

POLICY AND RESOURCES COMMITTEE

NOTICE AND AGENDA

For a meeting to be held on Monday, 24 January 2022 at 7.30 pm in the Penn Chamber, Three Rivers, Northway, Rickmansworth

Members of the Policy and Resources Committee:-

Councillors:

Sarah Nelmes (Chair)
Matthew Bedford
Stephen Cox
Stephen Giles-Medhurst
Alex Hayward
Paula Hiscocks
Chris Lloyd

Dominic Sokalski (Vice-Chair)
Reena Ranger
Andrew Scarth
Roger Seabourne
Phil Williams
Debbie Morris

*Joanne Wagstaffe, Chief Executive
Monday, 17 January 2022*

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.

The Policy and Resources Committee will not be broadcast/livestreamed but an audio recording of the meeting will be made.

1. APOLOGIES FOR ABSENCE

2. MINUTES

(Pages 7
- 20)

To confirm as a correct record the Minutes of the Policy and Resources Committee meeting held on 6 December 2021 and the Extraordinary meeting held on 12 January 2022.

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. LOCAL DEVELOPMENT SCHEME

(Pages
21 - 28)

This report seeks Members approval of a revised Local Development Scheme to incorporate a further Regulation 18 consultation.

6. ALTERNATIVE GRASSLAND MANAGEMENT UPDATE

(Pages
29 - 70)

The purpose of this report is to provide Members with information following debate on the motion put forward by Councillor Michaels and agreed at the Leisure, Environment and Community Committee of 24 November 2021, regarding alternative grassland management for the benefit of biodiversity.

The report and Appendix C includes potential costs as a minimum, to aid consideration by Policy & Resources Committee.

7. EXTENSION OF EXISTING PUBLIC SPACES PROTECTION ORDER WITH RESTRICTIONS FOR DOGS

(Pages 71 -
92)

The report requests that the Committee recommend the extension of the Public Spaces Protection Order (PSPO) with restrictions for dogs currently in place throughout the District for a further 3 years.

- 8. PERFORMANCE INDICATORS REVIEW** (Pages 93 - 128)
- Following a request by Corporate Management Team, officers have conducted a review of all the Performance Indicators of Three Rivers District Council.
- 9. APPOINTMENT TO THE HERTFORDSHIRE BUILDING CONTROL BOARD** (Pages 129 - 132)
- The purpose of the report is to:
- Appoint the Head of Finance as a Director on the boards of Broste Rivers Ltd and its group companies including Hertfordshire Building Control Ltd.
- Appoint the Shared Director of Finance as the Shareholder in those companies, both appointments being on behalf of the Council.
- 10. COUNCIL CONSTITUTION AND URGENT DECISIONS** (Pages 133 - 168)
- For the P&R Committee to consider the recommendations from the Constitution sub-committee at its meeting held on 6 January 2022 with regard to Rules 11, 14, 15, 18 and 37 of the Council Constitution.
- To consider a proposed amendment to the Member Officer protocol.
- To consider an amendment to the urgent decisions form made by the Chief Executive in consultation with the Group Leaders which are available to the Chief Executive under Paragraph 8 of Part 3 of the Council Constitution.
- To consider requiring the Chief Executive to consult with the Group Leaders 24 hours before making any minor amendment to the Council Constitution and for Paragraph 8 of Part 3 of the Council Constitution to be updated accordingly.
- 11. COUNCIL/COMMITTEES/SUB-COMMITTEES RECORDINGS** (Pages 169 - 174)
- This report is being presented to the Committee with the recommendations of the Constitution sub-committee on the retention of audio meeting recordings and livestreaming recordings both past and in the future.
- This follows Council's approval to livestream Part I business at Council/Committees and sub-committees at the meeting on 14 December 2021 subject to the installation of the required equipment.
- 12. SHARED SERVICES** (Pages 175 - 182)
- RESOURCES**
- 13. CIL SPENDING APPLICATIONS** (Pages 183 - 206)
- The report seeks to allocate a total of £1,623,574 of CIL funding to local infrastructure projects to support growth in Three Rivers.
- 14. EXEMPTION FROM PROCUREMENT PROCEDURE RULES - ADDITIONAL RESTRICTIONS GRANT PROJECTS** (Pages 207 - 208)
- To advise Members that an exemption to the Procurement process was

approved by the Director of Community and Environmental Services and the Chief Executive under the Exceptional Circumstances exemption as permitted by the Council's Constitution.

- 15. EXEMPTION FROM PROCUREMENT PROCEDURE RULES - OPEN SPACE, PLAYING PITCH & INDOOR SPORTS SPD** (Pages 209 - 210)
- To advise Members that an exemption to the Procurement process was approved by the Director of Community and Environmental Services under the Limited Market exemption as permitted by the Council's Constitution.
- 16. FINANCIAL PLANNING - REVENUE SERVICES** (Pages 211 - 258)
- The purpose of this report is to enable the Policy and Resources Committee to recommend to the Council the medium term revenue budgets.
- 17. FINANCIAL PLANNING - CAPITAL STRATEGY AND THE TREASURY MANGEMENT POLICY** (Pages 259 - 292)
- The purpose of this report is to enable the Policy and Resources Committee to recommend to Council its capital strategy and treasury management policy over the medium term (2022-25). This report is the second of three that is covered under the recommendations report at Item 18.
- 18. FINANCIAL PLANNING - RECOMMENDATIONS** (Pages 293 - 296)
- This report enables the Committee to make its recommendations on the Council's Revenue and Capital budgets and Treasury Management Policy for the period 2022-25 (medium term) to Council on 22 February 2022.
- 19. OMICRON DISCRETIONARY GRANT SCHEME** (Pages 297 - 310)
- To receive a report
- 20. WORK PROGRAMME** (Pages 311 - 312)
- To receive the Committee's work programme.
- 21. OTHER BUSINESS - if approved under item 3 above**
- 22. 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

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

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EXTRAORDINARY POLICY AND RESOURCES COMMITTEE**MINUTES**

Of a meeting held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on
Wednesday 12 January 2022 at 7.30pm until 8.15pm.

Councillors present:

Sarah Nelmes (Chair of the Committee)
Raj Khuroya (for Matthew Bedford)
Chris Lloyd (Leisure)
Stephen Cox
Alison Scarth (for Stephen Giles-Medhurst)
Paula Hiscocks
Debbie Morris

Andrew Scarth (Housing)
Alex Hayward
Reena Ranger
Roger Seabourne (Community Safety &
Partnerships)
Steve Drury (for Dominic Sokalski)
Phil Williams (Environmental Services,
Climate Change and Sustainability)

Councillors also in attendance: Councillors Joanna Clemens, David Major and Jon Tankard.

Officers Present: Joanne Wagstaffe, Chief Executive
Geof Muggerridge, Director of Community and Environmental Services
Alison Scott, Shared Director of Finance
James Baldwin, Solicitor to the Council
Sarah Haythorpe, Principal Committee Manager

PR59/21 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Matthew Bedford, Dominic Sokalski and Stephen Giles-Medhurst, with Councillors Raj Khuroya, Steve Drury and Alison Scarth substituting.

PR60/21 NOTICE OF OTHER BUSINESS

There was no other business.

PR61/21 DECLARATION OF INTERESTS

None received.

PR62/21 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 paragraphs 3 and 5 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.)

PR63/21 HERTS BUILDING CONTROL

The Committee received a report.

RESOLVED:

That public access to the report be denied until issue resolved.

That public access to the decision be denied until the matter is resolved.

CHAIR

POLICY AND RESOURCES COMMITTEE**MINUTES**

Of a meeting held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on 6 December 2021 from 7.30pm to 9pm.

Councillors present:

Sarah Nelmes (Chair of the Committee)
Matthew Bedford (Infrastructure & Planning Policy)
Stephen Cox
Stephen Giles-Medhurst (Transport and Economic Development)
Paula Hiscocks
Debbie Morris

Chris Lloyd (Leisure)
Andrew Scarth (Housing)
Alex Hayward
Reena Ranger
Alison Scarth (for Cllr R Seabourne)
Steve Drury (for Cllr D Sokalski)

Other Councillors in attendance – Croxley Green Parish Councillor Chris Mitchell

Officers Present: Joanne Wagstaffe, Chief Executive
Geof Muggeridge, Director of Community and Environmental Services
Justin Wingfield, Head of Property Services and Major Projects
Ray Figg, Head of Community Services
Alex Laurie, Principal Landscape Officer
Rebecca Young, Head of Community Partnerships
Kimberley Grout, Head of Housing Services
Kimberley Rowley, Head of Regulatory Services
Hannah Doney, Head of Finance
Sarah Haythorpe, Principal Committee Manager

PR45/21 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Phil Williams, Dominic Sokalski and Roger Seabourne, with Councillors Alison Scarth and Steve Drury substituting.

PR46/21 MINUTES

The Minutes of the Policy and Resources Committee meeting held on 1 November 2021 were agreed and signed by the Chair subject to the following amendments:

Add Councillor Alex Hayward to the Members present

Minute PR42/21 – Page 3 paragraph 2 which starts “Car parking bays there was an £110k underspend.... To add an extra sentence to read: “Which could have been spent on sorting out the residents who contacted the Councillor pleading for verge hardening (parking bays) and enquired why the money had not been spent”

To add the following post meeting note to the addendum to the minutes:

“A report went to IHED in January 2021 which confirmed the current programme (Barnhurst Path, South Way and School Mead) along with the three highest-scoring schemes set out in Appendix A to the report and which would be included on the proposed work programme. These 3 schemes included Mullion Walk and Falkirk Gardens in South Oxhey. The South Oxhey schemes are due for completion this financial year.

With regard to the re-phasing of monies recently detailed the Programme is a 2 year Working Programme against an annual budget. We have schemes from previous years still to be implemented (South Way and School Mead) but are still awaiting relevant consents. We also have a staffing capacity to consider around scheme implementation under this Programme and other work priorities.”

PR47/21 NOTICE OF OTHER BUSINESS

The Chair ruled that the following items and reports which had not been available for five clear days before the meeting but were of sufficient urgency to be considered by the Committee for the reasons indicated

Item 11 – Exemption from Procurement Procedure Rules – Livestreaming/Hybrid meetings

To ensure that the project can be completed and the equipment installed so that meetings can be livestreamed and hybrid meetings held

Item 12 – Additional Restrictions Grant (ARG) Funding Proposals

To ensure that the grants can progressed and committed to the projects identified by the deadline of the end of March 2022.

Item 14A – Proposals for Spending of Household Support Fund

To enable the Council to provide support during the winter with food and energy.

PR48/21 DECLARATION OF INTERESTS

None received.

PR49/21 TO RECEIVE THE FOLLOWING PETITION SIGNED BY OVER 600 PEOPLE

The Committee received the following petition from Croxley Green Parish Council which was presented by Parish Councillor Chris Mitchell

Three Rivers District Council has designated the Red Cross Centre as a site for future development with 6 dwellings to be built on the land.

This decision will remove a vital, well-used community space, which was built using funds raised directly from Croxley Green residents.

Three Rivers District Council own the land where the Centre is and it is completely their decision to build dwellings there instead. This cannot be allowed to happen.

In 2019 the Parish Council made an offer to take over the Centre to ensure that it remained open and available to Croxley Green residents, community groups and organisations. This has not been accepted.

Croxley Green needs spaces such as this where the community can come together to enable Croxley's great community spirit to thrive and grow.

Three Rivers District Council have not been open and transparent with Croxley Green residents over their plans for the Centre and the decision to mark this site

for development is an affront and an insult to our community and must be stopped. Please sign this petition to help support Croxley Green Parish Council in their efforts to take over the Centre to ensure that it remains open for our community.

In response to the receiving of the petition of the Chair of the Committee read out the following statement on behalf of the Vice Chair of the Committee

The British Red Cross site in Croxley Green is a community asset that Three Rivers District Council have been working to protect for over three years.

Since taking over the Property Portfolio at Three Rivers I have sought to involve Croxley Green Parish Council over the future of the site. I have met with Parish Councillors and listened carefully to their ideas, shared ours, and I have been keeping them up to date on the situation.

In addition to speaking with the Parish, I have also met with concerned residents individually to listen and answer their questions.

I am grateful to have been provided the opportunity at Council to respond to claims about Three Rivers' intentions over the site with the facts.

It is simply not true to suggest that Three Rivers want to "remove" a community space. The Council continues its efforts to provide a brand new, and crucially more widely used, community space on the site.

I used the hall as a child, but since then the British Red Cross have restricted use of the current hall for many years. The building itself also now needs significant investment and is in a dilapidated state.

Three Rivers would like the new hall to be unrestricted so that people of all ages in the community can enjoy it.

As far as I am aware, there has been no 'offer' from the Parish that would meet the objective of Three Rivers to have a more widely used community hall. It is in fact unclear how the Parish proposal would allow for any community use.

As I understand it, the Parish requested the British Red Cross assign them the lease for free to allow the Parish to move their entire offices and store their ranger equipment in the current building.

While I understand the Parish's desire for new offices, it is highly uncertain that the building could be used as office premises (almost certainly requiring planning permission for change-of-use) and not get in the way of enabling a more widely-used community hall – a key objective of Three Rivers.

Ultimately, the British Red Cross have the lease to the site and control what happens next.

Three Rivers have been engaged in negotiations for some time to agree the formal surrender of the lease and at this stage both parties are working towards an agreement in principle. It has proven difficult to agree to the terms which meet the British Red Cross's expectations.

Once agreement is reached, as the site is brownfield, affordable housing would be included on top of the new community hall as a critical step in relieving pressure on Green Belt. Lib Dem-run Three Rivers are fighting to protect as much of our Green Belt as possible from the unrealistic Government housing targets. The Government requires us to, quite rightly, to use brownfield for

housing. We also want to see the site brought back into use to provide the maximum benefit to the community – a new hall, affordable housing and other community uses.

For me, the proposal of Three Rivers is a win-win. It will provide a brand new and more widely used community hall and crucially help to protect our Green Belt. From my meetings with the Parish, I asked whether the Parish would be interested in putting themselves forward to run the new hall for the benefit of the whole community.

While other community groups have expressed interest, I've not yet had a response from the Parish. I am keen to further discuss this with them.

Three Rivers and the Parish have been working well together. In particular, our co-ordinated responses to Killingdown Farm planning appeal.

I have been supporting the Parish and Residents Association in their appeal submissions, including recommending they have a joint representative to strengthen their appeal evidence. I really hope this positive and constructive relationship can be built upon to the benefit of the community.

RESOLVED:

That the petition be received and noted and as required under Rule 18 a letter be sent to the Lead Petitioner advising of the response provided at the meeting.

POLICY

PR50/21

THREE RIVERS DISTRICT COUNCIL - TREE STRATEGY 2022 -2027

The purpose of this report was to summarise the content and implications of the Final Tree Strategy for the District, and recommend that the final version of the Strategy is adopted by Three Rivers District Council (Appendix B – Final Tree Strategy).

The Principal Landscape Officer reported that this was a new document for the Council which sets out the Authorities approach to a range tree issues in the District. A period of public consultation was held during August and September this year and a brief summary of the areas of feedback received was included in Appendix A to the report and included officer responses to the feedback. Some minor grammatical and technical amendments had been made to the strategy for approval tonight. The Strategy would be reviewed and updated again in 5 years' time.

Members made the following comments:

- There had been 45 responses to the consultation and asked if any amendments to the strategy were made in the light of those responses other than the grammatical and technical changes.
- Paragraph 95 of the strategy refers to the watering of mature trees as being critical to their establishment so wondered why hydration bags had not been included.
- Would it be useful to reference the detailed specification in the strategy which could assist residents?
- At point 108 it stated that a member of the public can request a TPO but had to advise the nature of any threat. Shouldn't the value of the tree be sufficient rather than sight a specific threat? The wording in the policy made it appear that the member of the public had to state the nature of

any threat – could that be amended so that there is no requirement to provide that.

- Thanked officers for the work they had done and the people who responded to the consultation. The District had a lot of woodland which everyone appreciated and wanted to see more trees planted.
- In the Aquadrome the trees were inspected but there were still dangerous trees that had been left or missed. Was there scope in this strategy for someone to oversee the trees to check the work?
- All of our policies assume that what is included in the policy is done correctly and if it was not done correctly that would be a separate issue. This is strategy rather than a list of jobs.
- Paragraph 115 of the strategy highlighted a vague commitment that “TRDC would carry out periodic reviews of TPOs.....” could the review time period be defined and the endeavour be more of a tighter commitment and timeframe.
- Paragraph 127 was that a legislative decision and not the Council making that decision.
- In terms of Paragraph 115 the action was to undertake a desk top review of existing TPOs and identify those that require updating so to some extent this is covered by the action being proposed.
- Wish to record the work TRDC do on trees and referred to Paragraph 121 where a weekly tree bulletin is provided to Members and interested parties. Very few authorities provided this.
- Welcomed the weekly tree bulletin and planning bulletin but would like to see a weekly licensing bulletin as well.

Councillor Chris Lloyd moved, duly seconded, that the Tree Strategy be adopted subject to any comments by the LEC Committee in January.

The Principal Landscape officer responded as follows:

- There had been no changes made to the policy due to the responses received to the consultation.
- There is a detailed specification for standard trees which includes technical information (including hydration bags) and chose not to include that level of detail in the strategy but a copy of the technical information can be sent to Members to view. Reference could be included in the strategy to that information.
- You do not need to sight a specific threat to a tree to request a TPO but the Council have to consider the legislation and whether it is expedient to serve a TPO. If officers understand that there is a clear and specific threat to a tree that might change our reasoning on whether it might be expedient to serve a TPO at that time. The wording of the policy could be amended to reflect that you do not need to identify a specific threat to the tree.
- The finer details on the policy can be discussed at the LEC meeting in January.
- On Paragraph 127 – if it was a Conservation Area notification the Council were not able to condition it to have a replacement tree without putting a TPO on it.

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

RESOLVED:

Approved the Final Tree Strategy subject to any comments made by the Leisure, Environment & Community Committee on 12 January 2022 and to be then formally adopted by Three Rivers District Council

PR51/21

RENT ARREARS FINANCIAL SUPPORT SCHEME FOR 2021-22

This report provided the Committee with the proposed Rent Arrears Financial Support Scheme for 2021/22. This details how the Council will assist renters using the funding granted to the Council from the Government. The full policy can be found in Appendix One to the report.

The Head of Housing Services reported that the nearly £60k funding received from the Government was for the Council to use to assist households that were at risk of homelessness as a result of rent arrears caused by the pandemic. The paper provided details on how the Council would use that funding. It was a one off pot of money and there was no indication we would receive this money in the future and it had to be spent in this financial year.

A Member asked whether some of the paperwork customers have to provide/complete was too onerous and that there was no right to review the decision.

The Head of Housing Services replied that most of the paperwork required was paperwork that is provided as part of a normal housing application and we need that to confirm that the customer is in rent arrears and how they have accrued that. There is a limited pot of money so we have to make sure we are fair to all our customers and giving the money out appropriately. On the right to review there is legally no right to do this. All the decisions made in the housing team are subject to legislation. Customers are entitled to make a complaint if they feel any errors have been made.

Councillor Chris Lloyd moved the recommendation to adopt the policy, seconded by Councillor Andrew Scarth. The Councillor thanked officers for their report. The key thing was the Council were working with partners to provide help to our customers and to try and stop the situation occurring again. We do refer people to the CAB which is key to get them help with their debts.

A Member said the customers would be pleased a grant had been provided but if the money had to be used the end of March what was the current need and would the money be spent by then. Would the funding all go to rent arrears?

The Head of Housing Services advised the intention was not to retain any of the funding that it all be used on our customers for rent arrears. The team had spoken with colleagues in Housing Benefit to see if anybody was in rent arrears. The amount provided to the Council was set by the Government. Some social media campaigns will also be undertaken to ask anyone who is struggling to contact us. Once the policy is agreed we can then start giving out funding and did have some customers who would be eligible for funding.

An amendment was put forward to the recommendation that any amendments within the policy be delegated to the Director of Community and Environmental Services in consultation with the Lead Member for Housing. This was agreed by the proposer and seconder of the motion.

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

RESOLVED:

Agreed the policy and delegated any amendments within the policy to the Director of Community and Environmental Services in consultation with the Lead Member for Housing.

PR52/21 REVIEW OF STRATEGIC RISKS

The purpose of this report was to agree the current risk ratings, mitigations and action plans for each strategic risk.

The Emergency Planning and Risk Manager advised this was a regular report coming to the Committee to review our strategic risks. One of the recommendations was to remove one of our risks around the Hertfordshire Growth Board. The Council did not have any sites identified in the District so we were proposing to remove this risk. It was proposed to include two new strategic risks around recruitment and retention of key staff and potential cyber attacks.

Members raised the following points:

- The Local Plan would not be ready for 2021 but would be adopted in 2023 – could a tighter timescales be included on that with a specific month.
- The removal of the Herts Growth Board risk - had the Council put forward any sites which were not possible to deliver?
- Failure to retain and keep our staff – it was very important to have the right staff to provide the services for our residents.
- The action plans did not really clarify the strategic way we were going to deliver this.
- Thought we reviewed this annually but it stated in the report it was last reviewed in 2018.
- Should a risk on Covid 19 be included around attending meetings?

In response to the Member questions it was advised that:

- A timetable would need to be published for the Local Plan probably in the New Year once officers have been able to clarify the timings under the Local Plan process.
- The Hertfordshire Growth Board did not agree any sites in Three Rivers which were put forward.
- This report was looking at the strategy and risk register not the detailed action plans.
- On staff retention the staff morale point was the risk and the Council do not have low morale. As part of the staff PDRs we monitor two things around staff morale and motivation and they usually come out really well. The mitigation was around looking at those in the staff appraisals and the action plan was included in the table.
- There was not much of an action plan yet on the two new risks but if the Committee did agree to add them then the actions plans would be developed before coming back next time. The Council were not experiencing problems in retention it was around recruiting which had been difficult over the last 18 months as there was so much competition particularly around HGV drivers.
- The report was not listing out problems we have we were scanning the horizon to have strategic risks in place on things which could go wrong in the future if we don't do something now and putting in mitigation measures.

- The risk management strategy was last reviewed in 2018. Strategic risks are reviewed twice a year by this Committee and operational risks reviewed by the Audit Committee. The strategy is reviewed internally.
- On Covid 19 it was more of an operational risk and each of the operational risks registers which get attached to the service plans would take that into account.

On being put to the Committee the recommendation was declared CARRIED by the Chair the voting being unanimous.

RESOLVED:

Noted the updated Strategic Risk Register and agreed to the closing of risk ST05 and the inclusion of two new strategic risks.

RESOURCES

PR53/21 STRATEGIC, SERVICE AND FINANCIAL PLANNING 2022-2025

This report enabled the Committee to comment on its draft service plans.

A Member wondered why the date for the Local Plan was due to be completed in the next 15 days. Did the brownfield register get updated yearly and who does that.

In response to the question the Lead Member advised that the current timetable for the Local Plan would need updating and a new timetable would be issued in the new year.

The Director of Community and Environmental Services advised that the Head of Planning Policy and Projects updates the brownfield register and it was done in conjunction with the Local Plan.

The Head of Community Partnerships advised that the templates used did have the objectives from the previous year but the corporate objective around the Local Plan had been changed to 2023 which was agreed in March and at Full Council in May.

On being put to the Committee the recommendation was declared CARRIED by the Chair the voting being unanimous.

RESOLVED:

That the draft service plans attached at Appendix 1 be noted and the comments made and the Committee receive the final service plans in March 2022 for recommendation to Council.

PR54/21 BUSINESS RATES POOLING

This report sought 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

The Head of Finance advised it was an annual pooling process which the Council had been invited to join. The Government had not confirmed that pooling would be an option but this would be confirmed as part of the finance settlement and the Council would have 28 days after that to sign up or not to.

On being put to the Committee the recommendations were declared CARRIED by the Chair the voting being unanimous.

RECOMMEND:

That Council agrees that, subject to a final review following the Local Government Settlement for 2022/23, Three Rivers District Council enters into the Hertfordshire Business Rates Pool.

That Council delegate authority to the Chief Executive and the Director of Finance, in consultation with the Chair and Vice Chair of the Policy and Resources Committee to sign up to the Hertfordshire Business Rates Pool, within 28 days of the Local Government Finance Settlement.

PR55/21 EXEMPTION FROM PROCUREMENT PROCEDURE RULES – LIVESTREAMING/HYBRID MEETINGS

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

An urgent decision had been agreed by the Group Leaders that the project could be progressed and completed. The reason for the decision to go with the supplier was that the existing equipment had been provided by them and this would help with the implementation of the new equipment and the training and support to livestream the meetings and hold hybrid meetings.

Grant funding was obtained by the Council for the purchase of the equipment. It was hoped to have the project completed by the end of March.

On the livestreaming of our public meetings that was a decision for full Council to make and the retention of those recordings/livestreams. Currently it was not legally possible for Members to attend meetings virtually, who are making the decisions, but it was for officers.

It was understood only one fixed camera would be provided.

RESOLVED:

Noted the action taken.

PR56/21 ADDITIONAL RESTRICTIONS GRANT (ARG) FUNDING PROPOSALS

The Additional Restrictions Grant (ARG) is Central Government funding provided to local authorities to enable them to support businesses through and as they recover from the pandemic.

An initial award of funding (£1.8 million) was received by TRDC in October 2020. These monies had to be spent (or committed) by July 2021 in order for an additional amount of funding to be received.

This report identified a number of projects to support businesses and the economy in TRDC and seeks agreement for the ARG funding to be committed to these projects. This would enable the projects to commence and businesses to be supported.

The Head of Regulatory Services advised that an extra £829,000 had been received which had to be spent by the end of March. We received that because we had committed/spent the previous funding. The report identified those projects that officers had been working through to look at securing that spend. It

was evident we would need additional support to help with these projects up to the end of March to monitor the existing projects and any new projects which get approved.

Members raised the following points:

- Wanted to check the Council were not taking any administrative charge out of the grant monies.
- There seemed to be quite a few posts of staff listed are these people in post or are they new posts we are looking to recruit to.

The Head of Regulatory Services advised the Council were not taking any administrative charge and that everything on the spreadsheet was what officers were working on, although this included a Project Support resource. There were projects which do involve TRDC and this was detailed in the spreadsheet. . The business communication officer was already in post working in the Communications Team and already doing a lot of work engaging with our businesses and the funding would enable that work to continue. The Projects Support Assistant would be a new post and which we could only support for 3 months.

In terms of the additional staffing for three months, the Lead Member advised that Members needed to bear in mind that the Council were a lean authority in terms of staffing numbers. To be able to process the grants additional resources would be required.

Councillor Stephen Giles-Medhurst moved the recommendations as set out in the report, seconded by Councillor Stephen Cox, to go ahead with the schemes. Officers intended to spend the full grant funding and that there are a potential 3 - 4 other schemes be also looked at in detail. The Councillor proposed an amendment, seconded by Councillor Stephen Cox, to amend the delegation to delegate any further decisions for the spending of ARG funding to the Director of Finance in consultation with the Group Leaders, to ensure monies are committed/spent by 31 March 2022.

The Lead Member advised that there were specific rules on how the grant funding could be used.

On being put to the Committee the recommendations were declared CARRIED by the Chair the voting being unanimous.

RESOLVED:

i) Option 1: for Officers to progress the identified projects and funding, including the Project Support Officer, subject to any appropriate processes such as procurement requirements. This will enable the projects to be secured, commenced and further businesses in TRDC supported with ARG funding.

AND

ii) To delegate any further decisions for the spending of ARG funding to the Director of Finance in consultation with the Group Leaders, to ensure monies are committed/spent by 31 March 2022.

PR57/21 WORK PROGRAMME

A Member advised there was a lot of items for January but not much business for March. There would be the budget monitoring report for the March meeting which can be added to the work programme.

RESOLVED:

Noted the work programme.

PR58/21

PROPOSALS FOR SPENDING OF THE HOUSEHOLD SUPPORT FUND

As part of efforts to recover following the pandemic, Hertfordshire County Council had been provided with £6.172m funding from the Government's Household Support Fund (HSF). This funding will be used to help people in need this winter with things like the cost of food and energy.

Hertfordshire County Council are working with a range of partners across the county to make sure we can get the right help to those who need it, at the right time. This targeted approach will mean that residents can be supported and get professional assistance from the county council, borough and district councils and organisations such as HertsHelp, our Money Advice Service and local Citizens Advice services.

Three Rivers District Council will receive a total of £33,000 for food support and £44,000 for fuel support and was to be spent by 31 March 2022.

The Head of Community Partnerships advised in terms of the energy side of the fund this could be used for utility costs, warm clothes, cooking equipment and white goods. The organisations the Council was proposing to provide the fund to had been included in the report. Our housing team would be linking to the vulnerable registers scheme. If someone came forward looking for help with their rent arrears we could also offer them a food voucher or utility voucher. We would also be using the Revenue and Benefits team to reach out to our most vulnerable residents. The Council had previously supported a number of other charitable donations for food and utility support through our local Covid support fund which was small amounts of money received from the Government since September for food and subsequently for utilities. Organisations such as Homestart and the CAB had received funding. They were not listed as they were still administering that funding. The focus of this funding was on our Housing Associations, South Oxhey foodbank and Herts Mind network to reach the most vulnerable. Rickmansworth food bank had been offered funding but did not want to receive any and was the same with the local Covid support fund.

A Member advised that the Council were taking an administrative cost why was that and were other organisations also taking admin costs.

The Head of Community Partnerships advised that the admin costs had been given to the Council by Herts County Council.

The Lead Member advised again how lean the Council were on staffing and why schemes had not been delivered as quickly as Members would like. There was £6.1m to the County but only £33k and £44k to the Council if that was the case for all Councils in Herts the county would retain around £5.8m of funding. Heating costs were getting higher and higher and how many people could £44k help.

The Head of Community Partnerships said there had not been an opportunity to query the amounts allocated.

RESOLVED:

Agreed the plan for spend of the Household fund so that funds can accessed by vulnerable people during the winter to the end of March 2022 in Three Rivers through a range of partners as identified in the report.

CHAIR

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POLICY AND RESOURCES COMMITTEE - 24 JANUARY 2022

COUNCIL – 22 FEBRUARY 2022

PART I – NOT DELEGATED

5. LOCAL DEVELOPMENT SCHEME (DCES)

1 Summary

- 1.1 This report seeks Members approval of a revised Local Development Scheme to incorporate a further Regulation 18 consultation.

2 Details

- 2.1 The Council is required to prepare and regularly review a Local Development Scheme (LDS) under the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).
- 2.2 The LDS must specify the documents which will comprise the development plan for the area. The LDS must be made available publicly and kept up to date to ensure that local communities and interested parties can keep track of progress. Local planning authorities must also publish the LDS on their websites.¹
- 2.3 Planning Practice Guidance re-iterates that Local Development Schemes must also be produced in compliance with any data standard for this purpose published by DLUHC and that it is expected to be reviewed and updated at least annually but may need updating more frequently if there are any significant changes in the timescales or the plans being prepared.
- 2.4 The Planning Inspectorate maintains and publishes a list of the overall position for each Local Planning Authority and the date of publication and adoption is based on information provided in Local Development Schemes.
- 2.5 Local Planning Authorities are required to keep the Planning Inspectorate informed about when their plans are to be published, submitted and adopted in order to ensure there are no delays in appointing an Inspector which would delay the examination process.
- 2.6 Failure to have an up-to date LDS may result in the Planning Inspector concluding that planning documents are not legally compliant.
- 2.7 This report seeks approval for the new Local Development Scheme for the Council which incorporates a further Regulation 18 consultation that will allow residents and stakeholders to comment on changes to any of the potential sites and any substantial changes to draft policies that will be required following the Regulation 18 consultation as well as any additional sites put forward for consideration.
- 2.8 The Local Development Scheme takes into consideration the time needed to report to the Local Plan Sub Committee and the current Committee Timetable.

3 Options and Reasons for Recommendations

¹ Planning Practice Guidance <https://www.gov.uk/guidance/plan-making#evidence-base>

3.1 The Council is required to prepare and regularly review an LDS under the provisions of the Planning and Compulsory Act 2004 as amended by the Localism Act 2011. An up-to-date LDS is an essential tool for the Council to effectively manage document production and for monitoring to take place.

4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are within the Council’s agreed policy and budgets.

5 Financial, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Risk Management and Health & Safety Implications

5.1 None specific.

6 Legal Implications

6.1 The Council is required to prepare and regularly review an LDS under the provisions of the Planning and Compulsory Act 2004 as amended by the Localism Act 2011

7 Communications and Website Implications

7.1 The LDS will be published on the Council’s website.

8 Risk and Health & Safety Implications

8.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council’s duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

8.2 The subject of this report is covered by the Economic & Sustainable Development service plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this plan.

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Lack of an up-to-date LDS could lead to legal challenge	Local Plan could be found not to be ‘sound’ at examination	Regularly review the LDS	Tolerate	Medium 6
Delay in Local Plan	May result in speculative planning applications		Tolerate	Medium 6

8.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ Remote	Low	High	Very High	Very High
	4	8	12	16
	Low	Medium	High	Very High
	3	6	9	12
	Low	Low	Medium	High
	2	4	6	8
	Low	Low	Low	Low
	1	2	3	4
	Impact			
	Low	-----▶		Unacceptable

Impact Score

- 4 (Catastrophic)
- 3 (Critical)
- 2 (Significant)
- 1 (Marginal)

Likelihood Score

- 4 (Very Likely (≥80%))
- 3 (Likely (21-79%))
- 2 (Unlikely (6-20%))
- 1 (Remote (≤5%))

8.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

9 Recommendation

9.1 That the Policy & Resources Committee recommend to Full Council the Local Development Scheme as set out in Appendix 1.

