

Directorate Budget Book 2024/25 to 2026/27



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Council Summary

Revenue 2024/25

Directorate	Starting Budget £m	Salary Build £m	2024/25 Budget Changes			Revised Budget £m
			Savings £m	Fees and Charges £m	Variations £m	
Corporate, Housing & Wellbeing						
Customer & Corporate Services	1.727	0.092	(0.140)	0.000	0.614	2.293
Housing & Wellbeing	2.938	0.248	(0.340)	0.000	0.813	3.659
ICT Services	1.046	0.110	0.000	0.000	0.000	1.156
Net Expenditure Budget	5.711	0.450	(0.479)	0.000	1.427	7.108
Place						
Environment	7.198	0.256	(0.395)	(0.295)	1.884	8.648
Planning, Infrastructure & Economy	1.529	0.146	(0.337)	0.001	0.086	1.424
Property & Asset Management	(9.275)	0.058	(0.021)	0.000	(0.599)	(9.837)
Net Expenditure Budget	(0.548)	0.459	(0.754)	(0.294)	1.372	0.235
Corporate Strategy & Comms						
Corporate Management	0.413	0.144	0.000	0.000	0.000	0.557
Partnerships & Performance	0.897	0.038	(0.034)	0.000	0.000	0.901
Net Expenditure Budget	1.310	0.182	(0.034)	0.000	0.000	1.458
Democracy & Governance						
	0.000					
Net Expenditure Budget	2.042	0.132	(0.035)	0.000	0.029	2.168
Human Resources						
HR Shared Service	0.500	0.067	(0.030)	0.000	0.000	0.536
Human Resources Client	0.054	0.000	0.000	0.000	0.000	0.054
Net Expenditure Budget	0.554	0.067	(0.030)	0.000	0.000	0.591
Strategic Finance						
Corporate Costs	3.275	(0.990)	(0.646)	0.000	(0.858)	0.780
Finance & Resources	0.223	0.000	0.000	0.000	0.000	0.223
Finance and Audit Services Client	1.024	0.000	(0.079)	0.000	0.160	1.105
Revenues And Benefits Client	1.078	0.000	(0.180)	0.000	0.000	0.898
Service Transformation	0.059	0.000	0.000	0.000	0.000	0.059
Net Expenditure Budget	5.659	(0.990)	(0.905)	0.000	(0.698)	3.065
Net Cost of Services	14.728	0.300	(2.238)	(0.294)	2.129	14.626

Council Summary

Revenue 2025/26

Directorate	Starting Budget £m	Salary Build £m	2025/26 Budget Changes			Revised Budget £m
			Savings £m	Fees and Charges £m	Variances £m	
Corporate, Housing & Wellbeing						
Customer & Corporate Services	1.732	0.122	(0.165)	0.000	0.609	2.298
Housing & Wellbeing	2.888	0.250	(0.340)	0.000	0.513	3.312
ICT Services	1.047	0.090	0.000	0.000	0.000	1.137
Net Expenditure Budget	5.667	0.463	(0.504)	0.000	1.122	6.747
Place						
Environment	7.150	0.238	(0.467)	(0.334)	1.959	8.546
Planning, Infrastructure & Economy	1.535	0.157	(0.320)	(0.024)	(0.007)	1.341
Property & Asset Management	(9.425)	0.067	0.000	0.000	(0.744)	(10.102)
Net Expenditure Budget	(0.740)	0.462	(0.786)	(0.358)	1.208	(0.214)
Corporate Strategy & Comms						
Corporate Management	0.413	0.147	0.000	0.000	0.000	0.560
Partnerships & Performance	0.878	0.041	(0.055)	0.000	0.000	0.864
Net Expenditure Budget	1.291	0.188	(0.055)	0.000	0.000	1.425
Democracy & Governance						
Net Expenditure Budget	2.053	0.142	(0.035)	0.000	0.003	2.162
Human Resources						
HR Shared Service	0.500	0.041	(0.040)	0.000	0.000	0.502
Human Resources Client	0.054	0.000	0.000	0.000	0.000	0.054
Net Expenditure Budget	0.554	0.041	(0.040)	0.000	0.000	0.556
Strategic Finance						
Corporate Costs	4.195	(0.995)	(0.993)	0.000	(0.445)	1.763
Finance & Resources	0.223	0.000	0.000	0.000	0.000	0.223
Finance and Audit Services Client	1.024	0.000	(0.098)	0.000	0.160	1.086
Revenues And Benefits Client	1.078	0.000	(0.180)	0.000	0.000	0.898
Service Transformation	0.059	0.000	0.000	0.000	0.000	0.059
Net Expenditure Budget	6.579	(0.995)	(1.271)	0.000	(0.285)	4.029
Net Cost of Services	15.404	0.301	(2.691)	(0.358)	2.048	14.704

Council Summary

Revenue 2026/27

Directorate	Starting Budget £m	Salary Build £m	2026/27 Budget Changes			Revised Budget £m
			Savings £m	Fees and Charges £m	Variances £m	
Corporate, Housing & Wellbeing						
Customer & Corporate Services	1.732	0.129	(0.165)	0.000	0.609	2.305
Housing & Wellbeing	2.888	0.256	(0.300)	0.000	0.513	3.357
ICT Services	1.047	0.093	0.000	0.000	0.000	1.140
Net Expenditure Budget	5.667	0.478	(0.464)	0.000	1.122	6.802
Place						
Environment	7.150	0.243	(0.539)	(0.334)	1.912	8.432
Planning, Infrastructure & Economy	1.535	0.168	(0.300)	(0.024)	0.000	1.378
Property & Asset Management	(9.425)	0.070	0.000	0.000	(0.344)	(9.698)
Net Expenditure Budget	(0.740)	0.481	(0.838)	(0.358)	1.568	0.112
Corporate Strategy & Comms						
Corporate Management	0.413	0.150	0.000	0.000	0.000	0.564
Partnerships & Performance	0.878	0.042	(0.034)	0.000	0.000	0.886
Net Expenditure Budget	1.291	0.192	(0.034)	0.000	0.000	1.449
Democracy & Governance						
Net Expenditure Budget	2.053	0.147	(0.035)	0.000	0.003	2.167
Human Resources						
HR Shared Service	0.500	0.042	(0.040)	0.000	0.000	0.503
Human Resources Client	0.054	0.000	0.000	0.000	0.000	0.054
Net Expenditure Budget	0.554	0.042	(0.040)	0.000	0.000	0.557
Strategic Finance						
Corporate Costs	4.195	(0.996)	(1.376)	0.000	0.047	1.870
Finance & Resources	0.223	0.000	0.000	0.000	0.000	0.223
Finance and Audit Services Client	1.024	0.000	(0.112)	0.000	0.160	1.072
Revenues And Benefits Client	1.078	0.000	(0.180)	0.000	0.000	0.898
Service Transformation	0.059	0.000	0.000	0.000	0.000	0.059
Net Expenditure Budget	6.579	(0.996)	(1.667)	0.000	0.207	4.122
Net Cost of Services	15.404	0.343	(3.080)	(0.358)	2.900	15.209

Council Summary

Capital Investment Programme

Capital Investment Programme		Forecast Year End 2023/24	Proposed Budget 2024/25	Proposed Budget 2025/26	Proposed Budget 2026/27
		£m	£m	£m	£m
Corporate, Housing and Wellbeing	ICT	0.535	0.722	0.922	0.530
	Customer Experience	9.848	11.081	0.030	0.030
	Housing	0.379	0.238	0.250	0.250
		0.762	12.041	1.202	0.810
Place	Planning, Infrastructure and Economy	0.748	1.145	0.705	1.230
	Property and Asset Management	18.031	13.008	7.260	0.627
	Environment	3.157	2.915	0.666	1.119
		21.936	17.068	8.631	2.977
Corporate Strategy and Comms		-	-	-	0.065
Strategic Finance		1.188	3.807	0.677	0.677
Total		33.885	32.916	10.510	4.528

Corporate, Housing and Wellbeing

Revenue 2024/25

Customer & Corporate Services		2024/25					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variations £m	£m
Customer Experience	Expenditure	1.209	0.079	(0.110)	0.000	0.614	1.792
Customer Experience	Income	(0.020)	0.000	0.000	0.000	0.000	(0.020)
EPMO	Expenditure	0.292	0.220	0.000	0.000	0.000	0.512
EPMO	Income	(0.055)	(0.214)	0.000	0.000	0.000	(0.269)
Mail Room	Expenditure	0.302	0.007	(0.030)	0.000	0.000	0.279
Mail Room	Income	(0.001)	0.000	0.000	0.000	0.000	(0.001)
Net Expenditure		1.727	0.092	(0.140)	0.000	0.614	2.293

