Wattform         Open 200 (1)         Open 200 (200)         Open 200 (200)         Formation 200 (2	Appendix	x 1a: 20	016/17	7 Revisi	ons		
Corporate Management         260         400         (245)         0         0         415           Economic Development         125         0         0         0         137         262           Partnerships and Performance         537         129         0         4         (46)         624           Managing Director         1/vestment Properties         (6,243)         0         0         (11)         (258)         99         502           Transport and Infrastructure         294         0         0         5         (95)         204           Development Section         1.11         0         0         0         552         (3,241)           Bay Structure         (3,944)         273         0         (27)         457         (3,241)           Revenues & Benefit         1,084         0         0         0         30         1,114           Finance         1,730         60         0         (41)         123         788           Director of Finance         1,730         60         0         (41)         133         1,902           Customer Services         870         0         0         0         245         0	WATFORD BOROUGH COUNCIL	2016/17 Original		Corporate Restructuring	Virements	Variances reported as at November	2016/17 Revised
Economic Development         125         0         0         137         262           Portnerships and Performance         537         129         0         4         (46)         624           Managing Director         922         529         (245)         4         91         1.301           Investment Properties         (6,243)         0         0         (1)         (258)         (6,502)           Property Management         294         137         0         (28)         99         502           Transport and Infrastructure         294         0         0         5         (95)         204           Development Section         141         0         0         (2)         167         306           Housing         1,776         20         0         0         585         1,781           Deputy Managing Director         (3,944)         273         0         (27)         457         (3,241)           Finance         646         60         0         (41)         153         1.902           Custome Services         870         30         0         0         0         870           Finance         1,730         60		£000s	£000s	£000s	£000s	£000s	£000s
Partnerships and Performance         537         129         0         4         (46)         624           Managing Director         922         529         (245)         4         91         1,301           Property Management         294         137         0         (28)         99         502           Transport and Infrastructure         294         0         0         5         (95)         204           Development Section         141         0         0         (2)         167         306           Housing         1,176         20         0         0         585         1,781           Polety Managing Director         (3)944)         273         0         (27)         457         (3,241)           Revenues & Benefits         1,084         0         0         0         30         1,114           Finance         6A6         60         0         (41)         133         1.902           Customer Services         870         30         0         0         0         245         0         (40)         1.975           Lector of Finance         1,740         30         245         0         0         1.507         1	Corporate Management	260	400	(245)	0	0	415
Managing Director         922         529         (245)         4         91         1,301           Investment Properties         (6,243)         0         0         (11)         (258)         (6,502)           Property Management         294         137         0         (28)         99         502           Transport and Infrastructure         294         0         0         5         (95)         204           Development Section         141         0         0         (28)         99         502           Housing         1,176         20         0         0         585         1,781           Policy Team         394         116         0         (11)         (41)         468           Deputy Managing Director         (3,944)         273         0         (27)         457         (3,241)           Revenues & Benefits         1,084         0         0         0         300         0         (40)         860           ICT Shared Service         870         30         0         0         245         0         0         245           Viste & Recycling         2,166         0         (42)         1,975         240	,	125	0	0	0	137	262
Investment Properties         (6,243)         0         0         (1)         (258)         (6,502)           Property Management         294         137         0         (28)         99         502           Transport and Infrastructure         294         0         0         5         (95)         204           Development Section         141         0         0         (2)         167         336           Housing         1,176         20         0         0         585         1,781           Policy Team         394         116         0         (1)         (41)         468           Deputy Managing Director         (3,944)         273         0         (27)         457         (3,241)           Revenues & Benefits         1,084         0         0         0         30         1,114           Incetor of Finance         1,730         60         0         (41)         153         1,902           Customer Service         870         30         0         0         245         0         0         245           Service Transformation         1,020         60         0         (85)         93         1,988			-	-			
Property Management         294         137         0         (28)         99         502           Transport and Infrastructure         294         0         0         5         (95)         204           Development Section         141         0         0         (2)         167         306           Housing         1,176         20         0         0         585         1,781           Policy Team         394         116         0         (1)         (41)         468           Deputy Managing Director         (3,944)         273         0         (27)         457         (3,241)           Revenues & Bene/its         1,084         0         0         0         300         1.114           Finance         646         60         0         (41)         153         1.902           Customer Services         870         30         0         0         245         0         0         245           Veste & Recycling         2,166         0         (85)         (39)         1.985         1.267           Lesivre         360         86         0         98         (10)         534           Environmentol Health & Leen				. ,			
Transport and Infrastructure         294         0         0         5         (95)         204           Development Section         141         0         0         (2)         167         306           Housing         1,176         20         0         0         585         1,781           Policy Team         394         116         0         (1)         (41)         468           Deputy Managing Director         (3,944)         273         0         (27)         457         (3,241)           Revenues & Benefits         1,084         0         0         30         1,114           Finance         6.46         60         0         (41)         123         788           Director of Finance         1,730         60         0         (40)         860           ICT Shared Service 870         0         0         0         0         245         0         245           Service Transformation         1,740         30         245         0         1,078           Service Transformation         1,740         30         245         0         1,078           Maste & Recycling         2,166         0         (85)         93		., ,	-	-		· · ·	
Development Section         141         0         0         (2)         167         306           Housing         1,176         20         0         0         585         1,781           Policy Team         394         116         0         (1)         (41)         468           Deputy Managing Director         (3,944)         273         0         (27)         457         (3,241)           Revenues & Benefits         1,084         0         0         0         30         1,114           Finance         646         60         0         (41)         123         788           Director of Finance         1,730         60         0         (41)         153         1,902           Customer Services         870         0         0         0         0         245         0         0         245           Service Transformation         1,740         30         245         0         10,78         Waste & Recycling         2,166         0         (85)         (93)         1,988           Parks & Open Spaces         1,161         20         0         181         (95)         1,267           Leisure         360         86		-	-		. ,		
Housing         1,176         20         0         0         585         1,781           Policy Team         394         116         0         (1)         (41)         468           Deputy Managing Director         (3,944)         273         0         (27)         457         (3,241)           Revenues & Benefits         1,084         0         0         0         30         1,114           Finance         646         60         0         (41)         123         788           Director of Finance         1,730         60         0         (41)         153         1,902           Customer Services         870         0         0         0         0         860           ICT Shared Service Transformation         0         0.245         0         0         2.45           Service Transformation         1,740         30         2.45         0         1.975           Culture & Play         1,020         60         0         (2)         0         1.975           Waste & Recycling         2,166         0         0         (80)         534         1.985           Environmental Health & Licensing         1.258         82		-	-	-		. ,	
