total Revenue Reserves incl GFWB	-17,699,980	961,580	783,535	-353,750	1,391,365	-16,308,615
Total Reserves	-23,240,993	961,580	1,777,625	-353,750	2,385,455	-20,855,538

Key Financial Risk Areas

The Council is exposed to risks in certain key areas. These risks include economic conditions, demographics and dependency on demand. The table below shows those risks that are closely monitored each month and the variances between the current budget and the forecast outturn at period 08 (November).

Service Area	2015/16 Original Budget	2015/16 Current Budget	2015/16 Actuals to Date	2015/16 Profiled Forecast to Period 08	2015/16 Forecast Outturn	2015/16 Variance Current Budget to Forecast Outturn	2015/16 Previously Reported Variances	2015/16 Forecast Variance Period 08	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Parks, Street & Waste Services	5,785	5,785	3,189	3,561	5,785	0	0	0	Actuals include the Veolia invoices paid up to October and recharged from Contract Monitoring to the relevant cost centres. Variance Actuals less Profiled Forecast as actuals - profile forecast to be updated.
Kerbside Recycling Expenditure and Income	(506)	(506)	(80)	(74)	(267)	239	239	0	Actuals - The Herts CC (Alternative Financial Model) income for Kerbside Recycling across the County is not received until the end of the year.
Homelessness Spend (net)	160	160	573	459	483	323	460	(137)	Forecast variance - Reduction in B&B spend (£137,000). Note funding from Homeless Prevention Reserve for £112,000 of B&B expenditure.
Development Control Fee Income	(682)	(682)	(400)	(374)	(578)	104	104	0	Income is expected to meet revised lower forecast outturn.
Building Control Fee Income	(198)	(198)	(195)	(182)	(274)	(77)	(70)	(7)	Forecast variance - Increase in number of Building Control application fees.
Land Charges Fee Income	(50)	(50)	(84)	(81)	(120)	(70)	(70)	0	Income is expected to meet revised higher forecast.
Investment Interest	(220)	(220)	(118)	(112)	(250)	(30)	0	(30)	Forecast variance - (£30,000) Increased interest received. Actual (£118,000). See Appendix 7 - Treasury Management Performance: the interest including accruals is (£193,770).
Commercial rent income	(6,324)	(6,324)	(4,713)	(4,685)	(6,657)	(333)	(212)	(121)	Forecast variance - (£99,050) New lease for Watford Hospital Car Park, (£41,500) PIB properties not sold yet. £20,000 West Herts Golf Club extension delayed.

Treasury Management Performance

The Council held £50.4M of investments as at 30 November (see table below). This information is reported in the monthly Members Information Bulletin.

Institution	Principal
Banks	£
Clydesdale	3,000,000
Lloyds	12,400,000
Nat West	0
Santander	5,000,000
Total Banks	20,400,000
Building Societies	
Coventry	6,000,000
Leeds	2,000,000
Nationwide	6,000,000
Principality	8,500,000
Skipton	7,500,000
Total Building Societies	30,000,000
Total	50,400,000

The return on the Council's investments up to 30 November 2015 (excluding the investment of £2.0M for LABV) shows an average annualised return of 0.67% against a benchmark rate of 0.62%. Interest received at 30 November was £193,770. The forecast has therefore been changed to £250,000 for 2015/16.

