
POLICY AND RESOURCES COMMITTEE

VIRTUAL MEETING NOTICE AND AGENDA

For a virtual/remote meeting to be held on Monday, 1 November 2021 at 7.30 pm

Councillors:

Sarah Nelmes (Chair)

Dominic Sokalski (Vice-Chair, in the Chair)

Matthew Bedford

Stephen Cox

Stephen Giles-Medhurst

Alex Hayward

Paula Hiscocks

Chris Lloyd

Reena Ranger

Andrew Scarth

Roger Seabourne

Phil Williams

Debbie Morris

*Joanne Wagstaffe, Chief Executive
Monday, 25 October 2021*

“The Local Authorities and Police and Crime Panels Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 made under the Coronavirus Act 2020 enable Council / Committee meetings to be held in a virtual format and enables remote attendance.

The meeting will start at 7.30pm and will be virtual / remote, in that they will be conducted at no specific location and all participants are at various locations, communicating via audio and online.

The Council welcomes contributions from Members of the public to its discussion on agenda items at Planning Committee meetings. Contributions will be limited to one person speaking for and one against each item for not more than three minutes. Please note that in the event of registering your interest to speak on an agenda item but not taking up that right because the item is deferred, you will automatically be given the right to speak on the item at that next meeting of the Committee. Details of the procedure are provided below:

Members of the public wishing to speak will be entitled to register and identify which application(s) they wish to speak on from the published agenda for the remote meeting. Those who wish to register to speak must do so by notifying the Committee team by e-mail (CommitteeTeam@threerivers.gov.uk) 48 hours before the meeting. The first 2 people to register on any application (1 for and 1 against) will be sent a link so that they

can join the meeting to exercise that right. This will also allow the Committee Team to prepare the speaker sheet in advance of the remote meeting to forward to the Chair of the meeting.

In accordance with The Openness of Local Government Bodies Regulations 2014 any matters considered under Part 1 business only of the meeting may be filmed, recorded, photographed, broadcast or reported via social media by any person.

Recording and reporting the Council's meetings is subject to the law and it is the responsibility of those doing the recording and reporting to ensure compliance. This will include the Human Rights Act, the Data Protection Act and the laws of libel and defamation.

Please note that the meeting is being held virtually. The business of the meeting will be live streamed at –

1. APOLOGIES FOR ABSENCE

2. MINUTES

(Pages 5
- 16)

To confirm as a correct record the Minutes of the Policy and Resources Committee meeting held on 13 September 2021.

3. NOTICE OF OTHER BUSINESS

Items of other business notified under Council Procedure Rule 30 to be announced, together with the special circumstances that justify their consideration as a matter of urgency. The Chair to rule on the admission of such items.

4. DECLARATIONS OF INTEREST

To receive any declarations of interest.

Policy

5. HARDSHIP RATE RELIEF POLICY

(Pages
17 - 24)

To advise Members of some minor changes required to the Hardship Rate Relief Policy.

Resources

6. BUDGET MONITORING - QUARTER 2 (SEPTEMBER)

(Pages
25 - 60)

Budget monitoring report is a key tool in scrutinising the Council's financial performance. It 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 and that corrective action is taken where necessary.

This report seeks approval to a change in the Council's 2021 - 2024 medium-term revenue financial plan. The report shows the Council's overall consolidated medium term financial plan for both revenue and capital.

7. WORK PROGRAMME

(Pages
61 - 66)

To receive the Committee's work programme.

8. OTHER BUSINESS - if approved under item 3 above

**8.1 EXEMPTION FROM PROCUREMENT PROCEDURE RULES - EASTBURY
OUTDOOR GYM**

(Pages
67 - 68)

To advise Members that an exemption to the Procurement process was approved by the Director of Community and Environmental Services under the Exceptional Circumstances exemption as permitted by the Council's Constitution.

9. EXCLUSION OF PRESS AND PUBLIC

If the Committee wishes to consider the remaining item in private, it will be appropriate for a resolution to be passed in the following terms:-

"that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined under paragraph X of Part I of Schedule 12A to the Act. It has been decided by the Council that in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information."

(Note: If other confidential business is approved under item 3, it will also be necessary to specify the class of exempt or confidential information in the additional items.)

1. OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

To receive any declarations of interest.

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

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POLICY AND RESOURCES COMMITTEE**MINUTES**

Of a meeting held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on 13 September 2021 at 7.30pm to 9.02pm.

Councillors present:

Sarah Nelmes (Chair)	Chris Lloyd (Leisure)
Dominic Sokalski (Vice-Chair) (Resources and Shared Services)	Andrew Scarth (Housing)
Stephen Cox	Reena Ranger
Matthew Bedford (Infrastructure & Planning Policy)	Roger Seabourne (Community Safety and Partnerships)
Paula Hiscocks	Debbie Morris
	Phil Williams (Lead Member for Environmental Services, Climate Change & Sustainability)

Other Councillors were in attendance – None

Officers Present:

- Joanne Wagstaffe, Chief Executive
- Alison Scott, Shared Director of Finance
- Geof Muggeridge, Director of Community and Environmental Services
- Rebecca Young – Head of Community Partnerships
- Michelle Wright – Community Safety Intervention Officer
- Lauren McCullagh, Senior Planning Officer
- Chris Outtersides – Director, South West Herts Joint Strategic Plan
- Marko Kalik – Senior Planner South West Herts Joint Strategic Plan
- Justin Wingfield, Head of Property Services and Major Projects
- Sarah Haythorpe, Principal Committee Manager

PR24/21 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Stephen Giles-Medhurst and Alex Hayward.

PR25/21 MINUTES

The Minutes of the Policy and Resources Committee meeting held on 19 July 2021 were confirmed as a correct record and were signed by the Chair.

PR26/21 NOTICE OF OTHER BUSINESS

The Committee were advised that item 5 the Equalities Impact Assessment was published late but that it did not affect the report.

PR27/21 DECLARATION OF INTERESTS

None received.

PR29/21 CALENDAR OF MEETINGS

This report was to consider the draft Calendar of Meetings for the Local Government Year 2023/24.

A Member referred to paragraph 2.5.12 of the report and said it would be useful to get some sub-committee dates added at the earliest opportunity.

On being put to the Committee the recommendations as set out in the Officer report were declared CARRIED by the Chair the voting being unanimous.

RECOMMEND:

The Committee are asked to recommend to Council:

- That the attached draft Calendar of Meetings for 2023/24 be agreed with Members able to comment on the dates before ratification by Council on 19 October.
- That the proposed changes in the scheduling of the Annual Council and Planning meeting in May as detailed in Paragraph 2.4.1 be agreed for ratification by Full Council on 19 October.
 - i. All Local Forum meetings be held virtually.
 - ii. That all Sub-Committee meetings when organised, as non-decision making bodies, be held virtually.
 - iii. Whether Equalities Sub-Committee meetings and Local Plan Sub-Committee meetings are livestreamed for people to watch live due to high public interest in the meetings.

PR30/21 SOUTH WEST HERTS JOINT STRATEGIC PLAN (JSP) – STATEMENT OF COMMON GROUND AND STATEMENT OF COMMUNITY INVOLVEMENT

This report provided details on the South West Herts Joint Strategic Plan and sought the Council's agreement to a Statement of Common Ground (SCG) and an agreement to consult on a draft Statement of Community Involvement (SCI) to support the preparation of a Joint Strategic Plan (JSP) for South West Hertfordshire.

The Senior Planning Officer introduced Chris Outtersides and Marko Kalik to the meeting who were managing the South West Herts Joint Strategic Plan. The Senior Planning Officer advised the Committee of the Council's involvement in the South West Herts Joint Strategic Plan and gave details of the Statement of Common Ground and Statement of Community Involvement.

The following points were raised by Members:

- Paragraph 3.6 stated the SW Herts JSP Planning Members Group comprised the Planning Portfolio Holder for each of the SW Herts authorities, was there a need for a Shadow Portfolio Holder in case of absence or election changes?

Response: It had been agreed that Councils would be able to send a deputy to those meetings. The current representative for the Council was the Leader. In terms of opposition Members, briefings could be held to ensure they were aware of all the changes. The aim of the Statement of Common Ground was to futureproof the process. For the Plan to work it would have to be brought through the Committee cycles of each of the Council's involved.

- A concern was raised that there were two further neighbouring authorities, Buckinghamshire and Hillingdon and whether this would affect working with them.

Response: We would reach out to all neighbouring authorities to ensure we all reached common ground. Working together in South West Herts meant we could respond to other Authorities as a Group which gave us a stronger voice than as individual Councils.

- There were already 2 questionnaires out in Three Rivers, one about the Aquadrome and one about the High Street and it was doubtful residents would know anything about them unless they had accessed the TRDC website. How were we planning on getting important issues on the Statement of Community Involvement across to Residents?

Response: The Plan was that the Community Engagement and Community Strategy would be ahead of the game. The new Innovative website would be going live in the next 4 to 5 weeks. Once the Statement of Common Ground was signed there would be a press release and they were working with the University of Hertfordshire to get the messages out particularly to young people. They wanted to ensure the messaging on the JSP was clear. They were doing visioning work with the community and stakeholders to get the plan into people's minds. All Member briefings had been taking place across all authorities to get the messages out.

- Who was on the Steering Group?

Response: The Strategic Members Group was chaired by Councillor White from St Albans which provided a briefing link to Hertfordshire Growth Board. The other Members were Councillors Alan Anderson, Dacorum; Harvey Cohen, Hertsmere; Stephen Boulton, HCC and Stephen Johnson from WBC. The Steering Group came beneath that group.

- The Colne Valley Partnership could not be found as consultees and it was felt very important to include them.

Response: They would be added to the consultees.

- A cross party briefing would be arranged for the group.
- The JSP would ensure Three Rivers would not get left out.

A Member said the post code for the South Oxhey library was incorrect and asked that this be corrected.

Councillor Chris Lloyd moved, duly seconded by Councillor Sarah Nelmes, the recommendation as set out in the report.

On being put to the Committee the recommendations as set out in the officer report were declared CARRIED by the Chair the voting being unanimous.

RECOMMEND:

That the Statement of Common Ground (SCG), attached as Appendix 1, be approved as a guide to the preparation of a Joint Strategic Plan (JSP) for South West Hertfordshire, and

That the new Statement of Community Involvement (SCI) 2021 for the South West Herts Joint Strategic Plan, be approved for targeted consultation with arrangements for this consultation and any minor amendments to the document

to be agreed by the Head of Planning Policy & Projects in consultation with the Director of Community and Environmental Services and the Leader of the Council under delegated authority.

PR31/21 ANTI SOCIAL BEHAVIOUR POLICY 2021

The Anti-Social Behaviour (ASB) Policy expired in 2019, and was now being updated and reviewed. The new draft policy was attached to the report at Appendix A. The policy was being reviewed in early 2020 but the impact on the service due to Covid meant that the review was delayed until 2021.

The policy had been consulted on internally and with key partner agencies working on anti-social behaviour including the Police, Hertfordshire County Council, Watford Community Housing Trust and Thrive Homes.

The Head of Community Partnerships introduced the report and advised that the policy had been updated in line with changing Government policy and reflected new issues in the community such as cuckooing and serious violence. It now incorporated new requirements for ASB case review which was known as community trigger giving victims in the community details on the way complaints are dealt with, more information on reporting tools and methods which was in line with our customer experience strategy. Issues which constituted ASB had been expanded on in the policy and the way ASB was dealt with across other Council departments was also now included. In the past 18 months over 400 high to medium risk cases had been dealt with which was more than 70 cases on the previous time period. There was now a full time ASB Officer working with the Community Safety Intervention Officer as well as a functioning Youth Violence Service being delivered across Hertfordshire. The Herts MIND network service had been expanded delivering community support and mental health support to residents. The policy covered four different areas prevention, early intervention, support and enforcement with details provided in the covering report and policy.

In accordance with Council Procedure Rule 35(b) a member of the public spoke on this item.

The Chair said these were not problem tenants but families without a home.

The Head of Community Partnerships said in terms of the policy, it is process based, but does detail victim support. There are also a lot of other support services for victims that we work with in partnership and which was mentioned in the report and policy on what we can do and what support can be provided.

In terms of the process of dealing with an ASB case the Community Safety Intervention Officer advised that with regard to Jack Prescott Place this was a new building that had not been welcomed by the Community at first. People that had been housed there had been homeless and some of the families living there had complex needs. The Community Safety and Housing Teams had worked with local residents to support them and would continue to do this. They could not comment on the CCTV query but the Head of Community Partnerships would look at this if more information could be provided on the issue. The Council wanted to see the best outcome for everyone and worked tirelessly to get the best outcome for both the residents and the families living in the accommodation.

Members raised the following:

A Member said it was good that Jack Prescott Place had come up in the context of Anti-Social Behaviour as they had been involved and been made

aware by residents of numerous problems associated with the construction and subsequent occupation and issues faced by residents. They were glad that all the Members had heard the speaker and were now aware of some of the problems. It was hoped that Officers and Members could work together with the local community to help get the problems resolved.

A Member raised the following points:

In the report Officers had referenced that the policy expired in 2019 could Members be advised when in 2019 it expired?

Does the Council have a statutory duty to have an Anti-Social Behaviour policy?

What were the consequences of the Council not having a policy? Would the absence of a policy be part of the reasons why the ongoing issues identified at the meeting tonight had arisen?

The Head of Community Partnerships said that the policy expired at the end of 2019 which was when it was due for review. The review had begun but due to Covid it had to stop as officers had to provide other support. The Community Safety Team had as a result of Covid seen increased ASB pressures. It did not mean there was no policy, it was just being reviewed and updated. The Council were still working to the existing policy for all our processes. Three Rivers were unusual in having a policy as it was not a Statutory Duty. The Community Safety Partnership have a statutory duty to work with other local agencies to tackle crime and disorder. In Three Rivers Community Safety is a priority and had a policy so that we could ensure we work along set guidelines and which included things around ASB and the Crime and Policing Act 2014.

The Chair added that ASB complaints had been made on the area being discussed tonight about the residents living in the properties and some very unpleasant comments had been made. There had been some misunderstandings which had arisen and some ASB had been made to the residents living in the temporary accommodation. The Council's ASB Team had received a commendation from the Police which was very rare and showed we take ASB very seriously.

Further Member comments were made as follows:

Were Officers able to advise how different this policy was from the previous policy?

On the detail under item 2 in the policy, and the examples of ASB, one was on hoarding and they were puzzled by this as if someone hoards things in their house they could not see how that was ASB but if outside this would be relevant.

Why was social media posting excluded from the ASB definition because clearly hate crime online was a very real issue and should be included.

DIY and Car repairs late at night should we not have in the early hours of the morning or overnight and not just limited to late at night.

The Head of Community Partnerships responded as follows:

In the presentation to the Committee the changes had been highlighted to Members. The changes are outlined in point 2 of the report including changes in ASB Case Reviews, types of ASB, methods of reporting and emerging issues

that we now have to deal with such as cuckooing and serious violence which does have an impact on ASB.

In terms of hoarding it usually relates to outside but there had been occasions when it related to inside. The Council can provide support to the residents from the charities who work with us in partnership and are part of our network.