Report prepared by: Claire May, Head of Planning Policy & Projects

Background Papers

National Planning Policy Framework (2019)

Planning Practice Guidance

Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011)

Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended)

Local Development Scheme (November 2020)

APPENDICES

Appendix 1: Local Development Scheme January 2022

APPENDIX 1 LOCAL DEVELOPMENT SCHEME JANUARY 2022



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1. Introduction

The Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) introduced the requirement for local planning authorities, such as Three Rivers District Council, to prepare and maintain a Local Development Scheme (LDS).

The LDS is a project plan that sets out the timetable for the production of new or revised Development Plan Documents which will form the Council's Local Plan. This LDS, which supersedes previous versions, sets out a planning work programme for the Council over a three year period to 2025. It will be regularly reviewed to keep it up to date.

What are the current adopted Development Plan Documents for Three Rivers?

The current Local Plan for Three Rivers consists of the following Development Plan Documents:

- the Core Strategy (adopted October 2011)
- the Development Management Policies LDD (adopted July 2013)
- the Site Allocations LDD (adopted November 2014) and
- Croxley Green Neighbourhood Plan (2018)
- Chorleywood Neighbourhood Plan (2021)

The Minerals and Waste Development Plan Documents are the responsibility of Hertfordshire County Council. The Hertfordshire Minerals Local Plan was adopted in 2007, the Waste Core Strategy and Development Management Policies was adopted in 2012 and Waste Site Allocations DPD was adopted in July 2014.

What new Development Plan Documents are to be reviewed/prepared?

Further information and the provisional 'milestones' for the production of the review of Local Plan that need to be achieved in order to be progressed towards adoption are set out in Appendix 1.

Joint Strategic Plan

In Spring 2018, Three Rivers, Dacorum, Hertsmere, St Albans and Watford Councils gave formal endorsement to begin work on a Joint Strategic Plan (JSP) for South West Hertfordshire. By working together, the South West Herts Councils will also be in a stronger position to deliver and better fund essential transport, health services and educational facilities that local people want to see alongside new homes and jobs.

Each Council will still be responsible for preparing its own Local Plan but the JSP will provide the platform to consider how the challenges of growth in the wider South West Hertfordshire area can be addressed in the longer term (i.e. to 2050).

APPENDIX 1

TIMETABLE FOR THE LOCAL PLAN

2022												2023												2024												2025								
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S

	Preparation
	Regulation 18 Consultation
	Publication Stage
	Submission Stage (Start of Examination Process)
	Examination
	Adoption

Title	Brief Description	Area	Process			Review
			Publication	Submission to Secretary of State	Adopt	
Local Plan	Will update the strategic planning policies for the District, allocate land for housing and employment and up date Development Management Policies	District	November/December 2023	November/December 2024	July/August 2025	Monitored in Annual Monitoring Report.
Policies Map	Will show policy designations and sites with specific allocations	District	Alongside Local Plan	Alongside Local Plan	Alongside Local Plan	Alongside Local Plan

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POLICY AND RESOURCES COMMITTEE - 24 JANUARY 2022

PART I – NOT DELEGATED

6. ALTERNATIVE GRASSLAND MANAGEMENT UPDATE (DCES)

1 Summary

- 1.1 The purpose of this report is to provide Members with information following debate on the motion put forward by Councillor Michaels and agreed at the Leisure, Environment and Community Committee of 24 November 2021, regarding alternative grassland management for the benefit of biodiversity.
- 1.2 The report and Appendix C includes potential costs as a minimum, to aid consideration by Policy & Resources Committee.

2 Background and Context

The amended Motion put forward by Councillor Michaels, which was discussed at the 24 November 2021 Leisure, Environment and Community Committee states:

Grassland is one of the most unique habitats for wildlife and pollinators in the UK. 97% of species rich grassland in Hertfordshire has been lost since the 1930's and 48% of species associated with it have noticeably declined since 1970

- (1) Hertfordshire has predominately chalk bedrock
(2) which often leads to conditions which support chalk meadows which have been called 'the UK's equivalent of rainforest'
(3) Of the total publicly owned land in the District TRDC owns circa 30%.*

LEC Committee recognises the time officers have spent developing various strategies to improve the natural environment in the District and the passion and contribution Councillors have shown in this area. TRDC resolves to look for opportunities to cease mowing up to 50% of the grassland it owns and manages and replace this with hay meadow management (cutting and clearing at least once a year) This will exclude unsuitable areas such as football pitches, areas used for playgrounds (etc.) and include verges, areas in parks and all other areas which are mown and do not need to be mown for a specific recreational reason (e.g. football pitch, playground). This motion will aim to decrease grass cutting by up to 50% of TRDC owned land and achieve concurrent gains in biodiversity. Costs for the cut and lift will likely fall into two areas. Firstly new equipment which may be paid for by cost savings, reduced mowing where possible, existing budgets or a request to P&R. Secondly disposal costs which should be mitigated by creating sacrifice areas wherever possible, or by sale to a biodigester (e.g. the plant at South Mimms which the council currently use already). Officers will revert to LEC prior to April 2022, which will take into consideration biodiversity any data gathered in District wide Biodiversity Audit carried out in over the summer and due in March 2022. TRDC will review relevant officers job descriptions within the Leisure department and ensure sustainability is incorporated to re-enforce this shifting outlook.

- 2.1 The amended Motion was agreed by the members of the Leisure, Environment and Community Committee and recommended to Policy and Resources for further consideration.

2.2 Please refer to Appendix A for a glossary of terms.

Existing Cutting Regimes

2.3 Currently, 54% of TRDC grassland is maintained as long grass. Members should note that this percentage refers only to the percentage of area that requires grass cutting, not a percentage of the entire grassland.

2.4 The 54% is broken down as follows:

2.4.1 22% is meadow or conservation cut (including, parts of Chorleywood House Estate, The Aquadrome; South Oxhey Playing Fields; Prestwick Road Meadows; Leavesden Country Park; The Green, Croxley Green; and the Pilot sites)

2.4.2 2% is cut once every three years, on rotation (sections of The Horses' Field at Leavesden) – this will cease once grazing is introduced to the site.

2.4.3 22% of land is conservation grazed by cattle (including parts of Chorleywood House Estate; Croxley Common Moor; and the Withey Beds) – this percentage will increase by 2% from summer 2022, when grazing is introduced at The Horses' Field

2.4.4 8% of land, primarily glades and grassland in woodland areas, has ride management (see Appendix A for description).

2.5 The remaining grassland areas are comprised of football pitches, bowling greens, play areas, dog walking areas, picnic areas and areas for informal recreation and leisure. These areas are cut up to 12 times per year, depending on the weather.

2.6 It should be noted that areas owned by TRDC, but managed by Parish Councils, are not included in these calculations. Notable areas include: Chorleywood Common, Manor House Grounds and The Green, Sarratt.

Pilot Sites

2.7 At the 10 March 2021 Leisure, Environment and Community Committee (minute note: LEC 53/20), members discussed piloting a number of sites with alternative grassland management. Five pilot sites were agreed at the committee meeting, with a further five sites added, following consultation with the Lead Members for Sustainability and Leisure. These sites would be cut once in the autumn and the cuttings left on site.

2.8 The pilot was included within the Environmental Services Service Plan with Annual Council approval on 25 May 2021.

2.9 The pilot sites are detailed within Appendix B and make up a further 1% of TRDC grassland that has been left as long grass.

2.10 As part of the pilot scheme, a number of signs were installed to inform the local community as to why the grass was being left uncut. In addition to this, there were a number of posts across social media and information on the Council's website

Pilot Sites - Outcomes

2.11 *Positives from the pilot project include:*

2.11.1 Bee Orchids and Pyramid Orchids recorded at Leavesden Country Park.

- 2.11.2 Good diversity of grasses at Mead Place and Carpenders Park, including: Crested Dogs Tail, Meadow Buttercup, Common Cat's Ear and Self-Heal.
- 2.11.3 Positive Comments on social media: "beautiful meadow effect", "enjoying the wildflowers and bees" and users saying it's good to see the Council taking this approach.
- 2.12 *Negatives from the pilot project include:*
 - 2.12.1 A number of complaints regarding urban areas looking unkempt, concerns over pet wellbeing and comments relating to it being a cost-saving exercise, rather than for the benefit of diversity.
 - 2.12.2 There was also some confusion between Hertfordshire County Council and TRDC over ownership and responsibility for the cutting of roadside verges, with HCC inadvertently cutting one of the identified pilot sites. This highlights the complexities of grass cutting regimes, particularly in urban areas.
- 2.13 Officers would recommend that there is a period of public consultation on any future changes to grassland management.

Biodiversity Opportunities Audit – commissioned by TRDC

- 2.14 Countryside Management Service (CMS) have been commissioned by TRDC to undertake an audit of land owned and managed by TRDC that do not have detailed site management plans. The audit is designed to identify opportunities for biodiversity improvements, including grassland management, bulb planting and tree planting. A total of 60 sites have been included within the audit, which includes the majority of the pilot sites.
- 2.15 CMS are preparing a full report, which will be presented to the 14 March 2022, Policy and Resources Committee and the 16 March 2022 Leisure, Environment and Community Committee. This report will include: biodiversity improvements, timescales and associated costs.
- 2.16 Headlines coming from the initial drafts of the report indicate the potential for a variety of biodiversity enhancements in the majority of locations, including new tree and spring wildflower planting. There also appears to be potential for a substantial increase in alternative grassland management, including cut and lift, in particular at locations such as: Fortune Common, Berry Way/Mead Place, Tanners Hill, Denham Way and Rickmansworth Park.
- 2.17 It is anticipated that the 54% of grassland maintained as long grass, will increase following the outcomes of the Biodiversity Opportunities Audit, although this cannot yet be quantified until the full report has been completed.
- 2.18 As previously highlighted, Officers would recommend that all of the sites included within the audit, along with their recommendations are publically consulted on. This is primarily to better understand how local communities use areas for informal play and recreation, and where any changes in management may conflict with these uses. This would be completed in partnership with the Communications team and the Council's Consultation and Partnerships Officer.

Baseline Biodiversity Report – commissioned by HCC

- 2.19 In addition to the Biodiversity Opportunities Audit, CMS are also undertaking a “Baseline Biodiversity Report”, which will be a countywide biodiversity stock take to establish a baseline for biodiversity at County, District and Ward level. This has been commissioned by Hertfordshire County Council.
- 2.20 The report will be a desk-top study to support an evidence-based approach to strategic planning for biodiversity investment and support the delivery of a Local Nature Recovery Strategy (LNRS). This report will support the Local Plan process and new Environment Bill.

Considerations for Implementing Alternative Grassland Management

- 2.21 There are a number of biodiversity benefits that can be gained from alternative grassland management regimes and that will support the aims of the Climate Change Emergency and Sustainability Strategy. Some of these benefits have already been highlighted as positive outcomes from the pilot sites.
- 2.22 Alongside this, the Council has recently approved a new Tree Strategy and action plan, which includes items such as tree planting across the District. A new Community Biodiversity Officer has been appointed and will start in January 2022. Part of their role will be to assess the actions from the Tree Strategy and Biodiversity Opportunities Audit and produce an action plan for biodiversity across Three Rivers. This will be linked to the development of a new Biodiversity Strategy.
- 2.23 Officers will also review the detailed Management Plans of TRDC’s major open spaces, such as Chorleywood House Estate and South Oxhey Playing Fields. It may be possible to identify further opportunities for alternative grassland management alongside those that were included as part of the pilot sites. Any changes could be consulted on alongside the recommendations from the Biodiversity Opportunities Audit.
- 2.24 There are also a number of issues which need to be considered for any future alternative grassland management, as outlined below.

Labour

- 2.25 Grounds Maintenance is a small team of 14, plus a supervisor, who carry out many and varied duties across the District including; litter picking; emptying dog and litter bins in parks and open spaces; inspections of the 31 play areas, five adult gyms and four skate parks; grave digging; maintenance of three cemeteries, three bowling greens and the Rose Garden at Three Rivers House, shrubbery and tree works, installing signage; and marking out of football pitches and district wide grass cutting. In addition they provide a reactive maintenance response where possible, such as incidences of damage and vandalism, cutting back overhanging vegetation, clearing smaller fallen trees; and assisting with flooding incidents and snow clearance, when necessary.
- 2.26 There are also four environmental maintenance staff that cover verge cutting across the district, as well as the following tasks; clearance of fly tipping, leaf clearance, mud/accident clean ups, shrub bed maintenance and hedge cutting, dead animal removal, emptying of dog bins (not including parks), drainage ditch maintenance at a number of sites, clearing up after traveller incursions, graffiti removal and garage site maintenance.

- 2.27 The Tree Strategy, currently in production, includes a draft action for an additional member of grounds maintenance staff. This is to assist with the play area checks and levels to water and care for newly planted standard trees. As a result there is growing pressure on the Grounds Maintenance team to carry out additional tasks and ad hoc work, and with increased use and misuse of the parks. During the pandemic, increased visitor use of local open spaces has substantially increased the work load of the Grounds Maintenance team.
- 2.28 Cutting of the pilot sites took considerably longer than it would have, had the grass not been left to grow. The quality of the cut would also have been better, had all the appropriate equipment, (as outlined in Appendices B & C) been available. The staff that were not used to cut the pilot sites throughout the season continued with other tasks as laid out in paragraphs 2.25 to 2.27.
- 2.29 Additional works that would need carrying out throughout the growing season also need to be considered. Strips of shorter grass will need to be maintained alongside footpaths edges, which may require a different grass cutting crew to attend. This is also the case where the sites have street furniture to cut around.
- 2.30 It also has to be considered that if all sites need cutting and lifting in a narrow window in late summer, then extra equipment and staffing may be required to achieve this, not only to carry out the cuts but also to ensure litter picking is undertaken first and ensure a good finish around street furniture (benches, bins, signs, etc.) is achieved.
- 2.31 Three Rivers currently has four Green Flag accreditations; Rickmansworth Aquadrome, Leavesden Country Park, Chorleywood House Estate and South Oxhey Playing Fields. Leavesden Country Park also has Green Heritage Site Accreditation. The Grounds Maintenance team are instrumental in the success of achieving these accreditations.

Equipment

- 2.32 The need to purchase any new equipment will not be fully known until the recommendations from the Biodiversity Opportunities Audit have been consulted on and agreed. The pilot areas were able to be cut (but not lifted) with current equipment, namely a rotary ride-on mower although the standard of the cut is poorer than when more suitable equipment is used.
- 2.33 Obstacles to mowing, such as trees and street furniture frequently found in smaller residential sites will also increase mowing costs, as smaller less efficient machinery will need to be used.
- 2.34 The pilot sites also highlighted the importance of accurate mapping of management regimes on open spaces. Improvements to the Council's GIS system would enable areas to be mapped more accurately, greatly assisting the communication of different mowing regimes to the Grounds Maintenance team.
- 2.35 Appendix C highlights the various potential equipment that may be needed, their associated costs and what it would be used for.
- 2.36 These items would need to be purchased rather than hired or shared between Councils, due to the need to carry out the Meadow Cut or Conservation Cut at the same time of the year.
- 2.37 Another consideration is the procurement and delivery of equipment. Indicative timescales are detailed within Appendix C.

Disposal

- 2.38 If cut grass cannot be baled and sold as hay, arisings would need to be disposed of at a composting facility, for example the one already used at South Mimms.
- 2.39 The Council would need to transport the arisings to a composting facility, which would cost approximately £25 per tonne for disposal in this way. The volume of grass to dispose of will fluctuate from season to season, dependant on the timing and number of cuts per year, with wetter weather resulting in higher grass growth.
- 2.40 It is estimated the pilot sites generated between 30 to 80 tonnes of grass, not including transport costs of a dustcart to run to South Mimms (the composting facility location). In addition there will be manpower costs for loading and travelling to and from the disposal site – these are detailed within Appendix C.

Environmental

- 2.41 It should be noted that leaving grassland areas may encourage the spread of Ragwort and other undesirable weeds, which would need treating or pulling prior to the sale of hay, or the transportation of grass for composting, which would be an additional cost. There is Government guidance around the disposal of ragwort and the Weeds Act 1959 applies to owners of land, covering in addition to Ragwort the presence of Spear Thistle, Creeping or Field Thistle, Curled Dock and Broad Leaved Dock. Enforcement is by issue of a notice and the County Council has authority to do this.
- 2.42 Point 2.4 outlines that 24% of TRDC grassland currently has a meadow / conservation cut regime in place. However, there are other forms of grassland management which also benefit biodiversity, such as annual flail cutting, higher sward heights, and tri-annual cutting. The Biodiversity Opportunities Audit will assist officers in determining what alternative grassing cutting regimes might be appropriate in which locations, on a site by site basis.
- 2.43 Alongside the 24% of meadow / conservation cut currently in place, TRDC has 22% of land undergoing conservation grazing. Conservation grazing enhances overall biodiversity, supports wildflowers and creates a mosaic of habitats ideal for our native wildlife, with different structures of grasses and flowering plants that cannot develop with an annual cut and lift. The cow pats left behind by cattle are also important to meadow ecology, as a number of invertebrates and fungi (many of which are now very rare) need dung as part of their specialist lifestyles. Cattle grazing can manage grassland in a gradual, low intensity way, causing much less damage to wildlife and making it a more favourable option than cutting. In addition to the wildlife benefits, the introduction of grazing animals has been a popular addition to other local green spaces, with the cattle becoming an attraction in their own right.
- 2.44 In addition to production of hay or off-site composting of long grass, sacrifice areas on open spaces have been used in the past (such as at Chorleywood House Estate) to compost arisings generated by cutting. However, dry grass, particularly if tightly baled and not mixed with other compostable material, takes many years to decompose. Disposing of large volumes of grass in this way will require increasing amounts of space over time; may be considered to be unsightly by visitors; and could be a fire risk in some locations.

Public Engagement

- 2.45 Following some of the negative feedback and complaints received from the pilot project, as detailed in point 2.12.1, Officers recommend carrying out a significant period of consultation and engagement with the public on any sites agreed for alternative grassland management. Officers propose that this would commence following the March LEC committee for a period of 4-5 weeks. This would be carried out in partnership with the TRDC Communications team and the TRDC Consultation and Partnerships Officer.

Officer Role Profiles

- 2.46 There are a number of officers that have sustainability within their remit, including; the Climate Change, Sustainability and Recycling Officer, the Climate Change and Sustainability Strategy Officer, the Green Homes Grant Project Officer (fixed term) and the Community Biodiversity Officer.
- 2.47 Officers are in discussion with Human Resources on the process for adding Environmental Sustainability into the role profiles within Leisure and Landscapes. The current proposal for this is: *“to consider and implement environmental sustainability as a guiding principle within processes, activities and projects delivered.”*

Senior Leadership Team have also agreed that sustainability awareness will be included in all the job descriptions of all new posts advertised across the Council from 2022.

Timescales

- 2.48 The following is an indicative timetable of the next steps for consideration:

Date	Item	Comments
14 March 2022	Policy and Resources Committee	Biodiversity Opportunities Audit Report and Recommendations
16 March 2022	Leisure, Environment and Community Committee	Biodiversity Opportunities Audit Report and Recommendations
March – May 2022	Public Consultation	Consultation on the recommendations from the audit
July 2022	Policy and Resources Committee Leisure, Environment and Community Committee	Final Biodiversity Opportunities Audit Report and Recommendations, along with the public consultation results

3 Options and Reasons for Recommendations

- 3.1 The purpose of this report is to provide Members with information to aid consideration of the matters arising from the motion put forward by Councillor Michaels, regarding alternative grassland management for biodiversity.
- 3.2 The motion was agreed at the Leisure, Community and Environment Committee and recommended to the Policy and Resources Committee for consideration.

4 Policy/Budget Reference and Implications

- 4.1 The matter comes to this committee at this time as having now been agreed by LEC, it would be outside policy and budget and would require expenditure by the Council estimated to be in excess of £10,000 (see Appendix C).

5 Financial Implications

- 5.1 Whilst indications of potential additional costs have been provided in Appendix C, Officers need to fully review the recommendations of the Biodiversity Opportunities Audit, which will not be known until February 2022 at the earliest, before confirming what can and what can't be delivered within existing budgets and staff resources.
- 5.2 Once this assessment has been carried out, it will be possible to identify more accurately what additional financial and staff resources will be required, and the likely ongoing costs for alternative management regimes.
- 5.3 Members need to be aware that full costings are not known at this stage. Costs outlined within Appendix C provide an indicative estimate for the costs of procuring equipment. If the full range of equipment is required capital investment will exceed £100,000, for which there is currently no budget identified.

6 Legal Implications

- 6.1 The motion was, as required under Rule 11(6) (set out below), referred to the Leisure and Environment Committee for discussion and debate as the motion, on present information, was contrary to the Council's Budget and Policy framework. The motion details were included on the Council agenda for the meeting on 13 July 2021.
- 6.2 "If a motion includes a proposal for the Council to take any significant policy decision which is contrary to the Budget and Policy Framework or incur any expenditure in excess of £10k it shall only be considered in principle to the extent that the matter is noted by Council and is referred to the relevant Committee for consideration. The motion shall not be moved or debated. The minutes of the meeting will record the motion being received. Any decision on the motion shall be made at a future meeting of the Council which shall not consider the matter without a full report on the policy, budget and financial implications together with any recommendations from the Committee to which the matter was referred."
- 6.3 The matter now comes to this committee following LEC having agreed the motion because there are policy and budget implications. When these are dealt with, the motion will be referred back to Council as provided in Rule 11(6), above.
- 6.4 The Council has a duty to have regard to conserving and enhancing biodiversity under S40 of the Natural Environment and Rural Communities Act 2006. This does not mean that the duty must be given greater weight than other matters and the audits presently being carried out should satisfy the duty, which is for the Council to 'have regard' when it exercises its functions. As a landowner, the Council would also be subject to the regime under the Weeds Act 1959, (as amended by the Ragwort Act 2003), this being referred to above.
- 6.5 Subject to what this Committee may resolve, it is anticipated a report in substantially these terms would be provided to Council in the normal way, when the matter is before it, as mentioned at 6.2, above.

7 Staffing Implications

7.1 It is not possible at this stage to determine impact on staffing. Considerations on labour is outlined at points 2.25 to 2.31 and within Appendix C.

8 Environmental Implications

8.1 Continuing to seek alternative management regimes for the Council's grassland areas, that enables vegetation to flower and support invertebrates, and other wildlife will have a positive effect on biodiversity in the district.

9 Customer Services Centre Implications, Community Safety Implications, Public Health Implications

9.1 None Specific

10 Communications and Website Implications

10.1 A number of signs were installed to inform the local community on why the grass was being left uncut. In addition to this, there were a number of posts across social media and on the Council's website. Continued communication to the public is essential to reduce any negative feedback from residents, this includes public engagement as outlined in point 2.45.

11 Risk and Health & Safety Implications

11.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

11.2 The subject of this report is covered by the Environmental Protection service plan(s). Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

11.3 If the Motion is rejected the risks are as follows;

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
The Council is criticised for not progressing with alternative grass management	Reputational damage and potential complaints.	Audits are being undertaken and an action plan will be put in place to manage alternative grass management in due course. Communicati	Treat	4

		ons can be managed around ensuring residents are aware that the Council does have a Climate Change Strategy.		
--	--	--	--	--

11.4 If the Motion is accepted the risk are as follows;

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Complaints arise from residents, particularly in urban areas in relation to the look of verges, pet wellbeing, litter etc.		Continue with marketing and comms of the scheme, including signage	Treat	9
The alternate grassland management put into place may not be sustainable in the long term if it is on unsuitable land.		This would need to be monitored – no suitable treatment at this stage	Tolerate	9
Land used for sport, leisure and recreation may be lost.		Identify specific areas for leisure activities – although this will be limited	Treat	12

The financial implications may be outside of Council budgets.		Budget to be reviewed. Growth item may be required	Treat	12
---	--	--	-------	----

11.5 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ Remote	Low	High	Very High	Very High
	4	8	12	16
	Low	Medium	High	Very High
	3	6	9	12
	Low	Low	Medium	High
	2	4	6	8
	Low	Low	Low	Low
	1	2	3	4
	Impact			
	Low	-----▶		Unacceptable

Impact Score

- 4 (Catastrophic)
- 3 (Critical)
- 2 (Significant)
- 1 (Marginal)

Likelihood Score

- 4 (Very Likely (≥80%))
- 3 (Likely (21-79%))
- 2 (Unlikely (6-20%))
- 1 (Remote (≤5%))

11.6 In the officers' opinion none of the risks in paragraphs 11.3 and 11.4 above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational

12 Recommendation

12.1 Following LEC having agreed the motion, should the Committee recommend the Motion be taken forward, Members may wish to consider the following:

- the full resource and financial information is not known at this stage, and will only be known once the audits are complete and an action plan written, and the project may not be delivered within Council budgets;
- this may result in a large number of complaints if this was to include long grass in residential urban areas;
- the alternate grassland management put into place may not be sustainable in the long term if it is on unsuitable land;
- the results of the audits may mean work that has been carried out has to be partially undone and/or ignored.

12.2 Should the Committee recommend that the Motion is not approved Members may wish to consider the following:

- Members of the public may think the Council is not taking its approach to climate change seriously, although this can be managed through careful communications work to explain audits are being undertaken and the Council will be reviewing the results, producing and implementing an action plan.
- Officers will continue to work on the Biodiversity Opportunities Audit and revision of management plans to identify new areas for alternative grassland management, for the benefit of biodiversity.

12.3 Members could consider a further option, namely to defer making a decision until the audit results are available, and further information is brought back to this Committee.

12.4 As outlined above, the next stage of the process is to take the recommendation of this Committee to Council. The matter would go to Council on 22 February 2022, though if a deferral is the preferred option, the matter would return to Council at a later date.

Report prepared by:

Jennie Probert, Environmental Strategy Manager

Charlotte Gomes, Landscapes and Leisure Development Manager

Alex Laurie, Principal Tree and Landscape Officer

Malcolm Clarke, Waste & Environment Manager

Ray Figg, Head of Community Services

Data checked by:

Charlotte Gomes, Landscapes and Leisure Development Manager

Alex Laurie, Principal Tree and Landscape Officer

Data rating:

1	Poor	
2	Sufficient	x
3	High	

APPENDICES

Appendix A: Glossary of Terms

Appendix B: Pilot Sites

Appendix C: Potential Equipment Costs

Appendix D: Hertfordshire update

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Appendix A – Glossary of Terms

Terms		Definition	Pros	Cons
Management Regimes	Conservation Cut	One cut per year in September / October, grass is collected and removed off site.	Maintains areas of long grass throughout the spring, summer and early autumn. Benefits a range wildflowers. Provides a source of nectar for insects. Cover for wildlife, such as small mammals.	Cutting regime may not control less desirable species such as nettles, thistles & docks. Cutting/ removal of grass removes over wintering habitat for insects and small mammals.
	Hay Meadow Cut	Two cuts per year, first one in early August. Grass is collected and removed off site. Second cut in September / October, depending on the amount of regrowth, the grass may be collected and removed off site.	Cutting regime of most benefit to a wide range of meadow flower species and a source of nectar for insects. Removes cover for other wildlife earlier in the season than other regimes.	Mid-summer cutting can be detrimental to insects which haven't completed their lifecycle. Can disturb ground nesting birds.
	Ride Management	Annual cutting of grass, bramble and small scrub in the late autumn / winter.	Maintains areas of long grass/bramble/ small scrub, such as woodland rides. Can be used rotationally to leave some areas uncut over winter for insect / small mammal hibernation.	Chops up arisings into small pieces, not suitable for collection.
	Enhanced Amenity cut	Cutting short grass less often or raising the height of the mower to leave the grass slightly taller.	Maintains a medium grass height, allowing some grassland plants to flower, without the need to collect and remove grass.	Doesn't allow taller plants to flower. Doesn't remove cuttings, which may lead to some nutrient enrichment over the longer term.
	Conservation Grazing	Summer / autumn grazing by small numbers of livestock, often Cattle	Maintains a diverse grassland habitat with scattered scrub, which benefits the widest variety of plants, animals, and birds	Difficulties sourcing of suitable livestock. Ongoing maintenance of fenced areas. Not suitable in small open spaces, with other recreational uses.

Terms		Definition	Pros	Cons
Mower types	Rotary mower	Spinning cutting blade, cuts up grass into small pieces.	Designed for cutting shorter grass, can be used on longer grass, though needs several passes of the mower.	Not suitable for cutting tougher vegetation (bramble/scrub) such as conservation cut areas.
	Flail mower*	Spinning teeth which 'chop up' vegetation into small pieces.	Suitable for a range of vegetation types, including small scrub. Chopped up vegetation breaks down quickly.	Not suitable if vegetation is to be collected and removed.
	Cut & collect machine	Rotary or flail mower with a collection box.	Cuts and collects grass in one operation.	Not suitable for tougher vegetation or large areas. Grass cannot be compressed for efficient disposal or sale as hay.
	Drum Mower	Two rotating cutting discs, which leaves grass in long lengths.	Suitable for summer hay cutting where grass is to be baled up.	Cut grass not collected or baled can be unsightly and will take a long time to breakdown.
	Strimmer / Brushcutter	Hand held cutting tool.	Can be fitted with different blades to cut a range of vegetation, including small scrub. Suitable for small sites with many obstacles.	Unsuitable for large areas. Labour intensive as arisings have to be raked up and removed by hand.
	Baler*	Compresses cut grass into bales for removal.	Most efficient way of removing larger volumes of grass off-site.	High cost of machinery. Not suitable for collecting grass on smaller sites with many obstacles.
	Tedder rake*	Tractor mounted rake used to position cut hay into rows to enable it to be baled.	Enables cut grass to be baled for sale or disposal.	Additional machinery requiring maintenance and storage.
	Flatbed*	Flat trailer or lorry used to transport baled hay.	Enables the transportation of baled hay for sale or disposal.	Additional machinery requiring maintenance and storage.
Other	Arisings	Cut material from mowing, may be long	Good quality, summer cut hay which is baled, can	Larger amounts of cut material left on site is unsightly, and may

Terms		Definition	Pros	Cons
		grass / hay, or chopped up vegetation.	be sold to off-set the cost of cutting.	cause some nutrient enrichment over the longer term. Poor quality baled grass, cut in the autumn is difficult to dispose of, which increases the costs of cutting.
	Hay	Dried long grass that can be stored for winter animal feed and bedding.	Good quality, summer cut hay which is baled, can be sold to off-set the cost of cutting.	Poor quality autumn cut hay is difficult to dispose of, particularly if baled, and increases the costs of cutting.
	Sacrifice Areas	Areas of open spaces where cut material is left to decompose	Reduces disposal costs	Long grass can take many years to decompose. Unightly and possible fire risk in some locations.
	Anaerobic digestion plant	A facility where cut vegetation and food waste is composted to produce electricity and a bio-product of fertilizer.	Poor quality hay and cut vegetation can be disposed of sustainably	High transport and disposal costs. Grounds maintenance do not currently have a flatbed trailer to transport bales.
	Dustcart	Bin lorry normally used for the emptying of household wheelie bins	Can be used to transport vegetation produced by Grounds Maintenance's cut and collect machines, to an anaerobic digestion plant.	High labour / transport costs to load and dispose of cut material.

*Grounds Maintenance do not currently own this machinery

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Reduced mowing pilot

update July 2021

Climate and Ecological Emergency

‘State of Nature Report’ 2019 found 41% of UK species are suffering declines in abundance and 1 in 10 species are threatened with extinction in Great Britain.

Climate Emergency and Sustainability Strategy

Aim

To ensure net gains in biodiversity to address the ongoing Ecological Emergency, protect and enhance precious habitats and species, and utilise nature to build climate resilience.

Objectives

- Ensure that all TRDC-owned land is managed sustainably and for the benefit of biodiversity and soil health.
- Assess how biodiversity can be enhanced across the District to provide climate mitigation benefits and community resilience to the effects of climate change.

Biodiversity



Aim:

To ensure net gains in biodiversity to address the ongoing Ecological Emergency, protect and enhance precious habitats and species, and utilise nature to build climate resilience.

Three Rivers is home to a rich diversity of habitats and species which are protected and sustainably managed under site-specific Countryside Management Plans to enable wildlife to flourish and allow local communities to enjoy the health and wellbeing benefits that thriving ecosystems offer. However, the RSPB's 'State of Nature Report' 2019 found 41% of UK species are suffering declines in abundance and 1 in 10 species are threatened with extinction in Great Britain²¹. Meanwhile locally, Hertfordshire's unimproved grassland and wetland habitats are in retreat, threatening 19% of species in the County with extinction²².

An often forgotten element of biodiversity - soil - is vital to our very survival. Soil is home to a quarter of our planet's biodiversity and supports 95% of the world's food production, it also plays a crucial role in storing and purifying water and in mitigating climate change. In the UK, soil contains about 10 billion tonnes of carbon - approximately equal to 80 years of annual greenhouse gas emissions. Yet soil is threatened by degradation globally. In the UK alone, we lose 2.2 million tonnes of soil each year due to erosion²³.