Housing & Wellbeing		2024/25					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Growth and Pressures £m	£m
Community Safety	Expenditure	0.012	0.000	0.000	0.000	0.000	0.012
Support Team	Expenditure	1.959	0.000	0.000	0.000	0.000	1.959
Support Team	Income	(0.003)	0.000	0.000	0.000	0.000	(0.003)
Housing Supply	Expenditure	0.841	0.000	0.000	0.000	0.000	0.841
Housing Supply	Income	(0.327)	0.000	0.000	0.000	0.000	(0.327)
Environmental Health Section	Expenditure	0.156	0.219	(0.179)	0.000	0.000	0.196
Environmental Health Section	Income	(0.456)	(0.049)	0.000	0.000	0.000	(0.505)
Housing Demand	Expenditure	0.937	0.564	(0.086)	0.000	0.800	2.215
Housing Demand	Income	0.000	(0.496)	(0.075)	0.000	0.000	(0.571)
Licensing Section	Expenditure	0.014	0.000	0.000	0.000	0.000	0.014
Licensing Section	Income	(0.249)	0.000	0.000	0.000	0.013	(0.236)
Sustainability	Expenditure	0.052	0.048	0.000	0.000	0.000	0.101
Sustainability	Earmarked Reserves	0.000	(0.038)	0.000	0.000	0.000	(0.038)
Net Expenditure		2.938	0.248	(0.340)	0.000	0.813	3.659

ICT Services		2024/25					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variations £m	£m
ICT Services	Expenditure	1.090	0.166	0.000	0.000	0.000	1.256
ICT Services	Income	(0.043)	(0.056)	0.000	0.000	0.000	(0.100)
Net Expenditure		1.046	0.110	0.000	0.000	0.000	1.156

Corporate Housing and Wellbeing Total Net Expenditure		5.711	0.450	(0.479)	0.000	1.427	7.108
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Corporate, Housing and Wellbeing

Revenue 2025/26

Customer & Corporate Services		2025/26 Budget Changes					Revised Budget
		Starting Budget	Salary Build	Savings	Fees and Charges	Variances	
Service	Income/Expenditure	£m	£m	£m	£m	£m	£m
Customer Experience	Expenditure	1.212	0.084	(0.135)	0.000	0.609	1.771
Customer Experience	Income	(0.020)	0.000	0.000	0.000	0.000	(0.020)
EPMO	Expenditure	0.294	(0.008)	0.000	0.000	0.000	0.286
EPMO	Income	(0.055)	0.039	0.000	0.000	0.000	(0.016)
Mail Room	Expenditure	0.302	0.007	(0.030)	0.000	0.000	0.279
Mail Room	Income	(0.001)	0.000	0.000	0.000	0.000	(0.001)
Net Expenditure		1.732	0.122	(0.165)	0.000	0.609	2.298

Housing & Wellbeing		2025/26 Budget Changes					Revised Budget
		Starting Budget	Salary Build	Savings	Fees and Charges	Variances	
Service	Income/Expenditure	£m	£m	£m	£m	£m	£m
Community Safety	Expenditure	0.012	0.000	0.000	0.000	0.000	0.012
Support Team	Expenditure	1.958	0.000	0.000	0.000	0.000	1.958
Support Team	Income	(0.003)	0.000	0.000	0.000	0.000	(0.003)
Housing Supply	Expenditure	0.791	0.000	0.000	0.000	0.000	0.791
Housing Supply	Income	(0.327)	0.000	0.000	0.000	0.000	(0.327)
Environmental Health Section	Expenditure	0.156	0.221	(0.179)	0.000	0.000	0.198
Environmental Health Section	Income	(0.456)	(0.049)	0.000	0.000	0.000	(0.505)
Housing Demand	Expenditure	0.937	0.434	(0.086)	0.000	0.500	1.785
Housing Demand	Income	0.000	(0.366)	(0.075)	0.000	0.000	(0.441)
Licensing Section	Expenditure	0.014	0.000	0.000	0.000	0.000	0.014
Licensing Section	Income	(0.249)	0.000	0.000	0.000	0.013	(0.236)
Sustainability	Expenditure	0.053	0.010	0.000	0.000	0.000	0.063
Net Expenditure		2.888	0.250	(0.340)	0.000	0.513	3.312

ICT Services		2025/26 Budget Changes					Revised Budget
		Starting Budget	Salary Build	Savings	Fees and Charges	Variances	
Service	Income/Expenditure	£m	£m	£m	£m	£m	£m
ICT Services	Expenditure	1.090	0.148	0.000	0.000	0.000	1.239
ICT Services	Income	(0.043)	(0.058)	0.000	0.000	0.000	(0.101)
Net Expenditure		1.047	0.090	0.000	0.000	0.000	1.137

Corporate Housing and Wellbeing Total Net Expenditure		5.667	0.463	(0.504)	0.000	1.122	6.747
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Corporate, Housing and Wellbeing

Revenue 2026/27

Customer & Corporate Services		2026/27 Budget Changes					Revised Budget
		Starting Budget	Salary Build	Savings	Fees and Charges	Variations	
Service	Income/Expenditure	£m	£m	£m	£m	£m	£m
Customer Experience	Expenditure	1.212	0.084	(0.135)	0.000	0.609	1.770
Customer Experience	Income	(0.020)	0.000	0.000	0.000	0.000	(0.020)
EPMO	Expenditure	0.294	0.001	0.000	0.000	0.000	0.295
EPMO	Income	(0.055)	0.037	0.000	0.000	0.000	(0.017)
Mail Room	Expenditure	0.302	0.007	(0.030)	0.000	0.000	0.279
Mail Room	Income	(0.001)	0.000	0.000	0.000	0.000	(0.001)
Net Expenditure		1.732	0.129	(0.165)	0.000	0.609	2.305

Housing & Wellbeing		2026/27 Budget Changes					Revised Budget
		Starting Budget	Salary Build	Savings	Fees and Charges	Variations	
Service	Income/Expenditure	£m	£m	£m	£m	£m	£m
Community Safety	Expenditure	0.012	0.000	0.000	0.000	0.000	0.012
Support Team	Expenditure	1.958	0.000	0.000	0.000	0.000	1.958
Support Team	Income	(0.003)	0.000	0.000	0.000	0.000	(0.003)
Housing Supply	Expenditure	0.791	0.000	0.000	0.000	0.000	0.791
Housing Supply	Income	(0.327)	0.000	0.000	0.000	0.000	(0.327)
Environmental Health Section	Expenditure	0.156	0.225	(0.179)	0.000	0.000	0.203
Environmental Health Section	Income	(0.456)	(0.049)	0.000	0.000	0.000	(0.505)
Housing Demand	Expenditure	0.937	0.460	(0.071)	0.000	0.500	1.826
Housing Demand	Income	0.000	(0.392)	(0.050)	0.000	0.000	(0.442)
Licensing Section	Expenditure	0.014	0.000	0.000	0.000	0.000	0.014
Licensing Section	Income	(0.249)	0.000	0.000	0.000	0.013	(0.236)
Sustainability	Expenditure	0.053	0.011	0.000	0.000	0.000	0.065
Net Expenditure		2.888	0.256	(0.300)	0.000	0.513	3.357

ICT Services		2026/27 Budget Changes					Revised Budget
		Starting Budget	Salary Build	Savings	Fees and Charges	Variations	
Service	Income/Expenditure	£m	£m	£m	£m	£m	£m
ICT Services	Expenditure	1.090	0.152	0.000	0.000	0.000	1.243
ICT Services	Income	(0.043)	(0.059)	0.000	0.000	0.000	(0.103)
Net Expenditure		1.047	0.093	0.000	0.000	0.000	1.140

Corporate Housing and Wellbeing Total Net Expenditure		5.667	0.478	(0.464)	0.000	1.122	6.802
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Corporate, Housing and Wellbeing

Service Efficiencies and Savings

Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
Customer and Corporate Services	Removal from the establishment of one vacant Customer Service Advisor post	(0.027)	(0.027)	(0.027)
Customer and Corporate Services	Net impact of Facilities Manager post deletion following departure of postholder and transfer of team to Customer Experience	(0.050)	(0.050)	(0.050)
Customer and Corporate Services	Digital Mailroom - reduction in print materials	(0.030)	(0.030)	(0.030)
Customer and Corporate Services	Reduce customer service staffing by 1 FTE through turnover and via the introduction of new technology (e.g. co-browsing, webchat, AI)	(0.004)	(0.024)	(0.024)
Customer and Corporate Services	Customer Services staffing – further reduction to establishment of 1 FTE through turnover.	(0.028)	(0.034)	(0.034)
Housing and Wellbeing	Reduction in contribution to right sizing work of Watford Community Housing (WCH) with resource provided by WCH	(0.015)	(0.015)	0.000
Housing and Wellbeing	Utilisation of Homeless Prevention Grant	(0.025)	(0.025)	0.000
Housing and Wellbeing	Reduction in rent in advance payments to Housing Associations	(0.010)	(0.010)	(0.010)
Housing and Wellbeing	Realignment of budgets following property rationalisation.	(0.049)	(0.049)	(0.049)
Housing and Wellbeing	Additional income from council owned Temporary Accommodation due to reduction in voids	(0.030)	(0.030)	(0.030)
Housing and Wellbeing	Income from Asylum and Refugee grant funding to support staff costs	(0.020)	(0.020)	(0.020)
Housing and Wellbeing	Equipment and services rationalisation due to efficiency within Community Protection	(0.012)	(0.012)	(0.012)
Housing and Wellbeing	Redesign Pest Control Services following loss of TRDC contract	(0.018)	(0.018)	(0.018)
Housing and Wellbeing	Cease Environmental Health out of hours service	(0.010)	(0.010)	(0.010)
Housing and Wellbeing	Cease out of hours stray dog service	(0.015)	(0.015)	(0.015)
Housing and Wellbeing	Reduction in use of specialist, contractors and deletion of vacant posts	(0.136)	(0.136)	(0.136)
Total Corporate, Housing and Wellbeing Service Efficiencies and Savings		(0.479)	(0.504)	(0.464)