Policy Team         394         116         0         (1)         (41)         468           Deputy Managing Director         (3.944)         273         0         (27)         457         (3.241)           Revenues & Benefits         1,084         0         0         0         30         1,114           Finance         6.66         6.0         0         (41)         123         788           Director of Finance         1,730         6.0         0         (41)         153         1,902           Customer Service         870         0         0         0         0         860           ICT Shared Service         870         0         0         0         0         870           Head of Service Transformation         0         0         245         0         0         245           Service Transformation         1,740         30         245         0         1,078           Waste & Recycling         2,166         0         (85)         (93)         1,985           Parks & Open Spaces         1,161         20         0         181         (95)         1,267           Leisure         360         86         9				-	, <i>,</i>		
Deputy Managing Director         (3,944)         273         0         (27)         457         (3,241)           Revenues & Benefits         1,084         0         0         0         30         1,114           Finance         646         60         0         (41)         123         788           Director of Finance         1,730         60         0         (41)         123         788           Director of Finance         1,740         30         0         0         0         860           ICT Shared Service         870         0         0         0         245         0         0         245           Service Transformation         1,740         30         245         0         0         245           Service Transformation         1,740         30         245         0         (40)         1,975           Culture & Play         1,020         60         0         (22)         0         1,078           Waste & Recycling         2,166         0         0         859         1,010         534           Environmental Health & Licensing         1,258         82         0         (14)         (25)         1,301 <tr< td=""><td>5</td><td>,</td><td>-</td><td>-</td><td>-</td><td></td><td></td></tr<>	5	,	-	-	-		
Revenues & Benefits         1,084         0         0         30         1,114           Finance         646         60         0         (41)         123         788           Director of Finance         1,730         60         0         (41)         153         1,902           Customer Services         870         30         0         0         0         860           ICT Shared Service         870         0         0         0         0         860           Service Transformation         0         0         245         0         0         245           Service Transformation         1,740         30         245         0         0         245           Service Transformation         1,740         30         245         0         0         1,078           Waste & Recycling         2,166         0         0         (85)         (93)         1,988           Parks & Open Spaces         1,161         20         0         181         (95)         1,267           Leisure         360         86         0         98         10         534           Environmental Health & Licensing         1,867         0 <td< td=""><td>,</td><td></td><td>-</td><td>-</td><td>. ,</td><td>. ,</td><td></td></td<>	,		-	-	. ,	. ,	
Finance         Finance         646         60         0         (41)         123         788           Director of Finance         1,730         60         0         (41)         153         1,902           Custamer Services         870         30         0         0         (41)         153         1,902           Custamer Services         870         30         0         0         (41)         153         1,902           Custamer Services         870         0         0         0         0         870           Head of Service Transformation         1,740         30         245         0         0         245           Service Transformation         1,740         30         245         0         0         245           Service Transformation         1,740         30         245         0         0         245           Service Transformation         1,720         60         0         (2)         0         1,078           Moste & Recycling         2,166         0         0         126         1,267         1,267           Leisure         360         86         98         (10)         534         1,267 <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>							
Director of Finance         1,730         60         0         (41)         153         1,902           Customer Services         870         30         0         0         (40)         860           ICT Shared Service         870         0         0         0         870           Head of Service Transformation         0         0         245         0         0         245           Service Transformation         1,740         30         245         0         (40)         1,975           Culture & Play         1,020         60         0         (2)         0         1,078           Waste & Recycling         2,166         0         0         181         (95)         1,267           Leisure         360         86         98         (10)         534           Environmental Health & Licensing         1,258         82         0         (14)         (25)         1,301           Contract Monitoring         405         30         0         0         0         721         (1)         1,794           Grants         751         0         0         0         0         731         93         9,220           Legal and D	Finance	,	-	-	-		,
ICT Shared Service         BT0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         0         0         245         1,01         1,078         Waste & Recycling         2,166         0         0         0         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267         1,267 <t< td=""><td>Director of Finance</td><td>1,730</td><td>60</td><td></td><td>. ,</td><td>153</td><td></td></t<>	Director of Finance	1,730	60		. ,	153	
Head of Service Transformation         0         0         245         0         0         245           Service Transformation         1,740         30         245         0         (40)         1,975           Culture & Play         1,020         60         0         (2)         0         1,078           Waste & Recycling         2,166         0         0         (85)         (93)         1,988           Parks & Open Spaces         1,161         20         0         181         (95)         1,267           Leisure         360         86         0         98         (10)         534           Environmental Health & Licensing         1,258         82         0         (14)         (25)         1,301           Contract Monitoring         405         30         0         (59)         84         460           Street Cleansing         1,867         0         0         0         0         751           Commercialisation         0         0         0         0         751         0         0         0         751           Democracy & Governace         1,848         20         113         (14)         1,867	Customer Services	870	30	0	0	(40)	860
Service Transformation         1,740         30         245         0         (40)         1,975           Culture & Play         1,020         60         0         (2)         0         1,078           Waste & Recycling         2,166         0         0         (85)         (93)         1,988           Parks & Open Spaces         1,161         20         0         181         (95)         1,267           Leisure         360         86         0         98         (10)         534           Environmental Health & Licensing         1,258         82         0         (14)         (25)         1,301           Contract Monitoring         405         30         0         (59)         84         460           Street Cleansing         1,867         0         0         0         0         74         74           Community Services         8,988         278         0         47         (93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         0         576         0         0         0	ICT Shared Service	870	0	0	0	0	870
Culture & Play         1,020         60         0         (2)         0         1,078           Waste & Recycling         2,166         0         0         (85)         (93)         1,988           Parks & Open Spaces         1,161         20         0         181         (95)         1,267           Leisure         360         86         0         98         (10)         534           Environmental Health & Licensing         1,258         82         0         (14)         (25)         1,301           Contract Monitoring         405         30         0         (59)         84         460           Street Cleansing         1,867         0         0         (72)         (1)         1,794           Grants         751         0         0         0         0         751           Community Services         8,988         278         0         47         (93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         0         27           Democracy & Governance         3,382         20	Head of Service Transformation	0	0	245	0	0	245
Waste & Recycling         2,166         0         0         (85)         (93)         1,988           Parks & Open Spaces         1,161         20         0         181         (95)         1,267           Leisure         360         86         0         98         (10)         534           Environmental Health & Licensing         1,258         82         0         (14)         (25)         1,301           Contract Monitoring         405         30         0         (59)         84         460           Street Cleansing         1,867         0         0         (72)         (1)         1,794           Grants         751         0         0         0         751         0         0         0         771           Community Services         8,988         278         0         477         47           Community Services         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         0         27         0         0         0         27           Democracy & Governance         576         0         0         0         554         <	Service Transformation	1,740	30	245	0	(40)	1,975
Parks & Open Spaces         1,161         20         0         181         (95)         1,267           Leisure         360         86         0         98         (10)         534           Environmental Health & Licensing         1,258         82         0         (14)         (25)         1,301           Contract Monitoring         405         30         0         (59)         84         460           Street Cleansing         1,867         0         0         (72)         (1)         1,794           Grants         751         0         0         0         0         74         7           Community Services         8,988         278         0         47         (93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         0         27           Democracy & Governance         3,382         20         177         (14)         3,405           HR Shared Services         13,394         1,190         0         0         554         15,138           Evoots feotoss         £000s         £0	Culture & Play	1,020	60	0	(2)	0	1,078
