

FULL COUNCIL MEETING

NOTICE AND AGENDA

You are hereby summoned to a meeting of the Council to be held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on Tuesday, 8 July 2025 at 7.30 pm

Councillors:

Stephen King (Chair)
Christopher Alley
Oliver Cooper
Stephen Cox
Harry Davies
Steve Drury
Vicky Edwards
Andrea Fraser
Elinor Gazzard
Stephen Giles-Medhurst
Rue Grewal
Philip Hearn
Lisa Hudson
Khalid Hussain
Raj Khiroya
Joan King
Chris Lloyd
David Major
Keith Martin

Tony Humphreys (Vice-Chair)
Abbas Merali
Chris Mitchell
Debbie Morris
Ian Morris
Sarah Nelmes
Louise Price
Kevin Raeburn
Paul Rainbow
Reena Ranger
Ciaran Reed
Andrew Scarth
Narinder Sian
Mike Sims
Tom Smith
Cheryl Stungo
Jon Tankard
Chris Whately-Smith
Anne Winter

- 7.5 BUDGET MONITORING REPORT TO 31 JANUARY 2025** (Pages 3 - 56)
- 1.1 That the revenue budget virements as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
 - 1.2 That the revenue budget supplementary estimates as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
 - 1.3 That the revenue variances to be managed as set out in appendices 1 to 3 be noted.
 - 1.4 That the capital variances as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
- 7.6 BUDGET OUTTURN REPORT 2024/25** (Pages 57 - 84)
- That the revenue year end variance after carry forwards of £0.061m be noted.
 - That the capital year end position as summarised in paragraph 2.12 and Appendix 3 be noted.
 - To approve to carry forward the unspent service budgets from

2024/25 to 2025/26 which total £0.432m to enable completion of projects as detailed at Appendix 2.
To approve the rephasing of capital projects from 2024/25 to 2025/26 and 2026/27 as detailed at Appendix 4.

General Enquiries: Please contact the Committee Team at
committeeteam@threerivers.gov.uk

Joanne Wagstaffe, Chief Executive
Friday, 27 June 2025

Full Council

07 July 2025

PART I

BUDGET MONITORING REPORT TO 31 JANUARY 2025 (DIRECTOR OF FINANCE)

Budget Monitoring Summary

- 1.1 Budget monitoring report is a key tool in scrutinising the Council's financial performance and is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives within its resource limits and, where necessary, corrective action is taken. A key principle of budgetary control is to align the budget holders' financial responsibilities and their management responsibilities.
- 1.2 This report shows the expected financial position over the three year medium term based on the Council's actual financial performance at the end of period 10 (31 January 2025) set against the latest budget.
- 1.3 **Revenue Summary**
- 1.3.1 The Forecast reported as at Period 8 was £14.388m. This was a variation to budget of (£0.048m). The forecast year end position for 2024/25 at Period 10 is estimated to be £14.164m giving a favourable variance of (£0.224m).
- 1.3.2 The table below shows how the forecast year end position has been constructed:

Revenue Budget 2024/25	£000
Original Net Revenue Budget	14,159
Carry Forward from 2023/24 (Year end report July 2024)	277
Original Budget Plus Carry Forwards from 2023/24	14,436
Variances previously reported	(48)
Previous Forecast	14,388
Variances to budget reported at Period 10 (<i>to be noted</i>)	(224)
Forecast Total Net Expenditure 2024/25	14.164

1.3.3 The main variances are shown in the table below:

Committee	2024/25 Revenue Account - General Fund Summary							
			(C)	(A)		(B)	(B-A)	(B-C)
	Original Budget	Original Budget Plus 2023/24 Carry Forwards	Latest Budget	Previous Forecast	Net Spend to Date	Latest Forecast	Supplimentary Estimates and Variances	Variation to Latest Budget
	£000	£000	£000	£000	£000	£000	£000	£000
General Public Services, Community Safety & Infrastructure	4,481	4,535	4,850	5,303	3,673	5,174	(129)	324
Climate Change, Leisure & Housing	1,952	2,033	1,883	1,967	(912)	1,826	(140)	(57)
Policy & Resources	5,270	5,411	5,533	5,753	8,997	5,798	45	265
Total Service Budgets	11,703	11,980	12,266	13,022	11,759	12,798	(224)	532
Corporate Costs (Interest Earned/Paid) and Parish Precepts	2,456	2,456	2,406	1,366	1,472	1,366	0	(1,040)
Net General Fund	14,159	14,436	14,673	14,388	13,231	14,165	(224)	(508)

1.3.4 The significant supplementary estimates and variances above include inflationary increases in contracts, increases in NNDR, professional fees for planning appeals and applications and Interest on Investments due to continued high interest rates.

1.4 Capital Summary

1.4.1 The latest approved budget for 2024/25 is £20.158m. The forecast Year end position for 2024/25 is now estimated to be £19.894m, which results in a service variation of (£0.264m)

1.4.2 The table below shows how the forecast Year end position has been constructed:

Capital Investment Programme 2024/25	£000
Original Budget	5,377
Rephasing from 2023/24	7,527
Variances Previously Approved	7,254
Previous Forecast	20,158
Variances to budget reported at Period 10 (<i>to be approved</i>)	(264)
Forecast Capital Expenditure 2024/25	19,894

1.4.3 The forecast variances to agreed budget are shown in the table below:

Description	£000
Waste and Recycling Vehicles Rephased from 2024/25 into 2025/26 to support further vehicle purchases	(75)
Leavesden Country Park Use of S106 monies required for Leavesden Country Park entrance as approved at P&R on 11 November 2024	45
Replacement Grounds Maintenance Vehicles Rephase from 2024/25 into 2025/26 for vehicle purchases	(157)
Property Investment Board Budget required for the purchase of the Red Cross Centre in Barton Way and the abortive costs at Summerhouse Way	47
Transport & Infrastructure Rephased from 2024/25 into 2025/26 for projects to be delivered in 2025/26	(100)
Cemetery – Whole Life Costing Rephased from 2024/25 into 2025/26 for works at Woodcock Hill in Spring 2025	(7)
Basing House – Whole Life Coting Rephase from 2024/25 into 2025/26 as fire door inspection scheduled work unlikely to happen this financial year	(8)
Others	(9)

Reserves Summary

- 1.4.4 The potential effect of both the revenue and capital variances upon on each reserve at summary level is shown in the table below. A list of reserve balances is shown at Appendix 7.

Description	Balance at 1 April 2024	Movement	Balance at 31 March 2025
	£000	£000	£000
Capital Reserves	(15,249)	(1,581)	(16,830)
Earmarked Reserves	(20,417)	(1,115)	(21,532)
Economic Impact Reserve	(1,530)	147	(1,383)
General Fund	(5,027)	320	(4,707)
Total	(42,223)	(2,228)	(44,452)

Details

2.1 Revenue Budget

- 2.1.1 The Council's latest approved services budget (excluding corporate budgets) is £12.266m, the previous Forecast was £13.022m. The Forecast year end position is now estimated to be £12.798m which results in a favourable service variance of (£0.224m).
- 2.1.2 The table below shows the supplementary estimates and variances to be managed against each Committee. The position of each cost centre and an explanation of the main variances for each committee are set out in the detailed committee monitoring reports at Appendices 1 to 3 and within the Corporate Costs Medium Term Revenue Budget at appendix 4.

Committee	Supplementary Estimates	Variances to be managed/Virements	Total
	£000	£000	£000
General Public Services, Community Safety and Infrastructure	0	(129)	(129)
Climate Change, Leisure and Housing	0	(140)	(140)
Policy and Resources	0	45	45
Total	0	(224)	(224)
Corporate Costs (Interest Earned/ Paid) and Parish Precepts	0	0	0
Net General Fund	0	(224)	(224)

- 2.1.3 Within appendices 1 to 3, annex B sets out the supplementary estimates, variances to be managed, and budget virements requested for each committee.

- 2.1.4 The budget virements requested enable effective budget management by ensuring that budgets are aligned to service activity, management responsibilities, and reflect grant income and planned use of reserves. Budget virements must always net to zero across the Council's budget. Policy and Resources Committee is recommended to approve the budget virements at paragraph 10.1.
- 2.1.5 There are no supplementary estimates requested at the end of Period 10. Supplementary estimates are requested when there is certainty that a budget pressure will arise, and the pressure cannot be managed within the service area. Supplementary estimates are funded by an increase in the contribution from General Balances and if agreed, result in the latest budget being updated to reflect the agreed expenditure. The impact of agreeing the additional budget is taken into account in the General Fund reserves forecast at paragraph 2.2.1. Policy and Resources Committee is recommended to approve the budget virements at paragraph 10.2.
- 2.1.6 At the end of Period 10, variances to be managed total (£0.224m). The Policy and Resources Committee is recommended to note these variances at paragraph 10.3.

2.2 Revenue Reserve Position

- 2.2.1 The effect of all Period 10 variances on the Council's General Fund Reserve over the medium term is shown in the table below:

Movement on General Fund Balance	2024/25				2025/26	2026/27	2027/28
	Original	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest	Latest
	£000	£000	£000	£000	£000	£000	£000
Balance Brought Forward at 1 April	(5,027)	(5,027)	(5,027)	(5,027)	(4,707)	(4,663)	(3,984)
(Surplus)/Deficit for Year	251	764	480	108	44	679	886
Creation of Additional Earmarked Reserves	0	0	212	212	0	0	0
Closing Balance at 31 March	(4,776)	(4,263)	(4,335)	(4,707)	(4,663)	(3,984)	(3,098)

- 2.2.2 A prudent minimum general fund balance of £2.000m is considered appropriate. The general fund balance is forecast to remain above this minimum level over the medium term.
- 2.2.3 The Council also has the Economic Impact Reserve which is held to manage the impact of economic fluctuations. The reserve will be used in 2024/25 to fund the shortfall on the SLM management contract income as a result of the impact of COVID-19 on the leisure contract and the reprofiling of the management fee in the following table:

Movement on Economic Impact Reserve	2024/25				2025/26	2026/27	2027/28
	Original	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest	Latest
	£000	£000	£000	£000	£000	£000	£000
Balance Brought Forward at 1 April	(1,530)	(1,530)	(1,530)	(1,530)	(1,383)	(1,035)	(1,035)
Covid-19 Impact for year	0	0	0	148	348	0	0
Closing Balance at 31 March	(1,530)	(1,530)	(1,530)	(1,383)	(1,035)	(1,035)	(1,035)

2.2.4 After taking account of the Economic Impact Reserve, the Council's unrestricted reserves position is forecast to remain above the £2.0m risk assessed level across the MTFP at £4.133m as at 31 March 2028 see Appendix 6.

2.3 Investment Portfolio

2.3.1 The Council's Property Investment Board was allocated up to a total of £20.000m in 2017 to invest in acquiring property with a specific remit of achieving a 5% return (yield) on the investment. The table below shows those properties that the Council has acquired, the 2024/25 receivable rent, and the resulting yield.

2.3.2 The total rent due is forecast to be £1.032m which will achieve an average yield of 5.74%, above the 5% target.

2.3.3 The governance of property investments is covered in the Property Investment Strategy.

Investment Property	2024/25 rent £000	Total cost of property £000	Yield %	Comments
Nottingham	(205)	4,469	4.59%	Acquisition of freehold interest located in the city centre of Nottingham let to commercial tenants, for a combined rental of £227,600pa on a 10 year lease from Feb 2018 which is subject to upward only rent reviews in Feb 2023. With effect from the Feb 2023, Barclays Bank Plc rent has been negotiated and agreed at £145,000 pa. This will be to lease end Feb 2028. Due to financial difficulties which a number of high street brands have encountered, one tenant company was under a Company Voluntary Agreement (CVA). Effective from the 2/9/20 to 8/4/2023, paying only a concessionary rent of £12,000 pa as opposed to the contracted rent of £60,000 pa. Property Services have, with effect from the end of the CVA, reverted the rent back to £60,000 pa. A rent challenge has been lodged by the Tenant with TRDC, querying the reversion of rent to the original contracted rent of £60k after the CVA. The tenant is continuing to pay the concessionary rate until a market review is carried out. Market Valuation has now been agreed at £60,369p.a. Tenant is being billed for backdated accrued rent.
Norwich	(511)	7,169	7.13%	Acquisition of a freehold interest located in the city centre of Norwich. Let to commercial sitting tenants for 20-year lease from December 2007. The rent due wef 21-12-21 was £468,670. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively. However, the lease requires that every 5th year a market rent review is undertaken. Rent review undertaken and it has been decided to uplift rent wef 21-12-22 by cap rate of 5%. This will result in an annual rental figure of £492103.58. A rent uplift by 3% instead of 5% as been assumed to be effective from 21-12-23, thus resulting in an annual rent of £506867.
Lincoln Drive (South Oxhey)	(151)	2,740	5.51%	The purchase of a Temporary Accommodation hostel at Lincoln Drive, South Oxhey. This comprises of 20 units with a mixture of 1, 2 and 3 bedrooms. This represents the net rent after the deduction of the management fee payable to Watford Community Housing which includes voids and the provision for bad debts.
The Grapevine	(165)	0	0.00%	A joint venture development with Watford Community Housing on the ex-public house site 'The Grapevine'. Loan facilities provided by TRDC to Three Rivers Homes Ltd comprises of £5.182M with an interest payment at 2.8% for the market rate loan and 2.5% for the Social

				Loan. Principal repayments amounts will have now come into effect from 31-3-24 for both loans. These figures are according to the revised Principal Loan repayment schedules. The projected interest figures will be revised accordingly. Interest earned for both loans amount to £165k for the year 2024-25
Total	(1,032)	14,378	5.74%	Average Yield

2.4 Capital Programme

2.4.1 The Council's capital programme has been designed to support and enhance its core services and priorities. The Council's Medium Term Capital Investment Programme is shown by scheme by each Committee at Annex C in Appendices 1 to 3 and includes variances and commentary from officers.

2.4.2 The latest approved Capital budget is £20.158m. The forecast year end position for capital expenditure by Services at Period 10 is £19.894m. This provides a variance to latest budget of (£0.264m). The Policy and Resources Committee is recommended to approve a revised capital programme budget taking account of the budget variations as set out in appendices 1 to 3 at paragraph 10.4.

2.4.3 The table below shows the 2024/25 original budget, latest budget, forecast year end position, spend to date and variance for Period 10.

Committee	Original Budget £000	Original Budget Plus 2023/24 Rephasing	Latest Budget £000	Spend to Date £000	Year end Forecast £000	Variance £000
General Public Services, Community Safety & Infrastructure	2,036	3,012	5,240	1,887	5,056	(184)
Climate Change, Leisure & Housing	2,092	2,624	3,827	1,689	3,715	(112)
Policy & Resources	1,249	1,422	1,267	472	1,253	(14)
Total Service	5,377	7,059	10,335	4,049	10,024	(310)
Major Projects:						
Temporary Accommodation – All Sites	0	0	65	0	65	0
Property Investment Board	0	0	0	45	46	
Local Authority Housing Fund	0	5,845	9,758	4,037	9,758	460
Total Capital	5,377	12,904	20,158	8,131	19,894	(264)

2.4.4 As at the end of Period 10, the spend totalled £8.131m and represents 40.33% of the latest budget.

2.4.5 The capital programme is mainly supported by three income streams; capital receipts (derived from the sales of assets), grants and contributions, and the use of reserves. In addition, the Council may prudentially borrow to fund its capital programme. Decisions on borrowing (amount and

duration) will be taken when the need arises. Funding of the capital investment programme over the medium term is shown at Appendix 5.

2.5 Key Risk Areas

2.5.1 Resources are allocated in the revenue and capital budgets to support the achievement of The Council's corporate plan. The Council's budget is exposed to risks that can potentially impact on service level provision. The key risks highlighted as part of this quarter's monitoring are;

- **Inflation**

The 12 month Consumer Price Index (CPI) was 3% for January 2025 and the Retail Price Index (RPI) was 3.6%. Inflation drives costs across the Council's budgets with the most significant impact on pay, fuel and energy costs. The impact on the Council's budget is set out section 2.6 below.

- **Business Rates & Council Tax**

The cost of living crisis, low economic growth and risk of recession will continue to place pressure on households and businesses throughout 2024/25 and may impact on the collection rates for Council Tax and Business Rates (NNDR - National Non Domestic Rates). The table below shows the impact on collection rates in the first ten months of this year:

Fund	P10 2024/25 Target	P10 2024/25 Actual	Difference
Council Tax	81.7%	95%	13.3%
Business Rates (NNDR)	82.5%	88.39%	5.89%

As at 31 January, collection rates for Council Tax a NNDR are ahead of target , this reflects the profile of payment plan options such as the payment of Council Tax over 10 months of the year rather than 12. Year on year, the collection of Council Tax is marginally ahead the position reported at 31 January 2024 when 94.6% (0.4%) of Council Tax due had been collected and Business Rate is behind when 91.13% (-2.74%) of Business Rates due had been collected.

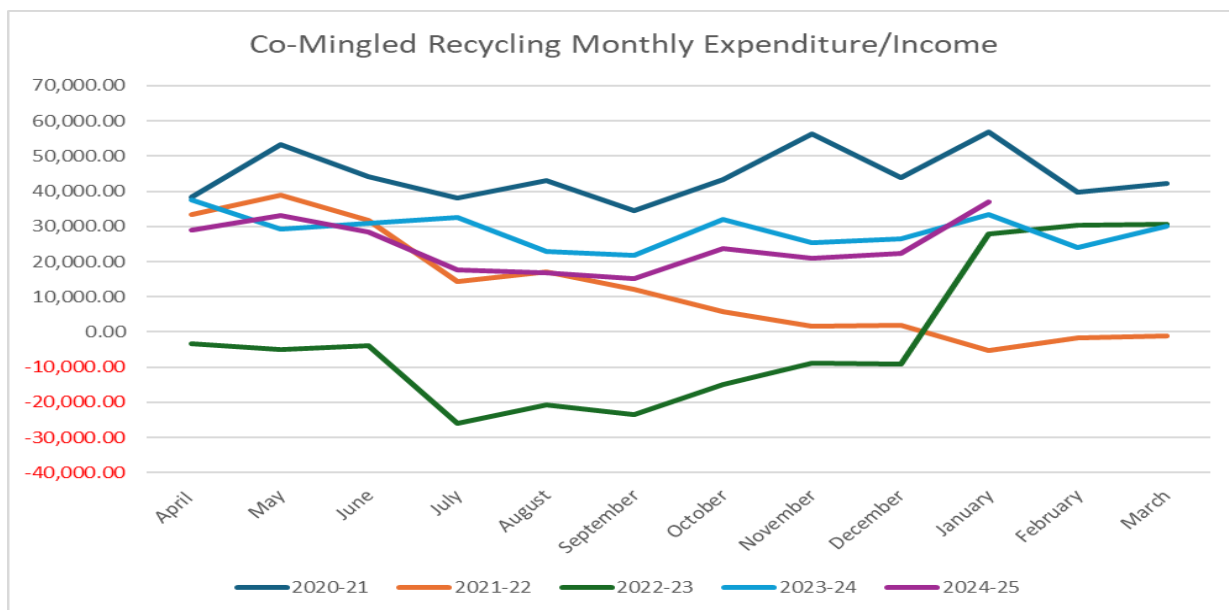
Any impact on collection rates will feed through the Collection Fund to impact on council spending power in 2025/26 through the Collection Fund surplus or deficit.

- **Recycling Costs**

The Council has a contract for the disposal of recycling. The cost of the contract is variable and is linked to the global commodities market. The price can fluctuate significantly and when demand for recyclable materials is high the Council receives income for the recycling. Currently, the Council faces a cost to dispose of recycling as demand for materials has reduced. Recent economic performance data released from China, where the economy appears to have entered a recession, suggests that demand for recyclable materials could remain low for longer, increasing the cost to the Council.

At present the Council is being prudent in its forecasting and assuming that recyclable income will not recover. The graph below shows the cost of, or the income received for the last 4 years to/from our recycling contractor and illustrates how this position can change in year.

A favourable variance of £80,000 has been reported this monitoring period as the worst case scenario is now predicted to be £280,000 at year end.



• Interest Rates

The Bank of England's response to high inflation has been to utilise monetary policy by increasing the Bank of England Base Rate. This has impacted on the cost at which government can borrow and has fed through to the rates at which Councils can borrow from HM Treasury through the Public Works Loans Board (PWLb), rates that can be achieved from deposits with HM Treasury through the Debt Management Office (DMO), local authority to local authority lending and borrowing, and the interest rates offered by banks on current accounts and fixed deposits. The Council's cashflow forecasts indicate that the Council does not have a borrowing requirement during 2024/25. Therefore, the risk to the Council is on the upside, as higher interest rates mean that the Council will be able to generate more income from investing cash balances. The Council's Treasury Management activity is reported to the Audit Committee and the performance against budget is contained within this report in Appendix 4.

