

Description	Current Budget 2020/21	Outturn 2020/21	Variance to Current
	£ '000	£ '000	£ '000
Head of Resources	3,736	1,659	(2,077)
Head of Environment	6,951	7,423	472
Head of Policy and Culture	1,585	2,647	1,062
<b>Resources, Environment and Cultural Services</b>	<b>12,272</b>	<b>11,729</b>	<b>(543)</b>
Head of Law and Administration	2,062	2,024	(38)
Head of Planning	1,098	1,511	413
Head of Public Health and Protection	1,403	1,020	(383)
<b>Public Protection, Planning and Governance</b>	<b>4,563</b>	<b>4,555</b>	<b>(8)</b>
Head of Community and Housing Strategy	2,210	2,017	(193)
<b>Housing and Communities</b>	<b>2,210</b>	<b>2,017</b>	<b>(193)</b>
<b>Corporate Management Team Budgets</b>	<b>1,628</b>	<b>1,621</b>	<b>(7)</b>
<b>Net Controllable Income and Expenditure</b>	<b>20,673</b>	<b>19,922</b>	<b>(751)</b>
Net Recharge to the Housing Revenue Account	(5,304)	(4,853)	451
<b>Net General Fund Expenditure</b>	<b>15,369</b>	<b>15,069</b>	<b>(300)</b>
<b>Taxation and non-specific grant income and expenditure</b>			
Income from Council Tax	(10,855)	(10,855)	0
Business Rates Income	(4,908)	(14,558)	(9,650)
Plus/Less collection fund deficit/(surplus)	1,472	1,653	181
Other Government Grants	0	(3,822)	(3,822)
New Homes Grant	(1,028)	(1,028)	0
<b>Other Operating Income and Expenditure</b>			0
Less Interest & Investment Income	(30)	(134)	(104)
Plus capital financing	1,131	1,030	(101)
Impairment of Debt	0	596	596
Borrowing Interest	378	6	(372)
Revenue Contribution to Capital	25	27	2
Parish Precepts	1,701	1,701	0
<b>Net Total before movements in reserves</b>	<b>3,255</b>	<b>(10,315)</b>	<b>(13,570)</b>
Contribution (from) / to Earmarked Reserves	(1,607)	11,963	13,570
<b>Contribution (from) / to GF balances</b>	<b>(1,648)</b>	<b>(1,648)</b>	<b>0</b>

Reserve	Balance at 1 April 2020	Budgeted Movement	Previously Approved Changes	Proposed Movements (a)	Proposed Movements (b)	Forecast Balance 31 March 2021
	£'000	£'000	£'000	£'000	£'000	£'000
Earmarked Reserves						
Strategic Initiatives Reserve	1,330	36	0	198	0	1,564
Business Rates Retention Reserve	1,701	(1,465)	0	9,548	0	9,784
Pensions Reserve	1,201	1,200	(1,200)	0	0	1,201
Modernisation Reserve	1,281	0	(441)	258	282	1,380
Commitment Reserves	331	0	0	(319)	0	12
Grants and Contributions Reserve	834	0	0	3,538	0	4,372
Local Plan Reserve	300	0	0	(300)	300	300
COVID-19 Pandemic Reserve	405	0	0	(222)	242	425
Climate Change Reserve	50	100	(65)	65	0	150
Youth Provision Reserve	0	50	(25)	(4)	0	21
Other Reserves	364	0	0	(13)	200	551
<b>Total Earmarked Reserves</b>	<b>7,797</b>	<b>(79)</b>	<b>(1,731)</b>	<b>12,749</b>	<b>1,024</b>	<b>19,760</b>
General Fund Working Balance	8,550	(1,649)	0	0	0	6,901
<b>Total Reserves</b>	<b>16,347</b>	<b>(1,728)</b>	<b>(1,731)</b>	<b>12,749</b>	<b>1,024</b>	<b>26,661</b>

(a) These proposed movements represent contributions to/from reserves, in relation to the funding of specific costs, or for setting aside income received for future use

(b) These proposed movements are recommendations for the use of balances arising from in year variances, based on the actual outturn position