The Community Safety Intervention Officer advised that with regard to social media this had not been included in the policy as anything that does come to our attention i.e. a resident living next door to someone who hears their music playing and could post something like "I wish they would shut up they have been playing their music all night" that type of complaint would not be dealt with through social media. Our advice would be that if you are on a social media platform and don't want to hear that your name had been spoken about or referred to you should come away from that or block the person who was saying things about you. If a hate crime had taken place in the posting this would be logged and should be reported to the police. If a resident called to say they were depressed by the comment or someone was saying real horrible things about them we would look to bring in MIND support. Officers look at every case individually and assess what is required for each case. The Police would always be contacted if there was any hate crime.

On car repairs officers would review the timings included in the policy.

A Member thought that if the comments on social media were not hateful enough for the matter to be referred to the Police it could still do considerable damage to someone. If the posts happened two or three times it could create a narrative about someone and they may not be brave enough to come back on the post. The Member was looking to try and have ways to mitigate some of the hate caused by social media. They referred to Section 6 of the policy on the aims and responsibilities in responding to ASB and referred to a situation where someone was suffering ASB and we had been unable to stop it and asked how would a complainant get a resolution.

The Community Safety Intervention Officer advised that the speaker had been provided with a variety of mechanisms to solve the ASB issues which included group meetings, facilitated discussions, mediation and other actions.

A Member stated they had needed to contact the Community Safety Team who had gone above and beyond dealing with a matter and were one of the best teams the Council had got. Another Member said if there were any ASB issues the residents should call 101.

Councillor Phil Williams moved the recommendation as set out in the report, seconded by Councillor Chris Lloyd who wished to thank the officers for all the work they had done on the report and policy.

A Member made further comments stating they did appreciate the work by Community Safety and Housing and for providing information they had requested when asked and hoped they would continue to engage with the Member. They raised more points on the policy with regard to the wording of item 2 and the sentence starting "Anti-social behaviour (ASB) can be difficult to define and there are some types of issues that would not constitute ASB" and the sentence at the end which started "The type of issues that may not constitute ASB include..." "Would not" and "may not" were not the same thing and requested when the policy came to Full Council the word "would" be replaced with "may" as this allows for more scope. They asked for more information on the threshold on an ASB case review and when more action would be taken.

The Community Safety Intervention Officer advised that the threshold was 3 complaints of a similar nature within a 6 month period. The ASB complaints do not get to the threshold as every complaint that comes into Three Rivers never hit the threshold as officers are proactive in dealing with the matter as soon as complaint is received. The ASB Group (ASBAG) and the Partnership in Three Rivers was so tight that if an email was sent to the Community Safety team or a call made they would always get a response. The residents would never hit a threshold because officers are proactive.

The Head of Community Partnerships advised that Community Trigger or ASB case review was National Government Legislation. Some requirements had changed within that which were now included in the policy. Residents can call a multi-agency meeting if a case had not been dealt with. There was more information provided on the website about how the process works.

A Member wished to state that the Committee were here tonight to discuss the policy. In terms of dealing with social media, higher authorities were not able to deal with this and it was over ambitious to suggest that we can solve the problem. What we do at Three Rivers was deal with the source of the problem and not the social media that follows it and by doing this it takes away the problem. They felt the Council were doing more than other bigger organisations on this. What was formerly known as the Community Trigger and had been renamed as ASB case review and had a slightly wider remit. In Three Rivers we have not had one Trigger/Review in 15 years.

The recommendations proposed would be checked by officers before being presented to Council in October and if it was possible the proposed changes would be included in the policy.

On being put to the Committee the Chair declared the motion CARRIED the voting being unanimous.

RECOMMEND:

That the Three Rivers District Council Anti-Social Behaviour Policy 2021 be recommend to Council.

PR32/21 LIVESTREAMING MEETINGS AND ABILITY TO HOLD HYBRID MEETINGS

The item had been deferred and would come back to a future meeting. Officers were progressing getting quotes but at this time had been able to get all the information required.

PR33/21 EXEMPTION FROM PROCUREMENT PROCEDURE RULES

To advise Members that an exemption to the Procurement process was approved by the Head of Finance under the Exceptional Circumstances exemption as permitted by the Council's Constitution.

The Head of Community Partnerships said the report had been provided following an exemption agreed with regard to our CCTV management contract which had been reviewed. It had been agreed we would go into partnership with Hertfordshire CCTV Partnership who can provide a better service and a more reactive monitoring service for Three Rivers and would give our team's better support. Each camera will be dialled into twice a day to check the CCTV is operating and to monitor the cameras to make sure they are operational.

Hertfordshire CCTV Partnership had been in place for a number of years and had a number of partnerships with other District Councils.

A Member said the cost was going to increase annually by 1 to 3% which seemed a bit vague. Thrives contribution was £1,000 a year and asked if their contribution would also increase by 1 to 3%. When we have exemptions from procurement coming to Committee it stopped Councillors from doing due diligence.

The Shared Director of Finance advised that in terms of the percentage it would increase by inflation. The Thrive contribution was fixed at £1,000 but this had not been received before and we had only been able to negotiate this contribution for 3 years. The Council would continue to negotiate with them to see if we can obtain a contribution after the 3 years. There was only one credible supplier for the contract but if there had been three credible suppliers we would have asked them all to tender for the contract.

A Member said with the old contract when we wanted to move a camera it took between 9 to 18 months to get moved due to a number of factors but under this contract they can just be moved. Previously, Thrive Homes had not contributed so the fact they were now was a bonus.

The Head of Community Partnerships advised that there was a process on the placement of the CCTV cameras and details could be provided to Members.

RESOLVED:

That the action taken be noted.

PR34/21

CORPORATE FRAMEWORK, SERVICE AND FINANCIAL PLANNING 2022-2025

The purpose of this report was to seek agreement to the process whereby the Council will determine its three-year medium-term Corporate Framework for 2022-2025, the related service plans, and the allocation of financial resources to achieve them.

The Chair advised that the report had been prepared by Nigel Pollard who would be retiring from the Authority after 33 years of service.

The Shared Director of Finance advised that this report set out the process for budget and would go through the Service Committees in the normal way, providing details on service planning and the timeline. On the Corporate Framework and the objectives from it, the report repeated those already agreed in the Corporate Plan. In terms of things to note in preparation of the budget, for Pay Awards at present we have 1% in the budget but have contingencies in place for any additional costs pertaining to this. We are experiencing high inflation at around 3% which remains a concern but we will monitor this. The recent increase in National Insurance announced by the Government, they had indicated that this would be funded by them but have yet to get this confirmed.

A Member raised concern about our supply of affordable housing in the District targets and we will be recognised as a great place to do business with and asked if this plan was supporting those two points. Also could clarification be provided on what "pump prime" meant and at Point 2.17 it referred to briefings to be requested by Party Groups and asked if they could be provided.

The Shared Director of Finance stated that the framework had been adopted by Council and the budget aimed to support that. In terms of briefings officers would approach Members to organise them as we get into the budget process. The word “pump prime” meant getting money upfront to get a scheme moving forward.

Councillor Chris Lloyd moved the recommendation, duly seconded, but on behalf of all the Committee wished to thank Nigel Pollard for all the work he had done for the Council and wanted to wish him all the best in their retirement.

On being put to the Committee the motion was declared CARRIED the voting being 8 For, 0 Against and 3 Abstentions.

RESOLVED:

1. That the assumptions to use in preparing the detailed budgets for the period shown in Appendix 1 be agreed.
2. That the scheme used to prioritise revenue & capital growth shown in Appendix 2 be agreed.
3. That the draft timetable at Appendix 3 be agreed.
4. That the format of any budget consultation if agreed be approved by the Director of Finance in consultation with the Lead Member for Resources.

PR35/21 BUDGET MONITORING QUARTER 1

The Budget Monitoring report was a key tool in scrutinising the Council's financial performance. It 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 and that corrective action is taken where necessary.

This report sought approval to a change in the Council's 2021 - 2024 medium-term revenue financial plan. The report shows the Council's overall consolidated medium term financial plan for both revenue and capital.

The Shared Director of Finance said the key variation we were seeing in this budget was the Leisure Management contract income which as a result of Covid we were forecasting we will not meet the budget this year. A full report had been provided to Members on this but were assuming that some of the losses will be funded by the Government.

A Member asked about planning applications as it stated that there had been a reduction in income but they thought the department was very busy. The Shared Director of Finance advised there had been an increased volume in planning applications but because they were householder applications rather than from developers there was less income coming from them.

The Director of Community and Environmental Services advised that the planning department was the busiest it had been however there had not been the major applications received recently which generated the largest fees. Also because of the move towards permitted development we are getting lots of applications for Certificate of Lawfulness and pre applications for Permitted Development so there are no fees or very limited fees attached to those. The department are still seeing the same volume of work with the same amount of paperwork to be done. We are expecting some major applications in the next

quarter which may make up the difference but we can't guarantee they will come through.

The Member said asked how much Government support had been received. The Shared Director of Finance advised that the figures quoted in point 1.6 were for the first quarter however this included money that was previously provided for the whole year as part of our funding against expenditure for the first quarter. The impact last year was much greater and we had to use £1.8m of our Economic impact reserves

A Member referred to staff vacancies and asked how that compared with other local authorities and how are we doing in terms of advertising the vacancies and uptake. On the property investment we had a 5% yield target and asked were we managing to hit that target.

The Shared Director of Finance said in terms of vacancies we are getting a high response but not necessarily the right candidates were applying. In Finance the vacancies have been inundated with applications but it was very hard to get the right people with the experience required. The Customer Service Centre had also been struggling to fill vacancies. The Council had to recently increase the HGV Driver salaries to fill vacancies but it may start to improve now as we come out of Covid. The yields show the actual rents received compared to the cost of the properties and a breakdown on each yield for each property was provided in the report.

A Member said that 11 of the staff vacancies stated not currently being advertised and asked if that was because we were not proposing to fill them or how are we going to fill them. The Shared Director of Finance advised there would always be a review of that vacancy to see how we wanted to fill it and whether an existing member of staff act up into the role or we could appoint internally.

A Members noticed that the report referred to a decrease in income at Watersmeet due to the reduced number of shows but wasn't this partly offset by a reduction in expenditure and the two grants received from the Government. The report does not say the grant had offset this. The Shared Director of Finance said the grants were received in the last financial year and in no way replaced the income we would have received if Watersmeet had been open. The Director of Community and Environmental Services said some of the grant received had to be used for measures to make the venue Covid safe.

Councillor Chris Lloyd moved, seconded by Councillor Sarah Nelmes, the recommendation as set out in the report.

On being put to the Committee the motion was declared CARRIED by the Chair the voting being 8 For, 0 Against and 3 Abstentions.

RECOMMEND:

That the revenue and capital budget variations as shown in the table at paragraph 6.1 be approved and incorporated into the three-year medium-term financial plan

PR36/21

WORK PROGRAMME

A Member asked when reports on Community Infrastructure Levy (CIL) and Community Interest Company would be coming forward to the Committee.

In regard to CIL this would be reviewed with the Local Plan but Officers would seek clarification from the Head of Service on when a report may come forward to the Committee.

With regard to the Community Interest Company officers would check details with the Head of Service.

Post meeting note: it was not proposed to take forward this matter and the item would be removed from the work programme.

On the Business Rates Pooling a report will come forward to the December meeting and the year should read 2022/23. The work programme would be updated on this.

RESOLVED

That the work programme be noted and the amendments provided above included.

CHAIR

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POLICY AND RESOURCES COMMITTEE – 1 NOVEMBER 2021

PART I - DELEGATED

5. **HARDSHIP RATE RELIEF POLICY**

1. **Summary**

- 1.1 To advise Members of some minor changes required to the Hardship Rate Relief Policy.

2. **Details**

- 2.1 The Hardship Rate Relief Policy has been updated to include some detail on time scales for processing requests and appeals for Hardship Relief payments.

3. **Options and Reasons for Recommendations**

- 3.1 The policy has been amended to include a timescale in which applications for rate relief are assessed and some detail explaining what happens if a ratepayer is dissatisfied with the outcome of the relief request. The inclusion of this information makes the process clearer to both officer and applicant.

4. **Policy/Budget Reference and Implications**

- 4.1 None specific

5. **Financial**

- 5.1 None specific

6. **Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications & Website, Risk Management and Health & Safety Implications**

- 6.1 None specific.

7. **Recommendation**

- 7.1 That the Policy and Resources Committee agree the changes to the policy.

Report prepared by: Jane Walker – Head of Revenues and Benefits

Data Quality

Data sources: Not applicable

Background Papers

APPENDICES / ATTACHMENTS

Hardship Rate Relief Policy

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**Three Rivers Council
Hardship Rate Relief
Policy**

1 Introduction

1.1 This Policy sets out the Council's intentions for dealing with applications for Hardship Rate Relief.

1.2 Legislation

1.2.1 The provisions are set out in Section 49 of the Local government Finance Act 1998.

1.3 Three Rivers Council Policy

1.3.1 Applications to reduce or remit the business rate charge will only be considered where the Council is satisfied that the rate payers would otherwise sustain hardship and that it is reasonable to grant relief having regard to the interest of council tax payers who are affected by decisions under this section. This is because 50% of the costs of exercising this power has to be funded by the Council through general fund expenditure.

1.4 Criteria

1.4.1 Each application for hardship will be considered on its own merits with issues that will need to be considered on each occasion including:-

- All applications should be made in writing from the rate payer, their advocate / appointee or a recognised third party action on their behalf, using the relevant form and contain the necessary information..
- All applications are only intended as short term assistance and will not extend beyond the current financial year, and should not be considered as a way of reducing business rate liability.
- Hardship relief or remission will be the exception and not the rule.
- The financial interests of the council tax payers will not be the overriding factor e.g. employment and amenities provision will also be taken into account.
- Where the granting of relief will have an adverse effect on the financial interests of the council tax payers, relief may still be granted if the case for relief on balance outweighs the costs to the taxpayers.
- The potential amount of any relief may in some cases constitute state aid and therefore adherence to EU regulations must be followed.
- The test of hardship will include an assessment of the ratepayer's individual accounts to verify that the payments of rates would cause hardship.
- An application for Discretionary Hardship Relief can be made at any time. It is at the discretion of the Council to consider granting relief for a backdated period.
- When an application is received for the previous financial year, reasons as to why an application for relief was not made earlier and individual circumstances will be considered when granting a backdated period of

relief.

Relief will normally only be awarded retrospectively. However where you can show that the circumstances will remain the same for a period up to the end of the current financial year relief may be awarded for the remainder of the year.

1.5 Period of Hardship Relief

1.5.1 In all cases relief will end in the following circumstances:

- At the end of the financial year
- All or part of the unoccupied area becoming occupied
- A change of liable person
- The property becomes exempt, or becomes occupied
- The ratepayer enters any form of formal insolvency
- The ratepayers financial circumstances significantly change (the ratepayer must inform the council if their circumstance change e.g. change in rateable value)

From the assessment of the above criteria, the council will determine if the business is suffering from financial hardship due to the payment of Business Rates.

A review of the Discretionary Hardship Rate Relief granted will be undertaken on a yearly basis. A new application form and evidence will need to be submitted by the organisations concerned. The relief will remain on the account unless the new application is refused, then the relief will be removed from the beginning of that financial year and a bill issued for the full year's liability of Non-Domestic Rates.

1.6 Examples of appropriate circumstances

1.6.1 The following examples indicate circumstances where it may be appropriate to award relief. They are included in this policy in the form of broad general guidelines and are not intended to be perspective.

- a) Without rate relief the business will close and deprive local residents of an essential service and protecting employing.
- b) The ratepayer's business has been detrimentally affected by circumstances beyond the ratepayers control and do not constitute part of the normal risks in running a business (e.g. a natural disaster, an unusual or uncontrollable event in the neighbourhood of the business such as a fire making the immediate area of the business unsafe).