Biodiversity, including soil biodiversity, is critically important to our wellbeing and economic prosperity. Collectively, it provides us with a range of ecosystem services; from clean air and water, to pollination of our crops, flood prevention and fertile soils. Yet 30% of the vital services we get from ecosystems in the UK are in decline²⁴, and these declines are exacerbated by a changing climate.

Fortunately, nature can play a crucial role in addressing the climate crisis – research shows that forests, wetlands and grasslands can deliver at least 30% of the emissions reductions needed by 2030 to prevent climate catastrophe²⁵. Moreover, healthy soil can help mitigate climate change by storing carbon (soil sequesters three times as much carbon as the atmosphere), while also increasing our resilience to the impacts of climate change by helping to prevent flooding²⁶.

Objectives:

- Ensure that all TRDC-owned land is managed sustainably and for the benefit of biodiversity and soil health.
- Assess how biodiversity can be enhanced across the District to provide climate mitigation benefits and community resilience to the effects of climate change.
- Encourage ecologically-resilient and varied landscapes to ensure habitats remain diverse and adaptable to the impacts of climate change, thereby safeguarding local flora and fauna.
- Upon enactment of the Environment Bill, require all new development in TRDC to result in a 10% net-gain for biodiversity (preferably within the District) and avoid the fragmentation, damage and isolation of existing habitats.
- Support landowners in the District to enhance their land for biodiversity through rewilding, tree planting, improving soil health, and creating wildlife corridors.
- Encourage local residents and householders in the District to improve their gardens and open spaces for biodiversity.

Pilot sites

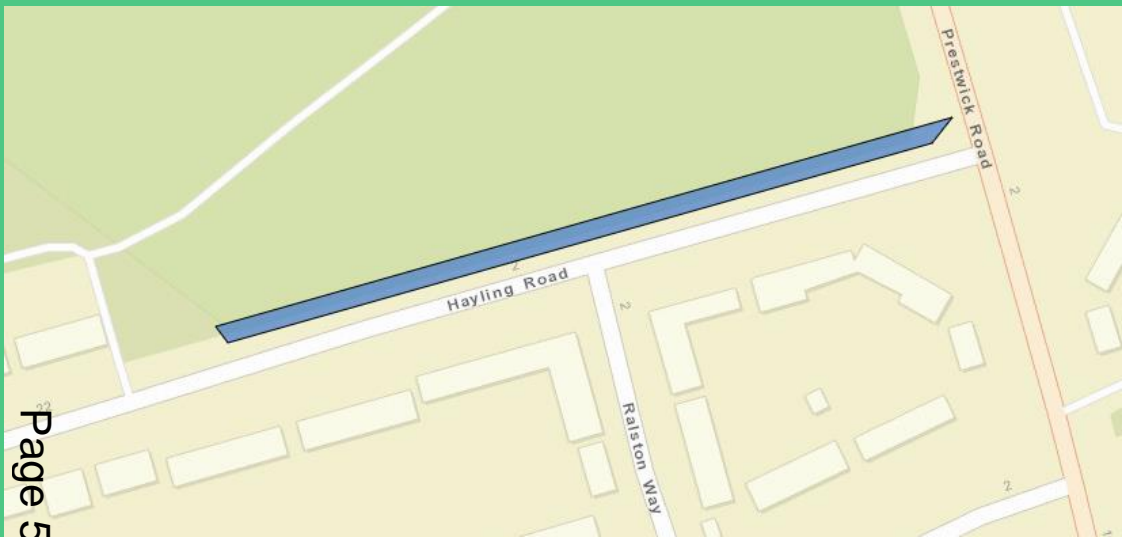
- The Leisure, Environment and Community Committee discussed the pilot sites at the March 2021 meeting.
- Initially five sites were put forward and post meeting a number of other sites were added, in conjunction with the Lead Members.
- The pilot project was added to the Environmental Protection Service Plan.



Rewilding



Hayling Road– South Oxhey.



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Rewilding



Fortune Common – Rickmansworth.



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Rewilding





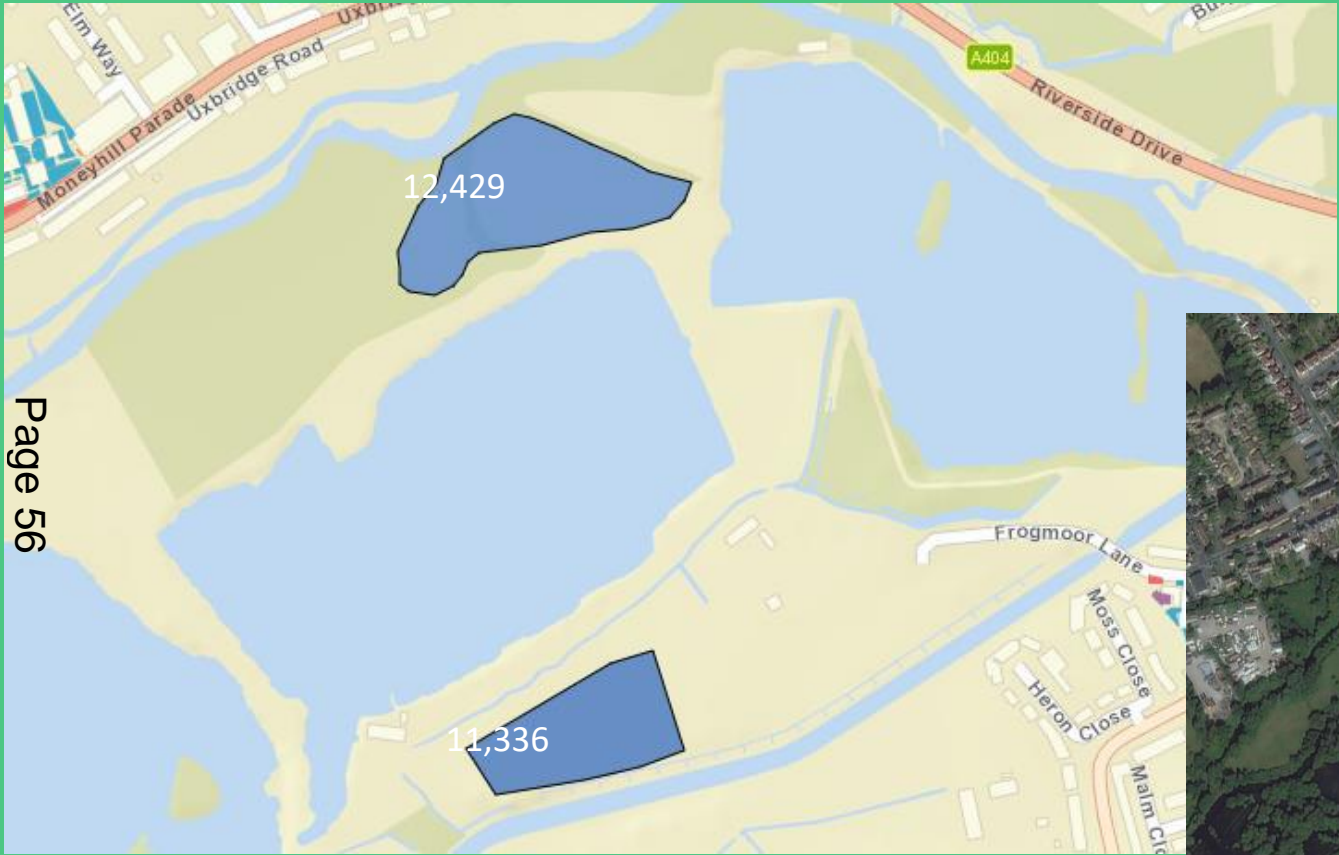
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Rewilding



Aquadrome - Rickmansworth.



Note; please note the field marked at the bottom is only being considered for 2021 due to there not being a canal festival, this would not be a viable site in future years.



Rewilding



Rickmansworth Park - Rickmansworth.



Rewilding



Leavesden Country Park North - Leavesden.

Rewilding



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Leavesden Country Park South - Leavesden.

Rewilding

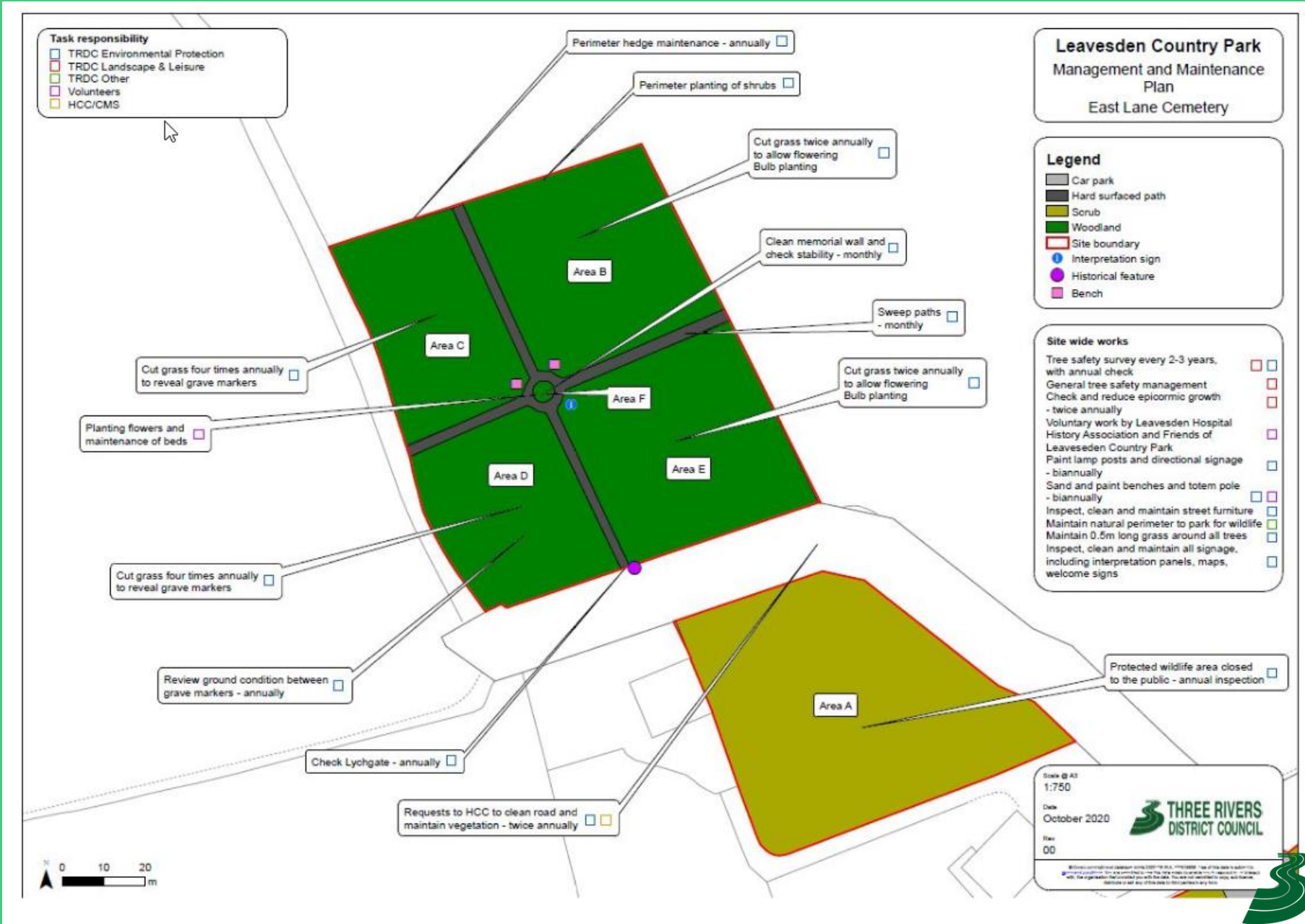


Rewilding



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Watch a video with the council's Principal Tree and Landscape Officer, Alex Laurie, explaining more about the project...

www.threerivers.gov.uk/egcl-page/rewilding-three-rivers

Feedback/teething issues

- Concerns about the unkempt look of the spaces in residential areas.
- Concerns about pet wellbeing.
- Assumed this is a cost-cutting measure rather than a project to improve wildlife.
- Grass cutting is carried out HCC as well as Three Rivers which has resulted in one of the pilot sites being inadvertently cut.
- Excited to see more nature and wild flowers in the area.

Next steps

- Two audits are being carried out and we will receive reports later this year;
 - Biodiversity Baseline Report – a countywide stock take to establish a baseline for biodiversity at county, district and ward level. Desk top study using aerial photography to support an evidence-based approach to strategic planning for biodiversity investment
 - Biodiversity Opportunities Audit – on the ground audit, carried out by the Countryside Management Service. The aim of this audit is to focus on our minor open spaces, which historically have not had management plans, but may have the potential for significant biodiversity improvements and new tree planting, as many are predominantly areas of amenity grass.
- The results of these audits, along with other feedback, will be used to determine where best to place effort and resource in future, as well as ensuring we continue to balance all the users of our parks and open spaces.



www.threerivers.gov.uk/egcl-page/rewilding-three-rivers

www.threerivers.gov.uk/news/reduced-grass-cutting-to-increase-biodiversity

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Appendix C: Potential Costs – as of December 2021

Item	What is it for?	RRP Cost?	Does it need to be procured?	Timescales for procurement	Timescales for delivery
Tractor Mounted Flail	Chops the grass/other vegetation into small pieces – needed to cut the longer grass	£6,540	Yes	Allow 6 weeks	Depends on dealer and if in stock
Small Flail for Ride on	As above but for smaller locations	£5,890	Yes	Allow 6 weeks	Depends on dealer and if in stock
Wessex Cut and Lift Machine	Cutting and lifting grass	£11,300	Yes	Allow 6 weeks	Depends on dealer and if in stock
Small cut and lift ride-on	Cut and lift in smaller, narrow locations	£17,000	Yes	Allow 6 weeks	Depends on dealer and if in stock
Kubota Baling Machine BF3500	Bale the grass to either stay on site or move to another location	£44,417	Yes	Allow 6 weeks	Depends on dealer and if in stock
Small Baling Machine	Used for smaller sites to bale the grass - this will result in smaller bales, which are easier to manoeuvre. (May need to use small cut & lift as above)	TBC	Yes	Allow 6 weeks	Depends on dealer and if in stock
Kubota Drum Mower	Cuts the grass at the bottom so that it falls over - this will allow seed heads to drop before collecting	£5,818	Yes	Allow 6 weeks	Depends on dealer and if in stock
Kubota Tedder Rake	Used to form rows of grass before being baled	£7,275	Yes	Allow 6 weeks	Depends on dealer and if in stock

Tractor powered composter 15cm	To turn green waste into compost and re-use. (Need demonstration to assess viability)	£75,543	Yes	Allow 6 weeks	Depends on dealer and if in stock
Kubota Tractor M4073 74hp	May require an additional tractor (if the action plan requires all sites across the district to be cut during a short window of time)	£44,767	Yes	Allow 6 weeks	Depends on dealer and if in stock
Trailer	To move bales for disposal	£4,000	Yes	Allow 6 weeks	
Garden waste freighter including HGV driver	Used to take the cut grass to a disposal site	£59.44/hr	No	N/A	
Hi-ab Lorry including HGV driver	This will be needed to take the bales and any loose grass away from site	£29.44/hr	No	N/A	
Labour	Additional staff resource e.g. for strimming around street furniture and trees, loading bales etc	£23.00/hr	No	N/A	
Disposal Costs	To dispose of any arisings from the conservation / meadow cut	£25 per tonne (as of 2021)	No	N/A	
External Contractor to undertake cuts	Procure a contractor to undertake the first conservation cut or meadow cut. Contractor is more likely to then use the grass for hay as it is higher quality	£240/ha – without disposal	Yes	2 weeks to provide 3 quotations	N/A
External Contractor to undertake cuts	Procure a contractor to undertake the second conservation cut or meadow cut. Contractor unlikely to use grass for hay due to quality later on in the year.	£360/ha – with disposal	Yes	2 weeks to provide 3 quotations	N/A
Signage	Signs installed next to areas that are uncut to help inform the public of the benefits of what the Council are doing	£190 per sign	Yes	2 weeks to provide 3 quotations	N/A

Appendix D

Hertfordshire update

- **Dacorum**

<https://www.dacorum.gov.uk/home/environment-street-care/landscape-recreation/biodiversity-and-conservation> . We have been re-wilding, creating meadows for a few years now.

- **Hertfordshire County Council**

The alternative verge maintenance approach was implemented during the 2020 maintenance season. Hertfordshire County Council has a vast area of roadside verge that has the potential to yield wildflowers that feed the local pollinators. By cutting selective verges less often, at the right time and removing the grass cuttings, it is thought that wildflowers would naturally flourish, or would have a better opportunity of doing so. As we are now into our second season, we have added some additional sites to be cut along with our existing locations, this will also include some sites located on the high speed roads which include the A41, A414, A10 and A505.

- **Hertsmere**

We've got 12 meadow areas in our parks and about 6 smaller ones in some housing areas. We seeded originally and then have left for the natural species to thrive. We cut twice a year. Leave the cut grass for a few days for the seeds to fall and then lift it.

A lot of the larger areas were I believe chosen because they were difficult to cut anyway. In the housing areas they were sites where ball games were a little more anti-social.

I live in Surrey and am watching a social media debate mature here. Overall the policy is landing very well but there are issues in some of the housing estates – which I think are reasonable.

- **North Herts**

We had an audit completed by *Herts Country Council Countryside Management Services* of NHDC owned sites which could be considered for 'Wilding' we are currently in year 2 of the trial – using 10 sites where we allow the grass to grow (wild) and then we cut (leave for 2 weeks) and then remove the arisings. This is usually in August / September.

We have volunteers who do a Wild Flower Audit to see the effects before it is cut.

- **Stevenage**

We left areas last year and additional areas this year which we are monitoring feedback on. The two reasons as you would expect. The biodiversity agenda but also financial. The areas are carefully selected within green spaces etc rather than housing estates.

Some general thoughts. With the right comms this is generally welcomed but

- It needs careful management to ensure vehicle sight lines are maintained and
- It doesn't often look as attractive in more formal housing estate areas and leads to complaints of neglect.

Overall a good thing for increasing biodiversity but that should be the primary aim rather than a money saving measure from reduced mowing.

- **Watford Borough Council**

We've now introduced some areas of reduced mowing / wildflower seed at Callowland Rec, Garston Park, along Radlett Road, and soon to be Watford Fields. We spotted your nice signs and will be installing something similar to inform the public/remind operatives.

We already had large areas of conservation grass in many of our parks including Cassiobury, King George V, Riverside, Garston and Lairage Land LNR.

We're now waiting on the recommendations from the Herts-wide audit and will look to introduce some more areas.

- **Welwyn**

[Hang on a mow! Delay to grass cutting to encourage mini meadows - Welwyn Hatfield Borough Council - Working better, together \(welhat.gov.uk\)](#)

Areas that have been designated as Conservation Grasslands, Wildflower Grasslands, or Ecotones due to ecological or botanical interest are only cut once a year, normally mid-August - Mid-September. All arisings are left in situ.

The biggest challenge we have faced is the differing opinions of councillors and residents. Some support the "no mow" approach but a lot like the clean look that freshly cut verges and open spaces give. We have increased the areas we are not mowing by 5 this year so it is an ongoing process of identifying sites and engaging with stakeholders before deciding.

POLICY AND RESOURCES COMMITTEE - 24 JANUARY 2022

PART I – NOT DELEGATED

7. EXTENSION OF EXISTING PUBLIC SPACES PROTECTION ORDER WITH RESTRICTIONS FOR DOGS (DCES)

1 Summary

1.1 The report requests that the Committee recommend the extension of the Public Spaces Protection Order (PSPO) with restrictions for dogs currently in place throughout the District for a further 3 years.

1.2 Background

1.2.1 The Anti-Social Behaviour, Crime and Policing Act 2014 (the Act) repealed all other legislation and byelaws relating to dog control in public places other than the Dangerous Dogs Act 1991. Local Authorities looking for measures relating to dog control were advised by the Department of Environment, Food and Rural Affairs (DEFRA) to introduce Public Spaces Protection Orders (PSPOs) under the Act. The Council implemented a PSPO relating to the control of dogs which came into effect on 1st April 2016. Under the Act a PSPO may have effect for no more than 3 years unless extended and/or varied in accordance with the provisions of the Act.

1.2.2 Council agreed to extend the PSPO in 2019 and also applied a variation by adopting the definition of Assistance Dogs. This variation in wording was in response to observations raised in a submission received from the Kennel Club.

1.2.3 The current PSPO expires on 1 April 2022. To extend it for a further 3 years, a public consultation is required. A report was presented to the Leisure, Environment and Community Committee at the meeting of 24 November 2021, who agreed to a public consultation to extend the PSPO, maintaining the current restrictions; that the level of the fixed penalty notice remains at £75.00 to be paid within 14 days (reduced to £50.00 if paid within 7 days); the results of the public consultation to be collated and presented to this Committee on 24 January 2022 and, in order for it to commence on 1 April 2022, to Council on 22 February 2022.

1.2.4 The public consultation ran from 25 November 2021 to midday 24 December 2021.

2 Details

2.1 The Anti-Social Behaviour, Crime and Policing Act 2014 (the Act) repealed all other legislation and byelaws relating to dog control in public places other than the Dangerous Dogs Act 1991. DEFRA advised Local Authorities looking for measures relating to dog control to introduce Public Spaces Protection Orders (PSPO's) under the Act.

2.1.1 On 1 April 2016 the Council implemented a PSPO with restrictions relating to dog control. The restrictions were: **1** Failing to remove dog faeces – district wide; **2** Failing to put a dog on a lead – applies only to the area surrounding the café at the Aquadrome; **3** Failing to put a dog on a lead if directed to do so by an authorised officer – district wide; **4** Permitting a dog to enter or remain on specified land from which dogs are excluded - children's play areas, sports courts, outdoor gyms, skate

areas, fenced picnic areas - district wide; **5** Permitting a dog to enter or remain on land used for the grazing of animals on Chorleywood House Estate – a seasonal exclusion between 1st June and 30th September inclusive; **6** Restrict the number of dogs one person can be in charge of to a maximum of 4 - district wide.

- 2.1.2 This proposal is to extend the current PSPO for a further 3 years with no additional variations. The level of the fixed penalty notice to remain at £75.00 to be paid within 14 days reduced to £50.00 if paid within 7 days.

3 Review of the PSPO

- 3.1 The PSPO was introduced to enable restrictions to be put in place to control anti-social behaviour caused by irresponsible dog owners and their dogs and to keep certain areas such as children's play areas and sports courts dog free.
- 3.2 The Covid-19 pandemic meant a shift in the Council's focus to support the Covid-19 containment effort. Consequently, no FPNs were issued as enforcement and face to face initiatives were suspended during the initial lockdown.
- 3.3 However, reports requesting dog fouling clear ups and reporting anti-social behaviours from dogs and their owners continue to be received on a daily basis. Residents out taking their daily exercise in our parks and open spaces have both observed and experienced issues and reported them. These observations would certainly be as a result of the pandemic issues we have faced as a local authority and the national increase in dog ownership, and demonstrates the need for an enforceable PSPO now the lockdown restrictions are lifted.
- 3.4 Prior to Covid-19 the majority of dog owners adhered to the request to follow the PSPO requirements and restrictions and it is believed, that for the most part, this will be continued. Those who did not were dealt with individually by way of Community Protection Notice Warnings (CPWs) which will continue provided the PSPO can be extended in its current form for a further three years. It should be noted that the principal objective of the PSPO was to instigate long term behavioural change and to make parks and open spaces enjoyable for all. FPNs were a tool to be used if a dog owner refused to engage with an authorised officer and were never intended to be a source of income.
- 3.5 Joint operations were carried out with Officers from Hertfordshire Police Rural Operational Support Team (ROST) and Safer Neighbourhood Teams (SNT) to provide further education on the PSPO and enforce if necessary. The key element of this was to encourage behavioural change of dog walkers rather than enforcement, to ensure parks and open spaces can be enjoyed by all.
- 3.6 The PSPO requirements that needed the most additional education were: "dogs must be kept on a lead around the area directly surrounding the café at the Aquadrome" and "a maximum of four dogs with one handler". This resulted in officers using the "dogs must be put on a lead when instructed to do so by an authorised officer" PSPO requirement. Officers confirm that in these instances the majority of individuals complied fully with their requests, therefore, FPNs were not issued.
- 3.7 It is envisaged to continue with these educational days at parks throughout the district and throughout the year, but these will need careful planning to ensure all agencies are available at the same time.

3.8 The PSPO requirements and restrictions for dog related ASB still meet the conditions as set by the 2014 Act in that:

a) Dog-related ASB has a detrimental effect on the quality of life of those who experience it within the district. Any dog-related ASB is considered unreasonable and justifies the restrictions proposed.

b) Dog fouling is still a concern across the district.

4 Results of the Public Consultation

4.1 The consultation showed the vast majority of respondents supported the PSPO and its restrictions. 95% of respondents agreed that failure to remove dog faeces should remain an offence; 75% agreed it should be an offence to allow a dog into children's play areas, sports courts and fenced off picnic areas; 65% agreed the restriction of 4 dogs to a person should remain an offence; 89% agreed it should remain an offence to fail to put a dog on a lead if directed to do so by an authorised officer; 60% agreed it should be an offence to fail to keep your dog on a lead around the café in the Aquadrome (although 33% did not agree this should remain an offence) and over 50% agreed it should be an offence to enter the fields seasonally used for grazing animals at Chorleywood House. The analysis is attached in Appendix A.

5 Options and Reasons for Recommendations

5.1 There are 2 options available: Option 1 - Approve the extension of the PSPO relating to dog control throughout the district for a further 3 years. Maintaining the current powers ensures there are deterrents in place and penalties for those who fail to behave responsibly. It aids balancing the needs of dog owners and other members of the community in dealing with dog related anti-social behaviour as prescribed under the Anti-Social Behaviour, Crime and Policing Act 2014.

Option 2 – Do not approve to extend the PSPO and allow it to expire on 31st March 2022. This would leave all dog related anti-social matters covered by the PSPO uncontrolled throughout the district.

6 Policy/Budget Reference and Implications

6.1 The recommendations in this report are within the Council's agreed policy and budgets. The relevant policies are:

6.1.1 The Community Strategy 2018-2023;

6.1.2 The Anti-Social Behaviour Policy.

6.2 The recommendations in this report relate to the achievement of the following performance indicators.

6.2.1 EP13 - Manage the behaviour of dogs in our parks and open spaces.

6.2.2 CP01 - Satisfaction with 'keeping public land clear of litter and refuse'

6.2.3 LL34 - To maintain accreditation for Green Flag.

6.2.4 CP47 - Perception of ASB as a problem in the local area.

- 6.2.5 CP07 – Perception of the extent to which public services are working to make the area safer
- 6.2.6 CP02 - Satisfaction with parks and open spaces.
- 6.2.7 CP05 - Satisfaction with Three Rivers District Council.
- 6.3 The impact of the recommendations on these performance indicators are:
 - 6.3.1 EP13 – To improve the management of the behaviour of dogs in our parks and open spaces.
 - 6.3.2 CP01 – To increase satisfaction with ‘keeping public land clear of litter and refuse’.
 - 6.3.3 LL34 – To help maintain accreditation for Green Flag.
 - 6.3.4 CP47 – To reduce the perception of ASB as a problem in the local area.
 - 6.3.5 CP07 – To increase the perception of the extent to which public services are working to make the area safer
 - 6.3.6 CP02 – To increase satisfaction with parks and open spaces.
 - 6.3.7 CP05 – To increase satisfaction with Three Rivers District Council.

7 Financial, Public Health, Customer Services Centre, Communications & Website, Risk Management and Health & Safety Implications

7.1 None specific.

8 Legal Implications

- 8.1 If the Council does not extend the PSPO then there will be limited options for officers to use in promoting and enforcing appropriate dog control in the District.
- 8.2 There is a risk of a challenge in the High Court. The risk of this is reduced by following process and considering reasonableness throughout the process.

9 Equal Opportunities Implications

9.1 Relevance Test

<p>Has a relevance test been completed for Equality Impact? There is no proposed change to current policy / service. A relevance test was undertaken at the point of originally proposing the PSPO.</p>	<p>No</p>
<p>Did the relevance test conclude a full impact assessment was required? The Council’s enforcement policy takes into consideration protected characteristics such as age and disability. This alleviates any potential adverse impact of the PSPO on these protected groups.</p>	<p>No</p>

10 Staffing Implications

- 10.1 Enforcement of PSPO requirements and restrictions can be undertaken by a person with delegated authority. At the time of the original implementation of the PSPO, Parish Council staff, Play Rangers, Environmental Protection Enforcement Officers, Police Officers and Police Community Support Officers (PCSOs) were trained and authorised to enforce the Order along with the Animal Welfare and Licensing Inspector. However, since implementation the Parish Councils have withdrawn their staff from enforcing the Order, Play Rangers have not been involved in any enforcement or initiatives, Environmental Protection officers have been involved with fly tipping episodes; leaving only the Animal Welfare and Licensing Inspector to cover enforcement throughout the whole district. Although PCSOs and Police are also authorised to issue FPNs it has come to light that they are unaware of it and do not carry the FPN books. Should the extension be agreed, this matter will be raised with the Police to come to an arrangement going forward. It is not proposed that any subsequent approval will affect this as it is an extension of an existing order.

11 Environmental Implications

- 11.1 If the PSPO is not extended, it would leave the District's parks and open spaces without the protection they are currently afforded. The PSPO plays an important role in securing a cleaner and safer district for all. The existence of a PSPO can improve the environment for the community by preventing behaviour that has a detrimental effect on the community from occurring or recurring. Extending the PSPO will continue a consistent approach to the control of dogs in the district.

12 Community Safety Implications

- 12.1 The PSPO will aid ensuring that all members of the community can enjoy the amenities and will assist Officers when dealing with dog related anti-social behaviour.

13 Risk and Health & Safety Implications

- 13.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 13.2 The subject of this report is covered by the Environmental Protection service plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this plan.

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Dogs will be able to foul anywhere without the requirement to clear up	A resident or visitor to the district falls ill through contact with dog faeces.	PSPO Use of FPNs and CPNs	Publicise the enforcement powers of the Council and restrictions of the PSPO.	6

deposited faeces There will be reduced control of dog-related Anti-social behaviour.	Residents, visitors to the locality become the victim of anti-social behaviours	PSPO Use of FPNs and CPNs	Publicise the enforcement powers of the council and restrictions of the PSPO.	6
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13.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
	Impact			
	Low ----- Unacceptable			

Impact Score

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

13.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

14 Recommendation

- 14.1 That the Committee recommend that approval is given to extend the existing PSPO for a further 3 years and that the current restrictions in the PSPO are maintained.

Report prepared by: Debra Sandling Animal Welfare and Licensing Inspector

Data Quality

Data sources:

Data from Public Consultation carried out in November 2021.

Dealing with Irresponsible Dog Ownership: Practitioner's Manual, Department for Environment Food & Rural Affairs, October 2014.

Guidance on Dog Control and Welfare for Police and Local Authorities, Department for Environment Food & Rural Affairs, January 2018.

Anti-social Behaviour, Crime and Policing Act 201: Anti-social behaviour powers, Statutory Guidance for Frontline Professionals, Home Office, Revised in January 2021.

Data checked by:

Jayne La Grua, Principal Lawyer & Deputy Monitoring Officer

Data rating: Tick.

1	Poor	
2	Sufficient	✓
3	High	

Background Papers

Anti-social Behaviour, Crime and Policing Act 2014.

Three Rivers District Council Animal Welfare Enforcement Policy.