Leisure         360         86         0         98         (10)         534           Environmental Health & Licensing         1,258         82         0         (14)         (25)         1,301           Contract Monitoring         405         30         0         (59)         84         460           Street Cleansing         1,867         0         0         (72)         (1)         1,794           Grants         751         0         0         0         0         751           Commercialisation         0         0         0         0         47         47           Community Services         8,988         278         0         47         93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         0         27           Democracy & Governance         3,382         20         0         17         (14)         3,405           HR Shared Service         576         0         0         0         554         15,138           E000s         £000s         £000s         £000s	Waste & Recycling	2,166	0	0	(85)	(93)	1,988
Environmental Health & Licensing         1,258         82         0         (14)         (25)         1,301           Contract Monitoring         405         30         0         (59)         84         460           Street Cleansing         1,867         0         0         (72)         (1)         1,794           Grants         751         0         0         0         751           Commercialisation         0         0         0         47         47           Community Services         8,988         278         0         47         (93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         0         27           Democracy & Governance         3,382         20         17         (14)         3,405           HR Shared Service         576         0         0         0         554         15,138           E000s         £000s         £000	Parks & Open Spaces	1,161	20	0	181	(95)	1,267
Contract Monitoring         405         30         0         (59)         84         460           Street Cleansing         1,867         0         0         (72)         (1)         1,794           Grants         751         0         0         0         0         751           Commercialisation         0         0         0         0         47         47           Community Services         8,988         278         0         47         (93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         4         0         1,511           Procurement         27         0         0         0         27           Democracy & Governance         3,382         20         0         17         (14)         3,405           HR Shared Service         576         0         0         0         554         15,138           E000s         £000s         £000s         £000s         £000s         £000s         £000s         £000s         £000s           Corporate Budgets         130	Leisure	360	86	0	98	(10)	534
Street Cleansing         1,867         0         0         (72)         (1)         1,794           Grants         751         0         0         0         0         0         751           Commercialisation         0         0         0         0         0         0         47         47           Community Services         8,988         278         0         47         (93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         4         0         1,511           Procurement         27         0         0         0         0         27           Democracy & Governance         3,382         20         17         (14)         3,405           HR Shared Service         576         0         0         0         554         15,138           E000s         E000s <td>Environmental Health &amp; Licensing</td> <td>1,258</td> <td>82</td> <td>0</td> <td>(14)</td> <td>(25)</td> <td>1,301</td>	Environmental Health & Licensing	1,258	82	0	(14)	(25)	1,301
Grants         751         0         0         0         0         751           Commercialisation         0         0         0         0         0         0         47         47           Community Services         8,988         278         0         47         (93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         4         0         1,511           Procurement         27         0         0         0         27           Democracy & Governance         3,382         20         0         17         (14)         3,405           HR Shared Service         576         0         0         0         554         15,138           Virements         13,394         1,190         0         554         15,138           E000s         £000s         £000s         £000s         £000s         £000s         £000s           Corporate Budgets         130         0         0         0         130         130           Dividends & Interest earned         (487)         0	Contract Monitoring	405	30	0	(59)	84	460
Commercialisation         0         0         0         0         47         47           Community Services         8,988         278         0         47         (93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         4         0         1,511           Procurement         27         0         0         0         0         27           Democracy & Governance         3,382         20         17         (14)         3,405           HR Shared Service         576         0         0         0         554         15,138           Virements         1,190         0         554         15,138           Virements         Corporate Services         13,394         1,190         0         554         15,138           EDOLD         EDOLD         EDOLD         EDOLD         EDOLD         Corporate Budgets         EDOLD         Corporate Budgets           Dividends & Interest earned         (487)         0         0         0         130         130           Pension Fund deficit payments         3,000		1,867	0	0	(72)	(1)	1,794
Community Services         8,988         278         0         47         (93)         9,220           Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         4         0         1,511           Procurement         27         0         0         0         14         3,405           Pemocracy & Governance         3,382         20         0         17         (14)         3,405           HR Shared Service         576         0         0         0         554         15,138           View mber as the services         13,394         1,190         0         0         554         15,138           F000s         £000s		751	0	0		0	
Legal and Democratic         1,848         20         0         13         (14)         1,867           Buildings and Projects         1,507         0         0         4         0         1,511           Procurement         27         0         0         0         0         27           Democracy & Governance         3,382         20         0         17         (14)         3,405           HR Shared Service         576         0         0         0         0         554         15,138           Image: Service         13,394         1,190         0         0         554         15,138           Image: Service         13,394         1,190         0         0         554         15,138           Image: Service         13,394         1,190         0         0         554         15,138           Image: Service         13,117         15,16         Revence form 2015,16         Revence for a fo		-	-	-	-		
Buildings and Projects         1,507         0         0         4         0         1,511           Procurement         27         0         0         0         0         27           Democracy & Governance         3,382         20         0         17         (14)         3,405           HR Shared Service         576         0         0         0         576           Net cost of services         13,394         1,190         0         0         554         15,138           Image: Service         0         0         15         15,138         1000         1000         1000         10000         10000         10000         10000         10000         10000         10000         10000         10000         10000         10000         10000         10000         10000         10000         10000         10000         10000         13000         10000         13000         1300         13000 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>							
Procurement         27         0         0         0         0         27           Democracy & Governance         3,382         20         0         17         (14)         3,405           HR Shared Service         576         0         0         0         0         576           Net cost of services         13,394         1,190         0         0         554         15,138           Image: Service Ser							
Democracy & Governance         3,382         20         0         17         (14)         3,405           HR Shared Service         576         0         0         0         0         576           Net cost of services         13,394         1,190         0         0         554         15,138           Image: Council Counci Council Counci Council Council Council Council Counci Council Co		,					
HR Shared Service       576       0       0       0       0       576         Net cost of services       13,394       1,190       0       0       554       15,138         Image: Service Servi						-	
Net cost of services         13,394         1,190         0         0         554         15,138           Image: Net cost of services				-			
£000s£000s£000s£000s£000s£000sCorporate BudgetsDividends & Interest earned(487)000187(300)Interest payable130000130130Pension Fund deficit payments3,0000002,300Revenue provision for Capital (PMB)0003939			1,190			554	
£000s£000s£000s£000s£000s£000sCorporate BudgetsDividends & Interest earned(487)000187(300)Interest payable130000130130Pension Fund deficit payments3,0000002,300Revenue provision for Capital (PMB)0003939		2016/17 Original	Carryforward from 2015/16	Corporate Restructuring	Virements	Variances reported as at November	2016/17 Revised
Interest payable         130         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	Corporate Budgets	£000s	£000s	£000s	£000s	£000s	£000s
Interest payable         130         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		(487)	0	0	0	187	(300)
Pension Fund deficit payments3,0000002,300Revenue provision for Capital (PMB)00003939			0	0	0		130
Revenue provision for Capital (PMB)00003939		3,000	0			(700)	