Corporate, Housing and Wellbeing

Variances – Growth, Pressures, and contributions to and (from) Earmarked Reserves

Growth and Pressures					
Service	Description	2024/25	2025/26	2026/27	
		£m	£m	£m	
Customer and Corporate Services	Increase in contract costs for firmstep platform	0.015	0.008	0.008	
Customer and Corporate Services	Transfer of Facilities Management budgets from Place	0.599	0.601	0.601	
Housing and Wellbeing	Decrease in income for export certificates, business moved out of borough	0.013	0.013	0.013	
Housing and Wellbeing	Temporary Accommodation - demand led pressure	0.800	0.500	0.500	
Total Corporate, Housing and Wellbeing Growth and Pressures		1.427	1.122	1.122	
Contributions to and (from) Earmarked Reserves					
Service	Description	2024/25	2025/26	2026/27	
		£m	£m	£m	
	None				
Total Corporate, Housing and Wellbeing Contributions to and (from) Earmarked Reserves		0.000	0.000	0.000	
Total Corporate, Housing and Wellbeing Variances		1.427	1.122	1.122	

Corporate, Housing and Wellbeing

Detailed Capital Programme

Capital Scheme	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
ICT				
Migration To The Cloud	0.023	0.023	0.023	-
ICT Hardware Replacement Programme - Shared Service	0.045	0.045	0.045	0.045
ICT-Hardware Replacement Programme	0.101	0.201	0.401	0.200
ICT-Business Application Upgrade	0.207	0.294	0.294	0.165
ICT-Project Management Provision	0.160	0.160	0.160	0.120
Total ICT	0.535	0.722	0.922	0.530
Customer Experience				
Building Investment Programme	0.046	0.030	0.030	0.030
Town Hall Refurbishment (THQ Programme)	1.800	6.929	-	-
Colosseum Refurbishment (THQ Programme)	6.500	3.662	-	-
Annexe Refurbishment (THQ Programme)	0.039	-	-	-
Town Hall Quarter Programme Delivery (THQ Programme)	0.500	0.147	-	-
Decarbonisation Project Salix (THQ Programme)	0.646	-	-	-
Town Hall / Colosseum Fabric Works (THQ Programme)	0.316	0.314	-	-
Total Customer Experience	9.848	11.081	0.030	0.030

Corporate, Housing and Wellbeing

Capital Scheme	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Housing				
Decent Homes Assistance	0.100	0.100	0.100	0.100
Private Sector Housing Renewal	0.200	0.100	0.100	0.100
Private Sector Stock Condition	0.017	-	-	-
Retained Housing Stock	0.062	0.038	0.050	0.050
Total Housing	0.379	0.238	0.250	0.250
Total Proposed Corporate, Housing and Wellbeing	10.762	12.041	1.202	0.810

Place

Revenue 2024/25

Environment		2024/25						Revised Budget
		Budget Changes						
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m	
Contract Monitoring	Expenditure	1.227	0.185	(0.247)	0.000	1.732	2.897	
Leisure	Expenditure	0.646	0.000	(0.008)	0.000	0.816	1.455	
Leisure	Income	(0.765)	0.000	0.000	(0.020)	(0.972)	(1.757)	
Grants	Expenditure	0.714	0.013	0.000	0.000	0.000	0.728	
Grants	Income	(0.009)	0.000	0.000	0.000	0.000	(0.009)	
Culture & Play	Expenditure	0.447	0.150	0.000	0.000	0.065	0.662	
Culture & Play	Income	(0.052)	(0.109)	0.000	0.000	0.040	(0.121)	
Street Cleansing	Expenditure	2.036	0.000	0.000	0.000	0.000	2.036	
Street Cleansing	Income	(0.003)	0.000	0.000	0.000	0.000	(0.003)	
Sustainable Transport	Expenditure	0.049	0.003	0.000	0.000	0.100	0.153	
Sustainable Transport	Earmarked Reserves	0.000	0.000	0.000	0.000	(0.100)	(0.100)	
Waste & Recycling	Expenditure	2.740	0.000	0.000	0.000	0.000	2.740	
Waste & Recycling	Income	(1.174)	0.000	0.000	(0.060)	0.000	(1.234)	
Parking Service	Expenditure	1.857	0.000	0.000	0.000	0.000	1.857	
Parking Service	Income	(2.002)	0.000	(0.140)	0.000	0.050	(2.092)	
Parking Service	Earmarked Reserves	(0.083)	0.000	0.000	0.000	0.090	0.007	
Parks & Open Spaces	Expenditure	2.371	0.013	0.000	0.000	0.113	2.497	
Parks & Open Spaces	Income	(0.802)	0.000	0.000	(0.216)	(0.050)	(1.068)	
Net Expenditure		7.198	0.256	(0.395)	(0.295)	1.884	8.648	

Planning, Infrastructure & Economy		2024/25						Revised Budget
		Budget Changes						
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m	
Economic Development	Expenditure	0.206	0.011	(0.047)	0.000	0.000	0.170	
Economic Development	Income	0.000	0.000	(0.026)	0.000	0.000	(0.026)	
Parking	Expenditure	(0.001)	0.036	0.000	0.000	0.000	0.035	
Parking	Income	(0.015)	0.000	0.000	(0.029)	0.000	(0.044)	
Transport & Infrastructure	Expenditure	0.651	0.009	(0.010)	0.000	0.014	0.664	
Transport & Infrastructure	Income	(0.098)	0.000	(0.038)	0.000	0.000	(0.137)	
Transport & Infrastructure	Earmarked Reserves	0.000	0.000	0.000	0.000	(0.028)	(0.028)	
Planning & Development	Expenditure	2.079	0.466	(0.216)	0.000	0.000	2.329	
Planning & Development	Income	(1.292)	(0.377)	0.000	0.030	0.100	(1.540)	
Net Expenditure		1.529	0.146	(0.337)	0.001	0.086	1.424	

Place

Property & Asset Management		2024/25					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Property Management	Expenditure	0.691	0.058	(0.021)	0.000	0.000	0.727
Property Management	Income	(0.617)	0.000	0.000	0.000	0.000	(0.617)
Other	Expenditure	(0.045)	0.000	0.000	0.000	0.000	(0.045)
Other	Income	0.004	0.000	0.000	0.000	0.000	0.004
Corporate Asset Management	Expenditure	1.160	0.000	0.000	0.000	(0.599)	0.562
Corporate Asset Management	Income	(0.577)	0.000	0.000	0.000	0.000	(0.577)
Investment - Core Portfolio	Expenditure	0.079	0.000	0.000	0.000	14.228	14.308
Investment - Core Portfolio	Income	(8.470)	0.000	0.000	0.000	(8.261)	(16.731)
Investment - Core Portfolio	Earmarked Reserves	0.000	0.000	0.000	0.000	(5.892)	(5.892)
Investment Watford Business Park	Expenditure	0.039	0.000	0.000	0.000	0.000	0.039
Investment Watford Business Park	Income	(1.434)	0.000	0.000	0.000	(0.075)	(1.509)
Watford Health Campus	Income	(0.081)	0.000	0.000	0.000	0.000	(0.081)
Investment Garage/Parking Bays	Income	(0.001)	0.000	0.000	0.000	0.000	(0.001)
Operational Community Facility	Expenditure	0.004	0.000	0.000	0.000	0.000	0.004
Operational Community Facility	Income	(0.017)	0.000	0.000	0.000	0.000	(0.017)
Operational Housing Park, Playground, Recreation, Amenity Land	Income	(0.001)	0.000	0.000	0.000	0.000	(0.001)
	Income	(0.009)	0.000	0.000	0.000	0.000	(0.009)
Net Expenditure		(9.275)	0.058	(0.021)	0.000	(0.599)	(9.837)
Place Total Net Expenditure		(0.548)	0.459	(0.754)	(0.294)	1.372	0.235