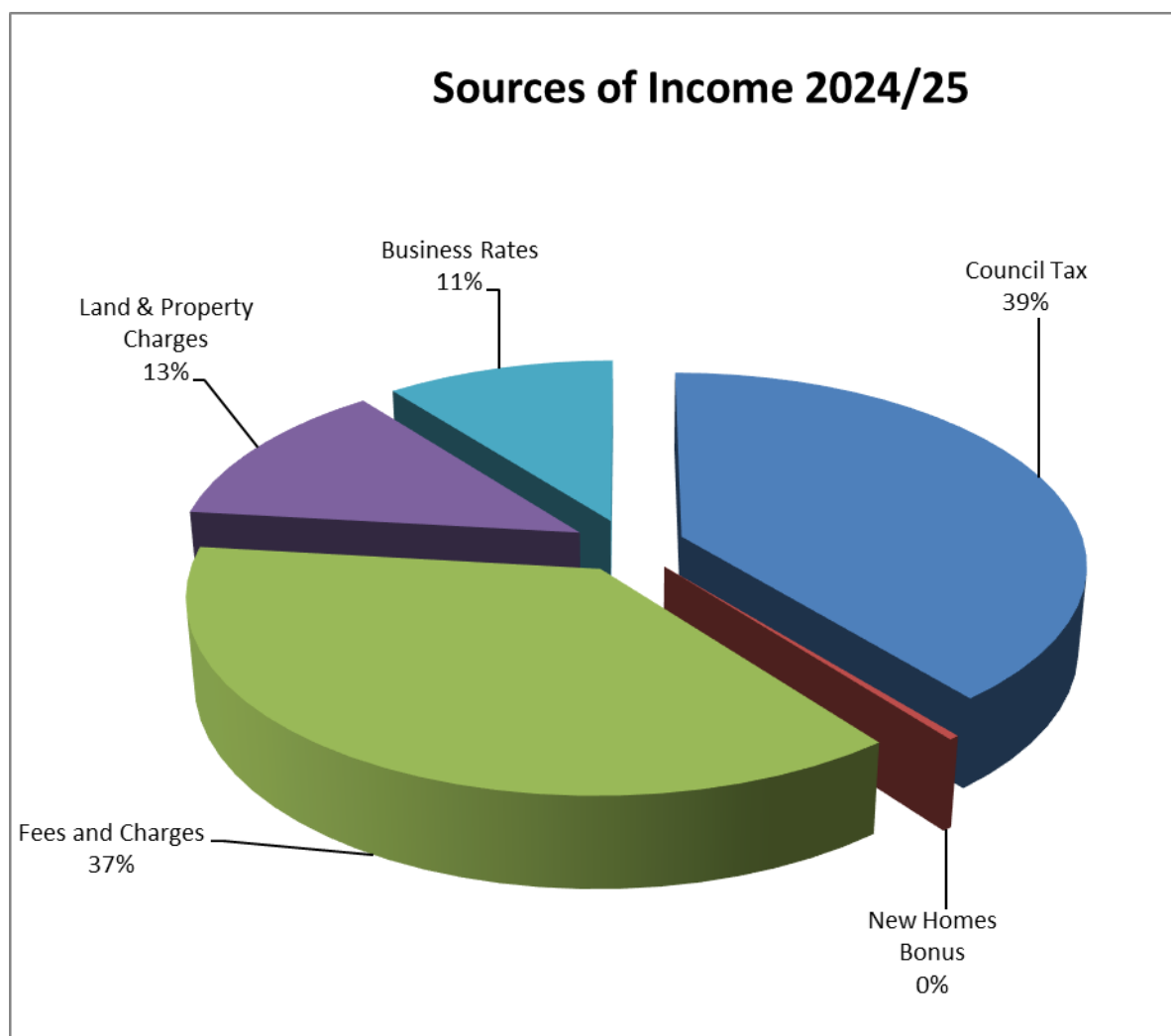
2.5.2 The Council's overall key financial risk matrix is shown at Appendix 7. These are reported and monitored and reviewed by the Council's Audit Committee on a quarterly basis. The latest matrix was presented to the Audit Committee on 28 November 2024.

2.6 Impact of inflation

2.6.1 Utility costs remain a concern, £51,230 of variances to be managed have been reported at 31 January. As far as possible, services will be expected to absorb increased costs by managing other expenditure.

2.7 Council Income

2.7.1 The chart below shows the amount of income for each source as a percentage of total income.



2.7.2 Particular income generating items can fluctuate depending on the economic climate, popularity and affordability. The main risks that are considered the most critical and their financial position are shown in the table below. It should be noted that the income receivable from the Planning Services and Parking Enforcement are not linear and are subject to peaks and troughs throughout the financial year.

2.7.3 Environmental Services, trade waste is invoiced to customers half yearly in April and October and garden waste for existing customers is charged for in one instalment at the beginning of the financial year.

2.7.4 Garage rents are charged on a weekly basis and are collected by a monthly direct debit. Licensing income relates licences which are issued on a one, three and five year basis.

Service	Income Stream	2024/25 Original Budget £	2024/25 Latest Budget £	2024/25 Actual to date £	2024/25 Year end Forecast £	2024/25 Variance £
Regulatory Services	Application Fees	(846,420)	(846,420)	(707,515)	(846,420)	0
	Licenses	(207,135)	(207,135)	(168,740)	(168,135)	39,000
Parking	Penalty Charge Notices	(115,000)	(150,000)	(185,025)	(210,000)	(60,000)
	Pay and Display	(220,000)	(220,000)	(191,991)	(220,000)	0
Environmental Protection	Trade Refuse	(907,865)	(907,865)	(866,769)	(870,865)	37,000
	Garden Waste	(1,583,200)	(1,583,200)	(1,581,939)	(1,583,200)	0
	Clinical Waste	(123,825)	(123,825)	(117,742)	(117,825)	6,000
	Cemeteries	(242,243)	(242,243)	(224,803)	(268,643)	(26,400)
Property Services	Garages	(1,107,950)	(1,107,950)	(905,026)	(1,084,450)	23,500
	Shops	(210,000)	(210,000)	(182,201)	(170,000)	40,000
	Investment Properties	(950,499)	(950,499)	(824,570)	(950,499)	0

2.7.5 Further details on the Council's key budget indicators for revenue service income streams (including volumes and trends) are shown in the detailed Committee Monitoring Reports at Appendices 1 to 3.

2.8 Debtors (invoicing)

2.8.1 The Council charges its customers for various services by raising debtor invoices. If the debt remains outstanding, then a variety of recovery methods are employed including rearranging the payment terms, stopping the provision of the service or pursuing the debt through the legal recovery process.

2.8.2 As at the end of Period 10 (January), the total outstanding debt was £0.896m. This is equivalent to 3.34% of total budgeted income of £26.800m. Debts less than one month old total £0.287m (32.08% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.204m (22.74% of the total debt) which mainly relate to rent on a Commercial Property where the tenant was subject to a CVA and Temporary Accommodation. The Council's debt recovery team will continue to chase these debts and initiate payment plans (instalments) wherever possible.

2.8.3 The table below shows a summary of the outstanding debt by the three main aged categories.

Aged debt	Services	Under 1 Month	Over 1 Month to year	Over a year	Total
Committee		£	£	£	£
General Public Services, Community Safety & Infrastructure	Community Partnerships	36,075	635	720	37,430
	Economic Development and Planning Policy	1,250	0	7,463	8,713
	Public Services	126,268	45,621	2,516	174,405
Climate Change, Leisure & Housing	Housing, Public Health and Wellbeing	14,735	51,560	53,966	120,261
	Leisure	83,922	57,787	0	141,709
	Sustainability & Climate	0	0	0	0
Policy & Resources	Resources	24,461	249,054	114,096	387,611
	Leader	643	0	24,962	25,605
Total		287,354	404,657	203,723	895,734

2.9 Treasury Management

2.9.1 The Council has managed its cash flows and adhered to its Treasury Management policy during the period to 31 January. The interest earned on the investments made by the Council supports the funding of the services it provides. The latest approved budget on short-term investment interest for 2024/25 is £1.850m. The Bank of England base interest rate was 5.25% on 1st April 2024 and was reduced to 5.0% in August 2024 and 4.75% in November 2024. The base rate was therefore 4.75% at the end of the period. Since the end of the Period the Bank of England base interest rate has reduced to 4.5%.

2.10 Staff Vacancy Monitoring

- 2.10.1 A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. The table below summarises the level of vacancies at the end of January 2025 with a detailed analysis by service within appendices 1 to 3.

Committee	No of Vacancies
General Public Services, Community Safety & Infrastructure	3
Climate Change, Leisure & Housing	3
Policy & Resources	4
Total	10

- 2.10.2 The percentage of vacant posts at the end of the second quarter is 2.76% when compared against the total number of 362 Council posts. In some cases, vacant posts will be covered by agency staff to ensure service delivery.

Options and Reasons for Recommendations

- 3.1 The recommendations below enable the Committee to make recommendations to Council to agree the allocation of financial resources to delivery Council services.

Policy/Budget Reference and Implications

- 3.2 In accordance with the Council's Constitution and Financial Procedure Rules, if the recommendations are accepted, this will amend the Council's budgets for 2024/25, and over the MTFP.
- 3.3 There are no substantial changes to Council policy resulting from this report.

Financial Implications

- 4.1 The following revenue and capital variations have been identified for all service committees at 31 January 2025:

Variance	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Revenue - (Favourable)/ Unfavourable	(223,697)	0	0	0
Capital - Increase / (Decrease)	(263,759)	347,056	0	0

- 4.2 The explanations relating to these variations are set out in the main body of this report and supporting appendices.

Legal Implications

- 5.1 There are no legal implications directly arising from this report.

Equal Opportunities Implications

- 6.1 Relevance Test

Has a relevance test been completed for Equality Impact?	No
Did the relevance test conclude a full impact assessment was required?	No

7

7.1 Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications and Website Implications

7.2 There are no relevant implications directly arising from this report.

Risk and Health & Safety Implications

- 8.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 8.2 The Financial and Budgetary risks are set out in Appendix 8 and are also reported to each meeting of the Audit Committee. FIN07, which captures the risk that the medium term financial position worsens, is also reported within the Council's Strategic Risk Register.
- 8.3 The risks set out in Appendix 8 are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Recommendation

To Council:

- 9.1 That the revenue budget virements as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
- 9.2 That the revenue budget supplementary estimates as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
- 9.3 That the revenue variances to be managed as set out in appendices 1 to 3 be noted.
- 9.4 That the capital variances as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.

Data Quality

Data sources:

Council's financial ledger

Data checked by:

Sally Riley, Finance Business Partner

Data rating:

1	Poor	
2	Sufficient	
3	High	✓

Background Papers

Budget papers to Council – February 2025

P6 Budget Management Report – Policy and Resources Committee 11 November 2024

P3 Budget Management Report – Policy and Resources Committee 9 September 2024

APPENDICES / ATTACHMENTS

Appendix 1 General Public Services, Community Safety and Infrastructure Committee Detailed Monitoring Report

Annex A - Medium term revenue budget by service

Annex B - Explanations of revenue variances reported this Period

Annex C - Medium term capital investment programme

Annex D - Explanations of capital variances reported this Period

Annex E – Key Income Streams

Appendix 2 Climate Change, Leisure and Housing Committee Detailed Monitoring Report

Annex A - Medium term revenue budget by service

Annex B - Explanations of revenue variances reported this Period

Annex C - Medium term capital investment programme

Annex D - Explanations of capital variances reported this Period

Appendix 3 Policy and Resources Committee Detailed Monitoring Report

Annex A - Medium term revenue budget by service

Annex B - Explanations of revenue variances reported this Period

Annex C - Medium term capital investment programme

Annex D - Explanations of capital variances reported this Period

Annex E – Key Income Streams

Appendix 4 Corporate Costs Medium Term Revenue Budget

Appendix 5 Funding the capital programme

Appendix 6 Medium Term Financial Plan 2024-2028

Appendix 7 Reserves Forecast 2024/25

Appendix 8 Budgetary Risks

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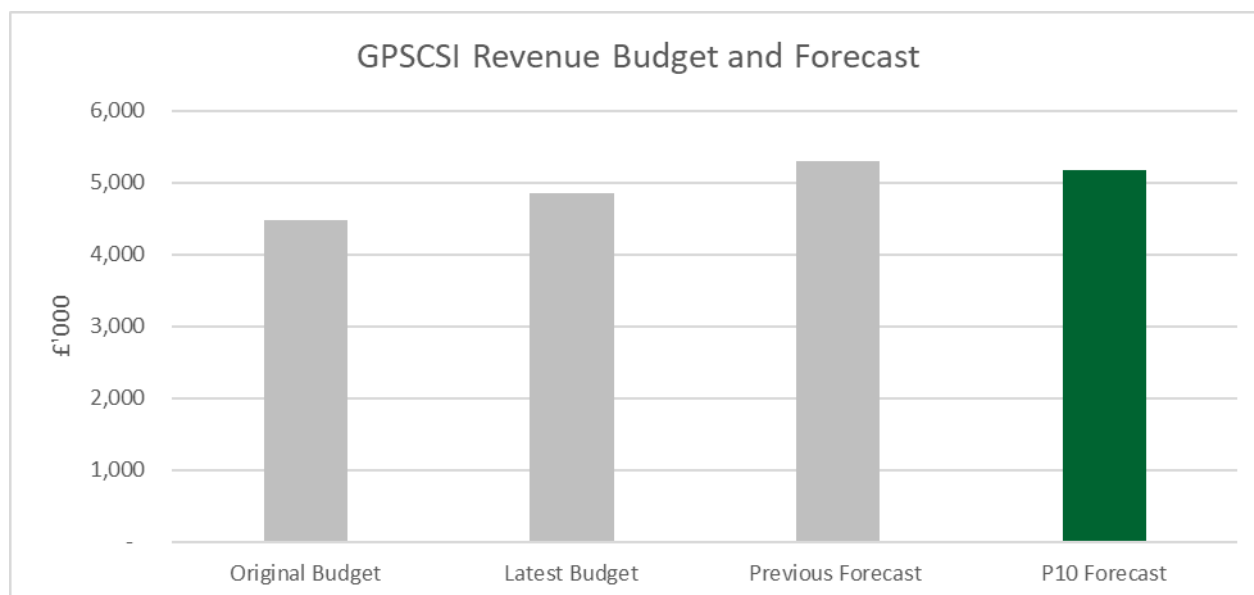
General Public Services, Community Safety and Infrastructure Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the General Public Services, Community Safety and Infrastructure (GPSCSI) Committee. The forecast is based on the position as at Period 10 which covers the period from 1 December 2024 to 31 January 2025.

Revenue

2. The previous forecast reported at Period 8 was net expenditure of £5.303m. This was a variation to budget of £0.453m. The latest forecast position at Period 10 is £5.174m. This is a favourable variance of £0.129m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
Community Partnerships	1,022	1,030	1,070	1,084	1,106	21	36
Economic Development and Planning Policy	524	524	570	720	729	8	159
Public Services	2,935	2,982	3,211	3,498	3,339	(159)	128
Total	4,481	4,535	4,850	5,303	5,174	(129)	324

3. Annex B sets out the main variations to budget.

Income Streams

4. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2024/25.

Capital Investment Programme

5. The latest capital investment programme for 2024/25 is £5.241m. A variation of £0.185m is reported.
6. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

7. A major risk of non-delivery of service is where key staff leave the Council's employment and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.
8. The following table sets out the vacancies as at 31 January 2025.

Department	Job Title	Comments	Total
Environmental Protection	Environmental Support Officer	Covered by secondment	1.00
	Street Cleansing Operative	Recently advertised	1.00
	HGV Driver	Currently advertised	1.00
Total General Public Services, Community Safety & Infrastructure			3.00

Annex A

GPSCSI Committee Medium Term Revenue Budget Service

General Public Services, Community Safety and Infrastructure											
Community Partnerships	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£		£	£	£	£	£	£	£	£	
Citizens Advice Bureaux	288,340	288,340	288,340	288,340	156,045	288,340	0	288,340	288,340	288,340	Budget is currently forecast to be spent
Community Development	4,500	12,000	7,000	7,000	(55,335)	7,000	0	4,500	4,500	4,500	Income and Expenditure budgets of £55,000 required for Ringfenced Household Support Fund
Community Safety	307,487	307,487	341,473	342,058	261,121	343,535	1,477	357,154	376,918	376,918	Income and Expenditure budgets of £35,000 required for contribution from Thrive Homes for Community Support Service. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Community Partnerships	211,042	211,042	218,200	218,200	172,148	218,200	0	209,797	209,797	209,797	Budget is currently forecast to be spent
Env Health - Commercial Team	209,790	209,790	209,790	209,790	99,221	209,790	0	209,790	209,790	209,790	Budget is currently forecast to be spent
Licensing	(66,585)	(66,585)	(62,563)	(48,563)	(62,761)	(28,563)	20,000	(61,606)	(61,606)	(61,606)	Reduction in income reported of £25,000 for Drivers-Private Hire due to decline in licensed drivers pre and post covid, which follows a national trend. Partly offset by a reduction of £5,000 in the Licences budget as not required this financial year.
Community & Leisure Grant	67,500	67,500	67,500	67,500	35,779	67,500	0	67,500	67,500	67,500	Budget is currently forecast to be spent
Total	1,022,074	1,029,574	1,069,740	1,084,325	606,220	1,105,802	21,477	1,075,475	1,095,239	1,095,239	

Economic Development and Planning Policy	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Land & Property Info Section	(10,497)	(10,497)	(6,534)	35,516	24,690	35,516	0	16,971	40,561	40,561	Budget is currently forecast to be spent
Street Naming & Numbering	7,130	7,130	7,130	7,130	3,218	5,130	(2,000)	7,130	7,130	7,130	Full Repairs and Maintenance budget not required this financial year. Demand led service. Reduced requests for Street Name Plates
Development Management	110,943	110,943	143,795	203,739	425,040	200,824	(2,915)	220,386	178,134	181,703	Budget of £2,245 required for Annual Planning Subscription Costs - DCP Online, COMPASS Online and Planning Resource (now including In-depth Reports) and £15,000 for Additional legal costs associated with planning work including BNG implementation and planning applications. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Development Plans	324,504	324,504	331,879	380,679	364,046	395,941	15,262	546,755	353,138	355,011	Income and Expenditure budget of £5,867 required to spend money in Neighbourhood Plans earmarked reserves. Increased budget required of £18,000 due to increased costs of Local plan preparation. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Hertfordshire Building Control	37,500	37,500	37,500	37,500	27,004	35,500	(2,000)	37,500	37,500	37,500	Quality Service Audit budget of £2,000 not required this financial year
HS2 Planning	0	0	0	0	(1,987)	0	0	0	0	0	Income received from HS2
GIS Officer	53,999	53,999	55,736	55,736	46,134	55,736	0	56,860	56,860	56,860	Budget is currently forecast to be spent
Total	523,579	523,579	569,506	720,300	888,146	728,647	8,347	885,602	673,323	678,765	

GPSCSI Committee Medium Term Revenue Budget Service cont.

Public Services	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Decriminalised Parking Enf	209,165	251,240	288,588	253,588	53,333	193,588	(60,000)	250,508	212,525	214,872	Increased PCN income of £60,000 arising from changes to deployment, fully staffed and new schemes implemented.
Car Parking-Maintenance	110,466	110,466	110,466	110,466	107,969	110,466	0	110,466	110,466	110,466	Budget is currently forecast to be spent
Dial A Ride	40,000	40,000	40,000	40,000	30,000	40,000	0	40,000	40,000	40,000	Budget is currently forecast to be spent
Sustainable Travel Schemes	1,500	6,674	6,674	6,674	2,108	6,674	0	1,500	1,500	1,500	Budget is currently forecast to be spent
Associate Director of Environment	92,826	92,826	97,008	97,008	84,760	97,008	0	101,898	101,898	101,898	Budget is currently forecast to be spent
Refuse Domestic	(26,220)	(26,220)	(23,180)	(23,180)	(21,720)	(19,580)	3,600	(24,290)	(24,290)	(24,290)	Increase in budget required of £600 due to the increase in charges for Boundary Way collections. Reduced income of £4,000 on Fees - Special Commercial due to reduced demand for bulky collection service, slightly offset by increased income of £1,000 for nappy sacks sales
Refuse Trade	(231,882)	(231,882)	(220,479)	(220,479)	(423,991)	(175,661)	44,818	(107,017)	(106,680)	(106,334)	Reduced income of £40,000 on Fees - Trade Refuse and £10,000 on Fees - Collected Glass/Paper/Card due to reduced commercial waste contracts. Partly offset by an increase demand for bulky domestic collections of £13,000. Full budget not required on Recycling Cans & Plastics of £17,000 due to reduced prices from Pearce Recycling which is linked to the Lets Recycle Index. Increased budget of £28,000 required for increased repairs and maintenance costs. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Patrol Buses Fund	101,762	101,762	101,762	101,762	0	101,762	0	101,762	101,762	101,762	Budget is currently forecast to be spent - awaiting 2024/25 invoice
Recycling General	750	750	750	750	(5,756)	(3,150)	(3,900)	750	750	750	Increase in Recycling Textile Bank Contract budget due of £3,900 to increased tonnage of textile recycling collected
Garden Waste	(656,986)	(656,986)	(631,452)	(631,452)	(1,048,548)	(604,952)	26,500	(734,515)	(733,538)	(733,240)	Repairs and Maintenance budget of £26,500 moved from Street Cleansing
Clinical Waste	(38,596)	(38,596)	(36,876)	(36,876)	(66,314)	(29,376)	7,500	(39,007)	(39,007)	(39,007)	Increase in Materials budget of £2,000 required due to the increased cost of sharps boxes, partly offset by a reduction in the Telephones budget of £500 which is not required this financial year. Reduction in the Clinical Waste Collection budget of £6,000 due to a reduction in the commercial contacts
Recycling Kerbside	(318,613)	(318,613)	(318,613)	(70)	(32,389)	(168,570)	(168,500)	1,387	1,387	1,387	Forecast budget for gate fees on Recycling Cans & Plastics reduced by £80,000, worst case scenario now predicted to be £280,000, slightly offset by an increase in Boundary Way budget of £6,500 required due to the increase in costs of Boundary Way collections. Increased income of £95,000 expected due to the increase in dry recycling prices
Abandoned Vehicles	250	250	250	250	1,020	1,150	900	250	250	250	Increased budget required of £650 for disposal of abandoned vehicles due to increase in number of abandoned vehicles requiring disposal. Income budget of £250 will not be met this year due to no sale of abandoned vehicles
Public Conveniences	3,600	3,600	3,600	3,600	2,400	3,600	0	3,600	3,600	3,600	Budget is currently forecast to be spent
Hertfordshire Fly Tipping	0	0	0	0	160	0	0	0	0	0	The cost of clearing flytipping is recharged to the perpetrator if known, or funded from a specific reserve.
Environmental Protection	375,550	375,550	388,259	388,724	372,043	407,779	19,055	398,787	400,347	400,347	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Depot-Batchworth	34,380	34,380	60,735	63,875	49,713	63,875	0	55,225	55,225	55,225	Budget is currently forecast to be spent
Waste Management	2,560,250	2,560,250	2,644,115	2,644,115	2,534,135	2,644,115	0	2,699,685	2,700,378	2,701,271	Budget is currently forecast to be spent
Street Cleansing	676,721	676,721	699,214	699,214	539,817	670,475	(28,739)	711,970	711,970	711,970	Repairs and Maintenance budget of £26,500 moved to Garden Waste. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Total	2,934,923	2,982,172	3,210,821	3,497,969	2,178,741	3,339,203	(158,766)	3,572,959	3,538,543	3,542,427	
Total General Public Services, Community Safety and Infrastructure	4,480,576	4,535,325	4,850,067	5,302,594	3,673,107	5,173,652	(128,942)	5,534,036	5,307,105	5,316,431	