## Summary of virements between services - outturn

## Appendix A3

Service	Virement Detail	Total
Head of Resources	£1,200k Triennial pensions payment (Cabinet approved)	1,526
	£302k Revenues and Benefits Transformation (Modernisation Board approved)	
	£20k Site surveys funded from corporate projects and HRA (officer approved)	
	(£1k) Centralisation of lone working devices (officer approved)	
	£5k Building Maintenance (officer approved)	
Head of Environment	£27k Transfer of planning work into the contact centre (officer approved)	2
	(£24k) Building maintenance (officer approved)	
	(£1k) Centralisation of lone working devices (officer approved)	
Head of Policy and Culture	£17k Building Maintenance (officer approved)	17
Head of Law and Administration	£10k Transfer of management training budgets to central training budget (officer approved)	20
	£10k Transfer from corporate projects to fund committee related work (officer approved)	
Head of Public Health and Protection	£15k Centralisation of lone working devices (officer approved)	15
Head of Planning	(£27k) Transfer of planning support work into the contact centre (officer approved)	(28)
	£2k Building Maintenance (officer approved)	
	(£3k) Centralisation of lone working devices (officer approved)	
Head of Community and Housing Strategy	£10k CCTV in Hatfield Town Centre funded from corporate projects (officer approved)	11
	(£1k) Centralisation of lone working devices (officer approved)	
Corporate Management Team	(£10k) Transfer of management training budgets to central training budget (officer approved)	(40)
	(£10k) CCTV in Hatfield Town Centre funded from corporate projects (officer approved)	
	(£10k) Site surveys funded from corporate projects (officer approved)	
	(£10k) Transfer funding for standards committee investigation from corporate projects (officer approved)	
Net Recharge to HRA	(£8k) Centralisation of lone working devices (officer approved)	(18)
	(£10k) Site surveys funded from HRA (officer approved)	
<b>Total Increase/(Decrease) to Net Cost of Service Budgets</b>		<b>1,505</b>

## 31 March 2021 variances

## Head of Resources

Description	Current Budget 2020/21	Outturn	Variance
	£ '000	£ '000	£ '000
Employees	5,023	4,423	(600)
Premises Related	1,843	1,891	48
Transport Related	39	14	(26)
Supplies and Services	1,178	1,574	396
Third Party Payments	21,293	30,371	9,077
Transfer Payments	28,323	28,876	553
Income	(53,963)	(65,489)	(11,526)
<b>Controllable Costs</b>	<b>3,736</b>	<b>1,659</b>	<b>(2,077)</b>

Controllable Variance Analysis	Outturn Variance £'000
a) The pandemic has mean a small drop in occupancy at WelTech. More crucially the refurbishment and opening of HatTech was been delayed by six months, and has resulted in reduced ability to fill the units at HatTech. This meant that the Council has not been able to generate income from the centre but still needs to meet overheads such as Business Rates.	198
a) There have been a number of vacancies across the service. Where vacancies have been challenging to fill, additional support has been sourced through agency and professional services to support service delivery. This also includes £100k central provision made for salary inflationary increases. These increases will have been spread through services and will form part of any variances described through this report.	(166)
a) Commercial Rental Income raised was broadly on target for the year, with a slight increase associated with minor sales and back dated reviews. This is being monitored closely monitored as is a high risk area. Whilst income raised is broadly on target, there are rent arrears and an increase has been made to the bad debts provision, shown outside of service costs on appendix A1.	(27)
a)The insurance premiums are below budget. This follows a retendering of the insurance policies, which came back lower than anticipated.	(40)
b) The HRA contribution to the annual pensions payment, has been charged directly to the Housing Revenue Account (this is a change is the way the charge is accounted for). An equivalent variance will be included in the corporate recharges to the HRA, meaning the balances of each fund remain unaffected.	(399)
a) Software maintenance - There have been additional software licencing costs relating to distance working and additional projects undertaken to prepare the return to the office (VPN licences, Wi-Fi Survey, Soft Phones, Hybrid Meeting Room). In addition, expenditure has been incurred which is funded from reserves such as the implementation	158

