





## Appendix 1a: 2016/17 Revisions

|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b> | Original<br>2016/17<br>£000s | Carryforward<br>from 2015/16<br>£000s | Corporate<br>Restructuring<br>£000s | Virements<br>£000s | Variances<br>reported as at<br>November<br>£000s | 2016/17<br>Revised<br>£000s |
|--------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------------------|-------------------------------------|--------------------|--------------------------------------------------|-----------------------------|
| <i>Corporate Management</i>                                                                                              | 260                          | 400                                   | (245)                               | 0                  | 0                                                | 415                         |
| <i>Economic Development</i>                                                                                              | 125                          | 0                                     | 0                                   | 0                  | 137                                              | 262                         |
| <i>Partnerships and Performance</i>                                                                                      | 537                          | 129                                   | 0                                   | 4                  | (46)                                             | 624                         |
| <b>Managing Director</b>                                                                                                 | <b>922</b>                   | <b>529</b>                            | <b>(245)</b>                        | <b>4</b>           | <b>91</b>                                        | <b>1,301</b>                |
| <i>Investment Properties</i>                                                                                             | (6,243)                      | 0                                     | 0                                   | (1)                | (258)                                            | (6,502)                     |
| <i>Property Management</i>                                                                                               | 294                          | 137                                   | 0                                   | (28)               | 99                                               | 502                         |
| <i>Transport and Infrastructure</i>                                                                                      | 294                          | 0                                     | 0                                   | 5                  | (95)                                             | 204                         |
| <i>Development Section</i>                                                                                               | 141                          | 0                                     | 0                                   | (2)                | 167                                              | 306                         |
| <i>Housing</i>                                                                                                           | 1,176                        | 20                                    | 0                                   | 0                  | 585                                              | 1,781                       |
| <i>Policy Team</i>                                                                                                       | 394                          | 116                                   | 0                                   | (1)                | (41)                                             | 468                         |
| <b>Deputy Managing Director</b>                                                                                          | <b>(3,944)</b>               | <b>273</b>                            | <b>0</b>                            | <b>(27)</b>        | <b>457</b>                                       | <b>(3,241)</b>              |
| <i>Revenues &amp; Benefits</i>                                                                                           | 1,084                        | 0                                     | 0                                   | 0                  | 30                                               | 1,114                       |
| <i>Finance</i>                                                                                                           | 646                          | 60                                    | 0                                   | (41)               | 123                                              | 788                         |
| <b>Director of Finance</b>                                                                                               | <b>1,730</b>                 | <b>60</b>                             | <b>0</b>                            | <b>(41)</b>        | <b>153</b>                                       | <b>1,902</b>                |
| <i>Customer Services</i>                                                                                                 | 870                          | 30                                    | 0                                   | 0                  | (40)                                             | 860                         |
| <i>ICT Shared Service</i>                                                                                                | 870                          | 0                                     | 0                                   | 0                  | 0                                                | 870                         |
| <i>Head of Service Transformation</i>                                                                                    | 0                            | 0                                     | 245                                 | 0                  | 0                                                | 245                         |
| <b>Service Transformation</b>                                                                                            | <b>1,740</b>                 | <b>30</b>                             | <b>245</b>                          | <b>0</b>           | <b>(40)</b>                                      | <b>1,975</b>                |
| <i>Culture &amp; Play</i>                                                                                                | 1,020                        | 60                                    | 0                                   | (2)                | 0                                                | 1,078                       |
| <i>Waste &amp; Recycling</i>                                                                                             | 2,166                        | 0                                     | 0                                   | (85)               | (93)                                             | 1,988                       |
| <i>Parks &amp; Open Spaces</i>                                                                                           | 1,161                        | 20                                    | 0                                   | 181                | (95)                                             | 1,267                       |
| <i>Leisure</i>                                                                                                           | 360                          | 86                                    | 0                                   | 98                 | (10)                                             | 534                         |
| <i>Environmental Health &amp; Licensing</i>                                                                              | 1,258                        | 82                                    | 0                                   | (14)               | (25)                                             | 1,301                       |
| <i>Contract Monitoring</i>                                                                                               | 405                          | 30                                    | 0                                   | (59)               | 84                                               | 460                         |
| <i>Street Cleansing</i>                                                                                                  | 1,867                        | 0                                     | 0                                   | (72)               | (1)                                              | 1,794                       |
| <i>Grants</i>                                                                                                            | 751                          | 0                                     | 0                                   | 0                  | 0                                                | 751                         |
| <i>Commercialisation</i>                                                                                                 | 0                            | 0                                     | 0                                   | 0                  | 47                                               | 47                          |
| <b>Community Services</b>                                                                                                | <b>8,988</b>                 | <b>278</b>                            | <b>0</b>                            | <b>47</b>          | <b>(93)</b>                                      | <b>9,220</b>                |
| <i>Legal and Democratic</i>                                                                                              | 1,848                        | 20                                    | 0                                   | 13                 | (14)                                             | 1,867                       |
| <i>Buildings and Projects</i>                                                                                            | 1,507                        | 0                                     | 0                                   | 4                  | 0                                                | 1,511                       |
| <i>Procurement</i>                                                                                                       | 27                           | 0                                     | 0                                   | 0                  | 0                                                | 27                          |
| <b>Democracy &amp; Governance</b>                                                                                        | <b>3,382</b>                 | <b>20</b>                             | <b>0</b>                            | <b>17</b>          | <b>(14)</b>                                      | <b>3,405</b>                |
| <b>HR Shared Service</b>                                                                                                 | <b>576</b>                   | <b>0</b>                              | <b>0</b>                            | <b>0</b>           | <b>0</b>                                         | <b>576</b>                  |
| <b>Net cost of services</b>                                                                                              | <b>13,394</b>                | <b>1,190</b>                          | <b>0</b>                            | <b>0</b>           | <b>554</b>                                       | <b>15,138</b>               |


|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b> | Original<br>2016/17<br>£000s | Carryforward<br>from 2015/16<br>£000s | Corporate<br>Restructuring<br>£000s | Virements<br>£000s | Variances<br>reported as at<br>November<br>£000s | 2016/17<br>Revised<br>£000s |
|----------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------------------|-------------------------------------|--------------------|--------------------------------------------------|-----------------------------|
| <b>Corporate Budgets</b>                                                                                                   |                              |                                       |                                     |                    |                                                  |                             |
| Dividends & Interest earned                                                                                                | (487)                        | 0                                     | 0                                   | 0                  | 187                                              | (300)                       |
| Interest payable                                                                                                           | 130                          | 0                                     | 0                                   | 0                  | 0                                                | 130                         |
| Pension Fund deficit payments                                                                                              | 3,000                        | 0                                     | 0                                   | 0                  | (700)                                            | 2,300                       |
| Revenue provision for Capital (PMB)                                                                                        | 0                            | 0                                     | 0                                   | 0                  | 39                                               | 39                          |
| <b>Sub-Total</b>                                                                                                           | <b>2,643</b>                 | <b>0</b>                              | <b>0</b>                            | <b>0</b>           | <b>(474)</b>                                     | <b>2,169</b>                |