Invoices Outstanding from 1st April 2015 to 30th November 2015

Service Area	Description	Invoices outstanding by age of debt								
		0 - 1 month	2 - 3 months	4 - 6 months	7 - 9 months	10 - 12 months	over 12 months	Instalment Plan	Unallocated Payments	Grand Total
Corporate Strategy & Client Service	Corporate Service - Standard	923	394	-	-	-	-	-	-	1,316
Corporate Strategy & Client Service	Finance - Loans and Grants	-	-	-	-	-	17,041	-	-	17,041
Community & Customer Service	Community and Customer Service	2,181	2,290	-	-	-	-	-	-	4,471
Community & Customer Service	Community Standard	51,687	46,391	25,080	9,231	10,543	17,965	1,780	-	162,677
Community & Customer Service	Environmental Services - Standard	-	-	-	-	-	3,465	-	-	3,465
Community & Customer Service	Environmental Services - Premises Licence	6,263	815	3,868	180	545	19,295	-	-	30,966
Community & Customer Service	Environmental Services - Trade Refuse Collections	-	-	-	-	-	40	-	-	40
Community & Customer Service	Environmental Health	2,935	478	445	-	-	6,262	-	-	10,119
Community & Customer Service	Housing - Former Tenants Arrears	-	-	-	-	-	3,489	-	-	3,489
Democracy & Governance	Legal and Property - Standard	240	5,100	-	-	-	-	-	-	5,340
Regeneration & Development	Community Services - Pitch Hire	-	150	-	-	-	-	-	-	150
Regeneration & Development	Democracy and Governance	1,200	120	120	-	-	-	-	-	1,440
Regeneration & Development	Legal and Property - Commercial Rents	54,793	124,041	16,680	16,680	16,680	144,004	-	-	372,878
Regeneration & Development	Legal and Property - Estate Garages	28	540	95	-	-	257	-	-	919
Regeneration & Development	Legal and Property - Markets	-	-	-	-	116	1,093	-	-	977
Regeneration & Development	Legal and Property - Parking Spaces	312	1,760	45	0	-	-	-	-	2,117
Regeneration & Development	Legal and Property - Service Charges	-	28,620	83,378	-	-	10,910	-	-	101,088
Regeneration & Development	Legal and Property - Wayleaves	-	25	-	59	2	32	-	-	119
Regeneration & Development	Planning - Inspection Fee	5,693	490	-	-	-	738	-	-	6,921
Regeneration & Development	Planning - Standard	159,143	802	110,816	-	-	-	-	-	270,761
Regeneration & Development	Section 106	-	-	-	-	-	7,593	-	-	7,593
Regeneration & Development	Blank	93	12,671	53	86	-	1,901	3,436	-	14,333
Managing Director	Corporate Management - Standard	-	4,560	-	-	-	-	-	-	4,560
Human Resources	HR - Standard	-	-	-	-	-	-	-	-	0
Strategic Finance (including ICT)	Finance - Insurance	-	4,587	13,877	-	-	-	-	-	18,464
Other - Recovery Charges & Unallocated Items	Recovery Charges	325	25	375	1,075	374	2,486	25	120,511	-115,826
	Grand Total	285,814	233,858	254,726	27,311	28,028	210,950	5,241	-120,511	925,417

Council Tax and NNDR Collection Rates

The Council monitors these performance indicators as part of Managing the Business.

Reference	Description													
RB 1	Council Tax Collection													
Indicator Definition	Percentage of current year council tax collected in year													
Watford		Annual	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	Target	95.5	11.3	20.2	29.0	35.3	47.0	56.2	65.0	73.7	83.0	91.0	94.2	95.5
	2014/15 Actual	96.2	11.0	20.2	29.0	38.3	47.0	56.2	65.0	73.7	83.0	91.0	94.2	96.2
	2015/16 Actual		11.4	20.3	29.4	35.4	47.2	56.4	65.3	74.4				
	Target Achieved?		😊	😊	😊	😊	😊	😊	😊	😊	😊			
Direction of Travel		↑	↑	↑	↑	↑	↑	↑	↑	↑				

Reference	Description													
RB 2	NNDR Collection													
Indicator Definition	Percentage of current year national non-domestic rates collected in year													
Watford		Annual	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	Target	97.7	11.7	21.0	31.9	36.3	49.1	57.9	66.5	75.8	85.1	90.9	94.9	97.7
	2014/15 Actual	97.7	10.6	21.1	32.0	41.5	49.3	57.9	66.5	75.8	85.1	90.9	94.9	97.7
	2015/16 Actual		14.1	23.0	31.7	36.9	48.5	57.8	66.7	75.8				
	Target Achieved?		😊	😊	☹️	😊	☹️	☹️	😊	☹️				
Direction of Travel		↑	↑	↓	↑	↓	↓	↑	↓					

Note. November actual is 75.75, and is within 0.25 of the target.