Place

Revenue 2025/26

Environment		2025/26					
		Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	
Contract Monitoring	Expenditure	1.228	0.190	(0.319)	0.000	1.978	3.077
Leisure	Expenditure	0.646	0.000	(0.008)	0.000	0.694	1.333
Leisure	Income	(0.765)	0.000	0.000	(0.020)	(0.946)	(1.731)
Grants	Expenditure	0.664	0.013	0.000	0.000	0.000	0.678
Grants	Income	(0.009)	0.000	0.000	0.000	0.000	(0.009)
Culture & Play	Expenditure	0.447	0.017	0.000	0.000	0.000	0.464
Culture & Play	Income	(0.052)	0.000	0.000	0.000	0.040	(0.012)
Street Cleansing	Expenditure	2.036	0.000	0.000	0.000	0.000	2.036
Street Cleansing	Income	(0.003)	0.000	0.000	0.000	0.000	(0.003)
Sustainable Transport	Expenditure	0.049	0.003	0.000	0.000	0.100	0.153
Sustainable Transport	Earmarked Reserves	0.000	0.000	0.000	0.000	(0.100)	(0.100)
Waste & Recycling	Expenditure	2.740	0.000	0.000	0.000	0.000	2.740
Waste & Recycling	Income	(1.174)	0.000	0.000	(0.099)	0.000	(1.273)
Parking Service	Expenditure	1.866	0.000	0.000	0.000	0.000	1.866
Parking Service	Income	(2.042)	0.000	(0.140)	0.000	0.050	(2.132)
Parking Service	Earmarked Reserves	(0.053)	0.000	0.000	0.000	0.090	0.037
Parks & Open Spaces	Expenditure	2.372	0.014	0.000	0.000	0.053	2.440
Parks & Open Spaces	Income	(0.802)	0.000	0.000	(0.216)	0.000	(1.018)
Net Expenditure		7.150	0.238	(0.467)	(0.334)	1.959	8.546

Planning, Infrastructure & Economy		2025/26					
		Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	
Economic Development	Expenditure	0.207	0.011	(0.047)	0.000	0.000	0.172
Economic Development	Income	0.000	0.000	0.000	0.000	0.000	0.000
Parking	Expenditure	(0.001)	0.037	0.000	0.000	0.000	0.036
Parking	Income	(0.015)	0.000	0.000	(0.029)	0.000	(0.044)
Transport & Infrastructure	Expenditure	0.653	0.010	(0.010)	0.000	0.021	0.674
Transport & Infrastructure	Income	(0.098)	0.000	(0.077)	0.000	0.000	(0.175)
Transport & Infrastructure	Earmarked Reserves	0.000	0.000	0.000	0.000	(0.028)	(0.028)
Planning & Development	Expenditure	2.081	0.484	(0.186)	0.000	0.000	2.380
Planning & Development	Income	(1.292)	(0.385)	0.000	0.005	0.000	(1.673)
Net Expenditure		1.535	0.157	(0.320)	(0.024)	(0.007)	1.341

Place

Property & Asset Management		2025/26					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Property Management	Expenditure	0.689	0.067	0.000	0.000	0.000	0.755
Property Management	Income	(0.767)	0.000	0.000	0.000	0.000	(0.767)
Other	Expenditure	(0.045)	0.000	0.000	0.000	0.000	(0.045)
Other	Income	0.004	0.000	0.000	0.000	0.000	0.004
Corporate Asset Management	Expenditure	1.162	0.000	0.000	0.000	(0.460)	0.702
Corporate Asset Management	Income	(0.577)	0.000	0.000	0.000	0.000	(0.577)
Investment - Core Portfolio	Expenditure	0.079	0.000	0.000	0.000	12.936	13.015
Investment - Core Portfolio	Income	(8.470)	0.000	0.000	0.000	(10.117)	(18.587)
Investment - Core Portfolio	Earmarked Reserves	0.000	0.000	0.000	0.000	(2.303)	(2.303)
Investment Watford Business Park	Expenditure	0.039	0.000	0.000	0.000	0.000	0.039
Investment Watford Business Park	Income	(1.434)	0.000	0.000	0.000	(0.800)	(2.234)
Watford Health Campus	Income	(0.081)	0.000	0.000	0.000	0.000	(0.081)
Investment Garage/Parking Bays	Income	(0.001)	0.000	0.000	0.000	0.000	(0.001)
Operational Community Facility	Expenditure	0.004	0.000	0.000	0.000	0.000	0.004
Operational Community Facility	Income	(0.017)	0.000	0.000	0.000	0.000	(0.017)
Operational Housing	Income	(0.001)	0.000	0.000	0.000	0.000	(0.001)
Park, Playground, Recreation, Amenity Land	Income	(0.009)	0.000	0.000	0.000	0.000	(0.009)
Net Expenditure		(9.425)	0.067	0.000	0.000	(0.744)	(10.102)
Place Total Net Expenditure		(0.740)	0.462	(0.786)	(0.358)	1.208	(0.214)

Place

Revenue 2026/27

Environment		2026/27					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Contract Monitoring	Expenditure	1.228	0.193	(0.319)	0.000	2.160	3.263
Leisure	Expenditure	0.646	0.000	(0.080)	0.000	0.450	1.017
Leisure	Income	(0.765)	0.000	0.000	(0.020)	(0.924)	(1.709)
Grants	Expenditure	0.664	0.013	0.000	0.000	0.000	0.678
Grants	Income	(0.009)	0.000	0.000	0.000	0.000	(0.009)
Culture & Play	Expenditure	0.447	0.017	0.000	0.000	0.000	0.464
Culture & Play	Income	(0.052)	0.000	0.000	0.000	0.040	(0.012)
Street Cleansing	Expenditure	2.036	0.000	0.000	0.000	0.000	2.036
Street Cleansing	Income	(0.003)	0.000	0.000	0.000	0.000	(0.003)
Sustainable Transport	Expenditure	0.049	0.003	0.000	0.000	0.000	0.053
Sustainable Transport	Earmarked Reserves	0.000	0.000	0.000	0.000	0.000	0.000
Waste & Recycling	Expenditure	2.740	0.000	0.000	0.000	0.000	2.740
Waste & Recycling	Income	(1.174)	0.000	0.000	(0.099)	0.000	(1.273)
Parking Service	Expenditure	1.866	0.000	0.000	0.000	0.000	1.866
Parking Service	Income	(2.042)	0.000	(0.140)	0.000	0.050	(2.132)
Parking Service	Earmarked Reserves	(0.053)	0.000	0.000	0.000	0.090	0.037
Parks & Open Spaces	Expenditure	2.372	0.016	0.000	0.000	0.046	2.434
Parks & Open Spaces	Income	(0.802)	0.000	0.000	(0.216)	0.000	(1.018)
Net Expenditure		7.150	0.243	(0.539)	(0.334)	1.912	8.432

Planning, Infrastructure & Economy		2026/27					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Economic Development	Expenditure	0.207	0.011	(0.047)	0.000	0.000	0.172
Economic Development	Income	0.000	0.000	0.000	0.000	0.000	0.000
Parking	Expenditure	(0.001)	0.038	0.000	0.000	0.000	0.037
Parking	Income	(0.015)	0.000	0.000	(0.029)	0.000	(0.044)
Transport & Infrastructure	Expenditure	0.653	0.011	(0.010)	0.000	0.028	0.682
Transport & Infrastructure	Income	(0.098)	0.000	(0.077)	0.000	0.000	(0.175)
Transport & Infrastructure	Earmarked Reserves	0.000	0.000	0.000	0.000	(0.028)	(0.028)
Planning & Development	Expenditure	2.081	0.501	(0.166)	0.000	0.000	2.416
Planning & Development	Income	(1.292)	(0.394)	0.000	0.005	0.000	(1.681)
Net Expenditure		1.535	0.168	(0.300)	(0.024)	0.000	1.378

Place

Property & Asset Management		2026/27					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Property Management	Expenditure	0.689	0.070	0.000	0.000	0.000	0.759
Property Management	Income	(0.767)	0.000	0.000	0.000	0.000	(0.767)
Other	Expenditure	(0.045)	0.000	0.000	0.000	0.000	(0.045)
Other	Income	0.004	0.000	0.000	0.000	0.000	0.004
Corporate Asset Management	Expenditure	1.162	0.000	0.000	0.000	(0.460)	0.702
Corporate Asset Management	Income	(0.577)	0.000	0.000	0.000	0.000	(0.577)
Investment - Core Portfolio	Expenditure	0.079	0.000	0.000	0.000	12.603	12.682
Investment - Core Portfolio	Income	(8.470)	0.000	0.000	0.000	(11.794)	(20.264)
Investment - Core Portfolio	Earmarked Reserves	0.000	0.000	0.000	0.000	0.107	0.107
Investment Watford Business Park	Expenditure	0.039	0.000	0.000	0.000	0.000	0.039
Investment Watford Business Park	Income	(1.434)	0.000	0.000	0.000	(0.800)	(2.234)
Watford Health Campus	Income	(0.081)	0.000	0.000	0.000	0.000	(0.081)
Investment Garage/Parking Bays	Income	(0.001)	0.000	0.000	0.000	0.000	(0.001)
Operational Community Facility	Expenditure	0.004	0.000	0.000	0.000	0.000	0.004
Operational Community Facility	Income	(0.017)	0.000	0.000	0.000	0.000	(0.017)
Operational Housing Park, Playground, Recreation, Amenity Land	Income	(0.001)	0.000	0.000	0.000	0.000	(0.001)
	Income	(0.009)	0.000	0.000	0.000	0.000	(0.009)
Net Expenditure		(9.425)	0.070	0.000	0.000	(0.344)	(9.698)
Place Total Net Expenditure		(0.740)	0.481	(0.838)	(0.358)	1.568	0.112