a) Due to the increase in home working, directly linked to the pandemic, the running costs of IT costs have reduced significantly (printing, phones etc)	(62)
a) Due to the pandemic, the courts closed for sometime. The Council has not been issuing Council Tax and Business Rates courts summons. These have started again now and this loss is not expected to continue into 2021/22.	368
a) This is due to the total subsidy shortfall. Due to the pandemic, there is much larger deficit on the subsidy grant for housing the homeless not covering the cost for benefits provided. The council only receives subsidy for 40% of some of the costs, but is required to pay 100% benefit to the claimant. A project is underway to understand the ongoing impacts associated with this and consider options available.	966
a) The council is signed up to a Hertfordshire wide contract, which along with providing useful business rates information, also helps to identify properties which are either not in the rating list, or may be in the rating list incorrectly. When the company finds such properties, on successful challenge with the VOA, the company receives a share of the rates income generated from the year 1 change to the rating list.	113
a) Due to home working, there has been a reduction to the premises running costs for council offices.	(54)
a) Following on from the demolition of properties as part of regeneration projects, ongoing premises costs have been mitigated as well as generating in year underspend.	(66)
b) As part of the 2020/21 budget, a one off budget was approved to undertake conditions surveys, funded from earmarked reserves. These surveys have been commissioned. Some have completed in the year, with the remainder due for completion early 2021/22. Only utilised budget will be funded from reserve, with the balance remaining in reserves to draw down in 2021/22.	(88)
b) The council received a number of new burdens grants in year, related to the additional work required on council tax support, business support grants, track and trace payments and other schemes. Some of these streams of work have incurred additional expenditure through our contractor. These costs are funded by the grant income which is identified outside of the costs of services (Other Government Grants, Appendix A1)	118
b) The council received a number of grants for government initiatives, including funding for an enhanced council tax support scheme, business support grants scheme, and a track and trace scheme. Where the council has discretion over use, these must be shown in its service costs and income. Any balances will be rolled forward using an earmarked reserve for use in 2021/22.	(3,113)
c) Other small variances.	17
<b>TOTAL</b>	<b>(2,077)</b>

31 March 2021 variances

Head of Environment

Description	Current Budget 2020/21	Outturn	Variance
	£ '000	£ '000	£ '000
Employees	1,222	910	(312)
Premises Related	569	704	135
Transport Related	19	12	(7)
Supplies and Services	861	544	(317)
Third Party Payments	8,235	8,648	413
Transfer Payments	0	0	0
Income	(3,955)	(3,395)	560
<b>Controllable Costs</b>	<b>6,951</b>	<b>7,423</b>	<b>472</b>

Controllable Variance Analysis	Outturn Variance £'000
a) There are a number of vacancies throughout the service which have created a significant underspend on the service.	(312)
a) Income from mixed recyclables was higher than budgeted in part due to the increasing popularity of online shopping and higher levels of household waste.	(198)
a) Income from recycling of newspapers is falling as newspapers decline in readership. There is also an additional impact from the pandemic since many people have opted to gather news from digital means.	134
a) Income from textile recycling has fallen as countries which would usually have bought the product have closed borders.	23
a) The Garden Waste scheme continues to prove to be very popular, with income generated being higher than budgeted due to the increased popularity of the scheme.	(138)
a) Net loss of parking income due to pandemic. The loss is slightly reduced due to the reduction in in-year running costs of car parks due to low usage.	892
a) Repairs to Tewin Road depot to fix a sinkhole identified.	111
b) Net increase in cemetery income, after additional costs associated, due to the pandemic.	(34)
c) Other small variances.	(7)
<b>TOTAL</b>	<b>472</b>

31 March 2021 variances

Head of Policy and Culture

Description	Current Budget 2020/21	Outturn	Variance
	£ '000	£ '000	£ '000
Employees	1,692	1,708	16
Premises Related	989	783	(206)
Transport Related	2	0	(2)
Supplies and Services	1,356	593	(763)
Third Party Payments	136	623	487
Transfer Payments	0	0	0
Income	(2,590)	(1,060)	1,530
<b>Controllable Costs</b>	<b>1,585</b>	<b>2,647</b>	<b>1,062</b>