N.B. in addition, it must be in the interest of the community as a whole for the Hardship Relief to be granted.

1.7 Claiming a reduction due to Hardship

- 1.7.1 A claim must be made on an approved application form. This application form and any supporting information should be completed and returned to:-

Three Rivers District Council
Three Rivers House
Northway
Rickmansworth
Herts
WD3 1RL

Or emailed to NNDR@threerivers.gov.uk

- 1.7.2 It is the responsibility of the Ratepayer applying for relief to provide sufficient information and documentary evidence to support their applications. If the Ratepayer applying does not or will not provide the required evidence, we will still consider the application but only on the basis of the information and evidence provided.

1.8 The decision making process

- 1.8.1 Upon receipt of a written application form with all supporting evidence, the application will be considered.
- Initial applications will be considered by the Revenues Manager. These will include a review sheet with findings and financial implications and initial recommendations.
 - Recommendations will then be forwarded to the Head of Revenues and Benefits for approval or refusal.
 - The Council will notify the ratepayer of its decision within 14 days of from receipt of the application form and all the necessary supporting documentation.

1.9 Review of Decision

- 1.9.1 Any customer who feels that they have not been correctly dealt with can use the Customer Feedback procedure to make a complaint. Rating Law does not allow for a ratepayer to appeal a decision by the Council on discretionary rate relief. However in the interest of natural justice and in keeping with good customer care practice and principles of open government, this policy provides a mechanism for review of any decision. If a ratepayer is unhappy with the decision made, full details should be submitted, in writing to the Business Rates Team within 30 days of notification of the decision. The case will be reviewed by the Director of Finance. We aim to conclude any review within 30 days.

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POLICY AND RESOURCES COMMITTEE – 1 NOVEMBER 2021

PART I - NOT DELEGATED

6. BUDGET MONITORING – QUARTER 2 (SEPTEMBER) (DoF)

1 Summary

1.1 Budget monitoring report is a key tool in scrutinising the Council's financial performance. It 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 and that corrective action is taken where necessary.

1.2 This report seeks approval to a change in the Council's 2021 - 2024 medium-term revenue financial plan. The report shows the Council's overall consolidated medium term financial plan for both revenue and capital.

2 Details

2.1 An overall increase in the Council's budgets requiring the use of balances must be approved by Council. Virements between cost centres within each service are approved by each Committee.

Revenue

2.2 The Council's original net revenue budget for 2021/22 (as approved by Council on 23 February 2021) was £12.759 million. The latest budget including the approved carry forward budgets from 2020/21 is £13.240 million. The forecast outturn at quarter 2 is estimated to be £13.465 million which gives an unfavourable variance compared to the latest budget of **£0.133 million**.

The table below shows how the forecast outturn has been constructed.

Net Revenue Budget 2021/22	£ million
Original Net Revenue Budget	12.759
Carry Forward from 2020/21	0.448
Variances Previously Approved	0.033
Latest Approved Budget (June 2021)	13.240
Variances Reported at Quarter 2 – <i>(to be approved)</i>	0.225
Forecast Outturn	13.465

2.3 The document attached (Budget Management 2021/22 - Annex 1) contains detailed information on the variance and the impact on the Council's medium term financial plan.

2.4 **Capital**

The original budget for 2021/22 was £4.408 million. The latest budget is £6.612 million. Services have identified a variance of (£0.465) million, due to rephrasing, which has decreased the 2021/22 budget to £6.147 million.

The table below shows how the forecast outturn has been constructed.

Capital Investment Programme 2021/22	£ million
Original Budget	4.408
Rephrasing from 2020/21	1.365
Variances Previously Approved	0.839
Latest Approved Budget (June 2021)	6.612
Variances Reported at Quarter 2 (<i>to be approved</i>)	(0.465)
Forecast Outturn	6.147

2.5 The document attached (Budget Management 2021/22 - Annex 1) contains detailed information on the variance and the impact on the Council's medium term financial plan.

3. **Options/Reasons for Recommendation**

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

4. **Policy / Budget Reference and Implications**

4.1 In accordance with the Council's financial procedure rules, if the recommendations are accepted, this will amend the Council's budgets.

4.2 There are no substantial changes to Council policy resulting from this report.

5. **Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Customer Services Centre, Communications, Health & Safety & Website Implications**

5.1 None specific.

6. **Financial Implications**

6.1 The following revenue and capital variations have been identified for all service committees at Quarter 2.

Variance	2021/22 £	2022/23 £	2023/24 £
Revenue - (Favourable)/ Unfavourable	225,131	57,470	69,690
Capital - Increase / (Decrease)	(464,583)	424,583	(20,000)

7. Risk Management Implications

- 7.1 The Council has agreed its risk management strategy.
- 7.2 In the officers' opinion none of the risks above, in isolation, were they to come about, would seriously prejudice the achievement of the Corporate Plan and are therefore operational risks that will be included and managed via the Corporate Services Service Plan. The effectiveness of treatment plans are reviewed by the Audit Committee.

8. Recommendation

To Council:

- 8.1 That the revenue and capital budget variations as shown in the table at paragraph 6.1 be approved and incorporated into the three-year medium-term financial plan.

Report prepared by: Sally Riley - Finance Manager, Financial Planning & Analysis

Checked by: Hannah Doney – Head of Finance

Background Papers

Budget setting recommendations - Council 23 February 2021.
Period 10 Budget Management report - Policy and Resources Committee 8 March 2021.
Outturn 2020/21 report - Policy and Resources Committee 14 June 2021.
Quarter 1 Budget Management Report – Policy and Resources Committee 13.
September 2021.

ATTACHMENTS

Annex 1 – Budget Management 2021/22 Quarter 2

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Budget Management 2021/22

Quarter 2 (End of September)



Budget Monitoring Summary

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.

This report shows the expected financial position (forecast outturn) over the 3 year medium term based on the Council's actual financial performance at the end of September 2021 set against the latest budget.

Revenue Summary

The latest net expenditure approved budget for 2021/22 is **£13.240 million**. The forecast outturn at Quarter 2 (September) is estimated to be **£13.465 million** giving an unfavourable variance of **£0.225 million**. The main variances are shown below.

		£000
1	<u>Trees and Landscapes</u> Service Budgets realigned and amalgamated, this includes Salary Budgets of £217k moved to Leisure Development and £16k Premises Budgets moved to Development Management. Remaining budget realigned within service.	(185)
2	<u>Playing Friends & Open Spaces</u> Increased budget required including £6k for remedial work to ensure that the pavilions comply with statutory requirement ACOPL8 - Legionella and £15k due to on-going repairs and maintenance in play areas and £4k to replace play equipment	25
3	<u>Aquadrome</u> Budget increase required due to estimated costs of £15k to clear sewer tank at the aquadrome and carry out repairs to pumps	15
4	<u>Leisure Development</u> Salary Budgets transferred from Trees & Landscapes	217
5	<u>Licensing</u> Continued decline in application numbers, a general trend seen in previous years exacerbated by the pandemic. £8.3k for drivers and £24.5k for Vehicles	34
6	<u>Miscellaneous Income & Expenditure</u> Revision to forecast to reflect latest government guidance in relation to the Sales, Fees and Charges Income Guarantee Scheme.	161
7	<u>Environmental Initiatives</u> Budgets moved to Trees and Landscapes to realign service	(47)
8	<u>Development Management</u> Budget moved from Trees and Landscapes to Development Management to pay for Professional Fees	16
9	<u>Decriminalised Parking Enf SPA</u> 3% inflationary increase as per parking contract with Hertsmere BC	11
10	<u>Office Services</u> Full budget not required for contract security services, under review for future requirement £5k. Reduced demand for postage due to smarter working practices £5k. Full cleaning budget not required due to reduced occupancy £10k	(20)
	Other Variances below £10k	(2)
	Total Variance	225

Capital

The Latest capital budget as approved by Council on 19 October 2021 is **£6.612 million**

The forecast outturn at quarter 2 (September) is now expected to be **£6.147 million**. This gives a variance when compared to latest budget of **(£0.465 million)**

The main variances are shown below.

		£000
1.	<u>Three Rivers House Transformation</u> The transformation of Three Rivers House is being run in tandem with the customer experience strategy and the wider use of the building. No set plans this year. Rephase £150k to 2022/23 when a structured plan is agreed.	(150)
2.	<u>Business Application Upgrade</u> Rephased to 2022/23 to prepare for 2012 to 2016 and 2019 Server operating system upgrades	(90)
3.	<u>Parking Bay and Verge Protection</u> Rephase £110k into 2022/23 for future Work Programme	(110)
4.	<u>Controlled Parking</u> Schemes progressing include Rickmansworth West, High Elms Lane and the Consolidation Order. Other schemes to be delivered next year as part of the 2 year work programme. Rephase £70k into 2022/23	(70)
5.	Other Variances	(45)
	Total Capital Variance	(465)

Reserves

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 9**.

Description	Balance at 1 April 2021	Movement	Balance at 31 March 2022
	£000	£000	£000
Capital Reserves	(6,168)	4,298	(1,870)
Earmarked Reserves	(7,698)	(144)	(7,842)
Economic Impact Reserve	(1,803)	0	(1,803)
General Fund	(5,210)	1,338	(3,872)
Total	(20,879)	5,492	(15,387)

A glossary of financial terms is shown at **Appendix 10**

1.0 Revenue Budget

- 1.1 The Council's latest approved services budget (excluding corporate budgets) is **£11.144 million**. The forecast outturn is now estimated to be **£11.369 million** which results in a service variance of **£0.225 million**.
- 1.2 The table below compares the original budget, latest budget, the forecast outturn and the variance against each Committee. It also shows spend to date up to the end of September 2021 (Q2). The position of each cost centre by committee is shown at **Appendix 1** with the explanation of the variances by committee at **Appendix 2**.

Committee	2021/22 Revenue Account – General Fund Summary				
		(A)		(B)	(B – A)
	Original Budget	Latest Budget	Net Spend to Date	Forecast Outturn	Variance
	£000	£000	£000	£000	£000
Leisure, Environment and Community	4,419	5,422	(378)	5,533	111
Infrastructure, Housing and Economic Development	1,504	1,810	(356)	1,782	(28)
Policy & Resources	4,790	3,912	(1,559)	4,053	141
Total Service Budgets	10,713	11,144	(2,293)	11,369	225
Corporate Costs (Interest Earned/Paid), Parish Precepts and Transfer to Reserves	2,046	2,096	2,397	2,096	0
Net General Fund	12,759	13,240	104	13,465	225

Government Funding

- 1.3 For 2021/22 the Council has received £0.398 million from the Governments COVID-19 emergency funding.
- 1.4 A further £2.8 million in restart grants to enable local authorities to support their communities to re-open safely following the lifting of restrictions. The Council acts as a conduit for these grants which do not form part of the Council's budget figures.
- 1.5 The Government has now published guidance for the Sales, Fees and Charges Income Guarantee Scheme that has been extended into the first quarter of 2021/22. This scheme compensates authorities for income losses between April and June 2021 whilst COVID restrictions were still in place. Local authorities are able to claim for 75% of 95% of budgeted income. At this stage it is not expected that there will be any ongoing funding for income losses beyond 30 June 2021. The forecast income has been revised to reflect this latest position. Further updates will be provided once the claim has been assessed by the Department for Levelling Up, Housing and Communities (DLUHC).

Revenue Reserve Position

- 1.6 The effect of all Quarter 2 variances on the Councils General Fund Reserve over the medium term is shown below.

Movement on General Fund Balance	2021/22			2022/2023	2023/24
	Original	Latest Budget	Outturn	Latest	Latest
	£	£	£	£	£
Balance Brought Forward at 1 April	(4,482,894)	(5,210,222)	(5,210,222)	(3,871,942)	(2,946,911)
Revenue Budget (Surplus)/Deficit for Year	632,369	1,113,149	1,338,280	925,031	478,214
Closing Balance at 31 March	(3,850,525)	(4,097,073)	(3,871,942)	(2,946,911)	(2,468,697)

Staff Vacancy Monitoring

- 1.7 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 September 2021 with a detailed analysis provided by HR at **Appendix 3**.

Committee	No of Vacancies
Infrastructure, Housing and Economic Development	3
Leisure, Environment & Community	14
Policy & Resources	17
Total	34

- 1.8 The percentage of vacant posts at the end of the first quarter is 9.02% when compared against the total number of 377 Council posts. Although there are 34 vacant posts this equates to 32.7 FTE's as some posts are part time. In some cases, vacant posts will be covered by agency staff to ensure service delivery.

Investment Portfolio

- 1.9 The Council's Property Investment Board was allocated up to a total of £20 million 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 2021/22 receivable rent and the yield. The governance of property investments is covered in the Property Investment Strategy.

Investment Property	2021/22 rent £000	Total cost of property £000	Yield %	Comments
Nottingham	(186)	4,469	4.16%	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. Due to financial difficulties which a number of high street brands have encountered, one tenant company are now 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 oppose to the contracted rent of £60,000 pa. Additional rent may be charged quarterly, based on the difference between 11% of quarterly turnover and the quarterly concessionary rent. Turnover certificates are provided quarterly. Barclays Bank plc & Robinson Webster (Holdings) Limited contain a tenant only break clause, effective 26th February 2023 on six months minimum notice.
Norwich	(450)	7,169	6.28%	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 for 2021/22 is £450,000. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively.
Lincoln Drive (South Oxhey)	(161)	2,740	5.88%	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	(187)	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 of £187k.
Total	(984)	14,378	5.44%	Average

2.0 Capital Programme

- 2.1 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 **Appendix 4** and includes variances and commentary from officers. **Appendix 5** is blank as there are no variances to summarise for quarter 1.
- 2.2 The latest capital budget including re-phasing is **£6.612 million**. The forecast outturn for capital expenditure by Services at quarter 2 is **£6.147 million**. This provides a variance of **(£0.465 million)**.

- 2.3 The table below shows the 2021/22 original budget, latest budget, forecast outturn, spend to date and variance for Quarter 2.

Committee	Original Budget £000	Latest Budget £000	Spend to Date £000	Forecast Outturn £000	Variance £000
Leisure, Environment and Community	1,947	2,197	838	2,177	(20)
Infrastructure, Housing and Economic Development	1,556	1,791	215	1,586	(205)
Policy & Resources	1,517	1,939	319	1,699	(240)
Total Service	5,020	5,927	1,372	5,462	(465)
Major Projects					
<i>South Oxhey Initiative</i>	0	12	9	12	0
<i>Temporary Accommodation</i>	0	92	0	92	0
<i>Property Investment</i>	0	312	41	312	0
<i>Leisure Facility at South Oxhey</i>	227	269	0	269	0
Total Capital	5,247	6,612	1,422	6,147	(465)

- 2.4 As at the end of quarter 1, the total spend totalled £1.422 million and represents 21.51% of the latest budget.

- 2.5 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 6**.

3.0 Key Risk Areas

- 3.1 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 quarters monitoring are;

- **COVID-19**

The Pandemic has had a widespread impact on local authority spending throughout the country and has been particularly significant for district councils. Although the restrictions were lifted in July, infections rates continue to rise.

- **Leisure Management Contract**

It has been agreed with the operator that no management fee income will be received for 2021/22. Under the terms of the agreement this will be recoverable over the life of the contract. However, no specific time frame has been agreed for repayment.