Place

Service Efficiencies and Savings

Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
Planning, Infrastructure and Economy	Grant Funding - UKSPF administration funding	(0.026)	0.000	0.000
Planning, Infrastructure and Economy	Remove out of hours standby payments for Building Control	(0.009)	(0.009)	(0.009)
Planning, Infrastructure and Economy	Deletion of vacant Urban Design Officer post	(0.036)	(0.036)	(0.036)
Planning, Infrastructure and Economy	Redesign conservation and heritage support	(0.050)	(0.050)	(0.050)
Planning, Infrastructure and Economy	Redesign CCTV monitoring	(0.010)	(0.010)	(0.010)
Planning, Infrastructure and Economy	Deletion of Economic Development Officer post (0.8 FTE)	(0.047)	(0.047)	(0.047)
Planning, Infrastructure and Economy	Deletion of vacant post within Technical Support team	(0.045)	(0.045)	(0.045)
Planning, Infrastructure and Economy	Deletion of vacant Principal Building Control Surveyor post (Shared with SADC)	(0.025)	(0.025)	(0.025)
Planning, Infrastructure and Economy	Temporary reduction to planning policy budget	(0.050)	(0.020)	0.000
Planning, Infrastructure and Economy	Income from bus shelter advertisements	(0.038)	(0.077)	(0.077)
Property	Temporary vacancy saving created by backfill arrangements for maternity cover	(0.021)	0.000	0.000
Environment	Relocation of staff from the Depot	(0.040)	(0.040)	(0.040)
Environment	Additional Parking Income	(0.140)	(0.140)	(0.140)
Environment	Reduce volume of Market Lates per year to three per year	(0.008)	(0.008)	(0.008)
Environment	Veolia - Change in sub-contractors	(0.022)	(0.022)	(0.022)
Environment	Veolia - Oxhey Activity Park - review full time role position and undertake permanent recruitment to reduce agency costs	(0.015)	(0.015)	(0.015)
Environment	Veolia - One off saving	(0.050)	0.000	0.000
Environment	Veolia Recycling Service redesign	0.012	(0.110)	(0.110)
Environment	Veolia - Green Flag Award Maintenance	(0.028)	(0.028)	(0.028)
Environment	Veolia – New approach to Streetscene and NI195 monitoring	(0.007)	(0.007)	(0.007)

Place

Environment	Veolia - Redesign education and outreach programme	(0.030))0.030)	(0.030)
Environment	Veolia - Reduce number of flower towers and hanging baskets	(0.009)	(0.009)	(0.009)
Environment	Veolia - Reduce seasonal bedding and implement different planting schemes using shrubs	(0.012)	(0.012)	(0.012)
Environment	Target saving from review of tree and verge maintenance contract with HCC'	(0.046)	(0.046)	(0.046)
Environment	Community space management.	0.000	0.000	(0.072)
Total Place Service Efficiencies and Savings		(0.754)	(0.786)	(0.838)

Place

Variances – Growth, Pressures, and contributions to and (from) Earmarked Reserves

Growth and Pressures					
Service	Description	2024/25	2025/26	2026/27	
		£m	£m	£m	
Environment	Continued subsidy of Beryl bike through extension	0.100	0.100		
Environment	Utilities costs – Cassiobury Park	0.020	0.020	0.020	
Environment	Loss of bus gate income due to HCC taking over operation	0.050	0.050	0.050	
Environment	Loss of Arts grant funding / undelivered savings in prior years	0.040	0.040	0.040	
Environment	Paddling Pool Running Costs - contract indexation	0.043	0.033	0.026	
Environment	Leisure Management Fee - contract indexation	(0.156)	(0.252)	(0.474)	
Environment	Museum transformation budget	0.065	0.000	0.000	
Environment	Veolia brought forward pressure Including gate fees excluding additional fees and charges	1.406	1.406	1.406	
Environment	Veolia contract inflation	0.326	0.572	0.754	
Environment	Creation of additional burial spaces through tree clearance	0.050			
Environment	Additional income from additional burial spaces	(0.050)			
Planning, Infrastructure and Economy	Planning Fee Income - reduced demand for service due to economic outlook	0.100	0.000	0.000	
Planning, Infrastructure and Economy	CCTV Contract (as agreed by Council October 2023)	0.014	0.021	0.028	
Property and Asset Management	Reduction in commercial rental income due to deductible capital expenditure	0.200	0.100	0.000	
Property and Asset Management	Loss of rental income due to tenant entering administration	0.510	0.200	0.200	
Property and Asset Management	Commercial income growth including Aspire at Watford Business Park	(0.075)	(0.800)	(0.800)	
Property and Asset Management	Remove net saving from THQ operating model	0.000	0.141	0.141	
Property and Asset Management	Croxley Business Park	5.257	2.519	0.609	
Property and Asset Management	Transfer to Facilities Management Budget to Corporate, Housing and Wellbeing	(0.599)	(0.601)	(0.601)	
Total Place Growth and Pressures		7.301	3.549	1.399	

Place

Contributions to and (from) Earmarked Reserves					
Service	Description	2024/25	2025/26	2026/27	
		£m	£m	£m	
Property and Asset Management	Commercial Risk Reserve - drawdown to support commercial income	(0.635)	0.000	0.000	
Environment	Parking Reserve for Beryl Bikes	(0.100)	(0.100)	0.000	
Environment	Additional Contribution to Parking Reserve	0.140	0.140	0.140	
Planning, Infrastructure and Economy	Funding for 50% Planning Strategy and Infrastructure Lead from Parking Reserve	(0.028)	(0.028)	(0.028)	
Environment	Reduce budgeted contribution to parking reserve for bus gate income	(0.050)	(0.050)	(0.050)	
Property and Asset Management	Croxley Park Reserve	(5.257)	(2.303)	0.107	
Total Place Contributions to and (from) Earmarked Reserves		(5.930)	(2.341)	0.169	
Total Place Variances		1.372	1.208	1.568	

Place

Detailed Capital Programme

Capital Scheme	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Planning, Infrastructure and Economy				
Public Realm (Clarendon Rd Phase III)	0.011	0.070	-	-
CCTV Site Equipment	0.010	0.025	0.025	0.025
Public Realm - Market St South	0.012	-	-	-
Public Realm (Bridle Path Improvements)	0.054	-	-	-
TTIW Delivery Programme	-	0.100	0.100	0.100
St Albans Rd Imp Works (Ph 2)	-	0.350	0.100	-
Wayfinding & Public Art Strategy	0.062	-	-	0.269
EV Rapid Charging Points Programme	0.100	0.080	0.080	0.080
CCTV Control Room Strategy	0.417	-	-	-
High St Phase 2 (St Mary's)	0.029	-	-	0.457
Parades Improvements	0.025	0.100	0.100	0.100
CIL Grant Funded Projects	0.008	0.300	0.300	0.300
Supporting Local Business	0.020	0.120	-	-
Total Planning, Infrastructure and Economy	0.748	1.145	0.705	1.330
Community Asset Review	0.085	0.100	0.100	0.100
Watford Business Park Phase 2	10.933	0.300	-	-
Riverwell (Watford Health Campus Partnership)	4.286	2.496	6.900	0.227

Place

Temp Housing Accommodation	-	0.085	-	-
Local Authority Housing Fund	0.980	1.029	-	-
Surplus Sites	0.400	0.300	0.100	-
Core Investment Portfolio		1.300	0.160	0.200
Croxley Park Asset	-	7.399	-	-
Lower High Street	0.307	-	-	0.100
Surplus Site - Land Acquisition (Site A)	1.040	-	-	-
Total Property and Asset Management	18.031	13.008	7.260	0.627
Capital Scheme cont.	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m
Environment				
Replacement Recycling Bins	-	0.250	-	-
Veolia Contract Fleet Requirements	0.764	0.526	-	0.194
Flats - Extension of Recycling Provision	0.004	-	-	-
Veolia Capital Improvements	0.081	0.084	-	-
Green Spaces Strategy	0.160	0.050	-	-
Tree Planting Programme	0.050	0.025	0.025	-
River Colne Restoration	0.344	-	-	-
Litter Bin Replacements	0.018	0.015	0.015	0.015
Meriden Park Improvements	0.051	-	-	-
Cassiobury Park Wetlands	0.313	-	-	-
Cassiobury Park Ad Hoc Works	0.018	-	-	-
Footpaths - Cassiobury Park Nature Reserve	0.101	0.100	-	-