	Appendi	x 1b: 20	)17/18	8 Revisio	ons			
WATFORD BOROUGH COUNCIL	Bud E		Unavoidable Growth	Effect of Capital Programme	Fees & Charges	Virements Changes to Salaries		2017/18 Original
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Management	258	0	0	0	0	8	0	266
Economic Development	117	(20)	0	0	0	(51)	0	46
Partnerships and Performance	513	0	4	0	0	(9)	4	512
Managing Director	888	(20)	4	0	0	(52)	4	824
Investment Properties	(6,547)	(17)	0	(951)	0	0	(27)	(7,542)
Property Management	358	(1)	60	0	8	(116)	(27)	282
Transport and Infrastructure	310	(9)	0	0	(26)	53	9	337
Development Section	180	0	136	0	5	74	(1)	394
Housing	1,167	0	524	0	(60)	25	0	1,656
Policy Team Deputy Managing Director	397 (4,135)	(1)	42 762	0 (951)	0 (73)	42 78	(1) (47)	479 (4,394)
Revenues & Benefits	1,110	0	31	0	0	0	(+7)	1,141
Finance	713	0	0	0	0	0	(31)	687
Director of Finance	1,823	0	31	0	0	0	(31)	1,828
Customer Services	830	0	35	0	0	10	1	876
ICT Shared Service	865	0	0	0	0	7	0	872
Head of Service Transformation	0	0	0	0	0	96	0	96
Service Transformation	1,695	0	35	0	0	113	1	1,844
Culture & Play	779	0	0	0	1	32	23	835
Waste & Recycling	2,145	(29)	148	0	(70)	0	(257)	1,937
Parks & Open Spaces	1,134	(95)	0	0	(57)	38	221	1,241
Leisure	416	(53)	0	0	(18)	(1)	102	446
Environmental Health & Licensing	1,305	(24)	(13)	0	6	98	(14)	1,358
Contract Monitoring	317	0	98	0	0	(53)	21	383
Street Cleansing	1,867	0	0	0	0	0	(39)	1,828
Grants	752	0	0	0	0	3	1	756
Commercialisation	0	0	0	0	0	0	0	0
Community Services	8,715	(201)	233	0	(138)	117	58	8,784
Legal and Democratic	1,745	8	34	0	0	(3)	13	1,797
Buildings and Projects	1,442	(83)	20	0	(36)	5	1	1,349
Procurement	27	0	0	0	0	1	0	28
Democracy & Governance	3,214	(75)	54	0	(36)	3	14	3,174
HR Shared Service	572	(26)	0	0	0	34	1	581
Net cost of services	12,772	(350)	1,119	(951)	(247)	293	0	12,641
WATFORD BOROUGH COUNCIL	Budget per last MTFS	Efficiency Savings	Unavoidable Growth	Effect of Capital Programme	Fees & Charges	Changes to Salaries	Virements	2017/18 Original
Corporate Budgets	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
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	(51)	600	2,249
Sub-Total	1,234	(217)	0	(137)	0	(51)	000	829
	1,234	(217)	0	(157)	0	(31)		-029