Controllable Variance Analysis	Outturn Variance £'000
a) Due to the closure of Campus West during the pandemic, there has been a significant reduction of income, while property and other costs have continued to be incurred. As long as social distancing remains in place, there is a financial impact through loss of revenue.	2,009
a) Due to the closure of Campus West during the pandemic, and "safe" reopening with social distancing, there has been a reduction in expenditure, particularly on "demand led" expenditure, such as films fees and food and beverage supplies. As a result there is some reduction of variable cost expenditure, however the loss of income is far greater than the saving from reduced expenditure.	(921)
a) Due to the closure of Community Centres, there is a significant reduction of income, while some property and other costs have continued to be incurred. It is not expected that these venues will open until at least quarter 2 of 2021/22 as managing social distancing would increase costs and resources required.	76
a) Due to the pandemic, income from other sites are also below budget for the year including Mill Green Museum, Moneyhole Lane Pavilion and the Roman Bath House.	63
a) As a result of the pandemic and lockdowns there has been resulting savings on the utilities cost of the leisure facilities. These are being monitored closely, the savings on these will net off against the extra support given to GLL.	(116)
a) Due to the closure of sports facilities, in line with Government Guidance, the Council has provided financial support to GLL as they have seen a significant reduction to income. This is being managed on an open book basis and is being monitored.	307
a) As a result of the pandemic and sites having to be closed, staff were placed on furlough, as a result there has been government grant income from the furlough scheme that will contribute towards the staffing cost of the closed sites including the museum and Mill.	(383)
c) Other small variances.	26
<b>TOTAL</b>	<b>1,062</b>

31 March 2021 variances

Head of Law and Administration

Description	Current Budget 2020/21	Outturn	Variance
	£ '000	£ '000	£ '000
Employees	1,507	1,614	108
Premises Related	3	1	(2)
Transport Related	22	4	(18)
Supplies and Services	716	643	(73)
Third Party Payments	37	57	19
Transfer Payments	0	0	0
Income	(223)	(295)	(72)
<b>Controllable Costs</b>	<b>2,062</b>	<b>2,024</b>	<b>(38)</b>

Controllable Variance Analysis	Outturn Variance £'000
a) Elections grants and contributions received including pandemic funding and individual elector grant funding. This funding will be set aside in earmarked reserves and drawn down in 2021/22 towards associated costs.	(77)
a) The team went through a restructure early 2020, and agency support was utilised to support the team whilst recruitment to vacant roles was undertaken. £16k of this related to the Voluntary Registration project and will be funded from earmarked reserves.	140
a) Savings on Elections owing to postponement of 2020 election.	(60)
a) Due to an increase in home working and alternative ways of working, there has been a reduction in postage costs processed through the central team.	(25)
c) Other small variances.	(17)
<b>TOTAL</b>	<b>(38)</b>



31 March 2021 variances

Head of Planning

Description	Current Budget 2020/21	Outturn	Variance
	£ '000	£ '000	£ '000
Employees	1,711	2,029	318
Premises Related	1	0	(1)
Transport Related	8	3	(4)
Supplies and Services	275	1,050	775
Third Party Payments	(13)	2	15
Transfer Payments	0	0	0
Income	(884)	(1,573)	(689)
<b>Controllable Costs</b>	<b>1,098</b>	<b>1,511</b>	<b>413</b>

Controllable Variance Analysis	Outturn Variance £'000
a) Increase in Agency costs, legal and consultancy fees for work on Local Plan. The overspend on Local Plan was to advance the local plan for inspection and has been party funded from a draw down of £300k from the Local Plan Earmarked reserve.	412
a) Payment of income to third parties in relation to section 106 agreements. (See below)	505
a) Income received and released from balances to fund payments due to third parties in relation to section 106 agreements. (see above)	(505)
a) Due to vacancies within the team, difficulties in recruiting and two large planning applications received, additional use of agency staff and external support has had to be utilised. This is offset by the additional planning income received (below)	150
a) Due to the impact of the pandemic, there was initially a reduction in the income received for development control planning application fees. However, there were two large planning applications (Wheat Quarter and Bio Park) this year which has generated extra income in year and helps to partially offset additional spend required on agency and external support (above)	(184)
c) Other small variances.	35
<b>TOTAL</b>	<b>413</b>

31 March 2021 variances

Head of Public Health and Protection

Description	Current Budget 2020/21	Outturn	Variance
	£ '000	£ '000	£ '000
Employees	1,471	1,279	(191)
Premises Related	3	4	1
Transport Related	23	17	(7)
Supplies and Services	129	189	60
Third Party Payments	92	85	(7)
Transfer Payments	0	0	0
Income	(316)	(555)	(239)
<b>Controllable Costs</b>	<b>1,403</b>	<b>1,020</b>	<b>(383)</b>