- **Pay Award**

Employers have offered 1.75% which unions have rejected and are currently balloting members on industrial action. There is a central contingency which allows for a 2% pay ward.

- **Business Rates & Council Tax**

The Government has made funding available both for the additional Retail, Hospitality and Leisure reliefs given to business rate payers and the additional support for those of working age who are entitled to Council Tax Relief Support(CTRS). However these reliefs are not expected to completely mitigate the impacts of COVID-19 on Council Tax and NDR. Any impact on collection rates will feed through the Collection Fund to impact on council spending power in 2021/22.

The table below shows the impact on collection rates in the first six months of this year.

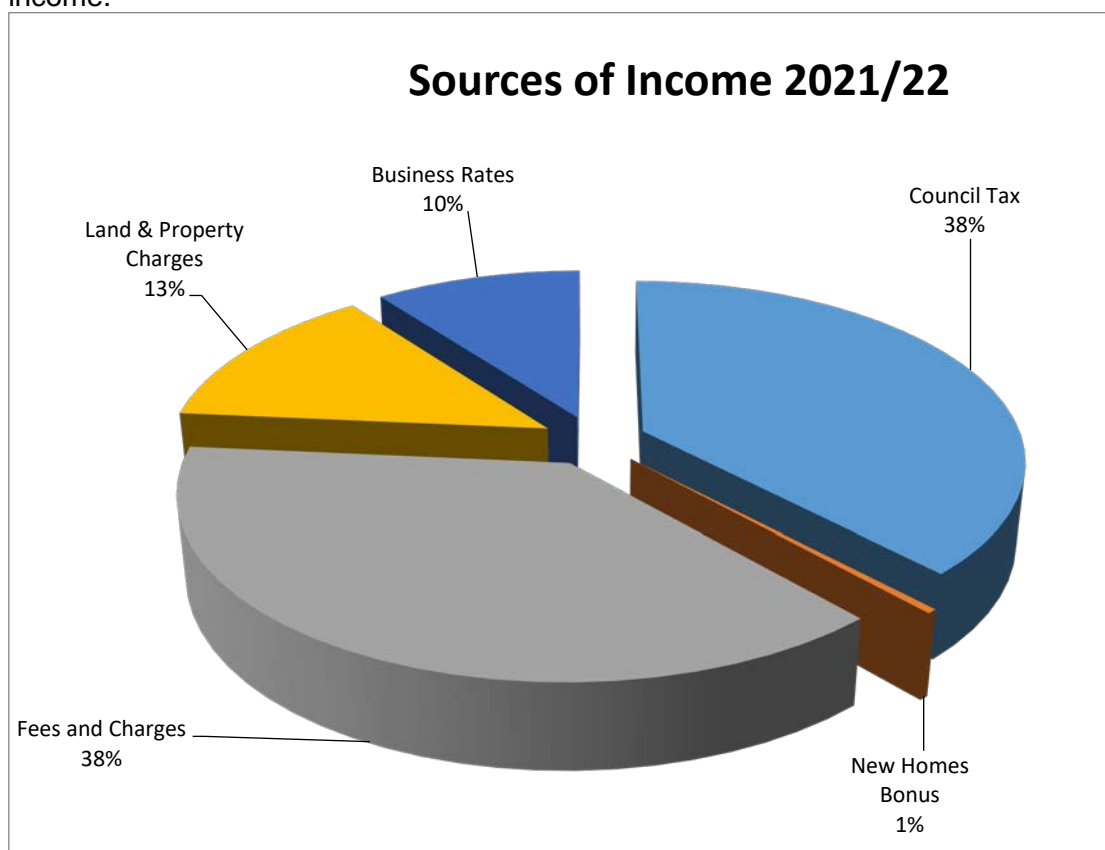
Fund	Q2 2021/22 Target	Q2 2021/22 Actual	Difference
Council Tax	58.7%	57.9%	-0.80%
Business Rates (NDR)	58.59%	56.25%	-2.34%

The council has experienced an increased number of working age people applying for CTRS as a result of increasing unemployment.

3.2 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 30 September 2021.

4.0 Council Income

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



4.2 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.

4.3 There is a fixed income profile for some services within Environmental Protection. 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.

4.4 Garage rents are charged on a weekly basis and most are collected by a monthly direct debit. Licensing income relates licences which are issued on a 3 or 5 year basis.

Service	Income Stream	2021/22 Original Budget £	2021/22 Latest Budget £	2021/22 Actual to date £	2021/22 Forecast Outturn £	2021/22 Variance £
Regulatory Services	Application Fees	(696,420)	(593,770)	(241,681)	(593,770)	0
	Licenses	(234,040)	(234,040)	(126,588)	(200,260)	33,780
Parking	Penalty Charge Notices	(115,000)	(82,616)	(41,907)	(82,616)	0
	Pay and Display	(220,000)	(175,337)	(67,899)	(175,337)	0
Environmental Protection	Trade Refuse	(771,660)	(771,660)	(373,081)	(771,660)	0
	Garden Waste	(1,102,100)	(1,102,100)	(1,111,909)	(1,112,100)	(10,000)
	Clinical Waste	(115,850)	(115,850)	(50,178)	(115,850)	0
	Cemeteries	(196,580)	(196,580)	(124,425)	(201,580)	(5,000)
Property Services	Garages	(976,830)	(976,830)	(440,385)	(976,830)	0
	Shops	(210,000)	(210,000)	(131,176)	(210,000)	0
	Investment Properties	(1,000,000)	(1,000,000)	(460,897)	(1,000,000)	0

Further details on the Council's key budget indicators for revenue service income streams (including volumes and trends) are shown at **Appendix 8**.

5.0 Debtors (invoicing)

5.1 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.

5.2 As at the end of quarter 2 2021, the total outstanding debt was £0.498 million. This is equivalent to 2.05% of total budgeted income of £24.3million. Debts less than a month old total £0.298 million (59.84% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.077 million (15.46% of the total debt) which mainly relates to unpaid rent on Temporary Accommodation. The Council's debt recovery team will continue to chase these debts and initiate payment plans (instalments) wherever possible.

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		£	£	£	£
Leisure, Environment & Community	Environmental Services	55,729	18,152	4,820	78,701
	Leisure	81,831	46,694	0	128,525
Infrastructure, Housing and Economic Development	Housing- Temporary Accommodation	5,798	40,427	54,833	101,058
	Planning	12,000	0	12	12,012
Policy & Resources	Legal & Property	96,425	7,450	6,916	110,791
	Insurance	0	177	0	177
	Others	542	10,000	10,499	21,041
Total		297,690	122,900	77,080	497,670

6.0 Treasury Management

6.1 The Council has managed its cash flows and adhered to its Treasury Management policy during the pandemic. The interest earned on the investments made by the Council supports the funding of the services it provides. The Council set an original budget of £90,000 on short-term investment interest for 2021/22. The Bank of England base interest rate was reduced to 0.01% in March 2020, and remains at this historically low level. Consequently market returns on short-term cash investments are extremely low and a significant income

shortfall is likely based on current returns. However, the expected income remains highly uncertain, as investment decisions are pending and there remains potential for the Bank of England to make policy changes to address current high levels of inflation which would lead to an improved outlook for investment returns. The income projection is under review and an update will be provided in the period 8 (November) Budget Management Report.

APPENDICES

- Appendix 1 Medium term revenue budget by Committee and Services
- Appendix 2 Explanations of revenue variances reported this Period
- Appendix 3 Staff Vacancies
- Appendix 4 Medium term capital investment programme
- Appendix 5 Explanations of capital variances reported this Period
- Appendix 6 Funding the capital programme
- Appendix 7 Budgetary risks
- Appendix 8 Key Budget Indicators- Income streams
- Appendix 9 Reserves
- Appendix 10 Glossary of Terms

Medium Term Revenue Budget by Committee and Services

Leisure, Environment & Community										
<i>Community Safety & Partnership</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q2	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Citizens Advice Bureaux	303,340	303,340	128,670	303,340	0	303,340	0	303,340	0	Grant has been paid for the CAB for Quarter 1 and Quarter 2
Community Development	4,500	4,500	(168,982)	4,500	0	4,500	0	4,500	0	Actuals includes grant income of £206k that will be spent in the year.
Community Safety	245,100	270,020	35,154	270,020	0	246,650	0	246,650	0	Grant monies received in advance of spend
Corporate Climate Change	93,490	173,740	(1,706,501)	173,740	0	94,090	0	94,090	0	£277k Invoice for first Green Home Grants due imminently
Community Partnerships	197,340	197,340	73,889	197,340	0	197,340	0	198,610	0	Budget will be spent
Env Health - Commercial Team	209,790	209,790	92,637	209,790	0	209,790	0	209,790	0	Contract with Watford is billed half yearly.
Licensing	(107,050)	(107,050)	(68,801)	(73,270)	33,780	(71,900)	33,780	(71,690)	33,780	Income reduced due to continued decline in application numbers, a general trend seen in previous years exacerbated by the pandemic. £8.3k for drivers and £24.5k for Vehicles
Community & Leisure Grant	80,000	80,000	19,659	80,000	0	80,000	0	80,000	0	Budget will be spent
Public Health	0	0	0	0	0	0	0	0	0	Public health grant income
Total	1,026,510	1,131,680	(1,594,275)	1,165,460	33,780	1,063,810	33,780	1,065,290	33,780	
Leisure										
	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q2	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Boots Langley Project	0	0	46,230	0	0	0	0	0	0	This expenditure is funded from S106 and National Heritage Lottery Fund.
Community Sports Network Csn	0	0	(4,970)	0	0	0	0	0	0	Actuals include grant income to be utilised in 2021/22
Community Arts	9,910	9,910	(2,455)	9,910	0	9,910	0	9,910	0	Actuals include grant income to be utilised in 2021/22
Watersmeet	56,170	115,565	(5,334)	115,565	0	55,675	0	46,725	0	Budget will be spent
Leavesden Ymca	(35,000)	(35,000)	(17,500)	(35,000)	0	(35,000)	0	(35,000)	0	Income is received quarterly.
Active Community Devel Fund	41,900	41,900	2,118	42,200	300	42,200	300	42,200	300	Reduction in income due to Tea Dance project no longer running.
Oxhey Hall	(3,000)	(3,000)	(1,500)	(3,000)	0	(3,000)	0	(3,000)	0	Income is received quarterly.
Trees And Landscapes	374,600	374,600	144,744	189,360	(185,240)	189,360	(187,050)	189,360	(188,810)	Budgets transferred between Leisure Development, Environmental Initiatives, Development Management and realigned with service
Museum	(700)	(700)	0	(700)	0	(700)	0	(700)	0	Awaiting invoice to be raised
Playing Fields & Open Spaces	46,365	66,495	48,279	92,095	25,600	46,305	0	46,415	0	Increased budget required including £6k for remedial work to ensure that the pavilions comply with statutory requirement ACOPL8 - Legionella and £15k due to on-going repairs and maintenance in play areas and £5k to replace play equipment
Play Rangers	54,780	54,780	24,754	54,780	0	54,780	0	54,080	0	Budget will be spent
Aquadrome	16,480	28,680	34,532	43,680	15,000	16,390	0	16,550	0	Budget increase required due to estimated costs of £15,000 to clear sewer tank at the aquadrome and carry out repairs to pumps
Leisure Venues	(605,910)	187,320	28,587	187,320	0	(635,480)	0	(652,480)	0	Budget will be spent
Leisure Development	255,290	255,290	109,468	472,000	216,710	474,500	218,520	476,690	220,280	Salary Budgets transferred from Trees & Landscapes
Play Development - Play schemes	60,300	60,300	20,911	60,300	0	60,300	0	60,300	0	Budget will be spent
Sports Devel-Sports Projects	26,700	26,700	2,763	26,700	0	26,700	0	26,700	0	Budget will be spent
Croxley Green Skateboard Park	17,580	17,580	8,689	21,080	3,500	17,580	0	17,580	0	No income expected as post is vacant.
Leisure & Community Services	133,070	133,070	66,691	133,070	0	130,120	0	144,430	0	Budget will be spent
Grounds Maintenance	706,590	706,590	336,675	707,735	1,145	709,080	0	710,820	0	2.4% annual uplift in vehicle maintenance contract
Total	1,155,125	2,040,080	842,681	2,117,095	77,015	1,158,720	31,770	1,150,580	31,770	

<i>Environmental Services</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q2	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Refuse Domestic	(18,560)	(18,560)	(6,602)	(18,560)	0	(18,560)	0	(18,560)	0	
Refuse Trade	(203,240)	(203,240)	(193,266)	(201,720)	1,520	(208,480)	0	(208,480)	0	2.4% annual uplift in vehicle maintenance contract
Recycling General	(12,250)	750	(1,281)	750	0	750	0	750	0	Budget will be spent
Garden Waste	(312,780)	(293,080)	(748,278)	(299,440)	(6,360)	(295,860)	0	(283,900)	0	Income received at start of financial year - Increase in budget of £10k required due to increased sign up, slightly offset by 2.4% annual uplift in vehicle maintenance contract.
Clinical Waste	(47,110)	(41,110)	(28,823)	(41,050)	60	(41,110)	0	(41,110)	0	2.4% annual uplift in vehicle maintenance contract
Recycling Kerbside	(90,790)	(209,401)	(118,519)	(209,401)	0	(90,790)	0	(90,790)	0	
Abandoned Vehicles	250	250	85	250	0	250	0	250	0	
Pest Control	75,000	75,000	38,438	76,875	1,875	75,000	0	75,000	0	2.5% Inflation costs to contract with WBC
Environmental Maintenance	25,970	25,970	7,042	25,970	0	25,980	0	25,980	0	Budget will be spent
Animal Control	57,250	57,250	23,746	57,250	0	57,250	0	57,250	0	Budget will be spent
Cemeteries	(182,460)	(180,960)	(107,641)	(185,960)	(5,000)	(182,430)	0	(182,530)	0	increased income on burial fees
Hertfordshire Fly Tipping	0	0	(8,895)	0	0	0	0	0	0	Ring fenced Grant
Environmental Protection	380,830	380,830	179,915	380,830	0	380,860	0	383,490	0	Budget will be spent
Depot-Batch worth	28,160	28,160	26,677	28,160	0	28,260	0	28,700	0	Budgets for rates fully spent.
Waste Management	2,001,010	2,091,890	1,115,116	2,098,580	6,690	2,122,430	0	2,112,730	0	£65k Budget movement from Basic Salary to Agency Staff. 2.4% annual uplift in vehicle maintenance contract
Environmental Maintenance	536,410	536,410	195,855	537,860	1,450	535,230	0	537,240	0	2.4% annual uplift in vehicle maintenance contract
Total	2,237,690	2,250,159	373,569	2,250,394	235	2,388,780	0	2,396,020	0	
Total Leisure Environment & Community	4,419,325	5,421,919	(378,025)	5,532,949	111,030	4,611,310	65,550	4,611,890	65,550	

Infrastructure Housing & Economic Development										
Housing	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q2	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Housing Services Needs	483,720	483,720	274,548	483,720	0	490,150	0	493,350	0	Budget will be spent
Rent Deposit Guarantee Scheme	5,110	5,110	0	5,110	0	5,110	0	5,110	0	Demand led service
Homelessness General Fund	(80,770)	(80,770)	(868,067)	(80,770)	0	(80,770)	0	(80,770)	0	Actuals includes ring-fenced grant income received in the year.
Housing Associations	(5,000)	(5,000)	(2,500)	(5,000)	0	(5,000)	0	(5,000)	0	Lease income for Wensum Court - charged 1/2 yearly
Refugees	0	0	(69,513)	0	0	0	0	0	0	Actuals includes ring-fenced grant income received in the year.
Env Health - Residential Team	116,440	116,440	43,406	116,440	0	117,130	0	117,150	0	Budget will be spent
Total	519,500	519,500	(622,126)	519,500	0	526,620	0	529,840	0	