CAPITAL SPEND SUMMARY

APPENDIX 11

Cost Centre	Capital Scheme	2015/16									2016/17 Latest Budget £	2017/18 Latest Budget £	
		Original Budget £	Approved Rephasings from 2014/15 £	Approved Budget Changes £	(A)			(B)					(B) - (A)
					Latest Budget £	Actual Spend @ Period 8 2015/16 £	Forecast Outturn @ Period 8 £	Previously Reported Variances £	Variances for Period 8 only £	Cumulative Variance @ Period 8 £			
WA6920	Key Projects	3,739,710	787,526	0	4,527,236	960,779	3,936,966	(1,090,270)	500,000	(590,270)	1,344,270	250,000	
WA6921	Environmental Services	258,000	359,862	0	617,862	356,960	744,202	164,340	(38,000)	126,340	230,125	10,000	
WA6922	Community & Leisure Services	3,742,760	2,062,651	50,000	5,855,411	694,113	5,207,091	(96,770)	(551,550)	(648,320)	3,630,994	0	
WA6923	Housing Services	450,000	279,065	0	729,065	239,576	729,065	0	0	0	450,000	450,000	
WA6924	Parking Services	0	59,111	0	59,111	34,753	59,111	0	0	0	0	0	
WA6925	Asset Management	677,100	493,968	1,450,000	2,621,068	1,012,515	3,004,897	453,829	(70,000)	383,829	2,510,158	514,250	
WA6926	ICT	325,000	365,928	0	690,928	483,798	890,822	179,894	20,000	199,894	280,000	320,000	
WA6927	ICT Shared Services	225,000	919,923	0	1,144,923	419,343	1,144,923	0	0	0	243,000	210,000	
WAA601	Corp Serv / Project Mgt	500,000	0	0	500,000	11,408	552,470	0	52,470	52,470	552,470	552,470	
WA6928	Section 106 Funded Schemes	0	366,557	0	366,557	317,267	393,107	26,000	550	26,550	0	0	
WA4900	TOTAL CAPITAL PROGRAMME	9,917,570	5,694,591	1,500,000	17,112,161	4,530,511	16,662,654	(362,977)	(86,530)	(449,507)	9,241,017	2,306,720	