	Append	ix 1c: 2(	018/19	9 Revisio	ons			
WATFORD BOROUGH COUNCIL	Budget per last MTFS	Efficiency Savings	Unavoidable Growth	Effect of Capital Programme	Fees & Charges	Changes to Salaries	Virements	2018/19 Original
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Management	260	0	0	0	0	8	0	268
Economic Development	119	(20)	0	0	0	(51)	0	48
Partnerships and Performance	514	0	0	0	0	(5)	4	513
Managing Director	893	(20)	0	0	0	(48)	4	829
Investment Properties	(6,420)	(42)	0	(951)	0	0	(27)	(7,440)
Property Management	366	(1)	60	0	8	(129)	(27)	277
Transport and Infrastructure	319	(9)	0	0	(26)	53	9	346
Development Section	194	0	136	0	(5)	81	(1)	405
Housing Policy Team	1,121	0	524 0	0	(60) 0	24	0	1,609 442
Deputy Managing Director	400 (4,020)	(1) (53)	720	(951)	(83)	44 73	(1)	(4,361)
Revenues & Benefits	1,153	(55)	31	0	(83)	0	(47)	1,184
Finance	694	0	0	0	0	0	(28)	668
Director of Finance	1,847	0	31	0	0	0	(28)	1,852
Customer Services	841	0	35	0	0	15	0	891
ICT Shared Service	868	0	0	0	0	7	0	875
Head of Service Transformation	0	0	0	0	0	97	0	97
Service Transformation	1,709	0	35	0	0	119	0	1,863
Culture & Play	787	0	0	0	4	6	24	821
Waste & Recycling	2,144	0	269	0	(41)	0	(237)	2,135
Parks & Open Spaces	1,093	(55)	(40)	0	(40)	38	250	1,246
Leisure	393	(53)	0	0	(18)	3	102	427
Environmental Health & Licensing	1,312	(25)	(13)	0	2	96	(13)	1,359
Contract Monitoring	404	0	98	0	0	(86)	(61)	355
Street Cleansing	1,867	0	0	0	0	0	(10)	1,857
Grants	758	0	0	0	0	(4)	1	755
Commercialisation	0	0	0	0	0	0	0	0
Community Services	8,758	(133)	314	0	(93)	53	56	8,955
Legal and Democratic	1,804	(11)	84	0	0	36	14	1,927
Buildings and Projects	1,445	(83)	20	0	(36)	32	1	1,379
Procurement	28	0	0	0	0	1	0	29
Democracy & Governance	3,277	(94)	104	0	(36)	69	15	3,335
HR Shared Service Net cost of services	586 13,050	(10) (310)	0 1,204	0 (951)	0 (212)	35 301	0 0	611 13,084
			, -				-	-,
BOROUGH COUNCIL	Budget per last MTFS	Efficiency Savings	Unavoidable Growth	Effect of Capital Programme	Fees & Charges	Changes to Salaries	Virements	2018/19 Original
Corporate Budgets	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
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
Sub-Total	2,148	0	0	0	0	49	000	2,197
	2,140	0		0	0	49	0	2,137