Infrastructure & Planning Policy	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q2	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Land & Property Info Section	6,570	6,570	(9,726)	(930)	(7,500)	7,630	0	7,750	0	Full Land searches budget not required due to reduced number of searches sent to HCC, increased number of Personal Searches. Increase in Property naming income budget required due to street naming application number increasing, mainly due to South Oxhey initiative.
Street Naming & Numbering	7,130	7,130	2,402	7,130	0	7,130	0	7,130	0	Budget will be spent
Environmental Initiatives	47,470	47,470	156	0	(47,470)	0	(47,470)	0	(47,470)	Budgets moved to Trees & Landscapes
Development Management	74,490	202,100	120,383	218,100	16,000	105,490	16,000	110,980	16,000	Budget moved from Trees and Landscapes to Development Management to pay for Professional Fees
Director Community & Env Servs	130,650	130,650	65,620	130,650	0	130,550	0	130,590	0	Budget will be spent
Development Plans	346,090	377,940	13,596	377,940	0	308,310	0	309,760	0	Actuals includes grant income received that will be spent throughout the year.
Bedfordshire Building Control	(10,147)	(10,147)	(482)	(10,147)	0	(9,487)	0	(9,487)	0	
High2 Planning	0	0	(376)	0	0	0	0	0	0	
Total	602,253	761,713	191,573	722,743	(38,970)	549,623	(31,470)	556,723	(31,470)	

Economic Development	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q2	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Energy Efficiency	19,500	19,500	0	19,500	0	19,500	0	19,500	0	Awaiting £7k invoice
Sustainability Projects	6,000	4,500	102	4,500	0	4,500	0	4,500	0	Budget will be spent
Decriminalised Parking Enf SPA	50,250	170,670	(25,454)	182,200	11,530	73,640	23,390	85,860	35,610	3% inflationary increase as per parking contract with Hertsmere BC
Car Parking-Maintenance	114,460	114,460	101,398	114,460	0	115,070	0	96,690	0	Budget will be spent
Dial A Ride	40,000	40,000	(18,414)	40,000	0	40,000	0	40,000	0	This is invoiced every 6 months.
Sustainable Travel Scheme	0	27,660	13,060	27,660	0	1,500	0	1,500	0	Budget will be spent
Better Buses Fund	93,359	93,359	0	93,359	0	93,359	0	93,359	0	Awaiting invoice
Public Conveniences	4,200	4,200	3,600	4,200	0	4,200	0	4,200	0	Budget will be spent
GIS Officer	54,300	54,300	450	54,300	0	54,300	0	54,300	0	Recruitment process ongoing
Total	382,069	528,649	74,742	540,179	11,530	406,069	23,390	399,909	35,610	
Total Infrastructure Housing & Economic Development	1,503,822	1,809,862	(355,811)	1,782,422	(27,440)	1,482,312	(8,080)	1,486,472	4,140	

Policy & Resources										
Resources & Shared Services	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q2	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Director Of Finance	70,610	70,610	27,254	70,610	0	70,610	0	71,790	0	Quarter 2 invoice to Watford raised and income received
Communication	124,110	174,110	55,876	174,110	0	125,170	0	125,290	0	Budget will be spent
Legal Practice	372,740	372,740	198,273	372,740	0	376,350	0	378,770	0	Budget will be spent
Committee Administration	175,990	198,320	92,928	198,320	0	180,940	0	181,280	0	Budget will be spent
Office Services	240,810	228,810	69,486	208,810	(20,000)	232,810	0	232,810	0	Full budget not required for contract security services, under review for future requirement £5k. Reduced demand for postage due to smarter working practices £5k. Full cleaning budget not required due to reduced occupancy £10k
Elections & Electoral Regn	129,420	129,420	88,381	129,420	0	129,420	0	130,650	0	Budget will be spent
Finance Services	456,420	456,420	232,744	456,420	0	457,280	0	458,350	0	Budget will be spent
Parliamentary Elections	0	0	54,559	0	0	0	0	0	0	Awaiting final payment from Cabinet Office for December 2019 General election
European Elections	0	0	0	0	0	0	0	0	0	
Police Commissioner Election	0	0	(60,542)	0	0	0	0	0	0	Costs to be apportioned by November 2021
Revs & Bens Management	38,570	38,570	19,208	38,570	0	36,250	0	36,250	0	Budget will be spent
Fraud	82,840	82,840	34,155	82,840	0	82,840	0	82,840	0	Budget will be spent
Chief Executive	176,060	176,060	88,801	176,060	0	176,060	0	176,060	0	Budget will be spent
Performance Mgt & Scrutiny	47,770	47,770	25,027	47,770	0	47,770	0	47,770	0	Budget will be spent
Debt Recovery	200,230	200,230	99,195	200,230	0	201,610	0	202,980	0	Budget will be spent
Three Rivers House	366,190	388,590	260,747	388,590	0	366,000	0	359,260	0	Budget will be spent
Basing House	(10,230)	(10,230)	(6,653)	(10,230)	0	(10,340)	0	(10,140)	0	Tenant income charged on a monthly basis
Officers' Standby	6,140	6,140	6,140	6,140	0	6,140	0	6,140	0	
Finance Client	98,350	98,350	2,411	98,350	0	126,410	0	126,530	0	Budget will be spent
Business App Maintenance	226,200	226,200	201,147	226,200	0	226,200	0	226,200	0	Budget will be spent
Client	751,638	835,638	346,715	835,638	0	755,542	0	757,131	0	Budget will be spent
Internal Audit Client	71,460	71,460	12,714	71,460	0	71,460	0	71,460	0	Budget will be spent
Fraud Client	2,690	2,690	0	2,690	0	2,690	0	2,690	0	Budget will be spent
Insurances	353,220	353,220	359,727	353,220	0	353,220	0	353,220	0	
Debt Recovery Client Acc	(6,140)	(6,140)	(400)	(6,140)	0	(6,140)	0	(6,140)	0	
HR Client	334,628	334,628	155,709	334,628	0	333,736	0	334,113	0	Shared services invoice for Quarter 1 to WBC has been raised.
Corporate Management	150,680	150,680	3,676	150,680	0	150,680	0	150,680	0	Includes external audit costs that are paid at year end

Resources & Shared Services	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q2	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Democratic Representation	303,758	303,758	157,964	303,758	0	303,758	0	303,758	0	Budget will be spent
Covid 19	0	0	(261,533)	0	0	0	0	0	0	Grants received
Benefits & Allowances	725,010	725,010	251,320	725,010	0	729,820	0	728,810	0	Shared services invoices for Quarter 1 & 2 to WBC has been raised.
Benefits Client	(549,890)	(549,890)	989,900	(549,890)	0	(549,890)	0	(549,890)	0	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
Benefits New Burden	0	0	(26,503)	0	0	0	0	0	0	
Benefits Dhp	0	0	0	0	0	0	0	0	0	
Benefits Non Hra	1,020	1,020	(239,905)	1,020	0	1,020	0	1,020	0	Actuals include grant rebate
Council Tax Collection	360,940	360,940	432,377	360,940	0	362,120	0	365,390	0	Shared services invoice for Quarter 1 & 2 to WBC have been raised.
NNDR	36,500	55,090	41,863	55,090	0	55,090	0	55,090	0	
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	0	(186,140)	0	Income from court costs received at year end
Nndr Cost Of Collection	(107,090)	(107,090)	0	(107,090)	0	(107,090)	0	(107,090)	0	This is received at year end
Register Of Electors	36,800	36,800	4,965	36,800	0	36,800	0	36,800	0	Budget will be spent
District Elections	76,320	76,320	202,466	76,320	0	76,320	0	76,320	0	Costs to be apportioned by November 2021
Customer Service Centre	947,790	925,460	373,236	925,460	0	955,360	0	958,520	0	
Major Incident Planning	98,230	97,080	35,026	97,080	0	98,140	0	98,260	0	Budget will be spent
Miscellaneous Income & Expend	59,275	(1,052,158)	(4,940,416)	(890,617)	161,541	34,330	0	(198,288)	0	Revision to forecast to reflect latest government guidance in relation to the Sales, Fees and Charges Income Guarantee Scheme.
Non Distributed Costs	249,000	249,000	882	249,000	0	255,000	0	255,000	0	Budget will be fully spent by end of the year
Customer Contact Programme	50,000	98,590	0	98,590	0	0	0	0	0	Project Progressing
Miscellaneous Properties	(103,920)	(85,770)	(89,919)	(85,770)	0	(102,710)	0	(103,270)	0	
Asset Management - Property Services	370,810	395,810	311,200	395,810	0	383,530	0	389,630	0	
Parish Elections	0	0	(8,416)	0	0	0	0	0	0	Costs to be apportioned by November 2021
County Elections	0	0	(97,105)	0	0	0	0	0	0	Costs to be apportioned by November 2021
Referendums	0	0	(28,249)	0	0	0	0	0	0	Costs to be apportioned by November 2021
Garages & Shops Maintenance	(1,142,850)	(1,162,850)	(578,745)	(1,162,850)	0	(1,142,960)	0	(1,144,030)	0	
Investment Properties	(1,000,000)	(1,000,000)	(460,897)	(1,000,000)	0	(1,000,000)	0	(1,000,000)	0	
Start Trainees	0	0	(3,882)	0	0	0	0	0	0	
Oxhey Drive	9,990	9,990	8,234	9,990	0	10,050	0	10,250	0	
Vacancy Provision	(180,000)	(180,000)	0	(180,000)	0	(180,000)	0	(180,000)	0	This will be reviewed when the annual salary budget exercise is completed in November
Salary Contingency	273,860	273,860	0	273,860	0	275,000	0	275,000	0	Funds to cover expected salary increase when agreed. Current offer of 1.75% rejected.
Total Policy & Resources	4,789,810	3,911,957	(1,558,859)	4,053,498	141,541	4,800,256	0	4,581,124	0	
Total All Committees	10,712,957	11,143,738	(2,292,695)	11,368,869	225,131	10,893,878	57,470	10,679,486	69,690	
Corporate Costs	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ Q2	Forecast 2022/23	2022/23 Variance	Forecast 2023/24	2023/24 Variance	Officer Comments
	£	£	£	£	£	£	£	£	£	
Interest Earned	(390,011)	(390,011)	(15,825)	(390,011)	0	(90,000)	0	(90,000)	0	Interest on loan to RSL of £375k is received at the end of the financial year.
Interest Paid	381,220	431,220	92,083	431,220	0	302,150	0	302,150	0	This relates to the cost of borrowing for the funding of the new Leisure facility at South Oxhey, loan to RSL and the redevelopment of garage sites for temporary accommodation. Payments are scheduled for October and March
Transfer to Reserves	(59,910)	(59,910)	206,376	(59,910)	0	(59,910)	0	(59,910)	0	Accounting entry made at year end
Parish Precepts	2,114,610	2,114,610	2,114,610	2,114,610	0	2,156,920	0	2,200,060	0	Paid half yearly in April & September
Total Corporate Costs	2,045,909	2,095,909	2,397,244	2,095,909	0	2,309,160	0	2,352,300	0	

Explanation of Variances reported in this period - Revenue

Leisure, Environment & Community			2021/22 £	2022/23 £	2023/24 £
Description	Main Group Heading	Details of Variances to Latest Approved Budget			
Licensing	Income	Continued decline in application numbers, a general trend seen in previous years exacerbated by the pandemic. £8.3k for drivers and £24.5k for Vehicles	33,780	33,780	33,780
Total Community Safety & Partnership			33,780	33,780	33,780
Description	Main Group Heading	Details of Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Watersmeet	Premises	Reduction in electricity usage due to fewer events	(3,000)	0	0
	Supplies and Services	Additional electrical works to support bar app as part of conditions of CRF grant of £ 4.5k plus increased costs due to security for council and committee meetings of £2.7k	7,200	0	0
	Income	Additional income received including £3k from security and staff costs charged for Council and committee meetings and £2k from other, offset by a slight reduction in current hire bookings	(4,200)	0	0
Active Community Devel Fund	Income	Tea Dance project no longer running.	300	300	300
Trees & Landscapes	Employees	Salary Budgets transferred to Leisure Development, remaining budget realigned within the service	(262,860)	(264,670)	(266,430)
	Premises	£16k budget moved to Development Management to pay for Professional fees. Remaining budgets realigned with the service	94,400	94,400	94,400
	Transport	Budgets realigned within the service	(3,280)	(3,280)	(3,280)
	Supplies and Services	Budgets realigned within the service	(13,500)	(13,500)	(13,500)
Playing Fields & Open Spaces	Premises	Increased budget required including £6k for remedial work to ensure that the pavilions comply with statutory requirement ACOPL8 - Legionella and £15k due to on-going repairs and maintenance in play areas.	21,600	0	0
	Supplies and Services	increase required as budget already spent half way through the year and need to accommodate further purchases.	4,000	0	0
Aquadrome	Premises	Budget increase required due to estimated costs of £15,000 to clear sewer tank at the aquadrome and carry out repairs to pumps	15,000	0	0
Leisure Development	Employees	Salary Budgets transferred from Trees & Landscapes	216,710	218,520	220,280
Croxley Green Skateboard Park	Income	No income expected as post is vacant.	3,500	0	0
Grounds Maintenance	Transport	2.4% annual uplift in vehicle maintenance contract	1,145	0	0
Total Leisure			77,015	31,770	31,770
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Refuse Trade	Transport	2.4% annual uplift in vehicle maintenance contract	1,520	0	0
Garden Waste	Transport	2.4% annual uplift in vehicle maintenance contract	3,640	0	0
	Income	Additional budget required as extra sign up received	(10,000)	0	0
Clinical Waste	Transport	2.4% annual uplift in vehicle maintenance contract	60	0	0
Pest Control	Third Party Payments	2.5% Inflation costs to contract with WBC	1,875	0	0
Cemeteries	Income	increased income on burial fees	(5,000)	0	0
	Employees	£65k Budget movement from Basic Salary to Agency Staff	0	0	0
	Transport	2.4% annual uplift in vehicle maintenance contract	6,690	0	0
Street Cleansing	Transport	2.4% annual uplift in vehicle maintenance contract	1,450	0	0
Total Environmental Services			235	0	0
Total Leisure Community & Environment Services			111,030	65,550	65,550