APPENDICES

Appendix A - Results of Public Consultation Survey

Appendix B - Public Spaces Protection Order Dogs (Three Rivers District Council) 2019

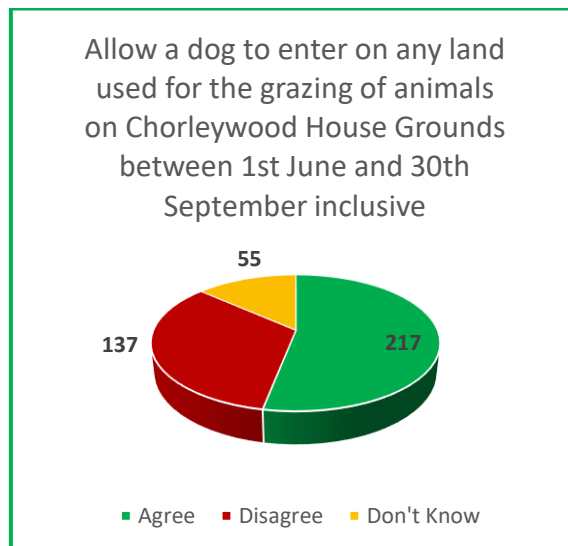
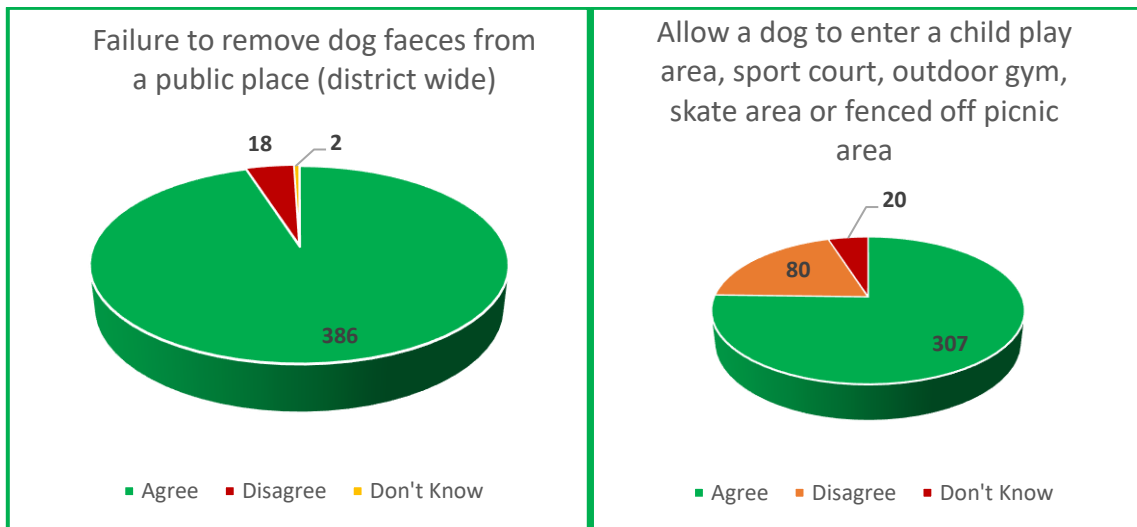
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PSPO Dog Control - Order Extension Consultation Report

Total Responses	410
Estimated completion rate	99%
Sponsor	Debra Sandling
Author	Jemma Duffell

Q1. Please see the following PSPO OFFENCES for a person in charge of a dog and state whether you AGREE or DISAGREE that the restrictions should continue to be an offence under the PSPO (answered by 409 people)

A1:

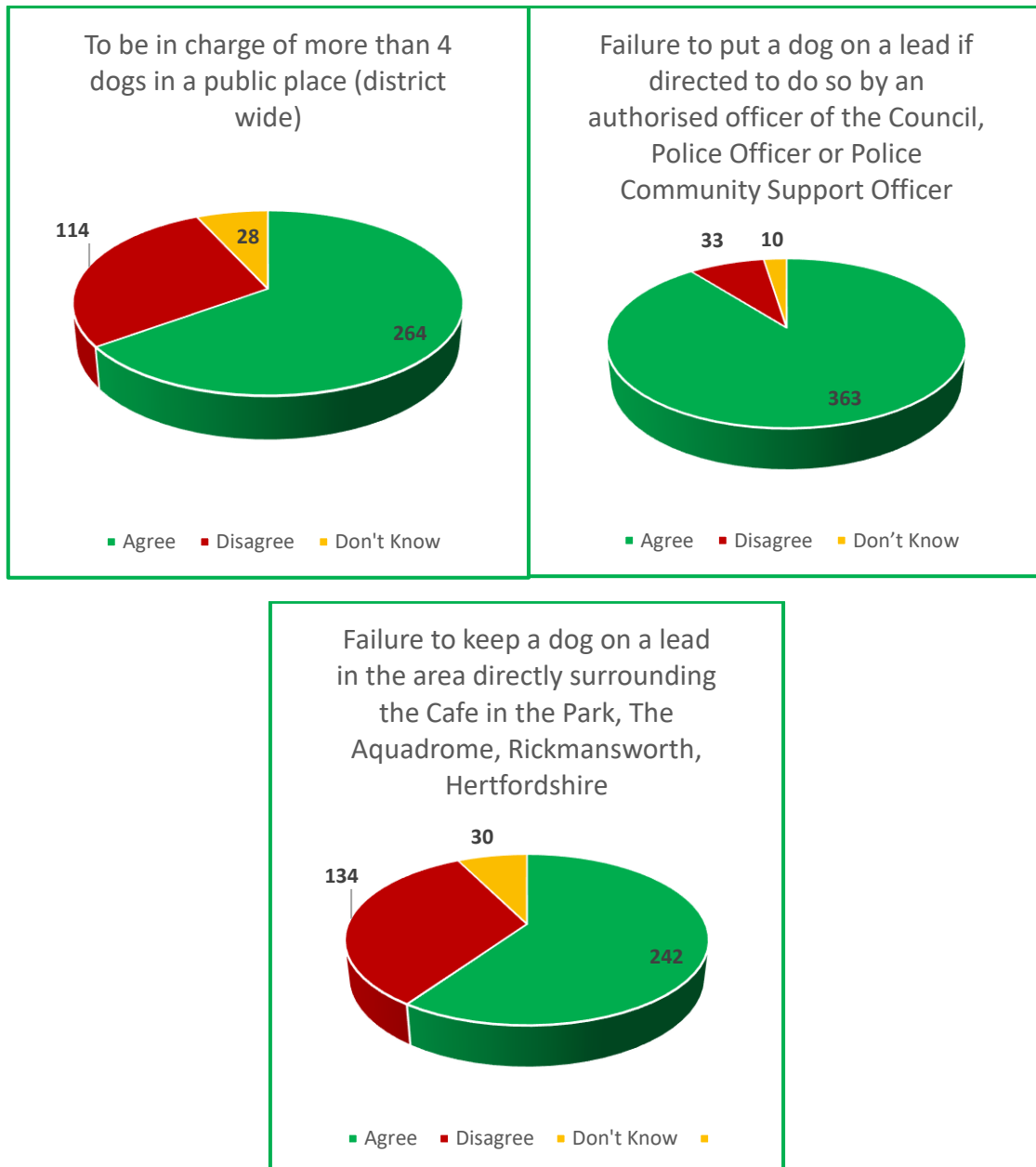


In relation to question 1: 95% of respondents agree that failure to remove dog faeces should remain an offence, this reduces to 75% for dogs being allowed in specific recreational areas and just over half of respondents agree that it should remain an offence

to not allow dogs in any area that provides grazing for animals in Chorleywood House grounds between 1st June and 30th September

Q2: Please see further PSPO OFFENCES for a person in charge of a dog and state whether you AGREE or DISAGREE that the restrictions should continue to be an offence under the PSPO (Answered by 408 people)

A2:

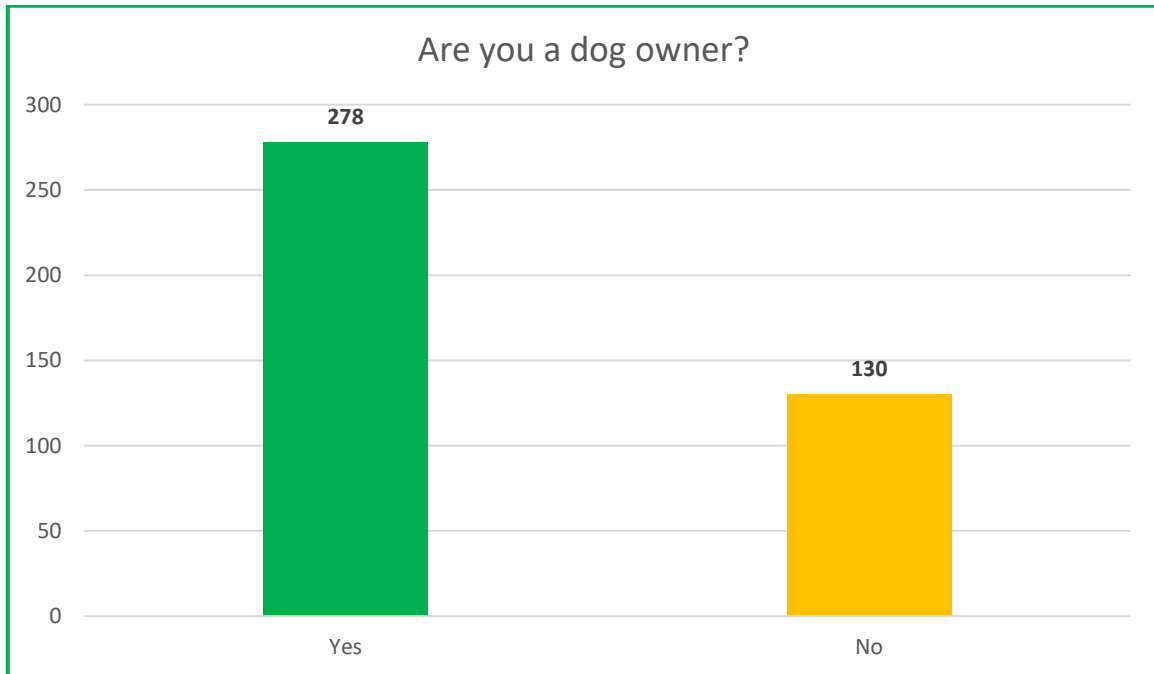


In relation to question 2: 65% of respondents agree that it should remain an offence to be in a public place with more than 4 dogs, whilst a much higher percentage (89%) agree that it should remain an offence to disobey direction regarding placing a dog on a lead from an authorised Council officer, police officer or community support officer. 60% of respondents agree that it should remain an offence should people fail to keep their dogs on leads around the Café area of the Aquadrome. However, unlike the first two offences in which few

disagreed and fewer didn't know, 33% of respondents did not agree that this should remain an offence.

Q3: Are you a Dog Owner? (Answered by 408 people)

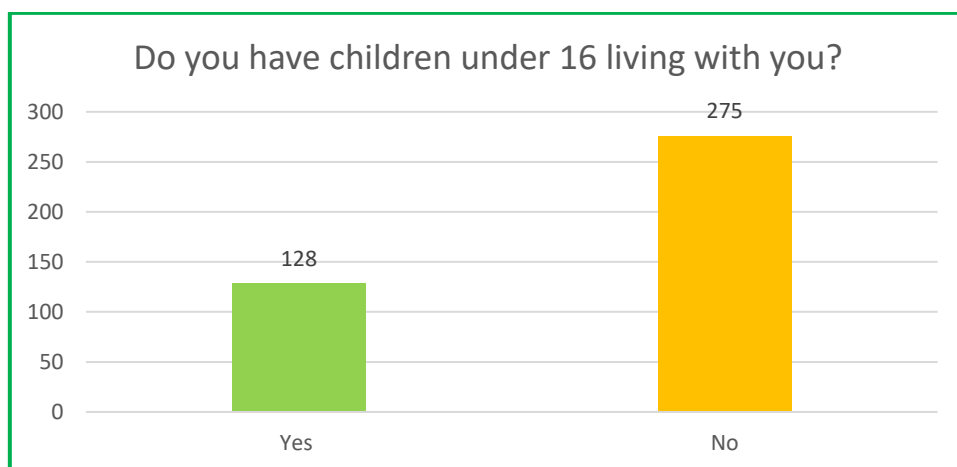
A3:



In relation to question 3: 68% of respondents were dog owners, the responses to Q1 & Q2 would indicate that many dog owners also agree that there needs to be some restrictions and offences relating to the ownership of dogs.

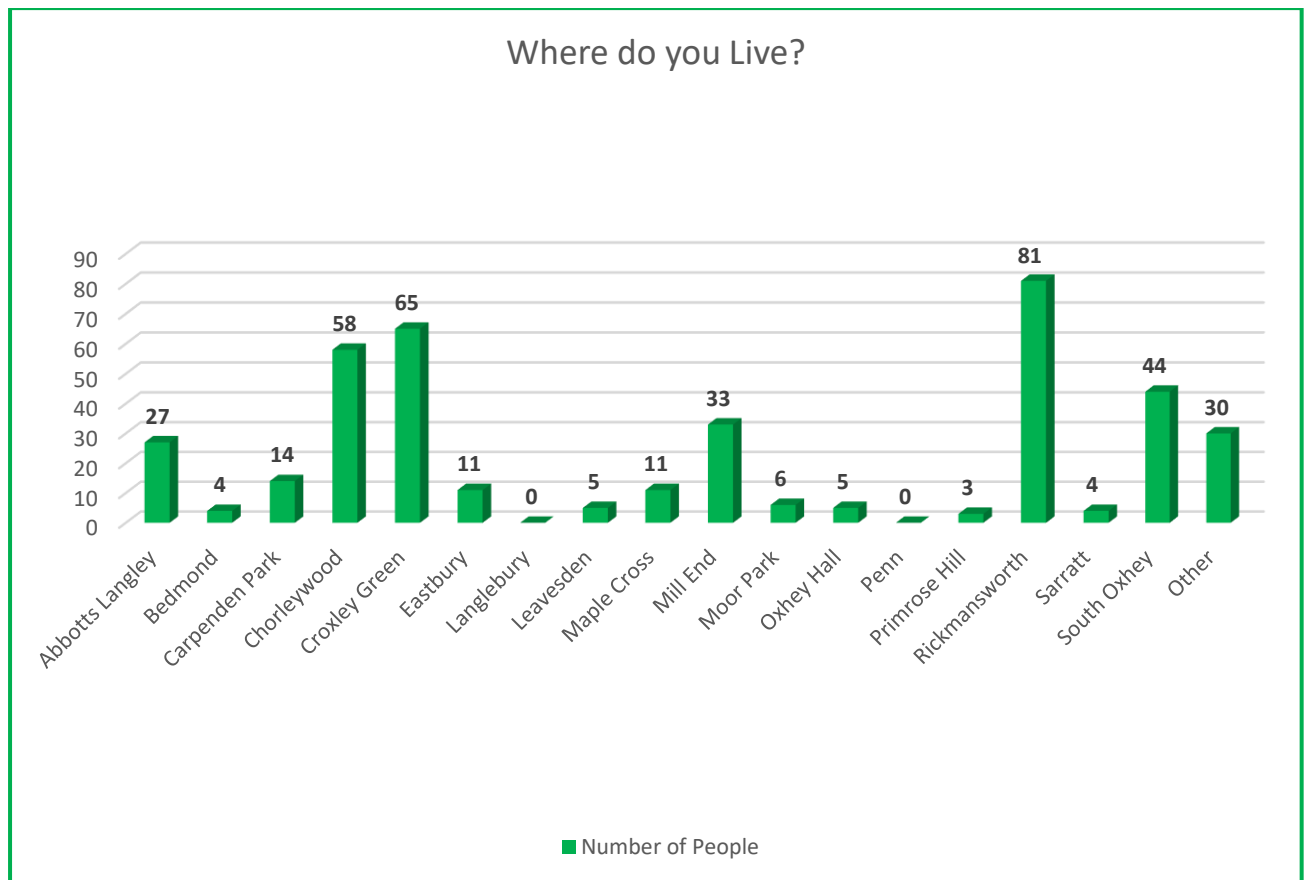
Q4: Do you have children under 16 living with you? (Answered by 403 people)

A4:



Q5: Where do you live? (Answered by 401 people)

A5:



In relation to question 5: The 30 Respondents who answered this question by selecting 'other' are made up as follows

Other parts of Hertfordshire	5
Outside England	1
Prefer not to say	2
Other areas of the UK	22

Q6: If you are completing on behalf of an organisation, please state the name (Answered by 46 people)

A6: Of the 46 Respondents that answered this question, only 4 provided information for the organisation they were answering for.

- Pet Guardians
- Paw in Hand
- Dogs Trust
- Oxhey wood Conservation Volunteers

END REPORT

Section 59 Anti-Social Behaviour, Crime and Policing Act 2014
Public Spaces Protection Order (Three Rivers District Council) 2019
(hereafter referred to as PSPO 1 of 2019)

Three Rivers District Council (in this order called “the Authority”) hereby makes the following Public Spaces Protection Order:

This Order comes into force on 1st April 2019 for a period of 3 years.

PRELIMINARY

The Authority, in making this Order is satisfied on reasonable grounds:

- a) That the following activities in relation to dogs have been carried out in public places within the Authority’s area and have had a detrimental effect on the quality of life of those in the locality:
- i. Dog fouling where those in charge of the dog(s) do not remove the faeces from the land
 - ii. Loose dogs causing nuisance, annoyance or disturbance to the public by their behaviour
 - iii. Loose dogs in the area around the Café in the Aquadrome in Rickmansworth causing nuisance, annoyance or disturbance to the public
 - iv. Dogs in children’s play areas, outdoor gyms, skate areas, courts and fenced picnic areas causing nuisance, annoyance or disturbance to the public in those areas
 - v. Dogs being in grazing areas where animals are present
 - vi. One person being in charge of too many dogs at one time without having proper control of the dogs which then cause nuisance, annoyance or disturbance to the public

and that:

the effect, or likely effect, of the activities:

is, or is likely to be, of a persistent or continuing nature,

is, or is likely to be, such as to make the activities unreasonable, and

justifies the restrictions imposed by the notice.

b) That the prohibitions and requirements imposed by this Order are reasonable to impose in order to prevent the detrimental effect of these activities from continuing, occurring or recurring, or to reduce that detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.

c) That it has had regard to the rights and freedoms set out in the European Convention on Human Rights as defined in s.21 (1) of the Human Rights Act 1998, and in particular, to those rights set out in Article 10 (right of freedom of expression) and Article 11 (right of freedom of assembly) and has concluded that the restrictions on such rights and freedoms imposed by this Order are lawful, necessary and proportionate.

General Provisions:

1. This order applies to all land in the administrative area of the Authority to which the public or any section of the public has access, on payment or otherwise, as or right by virtue of express or implied permission.
2. A person who fails to comply with any obligation imposed by this order is guilty of a criminal offence by virtue of section 67(1) of the Anti-social Behaviour, crime and Policing Act 2014 and liable to a fine on summary conviction not exceeding level 3 on the standard scale. The full text of s.67 is set out below.

Obligations on persons with dogs:

1. Fouling:

If a dog defecates at any time on any land to which this order applies a person who is in charge of the dog at the time must remove the faeces from the land forthwith unless:

- (a) he has reasonable excuse for failing to do so or
- (b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.

Failing to comply with this order is an offence.

2. Leads by order:

A person in charge of a dog on land to which this order applies must comply with a direction given to him by an authorised officer of the Authority, a Police Officer or a Police Community Support Officer to put and keep the dog on a lead unless

- (a) he has reasonable excuse for failing to do so or
- (b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.

Failing to comply with such a direction is an offence.

An authorised officer may only give a direction under this order if such restraint is reasonably necessary to prevent a nuisance or behaviour by the dog that is likely to cause annoyance or disturbance to any other person

Leads are defined below. If a person puts a dog on a lead but fails to keep hold of the lead or affix it to something suitable so that the dog remains under his close control he will commit an offence.

3. Leads:

A person in charge of a dog shall be guilty of an offence if, at any time he does not keep the dog on a lead, in the area directly surrounding **The Café in The Park, The Aquadrome, Rickmansworth, Hertfordshire** unless:

- (a) he has reasonable excuse for failing to do so or
- (b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.

The area referred to is the seating area at the rear of the café and the grassed area at the front of the café adjacent to the toilet block and cycle racks and is detailed in **Schedule 1** below.

Leads are defined below. If a person puts a dog on a lead but fails to keep hold of the lead or affix it to something suitable so that the dog remains under his close control he will commit an offence.

4. Exclusion

A person in charge of a dog shall be guilty of an offence if, at any time, he takes the dog onto, or permits the dog to enter or to remain on, any land which is a children's play area, outdoor gym, court, skate area or fenced off picnic area detailed in **Schedule 2** below unless:

- (a) he has reasonable excuse for doing so or
- (b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his doing so.

This order also applies to all areas designated as a play area, gym, court, skate area or fenced off picnic area by Three Rivers District Council after 1st April 2016.

5. Exclusion

A person in charge of a dog shall be guilty of an offence if, at any time, he takes the dog onto, or permits the dog to enter or to remain on, any land used for the grazing of animals on Chorleywood House Grounds between 1st June and 30th September inclusive unless:

- (a) he has reasonable excuse for doing so or
- (b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his doing so.

The land is detailed in **Schedule 3** below

6. Restrict Number of Dogs Walked by One Person

A person shall be guilty of an offence if, at any time, within the administrative area of the Authority he is in charge of more than 4 dogs unless

- a) he has reasonable excuse for doing so or
- (b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his doing so

7. Exemptions

Nothing in this order shall apply to a person who –

- (a) is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948
- (b) is deaf, in respect of a dog trained by Hearing Dogs for Deaf People (registered charity number 293358) and upon which he relies for assistance
- (c) Has a physical or mental impairment which has a substantial and long term adverse effect on the ability to carry out normal day-to-day activities, in respect of a dog trained by any current or future members of Assistance Dogs UK or any other charity registered in the UK with a purpose of training assistance dogs and upon which he relies for assistance.

8. For the purpose of this order –

- A person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at the time of the offence, some other person is in charge of the dog;
- Placing the faeces in a receptacle on the land which is provided for the purpose, or for the disposal of waste, shall be sufficient removal from the land;
- Being unaware of the defecation (whether by reason of not being in the vicinity or otherwise), or not having a device for or other suitable means of removing the faeces shall not be a reasonable excuse for failing to remove the faeces
- A 'lead' is defined as any rope, cord, leash or similar item which is no more than two metres in length and which used to tether, control or restrain a dog, but does not include any such item which is not actively being used as a means of restraint so that the dog remains under a person's control. An extendable lead must not be extended beyond two metres.
- "an authorised officer of the Authority" means an employee, partnership agency or contractor of Three Rivers District Council who is authorised in writing by Three Rivers District Council for the purposes of giving directions under the Order.

9. Penalty:

A person who is guilty of an offence under this Order shall be liable to a £75.00 Fixed Penalty Notice, or upon summary conviction to a fine not exceeding level 3 (£1000) on the standard scale.

10. Offences

Section 67 Offence of failing to comply with order

(1) It is an offence for a person without reasonable excuse—

(a) to do anything that the person is prohibited from doing by a public spaces protection order, or

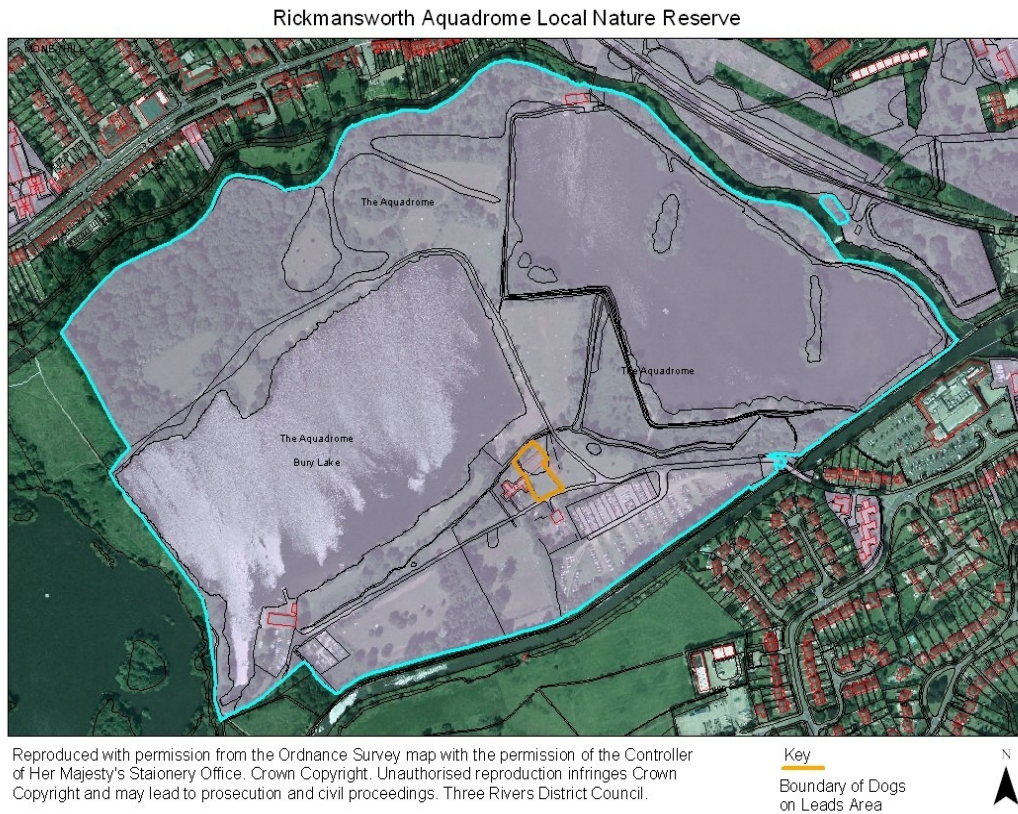
(b) to fail to comply with a requirement to which the person is subject under a public spaces protection order.

(2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

(3) A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order.

SCHEDULE 1

Dogs must be kept on a lead in the area surrounding the Café in the Park in The Aquadrome, Rickmansworth, Hertfordshire. The area is shown edged in yellow on the map below.



The area in question is marked at the site by signs and painted notices on pathways around the designated area.

SCHEDULE 2

Dogs are excluded from all children's play areas, outdoor gyms, courts, skate areas and all fenced off picnic areas throughout the District. This order also applies to all areas designated as a play area, outdoor gym, court, skate area or fenced picnic area by Three Rivers District Council after 1st April 2016

Children's Play Areas, Outdoor Gyms, Skate Areas, Courts and Fenced Picnic Areas:

Play Areas

No.	Name of Site	Street	Location	Postcode (nearest)
1	Gade View Gardens	Gade View Gardens	Abbots Langley	WD4 8PH
2	Manor House Grounds - Junior	Gallows Hill Lane	Abbots Langley	WD5 0BX
3	Manor House Grounds - Infants	Gallows Hill Lane	Abbots Langley	WD5 0BX
4	Bedmond Playing Fields	Tom's Lane	Abbots Langley	WD5 0RB
5	Love Lane	Love Lane	Abbots Langley	WD5 0QA
6	South Way	South Way	Abbots Langley	WD5 0JL
8	Tanners Wood Lane Swings	Tanners Wood Lane	Abbots Langley	WD5 0LG
9	Langley Lane Play Area (NEAP)	Langley Lane	Abbots Langley	WD5 0
10	Abbotswood Park Play Area	South Way	Abbots Langley	WD5 0
7	Langleybury, Hunton Bridge	Corner of Watford Road and Langleybury Lane	Hunton Bridge	WD4 8QQ
11	The Mead	The Mead	Carpenders Park	WD19 5BT
12	Oulton Way	Oulton Way	Carpenders Park	WD19 5EJ
13	The Swillett	Heronsgate Road	Chorleywood	WD3 5BS
14	Baldwins Lane play area	Baldwins Lane	Croxley Green	WD3 3LE
15	Barton Way play area	Barton Way	Croxley Green	WD3 3PB
16	Cassiobridge Recreation Ground	Watford Road	Croxley Green	WD3 3DG
17	Woodland Chase	Woodland Chase	Croxley Green	WD3 3
18	Durrants	Appleby Drive	Croxley Green	WD3 3
19	Eastbury Play Area	Batchworth Lane	Eastbury	HA6 3HU
20	Ovaltine x 2	Station Road	Kings Langley	WD4 8GX
21	Primrose Hill	Primrose Hill	Kings Langley	WD4 8
22	Huntonbury Village - Dowding Way	Dowding Way	Leavesden	WD25 7GA
23	Leavesden Country Park North play area	College Road	Leavesden	WD5 0GN
24	Robins Place Play Area	Robins Place	Leavesden	WD25 7SN
25	Lemonfield Drive	Lemonfield Drive	Leavesden	WD25 9TR
26	Boundary Way - WCHT	Boundary Way	Leavesden	WD25 7SU
27	Denham Way Playing Fields	Denham Way	Maple Cross	WD3 9SW
28	Beechen Wood Play Area off Longcroft Road	Longcroft Road	Maple Cross	WD3 9TJ
29	Hornhill Play Area	Hornhill Road	Maple Cross	WD3 9TE
30	King George V Playing Fields	Shepherds Lane	Mill End	WD3 8JN
31	Mead Place - Boulder	Mead Place	Mill End	WD3 7HB

32	Fearney Mead Play Area	Fearney Mead	Mill End	WD3 8QF
33	Mead Place North and South	Mead Place	Mill End	WD3 7HB
34	Oaklands Avenue	Oaklands Avenue	Oxhey Hall	WD19 4LW
35	Ebury Play Area, Riverside Drive	Riverside Drive	Rickmansworth	WD3 7DA
36	Skidmore Way	Skidmore Way	Rickmansworth	WD3 1TA
37	Scotsbridge Playing Fields	Scots Hill / Park Road	Rickmansworth	WD3 1AT
38	King George V Playing Fields	George V Way	Sarratt	WD3 6
39	Chilwell Gardens/Altham Gardens	Altham Gardens	South Oxhey	WD19 6HJ
40	Lytham Avenue	Lytham Avenue	South Oxhey	WD19 6XA
41	Ashburnham Drive, Oxhey Playing Fields	Ashburnham Drive	South Oxhey	WD19 7PU
42	Bramshott Way - Play Ranger Unit, Oxhey Playing Fields	Bramshott Way	South Oxhey	WD19 7PU
43	Hayling Road, Oxhey Playing Fields	Hayling Road	South Oxhey	WD19 7UY
44	Ferndown Road/Ballatter Close	Ferndown Road	South Oxhey	WD19 6HX
45	Green Lane, Oxhey Playing Fields	Green Lane	South Oxhey	WD19 4LT
46	Prestwick Road North Play Area	Prestwick Road	South Oxhey	WD19 6UU
47	Lincoln Drive	Lincoln Drive	South Oxhey	WD19 7GE
48	Moortown Road	Moortown Road	South Oxhey	WD19 6JH
49	Ann Shaw Garden	Henbury Way	South Oxhey	WD19 7SG
50	Ashridge Play Area	Prestwick Road	South Oxhey	WD19 6UU

Outdoor Gyms

No.	Name of Site	Street	Location	Postcode (nearest)
1	Barton Way Playing Fields - Gym	Barton Way	Croxley Green	WD3 3PB
2	Ebury Play Area - Gym	Riverside Drive	Rickmansworth	WD3 7DA
3	Hayling Road - Street Gym, Oxhey Playing Fields	Hayling Road	South Oxhey	WD19 7UY
4	West Hyde Street Gym	Old Uxbridge Road	West Hyde	
5	South Way Outdoor Gym	South Way	Abbots Langley	WD5 0JL
6	Leavesden Country Park Outdoor Gym	College Lane	Abbots Langley	WD5 0GN

Skate Areas

No.	Name of Site	Street	Location	Postcode (nearest)
1	Manor House Skate Area	Gallows Hill Lane	Abbots Langley	WD5 0BX
2	Romilly Drive Skate Area	Romilly Drive	Carpenders Park	WD19 5EJ
3	Baldwins Lane Skate Park	Baldwins Lane	Croxley Green	WD3 3LE
4	King George V Playing Fields - Skate Area	Shepherds Lane	Mill End	WD3 8JN
5	Scotsbridge Playing Fields - Skate Area	Scots Hill / Park Road	Rickmansworth	WD3 1AT
6	Green Lane, Oxhey Playing Fields - Skate Area	Green Lane	South Oxhey	WD19 4LT

Courts

No.	Name of Site	Street	Location	Postcode (nearest)
1	Manor House Grounds - Tennis Courts and MUGA	Gallows Hill Lane	Abbots Langley	WD5 0BX
2	Manor House Grounds - Skate Area	Gallows Hill Lane	Abbots Langley	WD5 0BX
3	Love Lane MUGA	Love Lane	Abbots Langley	WD5 0QA
4	Chorleywood House Grounds Tennis courts	Rickmansworth Road	Chorleywood	

5	Baldwins Lane Playing Fields Tennis courts	Baldwins Lane	Croxley Green	WD3 3LE
6	Barton Way MUGA	Barton Way	Croxley Green	WD3 3PB
7	Durrants Tennis Courts	Appleby Drive	Croxley Green	
8	Baldwins Lane Parkour Area	Baldwins Lane	Croxley Green	WD3 3LE
9	Eastbury Tennis courts	Batchworth Lane	Eastbury	HA6 3HU
10	Leavesden Country Park North Tennis courts / MUGA	College Lane	Leavesden	WD5 0GN
11	Denham Way Playing Fields Tennis courts	Denham Way	Maple Cross	WD3 9SW
12	King George V Playing Fields - Parkour Area	Shepherds Lane	Mill End	WD3 8JN
13	King George V Playing Fields - MUGA	Shepherds Lane	Mill End	WD3 8JN
14	Scotsbridge Playing Fields Tennis courts	Park Road	Rickmansworth	WD3 1AT
15	Scotsbridge Playing Fields - MUGA	Park Road	Rickmansworth	WD3 1AT
16	King George V Playing Fields Tennis Courts	George V Way	Sarratt	WD3 6
17	Green Lane, Oxhey Playing Fields Tennis courts	Green Lane	South Oxhey	WD19 4LT
18	Green Lane, Oxhey Playing Fields - MUGA	Green Lane	South Oxhey	WD19 4LT

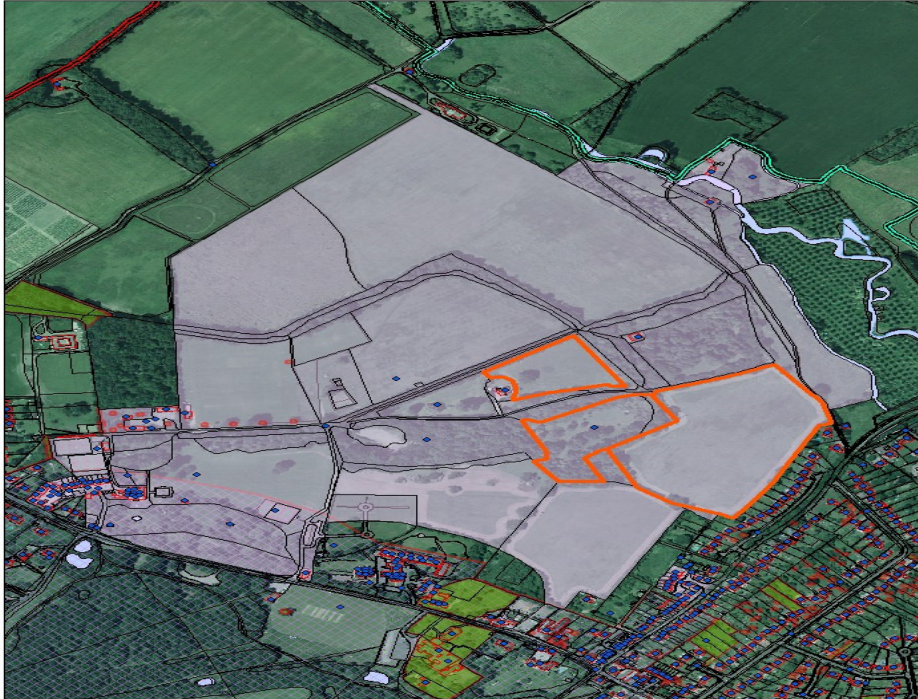
Fenced Picnic Areas

No.	Name of Site	Street	Location	Postcode (nearest)
1	Aquadrome Local Nature Reserve	Frogmoor Lane	Rickmansworth	WD3 1NB

SCHEDULE 3

Dogs are excluded from the land areas used for the grazing of animals on Chorleywood House Grounds outlined in orange on the map below **between 1st June and 30th September inclusive.**

Chorleywood House Estate Local Nature Reserve



Reproduced with permission from the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution and civil proceedings. Three Rivers District Council.