Controllable Variance Analysis	Outturn Variance £'000
a) Due to a number of vacancies within the team, there are significant underspends within employee budgets through the team.	(191)
a) The service has received a number of pots of grant funding through the year, including covid enforcement, healthy hub and outbreak management. Any unutilised funds will be moved to earmarked reserves.	(281)
a) The council has been creating a digital healthy hub, in line with a county wide and funded project. This is fully funded by grant receipts received, outlined above.	64
a) Due to the pandemic, a number of income reductions have arisen, including course income for environmental health, licencing fees and other small income budgets.	52
c) Other small variances.	(27)
<b>TOTAL</b>	<b>(383)</b>

Corporate Director (Housing and Communities)  
31 March 2021 variances  
Head of Community & Housing Strategy (GF)

Appendix B7

Description	Current Budget 2020/21	Outturn	Variance
	£ '000	£ '000	£ '000
Employees	1,802	1,651	(152)
Premises Related	26	22	(5)
Transport Related	13	4	(9)
Supplies and Services	249	1,653	1,404
Third Party Payments	345	290	(55)
Transfer Payments	0	0	0
Income	(226)	(1,603)	(1,377)
<b>Controllable Costs</b>	<b>2,210</b>	<b>2,017</b>	<b>(193)</b>

Controllable Variance Analysis	Outturn Variance £'000
a) There are a number of vacancies throughout the service which have created a significant underspend on the service. These include for Private Sector Housing, Community Partnerships and Housing Development. In addition, a further £43k of salary costs were capitalised as part of the Housing Development Programme.	(195)
b) A number of grants were received during the year, linked to homelessness burdens and the pandemic. These included the flexible homelessness support grant, next steps funding , new burdens funding, rough sleeping funding, Syrian refugee funding and contributions from Hertfordshire County Council towards temporary accommodation costs. Where these grants have not been fully utilised, they will be set aside in earmarked reserves for use in 2021/22.	(1,305)
b) There has been an increase in expenditure associated with government grant funded initiatives set out above. These include over £610k expenditure on hotel accommodation to house homeless individuals. In total over £560k was spent on specific Homelessness projects including the rough sleeper initiative/outreach project, druglink, YMCA, other agencies, £72k night shelter support, £19k, next steps action programme.	1,317
c) Other small variances.	(10)
<b>TOTAL</b>	<b>(193)</b>

**Budgets managed by the Corporate Management Team**  
**31 March 2021 variances**  
**Corporate Management Team (GF)**

**Appendix B8**

Description	Current Budget 2020/21	Outturn	Variance
	£ '000	£ '000	£ '000
Employees	1,363	1,389	26
Premises Related	0	0	0
Transport Related	6	1	(5)
Supplies and Services	258	271	13
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Income	0	(40)	(40)
<b>Controllable Costs</b>	<b>1,628</b>	<b>1,621</b>	<b>(7)</b>

Controllable Variance Analysis	Outturn Variance £'000
a) Following the incorporation and commencement of trading of Now Housing, set up costs incurred by the Council have been recovered.	(35)
c) Other small variances.	28
<b>TOTAL</b>	<b>(7)</b>

Description	Current Budget 2020/21	Outturn	Variance
	£'000	£'000	£'000
Dwelling rents	(49,175)	(48,784)	391
Non-dwelling rents	(551)	(497)	54
Tenants' charges for services and facilities	(1,807)	(1,540)	267
Leaseholders' charges for services and facilities	(855)	(889)	(34)
Contributions towards expenditure	(413)	(341)	72
De minimis receipts	-	(9)	(9)
<b>Total Income</b>	<b>(52,801)</b>	<b>(52,060)</b>	<b>741</b>
Repairs and maintenance	9,698	8,955	(743)
Supervision and management	9,047	9,311	264
Special services	3,102	2,802	(301)
Rents, rates, taxes and other charges	956	793	(163)
Impairment allowance for doubtful debts	490	130	(360)
Depreciation	15,440	14,324	(1,116)
Debt management costs	28	38	10
Sums directed by Secretary of State	50	49	(1)
<b>Total Expenditure</b>	<b>38,811</b>	<b>36,401</b>	<b>(2,410)</b>
HRA share of Corporate and Democratic Core	705	663	(42)
<b>Net Cost of Services</b>	<b>(13,285)</b>	<b>(14,996)</b>	<b>(1,711)</b>
<b>Less Interest and Non-Statutory Items:</b>			
Interest payable and similar charges	6,373	6,074	(299)
HRA financing and investment income	(163)	(106)	57
Revenue Contribution to Capital	7,224	9,096	1,871
<b>Total Adjustments</b>	<b>13,434</b>	<b>15,063</b>	<b>1,629</b>
<b>(Surplus) / Deficit</b>	<b>149</b>	<b>68</b>	<b>(81)</b>
<b>Opening HRA Operating Balance</b>	<b>(2,620)</b>	<b>(2,620)</b>	<b>-</b>
In-year (Surplus) / Deficit	149	68	(81)
<b>Closing HRA Operating Balance</b>	<b>(2,471)</b>	<b>(2,553)</b>	<b>(81)</b>