Infrastructure Housing & Economic Development			2021/22	2022/23	2023/24
Description	Main Group Heading	Details of Variances to Latest Approved Budget	£	£	£
Land & Property Info Section	Supplies and Services	Full budget not required due to reduced number of searches sent to HCC, increased number of Personal Searches.	(4,500)	0	0
	Income	Increased budget required as Street Naming application numbers increased, largely due to South Oxhey regeneration.	(3,000)	0	0
Environmental Initiatives	Premises	Budget moved to Trees and Landscapes	(500)	(500)	(500)
	Supplies and Services	Budget moved to Trees and Landscapes	(46,970)	(46,970)	(46,970)
Development Management	Supplies and Services	Budget moved from Trees and Landscapes to Development Management to pay for Professional Fees	16,000	16,000	16,000
Total Infrastructure and planning policy			(38,970)	(31,470)	(31,470)
Decriminalised Parking Enf SPA	Third Party Payments	3% inflationary increase as per parking contract with Hertsmere BC	11,530	23,390	35,610
Total Economic Development			11,530	23,390	35,610
Total Infrastructure, Housing & Economic Development			(27,440)	(8,080)	4,140
Policy & Resources					
Description	Main Group Heading	Details of Variances to Latest Approved Budget	2021/22	2022/23	2023/24
Miscellaneous Income & Expend	Grants	Revision to forecast to reflect latest government guidance in relation to the Sales, Fees and Charges Income Guarantee Scheme.	161,541	0	0
Office Services	Premises	Full cleaning budget not required due to reduced occupancy	(10,000)	0	0
	Supplies and Services	Full budget not required for contract security services, under review for future requirement £5k. Reduced demand for postage due to smarter working practices £5k.	(10,000)	0	0
Total Policy and Resources			141,541	0	0
TOTAL Variances for Quarter 2 2021			225,131	57,470	69,690

Staff Vacancies

Committee	Department	Job Title	Comments	Total	
Infrastructure, Housing and Economic Development	Housing Options	Housing Apprentice	Not currently advertised	1.00	
	Planning	Planning Officer	Currently advertised	1.00	
	Regulatory Services	LA1 Contract and Project Manager	Not currently advertised	1.00	
Leisure, Environment & Community	Community Partnerships	Consultation Officer	Not currently advertised	0.74	
	Grounds Maintenance	Grounds Maintenance Operative	Under offer	1.00	
	Leisure Development	Active Development Officer	Not currently advertised	1.00	
	Leisure Development	Play Ranger	Not currently advertised	0.65	
	Waste Services	Loader x 3		Not currently advertised	3.00
		HGV Driver x 2		Not currently advertised	2.00
		Driver and Street Cleanser		Not currently advertised	1.00
		Street Cleansing Operative		Not currently advertised	1.00
		Chargehand		Not currently advertised	1.00
	Watersmeet	Watersmeet Marketing Apprentice		Currently advertised	1.00
		Technical Support		Not currently advertised	0.50
Policy and Resources	Finance	Finance Manager (FA&T)	Currently advertised	1.00	
		Assistant Finance Manager (FP&A)	Not currently advertised	1.00	
	Revenue and Benefits	Benefits Officer x 8		Covered by Interim	8.00
		Revenues Manager		Under offer	1.00
		Recovery Officer		Under offer	1.00
		Sundry Debt Officer		Not currently advertised	1.00
		Systems and Subsidy Officer		Currently advertised	1.00
		Billing Apprentice		Not currently advertised	1.00
		Billing Officer		Not currently advertised	0.81
	Democratic Services	Elections Manager		Covered by Interim	1.00
			Grand Total	32.70	

Medium Term Capital Investment Programme

2021/22 - 2023/24 Capital Programme	2021/22					2022/23			2023/24			
Leisure, Environment & Community												
Community Safety & Partnership	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 2 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
ASB Casework Management System	18,750	18,750	0	18,750	0	0	0	0	0	0	0	Budget may not be required as currently liaising with Herts Police to see if we can access their system
Capital Grants & Loans	20,000	23,631	0	3,631	(20,000)	20,000	0	(20,000)	20,000	0	(20,000)	Budget already transferred to Outdoor Fitness Zones as part of their PID
Community CCTV	6,000	12,000	0	12,000	0	6,000	6,000	0	6,000	6,000	0	Demand led service
Total	44,750	54,381	0	34,381	(20,000)	26,000	6,000	(20,000)	26,000	6,000	(20,000)	
Leisure	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 2 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
Heritage & Tourism Initiative	0	0	140	0	0	0	0	0	0	0	0	Project costs will be funded by S106 monies
Countryside Management	10,000	10,000	9,832	10,000	0	10,000	10,000	0	10,000	10,000	0	Budget will be spent
Aquadrome	21,000	23,831	14,925	23,831	0	22,500	22,500	0	22,500	22,500	0	Budget will be spent
Scotsbridge-Chess Habitat	11,390	11,390	0	11,390	0	0	0	0	0	0	0	Project being led by the Environmental Agency - anticipate fully spending the budget by the end of the financial year.
Watersmeet External Roof Access	0	27,253	12,436	27,253	0	0	0	0	0	0	0	Full budget to be spent by end of year - minor works still taking place
Leisure Facilities Improvement	10,000	12,046	1,007	12,046	0	10,000	10,000	0	0	0	0	Decommissioning of Sir James Altham Pool
Open Space Access Improvements	50,000	77,506	4,354	77,506	0	50,000	50,000	0	50,000	50,000	0	Budget will be fully spent on footpath repairs at Rickmansworth Aquadrome
Improve Play Area-Future Schemes	158,250	216,633	107,542	230,280	13,647	100,000	100,000	0	100,000	100,000	0	£13,647 budget transferred from The Swillet - Play area refurbishment. Budget will be fully spent by the end of the financial year, with support funding from other sources including S106 monies and Veolia. This includes The Swillet Cycle Track (due to commence in Feb/March 2022) and the Wildwood Den natural play space at the Aquadrome (commencing October 2021).
Aquadrome-Whole Life Costing	10,000	10,000	0	10,000	0	11,000	11,000	0	11,000	11,000	0	A survey on the footpaths and bridges is currently being carried out. A management plan is being developed by the Leisure team which will form the basis of a structured programme of works
Watersmeet-Whole Life Costing	15,000	30,799	2,574	30,799	0	20,000	20,000	0	20,000	20,000	0	Budget includes potential additional costs incurred by asbestos removal from ground works in 2021/22, and roof repair works. Project based works that are not evenly spread throughout the year. Full budget to be spent by end of financial year.
Pavilions-Whole Life Costing	10,000	20,968	2,290	20,968	0	11,000	11,000	0	11,000	11,000	0	Budget will be fully spent
The Swillet - Play area Refurbishment	0	13,647	0	0	(13,647)	0	0	0	0	0	0	Project complete, remaining budget transferred to Improve Play Arera - Future Schemes
Outdoor Fitness Zones	54,400	54,400	0	54,400	0	54,400	54,400	0	27,200	27,200	0	Budget will be spent within financial year.
Total	350,040	508,473	154,960	508,473	0	288,900	288,900	0	251,700	251,700	0	

Environmental Services	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 2 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
Waste Plant & Equipment	40,030	40,030	8,273	40,030	0	25,000	25,000	0	25,000	25,000	0	Tenders currently being prepared
Waste Services Depot	1,300,000	1,300,000	565,334	1,300,000	0	0	0	0	0	0	0	The project has been delayed due to issues with the piling. These are currently being investigated. A resolution is expected shortly. The modular unit is ready for delivery. Once back on track phase one will be completed 2021 and phase 2 by the end of the financial year
Bulk Domestic Waste	30,500	55,994	38,016	55,994	0	40,000	40,000	0	40,000	40,000	0	Budget will be spent
Waste & Recycling Vehicles	0	0	0	0	0	1,887,000	1,887,000	0	400,000	400,000	0	No spend expected until 2022/23
Street Furnishings	15,000	15,000	0	15,000	0	15,000	15,000	0	15,000	15,000	0	Budget will be spent
Paladin Bins	40,000	53,201	26,840	53,201	0	60,000	60,000	0	60,000	60,000	0	Budget will be spent
Energy Performance Certificate	2,000	6,185	3,080	6,185	0	2,000	2,000	0	2,000	2,000	0	Programme underway
Cemetery-Whole Life Costing	5,000	5,000	851	5,000	0	5,000	5,000	0	5,000	5,000	0	Planned works Woodcock Hill
Replacement Ground Maintenance Vehicles	120,000	158,458	40,535	158,458	0	280,000	280,000	0	180,000	180,000	0	Tenders currently being prepared
Total	1,552,530	1,633,868	682,929	1,633,868	0	2,314,000	2,314,000	0	727,000	727,000	0	
Total Leisure, Environment & Community	1,947,320	2,196,722	837,889	2,176,722	(20,000)	2,628,900	2,608,900	(20,000)	1,004,700	984,700	(20,000)	
Infrastructure Housing & Economic Development												
Economic Development	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 2 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
Cycle Schemes	64,583	64,583	0	40,000	(24,583)	25,000	49,583	24,583	25,000	25,000	0	Projects identified as part of the current Cycling Programme including Grand Union canal towpath (£40k), additional projects will commence once the Local Cycling and Walking Infrastructure Plans are finalised. Rephase £24,583 into 2022/23
Disabled Parking Bays	2,500	2,500	774	2,500	0	2,500	2,500	0	2,500	2,500	0	Budget will be spent
Controlled Parking	164,425	164,425	0	94,425	(70,000)	50,000	120,000	70,000	50,000	50,000	0	Schemes progressing include Rickmansworth West, High Elms Lane and the Consolidation Order. Other schemes to be delivered next year as part of the 2 year work programme. Rephase £70k into 2022/23
Princes Trust-Business Start-up	10,000	10,000	0	10,000	0	10,000	10,000	0	10,000	10,000	0	Historically paid in March
Food Building Grants	2,500	2,500	0	2,500	0	2,500	2,500	0	2,500	2,500	0	Demand Led Service - no applications received to date
South Oxhey Initiative	0	27,690	2,090	27,690	0	0	0	0	0	0	0	Scheme due to complete this year
Parking Bay & Verge Protection	301,473	301,473	28,130	191,473	(110,000)	40,000	150,000	110,000	40,000	40,000	0	Rephase £110k into 2022/23 for future Work Programme
Highways Enhancement	194,384	194,384	0	194,384	0	50,000	50,000	0	50,000	50,000	0	Schemes being prepared, will monitor spend.
Bus Shelters	9,000	9,000	0	9,000	0	9,000	9,000	0	9,000	9,000	0	Awaiting Programme once identified requests
Retail Parades	188,000	194,849	34,504	194,849	0	30,000	30,000	0	30,000	30,000	0	Delta Gain retail refurbishment project is still awaiting landowner consent to proceed, EVCP procurement due early 2021/22)
Carbon Neutral Council	0	4,000	0	4,000	0	0	0	0	0	0	0	Budget will be spent
Rickmansworth Work Hub	39,000	39,000	4,270	39,000	0	0	0	0	0	0	0	Full survey has been carried out and a programme of works will be created and completed
Car Park Restoration	10,000	10,000	0	10,000	0	35,000	35,000	0	35,000	35,000	0	Inspection underway to identify requirements
Estates, Paths & Roads	20,000	28,843	8,521	28,843	0	20,000	20,000	0	20,000	20,000	0	Budget will be fully spent - Rainbow crossing awaiting revised quotes
TRDC Footpaths & Alleyways	40,000	56,350	14,175	56,350	0	25,000	25,000	0	25,000	25,000	0	Planned works include 2 rainbow crossings
Integration of Firmstep to uniform Licensing applications	0	19,000	0	19,000	0	0	0	0	0	0	0	Project has just started
Total	1,045,865	1,128,597	92,464	924,014	(204,583)	299,000	503,583	204,583	299,000	299,000	0	
Housing												
Housing	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 2 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
Disabled Facilities Grant	500,000	652,000	122,140	652,000	0	586,000	586,000	0	586,000	586,000	0	Additional grants of £74k approved
Home Repairs Assistance	10,000	10,000	0	10,000	0	10,000	10,000	0	10,000	10,000	0	Demand led service - no applications received to date
Total	510,000	662,000	122,140	662,000	0	596,000	596,000	0	596,000	596,000	0	
Total Infrastructure Housing & Economic Development	1,555,865	1,790,597	214,604	1,586,014	(204,583)	895,000	1,099,583	204,583	895,000	895,000	0	

Policy & Resources												
Resources & Shared Services	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 2 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
Professional Fees-Internal	157,590	157,590	0	157,590	0	157,590	157,590	0	157,590	157,590	0	Entry done at year end
Election Equipment	6,000	9,000	0	9,000	0	6,000	6,000	0	6,000	6,000	0	New election equipment order pending
Members' IT Equipment	46,690	46,690	0	46,690	0	16,260	16,260	0	16,260	16,260	0	New equipment to be purchased in January 2022
ICT-Managed Project Costs	120,000	120,000	72,843	120,000	0	60,000	60,000	0	60,000	60,000	0	To deliver key projects for O365, cloud migration
Shared Services ICT Hardware Replacement	40,000	160,416	0	160,416	0	40,000	40,000	0	40,000	40,000	0	
Garage Improvements	325,000	505,000	178,293	505,000	0	150,000	150,000	0	150,000	150,000	0	There was a slight delay in starting the programme but this is now fully underway.
ICT Licence Costs	100,000	106,155	0	106,155	0	100,000	100,000	0	100,000	100,000	0	To deliver key projects for O365, cloud migration
Customer Contact Programme	0	21,573	17,875	21,573	0	0	0	0	0	0	0	Budget will be spent
ICT Website Development	0	14,870	0	14,870	0	0	0	0	0	0	0	Project progressing should be spent by year end (link to Customer Experience Strategy project)
ICT Elections	17,000	23,701	15,372	23,701	0	17,000	17,000	0	17,000	17,000	0	Budget will be spent
ICT Hardware Replacement Programme	45,000	64,241	2,468	64,241	0	45,000	45,000	0	45,000	45,000	0	To deliver key projects for O365, cloud migration
PH Whole Life Costing	250,000	250,000	17,552	250,000	0	170,000	170,000	0	170,000	170,000	0	Out to procurement for CCTV for Three Rivers House, application for grant funding to be submitted October 2021 to replace the boiler which will require match funding. Air Conditioning replacement in the server room will go out to tender in October
Resing House-Whole Life Costing	30,000	30,000	1,195	30,000	0	60,000	60,000	0	60,000	60,000	0	New boiler has been installed - awaiting final invoice
Business Application Upgrade	109,500	109,500	0	19,500	(90,000)	90,000	180,000	90,000	90,000	90,000	0	Rephased to 2022/23 to prepare for 2012 to 2016 and 2019 Server operating system upgrades
Three Rivers House Transformation	270,000	270,785	13,685	120,785	(150,000)	0	150,000	150,000	0	0	0	The transformation of Three Rivers House is being run in tandem with the customer experience strategy and the wider use of the building. No set plans this year. Rephase £150,000 to 2022/23 when a structured plan is agreed
Property Information System	0	50,000	0	50,000	0	0	0	0	0	0	0	Project underway timetable will be known by P8
Total	1,516,780	1,939,521	319,283	1,699,521	(240,000)	911,850	1,151,850	240,000	911,850	911,850	0	
Major Projects												
Major Projects	Original Budget 2021/22 £	Latest Budget 2021/22 £	Qtr. 2 Spend To Date	Forecast £	Variance £	Latest Budget 2022/23 £	Forecast £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Comments
Leisure Facility - South Oxhey	226,823	268,473	0	268,473	0	0	0	0	0	0	0	Remaining retention monies due in October
South Oxhey Initiative	0	12,103	9,014	12,103	0	0	0	0	0	0	0	A full review of this project is underway
Property Investment Board	0	312,360	41,371	312,360	0	0	0	0	0	0	0	A full review of this project is underway
Temporary Accommodation	0	91,825	0	91,825	0	0	0	0	0	0	0	Retention monies
Total	226,823	684,761	50,385	684,761	0	0	0	0	0	0	0	
Total Policy & Resources	1,743,603	2,624,282	369,668	2,384,282	(240,000)	911,850	1,151,850	240,000	911,850	911,850	0	
Total Capital Programme	5,246,788	6,611,601	1,422,161	6,147,018	(464,583)	4,435,750	4,860,333	424,583	2,811,550	2,791,550	(20,000)	