## Appendix 1b: 2017/18 Revisions

|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b> | Budget per last<br>MTFS | Efficiency<br>Savings | Unavoidable<br>Growth | Effect of Capital<br>Programme | Fees & Charges | Changes to<br>Salaries | Virements   | 2017/18<br>Original |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|-----------------------|--------------------------------|----------------|------------------------|-------------|---------------------|
|                                                                                                                          | £000s                   | £000s                 | £000s                 | £000s                          | £000s          | £000s                  | £000s       | £000s               |
| <i>Corporate Management</i>                                                                                              | 258                     | 0                     | 0                     | 0                              | 0              | 8                      | 0           | 266                 |
| <i>Economic Development</i>                                                                                              | 117                     | (20)                  | 0                     | 0                              | 0              | (51)                   | 0           | 46                  |
| <i>Partnerships and Performance</i>                                                                                      | 513                     | 0                     | 4                     | 0                              | 0              | (9)                    | 4           | 512                 |
| <b>Managing Director</b>                                                                                                 | <b>888</b>              | <b>(20)</b>           | <b>4</b>              | <b>0</b>                       | <b>0</b>       | <b>(52)</b>            | <b>4</b>    | <b>824</b>          |
| <i>Investment Properties</i>                                                                                             | (6,547)                 | (17)                  | 0                     | (951)                          | 0              | 0                      | (27)        | (7,542)             |
| <i>Property Management</i>                                                                                               | 358                     | (1)                   | 60                    | 0                              | 8              | (116)                  | (27)        | 282                 |
| <i>Transport and Infrastructure</i>                                                                                      | 310                     | (9)                   | 0                     | 0                              | (26)           | 53                     | 9           | 337                 |
| <i>Development Section</i>                                                                                               | 180                     | 0                     | 136                   | 0                              | 5              | 74                     | (1)         | 394                 |
| <i>Housing</i>                                                                                                           | 1,167                   | 0                     | 524                   | 0                              | (60)           | 25                     | 0           | 1,656               |
| <i>Policy Team</i>                                                                                                       | 397                     | (1)                   | 42                    | 0                              | 0              | 42                     | (1)         | 479                 |
| <b>Deputy Managing Director</b>                                                                                          | <b>(4,135)</b>          | <b>(28)</b>           | <b>762</b>            | <b>(951)</b>                   | <b>(73)</b>    | <b>78</b>              | <b>(47)</b> | <b>(4,394)</b>      |
| <i>Revenues &amp; Benefits</i>                                                                                           | 1,110                   | 0                     | 31                    | 0                              | 0              | 0                      | 0           | 1,141               |
| <i>Finance</i>                                                                                                           | 713                     | 0                     | 0                     | 0                              | 0              | 0                      | (31)        | 687                 |
| <b>Director of Finance</b>                                                                                               | <b>1,823</b>            | <b>0</b>              | <b>31</b>             | <b>0</b>                       | <b>0</b>       | <b>0</b>               | <b>(31)</b> | <b>1,828</b>        |
| <i>Customer Services</i>                                                                                                 | 830                     | 0                     | 35                    | 0                              | 0              | 10                     | 1           | 876                 |
| <i>ICT Shared Service</i>                                                                                                | 865                     | 0                     | 0                     | 0                              | 0              | 7                      | 0           | 872                 |
| <i>Head of Service Transformation</i>                                                                                    | 0                       | 0                     | 0                     | 0                              | 0              | 96                     | 0           | 96                  |
| <b>Service Transformation</b>                                                                                            | <b>1,695</b>            | <b>0</b>              | <b>35</b>             | <b>0</b>                       | <b>0</b>       | <b>113</b>             | <b>1</b>    | <b>1,844</b>        |
| <i>Culture &amp; Play</i>                                                                                                | 779                     | 0                     | 0                     | 0                              | 1              | 32                     | 23          | 835                 |
| <i>Waste &amp; Recycling</i>                                                                                             | 2,145                   | (29)                  | 148                   | 0                              | (70)           | 0                      | (257)       | 1,937               |
| <i>Parks &amp; Open Spaces</i>                                                                                           | 1,134                   | (95)                  | 0                     | 0                              | (57)           | 38                     | 221         | 1,241               |
| <i>Leisure</i>                                                                                                           | 416                     | (53)                  | 0                     | 0                              | (18)           | (1)                    | 102         | 446                 |
| <i>Environmental Health &amp; Licensing</i>                                                                              | 1,305                   | (24)                  | (13)                  | 0                              | 6              | 98                     | (14)        | 1,358               |
| <i>Contract Monitoring</i>                                                                                               | 317                     | 0                     | 98                    | 0                              | 0              | (53)                   | 21          | 383                 |
| <i>Street Cleansing</i>                                                                                                  | 1,867                   | 0                     | 0                     | 0                              | 0              | 0                      | (39)        | 1,828               |
| <i>Grants</i>                                                                                                            | 752                     | 0                     | 0                     | 0                              | 0              | 3                      | 1           | 756                 |
| <i>Commercialisation</i>                                                                                                 | 0                       | 0                     | 0                     | 0                              | 0              | 0                      | 0           | 0                   |
| <b>Community Services</b>                                                                                                | <b>8,715</b>            | <b>(201)</b>          | <b>233</b>            | <b>0</b>                       | <b>(138)</b>   | <b>117</b>             | <b>58</b>   | <b>8,784</b>        |
| <i>Legal and Democratic</i>                                                                                              | 1,745                   | 8                     | 34                    | 0                              | 0              | (3)                    | 13          | 1,797               |
| <i>Buildings and Projects</i>                                                                                            | 1,442                   | (83)                  | 20                    | 0                              | (36)           | 5                      | 1           | 1,349               |
| <i>Procurement</i>                                                                                                       | 27                      | 0                     | 0                     | 0                              | 0              | 1                      | 0           | 28                  |
| <b>Democracy &amp; Governance</b>                                                                                        | <b>3,214</b>            | <b>(75)</b>           | <b>54</b>             | <b>0</b>                       | <b>(36)</b>    | <b>3</b>               | <b>14</b>   | <b>3,174</b>        |
| <b>HR Shared Service</b>                                                                                                 | <b>572</b>              | <b>(26)</b>           | <b>0</b>              | <b>0</b>                       | <b>0</b>       | <b>34</b>              | <b>1</b>    | <b>581</b>          |
| <b>Net cost of services</b>                                                                                              | <b>12,772</b>           | <b>(350)</b>          | <b>1,119</b>          | <b>(951)</b>                   | <b>(247)</b>   | <b>293</b>             | <b>0</b>    | <b>12,641</b>       |