Annex B

GPSCSI Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Variances to be managed

General Public Services, Community Safety and Infrastructure			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Street Naming and Numbering	Premises	Full Repairs and Maintenance budget not required this financial year. Demand led service. Reduced requests for Street Name Plates	(2,000)
Development Management	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(20,160)
	Supplies and Services	Budget of £2,245 required for Annual Planning Subscription Costs - DCP Online, COMPASS Online and Planning Resource (now including In-depth Reports) and £15,000 for Additional legal costs associated with planning work including BNG implementation and planning applications	17,245
Development Plans	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(2,738)
	Supplies and Services	Increased budget required due to increased costs of Local plan preparation	18,000
Hertfordshire Building Control	Supplies and Services	Quality Service Audit budget not required this financial year	(2,000)
Total Economic Development & Planning Policy			8,347
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Community Safety	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	1,477
Licensing	Supplies and Services	Full Licences budget not required this financial year	(5,000)
	Income	Reduction in income on Drivers - Private Hire due to decline in licensed drivers pre and post covid, follows a national trends.	25,000
Total Community Partnerships			21,477

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Decriminalised Parking Enf Spa	Income	Increased PCN income of £60,000 arising from changes to deployment, fully staffed and new schemes implemented.	(60,000)
Refuse Domestic	Supplies and Services	Increase in budget required of £600 due to the increase in charges for Boundary Way collections	600
	Income	Reduced income of £4,000 on Fees - Special Commercial due to reduced demand for bulky collection service, slightly offset by increased income of £1,000 for nappy sacks sales	3,000
Trade Refuse	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(3,182)
	Transport	Increased budget of £28,000 required for increased repairs and maintenance costs	28,000
	Supplies and Services	Full budget not required on Recycling Cans & Plastics due to reduced prices from Pearce Recycling which is linked to the Lets Recycle Index	(17,000)
	Income	Reduced income of £40,000 on Fees - Trade Refuse and £10,000 on Fees - Collected Glass/Paper/Card due to reduced commercial waste contracts. Partly offset by an increase demand for bulky domestic collections of £13,000	37,000
Recycling General	Income	Increase in Recycling Textile Bank Contract budget due to Increased tonnage of textile recycling collected	(3,900)
Clinical Waste	Supplies and Services	Increase in Materials budget of £2,000 required due to the increased cost of sharps boxes, partly offset by a reduction in the Telephones budget of £500 which is not required this financial year	1,500
	Income	Reduction in the Clinical Waste Collection budget of £6,000 due to a reduction in the commercial contacts	6,000
Recycling Kerbside	Supplies and Services	Forecast budget for gate fees on Recycling Cans & Plastics reduced by £80,000, worst case scenario now predicted to be £280,000, slightly offset by an increase in Boundary Way budget of £6,500 required due to the increase in costs of Boundary Way collections	(73,500)
	Income	Increased income of £95,000 expected due to the increase in dry recycling prices	(95,000)
Abandoned Vehicles	Supplies and Services	Increased budget required for disposal of abandoned vehicles due to increase in number of abandoned vehicles requiring disposal	650
	Income	Budget will not be met this year due to no sale of abandoned vehicles	250
Environmental Protection	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	19,055
Street Cleansing	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(2,239)
Total Public Services			(158,766)
Total General Public Services, Community Safety and Infrastructure			(128,942)

Virements

General Public Services, Community Safety and Infrastructure			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Community Development	Supplies and Services	To spend the Household Support Fund	55,000
	Income	Receipt of Household support fund	(55,000)
Community Safety	Supplies and Services	To spend contribution grant from thrive homes for community support service	35,000
	Income	Receipt of contribution grant from thrive homes for community support service	(35,000)
Total Community Partnerships			0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Development Plans	Supplies and Services	To spend money transferred from Neighbourhood Plans earmarked reserves	5,867
	Income	Transfer from Neighbourhood Plans earmarked reserves	(5,867)
Total Economic Development and Planning Policy			0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Garden Waste	Transport	Repairs and Maintenance budget of £26,500 moved from Street Cleansing	26,500
Street Cleansing	Transport	Repairs and Maintenance budget of £26,500 moved to Garden Waste	(26,500)
Total Public services			0
Total General Public Services, Community Safety and Infrastructure			0

Annex C
GPSCSI Medium term capital investment programme

General Public Services, Community Safety & Infrastructure														
Community Partnerships	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P10 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Capital Grants & Loans	20,000	20,000	20,000	0	13,000	(7,000)	20,000	20,000	20,000	20,000	20,000	20,000	Budget virement to Leisure - Open Space Access Improvements as agreed at GPSCS&I 15 October 2024	
Community CCTV	12,000	12,000	88,716	0	88,716	0	6,000	6,000	6,000	6,000	6,000	6,000	Budget is currently forecast to be spent	
Sub-total Community Partnerships	32,000	32,000	108,716	0	101,716	(7,000)	26,000	26,000	26,000	26,000	26,000	26,000		
Public Services	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P10 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Disabled Parking Bays	2,500	2,500	2,500	1,068	2,500	0	2,500	2,500	2,500	2,500	2,500	2,500	Budget is currently forecast to be spent	
Waste Plant & Equipment	25,000	34,500	34,500	16,468	34,500	0	25,000	25,000	25,000	25,000	25,000	25,000	Budget is currently forecast to be spent	
Waste Services Depot	0	0	456,400	102,567	456,400	0	0	0	0	0	0	0	Final phase of works due to complete February 2025	
EV Charging Points	0	460,000	535,938	0	535,938	0	0	0	0	0	0	0	EV project progressing and implementation commenced	
Controlled Parking	0	82,322	107,322	42,065	107,322	0	25,000	25,000	25,000	25,000	25,000	25,000	Budget is currently forecast to be spent	
Replacement Bins	72,190	73,265	146,765	99,187	146,765	0	41,500	41,500	115,000	115,000	115,000	115,000	Budget is currently forecast to be spent	
Waste & Recycling Vehicles	1,354,015	1,566,564	1,566,564	1,150,778	1,491,564	(75,000)	982,500	1,057,500	800,000	800,000	800,000	800,000	Rephased from 2024/25 to 2025/26 to support further vehicle purchases	
Park Restoration	290,000	310,509	310,509	164,790	310,509	0	250,000	250,000	250,000	250,000	250,000	250,000	Awaiting confirmation when works will be completed. Some may need to be rephased into 2025/26 as weather conditions are a factor	
Estates, Paths & Roads	20,000	25,728	25,728	24,966	25,728	0	47,000	47,000	20,000	20,000	20,000	20,000	Budget is currently forecast to be spent	
TRDC Footpaths & Alleyways	25,000	43,387	43,387	14,593	43,387	0	225,000	225,000	205,000	205,000	215,000	215,000	Budget is currently forecast to be spent	
GIS	13,500	13,500	13,500	12,465	12,465	(1,035)	0	0	0	0	0	0	Budget not required, project completed.	
Transport and Infrastructure	199,344	365,383	340,383	73,671	240,383	(100,000)	179,000	279,000	179,000	179,000	179,000	179,000	Monies rephased for projects to be delivered in 2025/26	
Sub-total Public Services	2,001,549	2,977,658	3,583,496	1,702,618	3,407,461	(176,035)	1,777,500	1,952,500	1,621,500	1,621,500	1,631,500	1,631,500		
Economic Development & Planning Policy	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P10 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Listed Building Grants	2,500	2,500	1,500	0	0	(1,500)	2,500	2,500	2,500	2,500	2,500	2,500	Demand led service, no applications received	
CIL Community Grants	0	0	1,546,864	184,461	1,546,864	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
Sub-total Economic Development & Planning Policy	2,500	2,500	1,548,364	184,461	1,546,864	(1,500)	2,500	2,500	2,500	2,500	2,500	2,500		
Total General Public Services, Community Safety & Infrastructure	2,036,049	3,012,158	5,240,576	1,887,079	5,056,041	(184,535)	1,806,000	1,981,000	1,650,000	1,650,000	1,660,000	1,660,000		

Annex D

GPSCSI Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
General Public Services, Community Safety & Infrastructure					
Capital Grants & Loans	Budget virement to Leisure - Open Space Access Improvements as agreed at GPSCS&I 15 October 2024	(7,000)	0	0	0
Waste & Recycling Vehicles	Rephased from 2024/25 to 2025/26 to support further vehicle purchases	(75,000)	75,000	0	0
GIS	Budget not required, project completed.	(1,035)	0	0	0
Transport and Infrastructure	Monies rephased for projects to be delivered in 2025/26	(100,000)	100,000	0	0
Listed Building Grants	Demand led service, no applications received	(1,500)	0	0	0
Total General Public Services, Community Safety & Infrastructure		(184,535)	175,000	0	0

Annex E

GPSCSI Key Income Streams

Regulatory Services									
Car Park Enforcement	Month	2021/22		2022/23		2023/24		2024/25	
Penalty Charge Notices (PCNs)		£	Volume	£	Volume	£	Volume	£	Volume
	April	(2,190)	80	(7,700)	176	(5,410)	114	(12,845)	292
	May	(5,008)	133	(7,955)	153	(8,830)	135	(18,465)	372
	June	(5,360)	124	(6,960)	144	(8,180)	152	(16,355)	313
	July	(7,916)	167	(7,386)	113	(10,735)	248	(21,030)	359
	August	(8,878)	233	(6,814)	122	(13,495)	289	(21,830)	337
	September	(12,555)	252	(6,134)	114	(11,650)	236	(16,290)	326
	October	(10,444)	219	(9,526)	249	(13,707)	247	(20,620)	391
	November	(10,585)	230	(9,118)	194	(13,715)	219	(18,400)	349
	December	(9,834)	230	(7,845)	134	(11,725)	212	(18,810)	363
	January	(8,800)	149	(8,913)	154	(12,865)	316	(20,380)	368
	February	(8,614)	231	(9,020)	172	(18,307)	233		
	March	(10,828)	190	(10,329)	135	(14,753)	296		
	Total	(101,012)	2,238	(97,700)	1,860	(143,372)	2,697	(185,025)	3,470
Comments: The Original budget for 2024/25 is £115,000. Officers are now predicting income of £210,000 due to recent changes to the deployment plan and new schemes implemented. The charging structure is based on the severity of the contravention. The charge relating to a serious contravention is £70 and payable within 28-days (reduced to £35 if paid within 14 days). The charge relating to a less serious contravention is £50 payable within 28 days (reduced to £25 if paid within 14-days). The no of PCN's issued can reduce due to greater parking compliance.									

Car Park Enforcement	Month	2021/22		2022/23		2023/24		2024/25	
Pay & Display Tickets		£	Volume	£	Volume	£	Volume	£	Volume
	April	(9,551)	5,128	(11,910)	7,037	(15,346)	8,197	(19,257)	10,009
	May	(10,442)	5,577	(12,841)	7,097	(17,473)	8,412	(20,212)	10,433
	June	(12,675)	6,513	(15,058)	7,062	(17,912)	9,036	(18,090)	9,441
	July	(11,677)	6,653	(13,121)	7,362	(17,937)	9,271	(19,394)	10,191
	August	(11,136)	6,198	(13,742)	7,326	(16,564)	8,531	(16,320)	9,241
	September	(12,418)	6,789	(14,086)	7,387	(17,540)	9,075	(20,204)	8,752
	October	(13,466)	7,308	(14,702)	7,878	(18,978)	9,450	(16,532)	11,149
	November	(14,253)	7,582	(14,587)	7,411	(19,091)	9,633	(19,932)	10,730
	December	(14,857)	7,638	(17,110)	8,354	(20,515)	10,337	(22,453)	12,168
	January	(10,425)	6,486	(16,778)	7,573	(20,475)	9,612	(19,597)	11,067
	February	(12,966)	7,309	(14,471)	7,823	(19,453)	10,041		
	March	(17,041)	7,813	(19,225)	9,882	(21,063)	10,893		
	Total	(150,907)	80,994	(177,631)	92,192	(222,347)	112,488	(191,991)	103,181
Comments: The Original budget for 2024/25 is £220,000. There are different charging regimes for different car parks within the district. However most pay & display car parks in Rickmansworth operate the following regulations - Monday - Friday, 8.30am - 6.30pm max stay up to 24 Hours - charge £4 with the first hour being free.									

Development Management	Month	2021/22		2022/23		2023/24		2024/25	
Application Fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(37,925)	202	(389,072)	121	(31,355)	111	(94,490)	133
	May	(44,506)	200	(59,995)	162	(57,426)	138	(74,771)	119
	June	(40,347)	177	(41,122)	123	(73,723)	122	(80,169)	125
	July	(35,900)	152	(56,630)	129	(23,579)	125	(93,197)	127
	August	(58,240)	153	(27,451)	144	(42,914)	137	(52,344)	101
	September	(24,763)	145	(53,870)	111	(28,687)	133	(30,825)	115
	October	(26,477)	135	(141,962)	125	(32,577)	137	(33,542)	134
	November	(34,623)	133	(51,317)	136	(32,047)	120	(53,249)	121
	December	(53,134)	136	(65,353)	119	(21,107)	96	(167,972)	125
	January	(39,467)	106	(21,090)	131	(17,242)	104	(26,957)	120
	February	(39,530)	108	(56,956)	116	(40,229)	103		
	March	(91,250)	172	(34,930)	163	(33,857)	120		
	Total	(526,162)	1,819	(999,748)	1,580	(434,743)	1,446	(707,515)	1,220
Comments: The Original budget for 2024/25 is £846,420. There are a number of different charging levels dependent on the type & size of the proposed area. The table of current fees for each type can be found on the Councils website.									

GPSCSI Key Income Streams Cont.

Waste Management									
Trade Refuse	Month	2021/22		2022/23		2023/24		2024/25	
Contract fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(342,837)	989	(374,524)	925	(408,151)	900	(432,709)	865
	May	(23,082)		(2,105)	929	2,040	897	2,897	856
	June	(3,124)		(297)	930	200	879	1,981	849
	July	(2,934)		(328)	930	1,007	882	(120)	851
	August	(235)		(1,417)	920	(3,049)	871	(324)	857
	September	(869)		(1,221)	925	(1,635)	872	(1,651)	860
	October	(362,664)		(376,644)	926	(402,130)	873	(430,584)	862
	November	2,382		(7,399)	920	464	867	(5,727)	858
	December	(6,135)		(738)	908	337	860	351	855
	January	(1,064)		(2,476)	916	(940)	867	(883)	854
	February	(1,213)		(1,298)	917	(5,573)	870		
	March	(8,966)		(5,356)	913	(2,436)	867		
	Total	(750,741)	989	(773,803)	913	(819,866)	867	(866,769)	849
Comments: The original 2024/25 budget is £907,865. Officers are now predicting income of £870,865 due to reduced income from commercial waste contracts. Customers are invoiced twice a year in April and October. Income can fluctuate depending on the size of the bin collected and customers reducing their bin size and using the recycling service.									
Garden Waste	Month	2021/22		2022/23		2023/24		2024/25	
Bin Charges		£	Volume	£	Volume	£	Volume	£	Volume
	April	(1,047,033)	21,524	(1,173,068)	21,649	(1,392,490)	21,254	(1,515,550)	21,389
	May	(19,620)	529	(18,910)	405	(31,450)	516	(23,624)	356
	June	(19,239)	331	(17,232)	237	(17,754)	273	(17,574)	255
	July	(13,244)	256	(8,724)	163	(6,786)	107	(9,899)	137
	August	(7,939)	190	(5,778)	96	(7,494)	111	(6,009)	82
	September	(4,834)	93	(3,129)	49	(4,346)	56	(3,090)	34
	October	(2,291)	75	(2,480)	80	(3,254)	89	(3,790)	94
	November	(1,341)	51	(1,589)	51	(1,781)	50	(2,037)	57
	December	(539)	20	(324)	14	(645)	16	(366)	9
	January	(743)	31	(956)	26	(204)	15	0	0
	February	0	0	0	0	30	0		
	March	0	0	0	0	0	0		
	Total	(1,116,822)	23,100	(1,232,190)	22,770	(1,466,174)	22,487	(1,581,939)	22,413
Comments: The original 2024/25 budget is £1,583,200. The standard charges for 2024/25 are £65 for the first bin and £110 each for a second or third bin. Customers in receipt of certain benefits pay a concession fee of £55 for the first bin.									

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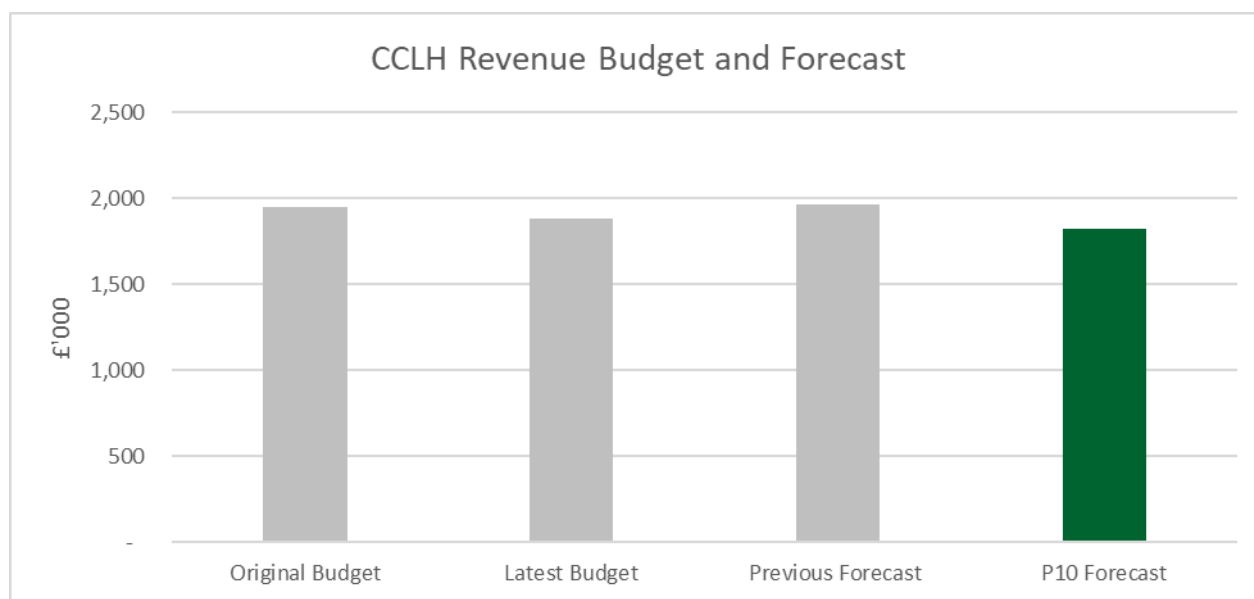
Climate change, Leisure and Housing Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Climate Change, Leisure and Housing (CCLH) Committee. The forecast is based on the position as at Period 10 which covers the period from 1 December 2024 to 31 January 2025.

Revenue

2. The previous forecast reported at Period 8 was net expenditure of £1.967m. This was a variation to budget of £0.084m. The latest forecast position at Period 10 is £1.826m. This is a favourable variance of £0.140m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
Housing	423	423	450	449	296	(153)	(154)
Leisure	1,220	1,220	1,043	1,127	1,146	19	104
Sustainability and Climate	309	389	390	390	384	(6)	(6)
Total	1,952	2,033	1,883	1,967	1,826	(140)	(57)

3. Annex B sets out the main variations to budget.

Capital Investment Programme

4. The latest capital investment programme for 2024/25 is £3.827m. A variation of £0.112m is reported.
5. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

6. A major risk of non-delivery of service is where key staff leave the Council's employment and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.
7. The following table sets out the vacancies as at 31 January 2025.