CAPITAL SPEND DETAILED

Cost Centre	Capital Scheme	2015/16									2016/17 Latest Budget £	2017/18 Latest Budget £
		(A)				(B)			(B) - (A)			
		Original Budget £	Approved Rephasings from 2014/15 £	Approved Budget Changes £	Latest Budget £	Actual Spend @ Period 8 2015/16 £	Forecast Outturn @ Period 8 £	Previously Reported Variances £	Variances for Period 8 only £	Cumulative Variance @ Period 8 £		
WAA6920	Key Projects											
WAA211	New Market	0	0	0	0	15,209	180,000	180,000	0	180,000	0	0
WAA236	CSI Project	0	0	0	0	73	250,000	250,000	0	250,000	0	0
WAA920	Health Campus	500,000	417,100	0	917,100	448,834	646,830	(270,270)	0	(270,270)	270,270	0
WAA923	Health Campus-Contribution to LABV	3,000,000	0	0	3,000,000	0	2,000,000	(1,500,000)	500,000	(1,000,000)	1,000,000	0
WAA954	Green Spaces Strategy	150,000	0	0	150,000	159,406	250,000	100,000	0	100,000	74,000	250,000
WAA958	Website Enhancement	0	0	0	0	98,220	150,000	150,000	0	150,000	0	0
WAA983	Cultural Quarter Phase 1	89,710	370,426	0	460,136	239,037	460,136	0	0	0	0	0
WAA6921	Environmental Services											
WAA161	Replacement Domestic Bins	20,000	0	0	20,000	0	0	0	(20,000)	(20,000)	42,185	0
WAA194	Introduction of Electric Vehicle Rapid Charging Units	20,000	0	0	20,000	0	20,000	0	0	0	10,000	10,000
WAA197	Veolia Contract Fleet Requirement	0	124,750	0	124,750	135,923	124,750	0	0	0	0	0
WAA226	Yanmar Excavator & Trailer	0	0	0	0	20,178	20,177	20,177	0	20,177	0	0
WAA227	AS940 Brush Cutter	0	0	0	0	8,205	8,205	8,205	0	8,205	0	0
WAA228	2 x Dennis Cylinder Mowers	0	0	0	0	17,880	17,880	17,880	0	17,880	0	0
WAA229	Kubota Tractor & Flail	0	0	0	0	19,100	19,100	19,100	0	19,100	0	0
WAA230	Trimax Pegasus Gang Mower	0	0	0	0	23,200	23,200	23,200	0	23,200	0	0
WAA231	Scag V Ride Mower	0	0	0	0	6,478	6,478	6,478	0	6,478	0	0
WAA232	Kubota Utility Vehicle	0	0	0	0	13,800	13,800	13,800	0	13,800	0	0
WAA233	Large Mechanical Road Sweeper	0	0	0	0	103,000	103,000	103,000	0	103,000	0	0
WAA234	Transit Vans x 2	0	0	0	0	0	48,000	48,000	0	48,000	0	0
WAA235	Small Box Van	0	0	0	0	9,230	9,500	9,500	0	9,500	0	0
WAA975	Recycling Boxes	0	0	0	0	0	0	0	0	0	36,940	0
WAA992	Additional Green Waste Bins	18,000	0	0	18,000	0	0	0	(18,000)	(18,000)	36,000	0
WAJ300	Decent Homes Assistance	200,000	159,966	0	359,966	4,452	254,966	(105,000)	0	(105,000)	105,000	0
WAJ600	Environmental Services Schemes	0	2,556	0	2,556	5,365	2,556	0	0	0	0	0
WAJ602	Energy Grants	0	0	0	0	(9,850)	0	0	0	0	0	0
WAJ800	Environmental Services Schemes	0	72,590	0	72,590	0	72,590	0	0	0	0	0
WAA6922	Community & Leisure Services											
WAA192	Town Hall Subway CCTV	37,000	0	0	37,000	0	37,000	0	0	0	0	0
WAA193	Clarendon Road Street Improvements-Relocation of CCTV	18,000	0	0	18,000	0	18,000	0	0	0	0	0
WAA195	Watford Museum HLF Matchfunding	0	0	0	0	0	0	0	0	0	125,000	0
WAA198	Meriden Community Centre Redevelopments	150,000	120,000	0	270,000	0	320,000	50,000	0	50,000	0	0
WAA201	Allotments Upgrades	0	753,950	0	753,950	27,012	753,950	0	0	0	0	0
WAA202	Farm Terrace Allotments	0	612,874	0	612,874	9,915	60,000	0	(552,874)	(552,874)	552,874	0
WAA214	Museum CCTV Intruder Alarm System	0	25,760	0	25,760	23,308	30,314	3,230	1,324	4,554	0	0
WAA215	Town Centre CCTV Camera Replacement	21,000	0	0	21,000	15,827	21,000	0	0	0	21,000	0
WAA219	Gaelic Football Relocation	600,000	241,282	0	841,282	451,819	841,282	0	0	0	0	0
WAA912	Improvements Community Centres	100,000	59,160	0	159,160	65	9,160	(150,000)	0	(150,000)	150,000	0
WAB966	Cassiobury Park HLF Project	2,816,760	249,625	50,000	3,116,385	166,168	3,116,385	0	0	0	2,782,120	0
WAA6923	Housing Services											
WAA987	Stand Alone Prop to Decent Std	50,000	60,275	0	110,275	19,737	110,275	0	0	0	50,000	50,000
WAJ203	Affordable Housing	0	24,328	0	24,328	0	24,328	0	0	0	0	0
WAJ100	Mand Disabled Facilities Grant	400,000	194,462	0	594,462	219,839	594,462	0	0	0	400,000	400,000
WAA6924	Parking Services											
WAA950	Upgrading/Resurfacing CarParks	0	59,111	0	59,111	34,753	59,111	0	0	0	0	0
WAA6925	Asset Management											
WAA173	CCTV Control Room Relocation	0	8,978	0	8,978	9,795	9,795	817	0	817	0	0
WAA185	Watford Business Park Redevelopment	0	60,500	1,450,000	1,510,500	770,841	2,315,500	805,000	0	805,000	1,500,000	0
WAA196	Private Sector Stock Condition Survey	150,000	0	0	150,000	0	50,000	(100,000)	0	(100,000)	100,000	0
WAA203	Atrium / GIS	0	34,000	0	34,000	17,012	17,012	(16,988)	0	(16,988)	16,988	0
WAA210	Car Parks Structure Surv	0	0	0	0	(403)	0	0	0	0	0	0
WAA213	Pop Up Toilets Refurbishment	0	0	0	0	0	0	0	0	0	35,000	0
WAA224	Strategy & Programme Disposal	0	0	0	0	35,899	40,000	10,000	30,000	40,000	0	0
WAA225	Property Review	0	0	0	0	(10,944)	0	0	0	0	0	0
WAA925	Charter Place	0	0	0	0	(59,867)	0	0	0	0	0	0
WAA952	Match Funding Capital Projects	35,000	15,890	0	50,890	89	50,890	0	0	0	20,000	20,000
WAA991	Veolia Capital Improvements	92,100	0	0	92,100	53,263	92,100	0	0	0	93,170	94,250
WAA994	Depot Refurbishment	0	0	0	0	0	0	0	0	0	0	0
WAA995	Building Investment Programme	400,000	374,600	0	774,600	196,830	429,600	(245,000)	(100,000)	(345,000)	745,000	400,000
WAB963	Guest Market (Indoor)	0	0	0	0	0	0	0	0	0	0	0