|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b> | Budget per<br>last MTFS | Efficiency<br>Savings | Unavoidable<br>Growth | Effect of<br>Capital<br>Programme | Fees &<br>Charges | Changes to<br>Salaries | Virements | 2017/18<br>Original |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|-----------------------|-----------------------------------|-------------------|------------------------|-----------|---------------------|
|                                                                                                                            | £000s                   | £000s                 | £000s                 | £000s                             | £000s             | £000s                  | £000s     | £000s               |
| <b>Corporate Budgets</b>                                                                                                   |                         |                       |                       |                                   |                   |                        |           |                     |
| Dividends & Interest earned                                                                                                | (596)                   | (217)                 | 0                     | (137)                             | 0                 | 0                      | (600)     | (1,550)             |
| Interest payable                                                                                                           | 130                     | 0                     | 0                     | 0                                 | 0                 | 0                      | 0         | 130                 |
| Pension Fund deficit payments                                                                                              | 2,300                   | 0                     | 0                     | 0                                 | 0                 | (51)                   | 0         | 2,249               |
| Revenue provision for Capital (PMB)                                                                                        | (600)                   | 0                     | 0                     | 0                                 | 0                 | 0                      | 600       | 0                   |
| <b>Sub-Total</b>                                                                                                           | <b>1,234</b>            | <b>(217)</b>          | <b>0</b>              | <b>(137)</b>                      | <b>0</b>          | <b>(51)</b>            | <b>0</b>  | <b>829</b>          |


## Appendix 1c: 2018/19 Revisions

|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b> | Budget per<br>last MTFS | Efficiency<br>Savings | Unavoidable<br>Growth | Programme<br>Capital | Effect of<br>Capital | Fees &<br>Charges | Changes to<br>Salaries | Virements | 2018/19<br>Original |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|-----------------------|----------------------|----------------------|-------------------|------------------------|-----------|---------------------|
|                                                                                                                          | £000s                   | £000s                 | £000s                 | £000s                | £000s                | £000s             | £000s                  | £000s     | £000s               |
| <i>Corporate Management</i>                                                                                              | 260                     | 0                     | 0                     | 0                    | 0                    | 0                 | 8                      | 0         | 268                 |
| <i>Economic Development</i>                                                                                              | 119                     | (20)                  | 0                     | 0                    | 0                    | 0                 | (51)                   | 0         | 48                  |
| <i>Partnerships and Performance</i>                                                                                      | 514                     | 0                     | 0                     | 0                    | 0                    | 0                 | (5)                    | 4         | 513                 |
| <b>Managing Director</b>                                                                                                 | <b>893</b>              | <b>(20)</b>           | <b>0</b>              | <b>0</b>             | <b>0</b>             | <b>0</b>          | <b>(48)</b>            | <b>4</b>  | <b>829</b>          |
| <i>Investment Properties</i>                                                                                             | (6,420)                 | (42)                  | 0                     | (951)                | 0                    | 0                 | 0                      | (27)      | (7,440)             |
| <i>Property Management</i>                                                                                               | 366                     | (1)                   | 60                    | 0                    | 8                    | (129)             | (27)                   |           | 277                 |
| <i>Transport and Infrastructure</i>                                                                                      | 319                     | (9)                   | 0                     | 0                    | (26)                 | 53                | 9                      |           | 346                 |
| <i>Development Section</i>                                                                                               | 194                     | 0                     | 136                   | 0                    | (5)                  | 81                | (1)                    |           | 405                 |
| <i>Housing</i>                                                                                                           | 1,121                   | 0                     | 524                   | 0                    | (60)                 | 24                | 0                      |           | 1,609               |
| <i>Policy Team</i>                                                                                                       | 400                     | (1)                   | 0                     | 0                    | 0                    | 44                | (1)                    |           | 442                 |
| <b>Deputy Managing Director</b>                                                                                          | <b>(4,020)</b>          | <b>(53)</b>           | <b>720</b>            | <b>(951)</b>         | <b>(83)</b>          | <b>73</b>         | <b>(47)</b>            |           | <b>(4,361)</b>      |
| <i>Revenues &amp; Benefits</i>                                                                                           | 1,153                   | 0                     | 31                    | 0                    | 0                    | 0                 | 0                      |           | 1,184               |
| <i>Finance</i>                                                                                                           | 694                     | 0                     | 0                     | 0                    | 0                    | 0                 | (28)                   |           | 668                 |
| <b>Director of Finance</b>                                                                                               | <b>1,847</b>            | <b>0</b>              | <b>31</b>             | <b>0</b>             | <b>0</b>             | <b>0</b>          | <b>(28)</b>            |           | <b>1,852</b>        |
| <i>Customer Services</i>                                                                                                 | 841                     | 0                     | 35                    | 0                    | 0                    | 15                | 0                      |           | 891                 |
| <i>ICT Shared Service</i>                                                                                                | 868                     | 0                     | 0                     | 0                    | 0                    | 7                 | 0                      |           | 875                 |
| <i>Head of Service Transformation</i>                                                                                    | 0                       | 0                     | 0                     | 0                    | 0                    | 97                | 0                      |           | 97                  |
| <b>Service Transformation</b>                                                                                            | <b>1,709</b>            | <b>0</b>              | <b>35</b>             | <b>0</b>             | <b>0</b>             | <b>119</b>        | <b>0</b>               |           | <b>1,863</b>        |
| <i>Culture &amp; Play</i>                                                                                                | 787                     | 0                     | 0                     | 0                    | 4                    | 6                 | 24                     |           | 821                 |
| <i>Waste &amp; Recycling</i>                                                                                             | 2,144                   | 0                     | 269                   | 0                    | (41)                 | 0                 | (237)                  |           | 2,135               |
| <i>Parks &amp; Open Spaces</i>                                                                                           | 1,093                   | (55)                  | (40)                  | 0                    | (40)                 | 38                | 250                    |           | 1,246               |
| <i>Leisure</i>                                                                                                           | 393                     | (53)                  | 0                     | 0                    | (18)                 | 3                 | 102                    |           | 427                 |
| <i>Environmental Health &amp; Licensing</i>                                                                              | 1,312                   | (25)                  | (13)                  | 0                    | 2                    | 96                | (13)                   |           | 1,359               |
| <i>Contract Monitoring</i>                                                                                               | 404                     | 0                     | 98                    | 0                    | 0                    | (86)              | (61)                   |           | 355                 |
| <i>Street Cleansing</i>                                                                                                  | 1,867                   | 0                     | 0                     | 0                    | 0                    | 0                 | (10)                   |           | 1,857               |
| <i>Grants</i>                                                                                                            | 758                     | 0                     | 0                     | 0                    | 0                    | (4)               | 1                      |           | 755                 |
| <i>Commercialisation</i>                                                                                                 | 0                       | 0                     | 0                     | 0                    | 0                    | 0                 | 0                      |           | 0                   |
| <b>Community Services</b>                                                                                                | <b>8,758</b>            | <b>(133)</b>          | <b>314</b>            | <b>0</b>             | <b>(93)</b>          | <b>53</b>         | <b>56</b>              |           | <b>8,955</b>        |
| <i>Legal and Democratic</i>                                                                                              | 1,804                   | (11)                  | 84                    | 0                    | 0                    | 36                | 14                     |           | 1,927               |
| <i>Buildings and Projects</i>                                                                                            | 1,445                   | (83)                  | 20                    | 0                    | (36)                 | 32                | 1                      |           | 1,379               |
| <i>Procurement</i>                                                                                                       | 28                      | 0                     | 0                     | 0                    | 0                    | 1                 | 0                      |           | 29                  |
| <b>Democracy &amp; Governance</b>                                                                                        | <b>3,277</b>            | <b>(94)</b>           | <b>104</b>            | <b>0</b>             | <b>(36)</b>          | <b>69</b>         | <b>15</b>              |           | <b>3,335</b>        |
| <b>HR Shared Service</b>                                                                                                 | <b>586</b>              | <b>(10)</b>           | <b>0</b>              | <b>0</b>             | <b>0</b>             | <b>35</b>         | <b>0</b>               |           | <b>611</b>          |
| <b>Net cost of services</b>                                                                                              | <b>13,050</b>           | <b>(310)</b>          | <b>1,204</b>          | <b>(951)</b>         | <b>(212)</b>         | <b>301</b>        | <b>0</b>               |           | <b>13,084</b>       |