Place

Footpaths - Cassiobury Park	0.070	0.100	-	-
Allotment Provision	-	0.050	-	-
Shrub Replacement (Open Space)	0.025	0.025	0.025	0.025
Parks - Building Investment	0.149	0.100	-	-
Water Fountains in Green Flag Parks	0.020	0.020	0.020	0.020
North Watford Cemetery Improvements	0.002	0.060	-	-
New Cemetery Provision	0.014	-	-	-
Oxhey Grange-Bowling Gr'N Imps	0.040	-	-	-
Leavesden Green Rec Ground Improvements	0.050	-	-	-
Woodside Sports Village	0.287	-	0.400	0.550
Play Area Improvements	0.090	0.090	-	-
Watford Market	0.015	0.015	0.015	0.015
Paddock Road Depot Enhancements	0.005	-	-	-
Cycle & Road Infrastructure Improvements	0.100	0.300	0.166	0.200
Regeneration Project	0.153	-	-	-
Museum & Heritage	0.200	1.106	-	-
Colosseum Retender	0.033	-	-	-
Total Environment	3.157	2.915	0.666	1.019
Total Proposed Place	21.936	17.068	8.631	2.977

Corporate Strategy and Comms

Revenue 2024/25

Corporate Management		2024/25 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Corporate Strategy Team	Expenditure	0.413	0.144	0.000	0.000	0.000	0.557
Net Expenditure		0.413	0.144	0.000	0.000	0.000	0.557

Partnerships & Performance		2024/25 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Performance And Engagement	Expenditure	0.308	0.007	0.000	0.000	0.000	0.315
Communications	Expenditure	0.304	0.027	(0.037)	0.000	0.000	0.294
Play & Events	Expenditure	0.312	0.004	0.003	0.000	0.000	0.319
Play & Events	Income	(0.026)	0.000	0.000	0.000	0.000	(0.026)
Net Expenditure		0.897	0.038	(0.034)	0.000	0.000	0.901

Corporate Strategy & Comms Total Net Expenditure		1.310	0.182	(0.034)	0.000	0.000	1.458
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Revenue 2025/26

Corporate Management		2025/26 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Corporate Strategy Team	Expenditure	0.413	0.147	0.000	0.000	0.000	0.560
Net Expenditure		0.413	0.147	0.000	0.000	0.000	0.560

Partnerships & Performance		2025/26 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Performance And Engagement	Expenditure	0.308	0.007	0.000	0.000	0.000	0.315
Communications	Expenditure	0.304	0.030	(0.037)	0.000	0.000	0.297
Play & Events	Expenditure	0.292	0.004	(0.018)	0.000	0.000	0.279
Play & Events	Income	(0.026)	0.000	0.000	0.000	0.000	(0.026)
Net Expenditure		0.878	0.041	(0.055)	0.000	0.000	0.864

Corporate Strategy & Comms Total Net Expenditure		1.291	0.188	(0.055)	0.000	0.000	1.425
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Corporate Strategy and Comms

Revenue 2026/27

Corporate Management		2026/27 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Corporate Strategy Team	Expenditure	0.413	0.150	0.000	0.000	0.000	0.564
Net Expenditure		0.413	0.150	0.000	0.000	0.000	0.564

Partnerships & Performance		2026/27 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Performance And Engagement	Expenditure	0.308	0.007	0.000	0.000	0.000	0.315
Communications	Expenditure	0.304	0.031	(0.037)	0.000	0.000	0.298
Play & Events	Expenditure	0.292	0.004	0.003	0.000	0.000	0.299
Play & Events	Income	(0.026)	0.000	0.000	0.000	0.000	(0.026)
Net Expenditure		0.878	0.042	(0.034)	0.000	0.000	0.886

Corporate Strategy & Comms Total Net Expenditure		1.291	0.192	(0.034)	0.000	0.000	1.449
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Corporate Strategy and Comms

Service Efficiencies and Savings

Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
Play & Events	Review funding model for Audentior Awards (awards held once every two years)	0.003	(0.018)	0.003
Communications	Revise Activity on Place Brand	(0.025)	(0.025)	(0.025)
Communications	Reduce Corporate contingency fund	(0.005)	(0.005)	(0.005)
Communications	Reduce Town Centre footfall counter costs	(0.007)	(0.007)	(0.007)
Total Corporate Strategy and Comms Service Efficiencies and Savings		(0.034)	(0.055)	(0.034)

Variances – Growth, Pressures, and contributions to and (from) Earmarked Reserves

Growth and Pressures				
Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
	None			
Total Corporate Strategy and Comms Growth and Pressures		0.000	0.000	0.000

Contributions to and (from) Earmarked Reserves				
Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
	None			
Total Corporate Strategy and Comms Contributions to and (from) Earmarked Reserves		0.000	0.000	0.000

Total Corporate Strategy and Comms Variances		0.000	0.000	0.000
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Corporate Strategy and Comms

Detailed Capital Programme

Capital Scheme	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Town Boundary Signage	-	-	-	0.065
Total Proposed Corporate Strategy and Comms	-	-	-	0.065

Democracy and Governance

Revenue 2024/25

Legal And Democratic		2024/25 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Legal Shared Services	Expenditure	0.577	0.000	0.000	0.000	0.000	0.577
Legal Services Client	Expenditure	0.164	0.015	(0.019)	0.000	0.000	0.160
Data Protection	Expenditure	0.027	0.000	(0.009)	0.000	0.000	0.018
Democratic Services	Expenditure	1.018	0.113	(0.007)	0.000	0.003	1.127
Elections	Expenditure	0.218	0.000	0.000	0.000	0.026	0.244
Elections	Income	(0.004)	0.000	0.000	0.000	0.000	(0.004)
Support Team (Inc Procurement)	Expenditure	0.066	0.004	0.000	0.000	0.000	0.070
Support Team (Inc Procurement)	Income	(0.024)	0.000	0.000	0.000	0.000	(0.024)
Democracy & Governance Total Net Expenditure		2.042	0.132	(0.035)	0.000	0.029	2.168

Revenue 2025/26

Legal And Democratic		2025/26 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Legal Shared Services	Expenditure	0.587	0.000	0.000	0.000	0.000	0.587
Legal Services Client	Expenditure	0.164	0.020	(0.019)	0.000	0.000	0.164
Data Protection	Expenditure	0.027	0.000	(0.009)	0.000	0.000	0.018
Democratic Services	Expenditure	1.019	0.119	(0.007)	0.000	0.003	1.133
Elections	Expenditure	0.218	0.000	0.000	0.000	0.000	0.218
Elections	Income	(0.004)	0.000	0.000	0.000	0.000	(0.004)
Support Team (Inc Procurement)	Expenditure	0.066	0.004	0.000	0.000	0.000	0.070
Support Team (Inc Procurement)	Income	(0.024)	0.000	0.000	0.000	0.000	(0.024)
Democracy & Governance Total Net Expenditure		2.053	0.142	(0.035)	0.000	0.003	2.162

Democracy and Governance

Revenue 2026/27

Legal And Democratic		2026/27					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Legal Shared Services	Expenditure	0.587	0.000	0.000	0.000	0.000	0.587
Legal Services Client	Expenditure	0.164	0.020	(0.019)	0.000	0.000	0.164
Data Protection	Expenditure	0.027	0.000	(0.009)	0.000	0.000	0.018
Democratic Services	Expenditure	1.019	0.123	(0.007)	0.000	0.003	1.138
Elections	Expenditure	0.218	0.000	0.000	0.000	0.000	0.218
Elections	Income	(0.004)	0.000	0.000	0.000	0.000	(0.004)
Support Team (Inc Procurement)	Expenditure	0.066	0.004	0.000	0.000	0.000	0.070
Support Team (Inc Procurement)	Income	(0.024)	0.000	0.000	0.000	0.000	(0.024)
Democracy & Governance Total Net Expenditure		2.053	0.147	(0.035)	0.000	0.003	2.167

Democracy and Governance

Service Efficiencies and Savings

Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
Legal Services Client	Deletion of the support services officer post from 1 July 2023 as postholder has retired and post is vacant.	(0.019)	(0.019)	(0.019)
Data Protection	Reduce budget for GDPR work undertaken by HCC	(0.009)	(0.009)	(0.009)
Democratic Services	Reduce miscellaneous Budgets. There are a number of small budgets where we have traditionally had an underspend.	(0.007)	(0.007)	(0.007)
Total Democracy and Governance Service Efficiencies and Savings		(0.035)	(0.035)	(0.035)