Department	Job Title	Comments	Total
Grounds Maintenance	Grounds Maintenance Operative	Recently advertised	2.00
Housing	Housing Options Officer	Recently advertised	1.00
Total Climate Change, Leisure & Housing			3.00

Annex A
CCLH Committee Medium Term Revenue Budget Service

Climate Change, Leisure and Housing											
Housing, Public Health and Wellbeing	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Housing Services Needs	523,344	523,344	533,533	534,813	609,427	510,145	(24,668)	559,622	582,749	571,140	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Grant and Contributions budget of £3,000 not required this financial year
Rent Deposit Guarantee Scheme	5,110	5,110	5,110	2,110	900	2,110	0	5,110	5,110	5,110	Demand led service
Homelessness General Fund	(177,620)	(177,620)	(163,740)	(163,740)	(642,841)	(268,460)	(104,720)	(148,740)	(148,740)	(148,740)	Grant and Contributions budget not required this financial year
Housing Associations	(5,000)	(5,000)	(5,000)	(5,000)	(2,500)	(5,000)	0	(5,000)	(5,000)	(5,000)	Income will be received by year end
Refugees	0	0	0	0	(41,330)	0	0	0	0	0	Transfer to/from reserves at year end
Env Health - Residential Team	77,427	77,427	80,513	80,748	50,682	57,314	(23,434)	85,305	86,518	87,442	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Public Health	0	0	0	0	(20,220)	0	0	0	0	0	Income and Expenditure budgets of £19,250 for the use of Healthy Hub Grant from HCC
Total	423,261	423,261	450,416	448,931	(45,882)	296,109	(152,822)	496,297	520,637	509,952	

Leisure	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Leavesden Country Park	0	0	0	0	95,760	0	0	0	0	0	S106 funded expenditure will be transferred at year end
Community Arts	11,400	11,400	0	0	0	0	0	0	0	0	Cost Centre no longer used
Watersmeet	26,393	26,393	26,604	26,839	(220,055)	86,809	59,970	47,251	34,788	35,718	Increased budgets required for Gas £14,750 and Electricity £13,700 due to increased supplier costs. Reduction in income of £31,520 due to Daybreak vacating the premises in August 2024
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(38,210)	(35,000)	0	(35,000)	(35,000)	(35,000)	Income is received quarterly.
Wemy Hall	(3,000)	(3,000)	(3,000)	(3,000)	(3,887)	(3,000)	0	(3,000)	(3,000)	(3,000)	Income is received quarterly.
Museum	(700)	(700)	(700)	(700)	(700)	(700)	0	(700)	(700)	(700)	Budget met
Playing Fields & Open Spaces	93,981	93,981	93,981	127,875	60,897	150,655	22,780	127,450	127,450	127,450	Increased budgets required for Gas £7,160, Electricity £14,550 and Water Rates £1,070 due to increased supplier costs
Play Rangers	56,484	56,484	0	0	(0)	0	0	0	0	0	Cost Centre no longer used
Scotsbridge River Chess Project	0	0	0	0	(113,095)	0	0	0			Income and Expenditure budgets of £3,198 to spend funding from Thames Water
Comm Parks & Sust Project	24,200	24,200	0	0	0	0	0	0	0	0	Cost Centre no longer used
Aquadrome	39,615	39,615	39,615	89,735	(379,415)	80,475	(9,260)	64,615	64,615	64,615	Increased income from back dated rent from the Café at the Aquadrome
The Bury Green Space	0	0	0	0	(76,380)	0	0	0	0	0	Income and Expenditure budgets of £8,100 to spend funding from Affinity Water
Leisure Venues	(509,893)	(509,893)	(709,455)	(709,455)	(614,181)	(709,455)	0	(709,455)	(709,455)	(709,455)	Budget is currently forecast to be spent
Leisure Activities	0	0	120,532	120,532	69,324	100,532	(20,000)	124,507	124,507	124,507	Income and Expenditure budgets of £3,000 to spend funding from Parkinson UK for physical activities project. Budget virement of £2,000 from Hire of Rooms and £8,000 from Equipment, Furniture and Materials to Tees and Landscapes for emergency tree works. Increased income received for Leisure activities and sports promotion of £10,000
Leisure Development	557,807	557,807	648,911	649,376	538,699	655,833	6,457	680,239	694,460	702,264	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Play Development - Play schemes	34,843	34,843	0	0	0	0	0	0	0	0	Cost Centre no longer used
Sports Devel-Sports Projects	48,135	48,135	0	0	0	0	0	0	0	0	Cost Centre no longer used
Leisure & Community Services	36,087	36,087	0	0	0	0	0	0	0	0	Cost Centre no longer used
Grounds Maintenance	840,028	840,028	861,069	861,069	649,532	820,008	(41,061)	877,513	877,513	877,513	Full Repairs & Maintenance budget of £10,000 not required this financial year due to the purchase of newer vehicles. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Total	1,220,380	1,220,380	1,042,557	1,127,271	(31,712)	1,146,157	18,886	1,173,420	1,175,178	1,183,912	

CCLC Committee Medium Term Revenue Budget Service cont.

Sustainability and Climate	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Energy Efficiency	9,500	23,900	23,900	23,900	23,872	23,900	0	9,500	9,500	9,500	Budget is currently forecast to be spent
Sustainability Projects	78,000	78,000	0	0	0	0	0	0	0	0	Cost Centre no longer used
Climate Change & Sustainability Projects	102,262	149,471	229,409	229,409	(958,835)	229,409	0	207,432	294,965	294,965	Income and expenditure budgets required of £196,859 to Spend Social Housing Decarbonisation Fund Grant
Innovate UK	0	0	0	0	10,249	0	0	0	0	0	Grant claimed retrospectively
Pest Control	12,755	12,755	12,755	12,755	3,813	12,755	0	12,755	12,755	12,755	Budget is currently forecast to be spent
Environmental Maintenance	25,970	25,970	25,970	25,970	42,956	19,775	(6,195)	25,970	25,970	25,970	Reduction in the cost of the Boundary Way service of £4,800. Increased income from fly-tipping of £1,395
Animal Control	64,490	64,490	63,581	63,581	61,587	69,692	6,111	65,829	67,220	67,220	Reduction in income of £3,500 for Other Licences due to the reduction in the number of licences issued. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Cemeteries	(228,193)	(228,193)	(228,193)	(228,193)	(214,993)	(244,243)	(16,050)	(234,233)	(234,233)	(234,233)	Miscellaneous IT Costs budget increase by £15,400 due to the purchase of a new cemetery system and an increase in subscription with the new contract. Increased income received from Tree Planting £1,450, Burial Fees £8,000, Burial Rights Fees £ 16,000, and Memorial Fees £1,000
Trees And Landscapes	243,760	262,914	262,914	262,914	197,200	272,914	10,000	243,580	243,580	243,580	Budget virement from Leisure Activities for emergency tree works
Total	308,544	389,307	390,336	390,336	(834,150)	384,202	(6,134)	330,833	419,757	419,757	
Total Climate Change, Leisure and Housing	1,952,185	2,032,948	1,883,309	1,966,538	(911,744)	1,826,468	(140,070)	2,000,550	2,115,572	2,113,621	

Annex B

CCLH Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Variances to be managed

Climate Change, Leisure and Housing			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Animal Control	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	2,611
	Income	Reduction in income for Other Licences due to the reduction in the number of licences issued	3,500
Environmental Maintenance	Supplies and Services	Reduction in the cost of the Boundary Way service of £4,800	(4,800)
	Income	Increased income from fly-tipping of £1,395	(1,395)
Cemeteries	Supplies and Services	Miscellaneous IT Costs budget increase by £15,400 due to the purchase of a new cemetery system and an increase in subscription with the new contract.	10,400
	Income	Increased income received from Tree Planting £1,450, Burial Fees £8,000, Burial Rights Fees £ 16,000, and Memorial Fees £1,000	(26,450)
Total Sustainability and Climate			(16,134)
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Watersmeet	Premises	Increased budgets required for Gas £14,750 and Electricity £13,700 due to increased supplier costs	28,450
	Income	Reduction in income of £31,520 due to Daybreak vacating the premises in August 2024	31,520
Playing Fields & Open Spaces	Premises	Increased budgets required for Gas £7,160, Electricity £14,550 and Water Rates £1,070 due to increased supplier costs	22,780
Aquadrome	Income	Increased income from back dated rent from the Café at the Aquadrome	(9,260)
Leisure Activities	Income	Increased income received for Leisure activities and sports promotion of £10,000	(10,000)
Leisure Development	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	6,457
Grounds Maintenance	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(31,061)
	Transport	Full Repairs & Maintenance budget not required this financial year due to the purchase of newer vehicles	(10,000)
Total Leisure			28,886
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Housing Service Needs	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(21,668)
	Supplies and Services	Grant and Contributions budget not required this financial year	(3,000)
Homelessness General Fund	Income	Increased income received from Nightly lets on Temporary Accommodation	(104,720)
Env Health - Residential Team	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(23,434)
Total Housing, Public Health and Wellbeing			(152,822)
Total Climate Change, Leisure and Housing			(140,070)

Virements

Page 36

Climate Change, Leisure and Housing			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Public Health	Supplies and Services	To spend Health Hub Grant from HCC	19,250
	Income	Receipt of Healthy Hub Grant from HCC	(19,250)
Total Housing, Public Health and Wellbeing			0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Scotsbridge River Chess Project	Supplies and Services	To Spend funding from Thames Water	3,198
	Income	Receipt of funding from Thames Water	(3,198)
The Bury Green Space	Supplies and Services	To spend funding from Affinity Water	8,100
	Income	Receipt of funding from Affinity Water	(8,100)
Leisure Activities	Premises	Budget virement from Hire of Rooms to Trees and Landscapes for emergency tree works	(2,000)
	Supplies and Services	To Spend funding from Parkinson uk for Physical Activity Project	3,000
		Budget virement from Equipment, Furniture and Materials to Trees and Landscapes for emergency tree works	(8,000)
	Income	Receipt of funding from Parkinson uk for Physical Activity Project	(3,000)
Total Leisure			(10,000)
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Corporate Climate Change	Supplies and Services	To Spend Social Housing Decarbonisation Fund Grant	196,859
	Income	Receipt of Social Housing Decarbonisation Fund Grant	(196,859)
Trees & Landscapes	Premises	Budget virement from Leisure Activities for emergency tree works	2,000
		Budget virement from Leisure Activities for emergency tree works	8,000
Total Sustainability and Climate			10,000
Total Climate Change, Leisure and community			0

Annex C

CCLH Medium term capital investment programme

Climate Change, Leisure & Housing														
Housing, Public Health & Wellbeing	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P10 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Disabled Facilities Grant	586,000	790,474	790,474	552,759	790,474	0	586,000	586,000	586,000	586,000	586,000	586,000	Budget is currently forecast to be spent	
Home Repairs Assistance	2,000	2,000	0	0	0	0	2,000	2,000	2,000	2,000	2,000	2,000	Demand led service. No applications expected this financial year	
Sub-total Housing, Public Health & Wellbeing	588,000	792,474	790,474	552,759	790,474	0	588,000	588,000	588,000	588,000	588,000	588,000		
Leisure	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P10 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Aquadrome Bridge Replacement	320,524	320,524	1,137,755	100,231	1,137,755	0	0	0	0	0	0	0	Works progressing - phased payments will be made. May complete in 2025/26	
Leavesden Country Park Gate	0	164,889	164,889	150,356	210,086	45,197	0	0	0	0	0	0	Use of S106 monies required for Leavesden Country Park Entrance as approved at P&R on the 11 November 2024	
Watersmeet Electrical	144,100	144,100	144,100	5,658	144,100	0	0	0	0	0	0	0	Tender to be processed before year end	
Watersmeet Fire Doors	0	0	0	0	0	0	75,400	75,400	0	0	0	0		
Scotsbridge-Chess Habitat	8,190	8,190	8,190	0	8,190	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
Open Space Access Improvements	60,000	95,946	95,946	27,539	102,946	7,000	60,000	60,000	60,000	60,000	60,000	60,000	Budget virement from Capital Grants & Loans Capital budget as approved at GPSCS&I on 15 October 2024	
Improve Play Area-Future Schemes	120,000	132,650	197,800	64,370	197,800	0	120,000	120,000	120,000	120,000	120,000	120,000	Budget is currently forecast to be spent	
Aquadrome-Whole Life Costing	11,000	15,020	15,020	0	15,020	0	11,000	11,000	11,000	11,000	11,000	11,000	Budget is currently forecast to be spent	
Replacement Ground Maintenance Vehicles	804,000	804,000	830,318	586,071	673,518	(156,800)	540,000	696,800	540,000	540,000	540,000	540,000	Rephase from 2024/25 to 2025/26 for vehicle purchases	
Watersmeet-Whole Life Costing	20,000	20,000	20,000	2,781	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	Budget is currently forecast to be spent	
Scotsbridge-Whole Life Costing	11,000	16,668	16,668	14,684	16,668	0	11,000	11,000	11,000	11,000	11,000	11,000	Budget is currently forecast to be spent	
William Penn Leisure Centre Solar Panels	0	0	150,096	150,096	150,096	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
Fearney Mead Play Area	0	50,000	17,245	17,245	17,245	0	0	0	0	0	0	0	Project complete	
Lincoln Drive Play Area	0	50,000	17,605	17,605	17,605	0	0	0	0	0	0	0	Project complete	
Sub-total Leisure	1,498,814	1,821,987	2,815,632	1,136,636	2,711,029	(104,603)	837,400	994,200	762,000	762,000	762,000	762,000		
Sustainability & Climate	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P10 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Cemetery-Whole Life Costing	5,000	9,830	9,830	0	2,488	(7,342)	65,000	72,342	5,000	5,000	5,000	5,000	Rephased into 2025/26 for works at Woodcock Hill in Spring 2025	
Sustainability Schemes	0	0	0	0	0	0	500,000	500,000	500,000	500,000	500,000	500,000		
UK Shared Prosperity	0	0	210,852	0	210,852	0	0	0	0	0	0	0	Procurement has taken place and contracts issued	
Sub-total Sustainability & Climate	5,000	9,830	220,682	0	213,340	(7,342)	565,000	572,342	505,000	505,000	505,000	505,000		
Total Climate Change, Leisure & Housing	2,091,814	2,624,291	3,826,788	1,689,395	3,714,843	(111,945)	1,990,400	2,154,542	1,855,000	1,855,000	1,855,000	1,855,000		

Annex D

CCLH Explanations of capital variances reported this Period

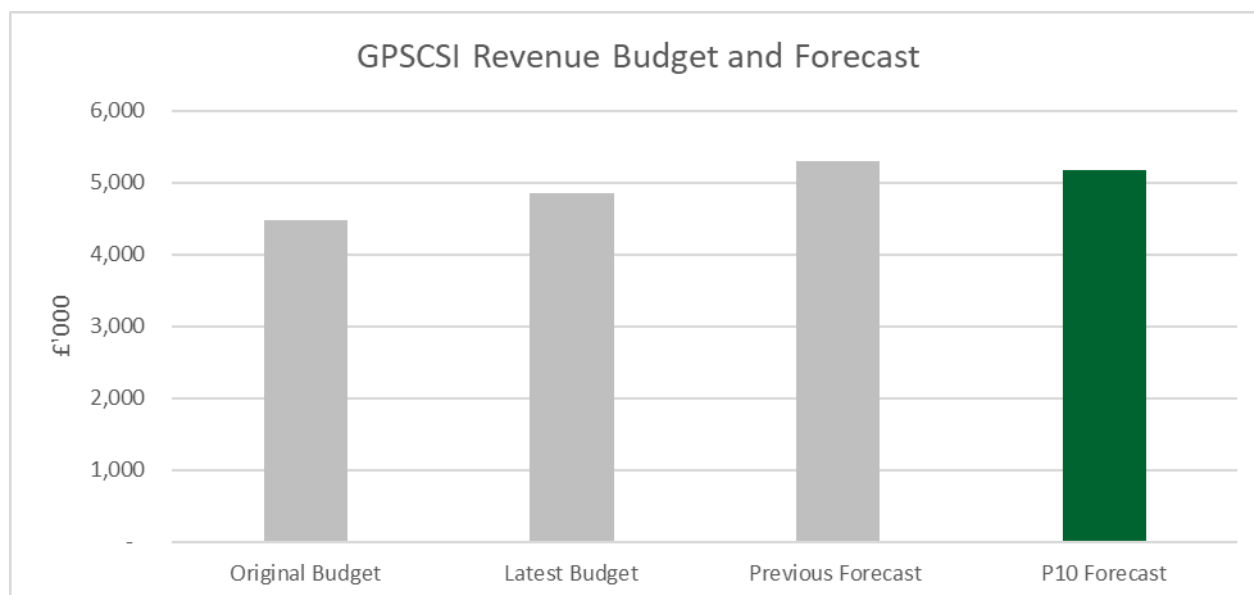
Description	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Climate Change, Leisure & Housing					
Leavesden Country Park Gate	Use of S106 monies required for Leavesden Country Park Entrance as approved at P&R on the 11 November 2024	45,197	0	0	0
Open Space Access Improvements	Budget virement from Capital Grants & Loans Capital budget as approved at GPSCS&I on 15 October 2024	7,000	0	0	0
Replacement Ground Maintenance Vehicles	Rephase from 2024/25 to 2025/26 for vehicle purchases	(156,800)	156,800	0	0
Cemetery-Whole Life Costing	Rephased into 2025/26 for works at Woodcock Hill in Spring 2025	(7,342)	7,342	0	0
Total Climate Change, Leisure & Housing		(111,945)	164,142	0	0

Policy and Resources Committee Detailed Monitoring Report

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Policy and Resources (P&R) Committee for the 2024/25 financial year. The forecast is based on the position as at Period 10 which covers the period from 1 December 2024 to 31 January 2025.

Revenue

2. The previous forecast reported at Period 8 was net expenditure of £5.753m. This was a variation to budget of £0.220m. The latest forecast position at Period 10 is £5.798. This is an unfavourable variance of £0.045m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
Resources and Leader	6,989	7,130	7,716	7,895	7,851	(44)	136
Garages and Shops	(1,300)	(1,300)	(1,277)	(1,237)	(1,237)	0	40
Investment Properties	(950)	(950)	(950)	(950)	(950)	0	0
Vacancy Provision	(180)	(180)	(180)	(180)	0	180	180
Salary Contingency	712	712	225	225	134	(90)	(90)
Total	5,270	5,411	5,533	5,753	5,798	45	265

3. Annex B sets out the main variations to budget.

Income Streams

4. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2024/25.

Capital Investment Programme

5. The latest capital investment budget for 2024/25 is £11.090m. A variation of £0.033m is reported.
6. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

7. A major risk of non-delivery of service is where key staff leave the Council's employment and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.
8. The following table sets out the vacancies by service as at 31 January 2025.

Department	Job Title	Comments	Total
Revenues & Benefits	Trainee Systems and Subsidy Officer	Recently advertised	1.00
	Revenus & Benefits Data Analysis Officer	Not yet advertised	1.00
Legal & Committee	Committee & Electoral Services Manager	Covered by interim	1.00
	Principial Lawyer (Criminal Litigation)	Covered by interim	1.00
Total P&R			4.00

Annex A
P&R Committee Medium Term Revenue Budget Service

Policy & Resources											
Resources	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Corporate Management	150,680	150,680	230,680	230,680	(77,309)	230,680	0	341,741	341,741	341,741	Budget is currently forecast to be spent
Major Incident Planning	113,107	113,107	115,848	115,848	96,136	121,631	5,783	118,836	119,641	120,472	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
UK Shared Prosperity Fund	0	0	0	0	(323,427)	0	0	0	0	0	Budget is currently forecast to be spent
West Herts Crematorium	0	0	0	0	1,578,491	0	0	0	0	0	All spend will be recharged to West Herts Crematorium
Miscellaneous Income & Expend	(341,500)	(341,500)	(341,500)	(341,500)	85,611	(333,500)	8,000	(1,224,500)	(1,141,500)	(1,141,500)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Non Distributed Costs	57,000	57,000	57,000	57,000	3,470	57,000	0	59,000	59,000	59,000	Budget is currently forecast to be spent
Director Of Finance	128,735	128,735	134,173	134,173	106,061	135,291	1,118	140,418	140,417	140,417	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Miscellaneous Properties	(77,208)	(77,208)	339	339	(32,274)	10,339	10,000	(76,958)	(76,958)	(76,958)	Increased budget required for Repairs, Alterations, Maintenance of £10,000 due to Urgent Health and Safety at Temporary Accommodation premises
Office Services	192,810	192,810	202,810	192,810	161,259	192,810	0	190,810	190,810	190,810	Budget is currently forecast to be spent
Asset Management - Property Services	798,627	798,627	806,694	840,894	606,650	857,852	16,958	971,951	916,016	916,016	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Finance Services	440,080	440,080	451,170	451,170	420,730	448,832	(2,338)	454,868	458,392	460,044	Increased budget of £5,000 required for subscriptions due to additional one off support for VAT advice. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and reduction in Shared Service income due to revised employee estimates.
Council Tax Collection	329,467	329,467	341,465	341,700	277,555	297,177	(44,523)	348,753	350,023	350,496	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and reduction in Shared Service income due to revised employee estimates.
Benefits & Allowances	681,913	681,913	706,144	706,144	769,901	733,210	27,066	723,791	726,782	728,372	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and increase in Shared Service income due to revised employee estimates.
NNDR	60,005	60,005	61,370	61,370	44,060	61,370	0	62,213	62,214	62,214	Budget is currently forecast to be spent
Revs & Bens Management	41,970	41,970	43,029	43,029	40,764	43,029	0	43,659	43,660	43,660	Budget is currently forecast to be spent
Fraud	86,746	86,746	88,916	89,266	87,468	88,136	(1,130)	90,706	90,706	90,706	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Garages & Shops Maintenance	(1,300,150)	(1,300,150)	(1,276,650)	(1,236,650)	(1,077,347)	(1,236,650)	0	(1,372,320)	(1,372,320)	(1,372,320)	Budget is currently forecast to be spent
Chief Executive	213,754	313,754	297,976	297,976	178,538	297,976	0	200,340	200,340	200,340	Budget is currently forecast to be spent

P&R Committee Medium Term Revenue Budget Service cont.