|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b> | Budget per<br>last MTFS | Efficiency<br>Savings | Unavoidable<br>Growth | Programme<br>Capital | Effect of<br>Capital | Fees &<br>Charges | Changes to<br>Salaries | Virements | 2018/19<br>Original |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|-----------------------|----------------------|----------------------|-------------------|------------------------|-----------|---------------------|
|                                                                                                                            | £000s                   | £000s                 | £000s                 | £000s                | £000s                | £000s             | £000s                  | £000s     | £000s               |
| <b>Corporate Budgets</b>                                                                                                   |                         |                       |                       |                      |                      |                   |                        |           |                     |
| Dividends & Interest earned                                                                                                | 318                     | 0                     | 0                     | 0                    | 0                    | 0                 | (600)                  |           | (282)               |
| Interest payable                                                                                                           | 130                     | 0                     | 0                     | 0                    | 0                    | 0                 | 0                      |           | 130                 |
| Pension Fund deficit payments                                                                                              | 2,300                   | 0                     | 0                     | 0                    | 0                    | 49                | 0                      |           | 2,349               |
| Revenue provision for Capital (PMB)                                                                                        | (600)                   | 0                     | 0                     | 0                    | 0                    | 0                 | 600                    |           | 0                   |
| <b>Sub-Total</b>                                                                                                           | <b>2,148</b>            | <b>0</b>              | <b>0</b>              | <b>0</b>             | <b>0</b>             | <b>49</b>         | <b>0</b>               |           | <b>2,197</b>        |

## Appendix 1d: 2019/20 Revisions

|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b> | 2018/19 MTFS<br>rolled forward | Efficiency<br>Savings | Unavoidable<br>Growth | Programme<br>Capital | Effect of<br>Capital | Fees &<br>Charges | Changes to<br>Salaries | Virements | 2019/20  |
|--------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------|-----------------------|----------------------|----------------------|-------------------|------------------------|-----------|----------|
|                                                                                                                          |                                |                       |                       |                      |                      |                   |                        |           | Original |
|                                                                                                                          | £000s                          | £000s                 | £000s                 | £000s                | £000s                | £000s             | £000s                  | £000s     | £000s    |
| Corporate Management                                                                                                     | 260                            | 0                     | 0                     | 0                    | 0                    | 0                 | 10                     | 1         | 271      |
| Economic Development                                                                                                     | 119                            | (20)                  | 0                     | 0                    | 0                    | 0                 | (50)                   | 0         | 49       |
| Partnerships and Performance                                                                                             | 518                            | 0                     | 0                     | 0                    | 0                    | 0                 | 2                      | 0         | 520      |
| Managing Director                                                                                                        | 897                            | (20)                  | 0                     | 0                    | 0                    | 0                 | (38)                   | 1         | 840      |
| Investment Properties                                                                                                    | (6,421)                        | (42)                  | 0                     | (951)                | 0                    | 0                 | 0                      | (26)      | (7,440)  |
| Property Management                                                                                                      | 338                            | (1)                   | 60                    | 0                    | 8                    | (125)             | 0                      | 0         | 280      |
| Transport and Infrastructure                                                                                             | 324                            | (9)                   | 0                     | 0                    | (26)                 | 60                | 3                      | 352       |          |
| Development Section                                                                                                      | 193                            | 0                     | 136                   | 0                    | (16)                 | 102               | (1)                    | 414       |          |
| Housing                                                                                                                  | 1,121                          | 0                     | 524                   | 0                    | (60)                 | 32                | 0                      | 1,617     |          |
| Policy Team                                                                                                              | 399                            | (51)                  | 0                     | 0                    | 0                    | 49                | 0                      | 397       |          |
| Deputy Managing Director                                                                                                 | (4,046)                        | (103)                 | 720                   | (951)                | (94)                 | 118               | (24)                   | (4,380)   |          |
| Revenues & Benefits                                                                                                      | 1,153                          | 0                     | 31                    | 0                    | 0                    | 0                 | 0                      | 0         | 1,184    |
| Finance                                                                                                                  | 668                            | 0                     | 0                     | 0                    | 0                    | 0                 | 0                      | 0         | 668      |
| Director of Finance                                                                                                      | 1,821                          | 0                     | 31                    | 0                    | 0                    | 0                 | 0                      | 0         | 1,852    |
| Customer Services                                                                                                        | 841                            | 0                     | 35                    | 0                    | 0                    | 26                | 0                      | 902       |          |
| ICT Shared Service                                                                                                       | 868                            | 0                     | 0                     | 0                    | 0                    | 8                 | (1)                    | 875       |          |
| Head of Service Transformation                                                                                           | 0                              | 0                     | 0                     | 0                    | 0                    | 98                | 0                      | 98        |          |
| Service Transformation                                                                                                   | 1,709                          | 0                     | 35                    | 0                    | 0                    | 132               | (1)                    | 1,875     |          |
| Culture & Play                                                                                                           | 784                            | 0                     | 0                     | 0                    | 2                    | 11                | 26                     | 823       |          |
| Waste & Recycling                                                                                                        | 1,907                          | 0                     | 269                   | 0                    | (41)                 | 0                 | (1)                    | 2,134     |          |
| Parks & Open Spaces                                                                                                      | 1,345                          | (55)                  | (40)                  | 0                    | (40)                 | 16                | (1)                    | 1,225     |          |
| Leisure                                                                                                                  | 495                            | (53)                  | 0                     | 0                    | (18)                 | 3                 | 1                      | 428       |          |
| Environmental Health & Licensing                                                                                         | 1,299                          | (15)                  | (13)                  | 0                    | 2                    | 113               | 0                      | 1,386     |          |
| Contract Monitoring                                                                                                      | 343                            | 0                     | 190                   | 0                    | 0                    | (82)              | 1                      | 452       |          |
| Street Cleansing                                                                                                         | 1,857                          | 0                     | 0                     | 0                    | (1)                  | 0                 | 1                      | 1,857     |          |
| Grants                                                                                                                   | 758                            | 0                     | 0                     | 0                    | 0                    | (3)               | 0                      | 755       |          |
| Commercialisation                                                                                                        | 0                              | 0                     | 0                     | 0                    | 0                    | 0                 | 0                      | 0         |          |
| Community Services                                                                                                       | 8,788                          | (123)                 | 406                   | 0                    | (96)                 | 58                | 27                     | 9,060     |          |
| Legal and Democratic                                                                                                     | 1,817                          | (11)                  | 34                    | 0                    | 0                    | 53                | 0                      | 1,893     |          |
| Buildings and Projects                                                                                                   | 1,450                          | (83)                  | 20                    | 0                    | (36)                 | 38                | (3)                    | 1,386     |          |
| Procurement                                                                                                              | 28                             | 0                     | 0                     | 0                    | 0                    | 1                 | 0                      | 29        |          |
| Democracy & Governance                                                                                                   | 3,295                          | (94)                  | 54                    | 0                    | (36)                 | 92                | (3)                    | 3,308     |          |
| HR Shared Service                                                                                                        | 586                            | 0                     | 0                     | 0                    | 0                    | 49                | 0                      | 635       |          |
| Net cost of services                                                                                                     | 13,050                         | (340)                 | 1,246                 | (951)                | (226)                | 411               | 0                      | 13,190    |          |