**Welwyn Hatfield Borough Council - Housing Revenue Account**  
**Variance Analysis**

**Appendix C**

		Variance
Tenant rents increased by 2.59% compared to 2019/20 (close to the rent increase of 2.7%) when adjusting for 19/20 being a 53 week year. The variance being the budgeted increase in rents due to new properties not delivering rental income as soon as expected. However, the most significant variance is on voids with hostel voids being £363k higher than budget due to reduced capacity as a consequence of covid and essential works.	Dwelling and Non-Dwelling rents	445
Decreased Service charge income for Hostels (£108k) and Independent Living (£102k) combined with The Hive income decreasing (£56k net of government grant) due to covid and some site redevelopment work at Hostels.	Tenants' charges for services and facilities	267
Vacancies in the service generated in year variances (£67k), Supporting People Grant income received in excess of budgeted income (28k) and greater than anticipated capitalised salaries charged to AHP (£33k).	Contributions towards expenditure	(128)
From 2020/21 the council no longer recharges RTB costs to capital, as there is no benefit to doing so and this reduces administration. The offsetting value will be reflected in the Revenue Contribution to Capital calculation.	Contributions towards expenditure	200
Aids and adaptations works £242k below budget, Fire risk assessments and remedial works £181k below budget, Street lamp maintenance £174k below budget, Communal door entry maintenance £98k below budget, Misc Structural works £61k below budget and Major repairs insurance excess £50k below budget. Covid has led to works being delayed. A review of budgets was undertaken for 2021/22 and budgets adjusted accordingly.	Repairs and Maintenance	(743)
Estates management £165k below budget (due to covid and contract efficiencies) and Independent living £94k under budget (£40k under budget on Intercom systems maintenance, Salaries and Car allowance £26k under budget as reduced service due to covid, Utilities £18k under budget)	Special Services	(301)

Write offs of £468k offset by a reduction in the bad debt provision of £338k leads to a net charge to the service of £130k, against an original budget of £490k.	Impairment allowance for doubtful debts	(360)
Depreciation charge of £14.32m is based upon actual valuation of properties. The depreciation charge is credited to capital to fund the capital programme. The reduction to the charge will be offset by an increase in the revenue contribution to capital. this means both the revenue and capital funds will not be materially impacted by changes in valuation.	Depreciation	(1,116)
Interest payable on HRA loans in line with loans schedule, interest rates were lower than budgeted, along with later timing for the need to borrow.	Interest payable and similar charges	(299)
Reduction in investment income linked to accelerated spend on the affordable homes programme and low interest rates.	HRA financing and investment income	57
Other variances		25
Adjustment to contribution to capital to maintain working balances at agreed level and reflect other changes such as the reduction to depreciation.	Revenue Contribution to Capital	1,871
		(81)