Key
Boundary of
Grazed Areas



POLICY AND RESOURCES COMMITTEE - 24 JANUARY 2022

PART I - DELEGATED

8. PERFORMANCE INDICATORS REVIEW (CED/DCES/DoF)

1 Summary

- 1.1 Following a request by Corporate Management Team, officers have conducted a review of all the Performance Indicators of Three Rivers District Council.

2 Description

- 2.1 It was agreed that a review of Performance Indicators (PIs) collected by the services of Three Rivers District Council would take place in 2021/2022.

- 2.2 The objective of the review was to ensure the set of PIs are appropriate and relevant to the services and the successful delivery of the Corporate Framework.

3 Summary of Main Points

- 3.1 In 2020/21, officers reviewed the strategic objectives in the corporate framework and developed a number of Key Performance Indicators (KPIs). These reflect the objectives of the Corporate Framework and can show the delivery of these objectives. These KPIs were made up of new and existing indicators.

- 3.2 The natural follow on from the corporate framework KPIs is to review the remaining PIs to ensure they are fit for purpose.

- 3.3 Officers have met with each Head of Service and their service managers and reviewed the PIs of every service (including both KPIs and Service PIs). Research has also been undertaken into other council's performance indicators to build and develop ideas for our own.

- 3.4 The lists below now reflects the conclusion of that exercise, see appendix A. The lists are split between (1) new PIs, (2) PIs that needed amending (and the proposed amendments); (3) PIs that have been proposed for deleting and (4) PIs to keep where amendments have happened or no change is required

- 3.5 We now have a clearer list of Performance Indicators for the council which are all related to the Corporate Framework and the themes, removing the split between Key Performance Indicators and Service PIs which were split in service plans but not in presentation of the Performance Indicators.

- 3.6 In section 2, the indicators that need to be amended; these will need to be completed once agreed, when heads of service and service managers review their procedure notes in January 2022. These will then be included in the final service plans in March 2022 and to be reported to CMT and Members during 2022/23.

- 3.7 Appendix B shows an example report template for the quarterly and annual reporting of performance to CMT and Members. This is included below for the approval of Members.

- 3.8 The report template uses a short summary section, with good news and points for noting sections immediately underneath. This is to act similarly to an executive summary in a report and give an overview for how the council is performing. The

Indicators in the report have been split by the Themes of the Corporate Framework, to reflect how the council is achieving our aims and objectives.

- 3.9 In the example included in the template, officers have populated it with the performance results from Quarter 4 of 2020/21. This is to give the reader a good understanding of what a full report will look like and uses quarterly and annual PIs, for the fullest picture of performance.
- 3.10 Appendix C lists all Performance Indicators that will be in place from 1st April 2022, subject to approval. Any amended or new indicators, will have the Procedure note developed during January 2022.
- 3.11 The next steps in the process will involve looking at a new package that could manage and report our PIs to enable us to understand further our performance as well as management of risks for example. Further research and costings will need to be looked at as to whether this is a viable option in future years.

4 Options and Reasons for Recommendations

- 4.1 Alternative options to this review of performance indicators (PIs) would be to continue with the current performance indicators.
- 4.2 Whilst the Heads of Service and their service managers make consideration of their PIs each year, during the period of reviewing their service plans, a full review has not taken place for a number of years. Therefore it was important to undertake a full review.
- 4.3 During 2020, officers and Heads of Service developed new Key Performance Indicators (KPIs) to support the delivery of the Corporate Framework. This exercise had the objective of ensuring we could clearly demonstrate the delivery of the Corporate Framework. Following this work, it was an appropriate next step to review the remaining PIs. Therefore the proposed work brings together all indicators and a clearer format for reporting and monitoring the council's performance.

5 Policy/Budget Reference and Implications

- 5.1 The recommendations in this report are within the Council's agreed policy and budgets.
- 5.2 The recommendations in this report relate to the achievement of the following performance indicators, all of which are noted in the attached appendices

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

None specific.

6 Financial Implications

- 6.1 None currently arising. To change the reporting format and presentation further would require a performance monitoring package at a cost. This is currently not proposed but a future consideration to allow for more interpretation and analysis of performance indicators.

7 Equal Opportunities Implications

7.1 Relevance Test

Has a relevance test been completed for Equality Impact?	No. A relevance test is not required.
Did the relevance test conclude a full impact assessment was required?	No

8 Risk and Health & Safety Implications

8.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

8.2 The subject of this report is covered by the Community Partnerships service plan(s). Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Risk that the council fails to manage its performance and maintain governance.	Service failure occurs as they are not being monitored and managed.	Agree new Performance Indicators and format for reporting.	Tolerate	4

8.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ↓ Likelihood	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12

	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
	Impact			
	Low -----> Unacceptable			

Impact Score

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

8.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

9 Recommendation

9.1 That Members:

9.1.1 Approve the changes to the Performance Indicators and agree any amendments or further work required.

9.1.2 Agree the new draft format for presenting the Performance Indicators to CMT and members.

Report prepared by: Gordon Glenn, Performance and Projects Manager, and Rebecca Young Head of Community Partnerships

Data Quality

Data checked by: Gordon Glenn, Performance and Projects Manager

Data rating:

1	Poor	
2	Sufficient	✓
3	High	

Appendices:

Appendix A Draft Performance Indicators,

Appendix B New Proposed Example Format for the Performance Indicators.

Appendix C List of all Performance Indicators, from April 2022

(1) New Performance Indicators

Service Area	PI reference	PI Title	Comments
CSC	New PI – To Be Agreed	Customer Survey – satisfaction and choice of contact	A KPI to support the Customer Experience Strategy (CES) and action plan, conducted bi-annually.
CSC	New PI - TBA	Satisfaction with on-line services	To support the CES action plan. This will be captured via the Granicus satisfaction scores.
CSC	New PI - TBA	Avoidable contact (numbers of enquiries that could have been dealt with via the internet or are Herts CC and therefore not applicable as TRDC enquiries)	To support the CES action plan – data from footfall in reception and transaction codes in CSC
Leisure and Landscapes	New PI - TBA	Number of new trees planted by TRDC Trees and Landscapes Officers	A KPI to support the ‘Queen’s Canopy’ project
Leisure and Landscapes	New PI - TBA	Production of a new Biodiversity Strategy	To support biodiversity and climate change
Leisure and Landscapes	New PI - TBA	Percentage of people reporting an increase in physical activity levels following attendance at a Three Rivers District Council activity	To replace LL26 <i>Active Watford and Three Rivers: To increase physical activity levels in unmotivated individuals, some with minor health issues</i>
Human Resources	New PI - TBA	Percentage completion of mandatory e-learning modules.	A new PI, to be reported to CMT
Finance	FN16	Forecast General Balances are above the risk assessed level	
Revs and Bens	RB06 – New PI	Percentage of accuracy of Revs and Bens processing. Broken down by both Discounts and Exemptions	A new PI to express the quality of the service and not just speed of processing
Revs and Bens	RB07 – New PI	Percentage of HB overpayments recovered	

(2) PIs that need amending

Service Area	PI reference	PI Title	Comments
Community Partnerships	CP48	Healthy Hub Resident Engagement (number of customers using the Healthy Hub)	Keep and amend the title – New = ‘Healthy Hub Resident Engagement’
CSC	CS04	Volume of enquiries submitted on-line	To support the CES Action Plan – review and increase the target

Environmental Protection	EP03	The kg of household waste collected per head per annum	Review targets
Environmental Protection	EP06	Tonnes of Household waste collected and sent to landfill	Review targets
Environmental Protection	EP12	Percentage of eligible properties signed up to the Garden Waste scheme	Review targets
Environmental Protection	EP14	Reduce fly tipping across the district	Review targets
HR	HR03	Employee Performance Development Review completion rate	HR to provide a report, in June each year, when the PDR's are completed.
Leisure and Landscapes	LL24	Percentage of people reporting specific health benefits as a result of attending a project supporting vulnerable people	To become a KPI

(3) PIs to be deleted

Service Area	PI reference	PI Title	Comments
Community Partnerships	CP24	Number of adults achieving at least 30 minutes of physical activity per week.	Remove. Leisure also have this PI. They have decided to keep it for now.
Community Partnerships	CP16	Number of families supported by the intensive Families First Support Worker (IFFSW)	This is managed directly between staff member and manager and partnership with Hertfordshire County Council.
Community Partnerships	CP39	Customer satisfaction with Community Partnerships Unit (PI)	Keep internal to service only – Remove from service Plan otherwise each service would need to do the same annually.
Community Partnerships	CP53	Home Energy Conservation Authority (HECA) Report Actions	Remove. Of no practical use or reflection of the service, especially now we have the Climate change Action Plan. This is an annual piece of work to report on which continues as part of the Climate Change Action Plan.
Community Partnerships	CP28a & 28b	Full Benefits: CP28a, The Number of clients helped to receive full benefits they are entitled.	Remove and keep in the SLA, with the CAB, only
Community Partnerships	CP30	Number of clients helped with housing and debt issues that could threaten them with eviction	Remove and keep in the SLA, with the CAB, only

Corporate Services	CO04	Numbers of people visiting Three Rivers (a measure of the tourism economy)	Delete from Corporate Services – this is now in the Economic and Sustainable Development Service plan (ESD)
Corporate Services	CO05	Contribution to the local economy of visitors (£)	This indicator was developed to support the Successful Economy Theme of the Corp. Framework. However, better indicators were later developed for the SLA with Visit Herts. These sit in the ESD Service Plan. See ESD15, 16, 17 and ESD 18
Corporate Services	No Ref	Continue to fund Visit Herts	This indicator was developed to support the Successful Economy Theme of the Corp. Framework. However, better indicators were later developed for the SLA with Visit Herts. These sit in the ESD Service Plan. See ESD15, 16, 17 and ESD 18
CSC	CS02	% of calls answered within 20 secs	Delete – this is no longer relevant to the service
CSC	New PI	First point of contact resolution (customer enquiries dealt with by the CSC and not the back office)	Delete – to be replaced by CES indicators identified above.
CSC	CSC03	Customer satisfaction measures (on-line, phone, face-to-face)	To be removed and replaced with CP05 - Perception of satisfaction with Three Rivers District Council. This PI to have shared ownership by CSC and Community Partnerships
Environmental Protection	EH06	Respond to all requests for service within 14 days (animal control)	Delete – monitored via the SLA
Environmental Protection	EH07	Respond to all requests for service within 10days (pest control)	Delete – monitored via the SLA
Environmental Protection	EP04	The Percentage change in Kg per head from the previous year	Delete – PI of no value to the service
Environmental Protection	EP08	Cost of Waste collection per household	Delete – PI of no value to the service
Environmental Protection	EP13	Manage the behaviour of dogs in our parks and open spaces	Delete – PI of no value to the service
Finance	FN04 (SSF7)	Auditor Approval of the annual Statement of Accounts	Possibly delete – Auditing the accounts and Annual Statement of accounts are mandatory tasks that

			must be completed every year. Not needed as a PI.
Housing	HN02	Maximum number of families in Bed & Breakfast for more than six weeks	This PI is always at zero households. The service makes every effort to ensure no families are in B&B accommodation. It was felt the other Housing indicators better reflect the positive sides of the service, which customers receive. It will still be monitored but not reported.
Housing	EH01	Respond (phone call, e-mail, and letter) to all requests for residential pollution service within 24 hours of receipt of request	The service will research better and more qualitative indicators to reflect this element of the service.
Housing	EH02	Issue decision on Disability Facilities Grant within 26 weeks following receipt of referral	The service will research better and more qualitative indicators to reflect this element of the service.
Legal Services	LP06	Satisfaction with Legal Services	This PI is of little value to the service
Legal Services	N/A	Cost and efficiency - To keep hourly rates at least 25% less than comparable private Solicitors hourly rates. Our hourly rates are £75 (Sols) £45 unadmitted staff	This was never used as a PI but appears in the Service Plan PI section. An old legacy request of the service.
Leisure and Landscapes	LL31	Number of attendances by adults at leisure venues and activities	To be monitored at service operational level as part of the SLM contract
Leisure and Landscapes	LL33	Number of attendances by young people at leisure venues and activities	To be monitored at service operational level as part of the SLM contract
Leisure and Landscapes	LL39	South Oxhey Leisure Centre – Project delivered on time and within budget	This is completed and no longer required
Leisure and Landscapes	LL32	To manage TRDC woodland estate to an assured standard (Year 1 to achieve UKFS Management Plans for woodland estate)	These can be moved to the Strategy and Policies Register and monitored through that channel
Leisure and Landscapes	CP24	No. of adults achieving at least 30 minutes of physical activity per week	
Leisure and Landscapes	LL26	Active Watford and Three Rivers: To increase physical activity levels in unmotivated	

		individuals, some with minor health issues	
Leisure and Landscapes	LL35	To ensure all of our key open spaces have a current management plan in place	These can be moved to the Strategy and Policies Register and monitored through that channel
Property Services	PS01	Staff Satisfaction with internal facility services (bi-annual)	Indicator is no longer of relevance to the service. Discussion with Director of Environment and Community
Property Services	PS02	Staff Satisfaction with the office environment (bi-annual)	Indicator is no longer of relevance to the service. Discussion with Director of Environment and Community
Regulatory Services	EHC04	24 hour response to urgent matters, subject to risk assessment for impact upon public health, health & safety.	Adds little value to the service and this can be managed via the SLA
Regulatory Services	EHC03	Substantive response to all requests for service within 3 working days	Adds little value to the service and this can be managed via the SLA

(4) PIs to keep with no changes

Service Area	PI reference	PI Title
Committee Services	CM01	% of minutes/decisions completed by Committee Services within 4 working days
Committee Services	CM02	% of Full responses made within 2 working days
CSC	CS01	% of calls answered
Community Partnerships	CP49	Percentage of cases coming to ASBAG that have an action plan developed
Community Partnerships	CP51	Percentage of SWHYAP cases with action plans developed
Community Partnerships	CP50	Climate Emergency and Sustainability Action Plan
Community Partnerships	CP27	Number of clients support by the Citizens Advice Service (KPI)
Community Partnerships	CP19	Number of people with mental health issues supported by the Community Support Service (Herts Mind Network)
Community Partnerships	CP21	Number of victims of domestic abuse supported by the Domestic Abuse Casework Service.
Community Partnerships	CP49	Percentage of new cases coming to ASBAG that have an action plan developed.

Community Partnerships	CP52	Greenhouse gas emissions reported as CO2 equivalent
Community Partnerships	CP47	Perception of ASB as a problem in the local area (KPI)
Community Partnerships	CP29a, b, c.	Client Debts: Number of clients assisted with debt, the amount of debt written off and the average amount per client of any debts written off.
Community Partnerships	CP05	Perception of satisfaction with Three Rivers District Council (KPI)
Community Partnerships	CP46	The perception of value for money from Three Rivers District Council (KPI)
Corporate Services	CO02	To what extent do you know what services Three Rivers District Council provides in your local area
Corporate Services	CO03	Percentage of FOI requests responded to, within timeframe
Elections	ES01	Annual Canvass Return – electoral register published on 1 st December (across the district and for individual wards)
Elections	ES02	New electoral registrations – monthly alterations to the register including amendments, deletions as well as additions (under rolling registration process – during and outside of elections)
Environmental Protection	EP01	Percentage household waste recycled
Environmental Protection	EP10	Percentage of household waste sent for reuse, recycling and composting
Environmental Protection	EP17	Satisfaction with refuse collection
Environmental Protection	EP18	Satisfaction with doorstep recycling
Environmental Protection	CP02 (EP16)	Satisfaction with quality/provision of parks and open spaces
Environmental Protection	EP15	Satisfaction with keeping public land clear of litter and refuse
Environmental Protection	EP11	Percentage of collections made on the correct day
Environmental Protection	EP09 (NI 191)	Residual household waste per household
Economic Sustainable Development (ESD)	ESD01	Net additional homes provided
ESD	ESD02	Number of affordable homes delivered (gross)
ESD	ESD03	Housing land supply in years
ESD	ESD06	Change in employment floorspace

ESD	ESD07	Adoption of the Local Plan, with the Draft publication, submission, examination and adoption by 2023
ESD	ESD08	Establishment of a timetable and development of a South West Herts Joint Strategic Plan
ESD	ESD10	Complete a review of Council Economic Role and Completion of Economic Strategy
ESD	ESD11	The amount of employment floorspace developed in the employment site allocations
ESD	ESD12	Business Satisfaction Survey - respondents that agree Three Rivers is a great place to do business
ESD	ESD13	Business Satisfaction Survey - respondents that agree Three Rivers is improving relationship with the local business community
ESD	ESD04	Percentage of new homes built on previously developed land
ESD	ESD05	Percentage of Conservation Areas in the local authority area with a character appraisal undertaken within the last 10 years.
ESD	ESD09	Vacancy rate for town and district centres
ESD	ESD15	Support for the local economy: Seek investment in the district from the Hertfordshire Growth Board, the Hertfordshire Local Enterprise Partnership and any available sources
ESD	ESD16	Visit Herts - Increase in the number of Visitors to Three Rivers.
ESD	ESD17	Visit Herts - Increase in the income from the visitor economy to Three Rivers.
ESD	ESD18	Visit Herts - Increase in the number of jobs, working in the visitor economy in Three Rivers.
Finance	FN14	Private investment, leveraged through the capital investment by the council (simple calculation of amount)
Finance	FN15	% of Commercial income received
Finance	FN09 (1) SSF2	Creditor Payments paid within 30 days
Finance	FN08 SSF3a	Compliance with Treasury Management Policy
Finance	FN02	System Reconciliations
Finance	FN03	Monthly Budget Monitoring Reports
Finance	FN12	Renewal of Insurance Cover
Finance	FN13	Statutory Returns
Housing	HN03	Maximum number of households in temporary accommodation throughout the year
Housing	HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)
Housing	HN10	Number of households prevented or relieved from homelessness

Housing	HN06	Promote access to private sector lettings in order to prevent and relieve homelessness
Human Resources	HR08	Organisational Development Strategy
Human Resources	HR01,	Sickness absence - overall absence rate based on average days lost per employee,
Human Resources	HR02,	Return to work interview compliance
Human Resources	HR04	Employee Satisfaction levels
Human Resources	HR05	Employee motivation levels
Legal Services	LP01	% draft enforcement notices prepared for planning department within 5 working days
Legal Services	LP02	% certificates of lawfulness drafted for issue within the 8 week statutory period
Legal Services	LP03	% of Section 106 obligations completed within the 8 or 13 week period
Legal Services	LP04	% of action for housing possession cases & civil litigation commenced within 15 working days
Legal Services	LP05	Contract Oversight (new contracts)
Leisure and Landscapes	CP02	Satisfaction with parks and open spaces
Leisure and Landscapes	CP22	Satisfaction with sports and leisure facilities
Leisure and Landscapes	LL28	Children's playschemes will be awarded "Good" following an Ofsted inspection
Leisure and Landscapes	LL30	Number of attendances at a project supporting vulnerable people
Leisure and Landscapes	LL34	To Maintain accreditation for Green Flag
Leisure and Landscapes	LL36	To maintain 'Plus' QUEST accreditation at William Penn Leisure Centre
Leisure and Landscapes	LL37	To maintain 'Entry' QUEST accreditation for South Oxhey Leisure Centre
Leisure and Landscapes	LL38	To achieve 'Entry' QUEST accreditation for Rickmansworth Golf Course
Property Services	PS05	Occupancy rate for the TRDC estate is above 90%
Property Services	PS06	Undertake a review of the Council's energy efficiency options. Establish a base line for the current properties and identify energy saving opportunities
Property Services	PS07	Property Investment Strategy Action Plan

Regulatory Services	EHC01	All new food businesses to be inspected within 3 months of opening
Regulatory Services	EHC02	All food businesses inspected within 28 days either side of target date (except Category E Premises)
Regulatory Services	EHC05	Food establishments in the area which are broadly compliant with food hygiene law.
Regulatory Services	DM01	Issue decisions for major applications within 13 week period
Regulatory Services	DM02	Issue decisions for minor planning applications within 8 week issue period
Regulatory Services	DM03	Issue decisions for other planning applications within 8 week period
Regulatory Services	DM08	Percentage of planning application appeals allowed (by PINS)
Regulatory Services	DM09	Percentage of planning application decisions that are overturned at appeal by PINS each quarter
Regulatory Services	TTP01	Production of a Local Walking and Cycling Strategy
Regulatory Services	SU01	Land and Property Services – turn around all land and property services within 10 working days
Revs and Bens	RB01	Percentage of current year Council Tax collected in year
Revs and Bens	RB02	Percentage of current year Non Domestic Rate collected in year
Revs and Bens	RB05	New claims – average time to process from date of receipt of claim to date claim processed
Revs and Bens	RB04	Time taken to process Housing Benefit changes in circumstances

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Three Rivers Performance Data Collection Quarter 4 2020/21

Key	
Red	Red = Performance is outside of the target. Comments and action is required
Amber	Amber = Performance is within the tolerance but not on target. Action is required
Green	Green = Performance is on target. Comment on good performance, preferred

Summary

For **End of Year 2020/21**. Of the 107 Performance Indicators collected during this period, the performance is as follows:

- Red Status – 22 indicators = 20%
- Amber Status – 9 indicators = 8%
- Green Status – 66 indicators = 62%
- Blank – 10 indicators = 9%

In **comparison, for the year 2019/20**, of 103 indicators, the results were as follows:

- Red Status – 4 indicators = 3.88%
- Amber Status – 13 indicators = 12.6%
- Green Status – 75 indicators = 72.8%
- Blank – 11 indicators = 10.6%

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Good News Stories

- All of the Environmental Protection PIs are all Green status
- Finance have seen a good improvement in the Accounts Payable in 30 days indicator.
- Performance reporting now comes to CMT on time, having had previous reports later than scheduled, due the Covid 19 pandemic.
-

Points for noting

- CMT may have anticipated a fall in performance due to the Covid19 pandemic and lockdown and this seems to have been the case in some services. For example Leisure venues were closed for much of the period. Furthermore, food businesses could not be inspected, during the lockdown period.
- The CAB indicators have nearly all been impacted by the three lockdowns, when they were not able to see clients directly, at times.
-

1. Housing and Thriving Communities

Department	Ref	Indicator	Current Quarter Target	Current Quarter Result	Annual Target	Status	Comments and Actions
Customer Service Centre	CSC01	% of calls answered	94.00%	96.00%	97.00%	Amber	Good performance achieved with 3 new starters & additional 3 staff on full time secondments – no complaints received relating to caller wait times.
Customer Service Centre	CSC02	% of calls answered within 20 seconds	45.00%	59.25%	75.00%	Amber	4 new staff are being inducted & additional 3 staff on full time secondments – increase in CSC administration completion required - no complaints received relating to caller wait times.
Economic & Sustainable Development	ESD01	Net Additional Homes Provided	Annual indicator		620		Data Provided by partner agencies, such as HCC and MHCLG, and will be available in December 2021
Economic & Sustainable Development	ESD02	Number Of Affordable Homes Delivered (Gross)	Annual indicator		154		Data Provided by partner agencies, such as HCC and MHCLG, and will be available in December 2021
Economic & Sustainable Development	ESD03	Housing Land Supply in Years	Annual indicator		5 years		Data Provided by partner agencies, such as HCC and MHCLG, and will be available in December 2021
Economic & Sustainable Development	ESD04	Percentage Of New Homes On Previously Developed Land	Annual indicator		60.00%		Data Provided by partner agencies, such as HCC and MHCLG, and will be available in December 2021

Three Rivers Performance Data Collection – Quarter 4 2020/21 (EXAMPLE REPORT)

Environmental Health	EHO2	Issue decision on Disabled Facilities Grants within 26 weeks following receipt of referral	80.00%	65.00%	74.00%	Amber	Total figure for the year has been skewed by the result from quarter one due to the suspension of DFG because of the pandemic.
Environmental Health	EHC01	All new food businesses to be inspected within 3 months of opening	N/A until June 2021	28.60%	90.00%	Red	We report this KPI three months in arrears, data for Qtr 4 will be available in June 2021. Therefore, the result for the end of year is a projected result. As per EHC01, proactive food inspections were also suspended in line with Food Standards Agency guidance in March 2020. The guidance suggested that newly registered food premises should be a high priority. Each newly registered business has been given a desktop risk rating based on information supplied by the business / correspondence with officers and we are working through the backlog based on the results of these assessments.
Environmental Health	EHC02	Food businesses inspected within 28 days either side of target date (except Category E Premises)	0.00%	0.00%	90.00%	Red	As the Food Standards Agency recommended the suspension of proactive inspections when the Covid-19 pandemic hit, no inspections have been carried out. So the value for this KPI for all quarters of year is 0.00%
Environmental Health	EHC03	Substantive response to all requests for service within 3 working days	95.38%	92.71%	90.00%	Green	
Environmental Health	EH06	Respond to all requests for service within 14 days (animal control)	100.00%	100.00%	90.00%	Green	
Environmental Health	EH07	Respond to all requests for service within 10 days (pest control)	93.70%	98.42%	98.00%	Green	
Environmental Health	EHC04	24 hour response to urgent matters, subject to risk assessment for urgency	100.00%	100.00%	90.00%	Green	

Three Rivers Performance Data Collection – Quarter 4 2020/21 (EXAMPLE REPORT)

Environmental Health	EHC05	Food Establishments in the area which are broadly compliant with the law	Annual indicator	83.90%	95.00%	Red	The percentage of broadly compliant premises has gradually been decreasing over the last year because inspections of newly registered businesses were suspended in March 2020. Since then new businesses have continued to register but have not been inspected, and as these contribute to the total number of premises, the percentage that are broadly compliant has decreased.
Housing Needs	HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	57	57	70	Green	
Housing Needs	HN02	Maximum number of families in Bed & Breakfast (B&B) for more than six weeks (snapshot)	0	0	0 households	Green	
Housing Needs	HN03	Maximum number of households in temporary accommodation throughout the year	Annual indicator	145	160	Green	
Housing Needs	HN06	Promote access to private sector lettings in order to prevent or relieve homelessness	9	32	24	Green	
Housing Needs	HN10	Number of households prevented or relieved from homelessness	56	198	50	Green	
Community Partnerships	CP07	Perception of the extent to which public services are working to make the area safer	Annual indicator	73.00%	74.00%	Amber	
Community Partnerships	CP16	No of new families supported by Families First in Three Rivers	12	12	133	Red	The new indicator will reflect the number of families the Three Rivers Intensive Families Support Worker manages and not a total of Three Rivers and Herts County Staff.

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Community Partnerships	CP19	Number of people receiving support from the Community Support Service	160	160	120	Green	
Community Partnerships	CP21	Number of victims of domestic abuse supported by domestic abuse caseworker service	58	235	160	Green	
Community Partnerships	CP22	Satisfaction with sports and leisure facilities	Annual indicator	93.00%	88.00%	Green	
Community Partnerships	CP24	Number of adults achieving at least 30 minutes of physical activity per week.	Annual indicator	86.00%	82.00%	Green	
Community Partnerships	CP27	Number of clients supported by the Citizens Advice Service in Three Rivers	1,699	6,503	7,500	Red	As previously reported we returned to face to face in October 2020 and out client numbers were increasing. Due the new lockdown at the beginning of Q4, face to face ceased and were advised to close our premises to clients, staff and volunteers, with immediate effect from the 5th of January.
Community Partnerships	CP28	Clients that now receive full benefits they are entitled to following CAS in Three Rivers intervention	659	2,357	2,500	Amber	
Community Partnerships	CP29	Number of clients onto a Debt Relief Order	3	16	33	Red	£29,898 of debt written off, in Quarter 4
Community Partnerships	CP30	Number of clients no longer at threat of eviction that were at threat of eviction (CAB)	60	168	400	Red	In Q4 we helped 59 unique clients with problems paying their rent and 1 client with problems paying their mortgage or loan secured on their property. We helped 108 residents with housing issues and recorded 13 clients with a new housing issue, that were currently threatened with homelessness in the immediate future

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Community Partnerships	CP31	Number of clients still at threat of eviction that were at threat of eviction	2	11	35	Green	
Community Partnerships	CP47	Public perception of ASB		N/A	9.00%	Red	The Survey for this indicator was not issued during the Covid pandemic
Community Partnerships	CP48	Use of Healthy Hub	38	211	60	Green	It is worth noting the number of clients who have engaged with and been supported by the Healthy Hub project. Nearly a 400% improvement on the anticipated target. All of this was achieved during the covid pandemic, when some of the venues for the Healthy hub were closed. Excellent work
Community Partnerships	CP49	Percentage of cases coming to ASBAG that have an action plan developed	90.00%	90.00%	90.00%	Green	This is a new indicator and will reflect new cases to ASBAG that have a partnership approach and action plan.
Community Partnerships	CP51	Percentage of YAP cases with action plans developed	25.00%	81.25%	70.00%	Green	The SOS project came to an end on 31 March, it wasn't appropriate to allocate new cases to the worker in Feb & March, therefore, cases referred into panel have been placed onto the watch and wait list until a resource for support is available
Leisure and Landscape	LL28	Children's playschemes will 'meet' the Ofsted requirements for Early Years provision	N/A	Good	Good	Red	Ofsted did not make any checks at TRDC sites this year due to Covid
Leisure and Landscape	LL29	No. of attendances by children during the school holidays as part of the Holiday Referral Scheme.	28	122	800	Red	Normal playschemes and holiday schemes were not run due to Covid-19
Leisure and Landscape	LL30	Vulnerable children's satisfaction with leisure projects	Annual indicator	100.00%	90.00%	Green	
Leisure and Landscape	LL31	Number of attendances by adults at leisure venues and activities	1,426	120,315	493,537	Red	Activities not being run and venues closed or reduced numbers allowed due to Covid-19
Leisure and Landscape	LL33	Number of attendances by young people at	851	23,984	213,498	Red	Activities not being run and venues closed or reduced numbers allowed due to Covid-19

Three Rivers Performance Data Collection – Quarter 4 2020/21 (EXAMPLE REPORT)

		leisure venues and activities					
Leisure and Landscape	LL36	To maintain 'Plus - Good' QUEST accreditation at William Penn Leisure Centre	Annual indicator	Plus - Good	Plus - Good	Red	Unable to take place due to covid lockdowns, venues being closed and staff furlough
Leisure and Landscape	LL37	To maintain 'Entry' QUEST accreditation for South Oxhey Leisure Centre	Annual indicator	Entry - Registered	Entry - Registered	Red	Unable to take place due to covid lockdowns, venues being closed and staff furlough
Leisure and Landscape	LL38	To achieve 'Entry' QUEST accreditation for Rickmansworth Golf Course	Annual indicator	Entry - Registered	Entry - Registered	Red	
Leisure and Landscape	LL39	South Oxhey Leisure Centre – Project delivered on time and within budget	Annual indicator	SOLC - Open	SOLC - Open	Green	The project suffered some delays due to Covid-19. The project was delayed by two months
Shared Revenues and Benefits	RB04	Time taken to process Housing Benefit and Council Tax Support change in circumstances	3	3	6 days	Green	
Shared Revenues and Benefits	RB05	New claims – average time to process from date of receipt of claim to date claim processed	9	9	7 days	Green	The volume of new claims coming in during 2020/21 did not ease up but we maintained our position of 9 days. This indicator reports HB claims only.