Variances – Growth, Pressures, and contributions to and (from) Earmarked Reserves

Growth and Pressures				
Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
Elections	Elections Pressure	0.026	0.000	0.000
Democratic Services	Independent Member of the Audit Committee	0.003	0.003	0.003
Total Democracy and Governance Growth and Pressures		0.029	0.003	0.003

Contributions to and (from) Earmarked Reserves				
Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
None				
Total Democracy and Governance Contributions to and (from) Earmarked Reserves		0.000	0.000	0.000

Total Democracy and Governance Variances		0.029	0.003	0.003
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Human Resources

Revenue 2024/25

HR Shared Service		2024/25 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variations £m	£m
HR Shared Service	Expenditure	0.510	0.067	(0.030)	0.000	0.000	0.546
HR Shared Service	Income	(0.010)	0.000	0.000	0.000	0.000	(0.010)
Net Expenditure		0.500	0.067	(0.030)	0.000	0.000	0.536

Human Resources Client		2024/25 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variations £m	£m
Human Resources Client	Expenditure	0.014	0.000	0.000	0.000	0.000	0.014
Human Resources Client	Income	(0.058)	0.000	0.000	0.000	0.000	(0.058)
Corporate Employee Expenses	Expenditure	0.105	0.000	0.000	0.000	0.000	0.105
Corporate Employee Expenses	Income	(0.007)	0.000	0.000	0.000	0.000	(0.007)
Net Expenditure		0.054	0.000	0.000	0.000	0.000	0.054

Human Resources Total Net Expenditure		0.554	0.067	(0.030)	0.000	0.000	0.591
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Revenue 2025/26

HR Shared Service		2025/26 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variations £m	£m
HR Shared Service	Expenditure	0.510	0.041	(0.040)	0.000	0.000	0.512
HR Shared Service	Income	(0.010)	0.000	0.000	0.000	0.000	(0.010)
Net Expenditure		0.500	0.041	(0.040)	0.000	0.000	0.502

Human Resources Client		2025/26 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variations £m	£m
Human Resources Client	Expenditure	0.014	0.000	0.000	0.000	0.000	0.014
Human Resources Client	Income	(0.058)	0.000	0.000	0.000	0.000	(0.058)
Corporate Employee Expenses	Expenditure	0.105	0.000	0.000	0.000	0.000	0.105
Corporate Employee Expenses	Income	(0.007)	0.000	0.000	0.000	0.000	(0.007)
Net Expenditure		0.054	0.000	0.000	0.000	0.000	0.054

Human Resources Total Net Expenditure		0.554	0.041	(0.040)	0.000	0.000	0.556
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Human Resources

Revenue 2026/27

HR Shared Service		2026/27 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
HR Shared Service	Expenditure	0.510	0.042	(0.040)	0.000	0.000	0.513
HR Shared Service	Income	(0.010)	0.000	0.000	0.000	0.000	(0.010)
Net Expenditure		0.500	0.042	(0.040)	0.000	0.000	0.503

Human Resources Client		2026/27 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Human Resources Client	Expenditure	0.014	0.000	0.000	0.000	0.000	0.014
Human Resources Client	Income	(0.058)	0.000	0.000	0.000	0.000	(0.058)
Corporate Employee Expenses	Expenditure	0.105	0.000	0.000	0.000	0.000	0.105
Corporate Employee Expenses	Income	(0.007)	0.000	0.000	0.000	0.000	(0.007)
Net Expenditure		0.054	0.000	0.000	0.000	0.000	0.054

Human Resources Total Net Expenditure		0.554	0.042	(0.040)	0.000	0.000	0.557
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Human Resources

Service Efficiencies and Savings

Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
HR Shared Service	Saving to be delivered from the Shared Service expansion HR and OD project with three Local Authority partners	(0.030)	(0.040)	(0.040)
Total Human Resources Service Efficiencies and Savings		(0.030)	(0.040)	(0.040)

Variances – Growth, Pressures, and contributions to and (from) Earmarked Reserves

Growth and Pressures				
Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
	None			
Total Human Resources Growth and Pressures		0.000	0.000	0.000

Contributions to and (from) Earmarked Reserves				
Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
	None			
Total Human Resources Contributions to and (from) Earmarked Reserves		0.000	0.000	0.000

Total Human Resources Variances		0.000	0.000	0.000
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Strategic Finance

Revenue 2024/25

Corporate Costs		2024/25					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Interest Earned	Expenditure	0.000	0.000	0.000	0.000	0.000	0.000
Interest Earned	Income	(3.537)	0.000	0.000	0.000	(1.065)	(4.602)
Interest Earned	Earmarked Reserves	0.000	0.000	0.000	0.000	0.865	0.865
Interest Paid	Expenditure	2.219	0.000	0.000	0.000	(0.268)	1.951
Interest Paid	Earmarked Reserves	0.000	0.000	0.000	0.000	0.260	0.260
Budget Strategy Items	Expenditure	2.610	(0.728)	(0.646)	0.000	0.252	1.488
Budget Strategy Items	Income	0.000	0.000	0.000	0.000	0.000	0.000
Budget Strategy Items	Earmarked Reserves	(0.500)	0.000	0.000	0.000	(0.153)	(0.653)
Pension Deficit Payment	Expenditure	2.683	(0.263)	0.000	0.000	(0.749)	1.671
Pension Deficit Payment	Earmarked Reserves	(0.200)	0.000	0.000	0.000	0.000	(0.200)
Net Expenditure		3.275	(0.990)	(0.646)	0.000	(0.858)	0.780

Finance & Resources		2024/25					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Finance & Resources	Expenditure	0.223	0.000	0.000	0.000	0.000	0.223
Net Expenditure		0.223	0.000	0.000	0.000	0.000	0.223

Finance and Audit Services Client		2024/25					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Finance Services Client	Expenditure	0.920	0.000	(0.079)	0.000	0.160	1.002
Finance Services Client	Income	(0.099)	0.000	0.000	0.000	0.000	(0.099)
Audit and Fraud Client	Expenditure	0.203	0.000	0.000	0.000	0.000	0.203
Net Expenditure		1.024	0.000	(0.079)	0.000	0.160	1.105

Strategic Finance

		2024/25					
Revenues And Benefits Client		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	Revised Budget £m
Income Administration Client	Expenditure	0.060	0.000	0.000	0.000	0.000	0.060
Income Administration Client	Income	(0.018)	0.000	0.000	0.000	0.000	(0.018)
Taxation Client	Expenditure	0.500	0.000	0.000	0.000	0.000	0.500
Taxation Client	Income	(0.352)	0.000	0.000	0.000	0.000	(0.352)
Housing Benefit Client	Expenditure	39.320	0.000	(0.180)	0.000	0.000	39.140
Housing Benefit Client	Income	(38.716)	0.000	0.000	0.000	0.000	(38.716)
Debt Recovery	Expenditure	0.273	0.000	0.000	0.000	0.000	0.273
Revs and Bens Shared Service	Expenditure	0.012	0.000	0.000	0.000	0.000	0.012
Net Expenditure		1.078	0.000	(0.180)	0.000	0.000	0.898

		2024/25					
Service Transformation		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	Revised Budget £m
Service Transformation	Expenditure	0.031	0.000	0.000	0.000	0.000	0.031
Emergency Planning	Expenditure	0.028	0.000	0.000	0.000	0.000	0.028
Net Expenditure		0.059	0.000	0.000	0.000	0.000	0.059

Strategic Finance Total Net Expenditure		5.659	(0.990)	(0.905)	0.000	(0.698)	3.065
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Strategic Finance

Revenue 2025/26

Corporate Costs		2025/26 Budget Changes					Revised Budget
Service	Income/Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Interest Earned	Expenditure	0.000	0.000	0.000	0.000	0.000	0.000
Interest Earned	Income	(3.537)	0.000	0.000	0.000	0.236	(3.301)
Interest Earned	Earmarked Reserves	0.000	0.000	0.000	0.000	(0.236)	(0.236)
Interest Paid	Expenditure	2.148	0.000	0.000	0.000	0.194	2.342
Interest Paid	Earmarked Reserves	0.000	0.000	0.000	0.000	(0.195)	(0.195)
Budget Strategy Items	Expenditure	3.101	(0.732)	(0.993)	0.000	0.326	1.702
Budget Strategy Items	Income	0.000	0.000	0.000	0.000	(0.075)	(0.075)
Budget Strategy Items	Earmarked Reserves	0.000	0.000	0.000	0.000	0.000	0.000
Pension Deficit Payment	Expenditure	2.683	(0.263)	0.000	0.000	(0.695)	1.725
Pension Deficit Payment	Earmarked Reserves	(0.200)	0.000	0.000	0.000	0.000	(0.200)
Net Expenditure		4.195	(0.995)	(0.993)	0.000	(0.445)	1.763