Appendix 1d: 2019/20 Revisions           Watter         Opendix 1d: 2019/20 Revisions         State		Appendi	x 1d: 20	19/20	Revisio	ns			
Corporate Management         260         0         0         0         10         1271           Economic Bevelopment         119         (20)         0         0         0         10         1271           Managing Director         897         (20)         0         0         0         13         1460           Investment Properties         (6,421)         (42)         0         (951)         0         0         (26)         7/440           Proderly Management         338         (1)         60         0         8         (125)         0         280           Transport and Infrastructure         324         (9)         0         0         (26)         660         3         352           Development Section         193         0         136         0         1617         1414           Housing         1,121         0         524         0         (60)         32         0         1,617           Perty Managing Director         (4,046)         (103)         720         (951)         (94)         118         (24,4380)           Revenues & Renefits         1,530         31         0         0         0         0         0	WATFORD BOROUGH	2018/19 MTFS rolled forward	Efficiency Savings	Unavoidable Growth	Effect of Capital Programme	Fees & Charges			/20 nal
Economic Development         119         (20)         0         140           Managing Director         State         (6,421)         (42)         0         (951)         0         0         (26)         (7,440)           Property Management         338         (1)         60         0         8         (125)         0         20         332           Development Section         193         0         136         0         (16)         102         (1)         1414           Housing         1,121         524         0         (60)         32         0         1,151           Peuty Managing Director         (4,046)         (103)         720         (951)         (94)         118         (24)         (4,350)           Prector of Finance         1,821         0         0         0         0         0         0         1,827           Icetor of Finance         1,823         0         0         138         0         0	Corporate Manaaement								
Managing Director         397         (20)         0         0         0         (33)         1         940           Investment Property Management         (342)         (42)         0         (951)         0         0         (26)         (7,440)           Property Management         338         (1)         60         0         8         (125)         (7,440)           Property Management         333         (1)         0         0         (26)         60         3         352           Development Section         193         0         136         0         (16)         102         (1)         444           Housing         1,121         0         0         0         49         0         397           Deputy Managing Director         (4046)         (103)         720         (951)         (94)         113         (24)         (4)350           Revenue & Benefits         1,513         0         31         0         0         0         1,857           Inector of Finance         1688         0         0         0         0         1,857           Head of Service Transformation         0         0         0         132         1				-		-			
Investment Properties         (6,421)         (42)         0         (951)         0         0         (26)         (7,440)           Property Management         338         (1)         60         0         8         (125)         0         280           Transport and Infrastructure         324         (9)         0         0         (26)         60         3         322           Development Section         193         0         136         0         (16)         102         (1)         414           Housing         1,121         0         524         0         (60)         32         0         1,617           Policy Feam         399         (51)         0         0         0         49         0         37           Deputy Managing Director         (40,46)         (103)         720         (951)         (94)         118         (24)         (4,380)           Cutatore Service         841         0         31         0         0         0         1,453           Cutatore Service         844         0         0         0         26         0         902           Hect Alexy Pak         0         0         0	Partnerships and Performance	518	0	0	0	0	2	0	520
Property Management         338         (1)         60         0         8         (125)         0         2280           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         337           Deputy Managing Director         (4,0.46)         (103)         720         (951)         (94)         118         (24)         (4,380)           Finance         668         0         0         0         0         0         1,852           Customer Services         841         0         35         0         0         22         (1)         1,872           Head of Service Transformation         0         0         0         0         12         (1)         1,273           Head of Service Transformation         1,709         2569	Managing Director	897	(20)	0	0	0	(38)	1	840
Transport and Infrastructure         324         (9)         0         0         (26)         66         3         352           Development Section         193         0         136         0         (16)         102         (11)         414           Housing         1,121         0         524         0         (60)         32         0         1,617           Policy Team         399         (51)         0         0         0         49         0         337           Deputy Managing Director         (4,046)         (103)         720         (951)         (94)         118         (24)         (4,380)           Revenues & Benefits         1,153         0         31         0         0         0         1,825           Lictstomer Services         868         0         0         0         0         1,875           Head of Service Transformation         0         0         0         0         35         0         132         (11)         1,213           Waste & Recycling         1,907         0         256         0         (41)         0         1         2,213         1         2,213         1,225         1,245         823	Investment Properties	(6,421)	(42)	0	(951)	0	0	(26)	(7,440)
Development Section         193         0         136         0         (16)         102         (1)         414           Housing         1,121         0         524         0         (60)         32         0         1,61           Policy Team         399         (51)         0         0         0         9         0         397           Deputy Managing Director         (4,046)         (103)         720         (951)         (94)         118         (24)         (4,380)           Revenues & Benefits         1,153         0         31         0         0         0         1,185           Clastomer Services         841         0         35         0         0         0         0         1,852           Clustomer Services         841         0         35         0         0         1,852           Evice Transformation         1,709         0         35         0         0         122         (1)         1,875           Moste & Recycling         1,907         0         269         0         (41)         0         (1)         2,133         1         428           Environmental Health & Litensing         1,245 <td< td=""><td>Property Management</td><td>338</td><td>(1)</td><td>60</td><td>0</td><td>8</td><td>(125)</td><td>0</td><td>280</td></td<>	Property Management	338	(1)	60	0	8	(125)	0	280
Housing         1,121         0         524         0         (60)         32         0         1,617           Pentry Managing Director         (4,046)         (103)         720         (951)         (94)         118         (24)         (4,380)           Revenues & Benefits         1,153         0         31         0         0         0         1,184           Finance         668         0         0         0         0         0         0         1,183           Director of Finance         1.821         0         31         0         0         0         0         1,3852           Customer Services         841         0         35         0         1,352           Customer Services         846         0         0         0         0         0         0         1,352         1,453         1,453         1,453         1,	Transport and Infrastructure	324	(9)	0	0	(26)	60	3	352
Policy Team         399         (51)         0         0         0         49         0         397           Deputy Managing Director         (4,046)         (103)         720         (951)         (94)         118         (24)         (4,380)           Revnues & Benefits         1,153         0         31         0         0         0         0         1,184           Finance         668         0         1.852         0         0         1.852         0         0         1.355         0         0         1.32         1         1.35         0         0         1.32         1         1.258         2.211         0         1.35         0         0         1.35         1         3.43         0 <td< td=""><td>Development Section</td><td>193</td><td>0</td><td>136</td><td>0</td><td>(16)</td><td>102</td><td>(1)</td><td>414</td></td<>	Development Section	193	0	136	0	(16)	102	(1)	414
Deputy Managing Director         (4,046)         (103)         720         (951)         (94)         118         (24)         (4,380)           Revenues & Benefits         1,153         0         31         0         0         0         0         1,184           Finance         668         0         <	Housing	1,121	0	524	0	(60)	32	0	1,617
Revenues & Benefits         1,153         0         31         0         0         0         0         1,184           Finance         668         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         1,822           Customer Services         841         0         35         0         0         26         0         902           Head of Service Transformation         0         0         0         0         0         0         98         98           Service Transformation         1,709         0         35         0         132         (1)         1,875           Culture & Play         784         0         0         0         2         11         26         823           Woste & Recycling         1,907         0         269         0         (11)         0         1,225           Leisure         495         (53)         0         0         (11)         0         1,326           Environmental Health & Licensing         1,299         (15)         (13)         0         2         1 <td>,</td> <td></td> <td>. ,</td> <td>-</td> <td></td> <td>-</td> <td></td> <td></td> <td></td>	,		. ,	-		-			