Resources	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Investment Properties	(950,499)	(950,499)	(950,499)	(950,499)	(824,570)	(950,499)	0	(982,225)	(982,225)	(982,225)	Budget is currently forecast to be spent
Performance Mgt & Scrutiny	53,849	53,849	75,998	75,998	50,421	63,090	(12,908)	79,684	81,707	82,553	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Debt Recovery	226,406	226,406	234,168	234,168	126,495	201,155	(33,013)	236,156	238,052	238,526	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and reduction in Shared Service income due to revised employee estimates.
Associate Director Strategy, Partnerships & Housing	109,178	109,178	113,011	113,011	93,816	113,011	0	118,697	118,697	118,697	Budget is currently forecast to be spent
Three Rivers House	359,260	359,260	340,898	340,898	227,158	289,898	(51,000)	340,898	340,898	340,898	Additional rental income from DH Solicitors and back dated rent increase from the Police
Basing House	(10,140)	(10,140)	(10,140)	(10,140)	(10,516)	(10,140)	0	(10,140)	(10,140)	(10,140)	Budget is currently forecast to be spent
Oxhey Drive	10,250	10,250	10,250	9,770	9,926	9,770	0	10,250	10,250	10,250	Budget is currently forecast to be spent
Wimbledon	(200,000)	(200,000)	(200,000)	(200,000)	(472,055)	(200,000)	0	(500,000)	(500,000)	(500,000)	Budget is currently forecast to be spent
Officers' Standby	6,140	6,140	6,140	6,140	6,140	6,140	0	6,140	6,140	6,140	Budget is currently forecast to be spent
Vacancy Provision	(180,000)	(180,000)	(180,000)	(180,000)	0	0	180,000	(180,000)	(180,000)	(180,000)	Vacancy Saving Achieved
Finance Client	14,898	14,898	15,633	15,633	54,123	15,633	0	15,998	16,016	16,016	Budget is currently forecast to be spent
Business App Maintenance	257,875	257,875	257,875	257,875	240,148	257,875	0	257,875	260,875	260,875	Budget is currently forecast to be spent
HR Client	683,377	683,377	763,377	802,587	611,054	802,587	0	862,308	863,443	864,577	Budget is currently forecast to be spent
Internal Audit Client	55,968	55,968	55,968	55,968	59,252	55,968	0	55,968	55,968	55,968	Budget is currently forecast to be spent
Council Tax Client	(126,879)	(126,879)	(126,879)	(126,879)	24,037	(126,879)	0	(126,879)	(126,879)	(126,879)	Budget is currently forecast to be spent
Benefits Client	(470,660)	(470,660)	(470,660)	(470,660)	2,694,490	(470,660)	0	(470,660)	(470,660)	(470,660)	This holds the housing benefits payments and recovery from DWP and further grants from DWP relating to the provision of benefits. There is timing difference between payments made to claimants and income received from Government.
Ndr Cost Of Collection	(107,090)	(107,090)	(107,090)	(107,090)	299,650	(107,090)	0	(107,090)	(107,090)	(107,090)	This is received at year end
Fraud Client	2,690	2,690	2,690	2,690	2,018	2,690	0	2,690	2,690	2,690	Budget is currently forecast to be spent
Insurances	373,220	373,220	542,520	542,520	545,258	542,520	0	542,520	542,520	542,520	Budget is currently forecast to be spent
Debt Recovery Client Acc	(6,140)	(6,140)	(6,140)	(6,140)	(750)	(6,140)	0	(6,140)	(6,140)	(6,140)	Budget is currently forecast to be spent
Benefits New Burden	0	0	0	0	(12,520)	0	0	0	0	0	Budget is currently forecast to be spent
Benefits DHP	0	0	0	0	(42,563)	0	0	0	0	0	Actioned at year end
Benefits Non Hra	1,020	1,020	1,020	1,020	(357,730)	1,020	0	1,020	1,020	1,020	Actioned at year end
HR Client	334,113	334,113	361,518	361,518	306,764	361,518	0	375,171	376,392	377,603	Budget is currently forecast to be spent
Contingency	712,285	712,285	224,665	224,665	0	134,221	(90,444)	471,651	700,545	940,967	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Total	2,725,157	2,825,157	2,873,787	2,977,302	6,576,382	2,990,871	13,569	2,067,200	2,341,043	2,589,676	

P&R Committee Medium Term Revenue Budget Service cont.

Leader	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Register Of Electors	36,800	36,800	36,800	36,800	26,898	42,570	5,770	36,800	36,800	36,800	Increased budget required for Printing & Stationery of £5,300 due to timing of Household Notification Letter exercise. Reduction in income of £470 for Publications and Minutes due to reduced demand for electoral registers
District Elections	76,320	76,320	76,320	151,970	139,378	151,970	0	76,320	76,320	76,320	Budget is currently forecast to be spent
Customer Service Centre	949,303	949,303	975,816	975,816	769,860	925,111	(50,705)	1,014,348	1,023,355	1,029,314	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Democratic Representation	321,516	321,516	335,951	343,551	290,469	342,948	(603)	341,951	341,951	341,951	Full budget not required this financial year for LAF Administration Costs £200, Subsistence £400 and General Advertising £1,500. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Customer Contact Programme	6,000	47,055	47,055	47,055	35,653	47,055	0	68,453	68,453	68,453	Budget is currently forecast to be spent
Customer Experience	95,468	95,468	97,889	97,889	81,665	97,889	0	103,464	103,464	103,464	Budget is currently forecast to be spent
Communication	324,697	324,697	335,626	335,626	268,060	335,626	0	378,971	432,573	432,573	Budget is currently forecast to be spent
Legal Practice	402,049	402,049	424,475	456,475	385,305	463,604	7,129	457,870	458,580	459,304	Increased budget required for Professional Fees - Consultancy of £3,000 due to extra consultancy advice received. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Committee Administration	207,249	207,249	180,556	181,556	201,675	259,223	77,667	185,754	187,786	187,786	Full Youth Council budget of £2.887 not required this financial year, offset against increased Printing & Stationary costs of £750, Legal advice of £500 and one-off IT Support for a meeting of £500. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Elections & Electoral Regn	125,815	125,815	148,837	148,837	137,558	141,325	(7,512)	153,595	155,627	155,627	Increased budget of £900 required for licensing costs for Scholfield's Election Law. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Parish Elections	0	0	0	0	3,748	0	0	0	0	0	Invoices to be raised for costs of parish elections
County Elections	0	0	0	0	21,263	0	0	0	0	0	This spend is in relation to the 2025 County Elections and will be adjusted as part of year end processes
Parliamentary Elections	0	0	0	0	67,961	0	0	0	0	0	The council is preparing its government spending returns, which will be completed by 31 March and adjusted for as part of year end processes
Referendums	0	0	0	0	0	0	0	0	0	0	
Police Commissioner Election	0	0	0	0	(8,462)	0	0	0	0	0	Settlement awaited for 2020 and 2021 PCC claims from government and sign off of settlement for 2024.
Total	2,545,217	2,586,272	2,659,325	2,775,575	2,421,030	2,807,321	31,746	2,817,526	2,884,909	2,891,592	
Total Policy and Resources	5,270,374	5,411,429	5,533,112	5,752,877	8,997,412	5,772,192	19,315	4,884,726	5,225,952	5,481,268	

Annex B

P&R Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Variances

Policy and Resources			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Major Incident Planning	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	5,783
Miscellaneous Income & Expenditure	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	8,000
Director of Finance	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	1,118
Miscellaneous Properties	Premises	Increased budget required for Repairs, Alterations, Maintenance of £10,000 due to Urgent Health and Safety at Temporary Accommodation premises	10,000
Asset Management - Property	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	16,958
Finance Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(18,347)
	Supplies and Services	Increased budget of £5,000 required for subscription due to additional one off support for VAT advice	5,000
	Income	Reduction in Shared Service income due to revised employee estimates which takes into account vacancies and changes in pay elements.	11,009
Council Tax Collection	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(114,167)
	Income	Reduction in Shared Service income due to revised employee estimates which takes into account vacancies and changes in pay elements.	69,644
Benefits & Allowances	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	62,941
	Income	Increase in Shared Service income due to revised employee estimates which takes into account vacancies and changes in pay elements.	(35,875)
Fraud	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(1,130)
Performance Mgt & Scrutiny	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(12,908)
Debt Recovery	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(84,650)
	Income	Reduction in Shared Service income due to revised employee estimates which takes into account vacancies and changes in pay elements.	51,637
Three Rivers House	Income	Additional rental income from DH Solicitors and back dated rent increase from the Police	(51,000)
Other Expenditure	Vacancy Saving	Vacancy Saving Achieved	180,000
Contingency	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(90,444)
Total Resources			13,569

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £
Register of Electors	Supplies and Services	Increased budget required for Printing & Stationery of £5,300 due to timing of Household Notification Letter exercise	5,300
	Income	Reduction in income of £470 for Publications and Minutes due to reduced demand for electoral registers	470
Customer Service Centre	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(50,705)
Democratic Representation	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	1,497
	Supplies and Services	Full budget not required this financial year for LAF Administration Costs £200, Subsistence £400 and General Advertising £1,500	(2,100)
Legal	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	4,129
	Supplies and Services	Increased budget required for Professional Fees - Consultancy of £3,000 due to extra consultancy advice received.	3,000
Committee Administration	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	78,804
	Supplies and Services	Full Youth Council budget of £2,887 not required this financial year, offset against increased Printing & Stationery costs of £750, Legal advice of £500 and one-off IT Support for a meeting of £500	(1,137)
Elections & Electoral Regn	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(8,412)
	Supplies and Services	Increased budget required for licensing costs for Scholfield's Election Law	900
Total Leader			31,746
Total Policy and Resources			45,315

Annex C
 P&R Medium term capital investment programme

Policy & Resources														
Leader & Resources	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P10 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Professional Fees-Internal	157,590	157,590	157,590	0	157,590	0	157,590	157,590	157,590	157,590	157,590	157,590	Budget not required this year	
Election Equipment	6,000	6,000	6,000	0	0	(6,000)	6,000	6,000	6,000	6,000	6,000	6,000	Budget not required this financial year	
Street Lighting	30,000	81,985	81,985	82,733	81,985	0	0	0	0	0	0	0	Project complete	
Members' IT Equipment	0	0	0	0	0	0	0	0	48,780	48,780	0	0		
Rickmansworth Work Hub	3,200	3,200	3,200	0	3,200	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
ICT-Managed Project Costs	337,551	337,551	337,551	123,160	337,551	0	60,000	60,000	60,000	60,000	60,000	60,000	Budget is currently forecast to be spent	
ShS-Hardware Replace Prog	0	0	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000		
Garage Improvements	150,000	148,410	148,410	83,374	148,410	0	150,000	150,000	150,000	150,000	150,000	150,000	Budget is currently forecast to be spent	
ICT Website Development	0	14,870	14,870	3,850	14,870	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
ICT Hardware Replacement Prog	114,824	114,824	124,824	0	124,824	0	45,000	45,000	45,000	45,000	45,000	45,000	Budget is currently forecast to be spent	
TRH Whole Life Costing	335,000	427,427	327,427	174,183	327,427	0	270,000	270,000	170,000	170,000	170,000	170,000	Planned works - Corporate corridor and East side toilets - currently preparing tenders- May run over to early spring 2025	
Basing House-Whole Life Costing	75,000	75,000	10,000	2,086	2,086	(7,914)	60,000	67,914	60,000	60,000	60,000	60,000	Budget rephased from 2024/25 to 2025/26 as fire door inspection scheduled work unlikely to happen this financial year	
Business Application Upgrade	40,000	40,000	40,000	0	40,000	0	90,000	90,000	90,000	90,000	90,000	90,000	Budget is currently forecast to be spent	
Three Rivers House Transformation	0	15,585	15,585	3,173	15,585	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
Sub-total Leader & Resources	1,249,165	1,422,442	1,267,442	472,559	1,253,528	(13,914)	878,590	886,504	827,370	827,370	778,590	778,590		
Major Projects	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P10 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Property Investment Board	0	0	0	44,711	46,635	46,635	0	0	0	0	0	0	Budget required for the purchase of the Red Cross Centre in Barton Way and the abortive costs at Summerhouse Way	
Temporary Accommodation - All Sites	0	0	65,000	0	65,000	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
Local Authority Housing Fund	0	5,845,025	9,758,225	4,036,872	9,758,225	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
South Oxhey Parking	0	0	0	0	0	0	500,000	500,000	0	0	0	0		
Sub-total Major Projects	0	5,845,025	9,823,225	4,081,583	9,869,860	46,635	500,000	500,000	0	0	0	0		
Total Policy & Resources	1,249,165	7,267,467	11,090,667	4,554,142	11,123,388	32,721	1,378,590	1,386,504	827,370	827,370	778,590	778,590		
Total Capital Programme	5,377,028	12,903,916	20,158,031	8,130,616	19,894,272	(263,759)	5,174,990	5,522,046	4,332,370	4,332,370	4,293,590	4,293,590		

Annex D
P&R Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Policy & Resources					
Election Equipment	Budget not required this financial year	(6,000)	0	0	0
Basing House-Whole Life Costing	Budget rephased from 2024/25 to 2025/26 as fire door inspection scheduled work unlikely to happen this financial year	(7,914)	7,914	0	0
Property Investment Board	Budget required for the purchase of the Red Cross Centre in Barton Way and the abortive costs at Summerhouse Way	46,635	0	0	0
Total Policy & Resources		32,721	7,914	0	0

Annex E
P&R Key Income Streams

Garages and Shops									
Garages	Month	2021/22		2022/23		2023/24		2024/25	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(67,120)	18%	(76,062)	17%	(79,962)	18%	(84,907)	8%
	May	(84,598)	18%	(74,883)	17%	(70,669)	16%	(90,903)	7%
	June	(67,303)	18%	(75,841)	16%	(80,973)	16%	(89,983)	8%
	July	(68,901)	17%	(76,597)	16%	(82,085)	14%	(94,267)	8%
	August	(85,572)	17%	(72,188)	16%	(81,588)	14%	(89,655)	7%
	September	(66,891)	18%	(74,631)	16%	(81,247)	14%	(90,008)	7%
	October	(67,979)	17%	(75,002)	16%	(82,104)	14%	(93,797)	6%
	November	(86,494)	16%	(73,282)	15%	(80,289)	14%	(89,644)	7%
	December	(69,289)	17%	(74,000)	16%	(82,367)	11%	(90,244)	7%
	January	(87,711)	17%	(75,231)	16%	(80,210)	9%	(91,618)	6%
	February	(69,601)	16%	(74,914)	18%	(81,581)	9%		
	March	(69,067)	17%	(72,721)	17%	(80,968)	8%		
	Total	(890,526)		(895,352)		(964,043)		(905,026)	

Comments: The original budget for 2024/25 is £1,107,950. Officers are now predicting income of £1,084,450 due to the redevelopment of 3 sites. Lower level applied to those in the more difficult to let areas. There are currently 1,056 rentable garages. The void percentage is based on the rentable stock only.

Shops	Month	2021/22		2022/23		2023/24		2024/25	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(46,828)	n/a	(46,495)	n/a	(39,495)	n/a	(35,353)	n/a
	May	0	n/a	0	n/a	0	n/a	0	n/a
	June	(30,853)	n/a	(37,853)	n/a	(37,853)	n/a	(37,463)	n/a
	July	(15,250)	n/a	(8,250)	n/a	(8,250)	n/a	(4,890)	n/a
	August	0	n/a	0	n/a	0	n/a	0	n/a
	September	(38,245)	n/a	(38,244)	n/a	(31,244)	n/a	(37,870)	n/a
	October	(8,250)	n/a	(8,250)	n/a	(14,773)	n/a	(4,500)	n/a
	November	0	n/a	0	n/a	0	n/a	0	n/a
	December	(37,853)	n/a	(37,853)	n/a	(37,853)	n/a	(40,376)	n/a
	January	(8,250)	n/a	(8,250)	n/a	(8,250)	n/a	(21,750)	n/a
	February	0	n/a	0	n/a	0	n/a		
	March	0	n/a	(7,000)	n/a	(7,017)	n/a		
	Total	(185,528)		(192,195)	0	(184,735)	0	(182,201)	0

Comments: The original 2024/25 budget is £210,000. Officers are now predicting income of £170,000 due to a tenant at commercial units in Furtherfield going into liquidation. There are 20 shops in the district which are predominantly let as self repairing leases. Each shop rent is negotiated at the best market rate taking into consideration local factors regarding usage,

Corporate costs Medium Term Revenue Budget

Corporate Costs	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P10	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£		£	£	£	£	£	£	
Interest Earned	(760,000)	(760,000)	(810,000)	(1,850,000)	(1,115,658)	(1,850,000)	0	(1,110,000)	(1,060,000)	(1,010,000)	Budget is currently forecast to be spent
Interest Paid	715,606	715,606	715,606	715,606	87,420	715,606	0	755,266	825,296	864,796	Budget is currently forecast to be spent
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	0	2,612,285	2,664,530	2,717,820	Paid half yearly in April & September
Total Corporate Costs	2,456,197	2,456,197	2,406,197	1,366,197	1,472,353	1,366,197	0	2,257,551	2,429,826	2,572,616	

Funding the Capital Investment Programme

CAPITAL INVESTMENT PROGRAMME 2024-2028 - FUNDING

Capital Programme	2024/25			2025/26	2026/27	2027/28
	Original Budget	Latest Budget	Outturn Forecast at P10	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,535,703)	(1,490,506)	(1,490,506)	(1,490,506)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	(5,152,715)	(5,152,715)	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Brought Forward	(7,957,464)	(7,957,464)	(7,957,464)	(2,759,552)	(2,759,552)	(2,759,552)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(586,000)	(725,637)	(725,637)	(586,000)	(586,000)	(586,000)
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)	(1,000,000)	(1,000,000)
LAHF	0	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(100,025)	(100,025)	(100,025)	(116,500)	0	0
Total Generated	(1,786,025)	(1,925,662)	(1,925,662)	(1,702,500)	(1,586,000)	(1,586,000)
Use of Funding						
Govt Grants: Disabled Facility Grants	586,000	725,637	725,637	586,000	586,000	586,000
Section 106 Contributions	0	0	45,197	0	0	0
CIL Contributions	460,000	1,918,092	3,722,735	0	0	0
Capital Receipts Reserve	1,100,000	1,100,000	1,100,000	1,000,000	1,000,000	1,000,000
LAHF		5,152,715	5,152,715	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	100,025	100,025	100,025	116,500	0	0
Borrowing	3,131,003	11,161,562	9,047,963	3,819,546	2,746,370	2,707,590
Total Use of Funding	5,377,028	20,158,031	19,894,272	5,522,046	4,332,370	4,293,590
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,490,506)	(1,490,506)	(1,490,506)	(1,490,506)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Carried Forward	(7,957,464)	(2,804,749)	(2,759,552)	(2,759,552)	(2,759,552)	(2,759,552)
South Oxhey Initiative						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,354,279)	(6,354,279)	(6,354,279)	0	0	0
Repayment of Borrowing	6,354,279	6,354,279	6,354,279	0	0	0
Total	0	0	0	0	0	0
Total Expenditure Capital Investment Programme	5,377,028	20,158,031	19,894,272	5,522,046	4,332,370	4,293,590

Medium Term Financial Plan 2024-28

Medium Term Financial Plan - Consolidated Revenue Account (General Fund)								
Funding	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Council Tax Base (No.)	39,850.80	39,850.80	39,850.80	39,850.80	39,850.80	40,038.90	40,439.30	40,843.70
Council Tax Base Increase (%)	0.00	0.00	0.00	0.00	0.00	0.47	0.99	0.99
Band D Council Tax (£)	200.37	200.37	200.37	200.37	200.37	206.36	212.53	218.88
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	0.00	0.00	2.99	2.99	2.99
Council Tax (£)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(8,262,427)	(8,594,564)	(8,939,869)
<i>Parish Precepts (£)</i>	(2,500,591)	(2,500,591)	(2,500,591)	(2,500,591)	(2,500,591)	(2,612,285)	(2,664,530)	(2,717,820)
Total Taxation (£)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,874,712)	(11,259,094)	(11,657,689)
Business Rates (£)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(3,000,000)	(2,695,000)	(2,495,000)
Collection Fund Surplus (£)	84,870	84,870	84,870	84,870	84,870	124,592	0	0
New Homes Bonus Grant (£)	(100,025)	(100,025)	(100,025)	(100,025)	(100,025)	(116,296)	0	0
Government Funding (£)	(589,041)	(589,041)	(589,041)	(589,041)	(589,041)	(419,117)	(445,000)	(445,000)
Total Grant Funding (£)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,410,821)	(3,140,000)	(2,940,000)
Total Taxation & Grant Funding (£)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(14,285,534)	(14,399,094)	(14,597,689)
Financial Statement - Summary	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
<u>Committee - Net Cost Of Services</u>								
General Public Services and Economic Development	4,480,576	4,535,325	4,850,067	5,302,594	5,302,594	5,534,036	5,307,105	5,316,431
Climate Change, Leisure and Community	1,952,185	2,032,948	1,883,309	1,966,538	1,966,538	2,000,550	2,115,572	2,113,621
Policy and Resources	5,270,374	5,411,429	5,533,112	5,752,877	5,752,877	4,884,726	5,225,952	5,481,268
Period 10 Variances	0	0	0	0	(223,697)	0	0	0
Sub-Total	11,703,135	11,979,702	12,266,488	13,022,009	12,798,312	12,419,312	12,648,629	12,911,320
<u>Other</u>								
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,612,285	2,664,530	2,717,820
Interest Payable & Borrowing costs	715,606	715,606	715,606	715,606	715,606	755,266	825,296	864,796
Interest Received	(760,000)	(760,000)	(810,000)	(1,850,000)	(1,850,000)	(1,110,000)	(1,060,000)	(1,010,000)
Sub-Total	2,456,197	2,456,197	2,406,197	1,366,197	1,366,197	2,257,551	2,429,826	2,572,616
Net Expenditure	14,159,332	14,435,899	14,672,685	14,388,206	14,164,509	14,676,863	15,078,455	15,483,936
Income from Council Tax, Government Grants & Business Rates	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(14,285,534)	(14,399,094)	(14,597,689)
(Surplus)/Deficit Before Use of Earmarked Reserves	250,734	527,301	764,087	479,608	255,911	391,330	679,361	886,247
Planned Use of Reserves:								
Economic Impact Reserve	0	0	0	0	(147,587)	(347,587)	0	0
(Surplus) / Deficit to be funded from General Balances	250,734	527,301	764,087	479,608	108,324	43,743	679,361	886,247

Movement on General Fund Balance	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(4,707,036)	(4,663,294)	(3,983,933)
Revenue Budget (Surplus)/Deficit for Year	250,734	527,301	764,087	479,608	108,324	43,743	679,361	886,247
Creation of Additional Earmarked Reserves	0	0	0	0	211,868	0	0	0
Closing Balance at 31 March	(4,776,494)	(4,499,927)	(4,263,141)	(4,547,620)	(4,707,036)	(4,663,294)	(3,983,933)	(3,097,686)

Movement on Economic Impact	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,382,901)	(1,035,314)	(1,035,314)
COVID-19 Impact for Year	0	0	0	0	147,587	347,587	0	0
Closing Balance at 31 March	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,382,901)	(1,035,314)	(1,035,314)	(1,035,314)

Total Reserves Impact	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(6,089,937)	(5,698,608)	(5,019,247)
Impact for Year	250,734	527,301	764,087	479,608	467,779	391,330	679,361	886,247
Closing Balance at 31 March	(6,306,982)	(6,030,415)	(5,793,629)	(6,078,108)	(6,089,937)	(5,698,608)	(5,019,247)	(4,133,000)
Total Reserves	(6,306,982)	(6,030,415)	(5,793,629)	(6,078,108)	(6,089,937)	(5,698,608)	(5,019,247)	(4,133,000)