|  <b>WATFORD<br/>BOROUGH<br/>COUNCIL</b> | 2018/19 MTFS<br>rolled forward | Efficiency<br>Savings | Unavoidable<br>Growth | Programme<br>Capital | Effect of<br>Capital | Fees &<br>Charges | Changes to<br>Salaries | Virements | 2019/20  |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------|-----------------------|----------------------|----------------------|-------------------|------------------------|-----------|----------|
|                                                                                                                            |                                |                       |                       |                      |                      |                   |                        |           | Original |
|                                                                                                                            | £000s                          | £000s                 | £000s                 | £000s                | £000s                | £000s             | £000s                  | £000s     | £000s    |
| <b>Corporate Budgets</b>                                                                                                   |                                |                       |                       |                      |                      |                   |                        |           |          |
| Dividends & Interest earned                                                                                                | 318                            | 0                     | 0                     | 0                    | 0                    | 0                 | 0                      | (600)     | (282)    |
| Interest payable                                                                                                           | 130                            | 0                     | 0                     | 0                    | 0                    | 0                 | 0                      | 0         | 130      |
| Pension Fund deficit payments                                                                                              | 2,300                          | 0                     | 0                     | 0                    | 0                    | 0                 | 149                    | 0         | 2,449    |
| Revenue provision for Capital (PMB)                                                                                        | (600)                          | 0                     | 0                     | 0                    | 0                    | 0                 | 600                    | 0         | 0        |
| Sub-Total                                                                                                                  | 2,148                          | 0                     | 0                     | 0                    | 0                    | 0                 | 149                    | 0         | 2,297    |



|                                                                                                                                                                                                                                                                                                                                                                                  |              |              |              |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|
| <b>Temporary Accommodation</b><br><i>The cost of temporary accommodation for homeless people in the borough. This rising cost has been reported at £0.450 million during 2016/17, but homelessness is expected to rise with the continued implementation of the benefit cap and universal credit. A number of projects are in progress to attempt to mitigate this pressure.</i> | 500          | 500          | 500          | 1,500        |
| <b>Waste</b><br><i>Increase in collection costs.</i>                                                                                                                                                                                                                                                                                                                             | 148          | 148          | 148          | 444          |
| <b>Local Plan 2</b><br><i>Additional budget required to complete the examination in public of Local Plan 2 in 2017/18. This will be funded from the Local Development Framework, Examination in Public reserve.</i>                                                                                                                                                              | 42           | 0            | 0            | 42           |
| <b>Property Valuations</b><br><i>Cost of quarterly valuations of investment properties and annual accounts valuations of the whole property portfolio. The KPIs which require these valuations were approved by PIB.</i>                                                                                                                                                         | 60           | 60           | 60           | 180          |
| <b>Revenues &amp; Benefits - Postage</b><br><i>Rising costs of postage which is used in the processing of Council Tax, Revenues and Benefits.</i>                                                                                                                                                                                                                                | 31           | 31           | 31           | 93           |
| <b>Annual Canvas of Electors</b><br><i>The annual canvas of electors has not been included in the base budget, so has now been added.</i>                                                                                                                                                                                                                                        | 34           | 34           | 34           | 102          |
| <b>Mayoral Election</b><br><i>There is a mayoral election in 2018/19 and growth has been included to cover the cost.</i>                                                                                                                                                                                                                                                         | 0            | 50           | 0            | 50           |
| <b>Sub-total</b>                                                                                                                                                                                                                                                                                                                                                                 | <b>815</b>   | <b>823</b>   | <b>773</b>   | <b>2,411</b> |
| <i>Cleaning &amp; Soft Service re-tender</i>                                                                                                                                                                                                                                                                                                                                     | 20           | 20           | 20           | 60           |
| <i>Veolia - previously reserve funded</i>                                                                                                                                                                                                                                                                                                                                        | 98           | 98           | 98           | 294          |
| <i>Veolia - indexation</i>                                                                                                                                                                                                                                                                                                                                                       | 0            | 0            | 93           | 93           |
| <i>Veolia - additional households</i>                                                                                                                                                                                                                                                                                                                                            | 0            | 150          | 150          | 300          |
| <i>Fewer clinical waste collections</i>                                                                                                                                                                                                                                                                                                                                          | 0            | (25)         | (25)         | (50)         |
| <i>Removal of recycling banks</i>                                                                                                                                                                                                                                                                                                                                                | 0            | (4)          | (4)          | (8)          |
| <i>Income &amp; Efficiencies</i>                                                                                                                                                                                                                                                                                                                                                 | 0            | (40)         | (40)         | (80)         |
| <i>Electric pool cars</i>                                                                                                                                                                                                                                                                                                                                                        | 8            | 8            | 8            | 24           |
| <b>Contract Inflation &amp; Demography</b><br><i>Expected increases in costs relating to contracts, including expected increases on re-tendering, indexation, and increases in costs relating to demographic change in the borough.</i>                                                                                                                                          | 126          | 207          | 300          | 633          |
| <i>Planning Income</i>                                                                                                                                                                                                                                                                                                                                                           | 150          | 150          | 150          | 450          |
| <i>Various licensing</i>                                                                                                                                                                                                                                                                                                                                                         | (10)         | (10)         | (10)         | (30)         |
| <i>HMO Licences</i>                                                                                                                                                                                                                                                                                                                                                              | 0            | (2)          | (2)          | (4)          |
| <i>Housing services no longer provided to partners</i>                                                                                                                                                                                                                                                                                                                           | 24           | 24           | 24           | 72           |
| <i>Scrap Metal Licences</i>                                                                                                                                                                                                                                                                                                                                                      | (1)          | (1)          | (1)          | (3)          |
| <i>Print income</i>                                                                                                                                                                                                                                                                                                                                                              | 39           | 35           | 35           | 109          |
| <i>Building inspection fees</i>                                                                                                                                                                                                                                                                                                                                                  | (20)         | (20)         | (20)         | (60)         |
| <i>Unilateral Undertaking drafting fees</i>                                                                                                                                                                                                                                                                                                                                      | (2)          | (2)          | (2)          | (6)          |
| <b>Changes to Fees &amp; Charges</b><br><i>Adjustments to fees and charges budgets relating to specific expected pressures principally in Planning, but also relating to budgets considered no longer achievable for printing and also for housing services formerly provided to Three Rivers District Council and Watford Community Housing Trust under contract.</i>           | 180          | 174          | 174          | 528          |
| <b>Total</b>                                                                                                                                                                                                                                                                                                                                                                     | <b>1,121</b> | <b>1,204</b> | <b>1,247</b> | <b>3,572</b> |