Cost Centre	Capital Scheme	2015/16									2016/17	2017/18
		(A)				(B)			(B) - (A)			
		Original Budget £	Approved Rephasings from 2014/15 £	Approved Budget Changes £	Latest Budget £	Actual Spend @ Period 8 2015/16 £	Forecast Outturn @ Period 8 £	Previously Reported Variances £	Variances for Period 8 only £	Cumulative Variance @ Period 8 £		
WA6926	ICT											
WAA109	ICT-Hardware Replacement Prog	160,000	78,537	0	238,537	7,337	238,537	0	0	0	160,000	200,000
WAA132	ICT - Document Management Proc	0	15,000	0	15,000	10,964	15,000	0	0	0	0	0
WAA134	ICT-Env Health	45,000	175,106	0	220,106	401,182	420,000	179,894	20,000	199,894	0	0
WAA212	Telephony-Cost of Server Replacement	0	10,300	0	10,300	0	10,300	0	0	0	0	0
WAA221	ICT-Project Management Provision	120,000	86,985	0	206,985	64,315	206,985	0	0	0	120,000	120,000
WAA980	Asset Management System	0	0	0	0	0	0	0	0	0	0	0
WA6927	ICT Shared Services											
WAA191	ShS-Business Application Upgra	195,000	0	0	195,000	48,345	195,000	0	0	0	165,000	165,000
WAA945	ShS-IT Modernisation	0	898,323	0	898,323	64,571	898,323	0	0	0	0	0
WAA982	ShS-Hardware Replace Prog	30,000	18,000	0	48,000	301,927	48,000	0	0	0	78,000	45,000
WAB925	ShS-HR Appraisal Module	0	3,600	0	3,600	4,500	3,600	0	0	0	0	0
WAA601	Corporate Services / Project Management											
WAA601	Support Services	500,000	0	0	500,000	11,408	552,470	0	52,470	52,470	552,470	552,470
WA6928	Section 106 Funded Schemes											
WAB300	Contribution to Croxley Rail Link	0	0	0	0	0	0	0	0	0	0	0
WAB931	Himalayan Way Play Area	0	62,820	0	62,820	55,720	62,820	0	0	0	0	0
WAB932	Jellicoe Road Play Area Improv	0	0	0	0	0	0	0	0	0	0	0
WAB938	Goodwood Rec Play Area Improve	0	0	0	0	0	0	0	0	0	0	0
WAB940	East Drive Play Area	0	0	0	0	489	0	0	0	0	0	0
WAB942	Waterfields Rec Play Area	0	0	0	0	350	0	0	0	0	0	0
WAB944	Berry Avenue Play Area	0	60,000	0	60,000	60,000	60,000	0	0	0	0	0
WAB945	Southwold Road Play Area	0	1,371	0	1,371	1,371	1,371	0	0	0	0	0
WAB946	Ridgehurst Avenue Play Area	0	23,500	0	23,500	13,001	24,050	0	550	550	0	0
WAB948	Riverside Recreation Ground	0	139,257	0	139,257	123,711	165,257	26,000	0	26,000	0	0
WAB949	Oxhey Park	0	0	0	0	0	0	0	0	0	0	0
WAB950	King George V Playing Field	0	0	0	0	0	0	0	0	0	0	0
WAB951	Colne River Project	0	60,387	0	60,387	48,937	60,387	0	0	0	0	0
WAB952	Fern Way Play Area Landscaping	0	0	0	0	760	0	0	0	0	0	0
WAB953	Radlet Road MUGA	0	0	0	0	0	0	0	0	0	0	0
WAB954	Knutsford Road	0	0	0	0	0	0	0	0	0	0	0
WAB958	Local Park Improvements	0	2,244	0	2,244	2,300	2,244	0	0	0	0	0
WAB960	Wiggenhall Allotments	0	0	0	0	0	0	0	0	0	0	0
WAB961	Cherry Tree Allotments	0	0	0	0	0	0	0	0	0	0	0
WAB962	Local Nature Reserves	0	16,978	0	16,978	10,628	16,978	0	0	0	0	0
WAB964	Centennial House Landscaping	0	0	0	0	0	0	0	0	0	0	0
WNC004	Colne Valley Improvements	0	0	0	0	0	0	0	0	0	0	0
WNC022	Multi Use Games At Meriden	0	0	0	0	0	0	0	0	0	0	0
WA4900	TOTAL CAPITAL PROGRAMME	9,917,570	5,694,591	1,500,000	17,112,161	4,530,511	16,662,654	(362,977)	(86,530)	(449,507)	9,241,017	2,306,720