2. Sustainable Environment

Department	Ref	Indicator	Current Quarter Target	Current Quarter Result	Annual Target	Status	Comments and Actions
Development Management	DM01	Major planning applications	85.71%	96.42%	60.00%	Green	
Development Management	DM02	Minor planning applications	96.88%	97.48%	65.00%	Green	
Development Management	DM03	Other planning applications	97.84%	98.21%	80.00%	Green	
Development Management	DM08	Percentage of appeals determined by Planning Inspectorate (PINS)	27.27%	27.56%	35.00%	Green	
Development Management	DM09	Percentage of planning application decisions that are overturned at appeal by The Planning Inspectorate (PINS)	1.11%	1.64%	10.00%	Green	
Economic & Sustainable Development	ESD05	Percentage of Conservation Areas in the Local Authority Area with an up to date Character Appraisal	Annual Indicator	36%	36.00%	Green	The information is available and the % achieved is 36% for this indicator. We just count the number of conservation areas with appraisals to get this figure.
Environmental Health	EH01	Pollution Service Requests	96.00%	95.25%	96.00%	Amber	
Environmental Protection	EP01	Percentage household waste recycled	35.60%	30.00%	28.00%	Green	Estimated
Environmental Protection	EP03	The kg of household waste collected per head per annum	Annual indicator	388.99	380 kgs	Green	Estimated

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Environmental Protection	EP04	The Percentage change in Kg per head from the previous year	Annual indicator	0.00%	0.00%	Green	Estimated
Environmental Protection	EP06	Tonnes of residual waste	2,919.51	12,700.00	14,000.00	Green	Estimated
Environmental Protection	EP08	Cost of Waste collection per household	Annual indicator	59	60	Green	
Environmental Protection	EP09	Residual household waste per household	77	334	370 kg	Green	estimated
Environmental Protection	EP10	Percentage of household waste sent for reuse, recycling and composting	63.40%	63.00%	60.00%	Green	Estimated
Environmental Protection	EP11	Percentage of collections made on the correct day	99.87%	99.90%	97.00%	Green	
Environmental Protection	EP12	Percentage of eligible properties signed up to the garden waste scheme	79.21%	79.21%	72.00%	Green	
Environmental Protection	EP13	Manage the behaviour of dogs in our parks and open spaces	Annual indicator	245	137	Red	Increase in requests on these matters due to more people being out and about in our open spaces during lockdown/restrictions
Environmental Protection	EP14	Reduce fly tipping across the District	159	657	600	Red	Numerous factors related to Covid-19 lockdown could have affected these figures including more people having time to have clear outs, skip companies running out of skips, charity shops being closed etc.
Environmental Protection	EP15	Satisfaction with keeping public land clear of litter and refuse	Annual indicator	65.00%	71.00%	Red	Increased traffic to Parks and Open Spaces, due to the pandemic
Environmental Protection	EP17	Satisfaction with refuse collection	Annual indicator	86.00%	82.00%	Green	

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Environmental Protection	EP18	Satisfaction with doorstep recycling	Annual indicator	87.00%	85.00%	Green	
Environmental Protection	EP19	Delivery of schemes to promote and raise awareness of recycling	Annual indicator	Yes	Yes	Green	
Environmental Protection	CP02	Satisfaction with parks and open spaces	Annual indicator Annual indicator	93.00%	90.00%	Green	
Community Partnerships	CP03	Satisfaction with refuse collection		86.00%	82.00%	Green	
Community Partnerships	CP50	Climate Change Strategy and Action Plan	Strategy agreed	Strategy agreed	Strategy and Action Plan Agreed	Green	Strategy agreed. Action plan is in development.
Leisure and Landscape	LL32	To manage TRDC woodland estate to an assured standard (Year 1 to achieve UKFS Management Plans for woodland estate)	Annual indicator	Maintained	Maintained	Red	
Leisure and Landscape	LL34	To maintain accreditation for Green Flag (annual)	Annual indicator	4	3	Green	
Leisure and Landscape	LL35	To ensure all of our key open spaces have a current management plan in place	Annual indicator	100.00 %	100.00%	Green	

3. Successful Economy

Department	Ref	Indicator	Current Quarter Target	Current Quarter Result	Annual Target	Status	Comments and Actions
Shared Revenues and Benefits	RB01	Percentage of current year Council Tax collected in year	57.10%	57.90%	98.00%	Green	Council Tax Collection Rate – performance is up against 2020/21 but we remain 0.8% down on 2020/21. Enforcement action is now back in place and we are proactively phoning customers in order to get more accounts bought up-to-date in this financial year.
Shared Revenues and Benefits	RB02	Percentage of current year Non Domestic Rate collected in year	54.75%	56.25%	99.00%	Green	NDR collection rate – we remain 1.2% down on the same position in 2020/21 and we are proactively phoning businesses to try and get accounts bought up-to-date and arrangements in place where there isn't one.
Shared Finance	FN 15	% of Commercial Income Received	85.00%	100.00%	85.00%	Green	54% income on target at this stage
Economic and Sustainable Development	ESD10	Complete a review of Council Economic Role and Completion of Economic Strategy		New PI for 2021	Qtr 2: Review of Economic Role – Sept.2021 Qtr 3: Completion of scoping of the Economic Strategy.		
Economic and Sustainable Development	ESD09	Decrease the Vacancy Rate for Town and District Centres	Annual Indicator	New PI for 2021	<6%		
Economic and Sustainable Development	ESD06	Increase in Employment land available by Type	Annual Indicator	New PI for 2021	+/-5%		

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Economic and Sustainable Development	ESD11	The amount of employment floorspace developed in the employment site allocations	Annual Indicator	New PI for 2021	To be developed once the Local Plan is adopted		
	FN14	Private investment, leveraged through the capital investment by the council (simple calculation of amount)	Annual Indicator	New PI for 2021	To be measured in 2021/22 to allow future targets to be set.		
Economic and Sustainable Development Page 118	ESD15	Support for the local economy: Seek investment in the district from the Hertfordshire Growth Board and the Hertfordshire Local Enterprise Partnership and other organisations	Annual Indicator	New PI for 2021	1		
Economic and Sustainable Development	ESD12	Business Satisfaction Survey - respondents that agree Three Rivers is a great place to do business	Annual Indicator	New PI for 2021	60%		
Economic and Sustainable Development	ESD16	Increase in the number of Visitors to Three Rivers.	Bi-Annual Indicator	New PI for 2021	4%		
Economic and Sustainable Development	ESD17	Increase in the income from the visitor economy to Three Rivers.	Bi-Annual Indicator	New PI for 2021	8%		
Economic and Sustainable Development	ESD18	Increase in the number of jobs, working in the visitor economy in Three Rivers.	Bi-Annual Indicator	New PI for 2021	6%		

4. High Performing, Financially Independent Council

Department	Ref	Indicator	Current Quarter Target	Current Quarter Result	Annual Target	Status	Comments and Actions
Corporate Services	CO 02	To what extent do you know what services Three Rivers District Council provides in your local area	Annual Indicator	72.00%	70.00%	Green	
Corporate Services	CO 03	Percentage of FOI requests responded to, within timeframe	87.20%	87.95%	85.00%	Green	
Customer Service Centre	CSC03	Satisfaction or dissatisfaction with the overall quality of the service received from the customer service centre staff?	Annual Indicator	N/A	95.00%	Green	This PI has been superseded by new Customer Experience Strategy KPI
Customer Service Centre	CSC04	Volume of enquiries submitted on-line	27:00%	27:00%	6.00%	Green	Continue to direct users to online services via social media a number of services during the year were pushed online due to covid. Also covid grant schemes application forms were online which pushed up the online %
Legal	LP01	% draft enforcement notices prepared for planning within 5 working days of full instructions	100.00 %	100.00 %	95.00%	Green	
Legal	LP02	% certificates of lawfulness drafted for issue within the 8 week statutory period	100.00 %	100.00 %	95.00%	Green	
Legal	LP03	% Section 106 obligations completed within the 8 or 13 week statutory period	100.00 %	100.00 %	95.00%	Green	
Legal	LP04	% of housing possession and civil cases commenced	100.00 %	100.00 %	95.00%	Green	

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		within 15 working days of full instructions					
Legal	ES01	Canvass return	Annual Indicator	93.80%	90.00%	Green	
Legal	ES02	New electoral registrations	100.00 %	100.00 %	100.00%	Green	a total of 3,832 registration updates made in this quarter to the electoral register ahead of the May 2021 combined polls.
Legal	CM01	% of minutes/decisions completed by Committee Services within 4 working days of meeting to be circulated to officers for review (excluding Full Council and Planning Committee)	100.00 %	96.25%	85.00%	Green	
Legal	CM02	% of Full responses made within 2 working days to enquiries received on all processes and procedures relating to a meeting of the Planning Committee	100.00 %	100.00 %	96.00%	Green	All completed within PI
Community Partnerships	CP05	Perception of satisfaction with Three Rivers District Council	Annual Indicator	75.00%	69.00%	Green	
Community Partnerships	CP39	Customer satisfaction with Community Partnerships Unit	Annual Indicator	100.00 %	90.00%	Green	
Community Partnerships	CP46	Perception of value for money from Three Rivers District Council	Annual Indicator	52.00%	54.00%	Amber	
Sustainability	SU01	Land and Property Services – Turn-around all land and property searches within 10 working days		92.46%	93.94%	90.00%	Green

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Shared HR	HR01	Sickness Absence Rate	6.71 days	6.71 days	5.0 days	Red	The number of days lost per employee has increased over 20/21 in comparison to previous years due partly to covid (32 cases with a loss of 205 days) but also because of a number of long term sickness absences (20 long term absences averaging 54 days per episode in 202/21). Most cases have been resolved and there remain 4 employees on long term sick, which is closer to the usual average. Managers and HR continue to review and manage these cases.
Shared HR	HR02	Return to work interview compliance	77.46%	77.46%	90.00%	Red	146 out of 217 completed on time, average days to complete was 12.56 days. There was a dip in RtW compliance over the Summer months of 2020 (as low as 44%) but this has increased to around 75-80% in Q4. HR continue to work with managers to ensure completion and MI data is reviewed by Gold on a weekly basis, giving compliance a higher profile.
Shared HR	HR03	Employee Performance Development Review completion rate	78.70%	78.70%	95.00%	Red	Additional workload arising from the current pandemic is having an impact on managers being able to complete staff PDR's
Shared HR	HR04	Employee Satisfaction levels	7.83	7.83	7.5 out of 10	Green	The satisfaction scores remain high, which during the pandemic and lock down restrictions, is a significant achievement.
Shared HR	HR05	Employee Motivation levels	7.82	7.82	7.5 out of 10	Green	The motivation scores remain high, which during the pandemic and lock down restrictions, is a significant achievement.
Shared Finance	FN 02	System Reconciliations	Yes - 100%	Yes - 100%	Yes - 100%	Green	
Shared Finance	FN 03 (1)	Monthly Budget Monitoring Report	100.00 %	100.00 %	100.00%	Green	The 2020/21 outturn reports are scheduled to be presented at WBC's Finance Scrutiny Committee on 28 June and TRDC's Policy & Resources Committee on 14 June.

Three Rivers Performance Data Collection – Quarter 4 2020/21 (EXAMPLE REPORT)

Shared Finance	FN 04 (1)	Closure of Annual Accounts and Production of Statements - Statement of Accounts Approval	Yes - Confirmed	Yes - Confirmed	Yes - Confirmed	amber	audit has taken longer than expected and there is work ongoing to resolve final queries
Shared Finance	FN 08	Treasury Management - Return on investments - Rate	0.10%	0.10%	0.12% above average bank rate	Red	base rate is 0.1
Shared Finance	FN 09 (1)	Accounts Payable - 30 days	99.62%	99.62%	95.00%	Green	
Shared Finance	FN 12	Renewal of Insurance Cover	100.00%	100.00%	100.00%	green	
Shared Finance	FN 13	Statutory Returns	yes-100%	yes-100%	Yes - 100%	Green	

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EXAMPLE

All Performance Indicators from April 2022

Service Area	PI reference	Qtr'ly or Annual	PI Title
Committee Services			
Committee Services	CM01	Qtr	% of minutes/decisions completed by Committee Services within 4 working days
Committee Services	CM02	Qtr	% of Full responses made within 2 working days
Customer Service Centre			
CSC	CS01	Qtr	% of calls answered
CSC	CS04	Qtr	Volume of enquiries submitted on-line
CSC	New PI – To Be Agreed	Annual	Customer Survey – satisfaction and choice of contact
CSC	New PI - TBA	Qtr	Satisfaction with on-line services
CSC	New PI - TBA	Qtr	Avoidable contact (numbers of enquiries that could have been dealt with via the internet or are Herts CC and therefore not applicable as TRDC enquiries)
Community Partnerships			
Community Partnerships	CP49	Qtr	Percentage of cases coming to ASBAG that have an action plan developed
Community Partnerships	CP51	Qtr	Percentage of SWHYAP cases with action plans developed
Community Partnerships	CP50	Qtr	Climate Emergency and Sustainability Action Plan
Community Partnerships	CP27	Qtr	Number of clients support by the Citizens Advice Service (KPI)
Community Partnerships	CP19	Qtr	Number of people with mental health issues supported by the Community Support Service (Herts Mind Network)
Community Partnerships	CP21	Qtr	Number of victims of domestic abuse supported by the Domestic Abuse Casework Service.
Community Partnerships	CP52	Annual	Greenhouse gas emissions reported as CO2 equivalent
Community Partnerships	CP47	Annual	Perception of ASB as a problem in the local area (KPI)
Community Partnerships	CP29a, b, c.	Qtr	Client Debts: Number of clients assisted with debt, the amount of debt written off and the average amount per client of any debts written off.
Community Partnerships	CP05	Annual	Perception of satisfaction with Three Rivers District Council (KPI)
Community Partnerships	CP46	Annual	The perception of value for money from Three Rivers District Council (KPI)
Community Partnerships	CP48	Qtr	Healthy Hub Resident Engagement (number of customers using the Healthy Hub)

Service Area	PI reference	Qtr'ly or Annual	PI Title
Corporate Services			
Corporate Services	CO02	Annual	To what extent do you know what services Three Rivers District Council provides in your local area
Corporate Services	CO03	Qtr	Percentage of FOI requests responded to, within timeframe
Elections			
Elections	ES01	Annual	Annual Canvass Return – electoral register published on 1 st December (across the district and for individual wards)
Elections	ES02	Qtr	New electoral registrations – monthly alterations to the register including amendments, deletions as well as additions (under rolling registration process – during and outside of elections)
Environmental Protection			
Environmental Protection	EP01	Qtr	Percentage household waste recycled
Environmental Protection	EP10	Qtr	Percentage of household waste sent for reuse, recycling and composting
Environmental Protection	EP17	Annual	Satisfaction with refuse collection
Environmental Protection	EP18	Annual	Satisfaction with doorstep recycling
Environmental Protection	CP02 (EP16)	Annual	Satisfaction with quality/provision of parks and open spaces
Environmental Protection	EP15	Annual	Satisfaction with keeping public land clear of litter and refuse
Environmental Protection	EP11	Qtr	Percentage of collections made on the correct day
Environmental Protection	EP09 (NI 191)	Qtr	Residual household waste per household
Environmental Protection	EP03	Annual	The kg of household waste collected per head per annum
Environmental Protection	EP06	Annual	Tonnes of Household waste collected and sent to landfill
Environmental Protection	EP12	Annual	Percentage of eligible properties signed up to the Garden Waste scheme

Service Area	PI reference	Qtr'ly or Annual	PI Title
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Economic Sustainable Development			
Economic Sustainable Development (ESD)	ESD01	Annual	Net additional homes provided
ESD	ESD02	Annual	Number of affordable homes delivered (gross)
ESD	ESD03	Annual	Housing land supply in years
ESD	ESD06	Annual	Change in employment floorspace
ESD	ESD07	Qtr	Adoption of the Local Plan, with the Draft publication, submission, examination and adoption by 2023
ESD	ESD08	Qtr	Establishment of a timetable and development of a South West Herts Joint Strategic Plan
ESD	ESD10	Qtr	Complete a review of Council Economic Role and Completion of Economic Strategy
ESD	ESD11	Annual	The amount of employment floorspace developed in the employment site allocations
ESD	ESD12	Annual	Business Satisfaction Survey - respondents that agree Three Rivers is a great place to do business
ESD	ESD13	Annual	Business Satisfaction Survey - respondents that agree Three Rivers is improving relationship with the local business community
ESD	ESD04	Annual	Percentage of new homes built on previously developed land
ESD	ESD05	Qtr	Percentage of Conservation Areas in the local authority area with a character appraisal undertaken within the last 10 years.
ESD	ESD09	Qtr – bi-annual	Vacancy rate for town and district centres
ESD	ESD15	Annual	Support for the local economy: Seek investment in the district from the Hertfordshire Growth Board, the Hertfordshire Local Enterprise Partnership and any available sources
ESD	ESD16	Annual	Visit Herts - Increase in the number of Visitors to Three Rivers.
ESD	ESD17	Annual	Visit Herts - Increase in the income from the visitor economy to Three Rivers.
ESD	ESD18	Annual	Visit Herts - Increase in the number of jobs, working in the visitor economy in Three Rivers.

Service Area	PI reference	Qtr'ly or Annual	PI Title
Finance			
Finance	FN14	Annual	Private investment, leveraged through the capital investment by the council (simple calculation of amount)
Finance	FN15	Annual	% of Commercial income received
Finance	FN16	Qtr	General Balances are above the risk assessed level
Finance	FN09 (1) SSF2	Qtr	Creditor Payments paid within 30 days
Finance	FN08 SSF3a	Qtr	Compliance with Treasury Management Policy
Finance	FN02	Qtr	System Reconciliations
Finance	FN03	Qtr	Monthly Budget Monitoring Reports
Finance	FN12	Annual	Renewal of Insurance Cover
Finance	FN13	Qtr	Statutory Returns
Housing Services			
Housing	HN03	Annual	Maximum number of households in temporary accommodation throughout the year
Housing	HN01	Qtr	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)
Housing	HN10	Qtr	Number of households prevented or relieved from homelessness
Housing	HN06	Qtr	Promote access to private sector lettings in order to prevent and relieve homelessness
Human Resources			
Human Resources	HR08	Annual	Organisational Development Strategy
Human Resources	HR01,	Qtr	Sickness absence - overall absence rate based on average days lost per employee,
Human Resources	HR02,	Qtr	Return to work interview compliance
Human Resources	HR04	Annual	Employee Satisfaction levels
Human Resources	HR05	Annual	Employee motivation levels
HR	HR03	Annual. Report in June	Employee Performance Development Review completion rate
Human Resources	New PI - TBA	Qtr	Percentage completion of mandatory e-learning modules

Service Area	PI reference	Qtr'ly or Annual	PI Title
Legal Services			
Legal Services	LP01	Qtr	% draft enforcement notices prepared for planning department within 5 working days
Legal Services	LP02	Qtr	% certificates of lawfulness drafted for issue within the 8 week statutory period
Legal Services	LP03	Qtr	% of Section 106 obligations completed within the 8 or 13 week period
Legal Services	LP04	Qtr	% of action for housing possession cases & civil litigation commenced within 15 working days
Legal Services	LP05	Qtr	Contract Oversight (new contracts)
Leisure and Landscape Services			
Leisure and Landscapes	CP02	Annual	Satisfaction with parks and open spaces
Leisure and Landscapes	CP22	Annual	Satisfaction with sports and leisure facilities
Leisure and Landscapes	LL28	Annual	Children's playschemes will be awarded "Good" following an Ofsted inspection
Leisure and Landscapes	LL30	Qtr	Number of attendances at a project supporting vulnerable people
Leisure and Landscapes	LL34	Annual	To Maintain accreditation for Green Flag
Leisure and Landscapes	LL36	Annual	To maintain 'Plus' QUEST accreditation at William Penn Leisure Centre
Leisure and Landscapes	LL37	Annual	To maintain 'Entry' QUEST accreditation for South Oxhey Leisure Centre
Leisure and Landscapes	LL38	Annual	To achieve 'Entry' QUEST accreditation for Rickmansworth Golf Course
Leisure and Landscapes	LL24	Annual	Percentage of people reporting specific health benefits as a result of attending a project supporting vulnerable people
Leisure and Landscapes	New PI - TBA	Qtr - TBA	Number of new trees planted by TRDC Trees and Landscapes Officers
Leisure and Landscapes	New PI - TBA	Annual - TBA	Production of a new Biodiversity Strategy
Leisure and Landscapes	New PI - TBA	Qtr - TBA	Percentage of people reporting an increase in physical activity levels following attendance at a Three Rivers District Council activity
Property Services			
Property Services	PS05	Annual	Occupancy rate for the TRDC estate is above 90%
Property Services	PS06	Qtr	Undertake a review of the Council's energy efficiency options. Establish a base line for the current properties and identify energy saving opportunities
Property Services	PS07	Qtr	Property Investment Strategy Action Plan

Service Area	PI reference	Qtr'ly or Annual	PI Title
Regulatory Services			
Regulatory Services	EHC01	Qtr	All new food businesses to be inspected within 3 months of opening
Regulatory Services	EHC02	Qtr	All food businesses inspected within 28 days either side of target date (except Category E Premises)
Regulatory Services	EHC05	Qtr	Food establishments in the area which are broadly compliant with food hygiene law.
Regulatory Services	DM01	Qtr	Issue decisions for major applications within 13 week period
Regulatory Services	DM02	Qtr	Issue decisions for minor planning applications within 8 week issue period
Regulatory Services	DM03	Qtr	Issue decisions for other planning applications within 8 week period
Regulatory Services	DM08	Qtr	Percentage of planning application appeals allowed (by PINS)
Regulatory Services	DM09	Qtr	Percentage of planning application decisions that are overturned at appeal by PINS each quarter
Regulatory Services	TTP01	Annual	Production of a Local Walking and Cycling Strategy
Regulatory Services	SU01	Qtr	Land and Property Services – turn around all land and property services within 10 working days
Revenues and Benefits			
Revs and Bens	RB01	Qtr	Percentage of current year Council Tax collected in year
Revs and Bens	RB02	Qtr	Percentage of current year Non Domestic Rate collected in year
Revs and Bens	RB05	Qtr	New claims – average time to process from date of receipt of claim to date claim processed
Revs and Bens	RB04	Qtr	Time taken to process Housing Benefit changes in circumstances
Revs and Bens	RB06 – New PI	Qtr	Percentage of accuracy of Revs and Bens processing. Broken down by both Discounts and Exemptions
Revs and Bens	RB07 – New PI	Qtr	Percentage of HB overpayments recovered

POLICY AND RESOURCES COMMITTEE – 24 JANUARY 2022

PART I – DELEGATED

9. APPOINTMENT TO THE HERTFORDSHIRE BUILDING CONTROL BOARD (CED)

1 Summary

1.1 The purpose of the report is to:

Appoint the Head of Finance as the Council's Director of Broste Rivers Ltd (Broste) and its subsidiary companies, including Hertfordshire Building Control Ltd (HBC) but excluding Build Insight Ventures Group (BIVG) companies. .

Appoint the Shared Director of Finance as the Council's Shareholder in Broste.

2 Details

2.1 The Council was one of seven authorities which set up what has become known as HBC and is required to appoint a Director to the Boards of the group companies, but excluding the soon to be acquired BIVG companies. BIVG will have its own directors appointed in accordance with regulatory requirements. Since HBC was set up another authority, Dacorum Borough Council has joined Broste (making a total of 8 authorities now). Each authority holds a 12.5% interest.

2.2 The Director appointed by TRDC should attend Board meetings to represent the Council's interests, consistent with their duties as a Director and the requirements of the Companies Act 2006.

2.3 It is proposed that the Director appointed will change from the Head of Regulatory Services to the Head of Finance and the nominated shareholder representative will change from the Director of Community and Environmental Services to the Shared Director for Finance.

2.4 The DCES will continue to supervise LA1, which carries out the building control functions that, under the Building Act 1984, cannot be delegated by a local authority to HBC. The remaining seven authorities have all delegated those functions to TRDC by use of powers under s101 of the Local Government Act 1972. When carrying out those functions, TRDC is called LA1, but this is not a separate or formal organisation.

2.5 Adam Ralton, Planning Team Leader, will continue to be a member of the Commissioning Panel. This is a grouping of shareholder authority representatives who supervise the Contract Manager (a TRDC employee) and undertake a contract management oversight function.

3 Options and Reasons for Recommendations

3.1 That Hannah Doney, Head of Finance, be appointed as a Director on the Broste Rivers Ltd group (but excluding BIVG) Board to replace the Head of Regulatory Services.

3.2 That Alison Scott, Shared Director of Finance, be nominated as the shareholder representative for Broste.

4 Policy/Budget Reference and Implications

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

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

5.1 None specific.

6 Legal Implications

6.1 As set out within the body of the report.

7 Risk and Health & Safety Implications

7.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

7.2 Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Failure to appoint Council representatives	Could mean that business is difficult to transact in the organisations	The suggested Council representative is appointed	Treat	1 Likelihood and 1 Impact

7.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely Remote ----- Likelihood	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8

	Low 1	Low 2	Low 3	Low 4
	Impact			
	Low -----> Unacceptable			

Impact Score

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

7.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

8 Recommendation

8.1 That the appointment at Paragraph 3.1 and 3.2 be agreed and apply the usual indemnity for this appointment.

Report prepared by: Sarah Haythorpe, Principal Committee Manager

Data Quality

Data sources: None

Data checked by: James Baldwin, Solicitor to the Council

Data rating:

1	Poor	
2	Sufficient	√
3	High	

Background Papers

None

APPENDICES / ATTACHMENTS

None

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POLICY AND RESOURCES COMMITTEE – 24 JANUARY 2022

COUNCIL – 22 FEBRUARY 2022

PART I – NOT DELEGATED

10. COUNCIL CONSTITUTION AND URGENT DECISIONS (CED)

1 Summary

- 1.1 For the P&R Committee to consider the recommendations from the Constitution sub-committee at its meeting held on 6 January 2022 with regard to Rules 11, 14, 15, 18 and 37 of the Council Constitution.
- 1.2 To consider a proposed amendment to the Member Officer protocol.
- 1.3 To consider an amendment to the urgent decisions form made by the Chief Executive in consultation with the Group Leaders which are available to the Chief Executive under Paragraph 8 of Part 3 of the Council Constitution.
- 1.4 To consider requiring the Chief Executive to consult with the Group Leaders 24 hours before making any minor amendment to the Council Constitution and for Paragraph 8 of Part 3 of the Council Constitution to be updated accordingly.

2 Details

- 2.1 The Constitution reflects the Committee form of governance which has been in place since June 2014.
- 2.2 The Constitution was reviewed and amended in December 2017 and December 2020 – Rule 17 – Budget Setting, in October 2020 and December 2020 – Motions – Rule 11 – Questions to the Leader/Lead Members/Chairs – Rule 14 – Rule 16 – Rules of Debate and July 2020 in setting up the Commercial Shareholder Panel,
- 2.3 As part of the review undertaken in September/October 2020 the Constitution sub-committee also considered making amendments to Rule 18 – petitions and Rule 15 – questions from the public but Members firmly decided that they did not wish to make any amendments to these rules.
- 2.4 In addition to the amendments to the Rules of Procedure, Council in October 2020 also considered and approved a revised Member/Officer Protocol.
- 2.5 Other changes made to the Council Constitution in October 2020 were to change the pronouns throughout the Constitution to the inclusive they/their/them. In addition Council agreed to the use of Working Parties/Task and Finish Groups in appropriate circumstances ensuring where possible that meetings are held in public.
- 2.6 The following are recommendations from the Constitution sub-committee for the Committee to consider.
 - 2.6.1 **Review of Rule 11 – Notices of Motions**
 1. *That there be no changes to Rule 11 on motions.*

2. *That officers revisit the wording of Rule 11(5) on the referral of a motion to a Committee and provide any suggested amendments to the P&R Committee.*

2.6.2 Rule 14 – Questions from Members to the Leader/Lead Members and Chairs of Committees

1. *That there be no changes to Rule 14.*

2.6.3 Rule 15 – Questions from the Public

1. *Members of the public questions to be submitted 8 working days prior to meeting;*
2. *Written response to the public questions to be published in summons;*
3. *A maximum of 5 questions to be allowed for each Full Council meeting (excluding Annual Council) and to be limited to one question per member of the public.*

2.6.4 Rule 15 - Petitions

1. *Shorten the URL for e-petitions on the Council's e-petition portal;*
2. *Encourage e-petitions to be created via the Council's e-petition portal;*
3. *Any e-petition not submitted via the portal must contain sufficient information to allow officers to verify the identity and address of the person who has signed the form;*
4. *To continue to allow paper petitions to be submitted but to provide a pro-forma to use with details of the information that the Council requires for the paper petition;*
5. *That the signatures needed to bring forward a petition to remain at 25*
6. *To review the e-petition guidance and come back to the sub-committee with a revised guidance at a future meeting.*

2.6.5 Rule 37 – Application to Committees and Sub-Committees

1. *To add Rule 11 to the list of Rules under Rule 37.*

2.6.6 Member/Officer Protocol

1. *That Member contact details be removed from all published press releases but retain the communications team contact details.*

2.6.7 Urgent Decisions and Minor Amendments to the Council Constitution

“

1. *Group leaders to be informed 24 hours prior to any minor changes being made to the Council Constitution by the Chief Executive;*
2. *That the urgent decision form with the Group Leaders be amended to include a section asking “Why is the urgent decision not able to go through the Committee process.”*
3. *That Part 3, Section 8 be amended accordingly to read:*

“Minor Changes to the Council Constitution - to be delegated to the Chief Executive to be advised to the Group Leaders 24 hours before the minor change is made.”

3 Options and Reasons for Recommendations

3.1 It is for the Committee to consider the recommendations from the sub-committee and make their recommendations to Council in February.

4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are within budgets. The Committee is asked to consider the recommendations.

5 Financial, Legal, Community Safety, Public Health, Customer Services Centre Implications

5.1 As referred to in the report.

6 Equal Opportunities Implications

6.1 Relevance Test

Has a relevance test been completed for Equality Impact? (A relevance test assesses whether a service or policy has any effect on the Council's legal equalities duties for different minority groups. If no, please state reason why e.g. there is no proposed change to current policy / service).	No
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7 Staffing Implications

7.1 Additional meetings impact on staff workload.

8 Communications and Website Implications

8.1 The Council Constitution is published on the Council website as a public document.

9 Environmental Implications

9.1 The decision at Full Council on 14 December to livestream public meetings and have the ability to hold hybrid meetings will contribute towards the Council achieving its Climate Change strategy. In addition, the holding of all Forum meetings virtually and the non-decision making sub-committee meetings will reduce the required travel by Councillors, Community Partners, Officers and members of the public to the meetings which will over future years contribute towards reducing our carbon emissions.

10 Risk and Health & Safety Implications

10.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

10.2 The subject of this report is covered by the Committee service plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this plan.

11 Recommendation

- 11.1 That the Committee consider the recommendations from the sub-committee as detailed at Paragraphs 2.6.1 to 2.6.7.

Report prepared by: James Baldwin, Solicitor to the Council

Sarah Haythorpe, Principal Committee Manager

Data Quality

Data sources: Constitution sub-committee September 2020, Council October 2020

Data checked by: James Baldwin, Solicitor to the Council

Data rating:

1	Poor	
2	Sufficient	√
3	High	

Background Papers

Constitution sub-committee – 6 January 2022

<https://www.threerivers.gov.uk/meeting/constitution-sub-committee-6-january-2022>

APPENDICES / ATTACHMENTS

Appendix 1 – Rule 11 – no changes proposed

Appendix 2 – Rule 14 – no changes proposed

Appendix 3 – Tracked changes - Rule 15

Appendix 4 – Tracked changes - Rule 18

Appendix 5 – Tracked changes - Rule 37

Appendix 6 – Tracked change to Member/Officer Protocol

Appendix 7 – Revised template for urgent decisions

RULE 11

NOTICES OF MOTION

- (1) Notice of every motion to be moved at an ordinary meeting of the Council, other than a motion under Rule 12, shall be given in writing, signed by the mover and seconder and delivered not later than noon 8 working days before the publication of the summons to the Chief Executive. The notice shall state for which meeting of the council the notice is given. The notice shall be dated and numbered on receipt in the order in which it is received and entered onto a public register which shall be open to inspection by every Member of the Council.
- (2) All motions received must have a proposer and seconder.
- (3) The Chief Executive shall set out in the Agenda for every meeting of the Council all motions of which notice has been duly given in the order in which they have been received, unless the Members giving such a notice intimated in writing, when giving it, that they proposed to move it at some later meeting or have since withdrawn it in writing.
- (4) If a motion thus set out in the Agenda be not moved and seconded either by the Members who gave notice thereof or by some other Members on their behalf it shall, unless postponed by consent of the Council, be treated as withdrawn and shall not be moved without fresh notice.
- (5) The Chief Executive and Solicitor to the Council, in consultation with the Chair of the Council, shall decide, without discussion or debate, that the motion should be more appropriately referred to a Committee in which event it shall be placed on the agenda for the next available meeting of that Committee. Details of motions so referred will be included on the summons as a record. Otherwise, motions will be dealt with at the Council meeting to which they are submitted.
- (6) If a motion includes a proposal for the Council to take any significant policy decision which is contrary to the Budget and Policy Framework or incur any expenditure in excess of £10k it shall only be considered in principle to the extent that the matter is noted by Council and is referred to the relevant Committee for consideration. The motion shall not be moved or debated. The minutes of the meeting will record the motion being received. Any decision on the motion shall be made at a future meeting of the Council which shall not consider the matter without a full report on the policy, budget and financial implications together with any recommendations from the Committee to which the matter was referred. .
- (7). The Policy and Resources Committee may issue guidance on the application of Rule 11(6) with regards to the levels of any expenditure.
- (8) Every notice of motion shall be relevant to some matter in relation to which the Council has powers or duties, or which affects the District.
- (9) A substantive motion which seeks to prevent or postpone the debate of another motion which has already been accepted for inclusion for debate in a future Council agenda shall not be considered for debate by Council. The Chief Executive and Solicitor to the Council will in consultation with the Chair of the Council decide if this Rule applies.
- (10) A motion of which notice has been duly given in accordance with the foregoing shall not be amended or varied at any time except in accordance with the following:-

A Member who had given notice of the motion may, with the consent of the Council signified without discussion –

(a) alter the motion; or

(b) with the further consent of their seconder alter a motion which they have moved;

provided (in either case) the alteration is one which could be made as an amendment thereto.