**Appendix 1f:  
Efficiency Savings**

**2017/18**

**2018/19**

**2019/20**

**Total**

£000s

£000s

£000s

£000s

**Commissioning Framework**

Management of Community & Voluntary Commissioning Framework was carried out by Watford Community Housing Trust, but has been taken back in-house and is being delivered using existing resources. A saving has therefore been generated.

(53)

(53)

(53)

(159)

**Watford Health Campus**

Income relating to the Industrial Zone South phase of the Watford Health Campus income originally budgeted for 2016/17 is now expected in 2017/18.

(217)

0

0

(217)

**Sub-total**

(270)

(53)

(53)

(376)

Fewer clinical waste collections

(25)

0

0

(25)

Removal of recycling banks

(4)

0

0

(4)

Leased fleet replaced with Council owned vehicles

(40)

0

0

(40)

**Veolia Contract**

In 2017/18 there are a number of changes to the waste contract which generate a net reduction in cost, including the removal of recycling banks, the reduced number of clinical waste collections, and the move from leased to Council owned vehicles.

(69)

0

0

(69)

Local Plan - reserve one off

0

0

(50)

(50)

Hygiene services

(2)

(2)

(2)

(6)

Business Rates

(6)

(6)

(6)

(18)

Postage and Publications

(1)

(1)

(1)

(3)

Advertising and legal fees

0

(6)

(6)

(12)

Postage

0

(3)

(3)

(6)

Income & Efficiencies

(2)

(2)

(2)

(6)

Lease car

(1)

(1)

(1)

(3)

**Review of Budgets**

A review of budgets has found a number that are no longer required and can be included as savings.

(12)

(21)

(21)

(54)

Tree Management

(55)

(55)

(55)

(165)

Pest control - Fee income & Costs

54

56

(15)

95

Pest control - Contract Income

(78)

(81)

0

(159)

HR

(26)

(10)

0

(36)

**Services provided to partners**

This is the net contribution to Council overheads made from Pest Control services provided to Three Rivers District Council, tree management services provided to Hertfordshire County Council, and HR Services provided to the new Hertfordshire building control company, Broste Rivers.

(105)

(90)

(70)

(265)

Town Hall Annexe

(74)

(74)

(74)

(222)

Cardiff Road

0

(25)

(25)

(50)

Timberlake Car Park

(9)

(9)

(9)

(27)

Shop disposals

(1)

(1)

(1)

(3)

Garages Project

(17)

(17)

(17)

(51)

Watford Wi-Fi

(20)

(20)

(20)

(60)

**Changes to Rental Incomes**

This is the net income from the rental of the first floor of the annexe to the NHS, additional rent from Timberlake Car Park, new parking spaces renovated using funds from Programme Management Board, and income from the Watford Wi-Fi service.

(121)

(146)

(146)

(413)

**Total**

**(577)**

**(310)**

**(290)**

**(1,177)**





|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |            |           |           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|-----------|
| Managing Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0          | 0         | 0         |
| Deputy Managing Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0          | 0         | 0         |
| Director of Finance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0          | 0         | 0         |
| Service Transformation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0          | 0         | 0         |
| <b>Project Management: Parks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |            |           |           |
| <i>Additional budget is required to fund the rest of the cost of a 12 month extension of a project management post to continue work on parks development as the Woodside and Oxhey Park North projects get underway. The total cost of the post is £54k, but the balance has been funded by the Programme Management Board..</i>                                                                                                                                                                                                                                                                                                                           | 19         | 0         | 0         |
| <b>Watford Big Events</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |            |           |           |
| <i>The Big Events programme has improved the attractiveness of the High Street and proved popular with residents and businesses. Members are therefore asked to consider a bid for discretionary growth to continue to fund the Ice Rink.</i>                                                                                                                                                                                                                                                                                                                                                                                                              | 55         | 50        | 45        |
| <b>Pest Control Apprentice</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |            |           |           |
| <i>Employing an apprentice will serve three purposes: It will support the corporate commitment to developing apprentices and this particular role will be highly valuable given the skill level of the job, the availability of roles (which is good) and the long term prospects for those with this vocation and profession; it will enable an efficient and effective way to support development of the service by providing a cost effective means of undertaking the job roles that don't require a fully qualified technician; and, it will also enable us to develop resilience and capacity as the service expands to include commercial work.</i> | 10         | 10        | 0         |
| <b>Little Cassiobury</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |           |           |
| <i>The Little Cassiobury project is about finding a sustainable end use for the building. The initial grant from Historic England will provide a dilapidation survey and cost schedule to bring the building back into use and maintain it on an annual basis, as well as suggesting possible future options for its use. This information will be available in April 2017 and then Officers will recommend the next steps for WBC's involvement in this project.</i>                                                                                                                                                                                      | 15         | 0         | 0         |
| <b>Hertfordshire Home Improvement Agency (Disabled Facilities Grants Shared Service)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |           |           |
| <i>Watford is one of six Hertfordshire authorities working together on a new shared service. Whilst in the long run it is expected to be revenue neutral, or even generate income, it is expected that there may be some revenue costs arising during the transition period. This discretionary growth bid is to cover those costs.</i>                                                                                                                                                                                                                                                                                                                    | 20         | 15        | 10        |
| <b>Cassiobury Park</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |           |           |
| <i>Following the restoration of the park, it is expected that ongoing running costs and staffing will be covered by income generated from the day to day operation of the park. However, it is expected that this will take a year or so to build to a level adequate to cover costs. There is therefore a discretionary growth item to provide contingency in the first year.</i>                                                                                                                                                                                                                                                                         | 50         | 0         | 0         |
| Community Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 169        | 75        | 55        |
| Democracy & Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0          | 0         | 0         |
| HR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0          | 0         | 0         |
| <b>Net cost of services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>169</b> | <b>75</b> | <b>55</b> |
| <b>Corporate Budgets</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |           |           |
| <b>Programme Management Board</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |           |           |
| <i>PMB have nearly exhausted the £1m originally set aside for them to allocate in support of projects which generate improvements to services and savings. This discretionary growth request is to fund budget for the coming year, to allow it to continue. This is proposed to be funded from the Economic Impact Reserve.</i>                                                                                                                                                                                                                                                                                                                           | 250        | 0         | 0         |
| <b>Watford 2020: Commercialisation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |           |           |
| <i>The Council is pursuing a new commercialisation strategy as part of the Watford 2020 programme. To achieve the aims of the strategy, there needs to be budget available for Officers to pursue ideas and develop business cases (subject to the risk and reward criteria put in place in the strategy). This budget will be awarded by the Watford 2020 Commercialisation team where initial funding is needed to develop new business opportunities. This growth will be funded from the Economic Impact Reserve.</i>                                                                                                                                  | 500        | 0         | 0         |
| <b>Sub-total</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>750</b> | <b>0</b>  | <b>0</b>  |
| <b>Growth</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>919</b> | <b>75</b> | <b>55</b> |