Finance & Resources		2025/26 Budget Changes					Revised Budget
Service	Income/Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Finance & Resources	Expenditure	0.223	0.000	0.000	0.000	0.000	0.223
Net Expenditure		0.223	0.000	0.000	0.000	0.000	0.223

Finance and Audit Services Client		2025/26 Budget Changes					Revised Budget
Service	Income/Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Finance Services Client	Expenditure	0.920	0.000	(0.098)	0.000	0.160	0.983
Finance Services Client	Income	(0.099)	0.000	0.000	0.000	0.000	(0.099)
Audit and Fraud Client	Expenditure	0.203	0.000	0.000	0.000	0.000	0.203
Net Expenditure		1.024	0.000	(0.098)	0.000	0.160	1.086

Strategic Finance

Revenues And Benefits Client		2025/26					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Income Administration Client	Expenditure	0.060	0.000	0.000	0.000	0.000	0.060
Income Administration Client	Income	(0.018)	0.000	0.000	0.000	0.000	(0.018)
Taxation Client	Expenditure	0.500	0.000	0.000	0.000	0.000	0.500
Taxation Client	Income	(0.352)	0.000	0.000	0.000	0.000	(0.352)
Housing Benefit Client	Expenditure	39.320	0.000	(0.180)	0.000	0.000	39.140
Housing Benefit Client	Income	(38.716)	0.000	0.000	0.000	0.000	(38.716)
Debt Recovery	Expenditure	0.273	0.000	0.000	0.000	0.000	0.273
Revs and Bens Shared Service	Expenditure	0.012	0.000	0.000	0.000	0.000	0.012
Net Expenditure		1.078	0.000	(0.180)	0.000	0.000	0.898

Service Transformation		2025/26					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Service Transformation	Expenditure	0.031	0.000	0.000	0.000	0.000	0.031
Emergency Planning	Expenditure	0.028	0.000	0.000	0.000	0.000	0.028
Net Expenditure		0.059	0.000	0.000	0.000	0.000	0.059

Strategic Finance Total Net Expenditure		6.579	(0.995)	(1.271)	0.000	(0.285)	4.029
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Strategic Finance

Revenue 2026/27

Corporate Costs		2026/27 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variations £m	£m
Interest Earned	Expenditure	0.000	0.000	0.000	0.000	0.000	0.000
Interest Earned	Income	(3.537)	0.000	0.000	0.000	1.170	(2.367)
Interest Earned	Earmarked Reserves	0.000	0.000	0.000	0.000	(1.170)	(1.170)
Interest Paid	Expenditure	2.148	0.000	0.000	0.000	0.366	2.514
Interest Paid	Earmarked Reserves	0.000	0.000	0.000	0.000	(0.065)	(0.065)
Budget Strategy Items	Expenditure	3.101	(0.733)	(1.376)	0.000	0.566	1.557
Budget Strategy Items	Income	0.000	0.000	0.000	0.000	(0.125)	(0.125)
Budget Strategy Items	Earmarked Reserves	0.000	0.000	0.000	0.000	0.000	0.000
Pension Deficit Payment	Expenditure	2.683	(0.263)	0.000	0.000	(0.695)	1.725
Pension Deficit Payment	Earmarked Reserves	(0.200)	0.000	0.000	0.000	0.000	(0.200)
Net Expenditure		4.195	(0.996)	(1.376)	0.000	0.047	1.870

Finance & Resources		2026/27 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variations £m	£m
Finance & Resources	Expenditure	0.223	0.000	0.000	0.000	0.000	0.223
Net Expenditure		0.223	0.000	0.000	0.000	0.000	0.223

Finance and Audit Services Client		2026/27 Budget Changes					Revised Budget
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variations £m	£m
Finance Services Client	Expenditure	0.920	0.000	(0.112)	0.000	0.160	0.969
Finance Services Client	Income	(0.099)	0.000	0.000	0.000	0.000	(0.099)
Audit and Fraud Client	Expenditure	0.203	0.000	0.000	0.000	0.000	0.203
Net Expenditure		1.024	0.000	(0.112)	0.000	0.160	1.072

Strategic Finance

Revenues And Benefits Client		2026/27					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Income Administration Client	Expenditure	0.060	0.000	0.000	0.000	0.000	0.060
Income Administration Client	Income	(0.018)	0.000	0.000	0.000	0.000	(0.018)
Taxation Client	Expenditure	0.500	0.000	0.000	0.000	0.000	0.500
Taxation Client	Income	(0.352)	0.000	0.000	0.000	0.000	(0.352)
Housing Benefit Client	Expenditure	39.320	0.000	(0.180)	0.000	0.000	39.140
Housing Benefit Client	Income	(38.716)	0.000	0.000	0.000	0.000	(38.716)
Debt Recovery	Expenditure	0.273	0.000	0.000	0.000	0.000	0.273
Revs and Bens Shared Service	Expenditure	0.012	0.000	0.000	0.000	0.000	0.012
Net Expenditure		1.078	0.000	(0.180)	0.000	0.000	0.898

Service Transformation		2026/27					Revised Budget
		Budget Changes					
Service	Income/ Expenditure	Starting Budget £m	Salary Build £m	Savings £m	Fees and Charges £m	Variances £m	£m
Service Transformation	Expenditure	0.031	0.000	0.000	0.000	0.000	0.031
Emergency Planning	Expenditure	0.028	0.000	0.000	0.000	0.000	0.028
Net Expenditure		0.059	0.000	0.000	0.000	0.000	0.059

Strategic Finance Total Net Expenditure		6.579	(0.996)	(1.667)	0.000	0.207	4.122
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Strategic Finance

Service Efficiencies and Savings

Service	Description	2024/25 £m	2025/26 £m	2026/27 £m
Finance	Reduction in Finance Officer capacity following flexible retirements	(0.027)	(0.046)	(0.046)
Finance	Further reduction in Finance Officer Capacity in 2026/27 (0.5 FTE)	0.000	0.000	(0.014)
Finance	Redesign Shared Fraud Service	(0.032)	(0.032)	(0.032)
Finance	Reshape Director of Finance and Head of Finance roles	(0.020)	(0.020)	(0.020)
Revenues and Benefits	Reduction in agency budget following service changes as a result of the introduction of universal credit	(0.180)	(0.180)	(0.180)
Corporate Costs	Review of essential car users policy and allowances	(0.030)	(0.030)	(0.030)
Corporate Costs	Service Redesign Savings	(0.616)	(0.963)	(1.346)
Total Strategic Finance Service Efficiencies and Savings		(0.943)	(0.905)	(1.271)

Strategic Finance

Variances – Growth, Pressures, and contributions to and (from) Earmarked Reserves

Growth and Pressures					
Service	Description	2024/25	2025/26	2026/27	
		£m	£m	£m	
Corporate Costs	External Audit Fees	0.160	0.160	0.160	
Corporate Costs	Inflationary increases to fees and charges income in future years	0.000	(0.075)	(0.125)	
Corporate Costs	Future Pay Inflation	0.480	0.840	1.080	
Corporate Costs	Contingency for Inflation (including contract inflation and pay)	(0.227)	(0.514)	(0.513)	
Corporate Costs	Capital Financing Charges	(0.268)	0.194	0.366	
Corporate Costs	Additional investment interest income	(0.200)	0.000	0.000	
Corporate Costs	Net reduction in pension deficit payment	(0.749)	(0.695)	(0.695)	
Corporate Costs	Timing of Joint Venture Income	(0.865)	0.236	1.170	
Total Strategic Finance Growth and Pressures		(1.669)	0.146	1.443	

Contributions to and (from) Earmarked Reserves					
Service	Description	2024/25	2025/26	2026/27	
		£m	£m	£m	
Corporate Costs	Commercial Risk Reserve - timing of capital financing pressures	0.260	(0.195)	(0.065)	
Corporate Costs	Renewal Fund reserve draw down adjusted for drawdown in 2023/24	0.132	0.000	0.000	
Corporate Costs	Commercial Risk Reserve - timing of Joint Venture Income	0.000	(0.236)	(1.170)	
Corporate Costs	Commercial Risk Reserve - timing of Joint Venture Income	0.865	0.000	0.000	
Corporate Costs	Draw down from Commercial Risk Reserve to top up General Fund	(0.285)	0.000	0.000	
Total Strategic Finance Contributions to and (from) Earmarked Reserves		0.972	(0.431)	(1.235)	

Total Strategic Finance Variances		(0.698)	(0.285)	0.207	
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Strategic Finance

Detailed Capital Programme

Capital Scheme	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m
Support Services	0.552	0.552	0.552	0.552
Support Services - Major Projects	0.124	0.124	0.124	0.124
Land Transfer - Croxley View Phase 3	-	3.130	-	-
Capital Contingency	0.511	-	-	-
Total Proposed Strategic Finance	1.188	3.807	0.677	0.677