Reserves Forecast 2024/25

Category	Opening Balance 01/04/2024 £	Net Movement in Year £	Closing Balance 31/03/2025 £	Purpose
General Reserves				
General Fund	(5,027,228)	320,192	(4,707,036)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(1,530,488)	147,587	(1,382,901)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Total Revenue	(6,557,716)	467,779	(6,089,937)	
Capital Reserves				
Community Infrastructure Levy (CIL)	(8,826,921)	(477,878)	(9,304,799)	Developers contributions towards Infrastructure
Capital Receipts	0	(30,103)	(30,103)	Generated from sale of Council assets
Grants & Contributions	(6,421,761)	(1,073,563)	(7,495,324)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	0	0	0	Reserve set aside for supporting capital expenditure
Total Capital	(15,248,682)	(1,581,544)	(16,830,226)	
Other Earmarked Reserves				
New Homes Bonus	0	(8,340)	(8,340)	Government grant set aside for supporting capital expenditure
Section 106	(1,802,026)	(894,471)	(2,696,497)	Developers contributions towards facilities
Leavesden Hospital Open Space	(753,889)	0	(753,889)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(749,415)	0	(749,415)	Developers contributions towards maintenance of site
Environmental Maintenance Plant	(110,642)	0	(110,642)	Reserve to fund expenditure on plant & machinery
Building Control	(350,596)	0	(350,596)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
Commercial Risk Reserve	(8,827,444)	0	(8,827,444)	To manage timing of cashflows and risks in relation to commercial ventures
Collection Fund Reserve	(6,222,586)	0	(6,222,586)	To manage timing differences on the Collection Fund
HB Equalisation	(44,592)	0	(44,592)	To provide against future deficits on the Housing Benefit account
Grants & Contributions	(1,468,133)	0	(1,468,133)	Revenue Grants earmarked for use in future years
Planning Reserve	(88,132)	(111,868)	(200,000)	To allow for conservation area appraisals, the local plan timetable to be accelerated and other planning advice
Local Government Reform Reserve	0	(100,000)	(100,000)	To allow for advice for the proposed Local Government Reform
Total Other	(20,417,455)	(1,114,679)	(21,532,134)	
Total All	(42,223,853)	(2,228,444)	(44,452,297)	

Budgetary Risks

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	The Budget has announced additional resources for local government but has been clear that this will be directed to those authorities with the highest need and lowest ability to raise resources, which is unlikely to include Three Rivers. This appears as item no.8 in the Council's strategic risk	3	4	12	The Council maintains a healthy level of balances and continues to actively monitor its budgets, taking action in year where necessary. Currently the Council is benefitting from a high level of interest income due to higher than anticipated interest rates and high levels of cash balances.	Head of Finance	3	2	6	↓	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process which includes a risk assessment for the prudent level of general balances and an assessment of financial resilience with reference to the CIPFA	Heads of Service/ Head of Finance	Continuous
Apr-06	FIN08	Director of Finance	Budgetary	The pay award exceeds estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The 2024/25 pay award has been agreed at the employers offer and below that allowed for in the contingency.	2	3	6	The pay award is fully covered by the contingency within the budget. The MTFP contains an allowance for next year at slightly below this years level. Maintain reserves to guard against risk. Early identification of new pressures through Budget Monitoring.	Head of Finance	2	2	4	↓	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back on track.	Head of Finance	Continuous
Apr-06	FIN09	Director of Finance	Budgetary	Other inflationary increases exceed estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	Other than contractual agreements, budgets are cash limited where possible and budget managers are expected to manage increases within existing budgets.	2	3	6	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves.	Service Heads/Head of Finance	2	2	4	⇒	Monitor future inflation projections. Actively manage budgets and contracts to contain inflation. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back on track.	Head of Finance	Continuous
Jan-15	FIN10	Director of Finance	Budgetary	Interest rates increase or decrease resulting in significant variations in estimated interest income (investments) or interest expense (borrowing)	The Council remains cash positive so is experiencing a short term benefit from higher interest rates. Over the longer term rates are expected to come down allowing the Council to borrow for future capital projects.	3	2	6	The Council has a Treasury Management Strategy which is reviewed annually. The Council is looking to lend out over a longer period to maximised the benefit from temporary higher rates.	Head of Finance	3	2	6	⇒	The Audit Committee receives two reports per year on Treasury Management activity and interest income and expenditure is monitored through the Budget Monitoring Report.	PIB	Continuous

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income and / or estimates of cost of delivering chargeable services result in budgetary pressure.	A budget pressure is created due to income shortfalls or increased expenditure	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/ Head of Finance	2	2	4	➡	Fees and charges, including and surplus or loss are monitored through budget monitoring with key income streams reported to CMT.	Service Heads	Continuous
Apr-06	FIN12	Director of Finance	Budgetary	The Council loses the ability to recover VAT as a result of exceeding the partial exemption threshold resulting in budgetary pressure.	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vatatable	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	➡	Partial Exemption Review is undertaken annually with support provided by the Council's external tax advisors, PS Tax. The Council continue to opt to tax land where appropriate.	Head of Finance	Continuous
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains set out in the MTFP are not achieved resulting in an unplanned and unsustainable use of reserves.	Savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTFS agreed for next three years	2	3	6	Service Heads to take responsibility for achieving savings. Budget monitoring to highlight any issues to allow corrective action to be taken.	Service Heads/Head of Finance	2	2	4	➡	Budget process to clearly identify savings to be achieved and ensure clarity over responsibility over delivery. Savings to be challenged.	Head of Finance	Continuous
Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks.	Thurrock has recently issued proceedings against 23 members of APSE. Whilst the Council is not one of these three it is an APSE member and may be drawn in at a later date. An initial estimate has been made of the maximum potential	3	3	9	Council procedures are adhered to. These will be reviewed in respect of member organisations and advice issued.	Solicitor to the Council	2	3	6	⬆	Adherence to council procedures to be monitored and procedures maintained.	Solicitor to the Council	ongoing

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Dec-13	FIN18	Director of Finance	Budgetary	Business Rates Retention fluctuates impacting on the amount of funding received by the Council.	Pooling has been announced for 2025/26 and the Council is part of the Hertfordshire bid. The VOA has amended the Warner Bros rates valuation which negates the appeal risk. Business Rate reset has been announced for 2026/27	4	4	16	Maintain reserves against risk.	Head of Finance	4	2	8	↓	Hertfordshire CFOs continue to work with LG Futures to assess the impact on individual Councils in Hertfordshire and the impact on the ability to create a business rate pool for 2025/26. The scale of appeals is still unknown but this is likely to become clearer over the next 24 months as transitional relief reduces for businesses impacted by the increase in rateable value.	Director of Finance	Continuous
Jul-16	FIN20	Director of Finance	Budgetary	Failure of ICT systems	The Council's integrated Financial Management System (FMS) is held on an ICT platform. If this were to fail then potentially there will be a loss of functionality occurring during any downtime. BCPs have recently been updated.	3	2	6	System migrated to latest version. Payments system updated.	Head of Finance	1	2	2	→	Monitor reliability	Head of Finance	Continuous
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Property Investment Board manage its property portfolio in order to secure additional income to support its investment.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFP is updated.	Head of Property Services	1	3	3	→	PIB to assume responsibility for ongoing oversight.	Head of Property Services	Continuous
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council has limited options to further improve self sustainability through commercial investment.	3	2	6	Oversight mechanisms put in place to ensure oversight by PIB.	Head of Finance	2	2	4	→	Monitor new developments. Investments overseen by the cross party Shareholder and Commercial Ventures Panel.	Head of Property Services	Continuous
Nov-19	FIN 24	Director of Finance	Service	Loss of Key Personnel	As the Council becomes more complex in its financial arrangements, key skills become more important.	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	1	3	3	→	The Finance team is currently fully staffed. All staff have an annual Personal Development Review which contains smart objectives including objectives related to career development and identification of training needs and	Chief Executive/ Director of Finance	Continuous

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Three Rivers District Council

Full Council Budget Outturn Report 2024/25

8 July 2025

PART I

**BUDGET OUTTURN 2024/25
(DoF)**

1 Summary

- 1.1 This report sets out the financial position for the year ending 31 March 2025 for the Council's revenue and capital budgets. The following recommendations are included in the report:
- to carry forward to 2025/26 certain unspent revenue budgets and;
 - to rephrase those capital budgets that require completion in 2025/26
- 1.2 The report focuses on the variation between the latest agreed budget and the final expenditure and income for the financial year. An underspend of £0.493m is reported before carry forward requests which will be returned to the Council's General Fund.
- 1.3 However, this underspend should be viewed in the context of budget changes agreed during the year. The latest agreed budget was £0.237m higher than the original budget agreed in January 2024, after allowing for carry forwards from 2023/24. During the year the budget was amended to reflect cost pressures primarily arising from the impact of persistently high inflation. This cost pressure included the agreed pay award and increased supplier costs for utilities. Further detail on the budget changes agreed during the year can be found in the Budget Monitoring Reports to Policy and Resources Committee (see background papers listed below).
- 1.4 The original budget included a planned contribution from the General Fund of £0.251m. After allowing for carry forwards from 2023/24 of £0.276m, the contribution required was £0.527m. After allowing for carry forwards from 2024/25, the final draw down on reserves will be £0.556m.
- 1.5 In addition to the drawdown of general reserves there is a contribution from the Economic Impact Reserve at £0.148m as forecast in the budget monitoring throughout the year.
- 1.6 As a result of the outturn, the General Fund Reserve balance stands at £4.692m at the end of the year with the balance on Economic Impact Reserve being £1.383m at year end. This gives total unearmarked reserves of £6.075m at 31st March 2025.
- 1.7 The above position excludes the year end entries relating to the Collection Fund and Housing Benefit payments with the Housing Benefit Reserve and Collection Fund Reserve being used to manage timing differences between payments to and from government and the transactions recognised within the accounts.
- 1.8 The Year End position presented in this report is unaudited and may be subject to change. The Council's accounts for 2024/25 will be audited by Azets LLP during 2025/26.

2 Details

Revenue

- 2.1 The 2024/25 budget as approved by Council on 20 February 2024 was £14.159m. Following carry forwards from 2023/24, the revised budget including carry forwards was £14.436m. The period 10 (end of January) budget monitoring report was presented to this Committee at its meeting on 10 March 2025. The report showed a favourable variance of £0.508m when compared to budget, making the latest approved budget for 2024/25 £14.673m with a revised forecast of £14.165m. This report compares the year end position to the latest budget.
- 2.2 The year end position is a net direct cost of services of £14.180m which represents a favourable variance of £0.493m when compared to the latest budget.
- 2.3 Officers are requesting to carry forward £0.432m to enable projects to be completed in 2025/26. Appendix 2 details each carry forward request.
- 2.4 After taking into account the carry forward requests, there is a favourable balance of £0.061m that will be returned to reserves when compared to the budget.
- 2.5 The table below summarises the variance for each committee:

Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
Housing	423	423	450	296	297	(153)	1
Leisure	1,220	1,220	1,033	1,146	950	(82)	(196)
Sustainability and Climate	309	389	400	384	259	(142)	(125)
Total	1,952	2,033	1,883	1,826	1,506	(377)	(320)

Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
Community Partnerships	1,022	1,030	1,070	1,106	1,062	(7)	(43)
Economic Development and Planning Policy	524	524	570	729	711	142	(17)
Public Services	2,935	2,982	3,211	3,339	3,246	35	(93)
Total	4,481	4,535	4,850	5,174	5,020	170	(154)

Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
Resources and Leader	6,989	7,130	7,716	7,851	8,460	744	608
Garages and Shops	(1,300)	(1,300)	(1,277)	(1,237)	(1,224)	53	13
Investment Properties	(950)	(950)	(950)	(950)	(877)	74	74
Vacancy Provision	(180)	(180)	(180)	0	0	180	0
Salary Contingency	712	712	225	134	0	(225)	(134)
Total	5,270	5,411	5,533	5,798	6,359	826	561

Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
Corporate Costs	2,456	2,456	2,406	1,366	1,295	(1,112)	(72)
Total	2,456	2,456	2,406	1,366	1,295	(1,112)	(72)

Total Net Expenditure	14,159	14,436	14,673	14,165	14,180	(493)	15
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- 2.6 The details of all the variances by individual service are shown in Appendix 1.
- 2.7 Within the Climate Change, Leisure and Housing Committee, key variances are:

- An underspend on climate change and sustainability projects due to slippage of projects into 2025/26. Carry forwards have been requested.
- An underspend within Grounds Maintenance due to reduced spend in salary and overtime costs, in addition to a reduction in vehicle maintenance costs following the new fleet being brought into service.
- An underspend against the Leisure venues budget due to the recovery of an overpayment against the Leisure Management contract in 2024/25.
- An underspend on Homelessness due to varying demand on the budget.

2.8 Key variances within the General Public Services, Community Safety and Infrastructure Committee were:

- Increased income within Decriminalised Parking Enforcement. There has been an increase in volume of Penalty Charge Notices arising from factors such as the new scheme implementation and changes in deployment, in addition to an increase in Pay & Display car park income and an increase in resident permits.
- There has been a reduction in material prices for Recycling Kerbside meaning that the Council has received less income.
- Reduced income within Trade Refuse due to reduced commercial waste contracts which was offset in part by an increase in demand for bulky waste collections.
- Underspends against Community Development and Community Safety budgets due to slippage of projects into 2025/26. Carry forwards have been requested to support the Health Inequalities project and Community Safety initiatives in 2025/26.
- A reduction in Licensing income due to a decline in licensed drivers pre and post covid, which follows a national trend.
- Development Plans due to the increased costs of Local Plan preparation.
- The cost of planning appeals and legal costs associated with planning work.

2.9 Within the Policy and Resources Committee, key variances were:

- A variance on Corporate Management Costs as a result of increased audit fees being charged in 2024/25 in line with the Public Sector Auditor Appointments agreed scale fees. A refund is expected in 2025/26 in relation to work not carried out on the 2020/21 audit and subsequent accounting periods.
- A £100k variance in miscellaneous income and expenditure relating to unallocated efficiency savings that are achieved within individual budget headings during the year.
- An underspend within the Chief Executive's cost centre on organisational development which is requested to be carried forward in 2025/26.

2.10 Within Corporate Costs, the Council has especially benefitted from consistently high interest rate levels during the year to the value of £1.0m.

Capital

- 2.11 The revised 2024/25 budget for the capital programme as approved by Council on 25 February 2025 was £18.773m and a forecast outturn of £20.158m. The period 10 (end of January) budget monitoring report was presented to this Committee at its meeting on 10 March 2025 which showed a forecast of £19.894m; following Council approval this forms the updated budget for 2024/25.
- 2.12 The actual spend at 31 March 2025 was £10.445m, which represents an underspend of £9.449m when compared to the latest approved budget. Officers are requesting to rephase £9.304m to complete projects in 2025/26 and 2026/27.
- 2.13 Appendix 3 shows the analysis of the capital programme year end position by Committee and over the medium term. The table below shows an analysis of the variance.

Reason	£000
Net (Under)/ Overspend	(145)
Rephasing	(9,304)
Net Variance	(9,449)

- 2.14 A full list of those projects requesting rephasing with the reason for the request is at Appendix 4.
- 2.15 The most significant variation relates to the budget related to the delivery of Local Authority Housing Fund (LAHF) properties. Rephasing of £5.720m into 2025/26 is required in order to deliver the new housing as part of the LAHF delivery of the garage sites.
- 2.16 Appendix 5 shows the funding of the programme over the medium term. Capital expenditure totalling £23.452m is planned for the period 2025/26 to 2027/28 and built into the medium term financial plan.

3 Reserves

- 3.1 The table below summarises the position on unearmarked reserves at year end.

Movement on General Fund Balance	2024/25				
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn
	£	£	£	£	£
Balance Brought Forward at 1 April	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)
Revenue Budget (Surplus)/Deficit for Year	250,734	527,301	764,087	255,911	123,722
Creation of Additional Earmarked Reserves	0	0	0	0	211,868
Closing Balance at 31 March	(4,776,494)	(4,499,927)	(4,263,141)	(4,771,317)	(4,691,638)

Movement on Economic Impact	2024/25				
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn
	£	£	£	£	£
Balance Brought Forward at 1 April	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)
COVID-19 Impact for Year	0	0	0	0	147,587
Closing Balance at 31 March	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,382,901)

Total Reserves Impact	2024/25				
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn
	£	£	£	£	£
Balance Brought Forward at 1 April	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)
Impact for Year	250,734	527,301	764,087	255,911	483,177
Closing Balance at 31 March	(6,306,982)	(6,030,415)	(5,793,629)	(6,301,805)	(6,074,539)

4 Options and Reasons for Recommendations

- 4.1 The recommendations below enable the Committee to make recommendations to Council concerning their budget.

5 Policy/Budget Reference and Implications

- 5.1 The recommendations in this report are within the Council's agreed policy but not within agreed budgets. An overall increase requiring the use of the Council's balances must be approved by Council.

6 Financial Implications

- 6.1 The financial implications are set out within the report.

7 Legal Implications

- 7.1 There are so specific legal implications arising out of this report. Councils have a statutory duty to regularly monitor their budgets and take actions if necessary to manage any overspends or financial issues. This is governed by the Local Government Act 2003 and the Local Government Act 1972. Specifically, Section 28 of the 2003 Act requires councils to conduct budget monitoring exercises and take remedial actions if needed. The Section 151 officer also has a key role in ensuring proper financial administration and reporting on the budget..

8 Staffing Implications

- 8.1 None specific.

9 Equal Opportunities Implications

- 9.1 An EQIA is prepared for when the budget set. The budget monitoring reports monitor performance against the approved budget. An additional EQIA is only required if the budget position necessitates actions that may have an impact upon the original assessment.

10 Climate Change and Sustainability Implications

- 10.1 The climate change and sustainability implications are prepared for when the budget set. The budget monitoring reports monitor performance against the approved budget. An additional assessment is only required if the budget position necessitates actions that may have an impact upon the original assessment.

11 Community Safety Implications

- 11.1 None specific.

12 Public Health implications

- 12.1 None specific.

13 Customer Services Centre Implications

- 13.1 None specific.

14 Communications and Website Implications

- 14.1 The information contained within this report will form part of the published Statement of Accounts for 2024/25.

15 Risk and Health & Safety Implications

- 15.1 There are no risks to the Council in agreeing the recommendations.
- 15.2 Key financial and budgetary risks are shown at Appendix 6. A review of these risks is a standing item on the Audit Committee agenda.
- 15.3 During 2024/25, the Budget Monitoring Reports to Policy and Resources Committee have included information on the impact of inflation on the Council's budget.
- 15.4 The most significant risk to the budget is the pay award for 2025/26. An update on the estimated financial impact in 2025/26 will be included in the Budget Monitoring report in September. It is likely that the pay negotiations will be protracted, and the final position will remain unknown well into the financial year. The ongoing impact will be managed through the Service and Budget Planning process.

16 Recommendation

The Full Council:

- That the revenue year end variance after carry forwards of £0.061m be noted.

- That the capital year end position as summarised in paragraph 2.12 and Appendix 3 be noted.
- To approve to carry forward the unspent service budgets from 2024/25 to 2025/26 which total £0.432m to enable completion of projects as detailed at Appendix 2.
- To approve the rephasing of capital projects from 2024/25 to 2025/26 and 2026/27 as detailed at Appendix 4.