(11) A Member of the Council who has proposed and seconded a motion which has been referred to any Committee shall have notice of the meeting of the Committee at which it is proposed to consider the motion. They shall have the right to attend the meeting and if they attend shall have an opportunity of explaining the motion.

(12) The rules of debate, contained in Rule 16 shall, with any necessary modification, apply to this Rule.

RULE 14

WRITTEN REPORTS FROM AND QUESTIONS TO LEADER OF THE COUNCIL AND LEAD MEMBERS

WRITTEN REPORTS FROM AND QUESTIONS TO CHAIRS OF AUDIT, PLANNING, LICENSING, AND REGULATORY SERVICES COMMITTEES

- (1) Any Member wishing to submit a question to the Leader of the Council, Lead Member or a Committee Chair shall submit the same in writing to the Proper Officer not later than noon 8 working days before the publication of the Council summons. Any such question must be directly related to the area of responsibility of the Member to whom the question is addressed.
- (2) A full written answer from the Leader of the Council, Lead Member or appropriate Committee Chair will, where practicable be published with the summons. In exceptional circumstances a written answer will be circulated at the meeting. If the matter is particularly complex, a written answer may be circulated to all Members as soon as practicable after the meeting and a record kept with the minutes of the meeting.
- (3) If a Member has an urgent question that has arisen subsequent to the deadline set out in Rule 14(1) above then the question may be submitted to the Proper Officer in writing not later than noon on the day of the meeting. The Chief Executive and Solicitor to the Council will in their absolute discretion determine whether the question constitutes an urgent question such that it may be accepted under this rule. No question shall be accepted as an urgent question where the issue was in the public domain or known to the Member asking the question prior to the deadline set out in Rule 14(1) above. Any urgent question accepted under this Rule shall be answered within 5 working days or as soon as practicable thereafter and the response circulated to all members. A record of the question and response shall be kept with the minutes of the meeting.
- (4) A Member shall be entitled to ask one supplementary question in response to the written answer on their original question provided that only one supplementary question may be put and must be relevant to the subject matter of the original question. The Member shall have a time limit of one minute to put the supplementary question. In the event of a written response being given, this shall be provided within 5 working days or as soon as practicable thereafter and circulated to all Members. If an urgent question is accepted and answered at the meeting then a supplementary question will be permitted on the response.
- (5) At all ordinary meetings of the Council, the Leader of the Council, Lead Members and Committee Chairs will give a written report on matters relevant to their areas of responsibility, which have arisen since their last report. The written report will be published with the Council summons for the meeting and will be taken as read. An oral report will also be given at the meeting on any matters which have arisen since the written report was published. The oral report shall be limited to five minutes.
- (6) Any Member of the Council may ask questions on the written and/or oral report followed by one supplementary question to the Member presenting the report. Such questions should directly relate to the contents of the report. The Chair of Council will have the discretion to direct any question to the appropriate Member for response.
- (7) Questions (written or oral) will be asked and answered without discussion but the Chair of Council, at their discretion, may, in exceptional circumstances and where they

consider it to be in the public interest, permit a debate on the issue in question. A Member who has been asked a question may decline to answer, or may name an appropriate person to answer on their behalf.

- (8) Written questions not dealt with at the meeting will not be carried over to the next meeting. The written question and answer will be provided in the minutes. At the next meeting the Member whose question was not dealt with may ask one supplementary question on the written answer provided. The time limits in Rule 11(5) will apply.

RULE 15

QUESTIONS FROM THE PUBLIC

- (1) At any ordinary meeting of the Council, a member of the public may ask one question which is relevant to some matter in relation to which the Authority has functions, or which affects the area of the Authority or part of it, or the inhabitants of that area or some of them.
- (2) The question must be submitted in writing to the Chief Executive by noon 8 working days before the Council summons is published.
- (3) The Council Chair will determine which questions are to be accepted for answers at Council and which will be dealt with in other ways following consultation with the Leader, and relevant Lead Member. The Chief Executive will notify the member of public who submitted the question on whether or not their question has been selected. All the questions accepted for Council will be included on the agenda. The summons when published (5 working days before the meeting), will include the written response to the question. If the question is not to be dealt with at Council the summons will indicate how the question(s) not being dealt with at Council will be progressed.
- (4) A maximum of five questions will be allowed at each meeting. A questioners may submit one question, which will be taken as read on the summons. With the Chair's permission, the questioner may ask a supplementary question about the answer.
- (5) A written answers will be given by the Leader or by the Lead Member or by a Member nominated by the Leader/relevant Committee Chairs if that Member agrees and published in the summons.
- (6) Except in extraordinary circumstances notified to the Chair of Council prior to the meeting, other members of the public may not ask supplementary questions.

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- (a) - an oral answer lasting no more than three minutes; or¶

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- (b) - where the desired information is contained in a publication of the Council, a reference to that publication; or¶

¶
- (c) - where the information required can more conveniently be given in writing, a written answer; or¶

¶
- (d) - a combination of the above.¶

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RULE 18

PETITIONS

- (1) ~~A member of the public who lives, works or has a business in the District may ask to present a petition, either electronically or in paper form, signed by at least 25 who either live, work or have a business in the District other than Members of the Council. It must be relevant to some matter in relation to which the Authority has functions, or which affects the area of the Authority or part of it, or the people who live, work or have a business in the District. Subject to the provisions of the Petitions Scheme governing responses to ordinary petitions, the Senior Leadership Team shall determine which ordinary petitions shall be presented to a Committee or to Council. A petition which asks for the Chief Executive or a Director to give evidence to a public meeting of a Committee must have a minimum of 100 signatures. A planning or licensing objection signed by more than 25 residents should not be deemed a petition for the purpose of this Rule. The Chair and Spokespersons of Planning or Licensing Committee (as appropriate) shall be notified of its receipt and can exercise their right to require the matter to be determined by the appropriate Committee.~~

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~~A proforma for paper petitions is provided below for members of the public to use when wishing to present a paper petition to the Council.~~

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- (3) A maximum of three petitions shall be received at any meeting. Petitions shall be taken in the order of receipt.

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- (4) ~~The Senior Leadership Team will determine which petitions should be presented to a Committee and will have discretion over where a petition should go, to ensure that it goes to the most appropriate Committee. Exceptionally, a petition might be referred to Council. The title and subject matter of every petition received will be included on the agenda for the relevant Committee. The agenda will also indicate how petitions not being received at that meeting will be progressed.~~

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- (5) One representative of the petitioners shall be allowed to address the meeting **for not more than three minutes.**
- (6) After the petition has been presented, the appropriate Member shall have the right to respond. The response shall be limited to no more than three minutes.
- (7) Except in extraordinary circumstances notified to the Chair prior to the meeting, members of the public may not ask questions or make statements in relation to the subject matter of the petition. No member of the public may speak more than once and no speech shall last longer than three minutes.
- (8) A decision will be made on how to respond to the petition and a written reply with details of any action proposed will be sent to the representative of the petitioners.
- (9) No petition shall be considered within six months of a petition with the same or likewise objective.

(10) E-Petitions

- (a) ~~E-Petitions should be created and submitted through the Council's e-petition portal on the website at <https://my.threerivers.gov.uk/E-Petitions>, so that the Council has a mechanism to check the signatures although e-petitions will still be allowed~~

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through other portals but should follow the same guidelines as paper petitions, as provided above.

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(b) The Lead petitioner shall need to live, work or have a business in the District and provide their name, postal address and email address.

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(c) The E-Petition shall remain open for a maximum of three months.

RULE 37

APPLICATION TO COMMITTEES AND SUB-COMMITTEES

- (1) All of the Council Rules of Procedure apply to meetings of full Council.
- (2) Rules 2, 4, 5, 8, 9, 10, 11, 12, 16, 18, 19, 20, 21, 22, 23, 25, 27, 28, 29, 30, 31, 33, 34, 35 and 36 of these Procedural Rules apply to meetings of Committees and Sub-Committees of the Council.

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Part 5 - Protocol on Member/Officer Relations

1. Introduction and Principles Underlying Member-Officer Relations

- a) The purpose of this Protocol is to set out the respective roles and responsibilities of Members and Officers, and to guide them in their dealings with each other in such a way as to ensure high standards of good governance across the Council. It is designed to support continued harmonious professional relationships between Members and Officers working collaboratively. This protocol is compatible and complementary to the Council's Member Code of Conduct and Code of Conduct for Employees.
- b) This Protocol does not cover every situation that may arise in the relationships between Councillors and Officers, but aims to address the more common issues that are likely to arise and may cause difficulties and to provide guidance which may be applied more generally.
- c) All staff are employees of and accountable to the whole Council and covered by employment legislation. The Council engages in national and local bargaining on pay and conditions.
- d) This Protocol is subject to the other provisions of the Council's Constitution, the Code of Conduct for Members, the Officer Code of Conduct, the various Standing Orders, Financial Regulations and the Schemes of Delegation to Officers, all of which will prevail over this Protocol if there is any conflict.

2. Productive relationships are built on mutual respect, openness, trust and competence

- a) Mutual respect between Members and Officers is essential to good local government. Councillor/officer relationships are to be conducted in a positive and constructive way. It is important, therefore, that any dealings between Councillors and officers should observe standards of courtesy and that neither party should seek to take unfair advantage of their position to seek or exert undue influence on the other party.
- b) Dealings between Members and officers should observe reasonable standards of courtesy. Members have the right to criticise reports put before them but should not criticise officers personally either verbally or in writing (including email and social media). In order to maintain effective working relationships and the reputation of the Council Members and Officers should treat each other with respect at all times and particularly at Committee meetings or in any public forum.
- c) Members should be aware that officers are constrained in the response they may make to public comment from Members and should not abuse officers in public or through the press nor seek to undermine their position by abuse, rudeness or ridicule. This in no way reduces Members' proper right and duty to criticise the reports, actions and work of a department or section of the Council where they believe such criticism is merited. Members need to be aware that it is easy for officers, particularly junior Officers, to be overawed and feel at a disadvantage in their dealings with Members. Such feelings can be intensified where Members hold official and/or Political office. If Members believe they have reason to criticise the work of an individual junior Officer, the proper approach should be through the manager of the section or Head of Service of the relevant service.

- d) Where officers feel they have good cause to criticise a Member or call their actions in to question, an approach by the relevant Chief Officer to the Member's Group Leader is a sensible first step.
- e) A Member should not request an officer to do anything that they are not empowered to do, nor to cease any action which the officer is properly taking or proposes to take, nor to undertake work outside normal duties or outside normal hours, nor to provide information to which the Member is not entitled. Advice on the appropriateness of such requests is available from either the Chief Officer or the Monitoring Officer.

3. Roles of Members

All Members will:

- a) Effectively represent the interests of their constituents in their ward by carrying out individual casework, taking into consideration the needs and wellbeing of all residents.
- b) Provide community leadership and engagement.
- c) Undertake regulatory, quasi-judicial and statutory duties.
- d) Sit on a range of Member-level bodies as well as Council meetings, and assist in reaching informed and balanced decisions, and developing and reviewing Council policy.
- e) Be part of the decision-making process for the development of the strategic policy and financial framework for the operation of the Council.
- f) Represent the Council on a variety of partnerships and external bodies.
- g) Maintain the highest standards of conduct and ethics and not bring the Council into disrepute.

4. Roles of Officers

4.1 *Officers should:*

- a) Maintain political neutrality
- b) Serve all Members of the Council fairly
- c) Avoid close familiarity with Members
- d) Be polite in their dealings with Members
- e) Deal with Members' enquiries efficiently and promptly
- f) Report to their Line Manager or Head of Service if they feel a Member has asked them to deal with a matter outside of Council procedure or policy

Officers should not:

- g) Allow their own personal or political opinions to interfere with their work
- h) Raise personal matters to do with their jobs directly with Members
- i) Not improperly disclose information received from an elected Member to another Political Party.

4.2 *Officer responsibilities:*

- a) Staff are responsible for day-to-day managerial and operational decisions and the provision of professional advice to all parties in the decision-making process (full Council and all Committees) and to enable Councillors to perform their duties.
- b) They are responsible for maintaining an effective system of record keeping of decisions.

- c) Officers may also represent the Council on partnership and external bodies.
- d) The roles of Head of Paid Service (Chief Executive), Chief Finance Officer and Monitoring Officer are defined in statute.
- e) In the course of their work Officers sometimes meet with and/or negotiate with various individuals and bodies concerned with Council business. As a general rule it will not be appropriate for Members to attend. If Officers believe it is necessary/appropriate for Members to attend then this should be agreed with the appropriate Director/Head of Service.
- f) Occasionally it is appropriate to have a political perspective at such meetings and, if the Director so decides, the Lead Member will be invited and may invite other appropriate Members to attend.
- g) If it is necessary to advise Members of issues arising there will be a report to the Information Bulletin. Committees should not receive reports for noting only.

5. Relationship between Chair of the Council and Officers

- a) There should be a close and professional working relationship between the Chair of Council and Head of Service they work with. Such relationships, however, should never be allowed to become so close, or appear to be so close, as to bring into question an officers ability to deal impartially with other Councillors and other Political Groups.
- b) The Chair of Council Chairs meetings of Full Council and carries out the civic and ceremonial duties of the Council.
- c) The Chair of Council is entitled to officer support in preparation for and at Council meetings. This support will be primarily from the three statutory officers.
- d) The Chair of Council is provided with administrative assistance in order to discharge the civic and ceremonial responsibilities efficiently and effectively.

6. Relationship between the Leader and Lead Members and Officers

- a) There should be a close and professional working relationship between the Leader, Chairs of a Committee or Lead Member and the Heads of Service and Senior Officers they work with. Such relationships, however, should never be allowed to become so close, or appear to be so close, as to bring into question an officers ability to deal impartially with other Councillors and other Political Groups.
- b) The primary Officer support for the Leader and Lead Members is through the Senior Leadership Team.
- c) In situations where one Political Group has an overall majority but the Policy and Resources Committee is made up of Members from more than one Political Group, the Senior Leadership Team will also support the Members who do not form the Administration.
- d) If a Chief Officer (Member of Senior Leadership Team) needs to inform the Leader of the Council or a Lead Member of an important confidential matter, that Member should authorise the Chief Officer to inform the appropriate Spokesperson or Group Leader of the other parties. Failing authorisation, the matter will remain confidential to the Chief Officer and Member unless the Chief Executive considers that it is necessary and in the best interests of the Council to provide that information to the other parties.
- e) When a Chief Officer takes the initiative to provide general information to the Leader of the Council or a Lead Member, that information will be supplied to the other appropriate Spokespeople and Group Leaders as soon as possible.

- f) If a Lead Member, Spokesperson or Group Leader has asked for a brief from a Chief Officer, concerning a particular line being considered in connection with an agenda item, it would not be necessary or usual for the Lead Member, Spokesperson, Group Leader or the Chief Officer to provide a copy to any Member of the other Political Groups on the Council, nor to acknowledge that such a brief had been prepared.
- g) In summary, the prevailing philosophy will be that when a Chief Officer takes the initiative to give general information to individual Lead Members, the Chief Officer will provide such information to the counterparts in the other Political Groups.
- h) When individual Councillors, regardless of Political Group, seek advice from a Chief Officer, that advice will be given in confidence to them and it will be maintained by the Chief Officer until the Councillor agrees it can be released.

7. Relationships between Chairs and Members of Committees and Officers

- a) There should be a close and professional working relationship between the Chairs of a Committee and Committee Members and the Heads of Service and Senior Officers they work with. Such relationships, however, should never be allowed to become so close, or appear to be so close, as to bring into question an officers ability to deal impartially with other Councillors and other Political Groups.
- b) The primary Officer support for the Committees is Service Heads. That is the staff directly responsible to Chief Officers.
- c) The confidentiality provisions indicated above for the Leader and Lead Members also apply to the Chairs of Committees and the Officers who advise them.

8. Relations at Work

8.1 *General contact between Members and Officers*

- a) Initial contact by Members should usually be at Head of Service level other than on routine matters where Members may contact junior Officers directly.
- b) Members are elected to represent the interests of their constituents but they should not seek special treatment for any individual or group and should declare any special relationship they have with the constituents concerned.

8.2 Members should not encourage an Officer to take any action that is:

- a) Against procedure or policy
- b) A breach of the code of conduct for employees
- c) In conflict with Council procedure rules or financial regulations
- d) Capable of being interpreted as intimidation or bullying or do anything which is outside their duties and responsibilities.

8.3 *During Meetings*

- a) Members and Officers should always show respect and be polite to each other during meetings. Members and Officers should not talk over each other, interrupt or be abusive or use unacceptable language.

9. Procedure to be Followed When Taking Delegated Action in Consultation with Members of the Council

- a) Apart from matters which are clearly delegated to Officers and in respect of the determination of planning applications, delegated action in consultation with Members can only be taken by Officers in any of the following situations.
- b) Where this is provided for in the Council's Scheme of Delegation to Officers.

- c) Where a Committee or Sub-Committee has specifically authorised delegation to the Officer in consultation with nominated Members.
- d) If any Member nominated by the Committee or Sub-Committee is absent, the Leader of the Political Group they represent must be consulted.

10. Procedure for consultation

Either:

- (a) Consultation must be in written form explaining the proposed action/decision and the reasons therefore, with the Member responding with their agreement or otherwise in writing to the Officer before any action is taken; or exceptionally.
- (b) Where an urgent decision is required Officers may, in the first instance, seek agreement by telephone or e-mail in the manner as in (a) above. Consultation should, where possible, be with the Chair of Council first followed by the other Members.

11. Opposition to officer delegation

- a) If the Member(s) consulted under this arrangement is opposed to the Officer's suggested action/decision and agreement cannot be reached, then the matter must be reported to the appropriate Committee or Sub-Committee for determination unless the matter is considered by the Chief Executive or one of the two Directors and /or Monitoring Officer to be so urgent that it cannot wait to be determined.

12. Reports of officer delegation

- a) An official record must be kept by the Committee Team recording the action/decision taken in consultation with Members under this procedure together with supporting papers where necessary. The record shall be available for inspection by Members at the subsequent meeting of the Committee or Sub-Committee.

13. Implementation and co-ordination

- a) The co-ordination of this procedure and the dispatch of any correspondence shall be the responsibility of the Committee Team.

14. Briefings on Committee Business

- a) Formal joint briefings will be arranged for the Chairs and Vice-Chairs of Committees to consider the business to be transacted at each meeting as set out on the agenda.
- b) The Chairs may use discretion to invite other appropriate Chairs or Vice-Chairs or Spokespeople of other Groups, to attend such briefings.
- c) Any Political Group not holding the Chair or Vice-Chair of a Committee may request a briefing on the business to be transacted at the Committee meeting. Such a request should be made by the Committee Spokesperson or Group Leader to the Committee Manager who will make appropriate arrangements with the Chief Officer(s) concerned. The Chairs of the Committee concerned shall be informed that such a briefing is to be given.
- d) These briefing sessions will be comparatively short.

15. Officer relationships with party groups

- a) In addition to the formal arrangements described above, the Senior Leadership Team will meet with the Leader and Lead Members on a regular basis to advise generally on matters of policy which may become the subject of discussion by the Council or any committee, to review progress on the implementation of Council decisions and to consider any management problems on which the Senior Leadership Team wishes general guidance.
- b) It should be noted that the national conditions of service for all Local Government Officers provide that no officer shall be called upon either to advise any Political Group of the Council or to attend any meeting of any such Group.
- c) The conditions for Chief Executives allow local arrangements to the contrary to be made but only with the agreement of the Chief Executive and with adequate safeguards to preserve Political neutrality in relation to the affairs of the Council.
- d) All Political Groups may request a private and confidential briefing including, but where appropriate going beyond, the provision of written information, on matters of policy which are or may become the subject of discussion by the Council or any Committee or which constitute important background information for the efficient and effective conduct of local government. All such requests must be made by the Leader or Deputy Leader of the Group concerned to the Chief Executive. If such a request is approved by the Chief Executive, a similar invitation will be given to the other Political Groups.
- e) At the discretion of the Chief Executive and other Senior Officers, the Senior Leadership Team are prepared to provide such advice and assistance on the understanding that they will make their presentation, answer questions on it and then leave. Group Members should reserve Political comment and discussion until after the departure of the staff involved.

16. Members in their Ward Role and Officers

- a) In order to fulfil their community leadership role, Members should be provided with support and access to information and reports affecting matters in their Ward.
- b) The Committee Section staff and other officers, as necessary, will support the Chairs of the Forums in making arrangements for a Local Area Forum but will not clerk the meetings. Officers are not expected to attend these meetings.

The following facilities are available for Members.

- a) The Members' Room is located on the first floor. Access to the Members' Room can be gained by use of the identity card. There is also a kitchen which Members may use.
- b) The Members' Room contains a computer, meeting table, break-out areas, work stations and surface pro chargers. Members can use the printers/photocopiers located on the first floor in the staff area. These facilities are available at no charge for Council business, but Party Political business or personal use should be declared to the Chief Executive and will be recharged.

17. Conduct outside of work

- a) At official civic events Members and Officers should dress and behave in a manner in keeping with the occasion and their position.
- b) Any Member representing the Council at a civic or ceremonial event must represent the Council in a corporate rather than a Political manner.

18. Members and Officers and Contracts

- a) A Member shall not issue any order in respect of any works which are being carried out by or on behalf of the Council, or claim by virtue of their membership of the Council any right to inspect or to enter upon any land or premises which the Council has the power or duty to inspect or enter.

19. Councillor Access to Documents and Information

- a) Any Member of the Council may report complaints to the appropriate Member of staff by telephone, e-mail or in writing (see the directory on the Council Intranet) or seek answers from them to questions of a routine nature.
- b) Any Member of the Council may ask the appropriate Chief Officer for written factual information about a service/service area. Such requests will be met subject to any legal constraint and the paragraph below.
- c) If the Chief Officer considers that the information requested could only be provided at unreasonable cost, the Chief Officer shall inform the Member. If the request is not withdrawn the Chief Officer shall seek direction from the Leader or the appropriate Lead Member as to whether it should be provided, and inform the Member accordingly. It remains the prerogative of a Councillor to raise such a request through the Committee, or Council whereon decisions can be taken in the light of available resources and agreed priorities.
- d) The rules concerning access to information by Councillors is set out fully in Part 4 of the constitution, Access to Information Procedure Rules.

20. Other individuals who are Members of Council bodies

- a) Such individuals are entitled to be treated by staff in the same manner as Councillors while in the performance of their duties for the Council.

21. Dealing with the Media

21.1 The Council's media protocol is in the Council Constitution

Press releases

- a) All Council press releases will be drafted and issued by officers who will operate within the existing legal framework on publicity. All press releases will include a direct email address for the Communications team. Press releases will be sent to the Leader of the Council and relevant Lead Member for comment and final approval by the CEO or Director before issue. Council press releases should be issued by the Communications team and copied to all Members at the same time.
- b) Any request for information or questions asked by the press, websites, radio or television should initially be referred to the Communications team.

- c) Officers may speak directly to the media with the agreement of the Communications team and after consultation with either the Leader of the Council, relevant Lead Member, Chief Executive or Director of the Council.
- d) All Council press releases will include contact details for the Communications Team.
- e) Press releases should be published on the Council website and removed or updated if they become out of date.
- f) If the Leader or Spokesperson of any Political Group wishes to issue a press statement in a group capacity, use may be made of Council facilities, e.g. typing, printing and distribution facilities, on a rechargeable basis by prior arrangements with the Chief Executive. Chief Officers may be requested only to provide factual information to assist in the preparation of such statements.
- g) The Chair of the Council has a special role in public relations and will reply on the appropriate headed notepaper, being guided by the Communications team who will collate responses from appropriate officers and will consult the Chief Executive when necessary. A copy of all such correspondence will be held on file.
- h) Council press releases reporting the work of the Chair of the Council must be approved by the Chair of Council before issue.

22. Website and Social Media

- a) Advice on use of social media is available on request from the Chief Executive. In particular, Members should note the following principles.
- b) Where a Member uses a social media account both as a Member and as an individual, Members should make it clear in which capacity they are posting. Members are expected to communicate politically. However, there is a difference between communicating on behalf of the Council and blogging as a private citizen. Online activity is subject to the Member Code of Conduct wherever a Member gives the impression that they are acting as a Councillor, whether or not the Member is in fact acting in an official capacity.
- c) Members should comply with the general principles of the Member Code of Conduct in what they publish and what they allow others to publish and in particular the following provisions of the Code:
 - Treat others with respect. Avoid personal attacks and disrespectful, rude or offensive comments.

- Comply with equality laws.
 - Refrain from publishing anything received in confidence.
 - Do not bring the Council, or your Councillor role into disrepute.
- d) The Council's social and news media are co-ordinated by the Communications team. Any major announcements made through these channels that have not been approved in press release form should be agreed with the Communications team and include consultation with the Council Leader and relevant Lead Member.
- e) The Council's websites will be checked regularly by the Communications team to ensure that all information is up to date.

23. Reporting elections

- a) The Council will comply with the Government's recommended Code of Practice on Local Government Publicity in regards to publicity restrictions prior to elections.
- b) Local media representatives will be invited to attend election counts. Media representatives must comply with all count rules and must be accompanied by a Council communications officer at all times.
- c) Filming, photography and audio recording are forbidden on the election count floor. The Communications team can arrange for photographs or filming to be made outside of the count floor or before or after the count. The Council may supply stock images to the media as an alternative.
- d) Media representatives may interview Members, Candidates, Agents and Council Officers on the count floor with their agreement, where this does not disrupt the count.
- e) Media representatives may publish on websites and social media direct from the count floor.
- f) Appropriate Purdah Guidance will be issued to all Members prior to the election period.

24. Correspondence

- a) Correspondence between Officers and Members should tend to be on a formal basis especially where the Officer is below Head of Service level. Casual conventions undermine the differentiation of roles and the absence of a recognised etiquette may tend to confuse less experienced Officers and Members.
- b) For example, if writing to a Member it should begin 'Dear Councillor'. Careful consideration in accordance with this Protocol should be given as to whether or not to copy the communication to anyone else and, if so, to whom. It should be readily apparent to all parties why and to whom any particular copy was sent. Special care is needed when dealing with Chairs, Spokespeople or Leaders.
- c) Inevitably email is less formal so even more care is needed about what is sent or forwarded and to whom, to ensure that this protocol is observed.
- d) Members may write to whoever appears to be the appropriate Officer but it is often better to write to the Chief Officer, especially if more than one department is involved

in a single problem. Chief Officers are responsible for ensuring that their staff send adequate replies but, if a Member directs a letter to a specific member of staff, it has to be accepted that the individual may only know part of a wider story and so unwittingly give misleading information.

- e) Members and officers must act at all times in a way which is compliant with the General Data Protection Regulation, the Data Protection Act 2018 and with associated legislation. This entails ensuring that all personal data which is processed by Councillors, either in their own capacity as data controllers or on the Council's behalf, is processed subject to relevant limitations and safeguards.
- f) It is an essential part of the etiquette towards Members that officers reply promptly and fully to Members' correspondence. Acknowledgements should be sent unless a full answer can be given within two weeks of receipt and full replies must be sent as soon as possible.
- g) Much correspondence from Members is in the form of details about a problem experienced by a (Ward) resident and/or a letter from the resident. In the majority of cases the reply should take the form of a letter to the resident, copied to the Member, and beginning 'I received an enquiry on your behalf on (date) from Councillor about'. Occasionally it will be more appropriate to write to the Member giving confidential details to permit a response.
- h) No Member should correspond with Council Tax payers, ratepayers or other groups, organisations or individuals on behalf of the Council. That is a job for officers. If a Member conducts such correspondence as an individual Councillor, it is important to ensure that the person receiving the letter is aware of that distinction. This is especially true if the Member holds a position as Leader of the Council, Lead Member, Chair, Vice-Chair or Spokesperson of a Committee as the public can be easily confused about status. Similar arrangements should apply to meetings.
- i) Any Member who considers they have a justifiable exception to this rule should obtain the agreement of the Chief Executive before writing.

25. Review

- a) The protocol should be operated with flexibility according to circumstances. The Group Leaders and the Chief Executive will periodically review the operation of these guidelines and are available to try to resolve problems which may arise in these areas from time to time.

26. What do you do if you have a concern

- a) Occasionally a relationship between a Councillor and an officer may break down or become strained. It is usually preferable to resolve this informally, but sometimes this may not be possible, and it is important for Councillors and officers to know how to pursue any complaint or grievance.
- b) If a Councillor wishes to complain about the actions of an officer, they should raise it with the relevant Chief Officer in the first instance. If the Councillor is not satisfied with the response, they may take the matter up with the Chief Executive. Where the complaint relates to the Chief Executive it should be raised with the Solicitor to the Council, in their capacity as the Council's Monitoring Officer.

- c) If an Officer has a grievance about the conduct of a Councillor, they should take the matter up with their Chief Officer. If the Officer is not satisfied with the response, they may take the matter up with the Solicitor to the Council. These provisions do not affect an officer's right to make a formal complaint under the Code of Conduct for Members.

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RECORD OF URGENT ACTION Under the Scheme of Delegation

Delegated to the Chief Executive, Director of Finance and Director of Community and Environmental Services (paragraph 8)

“To take such urgent action which is in the best interests of the Council where there is not time to convene the appropriate committee. Such action will be taken in consultation with the Group Leaders or Deputy Group Leaders”.

One form is to be completed for EACH decision and is to be kept centrally in the shared folder dated and given a decision number

These are to be reported to all members at least monthly by e-mail.

Details of Decision Required and Explanation of Urgency:

Reason the urgent decision cannot go through the Committee process

Officer Exercising Delegated Power (CE/DoF/DCES):

Date of Consultation and Method (e-mail, tel conference, meeting):

**Group Leader (Labour) or Named Deputy:
In agreement Y/N**

**Group Leader (Lib Dems) or Named Deputy:
In agreement Y/N**

**Group Leader (Conservatives) or Named Deputy:
In agreement Y/N**

Outcome:

Signed:

Dated:

Decision Number of

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LOG BOOK FOR MESSAGES, ACTIONS AND DECISIONS – CORONAVIRUS

Date (dd/mm/yyyy)	Time (24hr)	From (F) / To (T) (inc contact details)	Message / Actions (A) / Decisions (D) (with supporting rationale)	A / D
Page 162				

Signature _____

LOG BOOK FOR MESSAGES, ACTIONS AND DECISIONS – CORONAVIRUS

Date (dd/mm/yyyy)	Time (24hr)	From (F) / To (T) (inc contact details)	Message / Actions (A) / Decisions (D) (with supporting rationale)	A / D

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Signature _____

LOG BOOK FOR MESSAGES, ACTIONS AND DECISIONS – CORONAVIRUS

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Page 164				

Signature _____

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Date (dd/mm/yyyy)	Time (24hr)	From (F) / To (T) (inc contact details)	Message / Actions (A) / Decisions (D) (with supporting rationale)	A / D

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USEFUL CONTACTS

NAME	ORGANISATION	NUMBER

GLOSSARY OF ABBREVIATIONS

BEST PRACTICE NOTES

- A comprehensive log must be kept of information received, decisions made, reasoning behind those decisions and actions taken.
- All persons required to make decisions in an emergency incident are responsible for ensuring all the information leading to that decision being made is recorded in accord with best practice.

Your log must be C.I.A – Clear Intelligible Accurate

Relevant information should be recorded in this log book.	Record all dates, times, places and people concerned.
Write in permanent black ink. Write legibly.	Record facts. Do not record assumptions or opinions.
Write your log at the time, or as soon as practicable afterwards, whilst the event / conversation is still fresh in your mind.	Entries must be in chronological order. Late entries should be recorded, with the reason, as soon as possible.
Never erase an entry.	Cross out incorrect entries with a single line, so you can still see what is written underneath.
Do not leave blank spaces – rule through them.	Write in clear English. Do not use code or other abbreviations.
Make clear references to exhibits (maps, flip charts, faxes, hand written notes, etc) so it is clear what is being referred to.	Initial the end of each entry.
Draw a diagram if it will make things clearer.	Number each page of your log book (to prevent allegations of page removal/replacement).
If using abbreviations / initials, complete the glossary above.	Use a new log book for each incident.

A	ALPHA	N	NOVEMBER
B	BRAVO	O	OSCAR
C	CHARLIE	P	PAPA
D	DELTA	Q	QUEBEC
E	ECHO	R	ROMEO
F	FOXTROT	S	SIERRA
G	GOLF	T	TANGO
H	HOTEL	U	UNIFORM
I	INDIA	V	VICTOR
J	JULIET	W	WHISKEY
K	KILO	X	X-RAY
L	LIMA	Y	YANKEE
M	MIKE	Z	ZULU

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POLICY AND RESOURCES COMMITTEE – 24 JANUARY 2022

COUNCIL – 22 FEBRUARY 2022

PART I – NOT DELEGATED

11. COUNCIL/COMMITTEES/SUB-COMMITTEES RECORDINGS

(CED)

1. Summary

- 1.1 This report is being presented to the Committee with the recommendations of the Constitution sub-committee on the retention of audio meeting recordings and livestreaming recordings both past and in the future.
- 1.2 This follows Council's approval to livestream Part I business at Council/Committees and sub-committees at the meeting on 14 December 2021 subject to the installation of the required equipment.