**Appendix 2b:  
Financial Planning -  
Income & Efficiencies**

|                                                                                                                                                                                                                                                                                             | 2017/18 | 2018/19 | 2019/20 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                             | £000s   | £000s   | £000s   |
| Managing Director                                                                                                                                                                                                                                                                           | 0       | 0       | 0       |
| <b>Property Investment Portfolio - outsourcing</b>                                                                                                                                                                                                                                          |         |         |         |
| <i>The strategic and operational management of the Property Investment Portfolio has been outsourced, and set a 5% annual increase in income target. The net increase in income is shown here.</i>                                                                                          | (126)   | (504)   | (865)   |
| Deputy Managing Director                                                                                                                                                                                                                                                                    | (126)   | (504)   | (865)   |
| Director of Finance                                                                                                                                                                                                                                                                         | 0       | 0       | 0       |
| <b>Watford 2020</b>                                                                                                                                                                                                                                                                         |         |         |         |
| <i>The Head of Service Transformation has been tasked with leading an ambitious programme, Watford 2020, of service transformation and digitisation. This is expected to generate £1m of savings from 2018/19, though will require changes to the ways in which services are delivered.</i> | 0       | (1,000) | (1,000) |
| Service Transformation                                                                                                                                                                                                                                                                      | 0       | (1,000) | (1,000) |
| Community Services                                                                                                                                                                                                                                                                          | 0       | 0       | 0       |
| Democracy & Governance                                                                                                                                                                                                                                                                      | 0       | 0       | 0       |
| HR                                                                                                                                                                                                                                                                                          | 0       | 0       | 0       |
| Net cost of services                                                                                                                                                                                                                                                                        | (126)   | (1,504) | (1,865) |
| Corporate Budgets                                                                                                                                                                                                                                                                           |         |         |         |
| Sub-total                                                                                                                                                                                                                                                                                   | 0       | 0       | 0       |
| Income & Efficiencies                                                                                                                                                                                                                                                                       | (126)   | (1,504) | (1,865) |





|                                             | Balance<br>1 April 2016 | Budgeted Use in<br>2016/17 | Forecast Balance<br>1 April 2017 | Budgeted Use in<br>2017/18 | Forecast Balance<br>1 April 2018 | Budgeted Use in<br>2018/19 | Forecast Balance<br>1 April 2019 | Budgeted Use in<br>2019/20 | Forecast Balance<br>1 April 2020 | Purpose                                           |
|---------------------------------------------|-------------------------|----------------------------|----------------------------------|----------------------------|----------------------------------|----------------------------|----------------------------------|----------------------------|----------------------------------|---------------------------------------------------|
|                                             | £000s                   | £000s                      | £000s                            | £000s                      | £000s                            | £000s                      | £000s                            | £000s                      | £000s                            |                                                   |
| <i>Budget Carry Forward</i>                 | (1,190)                 | 1,190                      | 0                                | 0                          | 0                                | 0                          | 0                                | 0                          | 0                                | Budgets carried forward from prior years          |
| <i>Business Rates Collection Fund</i>       | (4,661)                 | 0                          | (4,661)                          | 0                          | (4,661)                          | 0                          | (4,661)                          | 0                          | (4,661)                          | Collect and distribute surplus/deficits           |
| <i>Car Parking Zones</i>                    | (775)                   | (130)                      | (905)                            | 0                          | (905)                            | 0                          | (905)                            | 0                          | (905)                            | Statutory, ring fenced for parking costs          |
| <i>Charter Place Tenants</i>                | (160)                   | 0                          | (160)                            | 0                          | (160)                            | 0                          | (160)                            | 0                          | (160)                            | Tenants' contributions to major works             |
| <i>Climate Change</i>                       | (57)                    | 0                          | (57)                             | 0                          | (57)                             | 0                          | (57)                             | 0                          | (57)                             | Energy saving initiatives                         |
| <i>Homelessness Prevention</i>              | (113)                   | 113                        | 0                                | 0                          | 0                                | 0                          | 0                                | 0                          | 0                                | To assist young homeless people                   |
| <i>Leisure Structured Maintenance</i>       | (423)                   | 0                          | (423)                            | 0                          | (423)                            | 0                          | (423)                            | 0                          | (423)                            | Funding maintenance not in contract               |
| <i>Le Marie Centre Repairs</i>              | (12)                    | 0                          | (12)                             | 0                          | (12)                             | 0                          | (12)                             | 0                          | (12)                             | Funding Council obligations as landlord           |
| <i>Multi-Storey Car Park Repair</i>         | (181)                   | 0                          | (181)                            | 0                          | (181)                            | 0                          | (181)                            | 0                          | (181)                            | Funding major structural works                    |
| <i>Parks, Waste &amp; Street Strategy</i>   | (60)                    | 60                         | 0                                | 0                          | 0                                | 0                          | 0                                | 0                          | 0                                | Covering unspecified works on Veolia contract     |
| <i>Rent Deposit Guarantee Scheme</i>        | (100)                   | 0                          | (100)                            | 0                          | (100)                            | 0                          | (100)                            | 0                          | (100)                            | Assist in providing homelessness accommodation    |
| <i>Area Based Grant</i>                     | (85)                    | 0                          | (85)                             | 0                          | (85)                             | 0                          | (85)                             | 0                          | (85)                             | Extremism and anti-social behaviour prevention    |
| <i>Crematorium</i>                          | (50)                    | 0                          | (50)                             | 0                          | (50)                             | 0                          | (50)                             | 0                          | (50)                             | Funding repairs and maintenance                   |
| <i>Economic Impact</i>                      | (4,029)                 | 180                        | (3,849)                          | 497                        | (3,352)                          | 1,215                      | (2,137)                          | 1,071                      | (1,066)                          | Provide resources to offset economic downturn     |
| <i>High Street Innovation</i>               | (90)                    | 90                         | 0                                | 0                          | 0                                | 0                          | 0                                | 0                          | 0                                | Assist in regeneration of town centres            |
| <i>Housing Benefit Subsidy</i>              | (996)                   | 0                          | (996)                            | 0                          | (996)                            | 0                          | (996)                            | 0                          | (996)                            | If Department for Work & Pensions claw back funds |
| <i>Housing Planning Delivery Grant</i>      | (266)                   | 0                          | (266)                            | 0                          | (266)                            | 0                          | (266)                            | 0                          | (266)                            | Improve planning outcomes and delivery of housing |
| <i>Invest to Save</i>                       | (839)                   | 0                          | (839)                            | 0                          | (839)                            | 0                          | (839)                            | 0                          | (839)                            | Support expenditure producing savings             |
| <i>LA Business Growth Incentive (LABGI)</i> | (570)                   | 66                         | (504)                            | 0                          | (504)                            | (12)                       | (516)                            | 0                          | (516)                            | Business growth initiatives                       |
| <i>Local Development Framework</i>          | (178)                   | 50                         | (128)                            | 92                         | (36)                             | 0                          | (36)                             | 0                          | (36)                             | Support local plan production and inspection      |
| <i>Pension Funding</i>                      | (2,249)                 | 0                          | (2,249)                          | 0                          | (2,249)                          | 100                        | (2,149)                          | 200                        | (1,949)                          | Reduction of pension deficit                      |
| <i>Performance Reward Grant</i>             | (29)                    | 0                          | (29)                             | 0                          | (29)                             | 0                          | (29)                             | 0                          | (29)                             | Grant allocated by Local Strategic Partnership    |
| <i>Project and Programme Management</i>     | (404)                   | 301                        | (103)                            | 44                         | (59)                             | 0                          | (59)                             | 0                          | (59)                             | Support major project work                        |
| <i>Weekly Collection Support Grant</i>      | (30)                    | 0                          | (30)                             | 0                          | (30)                             | 0                          | (30)                             | 0                          | (30)                             | Supporting weekly collections of waste            |
| <b>Total Earmarked Reserves (Revenue)</b>   | <b>(17,547)</b>         | <b>1,920</b>               | <b>(15,627)</b>                  | <b>633</b>                 | <b>(14,994)</b>                  | <b>1,303</b>               | <b>(13,691)</b>                  | <b>1,271</b>               | <b>(12,420)</b>                  |                                                   |
| <b>General Fund Working Balance</b>         | <b>(1,350)</b>          | <b>0</b>                   | <b>(1,350)</b>                   | <b>0</b>                   | <b>(1,350)</b>                   | <b>0</b>                   | <b>(1,350)</b>                   | <b>0</b>                   | <b>(1,350)</b>                   |                                                   |
| <b>Total Revenue Reserves</b>               | <b>(18,897)</b>         | <b>1,920</b>               | <b>(16,977)</b>                  | <b>633</b>                 | <b>(16,344)</b>                  | <b>1,303</b>               | <b>(15,041)</b>                  | <b>1,271</b>               | <b>(13,770)</b>                  |                                                   |