Explanation of Variances reported in this period - Capital

Leisure, Environment & Community				
Description	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Capital Grants and Loans	Budget already transferred to Outdoor Fitness Zones as part of their PID	(20,000)	(20,000)	(20,000)
Improve Play Area - Future Schemes	Budget Transferred from The Swillet Play Area	13,647	0	0
The Swillet Play Area	Project Complete remaining budget transferred to Improve Play Area - Future Schemes	(13,647)	0	0
	TOTAL	(20,000)	(20,000)	(20,000)
Infrastructure, Housing & Economic Development				
Description	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Cycle Schemes	Projects identified as part of the current Cycling Programme including Grand Union canal towpath (£40k), additional projects will commence once the Local Cycling and Walking Infrastructure Plans are finalised. Rephase £24,583 into 2022/23	(24,583)	24,583	0
Controlled Parking	Schemes progressing include Rickmansworth West, High Elms Lane and the Consolidation Order. Other schemes to be delivered next year as part of the 2 year work programme. Rephase £70k into 2022/23	(70,000)	70,000	0
Parking Bay & Verge Protection	Rephase £110k into 2022/23 for future Work Programme	(110,000)	110,000	0
	TOTAL	(204,583)	204,583	0
Policy & Resources				
Description	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Business Application Upgrade	Rephased to 2022/23 to prepare for 2012 to 2016 and 2019 Server operating system upgrades	(90,000)	90,000	0
Three Rivers House Transformation	The transformation of Three Rivers House is being run in tandem with the customer experience strategy and the wider use of the building. No set plans this year. Rephase £150,000 to 2022/23 when a structured plan is agreed	(150,000)	150,000	0
	TOTAL	(240,000)	240,000	0
Total Variances for Period 6 (September) 2021		(464,583)	424,583	(20,000)

Funding the Capital Investment Programme

Capital Programme	2021/22	2021/22	2021/22	2022/23	2023/24
	Original Budget	Latest Budget	Forecast	Forecast	Forecast
	£	£	£	£	£
Balance Brought Forward					
Govt Grants: Disabled Facility Grants	(808,468)	(1,234,457)	(1,234,457)	(1,234,457)	(1,234,457)
Other Contributions: Other external Sources	0	(92,308)	(92,308)	(92,308)	(92,308)
Section 106 Contributions	(581,286)	(581,286)	(581,286)	(581,286)	(71,435)
Capital Receipts Reserve	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	(4,488,083)	(4,260,019)	(4,260,019)	(76,881)	(76,881)
Borrowing	0	0	0	0	0
Total Funding Brought Forward	(5,877,837)	(6,168,070)	(6,168,070)	(1,984,932)	(1,475,081)
Generated in the Year					
Govt Grants: Disabled Facility Grants	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Other Contributions: Other external Sources	0	0	0	0	0
Section 106 Contributions	0	0	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)
Future Capital Expenditure Reserve		0	0	0	0
New Homes Bonus Reserve	(95,407)	(95,407)	(95,407)	(95,000)	(95,000)
Borrowing	0	0	0	0	0
Total Generated	(1,695,407)	(1,695,407)	(1,695,407)	(1,695,000)	(1,595,000)
Use of Funding					
Govt Grants: Disabled Facility Grants	500,000	500,000	500,000	500,000	500,000
Other Contributions: Other external Sources	0	0	0	0	0
Section 106 Contributions	0	0	0	509,851	71,435
Capital Receipts Reserve	1,100,000	1,100,000	1,100,000	1,100,000	1,000,000
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	3,419,965	4,355,426	4,278,545	95,000	95,000
Funding deficit					
Borrowing	0	387,702	0	2,655,482	1,125,115
Total Use of Funding	5,019,965	6,343,128	5,878,545	4,860,333	2,791,550
Balance Carried Forward					
Govt Grants: Disabled Facility Grants	(808,468)	(1,234,457)	(1,234,457)	(1,234,457)	(1,234,457)
Other Contributions: Other external Sources	0	(92,308)	(92,308)	(92,308)	0
Section 106 Contributions	(581,286)	(581,286)	(581,286)	(71,435)	0
Capital Receipts Reserve	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	(1,163,525)	0	(76,881)	(76,881)	(76,881)
Total Funding Carried Forward	(2,553,279)	(1,908,051)	(1,984,932)	(1,475,081)	(1,311,338)
South Oxhey Initiative					
Balance Brought Forward	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,502,792)	(9,828,445)	(9,828,445)	0	0
Use of Funding (Spend)	0	0	0	0	0
Borrowing	6,502,792	9,828,445	9,828,445	0	0
Total	0	0	0	0	0
South Oxhey Leisure Facility					
Balance Brought Forward	0	0	0	0	0
Use of Funding (Spend)	226,823	268,473	268,473	0	0
Contractor Funded Borrowing	(226,823)	(268,473)	(268,473)	0	0
Total	0	0	0	0	0
Total Expenditure Capital Investment Programme	5,246,788	6,611,601	6,147,018	4,860,333	2,791,550

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.	In that the general fund balance falls below the minimum prudent threshold and capital funding is insufficient to meet the capital programme. This appears as item no.8 in the Council's strategic risk register. <i>The continuing financial impact of COVID-19 places a burden on the Councils Revenue account through loss of income and additional expenditure.</i>	4	4	16	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; Audited Statement of Accounts, including Annual Governance Statement. Currently the 2019/20 annual accounts are awaiting sign off from the external auditors and 2020/21 annual accounts are well progressed.	Head of Finance	3	2	6	➔	Regular budget monitoring reports to be taken to P&R. The monitoring reports include the latest forecast for income and expenditure, including the impact of COVID-19 and related government support. The finance team continue to work with external audit to conclude the audit of the 2019/20 accounts and work will commence on the 2020/21 audit in Autumn.	Heads of Service/ Head of Finance	On-going
Apr-06	FIN08	Director of Finance	Budgetary	Revenue balances insufficient to meet estimate pay award increases	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The Government's fair funding review is currently on hold	3	3	9	Maintain reserves to guard against risk. Early identification of new pressures. Budget Monitoring	Head of Finance	2	1	2	➔	The 2021/22 pay settlement has yet to be agreed between Employers and Unions. Employers have offered a 1.5% increase	Head of Finance	Dec-21
Apr-06	FIN09	Director of Finance	Budgetary	Revenue balances insufficient to meet other inflationary increases	Other than contractual agreements, budgets have been cash limited where possible.	1	3	3	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves .	Service Heads/Head of Finance	1	2	2	➔	Continue to monitor inflation levels. Assumptions for inflation will be updated through the budget setting process.	Head of Finance	ongoing
Jan-15	FIN10	Director of Finance	Budgetary	Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the proceeds from capital receipts that are invested in the money market. The volatility of the global economy continues to place uncertainty on the investment strategy.	2	3	6	PIB strategy has diversified interest rate risk to provide income security.	PIB/Head of Finance	3	2	6	➔	Monitoring ongoing income levels.	PIB	ongoing

Apr-06	FIN11	Director of Finance	Budgetary	inaccurate estimates of fees and charges income	Key income streams reported monthly to Corporate Management Team and shown in the latest Budget Monitoring reports. Due to C19 losses of income on parking and Leisure Management fee have been incurred	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/Head of Finance	2	2	4	➔	Fees and Charges are monitored as part of budget monitoring. Govt will continue to provide the income guarantee scheme for loss of income on fees & charges due to C19	Service Heads	ongoing
Apr-06	FIN12	Director of Finance	Budgetary	Revenue balances insufficient to meet loss of partial exemption for VAT	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vatable expenditure, then the Council may lose its ability to recover VAT on all of its exempt inputs. This is mitigated by close monitoring of exempt supplies and prudent VAT planning. The Council elects to tax on development schemes.	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	➔	Partial Exemption Review commissioned. Continue to opt to tax.	Head of Finance	ongoing
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains are not achieved	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 3 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	ongoing
Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks	The Council has no outstanding litigation cases.	2	3	6	Council procedures are adhered to	Solicitor to the Council	1	3	3	➔	Adherence to council procedures to be monitored and procedures maintained.	Solicitor to the Council	ongoing

Dec-13	FIN18	Director of Finance	Budgetary	Fluctuations in Business Rates Retention	From April 2020 the system was due to be subject to reset and increase to 75% retention. This has been further postponed to 2022/23.	3	4	12	Maintain reserves against risk.	Head of Finance	3	3	9	→	Hertfordshire CFOs have commissioned work from LG Futures to assess the impact. SDCT also looking at impact nationally.	Director of Finance	Jul-22
Mar-16	FIN19	Head of Property Services	Budgetary	Failure to deliver the South Oxhey Initiative to desired outcomes and objectives resulting in a delay in the capital receipt	This is a key project. This appears as item no.7 in the Council's strategic risk register. Phase 1 delivered. Enhanced next phase agreed. <i>Work is scheduled to conclude in 2021/22 and remains broadly on track.</i>	2	3	6	Project management team appointed to advise Council; Project management processes in place and reviewed regularly; Policy and Resources Committee receive regular reports on progress of project	Head of Property Services	2	2	4	→	Continue to manage project	Head of Property	ongoing
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	3	2	6	System migrated to latest version. Payments system updated.	Head of Finance	1	2	2	→	Monitor reliability	Head of Finance	ongoing
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 general fund.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTF5 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 is currently exploring other commercial options to improve self sustainability. Currently there is a commercial income target of £1M pa which is being met.	3	2	6	Oversight mechanisms to be put in place to ensure oversight by PIB or similar mechanism. Council to determine approach to risk and level of income dependency within budget.	Head of Finance	2	2	4	→	Monitor new developments	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. <i>The Section Head (FPA) retires at the end of September 2021.</i>	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	1	3	3	↓	<i>Secondment arrangements have been put in place to cover two critical vacancies. Recruitment is ongoing for a permanent appointment to the Section Head (FPA) and two Financial Manager roles which are currently being covered by interim appointments.</i>	Chief Executive/ Director of Finance	Dec-21

Key Budget Indicators – Income Streams

Regulatory Services									
Car Park Enforcement	Month	2018/19		2019/20		2020/21		2021/22	
Penalty Charge Notices (PCNs)		£	Volume	£	Volume	£	Volume	£	Volume
	April	(13,718)	306	(12,406)	355	(950)	2	(2,190)	80
	May	(3,482)	116	(13,713)	211	(1,905)	3	(5,008)	133
	June	(11,756)	319	(8,600)	138	(2,155)	10	(5,360)	124
	July	(13,190)	348	(10,493)	164	(2,363)	98	(7,916)	167
	August	(12,455)	320	(8,523)	152	(4,115)	138	(8,878)	233
	September	(11,869)	368	(9,007)	155	(8,839)	238	(12,555)	252
	October	(15,781)	433	(11,212)	170	(12,331)	353		
	November	(13,848)	358	(7,673)	167	(8,964)	108		
	December	(10,606)	295	(8,961)	143	(7,416)	93		
	January	(15,609)	416	(9,635)	248	(3,033)	4		
	February	(10,305)	247	(7,499)	158	(1,951)	9		
	March	(13,710)	327	(7,685)	102	(2,057)	17		
	Total	(146,329)	3,853	(115,407)	2,163	(56,079)	1,073	(41,907)	989

Comments: The Original budget for 2021/22 is £115,000. The latest Budget is £82,616 as officers anticipate further reductions in income due to the ongoing restrictions imposed by Covid 19. 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). Residents are charged on a zonal basis. The no of PCN's issued can reduce due to greater parking compliance.

Car Park Enforcement	Month	2018/19		2019/20		2020/21		2021/22	
Pay & Display Tickets		£	Volume	£	Volume	£	Volume	£	Volume
	April	(9,710)	3,808	(18,065)	9431	(23)	5	(9,551)	5128
	May	(16,954)	9,482	(19,712)	9907	(20)	8	(10,442)	5577
	June	(14,529)	8,497	(12,913)	9293	(1,967)	1279	(12,675)	6513
	July	(16,673)	9,791	(19,514)	10064	(8,069)	4523	(11,677)	6653
	August	(25,141)	9,320	(15,275)	8,923	(10,408)	6,149	(11,136)	6,198
	September	(15,831)	9,415	(16,566)	9,053	(12,002)	6,653	(12,418)	6,789
	October	(20,699)	9,979	(19,368)	10,064	(13,292)	6,925		
	November	(18,293)	9,883	(16,736)	9,482	(7,433)	10,031		
	December	(20,255)	10,249	(21,011)	10,873	(8,184)	4,033		
	January	(18,850)	9,613	(20,315)	10,582	(12)	1		
	February	(26,956)	9,419	(18,123)	9588	(131)	40		
	March	(19,788)	10,296	(14,546)	6032	(273)	385		
	Total	(223,678)	109,752	(212,144)	113,292	(61,814)	40,032	(67,899)	36,858

Comments: The Original budget for 2021/22 is £220,000. The latest Budget is £175,337 as officers anticipate further reductions in income due to the ongoing restrictions imposed by Covid 19. 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	2018/19		2019/20		2020/21		2021/22	
Application Fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(30,617)	141	(51,431)	133	(38,159)	132	(37,925)	202
	May	(47,353)	144	(54,043)	131	(81,876)	109	(44,506)	200
	June	(46,577)	134	(66,271)	129	(41,283)	143	(40,347)	177
	July	(71,811)	132	(51,656)	149	(32,903)	138	(35,900)	152
	August	(26,376)	137	(50,897)	145	(35,997)	142	(58,240)	153
	September	(33,905)	128	(42,726)	123	(90,374)	160	(24,763)	145
	October	(23,688)	124	(80,266)	131	(29,374)	155		
	November	(34,751)	148	(116,095)	127	(30,543)	170		
	December	(33,388)	102	(51,835)	125	(67,640)	149		
	January	(34,143)	142	(50,727)	99	(30,515)	158		
	February	(19,545)	132	(33,802)	156	(32,295)	155		
	March	(49,015)	138	(40,924)	137	(55,165)	221		
	Total	(451,168)	1,602	(690,672)	1,585	(566,124)	1,832	(241,681)	1,029

Comments: The Original budget for 2021/22 is £696,420. The latest Budget is £593,770 as officers anticipate a reduction in income due to Covid 19 and future Government decisions on permitted developments and the progress of the local plan. 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.

Waste Management									
Trade Refuse	Month	2018/19		2019/20		2020/21		2021/22	
		£	Volume	£	Volume	£	Volume	£	Volume
Contract fees	April	(267,036)	646	(346,064)	955	(280,745)	866	(342,837)	934
	May	(358)		(1,459)		417		(23,082)	
	June	(1,239)		(1,614)		(20,476)		(3,124)	
	July	350		(1,652)		(10,195)		(2,934)	
	August	(428)		(419)		(2,013)		(235)	
	September	(1,213)		(1,394)		(1,827)		(869)	
	October	(265,560)		(347,316)		(347,427)			
	November	(841)		10		6,383			
	December	(350)		(1,540)		(751)			
	January	(395)		(4,259)		5,463			
	February	(312)		(1,361)		(2,020)			
	March	(7,755)		(19,849)		(8,782)			
	Total	(545,138)		622		(726,916)		955	

Comments: The latest 2021/22 budget is £771,660. 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. For 2020/21 the figures include contracts for Schools and glass /plastic/paper and cardboard.