Finance         668         0         0         0         0         0         0         0         0         0         0         0         0         0         1,852           Customer Services         841         0         35         0         0         26         0         902           Ict Shared Service         888         0         0         0         8         1         875           Head of Service Transformation         0         0         0         0         0         98         98           Service Transformation         1,709         0         35         0         0         132         (1)         1,875           Culture & Play         784         0         0         0         2         11         2.6         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         0         0         1.357           Contract Moni			. ,		. ,				
Director of Finance         1,821         0         31         0         0         0         1,852           Customer Services         841         0         35         0         0         26         0         902           ICT Shored Service         868         0         0         0         8         (1)         875           Head of Service Transformation         1,709         0         35         0         0         132         (1)         1,875           Culture & Play         784         0         0         0         2         11         26         823           Woxse & Recycling         1,907         0         269         0         (41)         0         (1)         2,138           Environmental Health & Licensing         1,299         (15)         (13)         0         2         113         0         1,386           Contract Monitoring         343         0         190         1,38		,							
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         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           Woste & Recycling         1,907         0         269         0         (11)         0         1,2134           Parks & Open Spaces         1,345         (55)         (40)         0         (40)         16         (1)         1,225           Leisure         495         (53)         0         0         0         133         1         428           Environmental Health & Licensing         1,299         (15)         (13)         0         2         11         452           Street Cleansing         1,857         0         0         0				-	-		-	-	
ICT Shared Service         868         0         0         0         0         8         (1)         875           Head of Service Transformation         0         0         0         0         0         0         98         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           Contract Monitoring         343         0         190         0         0         (82)         1         452           Street Cleansing         1,857         0         0         0         0         0         0         0         0         0           Community Services         8									,
Head of Service Transformation         0         0         0         0         0         0         0         0         98         132         11         1225         133         0         132         133         1         1328         133         1         135         133         138		-	-			-		-	
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         1,886           Contract Monitoring         343         0         190         0         0         (3)         0         755           Grants         758         0			-	-		-			
Culture & Play         784         0         0         2         11         26         823           Woste & 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         1,385           Contract Monitoring         343         0         190         0         0         (82)         1         452           Street Cleansing         1,857         0         1         1,857         0         1,863         0         0         0		-	-	_	-	-		-	
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         11         452           Contract Monitoring         343         0         190         0         0         (82)         1         452           Grants         758         0         0         0         1         1,857           Commercialisation         0         <								. ,	
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         0         0         1         1,857           Grants         758         0 </td <td>,</td> <td>-</td> <td>-</td> <td>-</td> <td></td> <td></td> <td></td> <td></td> <td></td>	,	-	-	-					
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         (11)         0         1         1,857           Grants         758         0	, 3	,	-			. ,	-		,
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         (11)         0         1         1,857           Grants         758         0         1,836		,		. ,		. ,	-		
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			· ·	-			-		-
Street Cleansing         1,857         0         0         0         (1)         0         1         1,857           Grants         758         0		,					-		
Grants         758         0         0         0         0         1         0<			-			-	. ,		-
Commercialisation         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         0         13,190           E000s         £000s         £000s         £000s         £000s         £000s         £000	·		-	-	-		-		
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         1         0         29           Democracy & Governance         3,295         (94)         54         0         (36)         92         (3)         3,308           HR Shared Service         586         0         0         0         49         0         635           Net cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Frees & forward for the forward for the forward forward forward forward for the forward forward for the forward forward for the forward for the forward forward for the forward for the forward for the forward for the forward forward for the forward for the forward forme forward for the forward forme for the forward forward forward f	Commercialisation								
Buildings and Projects         1,450         (83)         20         0         (36)         38         (3)         1,386           Procurement         28         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           Mark cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Mark cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Mark cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Mark cost of services         Efficiency         Original         Original         Original         Original         Original         Original         <	Community Services	8,788	(123)	406		(96)	58	27	9,060
Procurement         28         0         0         0         1         0         29         0         0         0         1         0         29         0         0         0         1         0         29         0         0         0         1         0         29         0         0         0         1         0         29         0         0         0         1         0         29         0         0         0         1         0         29         0         0         1         0         29         0         0         1         0         13,308           Net cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           View of the cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           View of the cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Libbo         for with gets	Legal and Democratic	1,817	(11)	34	0	0	53	0	1,893
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           Vert cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Vert cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Virements         Congression         Saving sr         Fficient of the o	Buildings and Projects	1,450	(83)	20	0	(36)	38	(3)	1,386
HR Shared Service         586         0         0         0         49         0         633           Net cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Image: Service Services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Image: Service Ser	Procurement	28	0	0	0	0	1	0	
Net cost of services         13,050         (340)         1,246         (951)         (226)         411         0         13,190           Image: Services         Imag			(94)	54	0	(36)		(3)	
WATFORD BOROUGLColl8/19 MTFSColl8/19 FficiencyCharges forwardCharges collableCharges fees collarriesCharges fees collarriesCharges fees collarriesCharges fees collarriesCharges fees collarriesCharges fees collarriesCharges fees collarriesCharges fees collarriesCharges fees collarriesCharges fees 					-				
É000sÉ000sÉ000sÉ000sÉ000sÉ000sÉ000sÉ000sCorporate BudgetsDividends & Interest earned31800000(600)(282)Interest payable13000000130130Pension Fund deficit payments2,300000014902,449Revenue provision for Capital (PMB)(600)0000000	Net cost of services	13,050	(340)	1,246	(951)	(226)	411	0	13,190
Corporate Budgets           Dividends & Interest earned         318         0         0         0         0         (600)         (282)           Interest payable         130         0         0         0         0         0         130           Pension Fund deficit payments         2,300         0         0         0         149         0         2,449           Revenue provision for Capital (PMB)         (600)         0         0         0         0         0         0         0		2018/19 MTFS rolled forward	Efficiency Savings	Unavoidable Growth	Effect of Capital Programme	Fees & Charges	Changes to Salaries	Virements	2019/20 Original
Interest payable         130         0         0         0         0         0         130           Pension Fund deficit payments         2,300         0         0         0         0         149         0         2,449           Revenue provision for Capital (PMB)         (600)         0	Corporate Budgets		£000s	£000s	£000s	£000s	£000s	£000s	£000s
Interest payable         130         0         0         0         0         0         130           Pension Fund deficit payments         2,300         0         0         0         0         149         0         2,449           Revenue provision for Capital (PMB)         (600)         0		318	0	0	0	0	0	(600)	(282)
Revenue provision for Capital (PMB)(600)0000000	Interest payable	130	0	0	0	0	0		130
Revenue provision for Capital (PMB)(600)0000000	Pension Fund deficit payments	2,300	0	0	0	0	149	0	2,449
	· · ·	(600)	0	0	0	0	0	600	
		2,148	0	0	0	0	149	0	2,297



