| 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 & 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 |
| Project Management: Parks 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 |
| Pest Control Apprentice 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 |
| Cassiobury Park 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 |
| Corporate Budgets Programme Management Board 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 |
| Watford 2020: Commercialisation 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. | | 500 750 | 0 0 | 0 0 |
| Sub-total | | 750 | | 0 |
| Growth | | 919 | 75 | 55 |



Appendix 2b: Financial Planning -Income & Efficiencies

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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) |

| WATFORD 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) | |

| WATFORD 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) | |