Garden Waste									
Bin Charges	Month	2018/19		2019/20		2020/21		2021/22	
		£	Volume	£	Volume	£	Volume	£	Volume
	April	(902,792)	20,907	(912,988)	21,143	(875,957)	20,314	(1,047,033)	21,524
	May	(30,255)	701	(27,729)	732	(66,976)	1,435	(19,620)	529
	June	(16,176)	375	(14,853)	304	(23,477)	469	(19,239)	331
	July	(8,209)	190	(9,565)	210	(10,812)	243	(13,244)	256
	August	(4,667)	98	(5,795)	115	(6,029)	131	(7,939)	190
	September	(3,447)	66	(3,940)	96	(4,295)	105	(4,834)	93
	October	(2,831)	119	(2,737)	98	(2,456)	85		
	November	(1,467)	51	(1,116)	39	(2,186)	65		
	December	(770)		(436)	16	(925)	28		
	January	(426)		(501)	24	(830)	28		
	February	0		0	0	0	0		
	March	0		0	0	0	0		
	Total	(971,040)	22,506	(979,660)	22,777	(993,943)	22,903	(1,111,909)	22,923

Comments: The original 2021/22 budget is £1,102,100. The latest proposed budget is £1,112,100, this is due to extra demand for the service. The standard charges for 2021/22 are £45 for the first bin and £80 for a second bin. Customers in receipt of benefits pay a concession fee of £37 for the first bin.

Garages and Shops									
Garages	Month	2018/19		2019/20		2020/21		2021/22	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(93,490)	6%	(88,327)	11%	(74,513)	11%	(67,120)	18%
	May	(74,313)	7%	(71,154)	12%	(53,698)	13%	(84,598)	18%
	June	(73,904)	7%	(70,686)	12%	(107,919)	14%	(67,303)	18%
	July	(92,273)	7%	(87,862)	12%	(71,117)	16%	(68,901)	17%
	August	(73,914)	8%	(70,632)	11%	(70,223)	15%	(85,572)	17%
	September	(73,140)	9%	(87,994)	11%	(87,870)	15%	(66,891)	18%
	October	(88,606)	10%	(70,512)	11%	(70,789)	15%		
	November	(69,977)	10%	(70,692)	11%	(88,099)	15%		
	December	(87,688)	11%	(88,381)	11%	(70,203)	16%		
	January	(70,866)	10%	(71,217)	10%	(69,758)	16%		
	February	(69,700)	11%	(71,695)	10%	(69,793)	17%		
	March	(70,227)	11%	(89,818)	11%	(86,210)	17%		
	Total	(938,097)		(938,968)		(920,190)		(440,385)	

Comments: The latest budget for 2021/22 is £976,830. Lower level applied to those in the more difficult to let areas. There are currently 1,116 rentable garages. The void percentage is based on the rentable stock only.

Shops	Month	2018/19		2019/20		2020/21		2021/22	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(112,031)	n/a	(70,392)	n/a	(66,330)	n/a	(46,828)	n/a
	May	(8,084)	n/a	(1,875)	n/a	31,706	n/a	0	n/a
	June	(83,320)	n/a	(53,825)	n/a	(38,627)	n/a	(30,853)	n/a
	July	(50,928)	n/a	(141,217)	n/a	(9,727)	n/a	(15,250)	n/a
	August	(1,874)	n/a	(21,358)	n/a	0	n/a	0	n/a
	September	(78,842)	n/a	(69,147)	n/a	(38,245)	n/a	(38,245)	n/a
	October	(2,753)	n/a	1,317	n/a	(10,796)	n/a		
	November	(946)	n/a	(3,897)	n/a	2,546	n/a		
	December	(77,738)	n/a	(70,049)	n/a	(37,853)	n/a		
	January	(861)	n/a	(13,125)	n/a	(8,250)	n/a		
	February	14,125	n/a	0	n/a	0	n/a		
	March	(2,143)	n/a	1,083	n/a		n/a		
	Total	(405,395)		(442,487)	0	(175,576)	0	(131,176)	0

Comments: The 2021/22 budget is £210,000. 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, availability, affordability and community benefit.

Reserves

Category	Opening Balance 01/04/2021 £	Net Movement in Year £	Closing Balance 31/03/2022 £	Purpose
Revenue Reserves				
General Fund	(5,210,222)	1,338,280	(3,871,942)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(1,802,600)	0	(1,802,600)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Building Control	(194,514)	0	(194,514)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
HB Equalisation	(500,868)	0	(500,868)	To provide against future deficits on the Housing Benefit account
Total Revenue	(7,708,204)	1,338,280	(6,369,924)	
Capital Reserves				
Capital Receipts	0	0	0	Generated from sale of Council assets
New Homes Bonus	(4,260,019)	4,297,911	37,892	Government grant set aside for supporting capital expenditure
Section 106	(581,286)	0	(581,286)	Developers contributions towards facilities
Grants & Contributions	(1,326,765)	0	(1,326,765)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	0	0	0	Reserve set aside for supporting capital expenditure
Total Capital	(6,168,070)	4,297,911	(1,870,159)	
Other Earmarked Reserves				
Leavesden Hospital Open Space	(769,123)	0	(769,123)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(1,165,350)	0	(1,165,350)	Developers contributions towards maintenance of site
Community Infrastructure Levy (CIL)	(4,944,948)	(143,864)	(5,088,812)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,563)	0	(123,563)	Reserve to fund expenditure on plant & machinery
Total Other	(7,002,984)	(143,864)	(7,146,848)	
Total All	(20,879,258)	5,492,327	(15,386,931)	

Glossary of terms

<i>Accounting period</i>	The timescale during which accounts are prepared or reported on.
<i>'Accounts Payable'</i>	The section and/or system within the Council that is responsible for paying the Council's creditors and invoices raised against the Council.
<i>'Accounts Receivable'</i>	The section and/or system within the Council that is responsible for invoicing and collection from the Council's debtors and for invoices raised by the Council.
<i>Accrual</i>	The recording within the accounts of the Council the cost of goods or services received and for which an invoice has been received but for which payment has not yet been made.
<i>Asset</i>	A present, economic resource of the Council to which it has a right or other type of access that other individuals or organisations do not have.
<i>Balances</i>	A figure representing the difference between credits and debits in an account; the amount of money held in an account. Also known as 'financial reserves'.
<i>Base budget</i>	Estimate of the amount required to provide services at current levels. Can also be referred to as 'rollover budget'.
<i>Budget Monitoring</i>	The process comparing of actual income and expenditure against budget; used to support budgetary control.
<i>Business Rates/NDR*</i>	Rates are payable on non-domestic property including libraries, offices, schools. The level of business rates is set by the Government and collected by the District Councils on their behalf. The money is then re-allocated to authorities in accordance with resident population as part of the annual financial settlement.
<i>Capital Asset</i>	Capital or Fixed assets are long-term resources, such as plant, equipment and buildings.
<i>Capital Charges</i>	A charge to services to reflect the cost of fixed assets used in the provision of those services
<i>Capital expenditure</i>	Expenditure on items that create an asset which has a long-term benefit of more than one year.
<i>Carry forward [of budget]</i>	Budgets unspent in a prior year that have (once approved) been added to the current year budget. Strict control on 'carried forwards' apply.
<i>Chart of accounts</i>	The hierarchy of recording income and expenditure within the Council's accounts. The main distinctions are between fund e.g. County fund, Pension Fund; objective e.g. service or cost centre; subjective e.g. the classification of expenditure between salaries, equipment, stationery, fuel costs etc.

<i>Commitment</i>	A commitment to spend occurs when an order is raised
<i>Cost centre</i>	A collection of subjective codes linked to a particular service or sub-service area.
<i>Creditor</i>	A person or company to whom the Council owes money.
<i>Debtor</i>	A person or company who owes money to the Council
<i>Depreciation</i>	The accounting method of amortising the value of an asset over its useful life
<i>Ear marking</i>	Setting aside for specific purposes
<i>Financial Regulations</i>	Rules of financial management that apply to all officers and members of the Council. These can be found on the intranet.
<i>Financial Year</i>	Period of twelve months commencing on 1 April and ending 31 March the following year.
<i>Forecast Outturn</i>	A projection of anticipated expenditure incurred and income received to provide an estimate of the service position at the end of the year compared to the planned budget.
<i>Funding</i>	Source of income to support service expenditure – can be capital or revenue.
<i>General Fund</i>	The main revenue account of the Council through which day to day transactions are conducted.
<i>Journal</i>	The transfer of income or expenditure from one ledger code to another.
<i>Medium Term Financial [Plan] [Strategy]</i>	The Council's plan for the management of its resources during the next 3 years, which remains under a rolling review and links to the service planning process.
<i>Liability</i>	The Council's financial debt or obligations that arise during the course of its business operations. Liabilities are settled over time through the transfer of economic benefits including money, goods or services.
<i>Reserves</i>	Amounts set aside for general contingencies and to provide for working balances, or can be earmarked for specific future expenditure.
<i>Resources</i>	Includes cash, staff, equipment, property, stocks, etc.
<i>Revenue expenditure</i>	Expenditure on 'day-to-day' items required to support the running of the Council services
<i>Variance</i>	Difference between budget and actual income or expenditure. May be favourable (more income or lower spend than budgeted) or unfavourable/adverse (less income or more spend than budgeted)
<i>Virement</i>	Formal transfer of funds from one budget to another. Does not change the Council's overall budget.

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POLICY AND RESOURCES COMMITTEE – 1 NOVEMBER 2021

PART I - DELEGATED

7. **WORK PROGRAMME** (CED)

1 **Summary**

1.1 To agree the Committee's work programme.

2 **Details**

2.1 Attached, as an appendix to this report, is the Committee's work programme.

2.2 The work programme includes information to Members on the purpose of the item being considered, how the work will be completed, the responsible officer and the outcome expected.

2.3 The work programme is presented for consideration to enable the Committee to make any changes it feels necessary, to review whether reports should remain on the work programme and to provide Members with updated information on future meetings.

2.4 On the item on the Community Interest Company it was not proposed to take forward this matter and the item has been taken off the work programme.

3. **Policy/Budget Implications**

3.1 The recommendations in this report are within the Council's agreed policy and budgets.

4. **Financial, Legal, Staffing, Environmental, Community Safety, Customer Services Centre, Website and Risk Management Implications**

4.1 None specific to this report.

5. **Recommendation**

5.1 That the Committee agrees the items included in the work programme and notes the amendments made following the 13 September meeting (shown in *italic* in the work programme).

Report prepared by Sarah Haythorpe, Principal Committee Manager

Background Papers

Policy and Resources Committee Minutes

APPENDICES / ATTACHMENTS

Appendix A - Committee Work Programme

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POLICY AND RESOURCES COMMITTEE - WORK PROGRAMME

No.	Item to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
1.	Performance Report		Reported via MIB	Performance report update	Written Report	Performance and Projects Manager	Report to note, this will be reported via the Members' Information Bulletin
2.	Final version of the Tree Strategy		6 December 2021	To receive the final version of the tree strategy	Written report	Head of Community Services and Principal Landscape Officer	To consider the recommendations
3.	Draft Corporate Framework, Draft Service Plans and Growth Bids 2022-2025		6 December 2021			Director of Finance/Head of Community Partnerships	To receive a report
4.	Business Rate Pooling 2022/23		6 December 2021	<i>Written Report to seek approval to enter into a business rates pool with Hertfordshire County Council (HCC) and a number of other districts within the County for 2022/23.</i>		DoF	To recommend to Council.
5.	Review of Strategic Risks		6 December 2021	Written Report	Written Report	Emergency Planning and Risks Manager	To consider the recommendations

APPENDIX A

No.	Item to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
6.	Financial Planning 2021-2024 to include Fees and charges		24 January 2022	To receive a report	Written Report	DoF and Service Heads	To recommend the budget to Council
7.	Appoint to the Sub-Committees of P&R		June 2022	To receive a report	Written Report	Principal Committee Manager	To consider the recommendations
8.	Budget Outturn report 2020/21		June 2022	To receive a report	Written Report	Head of Finance	To consider the recommendations
9.	Member Training		July 2022	To receive a report	Written report	Principal Committee Manager	To consider any recommendations
10.	Calendar of meetings 2024/25		September 2022	To receive a report	Written report	Principal Committee Manager	To recommend the calendar to Council
11.	Draft Corporate Framework and Financial planning 2023-2026		September 2022	To receive a report	Written Report	Director of Finance/Head of Community Partnerships	To consider the recommendations

No.	Item to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
12.	Community Infrastructure Levy (CIL) once the Government have reviewed CIL		<p><i>CIL will still be reviewed alongside the Local Plan but only at the point where policies and sites have been formally agreed as CIL has to be based on the effects of the policies and relate to the allocated sites.</i></p> <p><i>It is currently anticipated that a report will be due in 2022/2023. This of course depends on the progress on the Local Plan.</i></p>	To receive a report	Written report	DCES/Head of Planning Policy and Projects	To consider any recommendations

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POLICY AND RESOURCES COMMITTEE - 1 NOVEMBER 2021

PART 1 - DELEGATED

8A. EXEMPTION FROM PROCUREMENT PROCEDURE RULES – EASTBURY OUTDOOR GYM (DCES)

1 Summary

- 1.1 To advise Members that an exemption to the Procurement process was approved by the Director of Community and Environmental Services under the Exceptional Circumstances exemption as permitted by the Council's Constitution.

2 Details

- 2.1 An exemption may be considered by the Chief Executive or a Director in exceptional circumstances. This applies in the case of the Eastbury Outdoor Gym.
- 2.2 Once approved, a report to the Policy and Resources Committee must detail the actions taken. This report is for information only to comply with the requirements of the Constitution.
- 2.3 The exemption was given to award the contract to Kompan with a higher budget than had previously been advertised. This increase in budget was a direct result from Batchworth Community Council (BCC) identifying additional funds to go towards the project.
- 2.4 Kompan submitted a tender as part of the original procurement exercise, with a budget of £16,000 - £8,000 from Three Rivers District Council (TRDC) and £8,000 from BCC. The contractor met this budget within the agreed specification.
- 2.5 Subsequently, BCC identified additional funds for additional items of equipment, which would result in a total project cost of £33,574.87.
- 2.6 The budget split would therefore be:
- £8,000 – TRDC Capital
 - £25,574.87 – BCC Capital
- 2.7 Officers will carry out public consultation on the design and the location, prior to the planning process.
- 2.8 Any additional costs relating to the equipment will be recharged to BCC. This includes items such as day to day maintenance, replacement items, repairs etc. This will be formalised through an agreement between TRDC and BCC.

3 Options and Reasons for Recommendations

- 3.1 The Constitution requires that a report is taken to the Policy and Resources Committee on the action taken in the event that an exemption to the procurement process is approved.

4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are set out in Part 4 of the Council's Constitution.

5 Financial Implications

5.1 None specific as the TRDC contribution remains at £8,000.

6 Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications & Website, Risk Management and Health & Safety Implications

6.1 None Specific.

7 Recommendation

7.1 That the Policy and Resources Committee note the action taken.

Report prepared by: Charlotte Gomes, Landscapes and Leisure Development Manager

Data Quality

Data sources: not applicable

Background Papers

The Council's Constitution: Part 4 – Contracts Procedure Rules

APPENDICES / ATTACHMENTS

None