# WATFORD BOROUGH COUNCIL

## Appendix 3: Reserves

|                                           | Balance<br>1 April 2016<br>£000s | Budgeted Use in<br>2016/17<br>£000s | Forecast Balance<br>1 April 2017<br>£000s | Budgeted Use in<br>2017/18<br>£000s | Forecast Balance<br>1 April 2018<br>£000s | Budgeted Use in<br>2018/19<br>£000s | Forecast Balance<br>1 April 2019<br>£000s | Budgeted Use in<br>2019/20<br>£000s | Forecast Balance<br>1 April 2020<br>£000s | Purpose                                           |
|-------------------------------------------|----------------------------------|-------------------------------------|-------------------------------------------|-------------------------------------|-------------------------------------------|-------------------------------------|-------------------------------------------|-------------------------------------|-------------------------------------------|---------------------------------------------------|
| <i>Capital Fund</i>                       | (650)                            | 0                                   | (650)                                     | 0                                   | (650)                                     | 0                                   | (650)                                     | 0                                   | (650)                                     | Funding key capital projects                      |
| <i>New Homes Bonus</i>                    | (4,069)                          | 0                                   | (4,069)                                   | 0                                   | (4,069)                                   | 0                                   | (4,069)                                   | 0                                   | (4,069)                                   | Additional grant set aside for capital            |
| <i>Development Sites Decontamination</i>  | (446)                            | 0                                   | (446)                                     | 0                                   | (446)                                     | 0                                   | (446)                                     | 0                                   | (446)                                     | Decontamination costs where the Council is liable |
| <i>Performance Reward Grant</i>           | (191)                            | 0                                   | (191)                                     | 0                                   | (191)                                     | 14                                  | (177)                                     | 0                                   | (177)                                     | Grant allocated by Local Strategic Partnership    |
| <i>Weekly Collections</i>                 | (158)                            | 0                                   | (158)                                     | 0                                   | (158)                                     | 0                                   | (158)                                     | 0                                   | (158)                                     | Supporting weekly collections of waste            |
| <i>Project &amp; Programme Management</i> | (251)                            | 186                                 | (65)                                      | 65                                  | 0                                         | 0                                   | 0                                         | 0                                   | 0                                         | Support major project work                        |
| <i>Vehicle Replacement</i>                | (310)                            | 99                                  | (211)                                     | 0                                   | (211)                                     | 211                                 | 0                                         | 0                                   | 0                                         | Funding replacement of vehicles                   |
| <b>Total Earmarked Reserves (Capital)</b> | <b>(6,075)</b>                   | <b>285</b>                          | <b>(5,790)</b>                            | <b>65</b>                           | <b>(5,725)</b>                            | <b>225</b>                          | <b>(5,500)</b>                            | <b>0</b>                            | <b>(5,500)</b>                            |                                                   |
| Capital Receipts Reserve                  | (17,486)                         | 9,120                               | (8,366)                                   | 7,990                               | (376)                                     | (3,354)                             | (3,730)                                   | (13,376)                            | (17,106)                                  |                                                   |
| Capital Grants Unapplied                  | (2,531)                          | (112)                               | (2,643)                                   | (240)                               | (2,883)                                   | (225)                               | (3,108)                                   | (240)                               | (3,348)                                   |                                                   |
| <b>Total Other Reserves</b>               | <b>(26,092)</b>                  | <b>9,293</b>                        | <b>(16,799)</b>                           | <b>7,815</b>                        | <b>(8,984)</b>                            | <b>(3,354)</b>                      | <b>(12,338)</b>                           | <b>(13,616)</b>                     | <b>(25,954)</b>                           |                                                   |
| <b>Total Council Reserves</b>             | <b>(44,989)</b>                  | <b>11,213</b>                       | <b>(33,776)</b>                           | <b>8,448</b>                        | <b>(25,328)</b>                           | <b>(2,051)</b>                      | <b>(27,379)</b>                           | <b>(12,345)</b>                     | <b>(39,723)</b>                           |                                                   |