## Arrears by service at 31 March 2021

## Appendix D

		1-30 Days Overdue	31-60 Days Overdue	61-90 Days Overdue	91-365 Days Overdue	365 Days Overdue	Total Outstanding
<b>Public Protection, Planning &amp; Governance</b>							
	Law & Administration	42,958.23	60.00	0.00	-6.00	2,602.79	45,615.02
	Planning	2,336.84	0.00	2,002.26	5,224.59	4,453.06	14,016.75
	Public Health & Protection	-113.00	4,090.00	0.00	1,440.00	2,090.93	7,507.93
		<b>45,182.07</b>	<b>4,150.00</b>	<b>2,002.26</b>	<b>6,658.59</b>	<b>9,146.78</b>	<b>67,139.70</b>
<b>Housing and Communities</b>							
	Housing Operations	34,060.36	25.73	568.56	3,022.59	5,186.97	42,864.21
	Housing Property Services	0.00	0.00	0.00	0.00	0.00	0.00
	Community & Housing Strategy <sup>1</sup>	5,432.70	318.00	3,222.00	31,840.99	68,204.58	109,018.27
		<b>39,493.06</b>	<b>343.73</b>	<b>3,790.56</b>	<b>34,863.58</b>	<b>73,391.55</b>	<b>151,882.48</b>
<b>Resources, Environment &amp; Cultural Services</b>							
	Policy & Culture	0.00	0.00	0.00	7,356.00	1,645.30	9,001.30
	Environment - Cemeteries	8,465.00	-258.36	200.00	6,950.00	2,013.48	17,370.12
	Environment - Street Cleaning	0.00	0.00	0.00	0.00	1,886.00	1,886.00
	Environment - Other	104,989.42	92,592.00	1,134.12	13,966.09	21,020.32	233,701.95
	Resources - Shopping Centres	211,985.78	8,099.69	5,267.42	161,304.03	56,071.90	442,728.82
	Resources - Hatfield Town Centre <sup>8</sup>	125,607.82	32,016.67	12,016.67	167,782.77	35,942.34	373,366.27
	Resources - Ground rent	12,857.84	22.00	74.50	11,010.57	25,518.18	49,483.09
	Resources - Garages	36,818.68	19,545.01	13,954.35	75,910.01	164,174.77	310,402.82
	Resources - Other Corporate Property	68,012.73	5,968.75	20,125.10	46,463.12	7,576.22	148,145.92
	Resources - Broxbourne contract	6,160.80	0.00	0.00	0.00	0.00	6,160.80
	Resources - Other	84,758.54	12,246.92	0.00	17,605.63	34,458.22	149,069.31
		<b>659,656.61</b>	<b>170,232.68</b>	<b>52,772.16</b>	<b>508,348.22</b>	<b>350,306.73</b>	<b>1,741,316.40</b>
<b>TOTAL</b>		<b>744,331.74</b>	<b>174,726.41</b>	<b>58,564.98</b>	<b>549,870.39</b>	<b>432,845.06</b>	<b>1,960,338.58</b>



## Appendix D

Analysis and actions being taken re debt over 90 days - Breakdown	91-365 Days Overdue	>365 Days Overdue
Rental Deposit scheme <sup>1</sup>	16,031.99	41,515.46
Referred to legal <sup>2</sup>	112,588.18	56,843.10
Payment plan <sup>3</sup>	17,919.06	39,672.25
Chasing Estates customers	279,568.69	64,378.99
Chasing - other LAs and partner orgs <sup>4</sup>	11,568.78	29,964.47
Chasing - other orgs & individuals <sup>4</sup>	47,242.68	44,416.43
Garages - current tenants <sup>5</sup>	71,527.29	19,887.77
Garages - former tenants <sup>5</sup>	4,382.72	144,287.00
Balances of less than £50 <sup>6</sup>	1,583.74	3,510.50
Unallocated credits <sup>7</sup>	(12,542.74)	(11,630.91)

## Analysis and actions being taken re debt over 90 days

1. Rental Deposit Scheme - these are deposits provided to residents to enable them to rent a property and are to be repaid when they leave and make up the majority of Community & Housing Strategy debts over 365 days. The more recent debts have instalment plans in place.
2. Referred to legal - the debt is now in the hands of the Council's legal team who will first issue a Letter Before Action and if appropriate seek a County Court Judgement.
3. Payment plan - these customers are paying their debt in instalments, as a result of an agreement with officers or terms set by a court.
4. Chasing - these debts are being actively pursued directly with the customer by the department who provided the service or by Finance. This is the step before considering referring the debt for legal action or when legal action is inappropriate e.g. another local authority or partner organisation.
5. Garages - these debts are being pursued by the Garages Team using direct customer contact and legal action where appropriate. Annual income from garage rents is around £2.3m across over 4,000 garages.
6. Balances of less than £50 - many of these debts are ground rent and an exercise is underway to chase up the non payment of these charges.
7. Unallocated credits - these arise when customers pay a different amount than the invoice issued or where a customer pays in advance of an invoice being raised.
8. Hatfield Town Centre - the total annual rental income from commercial tenants is £544k.