CAPITAL VARIANCES FOR THIS PERIOD

Cost Centre	Capital Scheme	Variances For Period 8			Reason for Variance
		2015/16 £	2016/17 £	2017/18 £	
Variances £100k and over					
WAA923	Health Campus-Contribution to LABV	500,000	(500,000)	0	Acceleration in road construction programme which is due to complete in 2016
WAA202	Farm Terrace Allotments	(552,874)	552,874	0	Rephasing required due to delays in connection with the judicial review / Secretary of State decision
WAA995	Building Investment Programme	(100,000)	100,000	0	Project to recover section of Colosseum roof slipped due to site operator constraints. Re-scheduled for 2016/17
WAA601	Support Service Recharges	0	152,470	152,470	Budget adjustment to reflect increased officer time spent in connection to both present and future capital projects
Variances between £50k and £100k					
WAA601	Support Service Recharges	52,470	0	0	Budget adjustment to reflect increased officer time spent in connection to both present and future capital projects
Variances between £10k and £50k					
WAA161	Replacement of Domestic Bins	(20,000)	20,000	0	Budget re-phasing to support work being carried out in 2016/17 to investigate and potentially implement changes to the waste service model
WAA992	Additional green waste bins	(18,000)	18,000	0	Budget re-phasing to support work being carried out in 2016/17 to investigate and potentially implement changes to the waste service model
WAA134	ICT-Environmental Health	20,000	0	0	Additional expenditure on the fixed data line between the Council and the data centre at Milton Keynes
WAA224	Strategy & Programme Disposal	30,000	0	0	Professional / disposal fees incurred as part of the asset disposal programme which have generated over £1m in receipts
Variances under £10k					
WAA214	Museum CCTV Intruder Alarm System	1,324	0	0	Final valuation after re-measure of work connected to cabling and lone worker alarms
WAB946	Ridgehurst Avenue Play Area	550	0	0	Additional minor snagging works
	TOTAL VARIANCES	(86,530)	343,344	152,470	