Report prepared by: Michelle Howell – Interim Head of Finance
Report Checked by: Alison Scott – Director of Finance

Background Papers

Liberal Democrat budget proposal and recommendations 25 February 2025
Budget Monitoring report Period 10 (10 March 2025)
Budget Monitoring report Period 8 (27 January 2025)
Budget Monitoring report Period 6 (11 November 2024)
Budget Monitoring report Period 3 (9 September 2024)

APPENDICES

Appendix 1 Outturn by Service 2024/25
Appendix 2 Carry forward requests into 2025/26
Appendix 3 Capital Programme 2024/25-2027/28
Appendix 4 List of capital schemes to be rephased to 2025/26
Appendix 5 Capital Funding 2024/25 – 2027/28
Appendix 6 Key Financial Risks

Outturn by Service 2024/25

General Public Services, Community Safety and Infrastructure								
Community Partnerships	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£		£	£	£	£	£	
Citizens Advice Bureaux	288,340	288,340	288,340	288,340	285,690	(2,650)	(2,650)	Minor variation to forecast
Community Development	4,500	12,000	7,000	7,000	(566)	(7,566)	(7,566)	A budget carry forward totalling £7,566 has been requested for unspent grants and contributions to support the Health Inequalities Project delivery in 2025/26.
Community Safety	307,487	307,487	341,473	343,535	327,388	(14,085)	(16,147)	A budget carry forward totalling £14,085 has requested for unspent grants and contributions towards initiatives for Community Safety priorities, including Community Support Service to be spent in 2025/26.
Community Partnerships	211,042	211,042	218,200	218,200	218,021	(179)	(179)	Minor variation to forecast
Env Health - Commercial Team	209,790	209,790	209,790	209,790	198,442	(11,348)	(11,348)	There is a small surplus against this budget as additional hours, beyond those agreed in the SLA with Watford Borough Council, may be required for more complex investigations. However no additional resource was required for 2024/25.
Licensing	(66,585)	(66,585)	(62,563)	(28,563)	(31,824)	30,739	(3,261)	During the financial year a reduction in income for Drivers-Private Hire was reported due to a decline in licensed drivers pre and post covid, which follows a national trend; this was reflected in the forecast. At year end, there was a minor variation to forecast.
Community & Leisure Grant	67,500	67,500	67,500	67,500	65,279	(2,221)	(2,221)	Minor variation to forecast
Total	1,022,074	1,029,574	1,069,740	1,105,802	1,062,431	(7,309)	(43,371)	

Economic Development and Planning Policy	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Land & Property Info Section	(10,497)	(10,497)	(6,534)	35,516	36,403	42,937	887	Minor variation to forecast
Street Naming & Numbering	7,130	7,130	7,130	5,130	5,354	(1,776)	224	This is a demand led service. At year end, there was a minor variation to forecast.
Development Management	110,943	110,943	143,795	200,824	195,439	51,644	(5,385)	During the financial year it was reported that a budget of £2,245 was required for Annual Planning Subscription costs and £15,000 for additional legal costs associated with planning work including BNG implementation and planning applications. An underspend at year end in comparison to the previous forecast has arisen due to a staff vacancy and maternity period in the team, in addition to lower than expected advertising costs (press notices).
Development Plans	324,504	324,504	331,879	395,941	391,274	59,395	(4,667)	During the financial year it was reported that an increased budget of £18,000 was required due to increased costs of Local Plan preparation. There is a minor variation to forecast due to underspends across various supplies and services budgets.
Hertfordshire Building Control	37,500	37,500	37,500	35,500	29,423	(8,077)	(6,077)	Dangerous Structures and Disabled Grants are reactive budgets. The Council are responding to incidents and customer requests. We are invoiced by Hertfordshire Building Control as required and have not required all budgets this year.
HS2 Planning	0	0	0	0	(1,987)	(1,987)	(1,987)	Minor variation to forecast. Income received from HS2.
GIS Officer	53,999	53,999	55,736	55,736	55,358	(378)	(378)	Minor variation to forecast
Total	523,579	523,579	569,506	728,647	711,265	141,759	(17,382)	

Public Services	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Decriminalised Parking Enf	209,165	251,240	288,588	193,588	68,560	(220,028)	(125,028)	The variance is due to income exceeding budgets. On Penalty Charge Notices (PCNs) there has been an increase in volume arising from factors such as new parking scheme implementation and changes to CEO deployment. This has subsequently resulted in an increase in income. There has also been an increase in Pay & Display income in car parks. Further to this, there has been an increase in resident permits issued as a result of the withdrawal of the annual visitor permit and its replacement with a special carers permit. A budget carry forward totalling £50,080 has been requested for future work identified in the 2025/26 programme.
Car Parking-Maintenance	110,466	110,466	110,466	110,466	110,567	101	101	Minor variation to forecast
Dial A Ride	40,000	40,000	40,000	40,000	40,000	0	0	
Sustainable Travel Schemes	1,500	6,674	6,674	6,674	2,608	(4,066)	(4,066)	A budget carry forward totalling £4,066 has been requested for sustainable transport maintenance.
Associate Director of Environment	92,826	92,826	97,008	97,008	95,286	(1,722)	(1,722)	Minor variation to forecast
Refuse Domestic	(26,220)	(26,220)	(23,180)	(19,580)	(21,559)	1,621	(1,979)	Minor variation to forecast
Refuse Trade	(231,882)	(231,882)	(220,479)	(175,661)	(173,563)	46,916	2,098	During the financial year it was reported that reduced income was anticipated due to reduced commercial waste contracts, partly offset by an increase in demand for bulky waste collections. In addition to this, it was forecast that an increased budget was required for repairs and maintenance costs. At year end, there was a minor variation to forecast.
Better Buses Fund	101,762	101,762	101,762	101,762	101,768	6	6	Minor variation to forecast
Recycling General	750	750	750	(3,150)	(3,830)	(4,580)	(680)	Minor variation to forecast
Garden Waste	(656,986)	(656,986)	(604,952)	(604,952)	(568,491)	36,461	36,461	The variance is as a result of an underachievement of income due to reduced uptake.
Clinical Waste	(38,596)	(38,596)	(36,876)	(29,376)	(34,433)	2,443	(5,057)	The variance is due to a reduction in waste disposal charges and overtime.
Recycling Kerbside	(318,613)	(318,613)	(318,613)	(168,570)	(161,200)	157,413	7,370	There has been a reduction in material prices meaning the Council receives less income.
Abandoned Vehicles	250	250	250	1,150	1,370	1,120	220	Minor variation to forecast
Public Conveniences	3,600	3,600	3,600	3,600	3,600	0	0	
Hertfordshire Fly Tipping	0	0	0	0	0	0	0	
Environmental Protection	375,550	375,550	388,259	407,779	395,157	6,898	(12,622)	The variance between the forecast and year end position is as a result of a vacant post for a period during 2024/25.
Depot-Batchworth	34,380	34,380	60,735	63,875	58,130	(2,605)	(5,745)	The variance is due to a reduction in new building repairs and maintenance costs.
Waste Management	2,560,250	2,560,250	2,644,115	2,644,115	2,683,973	39,858	39,858	There has been an increase in vehicle maintenance costs on older vehicles. This has been offset in part by underspends across other budgets.
Street Cleansing	676,721	676,721	672,714	670,475	648,216	(24,498)	(22,259)	The variance is due to a reduction in spend on vehicle maintenance and salary costs.
Total	2,934,923	2,982,172	3,210,821	3,339,203	3,246,159	35,338	(93,044)	
Total General Public Services, Community Safety and Infrastructure	4,480,576	4,535,325	4,850,067	5,173,652	5,019,855	169,788	(153,797)	

Climate Change, Leisure and Housing								
Housing, Public Health and Wellbeing	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Housing Services Needs	523,344	523,344	533,533	510,145	503,879	(29,654)	(6,266)	The variance is due to underspends across various supplies and services budgets.
Rent Deposit Guarantee Scheme	5,110	5,110	5,110	2,110	0	(5,110)	(2,110)	Demand led service
Homelessness General Fund	(177,620)	(177,620)	(163,740)	(268,460)	(261,531)	(97,791)	6,929	The variance against this budget is as a result of temporary accommodation costs which vary with demand.
Housing Associations	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	0	0	
Refugees	0	0	0	0	0	0	0	
Env Health - Residential Team	77,427	77,427	80,513	57,314	59,834	(20,679)	2,520	During the financial year it was reported that the variance included revised employee estimates which takes into account vacancies and changes in ay elements. At year end, there was a minor variation to forecast.
Public Health	0	0	0	0	(0)	(0)	(0)	
Total	423,261	423,261	450,416	296,109	297,182	(153,234)	1,073	

Leisure	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Leavesden Country Park	0	0	0	0	(0)	(0)	(0)	
Community Arts	11,400	11,400	0	0	0	0	0	Cost centre no longer used
Watersmeet	26,393	26,393	26,604	86,809	29,276	2,672	(57,533)	The variance between the year end position and the previous forecast is due to Watersmeet exceeding panto sales and secondary sales target, in addition to exceeding the bar income target.
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(38,210)	(3,210)	(3,210)	Minor variation to forecast
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	(3,887)	(887)	(887)	Minor variation to forecast
Museum	(700)	(700)	(700)	(700)	(700)	0	0	
Playing Fields & Open Spaces	93,981	93,981	93,981	150,655	123,170	29,189	(27,485)	During the financial year it was reported that increased budgets were required for gas, electricity and water due to increased supplier costs. At year end, there has been lower grounds maintenance fees than anticipated during the year.
Play Rangers	56,484	56,484	0	0	(0)	(0)	(0)	Cost centre no longer used
Scotsbridge River Chess Project	0	0	0	0	0	0	0	
Comm Parks & Sust Project	24,200	24,200	0	0	0	0	0	Cost centre no longer used
Aquadrome	39,615	39,615	39,615	80,475	35,861	(3,754)	(44,614)	The variance is due to external funding from the National Lottery Heritage Fund and HS1 Colne Valley Additional Mitigation Fund.
The Bury Green Space	0	0	0	0	0	0	0	
Leisure Venues	(509,893)	(509,893)	(709,455)	(709,455)	(746,575)	(37,120)	(37,120)	The variance is due to the recovery of an overpayment against the Leisure management contract, recovered in 2024/25
Leisure Activities	0	0	110,532	100,532	98,600	(11,932)	(1,932)	Minor variation to forecast
Leisure Development	557,807	557,807	648,911	655,833	660,568	11,657	4,735	Minor variation to forecast
Play Development - Play schemes	34,843	34,843	0	0	(0)	(0)	(0)	
Sports Devel-Sports Projects	48,135	48,135	0	0	(0)	(0)	(0)	
Leisure & Community Services	36,087	36,087	0	0	0	0	0	
Grounds Maintenance	840,028	840,028	861,069	820,008	792,132	(68,937)	(27,876)	The variance is due to reduced spend in salary costs including overtime costs. Also, there has been reduced spend on vehicle maintenance costs due to new fleet being put into service.
Total	1,220,380	1,220,380	1,032,557	1,146,157	950,233	(82,324)	(195,924)	

Sustainability and Climate	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Energy Efficiency	9,500	23,900	23,900	23,900	5,472	(18,428)	(18,428)	A budget carry forward totalling £18,400 has been requested to enable the grant programme for residents to continue into 2025/26.
Sustainability Projects	78,000	78,000	0	0	0	0	0	Cost centre no longer used
Climate Change & Sustainability Projects	102,262	149,471	229,409	229,409	149,091	(80,318)	(80,318)	Budget carry forward requests totalling £50,135 have been made to enable projects and grant programme for organisations to continue in 2025/26.
Innovate UK	0	0	0	0	(0)	(0)	(0)	
Pest Control	12,755	12,755	12,755	12,755	10,381	(2,374)	(2,374)	Minor variation to forecast
Environmental Maintenance	25,970	25,970	25,970	19,775	10,710	(15,260)	(9,065)	There has been reduced spend on IT as the IT application is no longer required.
Animal Control	64,490	64,490	63,581	69,692	73,660	10,079	3,968	During the financial year it was reported that there was a forecast reduction in income due to a reduction in the number of licences issued. At year end, there was a minor variation to forecast.
Cemeteries	(228,193)	(228,193)	(228,193)	(244,243)	(272,007)	(43,814)	(27,764)	There has been an increase in IT costs, in addition to this there has been an increase in income received.
Trees And Landscapes	243,760	262,914	272,914	272,914	281,460	8,546	8,546	
Total	308,544	389,307	400,336	384,202	258,768	(141,568)	(125,434)	
Total Climate Change, Leisure and Housing	1,952,185	2,032,948	1,883,309	1,826,468	1,506,183	(377,126)	(320,285)	

Policy & Resources								
Resources	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Corporate Management	150,680	150,680	230,680	230,680	378,925	148,245	148,245	The variation to budget reflects the Public Sector Auditor Appointments external audit scale fee for 2024/25.
Major Incident Planning	113,107	113,107	115,848	121,631	122,104	6,256	473	Minor variation to forecast
UK Shared Prosperity Fund	0	0	0	0	0	0	0	
West Herts Crematorium	0	0	0	0	0	0	0	
Miscellaneous Income & Expend	(341,500)	(341,500)	(341,500)	(333,500)	211,073	552,573	544,573	Projected recharges to the Capital Programme were not required in year, in addition to £100k unallocated efficiency savings budgeted and achieved on other headings during the year.
Non Distributed Costs	57,000	57,000	57,000	57,000	57,764	764	764	Minor variation to forecast
Director Of Finance	128,735	128,735	134,173	135,291	114,816	(19,357)	(20,475)	The variance is due to income from Hertfordshire Building Control and Board meeting attendance
Miscellaneous Properties	(77,208)	(77,208)	339	10,339	5,626	5,287	(4,713)	During the financial year, an increased budget allocation of £10,000 was required to address urgent health and safety requirements at temporary accommodation premises. These costs were partially mitigated by the achievement of additional rental income.
Office Services	192,810	192,810	202,810	192,810	193,569	(9,241)	759	Minor variation to forecast
Asset Management - Property Services	798,627	798,627	806,694	857,852	821,233	14,539	(36,619)	The variation is attributable to a modest overspend on repairs and maintenance, coupled with an increase in external professional fees incurred in addressing rent review and lease renewal backlogs. The professional fee costs are projected to be offset in the fiscal year 2025/26, once the increased rental income is realised.
Finance Services	440,080	440,080	451,170	448,832	442,601	(8,569)	(6,231)	Minor variation to forecast
Council Tax Collection	329,467	329,467	341,465	297,177	345,070	3,605	47,893	
Benefits & Allowances	681,913	681,913	706,144	733,210	778,800	72,656	45,590	
NNDR	60,005	60,005	61,370	61,370	52,471	(8,899)	(8,899)	
Revs & Bens Management	41,970	41,970	43,029	43,029	43,048	19	19	Minor variation to forecast
Fraud	86,746	86,746	88,916	88,136	125,193	36,277	37,057	The variation reflects costs which have been met from underspends elsewhere within the wider Finance service.
Garages & Shops Maintenance	(1,300,150)	(1,300,150)	(1,276,650)	(1,236,650)	(1,223,753)	52,897	12,897	Garage repairs have all been completed by March
Chief Executive	213,754	313,754	297,976	297,976	238,663	(59,313)	(59,313)	A budget carry forward totalling £59,313 has been requested for ongoing Organisational Development in 2025/26.

Resources	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Investment Properties	(950,499)	(950,499)	(950,499)	(950,499)	(876,552)	73,947	73,947	The variation in lower income is attributable to the anticipated receipt of rental uplifts post the conclusion of two rent reviews in Norwich, and the settlement of arrears following the resolution of a protracted rent review in Nottingham. All outstanding amounts are scheduled for payment in the fiscal year 2025/26.
Performance Mgt & Scrutiny	53,849	53,849	75,998	63,090	63,116	(12,882)	26	Minor variation to forecast
Debt Recovery	226,406	226,406	234,168	201,155	186,284	(47,884)	(14,871)	
Associate Director Strategy, Partnerships & Housing	109,178	109,178	113,011	113,011	112,628	(383)	(383)	Minor variation to forecast
Three Rivers House	359,260	359,260	340,898	289,898	289,502	(51,396)	(396)	Minor variation to forecast
Basing House	(10,140)	(10,140)	(10,140)	(10,140)	(23,731)	(13,591)	(13,591)	The variation is due to backdated rent Wimbletech.
Oxhey Drive	10,250	10,250	10,250	9,770	9,926	(324)	156	Minor variation to forecast
Wimbledon	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(0)	(0)	
Officers' Standby	6,140	6,140	6,140	6,140	6,140	0	0	
Vacancy Provision	(180,000)	(180,000)	(180,000)	0	0	180,000	0	
Finance Client	14,898	14,898	15,633	15,633	30,567	14,934	14,934	The variance is due to lower income recovery when compared to budget which will be realigned.
Business App Maintenance	257,875	257,875	257,875	257,875	256,721	(1,154)	(1,154)	Minor variation to forecast
ICT Client	683,377	683,377	763,377	802,587	803,149	39,772	562	Minor variation to forecast
Internal Audit Client	55,968	55,968	55,968	55,968	58,288	2,320	2,320	Minor variation to forecast
Council Tax Client	(126,879)	(126,879)	(126,879)	(126,879)	(126,879)	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Benefits Client	(470,660)	(470,660)	(470,660)	(470,660)	(470,660)	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Nndr Cost Of Collection	(107,090)	(107,090)	(107,090)	(107,090)	(107,090)	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Fraud Client	2,690	2,690	2,690	2,690	2,762	72	72	Minor variation to forecast
Insurances	373,220	373,220	542,520	542,520	409,251	(133,269)	(133,269)	The variance is due to the recovery of prior year insurance recharges.
Debt Recovery Client Acc	(6,140)	(6,140)	(6,140)	(6,140)	(750)	5,390	5,390	
Benefits New Burden	0	0	0	0	(0)	(0)	(0)	
Benefits DHP	0	0	0	0	0	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Benefits Non Hra	1,020	1,020	1,020	1,020	1,020	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
HR Client	334,113	334,113	361,518	361,518	377,081	15,563	15,563	The variance is due to efficiency savings budgeted but not delivered in year and lower than forecast income recovery.
Contingency	712,285	712,285	224,665	134,221	0	(224,665)	(134,221)	A carry-forward has been requested against potential additional costs in 2025/26
Total	2,725,157	2,825,157	2,873,787	2,990,871	3,507,978	634,191	517,107	

Leader	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Register Of Electors	36,800	36,800	36,800	42,570	44,843	8,043	2,273	Minor variation to forecast
District Elections	76,320	76,320	76,320	151,970	154,566	78,246	2,596	Minor variation to forecast
Customer Service Centre	949,303	949,303	975,816	925,111	923,993	(51,823)	(1,118)	Minor variation to forecast
Democratic Representation	321,516	321,516	335,951	342,948	345,661	9,710	2,713	Minor variation to forecast
Customer Contact Programme	6,000	47,055	47,055	47,055	43,153	(3,902)	(3,902)	Minor variation to forecast
Customer Experience	95,468	95,468	97,889	97,889	97,997	108	108	Minor variation to forecast
Communication	324,697	324,697	335,626	335,626	329,149	(6,477)	(6,477)	A budget carry forward totalling £3,200 has been requested to support expenditure in 2025/26.
Legal Practice	402,049	402,049	424,475	463,604	466,741	42,266	3,137	Minor variation to forecast
Committee Administration	207,249	207,249	180,556	259,223	277,710	97,154	18,487	Additional costs of agency staff in year.
Elections & Electoral Regn	125,815	125,815	148,837	141,325	137,632	(11,205)	(3,693)	Minor variation to forecast
Parish Elections	0	0	0	0	(3,774)	(3,774)	(3,774)	Minor variation to forecast
County Elections	0	0	0	0	0	0	0	
Parliamentary Elections	0	0	0	0	33,423	33,423	33,423	The Council has prepared its government spending returns, but the guidance does not allow the recharge of software costs.
Referendums	0	0	0	0	0	0	0	
Police Commissioner Election	0	0	0	0	150	150	150	
Total	2,545,217	2,586,272	2,659,325	2,807,321	2,851,244	191,919	43,923	
Total Policy and Resources	5,270,374	5,411,429	5,533,112	5,798,192	6,359,223	826,111	561,031	
Total All Committees	11,703,135	11,979,702	12,266,488	12,798,312	12,885,260	618,772	86,948	
Corporate Costs	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Interest Earned	(760,000)	(760,000)	(810,000)	(1,850,000)	(1,822,784)	(1,012,784)	27,216	Due to interest rates remaining high, the Council has been able to generate more income from investing cash balances.
Interest Paid	715,606	715,606	715,606	715,606	616,840	(98,766)	(98,766)	During 2024/25 the Council did not have an additional borrowing requirement, therefore there have been savings made against the interest payable budgets.
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	0	0	
Total Corporate Costs	2,456,197	2,456,197	2,406,197	1,366,197	1,294,648	(1,111,549)	(71,549)	
Grand Total	14,159,332	14,435,899	14,672,685	14,164,509	14,179,908	(492,777)	15,399	

Carry forward requests into 2025/26

Cost Centre Description	Cost Centre Code	Reason for Carry Forward Request	Amount Requested £	Underspend £
Chief Executive	1261	Ongoing Organisational Development in 2025/26	59,313	59,313
Sustainable Travel Schemes	1408	Monies remaining and these are the only budgets available for sustainable transport maintenance	4,066	4,066
Decriminalised Parking	1400	Professional fees - consultancy underspend, however future work identified in the 25/26 programme	50,080	220,028
Community Safety	1227	To carry forward unspent grants and contributions towards initiatives for Community Safety Priorities, including Community Support Service to be spent in 25/26.	14,085	14,085
Community Development	1216	To carry forward unspent grants and contributions to support the Health Inequalities Project delivery in 2025/26.	7,566	7,566
Communications	1224	To carry forward unspent budget to 2025/26	3,200	6,477
Climate Change and Sustainability Projects	1240	Costs in 24-25 recovered in year from external grant funding. Carry over will enable projects to continue into 25-26	36,365	80,318
Energy Efficiency	1228	Costs in 24-25 recovered in year from external grant funding. Carry over will enable grant programme for residents to continue into 25-26	18,400	18,428
Climate Change and Sustainability Projects	1240	Costs in 24-25 recovered in year from external grant funding. Carry over will enable to continue into 25-26	5,280	80,318
Climate Change and Sustainability Projects	1240	Costs in 24-25 recovered in year from external grant funding. Carry over will enable grant programme for organisations to continue into 25-26	8,490	80,318
Contingency	3272	To carry forward unspent contingency from 2024/25 to be held against additional staffing costs and associated risks.	225,000	225,000
			431,845	

Capital Programme 2024/25-2027/28

General Public Services, Community Safety & Infrastructure												
Community Partnerships	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Capital Grants & Loans	20,000	13,000	11,245.48	(1,755)	20,000	0	20,000	20,000	0	20,000	20,000	
unity CCTV	12,000	88,716	97,480.00	8,764	6,000	(6,000)	0	6,000	(2,764)	3,236	6,000	Rephasing required from 2025/26 and 2026/27 due to the overspend in purchases of new equipment in 2024/25
Sub-total Community Partnerships	32,000	101,716	108,725.48	7,009	26,000	(6,000)	20,000	26,000	(2,764)	23,236	26,000	
Public Services	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
GIS	13,500	12,465	12,465.00	0	0	0	0	0	0	0	0	
Transport and Infrastructure	199,344	240,383	175,211.67	(65,171)	279,000	65,171	344,171	179,000	0	179,000	179,000	Rephasing required into 2025/26 for projects identified for 2025/26 including cycling and walking schemes following adoption of LCWIP this summer and verge hardening schemes.
Disabled Parking Bays	2,500	2,500	2,133.39	(367)	2,500	0	2,500	2,500	0	2,500	2,500	
Waste Plant & Equipment	25,000	34,500	27,422.22	(7,078)	25,000	7,070	32,070	25,000	0	25,000	25,000	Rephasing required into 2025/26 for purchase of equipment for use in 2025/26
Waste Services Depot	0	456,400	309,143.42	(147,257)	0	147,257	147,257	0	0	0	0	Rephasing required into 2025/26 due to change in scope, final costs awaited
EV Charging Points	0	535,938	0.00	(535,938)	0	535,938	535,938	0	0	0	0	Rephasing required. EV project has commenced. Due for completion in 2025/26
Controlled Parking	0	107,322	83,177.92	(24,144)	25,000	24,144	49,144	25,000	0	25,000	25,000	Rephasing required into 2025/26. Ongoing parking schemes consulted upon, due for implementation in 2025/26 including Chorleywood, Primrose Hill, and Skidmore Way.
Replacement Bins	72,190	146,765	164,342.76	17,578	54,000	0	54,000	115,000	0	115,000	115,000	£17,640 Capital Grant applied for Weekly Food Waste Collections
Waste & Recycling Vehicles	1,354,015	1,491,564	1,473,503.00	(18,061)	1,045,000	18,000	1,063,000	800,000	0	800,000	800,000	Rephasing required into 2025/26 for purchase of additional vehicles
Car Park Restoration	290,000	310,509	247,377.61	(63,131)	250,000	63,131	313,131	250,000	0	250,000	250,000	Rephasing required into 2025/26 as works to St Marys Church Wall and The Bury Car Park will not complete until April 2025
Estates, Paths & Roads	20,000	25,728	24,966.13	(762)	47,000	0	47,000	20,000	0	20,000	20,000	
TRDC Footpaths & Alleyways	25,000	43,387	16,974.11	(26,413)	225,000	26,413	251,413	205,000	0	205,000	215,000	Rephasing required into 2025/26. An inspection identified a programme of Capital works - unfortunately due to an unexpected resource issue these were not instructed. This will be included as part of a wider programme. Works will be carried out early 25/26
Sub-total Public Services	2,001,549	3,407,461	2,536,717.23	(870,744)	1,952,500	887,124	2,839,624	1,621,500	0	1,621,500	1,631,500	
Economic Development & Planning Policy	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Listed Building Grants	2,500	0	0.00	0	2,500	0	2,500	2,500	0	2,500	2,500	
CIL Community Grants	0	1,546,864	184,461.00	(1,362,403)	0	1,362,403	1,362,403	0	0	0	0	Rephasing required into 2025/26 to pay 2024/25 approved CIL community grants when called upon to do so.
Sub-total Economic Development & Planning Policy	2,500	1,546,864	184,461.00	(1,362,403)	2,500	1,362,403	1,364,903	2,500	0	2,500	2,500	
Total General Public Services, Community Safety & Infrastructure	2,036,049	5,056,041	2,829,903.71	(2,226,137)	1,981,000	2,243,527	4,224,527	1,650,000	(2,764)	1,647,236	1,660,000	