## Appendix 1e: Unavoidable Growth

2017/18

2018/19

2019/20

Total

	£000s	£000s	£000s	£000s
Temporary Accommodation				
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.	500	500	500	1,500
Waste				, ,
Increase in collection costs.	148	148	148	444
Local Plan 2				
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.	42	0	0	42
Property Valuations				
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.	60	60	60	180
	00	00	00	100
Revenues & Benefits - Postage				
Rising costs of postage which is used in the processing of Council Tax, Revenues and Benefits.	31	31	31	93
Annual Canvas of Electors				
The annual canvas of electors has not been included in the base budget, so has now been added.	34	34	34	102
<i>Mayoral Election</i> There is a mayoral election in 2018/19 and growth has been included to cover the cost.				
	0	50	0	50
Sub-total	815	823	773	2,411
Cleaning & Soft Service re-tender	20	20	20	60
Veolia - previously reserve funded	98	98	98	294
Veolia - indexation	0	0	93	93
Veolia - additional households	0	150	150	300
Fewer clinical waste collections	0	(25)	(25)	(50)
Removal of recycling banks	0	(4)	(4)	(8)
Income & Efficiencies	0	(40)	(40)	(80)
Electric pool cars	8	8	8	24
Contract Inflation & Demography				
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.	126	207	300	633
Planning Income	150	150	150	450
Various licensing	(10)	(10)	(10)	(30)
HMO Licences	(10)	(10)	(2)	(30)
Housing services no longer provided to partners	24	24	24	72
Scrap Metal Licences	(1)	(1)	(1)	
Print income	39	35	35	(3) 109
Building inspection fees				
	(20)	(20)	(20)	(60)
Unilateral Undertaking drafting fees	(2)	(2)	(2)	(6)
Changes to Fees & Charges				
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.				
	180	174	174	528
Total	1,121	1,204	1,247	3,572

## WATFORD BOROUGH COUNCIL BE BOLD

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## Appendix 1f: 2017/18 Efficiency Savings

2018/19

2019/20

Total

BEBOLD				
	£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	(53)	(53)	(53)	(159)
using existing resources. A saving has therefore been generated. Watford Health Campus	(55)	(55)	(55)	(155)
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.		0	0	
	(69)	0	0	(69)
Local Plan - reserve one off	0	0	(50)	(50)
Hygeine 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		(00)	(70)	
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)
	(377)	(910)	(230)	(1,177)

WATFORD Einancial Pla	ndix 2a: anning -	2017/18	2018/19	2019/20
BOROUGH BEBOLD COUNCIL	Growth	18	19	20
		£000s	£000s	£000s
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> Additional budget is required to fund the rest of the cost of a 12 month extension of a p 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 fund Programme Management Board Watford Big Events	ded by the	19	0	0
The Big Events programme has improved the attractiveness of the High Street and prov with residents and businesses. Members are therefore asked to consider a bid for discre				
growth to continue to fund the Ice Rink.		55	50	45
<b>Pest Control Apprentice</b> Employing an apprentice will be serve three purposes: It will support the corporate con developing apprentices and this particular role will be highly valuable given the skill lev the availability of roles (which is good) and the long term prospects for those with this profession; it will enable an efficient and effective way to support development of the s providing a cost effective means of undertaking the job roles that don't require a fully of technician; and, it will also enable us to develop resilience and capacity as the service effective include commercial work.	vel of the job, vocation and service by qualified	10	10	0
Little Cassiobury		10		
The Little Cassiobury project is about finding a sustainable end use for the building. The from Historic England will provide a dilapidation survey and cost schedule to bring the into use and maintain it on an annual basis, as well as suggesting possible future optio. This information will be available in April 2017 and then Officers will recommend the new second	building bacjk ns for its use.			
WBC's involvement in this project.		15	0	0
Hertfordshire Home Improvement Agency (Disabled Facilities Grants Shared Service) Watford is one of six Hertfordshire authorities working together on a new shared service the long run it is expected to be revenue neutral, or even generate income, it is expecte may be some revenue costs arising during the transition period. This discretionary grow cover those costs.	ce. Whilst in ed that there	20	15	10
<b>Cassiobury Park</b> Following the restoration of the park, it is expected that ongoing running costs and stay covered by income generated from the day to day operation of the park. However, it is this will take a year or so to build to a level adequate to cover costs. There is therefore growth item to provide contingency in the first year.	expected that	50	0	0
Community Services		169	75	55
Democracy & Governance		0	0	0
HR		0	0	0
Net cost of services		169	75	55
<b>Corporate Budgets</b> <b>Programme Management Board</b> PMB have nearly exhausted the £1m originally set aside for them to allocate in support	t of projects			
which generate improvements to services and savings. This discretionary growth reque budget for the coming year, to allow it to continue. This is proposed to be funded from Impact Reserve.	est is to fund	250	0	0
<b>Watford 2020: Commercialisation</b> The Council is pursuing a new commercialisation strategy as part of the Watford 2020 To achieve the aims of the strategy, there needs to be budget available for Officers to p and develop business cases (subject to the risk and reward criteria put in place in the st budget will be awarded by the Watford 2020 Commercialisation team where initial fun to develop new business opportunities. This growth will be funded from the Economic I	oursue ideas trategy). This ading is needed	500	-	
Reserve.		500 <b>750</b>	0 0	0 0
Sub-total		750		0
Growth		919	75	55



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

0	0
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	/
1	2
6	0

2017/18

	£000s	£000s	£000s
Managing Director	0	0	C
Property Investment Portfolio - outsourcing			
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.	(126)	(504)	(865)
Deputy Managing Director	(126)	(504)	(865)
Director of Finance	0	0	C
Watford 2020			
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.	0	(1,000)	(1,000)
Service Transformation	0	(1,000)	(1,000)
Community Services	0	0	C
Democracy & Governance	0	0	C
HR	0	0	C
Net cost of services	(126)	(1,504)	(1,865)
Corporate Budgets			
Sub-total	0	0	0
Income & Efficiencies	(126)	(1,504)	(1,865)

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

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