CAPITAL FUNDING

FUNDING REQUIRED FOR CAPITAL PROGRAMME

	Latest Forecast 2015/16	Latest Budget 2016/17	Latest Budget 2017/18	Total
	£	£	£	£
Grants & Contributions	2,915,950	2,489,000	239,000	5,643,950
Reserves	1,044,090	115,125	0	1,159,215
Useable Capital Receipts	10,316,904	6,104,772	2,067,720	18,489,396
Section 106 Contributions	885,710	532,120	0	1,417,830
Local Enterprise Partnership (LEP) Loan	1,500,000	0	0	1,500,000
TOTAL CAPITAL FUNDING USED	16,662,654	9,241,017	2,306,720	28,210,391

N.B. The Council has applied for a loan from the Local Enterprise Partnership of £1.5m which it intends to use on the redevelopment of Watford Business Park. This loan is due to be received in December 2015 and expected to be repaid during financial year 2019/20

CAPITAL FUNDING UNALLOCATED

	Latest Forecast 2015/16	Latest Budget 2016/17	Latest Budget 2017/18	Total
	£	£	£	£
GRANTS & CONTRIBUTIONS				
Balance Brought Forward	394,179	50,888	50,888	394,179
In Year Receipts	2,572,659	2,489,000	239,000	5,300,659
Used for Financing (as above)	(2,915,950)	(2,489,000)	(239,000)	(5,643,950)
BALANCE CARRIED FORWARD	50,888	50,888	50,888	50,888

RESERVES (INCLUDING NEW HOMES BONUS)				
Balance Brought Forward	6,382,416	5,795,826	5,680,701	6,382,416
In Year Receipts	457,500	0	0	457,500
Used for Financing (as above)	(1,044,090)	(115,125)	0	(1,159,215)
BALANCE CARRIED FORWARD	5,795,826	5,680,701	5,680,701	5,680,701

USEABLE CAPITAL RECEIPTS RESERVE				
Balance Brought Forward	12,375,539	6,737,905	3,748,133	12,375,539
In Year Receipts	4,679,270	3,115,000	2,000,000	9,794,270
Used for Financing (as above)	(10,316,904)	(6,104,772)	(2,067,720)	(18,489,396)
BALANCE CARRIED FORWARD	6,737,905	3,748,133	3,680,413	3,680,413

SECTION 106 CONTRIBUTIONS				
Balance Brought Forward	2,017,006	1,446,296	924,176	2,017,006
In Year Receipts + Interest	315,000	10,000	5,000	330,000
Used for Financing (as above)	(885,710)	(532,120)	0	(1,417,830)
BALANCE CARRIED FORWARD	1,446,296	924,176	929,176	929,176

LOCAL ENTERPRISE PARTNERSHIP (LEP) LOAN				
Balance Brought Forward	0	0	0	0
In Year Receipts	1,500,000	0	0	1,500,000
Used for Financing (as above)	(1,500,000)	0	0	(1,500,000)
BALANCE CARRIED FORWARD	0	0	0	0

TOTAL CAPITAL FUNDING AVAILABLE				
Balance Brought Forward	21,169,140	14,030,915	10,403,898	21,169,140
In Year Receipts + Interest	9,524,429	5,614,000	2,244,000	17,382,429
Used for Financing (as above)	(16,662,654)	(9,241,017)	(2,306,720)	(28,210,391)
BALANCE CARRIED FORWARD	14,030,915	10,403,898	10,341,178	10,341,178