Climate Change, Leisure & Housing												
Housing, Public Health & Wellbeing	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Disabled Facilities Grant	586,000	790,474	698,031.04	(92,443)	586,000	92,443	678,443	586,000	0	586,000	586,000	Rephasing required into 2025/26 due to the delay in completion of adaptation works
Repairs Assistance	2,000	0	0.00	0	2,000	0	2,000	2,000	0	2,000	2,000	
Sub-total Housing, Public Health & Wellbeing	588,000	790,474	698,031.04	(92,443)	588,000	92,443	680,443	588,000	0	588,000	588,000	
Leisure	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Aquadrome Bridge Replacement	320,524	1,137,755	699,015.17	(438,740)	0	438,740	438,740	0	0	0	0	Rephasing required into 2025/26 to complete the CIL agreed project at Rickmansworth Aquadrome
Leavesden Country Park Gate	0	210,086	192,895.37	(17,191)	0	17,191	17,191	0	0	0	0	Rephasing required into 2025/26 due to the retention for the LCP Entrance Widening Project
Watersmeet Electrical	144,100	144,100	5,657.50	(138,443)	0	138,443	138,443	0	0	0	0	Rephasing required into 2025/26 to enable project to be completed in 2025/26
Watersmeet Fire Doors	0	0	0.00	0	75,400	0	75,400	0	0	0	0	
Scotsbridge-Chess Habitat	8,190	8,190	0.00	(8,190)	0	8,190	8,190	0	0	0	0	Rephasing required into 2025/26 to support project work during 2025/26 as part of the HCC/Environment Agency led project
Open Space Access Improvements	60,000	102,946	44,626.50	(58,320)	60,000	58,320	118,320	60,000	0	60,000	60,000	Rephasing required into 2025/26 to support open space access improvements in parks and open spaces across Three Rivers
Improve Play Area-Future Schemes	120,000	197,800	106,562.43	(91,238)	120,000	91,238	211,238	120,000	0	120,000	120,000	Rephasing required into 2025/26 to complete the agreed Ebury play space project at Rickmansworth Aquadrome
Aquadrome-Whole Life Costing	11,000	15,020	14,411.00	(609)	11,000	0	11,000	11,000	0	11,000	11,000	
ement Ground Maintenance Vehicles	804,000	673,518	672,921.21	(597)	696,800	0	696,800	540,000	0	540,000	540,000	
Watersmeet-Whole Life Costing	20,000	20,000	8,697.05	(11,303)	20,000	11,303	31,303	20,000	0	20,000	20,000	Rephasing required into 2025/26 due to Cavity Wall project being moved to 2025/26
Pavilions-Whole Life Costing	11,000	16,668	14,683.82	(1,984)	11,000	1,984	12,984	11,000	0	11,000	11,000	Rephasing required into 2025/26 due to review of use and future of these still underway
William Penn Leisure Centre Solar Panels	0	150,096	149,996.00	(100)	0	0	0	0	0	0	0	
Fearney Mead Play Area	0	17,245	17,245.00	0	0	0	0	0	0	0	0	
Lincoln Drive Play Area	0	17,605	17,605.49	0	0	0	0	0	0	0	0	
Sub-total Leisure	1,498,814	2,711,029	1,944,316.54	(766,712)	994,200	765,409	1,759,609	762,000	0	762,000	762,000	
Sustainability & Climate	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Sustainability Schemes	0	0	0.00	0	500,000	0	500,000	500,000	0	500,000	500,000	
UK Shared Prosperity	0	210,852	210,852.00	0	0	0	0	0	0	0	0	
Cemetery-Whole Life Costing	5,000	2,488	2,488.00	0	72,342	0	72,342	5,000	0	5,000	5,000	
Sub-total Sustainability & Climate	5,000	213,340	213,340.00	0	572,342	0	572,342	505,000	0	505,000	505,000	
Climate Change, Leisure & Housing	2,091,814	3,714,843	2,855,687.58	(859,155)	2,154,542	857,852	3,012,394	1,855,000	0	1,855,000	1,855,000	

Policy & Resources												
Leader & Resources	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Professional Fees-Internal	157,590	157,590	0.00	(157,590)	157,590	0	157,590	157,590	0	157,590	157,590	
Election Equipment	6,000	0	0.00	0	6,000	0	6,000	6,000	0	6,000	6,000	
Street Lighting	30,000	81,985	82,732.50	748	0	0	0	0	0	0	0	
Members' IT Equipment	0	0	0.00	0	0	0	0	48,780	0	48,780	0	
Rickmansworth Work Hub	3,200	3,200	0.00	(3,200)	0	3,200	3,200	0	0	0	0	Rephasing required into 2025/26 due to Lease under negotiation - works held pending resolution
ICT-Managed Project Costs	337,551	337,551	209,080.05	(128,471)	60,000	128,471	188,471	60,000	0	60,000	60,000	Rephasing required into 2025/26 due to ongoing professional services - cyber security and infrastructure architecture
ShS-Hardware Replace Prog	0	0	0.00	0	40,000	0	40,000	40,000	0	40,000	40,000	
Garage Improvements	150,000	148,410	119,872.49	(28,538)	150,000	28,538	178,538	150,000	0	150,000	150,000	Rephasing required into 2025/26 to enable delayed works to be carried out in 2025/26
ICT Website Development	0	14,870	3,850.00	(11,020)	0	11,000	11,000	0	0	0	0	Rephasing required into 2025/26 to support some additional work on the website that we have been unable to action so far this includes investigating an API for HR and also some required work with ORLO
ICT Hardware Replacement Prog	114,824	124,824	0.00	(124,824)	45,000	124,824	169,824	45,000	0	45,000	45,000	Rephasing required into 2025/26 to support officer laptop replacement through 2025-26
TRH Whole Life Costing	335,000	327,427	190,477.74	(136,949)	270,000	136,949	406,949	170,000	0	170,000	170,000	Rephasing required into 2025/26 due to the refresh of the Corporate Corridor being put on hold whilst consideration of a disabled toilet was explored. Retention of the new Air conditioning needs to be rolled forward. Investigation on replacement of the glass canopies continues to be a challenge - it is proving difficult to source a contractor suitable for these works. New patio doors are in the scoping process and will need to go out to formal tender. New toilets in East wing not finalised
Basing House-Whole Life Costing	75,000	2,086	2,086.00	0	67,914	0	67,914	60,000	0	60,000	60,000	
Business Application Upgrade	40,000	40,000	0.00	(40,000)	90,000	40,000	130,000	90,000	0	90,000	90,000	Rephasing required into 2025/26 to support officer laptop replacement through 2025-26
Temporary Accommodation - All Sites	0	65,000	65,000.00	0	0	0	0	0	0	0	0	
Three Rivers House Transformation	0	15,585	3,172.50	(12,413)	0	12,412	12,412	0	0	0	0	Rephasing required into 2025/26 for the implementation of the new branding guidelines
Sub-total Leader & Resources	1,249,165	1,318,528	676,271.28	(642,257)	886,504	485,394	1,371,898	827,370	0	827,370	778,590	
Major Projects												
Major Projects	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
South Oxhey Parking	0	0	0.00	0	500,000	0	500,000	0	0	0	0	
Property Investment Board	0	46,635	44,710.78	(1,924)	0	0	0	0	0	0	0	
Local Authority Housing Fund	0	9,758,225	4,038,122.00	(5,720,103)	0	5,720,103	5,720,103	0	0	0	0	Rephasing required into 2025/26 in order to deliver the new housing as part of the LAHF delivery of the Garage Sites
Sub-total Major Projects	0	9,804,860	4,082,832.78	(5,722,027)	500,000	5,720,103	6,220,103	0	0	0	0	
Total Policy & Resources	1,249,165	11,123,388	4,759,104.06	(6,364,284)	1,386,504	6,205,497	7,592,001	827,370	0	827,370	778,590	
Total Capital Programme	5,377,028	19,894,272	10,444,695.35	(9,449,577)	5,522,046	9,306,876	14,828,922	4,332,370	(2,764)	4,329,606	4,293,590	

List of capital schemes to be rephased to 2025/26 and 2026/27

Scheme	£	Comment
Community CCTV	(8,764)	Rephasing required from 2025/26 and 2026/27 due to the overspend in purchases of new equipment in 2024/25
Transport and Infrastructure	65,171	Rephasing required for projects identified for 2025/26 including cycling and walking schemes following adoption of LCWIP this summer and verge hardening schemes.
Waste Plant & Equipment	7,070	Rephasing required for purchase of equipment for use in 2025/26
Waste Services Depot	147,257	Rephasing required into 2025/26 due to change in scope, final costs awaited
EV Charging Points	535,938	Rephasing required. EV project has commenced. Due for completion in 2025/26
Controlled Parking	24,144	Rephasing required. Ongoing parking schemes consulted upon, due for implementation in 2025/26 including Chorleywood, Primrose Hill, and Skidmore Way.
Waste & Recycling Vehicles	18,000	Rephasing required for purchase of additional vehicles in 2025/26
Car Park Restoration	63,131	Rephasing required as works to St Marys Church Wall and The Bury Car Park will not complete until April 2025
TRDC Footpaths & Alleyways	26,413	Rephasing required into 2025/26. An inspection identified a programme of Capital works - unfortunately due to an unexpected resource issue these were not instructed. This will be included as part of a wider programme. Works will be carried out early 25/26
CIL Community Grants	1,362,403	Rephasing required into 2025/26 to pay 2024/25 approved CIL community grants when called upon to do so.
Disabled Facilities Grant	92,443	Rephasing required due to the delay in completion of adaptation works
Aquadrome Bridge Replacement	438,740	Rephasing required to complete the CIL agreed project at Rickmansworth Aquadrome
Leavesden Country Park Gate	17,191	Rephasing required due to the retention for the LCP Entrance Widening Project
Watersmeet Electrical	138,443	Rephasing required to enable project to be completed in 2025/26
Scotsbridge-Chess Habitat	8,190	Rephasing required to support project work during 2025/26 as part of the HCC/Environment Agency led project
Open Space Access Improvements	58,320	Rephasing required to support open space access improvements in parks and open spaces across Three Rivers
Improve Play Area -Future Schemes	91,238	Rephasing required to complete the agreed Ebury play space project at Rickmansworth Aquadrome
Watersmeet- Whole Life Costing	11,303	Rephasing required due to Cavity Wall project being moved to 2025/26
Pavilions - Whole Life Costing	1,984	Rephasing required due to review of use and future of these still underway
Rickmansworth Work Hub	3,200	Rephasing required due to Lease under negotiation - works held pending resolution
ICT - Managed Project Costs	128,471	Rephasing required due to ongoing professional services - cyber security and infrastructure architecture
Garage Improvements	28,538	Rephasing required to enable delayed works to be carried out in 2025/26
ICT Website Development	11,000	Rephasing required to support some additional work on the website that we have been unable to action so far this includes investigating an API for HR and also some required work with ORLO
ICT Hardware Replacement Prog	124,824	Rephasing required to support officer laptop replacement through 2025-26

Scheme	£	Comment
TRH Whole Life Costing	136,949	Rephasing required due to the refresh of the Corporate Corridor being put on hold whilst consideration of a disabled toilet was explored. Retention of the new Air conditioning needs to be rolled forward. Investigation on replacement of the glass canopies continues to be a challenge - it is proving difficult to source a contractor suitable for these works. New patio doors are in the scoping process and will need to go out to formal tender. New toilets in East wing not finalised
Business Application Upgrade	40,000	Rephasing required to support officer laptop replacement through 2025-26
Three Rivers House Transformation	12,412	Rephasing required for the implementation of the new branding guidelines
Sub Total	3,584,009	

<i>Major Projects</i>	£	Comment
Local Authority Housing Fund	5,720,103	Rephasing required in order to deliver the new housing as part of the LAHF delivery of the Garage Sites
Total	9,304,112	

Capital Funding 2024/25 – 2027/28

Capital Programme	2024/25			2025/26	2026/27	2027/28
	Original Budget	Latest Budget	Outturn	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,396,500)	(1,396,500)	(1,396,500)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,535,703)	(1,342,808)	(1,342,808)	(1,342,808)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	(5,152,715)	(5,152,715)	(1,114,593)	(1,114,593)	(1,114,593)
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Brought Forward	(7,957,464)	(7,957,464)	(7,957,464)	(3,853,901)	(3,853,901)	(3,853,901)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(586,000)	(725,637)	(825,485)	(586,000)	(586,000)	(586,000)
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,983,439)	(1,000,000)	(1,000,000)	(1,000,000)
LAHF	0	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(100,025)	(100,025)	(108,365)	(116,500)	0	0
Total Generated	(1,786,025)	(1,925,662)	(2,917,288)	(1,702,500)	(1,586,000)	(1,586,000)
Use of Funding						
Govt Grants: Disabled Facility Grants	586,000	725,637	698,031	586,000	586,000	586,000
Section 106 Contributions	0	0	192,895	0	0	0
CIL Contributions	460,000	1,918,092	1,283,592	0	0	0
Capital Receipts Reserve	1,100,000	1,100,000	1,983,439	1,000,000	1,000,000	1,000,000
LAHF	0	5,152,715	4,038,122	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	100,025	100,025	108,365	116,500	0	0
Borrowing	3,131,003	10,897,803	2,140,252	13,126,422	2,746,370	2,707,590
Total Use of Funding	5,377,028	19,894,272	10,444,695	14,828,922	4,332,370	4,293,590
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,396,500)	(1,396,500)	(1,396,500)	(1,396,500)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,342,808)	(1,342,808)	(1,342,808)	(1,342,808)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	0	(1,114,593)	(1,114,593)	(1,114,593)	(1,114,593)
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Carried Forward	(7,957,464)	(2,804,749)	(3,853,901)	(3,853,901)	(3,853,901)	(3,853,901)
South Oxhey Initiative						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,354,279)	(6,354,279)	(6,354,279)	0	0	0
Repayment of Borrowing	6,354,279	6,354,279	6,354,279	0	0	0
Total	0	0	0	0	0	0
Total Expenditure Capital Investment Programme	5,377,028	19,894,272	10,444,695	14,828,922	4,332,370	4,293,590

Key Financial Risks

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	The Council has set its budget for 2025/26 and beyond. The budget is balanced for 2025/26 but the Medium Term Financial Plan is showing a total gap of £1.7M for years 2&3. This is due to taking a view of the impact of the Government's 'Fair Funding' reform and the business rate reset. Forecasts will be produced by Government	3	4	12	The Council maintains a healthy level of balances and continues to actively monitor its budgets, taking action in year where necessary. Currently the Council is benefitting from a high level of interest income due to higher than anticipated interest rates and high levels of cash balances. A review of the position will be taken when exemplifications of 'Fair Funding' are known in	Head of Finance	3	2	6	➡	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process which includes a risk assessment for the prudent level of general balances and an assessment of financial resilience with reference to the CIPFA Financial resilience index. A review of the position will be taken when exemplifications of	Heads of Service/ Head of Finance	Continuous
Apr-06	FIN08	Director of Finance	Budgetary	The pay award exceeds estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. 2% has been allowed for 2025/26 as part of the budget.	3	3	9	The pay award is covered by the contingency within the budget. Maintain reserves to guard against risk. Early identification of new pressures through Budget Monitoring.	Head of Finance	3	2	6	⬆	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back into balance.	Head of Finance	Continuous
Apr-06	FIN09	Director of Finance	Budgetary	Other inflationary increases exceed estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	Other than contractual agreements, budgets are cash limited where possible and budget managers are expected to manage increases within existing budgets.	2	3	6	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves.	Service Heads/Head of Finance	2	2	4	➡	Monitor future inflation projections. Actively manage budgets and contracts to contain inflation. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back into balance.	Head of Finance	Continuous

Jan-15	FIN10	Director of Finance	Budgetary	Interest rates increase or decrease resulting in significant variations in estimated interest income (investments) or interest expense (borrowing)	The Council remains cash positive so is experiencing a short term benefit from higher interest rates. Over the longer term rates are expected to come down allowing the Council to borrow for future capital projects.	3	2	6	The Council has a Treasury Management Strategy which is reviewed annually. The Council is looking to lend out over a longer period to maximised the benefit from temporary higher rates.	Head of Finance	3	2	6	➡	The Audit Committee receives two reports per year on Treasury Management activity and interest income and expenditure is monitored through the Budget Monitoring Report.	PIB	Continuous
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income and / or estimates of cost of delivering chargeable services result in budgetary pressure.	A budget pressure is created due to income shortfalls or increased expenditure	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/ Head of Finance	2	2	4	➡	Fees and charges, including and surplus or loss are monitored through budget monitoring with key income streams reported to CMT.	Service Heads	Continuous
Apr-06	FIN12	Director of Finance	Budgetary	The Council loses the ability to recover VAT as a result of exceeding the partial exemption threshold resulting in budgetary pressure.	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total variable	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	➡	Partial Exemption Review is undertaken annually with support provided by the Council's external tax advisors, PS Tax. The Council continue to opt to tax land where appropriate.	Head of Finance	Continuous
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains set out in the MTFP are not achieved resulting in an unplanned and unsustainable use of reserves.	Savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTFS agreed for next three	2	3	6	Service Heads to take responsibility for achieving savings. Budget monitoring to highlight any issues to allow corrective action to be taken.	Service Heads/Head of Finance	2	2	4	➡	Budget process to clearly identify savings to be achieved and ensure clarity over responsibility over delivery. Savings to be challenged.	Head of Finance	Continuous

Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks.	Thurrock has recently issued proceedings against 23 members of APSE. Whilst the Council is not one of these three it is an APSE member and may be drawn in at a later date. A stay of litigation has been issued by the court whilst separate activity takes place to resolve.	2	3	6	Council procedures are adhered to. These will be reviewed in respect of member organisation and advice issued.	Solicitor to the Council	2	2	4	↓	Adherence to council procedures to be monitored and procedures maintained.	Solicitor to the Council	ongoing
Dec-13	FIN18	Director of Finance	Budgetary	Business Rates Retention fluctuates impacting on the amount of funding received by the Council.	Pooling has been announced for 2025/26 and the Council is part of the Hertfordshire bid. The VOA has amended the Warner Bros rates valuation which negates the appeal risk. Business Rate reset has been announced for 2026/27	3	4	12	Maintain reserves against risk.	Head of Finance	2	2	4	↓	Hertfordshire CFOs continue to work with LG Futures to maximise revenue from the business rate pool for 2025/26. The scale of appeals is still unknown but this is likely to become clearer over the next 24 months as transitional relief reduces for businesses impacted by the increases in rateable value.	Director of Finance	Continuous
Jul-16	FIN20	Director of Finance	Budgetary	Failure of ICT systems	The Council's integrated Financial Management System (FMS) is held on an ICT platform. If this were to fail then potentially there will be a loss of functionality occurring during any downtime. BCPs have recently been updated.	3	2	6	System migrated to latest version. Payments system updated.	Head of Finance	1	2	2	→	Monitor reliability	Head of Finance	Continuous
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Property Investment Board manage its property portfolio in order to secure additional income to support its	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFP is updated.	Head of Property Services	1	3	3	→	PIB to assume responsibility for ongoing oversight.	Head of Property Services	Continuous
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council has limited options to further improve self sustainability through commercial	3	2	6	Oversight mechanisms put in place to ensure oversight by PIB.	Head of Finance	2	2	4	→	Monitor new developments. Investments overseen by the cross party Shareholder and Commercial Ventures Panel.	Head of Property Services	Continuous
Nov-19	FIN 24	Director of Finance	Service	Loss of Key Personnel	As the Council becomes more complex in its financial arrangements, key skills become more important.	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	1	3	3	→	The Finance team is currently fully staffed and an interim Head of Finance has been appointed to cover the period either side of the departure of the current Head of Finance. All staff have an annual Personal Development Review	Chief Executive/ Director of Finance	Continuous
Mar-25	FIN 25	Director of Finance	Budgetary	Local Government Reorganisation	The Government has announced its intention that remaining two-tier areas will have unitary government by April 2028. This may impact on budget decisions and loss	4	3	12	Maintain current budget discipline. Ensure reserves remain at sustainable levels. Work across the County to understand the potential implications.	Head of Finance	4	2	8	New risk	Three Rivers is actively working with the other Borough/Districts and the County to understand the potential implications of local government reorganisation.	Chief Executive/ Director of Finance	Continuous

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