2. Detail

- 2.1 Members will be aware that in April 2014 the Council changed its Governance arrangements (from Executive to Committee) and at this time agreed to record all Full Council meetings only with the recordings to be retained for 10 years. This is detailed in the Council Constitution under Part 4 – Access to Information Procedure Rules with details provided below:

Section 8 - Access to Minutes etc. after the Meeting

8.2 Recording of Meetings

The Council will make audio recordings of full Council meetings and such recordings to be maintained until the minutes have been approved at the next meeting

- 2.2 The recordings are stored on the network and the file size is nearly 6GB. There are currently no cost implications in retaining the files.
- 2.3 **The Regulations** (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 enabled Council/Committee meetings etc. to be held in a virtual format and enabled remote attendance. All the meetings held between 14 May 2020 and 6 May 2021 were livestreamed and all the recordings are currently available to view on the Council website.
- 2.4 Since 7 May 2021 we have had to hold physical meetings, as required by law, but have where possible made audio recordings of the meetings that are being held. There is no indication from government of any forthcoming legislation to permit a return to virtual meetings.
- 2.5 Following the making of the Regulations in April 2020 the Council provided a privacy notice on remote attendance at meetings which can be viewed using the link below:

<https://www.threerivers.gov.uk/egcl-page/privacy-notice>

- 2.6 The privacy notice provided details on how we would manage the data. It does not deal with the period for which the recording will be retained..
- 2.7 With regard to data protection, there appears to be little justification for retaining recordings of full Council meetings for 10 years, particularly where the recording contains personal data. All such recordings (with any necessary redaction for personal data) would be subject to FOI/EIR if not already in the public domain via the TRDC website. An image or a voice are both capable of being personal data that the Council has retained.
- 2.8 Some advantages/disadvantages of keeping the recordings were provided below for the sub-committee:

Advantages

- Members/Officers and members of the public are able to easily access the recording to see how a report/application/item of business was discussed.
- A recording may assist in clarifying a query in the minutes that does not immediately arise

Disadvantages

- Keeping the recordings duplicates the minutes and often leads to concern that the minutes are not detailed enough
- Storage of the recordings on the network system and on the website takes up a lot of file space
- A recording can be used to undermine approved minutes (which are by their nature not a verbatim record) depending on the viewpoint a particular Member, Applicant or member of the public wishes to advance post the event. In extreme cases, this could bring the Council into disrepute.

3. Options and Reasons for Recommendations

- 3.1 The recommendation presented to the Committee from the sub-committee for consideration is the retention of the recordings/livestreams for a period of either 1, 4, 5, 6 or 10 years but subject to the Monitoring Officer reviewing the guidance on the retention of recordings and to include the details in the report for the Committee to consider. Having carried out a review, the details and reasons are in legal implications, below. The recommendations arising are:
- 3.2 That recordings of the meetings of council and its committees (so far as they are open to the public) be made available on the council website for a period of 12 months from the date of the meeting.
- 3.3. Following which, recordings of the meetings of council and its committees be archived for a period of 6 years.
- 3.4. At the expiration of a period of 7 years following the date the recording was made, the recording be destroyed unless it is required to be retained for a longer retention period and this may include litigation or other legal proceedings or that the recording is of particular public interest.

- 3.5. That officers be authorised to update the Council's Document Retention Policy and Service Specific Privacy Notices accordingly.
- 3.6 That officers update the 'Committee Meetings' page of the Council's website to include a notice informing members of the public that meetings will be webcast and made available on the Council's website for a period of 12 months from the date of the meeting.
- 3.7 A one-year publication policy will allow members of the public to know how long the Council will make recordings available to the public at large and when the recordings will be taken down from the website.
- 3.8 An overall retention period of 7 years will allow for most legal challenges. During that retention period, the recordings would remain potentially subject to requests made under the Freedom of Information Act.

4. Financial Implications

- 4.1 There are currently no financial implications in retaining the files.

5. Legal Implications

- 5.1 The Council are required to take one paper copy of the agenda and reports to every public meeting held and are also required to retain a paper copy of all agenda and reports for 6 years. It retains a paper copy of all minutes which are bound every year. It has all minutes since the Council was established in 1974.
- 5.2 There is no statutory requirement to make recordings of meetings available to the public. Nevertheless, local authorities are increasingly choosing to webcast meetings on grounds of openness, transparency and accountability. However, there is no specific legal obligation to retain the recording of the meeting once the minutes have been agreed by the Annual/Full Council/Committee/Sub-Committee. Recordings will, from time to time, contain personal data.
- 5.3 Neither is there any specific guidance on retention/destruction periods for audio and/or video recordings of public meetings of Council or its Committees/sub-committees. It is suggested that the Council adopts a policy of balancing the privacy considerations of individuals against the public interest in having an accurate, open and accessible record of its decisions (and decision making process) as a public body.
- 5.4 Some Councils, such as HCC, publish the recordings for one year. Others, such as Camden, publish them for shorter periods, e.g. 6 months. Those publishing on YouTube tend to make recordings available for longer periods (typically, since the beginning of the pandemic in 2020, when Councils routinely began webcasting meetings). This may be more to do with server capacity. Other public bodies, such as central government and public inquiries held under the Inquiries Act 2005 retain recordings in perpetuity.

5 Equal Opportunities Implications

- 6.1 Relevance Test

Has a relevance test been completed for Equality Impact	Yes
---	-----

Did the relevance test conclude a full impact assessment was required? Data will now be gathered and a full assessment undertaken in 3 years' time.	No
--	----

7 Staffing Implications

- 7.1 Training is to be provided to staff once the new equipment to be able to livestream meetings and hold hybrid meetings is installed which officers understand is scheduled for the end of March. There will be additional time required by Committee Team staff before and after the meeting to organise the livestreaming.

8 Environmental Implications

- 8.1 Livestreaming meetings and holding hybrid meetings will reduced travel by Councillors (non-committee members), Parish Councillors, County Councillors, members of the public, external organisations and officers to attend meetings as the option to watch live from a computer would be provided therefore this would have a positive benefit to the Council's Climate Change Strategy.

9 Community Safety, Public Health Implications

- 9.1 None specific.

10 Customer Services Centre Implications

- 10.1 The Customer Service Centre will be provided with details on the new policy once agreed.

11 Communications and Website Implications

- 11.1 All livestreaming recordings would be available to view on the website for the duration agreed by Full Council.

12. Risk and Health & Safety Implications

- 12.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 12.2 The subject of this report is covered by the Legal and Committee service plans. Any risks resulting from this report will be included in the risk register and, if necessary, managed within these plan.

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
----------------	-------------	----------------------------	---	--

Livestreaming /Recordings can contain personal data. Information Commissioner Guidance is recordings should be retained for the minimum period necessary and only for reasons of lawful processing.	There are practical difficulties in deleting a part of a recording/live-streaming that has personal data in it and retaining the rest.	Delete once the minutes are approved	Treat	2
Retaining recordings for more than the time period for getting minutes approved.	Recordings would be retained for long periods of time which may contain personal data	Retain just until the minutes are approved	Treat	4

12.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- Remote	Low	High	Very High	Very High
	4	8	12	16
	Low	Medium	High	Very High
	3	6	9	12
	Low	Low	Medium	High
	2	4	6	8
	Low	Low	Low	Low
	1	2	3	4
	Impact			
	Low	----->		Unacceptable

Impact Score**Likelihood Score**

4 (Catastrophic)

4 (Very Likely (≥80%))

3 (Critical)

3 (Likely (21-79%))

2 (Significant)

2 (Unlikely (6-20%))

1 (Marginal)

1 (Remote (≤5%))

- 12.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

13. Recommendation

- 13.1 That the Committee consider the recommendations put forward by the sub-committee as set in Paragraph 3.1 to 3.8.

Report prepared by: Sarah Haythorpe, Principal Committee Manager

Data Quality

Data sources: Council Constitution

Data checked by: James Baldwin, Solicitor to the Council

1	Poor	
2	Sufficient	
3	High	x

Background Papers -

<https://www.threerivers.gov.uk/meeting/constitution-sub-committee-6-january-2022>

APPENDICES / ATTACHMENTS - none

POLICY AND RESOURCES COMMITTEE - 24 JANUARY 2022

PART I - DELEGATED

12. SHARED SERVICES (CEO)

1 Summary

- 1.1 This paper has been developed in the context of the Council's existing shared service initiatives, and the ambition across all Hertfordshire councils to build upon our collaborative foundations by exploring opportunities for greater sharing of services. This has led Three Rivers District Council (TRDC), Watford Borough Council (WBC) and St Albans City and District Council (SADC) to start to explore how we might work together on a number of shared services ideas with the purpose of providing efficient, resilient and high quality services to our residents.
- 1.2 TRDC and WBC already share a number of services and wish to build on this success, and widen the scope, creating resilience to meet the challenges ahead. While benefiting from a greater ability to deliver efficiencies through economies of scale, improved resilience, increased capacity, revenue generation and greater opportunity to re-design services to meet the future needs of residents. SADC is also open to exploring a number of opportunities for collaboration.
- 1.3 This report recommends the continuation of these investigations relating to shared services and that specific proposals be developed to allow more resilient and financially sustainable services whilst seeking to improve the service for customers and to embrace further opportunities for commercialisation.
- 1.4 This builds upon the existing shared services model between TRDC and WBC which includes Human Resources, IT, Finance, Procurement, Environmental Health and Revenues and Benefits services.

2 Shared Services – Background and Principles

- 2.1 Shared services involves joint provision of either front or back office services between local authorities. They are underpinned by a Shared Services Agreement rather than the procurement of contracted services. The use of shared services is common amongst district councils and is often used to deliver services to facilitate resilience as it provides strength in scale with flexibility to adapt. The principles of sharing have been agreed between the three councils and will underpin the development of the shared services business cases. The principles of sharing that would underpin the development of any shared services business cases include:
 - Seeing each other as natural neighbours with common interests geographically, economically and environmentally. By working together we will create a culture of collaboration and become stronger, and more influential, locally, regionally, and nationally
 - Taking an approach which is strategic in intent and will position the councils collectively in the best way to support and consolidate our intent
 - Retaining each council's own constitution and identities
 - Ensuring no one council will be more influential than the other

- Seeking new collective opportunities but with no obligation to participate
- Agreeing principles for levelling up and devolution in a joined-up way
- Building resilience into existing services through scale efficiencies driven by further service sharing, contract consolidation and sharing of staff
- Strengthening finances more widely through income generating opportunities
- Sharing an ambition to extend collaboration and horizon scan for new opportunities

2.2 The objectives for the recommended shared services are set out below:

- Transform services – to develop transformed, digitally enabled, proactive, solution focused and cost effective services which will deliver a better customer experience for all customers and better value for money for all three councils
- Best practice service improvements - to allow for the sharing of best practice in service processes to improve the service for residents, customers and businesses and have a consistent approach across the geographical area
- Build resilience – to develop services which have a greater depth and breadth of resource to maintain high quality service delivery as workloads peak and during periods of staff absence, including annual leave and sickness
- Provide staff development opportunities – to provide greater opportunity for staff progression, skills transfer and job satisfaction, allowing the councils to attract and retain experienced staff in a challenging recruitment market
- Achieve financial savings – although not a primary driver, to reduce the overall revenue cost of services or drive more commercial opportunities.

3 Services being considered for inclusion in a shared service

3.1 The following services are being considered for sharing:

- Legal services
- Procurement
- Emergency planning

3.2 Officers are assisting in developing business cases to establish the viability of each of the recommended services. Further investigation and consultation is required with, and by, each of the councils before firm recommendations can be made.

4 Next Steps

- 4.1 For officers to continue to develop the proposals outlined above to enable a detailed report to come back to the Policy and Resources Committee with the intention that an initial phase of implementation takes place between April and September 2022 as noted above. Further collaboration may take place in due course.

5 Options and Reasons for Recommendations

- 5.1 The following different potential options for delivery have been considered:

Delivery model	Key features	Key advantages	Key disadvantages
Option 1 – Do Nothing	Continue to provide in-house	<ul style="list-style-type: none"> Minimal disruption Existing management approach and structures can be maintained 	<ul style="list-style-type: none"> No opportunity for scale improvements Service more at risk from external factors
Option 2 - Shared Service	Shared Services Agreement, with services either shared across each council or with one lead council as host	<ul style="list-style-type: none"> Services remain in direct/close control of the councils 	<ul style="list-style-type: none"> Opportunity for savings more limited than more arm's length models as the services remain within direct control
Option 3 - Local Authority Trading Company (LATC)	Commercial company set up with both councils as shareholders. Staff would transfer to the company which would contract with the councils to deliver services	<ul style="list-style-type: none"> Councils retain strategic control Company has freedoms to act in a commercial setting to generate revenues Company has freedoms to set its own staff terms and conditions 	<ul style="list-style-type: none"> Entails significant resource to set up and once set up is liable to tax therefore only suitable if a strong revenue generating opportunity exists Regulatory issues setting up such a company for Legal Services
Option 4 - Outsource	The councils let a contract to a third party (public or private sector) provider to run the service	<ul style="list-style-type: none"> More opportunity to reduce costs Risk transferred to a third party 	<ul style="list-style-type: none"> Councils do not have direct control Contract management may be challenging

5.2 The councils are considering Option 2, a shared service delivery model for all the services under consideration as it creates the greatest opportunity to move to a more collaborative way of working and to realise both financial and non-financial benefits.

6 Policy/Budget Reference and Implications

6.1 The recommendations in this report are set out in Part 2 – Article 6 of the Council's Constitution. .

7 Financial

7.1 The Shared Director of Finance comments that at present there are no completed business cases so the impact on TRDC's finances is yet to be established. The detail of the financial impact on individual services will be set out as part of individual business cases and agreed as part of the normal budget process.

8 Equalities

8.1 Under s149 (1) of the Equality Act the council must have due regard, in the exercise of its functions, to the need to –

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them
- foster good relations between persons who share relevant protected characteristics and persons who do not share them.

8.2 In order to fulfil our duties under the Equality Act 2010 and the Council's commitment to equality and diversity, each business case will have an EIA. In the preparation of as part of the normal budget process this report an EIA has been completed and the main conclusions of that analysis are that each shared service would provide an enhanced and more resilient service for the residents of Watford and St Albans (and Three Rivers in respect of Legal) with no indication of negative impacts on those with protected characteristics.

8.3 As this is a new policy / change to an existing policy / change in service delivery involving processing it is likely to result in a high risk to the rights and freedoms of individuals, a Data Protection Impact Assessment (DPIA) will be undertaken as part of the next stage of work to review the IT requirements for each service.

9 Staffing

9.1 There will be an impact on staff as a result of these proposals should they proceed. TUPE provisions will apply when staff are moved from their current council to whichever council is determined to be the lead authority. However, the intention is to minimise any potential redundancies. A joint HR Plan will be required between the relevant councils in respect of formal consultation with staff and Union representatives.

9.2 All staff impacted by the proposals outlined within this paper have been briefed on the context, as have the Union representatives. Formal consultation will follow in due course at the appropriate time

10 Community Safety, Public Health, Customer Services Centre and Communications and Website implications.

10.1 None specific.

11 Legal Implications

11.1 The Solicitor to the Council comments that the Policy and Resources Committee has responsibility for Shared Services under Part 2, Article 6 of the Constitution. It is therefore recommended that once detailed business cases are developed any final proposals to proceed with the recommended services are presented to this Committee for approval. If approved the arrangements will be documented in a shared services agreement between the respective Councils.

12 Risk Management

12.1 The Risk Management implications are shown below:

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Staff unease, leading to loss of key staff members and loss of resilience /corporate memory	This may impact on the quality of the service	Continue to communicate with staff and emphasise the benefits to all councils and them of the new shared service	Treat	Likelihood = 3 Severity = 3 Total risk = 9
Transformational change does not happen	Efficiencies and wider benefits are not realised	Bring in a new Shared Services Managers / Leads to each service instigate change combined with a programme of activity to move towards new ways of working	Treat	Likelihood = 2 Severity = 4 Total risk = 8
IT issues with data migration	This may impact on the quality of service if historical data records from the councils cannot be loaded or easily accessed by all staff in the service when shared service starts It may also increase the cost	Ensure there is a plan in place as a back up Regular communication with the IT consultants to monitor the costs and issues relating to the data migration	Treat	Likelihood = 3 Severity = 4 Total risk = 12

	of the shared service if there are issues with the data migration which require additional support			
Political risk of a change of direction for shared services due to members dissatisfaction with proposals	This will mean the service will not be able to progress as a shared service	Regular updating of leaders and members and temperature checks of their views. Member reporting to emphasise the benefits of the shared service	Treat	Likelihood = 3 Severity = 4 Total risk = 12
One of councils decides to withdraw from the shared service	For two of the recommended services this would mean the shared service ceased. For the other the benefits of the shared service will be significantly lessened and could make it unviable	Regular review through the governance arrangements.	Treat	Likelihood = 2 Severity = 4 Total risk = 8
Financial and non financial benefits not realised	This will mean that the service will cost more than was originally planned in the business case	Constantly review the emerging financial benefits from the shared service and raise with senior management if these are not going to be delivered.	Tolerate and keep under review	Likelihood = 2 Severity = 3 Total risk = 6
Dependent projects do not happen or are slower than planned to happen	This will mean that the project may miss its deadlines or not achieve the benefits that it had originally planned	Liaise regularly with the associated projects	Treat	Likelihood = 2 Severity = 4 Total risk = 8

13 Environmental Considerations

- 13.1 The Councils all have or are moving towards flexible working environments which will help to minimise travel and will help contribute towards the Climate Change agenda.

14 Health and Safety

- 14.1 None specific.

15 Recommendation

- 15.1 That the Policy and Resources Committee is asked:
- 15.2 To agree that officers should continue to develop business cases for the initial range of shared services comprising Legal, Procurement and Emergency Planning with the intention that these are implemented between April and September 2022.
- 15.3 To agree that specific proposals supported by business cases and associated staff communications plans, are to be brought to Policy and Resources for agreement when discussions with neighbouring authorities have concluded.

Report prepared by: Joanne Wagstaffe, Chief Executive Officer.

Data Quality

Data sources: not applicable.

Background Papers

The Council's Constitution: Part 2 – Articles of the Constitution

APPENDICES / ATTACHMENTS

None

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POLICY AND RESOURCES COMMITTEE 24 JANUARY 2022

PART I – NOT DELEGATED

9. CIL SPENDING APPLICATIONS (DCES)

1 Summary

1.1 The report seeks to allocate a total of £1,623,574 of CIL funding to local infrastructure projects to support growth in Three Rivers.

2 Details

2.1 Three Rivers became a Community Infrastructure Charging Authority on 1 April 2015. CIL is the main way in which the Council now collects contributions from developers for infrastructure provision to support development in the area.

2.2 The Council has the responsibility for spending the CIL on infrastructure needed to support the development of the area, it is primarily a tool to support capital infrastructure. The Council has the opportunity to choose what infrastructure is prioritised in order to support development.

2.3 Since the introduction of the CIL Charging Schedule in April 2015 a total of £7,368,534 has been collected.

2.4 The CIL monies collected are divided into three pots – Main CIL Pot (80%) Neighbourhood Pot (15%) and the remaining 5% set aside for the administration and the Exacom software costs to support the CIL in line with the CIL Regulations.

2.5 This report relates only to the Main CIL Pot which, as of 16 December 2021, amounts to £5,888,061.

2.6 Whilst this is a substantial amount, CIL does not generate enough funds to cover the whole cost of infrastructure needed to support planned development, as such there will be competing demands on the Main Pot from infrastructure providers who used to rely on S106 developer contributions (such as Hertfordshire County Council, NHS and TRDC etc.) going forward.

2.7 What can CIL be spent on?

2.8 Regulation 59 of the CIL Regulations states:

(1) A charging authority **must** apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure *to support the development of its area, and*

(2) A charging authority **may** apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure outside its area where to do so *would support the development of its area.*

2.9 The definition of infrastructure in relation to CIL is set out in section 216(2) of the Planning Act 2008 (as amended by regulation 63 of the Community Infrastructure Levy Regulations);

a) roads and other transport facilities,

- b) flood defences,
- c) schools and other educational facilities,
- d) medical facilities,
- e) sporting and recreational facilities, and
- f) open spaces

2.10 The Infrastructure List¹ sets out the types of infrastructure that the Council intends will be, or may be, wholly or partly funded by CIL.

- Education
- Strategic and local transport proposals
- Publicly accessible leisure facilities,
- Open Space Provision (including, children play areas and outdoor/indoor sports and leisure facilities, allotments)
- Health Care Facilities
- Other Social and Community Facilities including: - community halls, youth facilities, library services
- Emergency Services

2.11 The inclusion of a project or type of infrastructure on the Infrastructure List does not signify a commitment from the Council to fund (either whole or in part) the listed project or type of infrastructure.

2.12 The levy cannot be used to fund affordable housing or for any on-going or revenue spend (such as consultancy fees, viability/feasibility studies, staff costs etc.) relating to the provision of infrastructure.

3 Applications for CIL Funds

3.1 We have received three applications for CIL funds from infrastructure providers. The table below provides a brief summary with the full details contained in Appendices 1 to 3 to this report:

Table 1.

Applicant & Project Name	Infrastructure	Total Cost	Additional Funding	CIL Amount	Year funds required
TRDC Leisure Team Denham Way Play Area/ Maple Cross Playing Fields (Appendix 1)	New play area Community pavilion, 3 floodlight tennis courts Outdoor fitness zone MUGA Playing pitch improvements	£457,000	HS2 £75,000 (Sought) Football Foundation £25,000 (Sought) LTA £10,000 (Sought)	£347,000	2022/2023

¹ Infrastructure List was the Regulation 123 List adopted by the Council but now replaced by the Annual Infrastructure Funding Statement as a result of changes to the CIL Regulations. The Annual Infrastructure Funding Statement is published in December each year on the Council's web site <https://www.threerivers.gov.uk/egcl-page/cil-reports>

	Access pathways Seating formal garden				
TRDC Leisure Team South Oxhey Playing Fields (Appendix 2)	Tennis Courts AGP Basketball Court Skate/BMX Park Outdoor Gym Pathways	£375,000		£375,000	2022/2023
HCC Breakspeare School (Appendix 3)	Expansion and relocation of SEND school	Unknown	Dept of Education £3,818,000 (secured) HCC School Repairs & Maintenance Budget £1,000,000 (Secured) S106 £758,139 (Secured) CIL from Hertsmere, Dacorum and Watford Councils £4,910,954 (Sought) HCC Capital Borrowing – up to £17.9m (if required to cover shortfall) (Sought)	£901,574	2022/2023.

3.2 An assessment of the applications has been undertaken by the Community Infrastructure Officer and the Head of Planning Policy & Projects to determine whether the applications meet the definition of ‘infrastructure’, meet the requirement to ‘support the development’ of the area and are included on the Infrastructure List. The assessment is contained in Section H of the applications in Appendices 1 – 3.

3.3 In summary, the assessment determined that all three applications meet the above requirements.

3.4 Next Steps

3.5 As the CIL Charging Authority it is for the Council to decide how to spend the CIL Main Pot.

3.6 A decision needs to be made as to whether CIL funds are allocated to these infrastructure projects and, if so, the amount to be allocated.

3.7 Where funding is agreed, the infrastructure provider will be expected to provide information until the scheme has been completed and all CIL funding has been spent. As a minimum, an annual report will need to provide information on the progress of each scheme that funding has been allocated to. A requirement to submit this information will form part of the agreement that the successful applicant is required to sign between themselves and Three Rivers District Council.

3.8 If an applicant does not spend CIL money within five years of receipt or does not spend it as agreed then the Council may require the applicant to repay some or all of those funds.

3.9 Details about planning obligation receipts and anticipated expenditure in relation to CIL and S106 is published in the Infrastructure Funding Statement by the 31 December each year in accordance with Regulation 121A of the CIL Regulations.

4 Future CIL Income

4.1 Between 1 July 2019 and 17 December 2021, liability notices for a potential value of £ 3,052,017.00 have been issued. These notices are raised following the grant of planning permission and set out what the liable charge would be should work on the development start and no exemptions are applied. The realisation of the remainder of these monies is therefore totally dependent on a developer implementing their planning permission and not benefiting from any exemptions. It is common to have multiple planning permissions on a site, for a permission not to be implemented and exemptions to be granted (mainly for self-build). This figure, while informative, should not therefore be treated as guaranteed future income.

4.2 Where a demand notice has been issued, this means that development has commenced and that CIL is now due for payment. The council's CIL instalment policy allows developers fixed timescales at 60, 120 and 360 days (post-commencement) to pay the amount due. The number of instalments available is dependent on the total amount of CIL due, with higher CIL charges allowing for more time to pay. A further £307,481.00 is due to be collected over the next year on developments that have already commenced. Further demand notices may also be issued if other developments commence.

5 Options and Reasons for Recommendations

5.1 To ensure the delivery of important community infrastructure to support growth and development.

6 Policy/Budget Reference and Implications

6.1 The recommendations in this report are within the Council's agreed policy and budgets. The relevant policy is entitled Community Infrastructure Funding Statement and was agreed on 24 February 2015.

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

7.1 None specific.

8 Financial Implications

8.1 The commitment of CIL funds of £1,623,574 will leave a balance of £4,264,487 in the CIL Main Pot for infrastructure projects going forward.

8.2 The CIL funds committed in relation to the South Oxhey Playing Fields and Denham Way Play Area/Maple Cross Playing Fields will mean that £722,000 will not need to be committed from the Capital Budget in future years to deliver the infrastructure.

9 Legal Implications

9.1 The legislation governing the development, adoption and administration of a Community Infrastructure Levy (CIL) is contained within the Planning Act (2008) and the Community Infrastructure Levy Regulations 2010 (as amended).

10 Risk and Health & Safety Implications

- 10.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 10.2 The subject of this report is covered by the Economic and Sustainable Development Service. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Failure to progress/manage and maintain Community Infrastructure Levy income and expenditure.	Council could be challenged on CIL expenditure	Governance Arrangements	Tolerate	4

- 10.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ Remote	Low	High	Very High	Very High
	4	8	12	16
	Low	Medium	High	Very High
	3	6	9	12
	Low	Low	Medium	High
	2	4	6	8
	Low	Low	Low	Low
	1	2	3	4
	Impact			
	Low	-----▶		Unacceptable

Impact Score

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

- 10.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

11 Recommendation

- 11.1 That Members approve CIL funding for the following schemes detailed in Table 1 of this report and summarised in the table below for 2022/2023:

Applicant & Project Name	Infrastructure	CIL Amount
TRDC Leisure Team Denham Way Play Area/ Maple Cross Playing Fields (Appendix 1)	New play area Community pavilion, 3 floodlight tennis courts Outdoor fitness zone MUGA Playing pitch improvements Access pathways Seating formal garden	£347,000
TRDC Leisure Team South Oxhey Playing Fields (Appendix 2)	Tennis Courts AGP Basketball Court Skate/BMX Park Outdoor Gym Pathways	£375,000
HCC Breakspeare School (Appendix 3)	Expansion and relocation of SEND school	£901,574

Report prepared by: Claire May, Head of Planning Policy and Projects

Data Quality

Data sources: Exacom (Planning Obligations Software)

Data checked by: Debbie Wilson, CIL Officer

1	Poor	
2	Sufficient	
3	High	X

Background Papers

The Community Infrastructure Regulations (2010) (As amended)
<https://www.legislation.gov.uk/ukdsi/2010/9780111492390/contents>

Section 216(2) of the Planning Act 2008 (as amended by regulation 63 of the Community Infrastructure Levy Regulations);

Infrastructure Funding Statement <https://www.threerivers.gov.uk/egcl-page/cil-reports>

Guidance provided by the Department for Levelling Up, Housing and Communities and Ministry of Housing, Communities & Local Government

<https://www.gov.uk/guidance/community-infrastructure-levy#spending-the-levy>

APPENDICES

Appendix 1 Denham Way Play Area/ Maple Cross Playing Fields

Appendix 2 South Oxhey Playing Fields

Appendix 3 Breakspeare School

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APPENDIX 1 Denham Way Play Area and Maple Cross Playing Fields COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

Project Overview																	
Project Title	Denham Way Playing Fields Refurbishment of Outdoor Leisure Facilities																
Summary of the project proposal	<p>Denham Way Play Area is due for refurbishment. There have been a number of recent provision surveys such as the Open Space, Sport And Recreational Facilities Assessment, the Playing Pitch Strategy and Local Football Facility Plans that have all contributed to the provision requirements of the Local Plan.</p> <p>The annual RPII inspections of the existing Tennis Courts show that they are due to go end of life within 5 – 10 years so will need to be replaced. There is an onsite tennis club, Get Set Tennis, which is for people with a disability who have noted access issues to the site and courts.</p> <p>With this in mind, Officers are looking to refurbish the all the facilities at Denham Way Playing Fields to better suit the growing population, based on the provision surveys and public consultation, to accommodate the needs of the tennis club and to provide an income from the improved site facilities.</p> <p>Refurbishment works would include:</p> <ul style="list-style-type: none"> • New play area • Community pavilion, • 3 floodlight tennis courts • Outdoor fitness zone • Multi-use games-area (MUGA) • Playing pitch improvements • Access pathways around the site • Seating around the site • Biodiversity work including a formal garden, rewilding, tree planting 																
Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 30%;">Phase Plan</th> <th style="width: 10%;">Phase</th> <th style="width: 60%;">Cost</th> </tr> </thead> <tbody> <tr> <td>Play Area</td> <td style="text-align: center;">1</td> <td style="text-align: right;">£100,000</td> </tr> <tr> <td>Tennis Courts</td> <td style="text-align: center;">1</td> <td style="text-align: right;">£135,000</td> </tr> <tr> <td>Gym</td> <td style="text-align: center;">1</td> <td style="text-align: right;">£27,000</td> </tr> <tr> <td>MUGA</td> <td style="text-align: center;">2</td> <td style="text-align: right;">£45,000</td> </tr> </tbody> </table>		Phase Plan	Phase	Cost	Play Area	1	£100,000	Tennis Courts	1	£135,000	Gym	1	£27,000	MUGA	2	£45,000
Phase Plan	Phase	Cost															
Play Area	1	£100,000															
Tennis Courts	1	£135,000															
Gym	1	£27,000															
MUGA	2	£45,000															

	Walkways	2	£35,000	Estimated full cost is £427,000			
	Pavilion	2	£75,000				
	Green Spaces/Garden	2	£10,000				
	Car Parking	3	TBC				
	Estimated full cost is £427,000						
Full address of project location	Denham Way, Maple Cross, Rickmansworth WD3 9SP, United Kingdom						
Project partner (if applicable)	<p>Key stakeholders in this project are the TRDC Ward Councillors, County Councillor, Leader of the Council and the Lead Member for Leisure who are supportive of this approach to facility refurbishment.</p> <p>Onsite stakeholders are the existing tennis club - Get Set 4 Tennis.</p> <p>Funding and consultation partners are currently noted as Herts FA, Football Foundation, Sport England, Lawn Tennis Association (LTA) and Basketball England and funding advice has already been sought from the LTA and Herts FA and the Football Foundation. HS2 have been consulted as a funding partner through Groundworks and expressed keen interest in TRDC submitting a funding application due to the proximity of the HS2 South Portal site and its impact on the local community.</p>						
Strategic Case							
How does the project help address the demands of development in the area. What evidence is there to support this?	<p>As this area is a LSOA and previous plans note a lack of local leisure facilities, this project would look to readdress the balance health inequalities in line with the current and expected housing growth in the area.</p> <p>This will increase the accessibility to leisure facilities which match the current community need.</p>						
Do you have planning permission in place to carry out the works? If so, please provide the application number	No, will be required.						

<p>Why is CIL funding being sought and who are the likely beneficiaries of the project?</p>	<p>There have been a number of recent provision surveys such as the Open Space, Sport And Recreational Facilities Assessment, the Playing Pitch Strategy and Local Football Facility Plans that have all contributed to the provision requirements of the Local Plan.</p> <p>The annual RPII inspections of the existing Tennis Courts show that they are due to go end of life within 5 – 10 years so will need to be replaced. There is an onsite tennis club, Get Set Tennis, which is for people with a disability who have noted access issues to the site and courts.</p> <p>With this in mind, Officers are looking to refurbish the all the facilities at Denham Way Playing Fields to better suit the growing population, based on the provision surveys and public consultation, to accommodate the needs of the tennis club and to provide an income from the improved site facilities.</p> <p>CIL funding is being sought to support these infrastructure works and increase the provision of leisure facilities to support population growth according the growth noted in recent reports and to help address the needs of the local community as a LSOA with noted health inequalities by increasing access to facilities promoting physical activity.</p> <p>Aside from the local community being direct beneficiaries of this proposal, other direct beneficiaries of these works will be the Get Set 4 Tennis Club and members, local football clubs and personal trainers using the site for group exercise classes/instructors.</p> <p>The works will also mean that TRDC will be able to use the site to deliver more physical health and wellbeing sessions directly to the local community both outside and inside a community building, to again address health inequalities.</p>
<p>Would the community support the project?</p>	<p>Current public consultation results indicate that the public are supportive of the proposals and are engaged in the project. As mentioned above, this project also has support from Councillors, the onsite Get Set 4 Tennis Club, the LTA, Herts FA and HS2.</p>
<p>Would the project lead to any income generation?</p>	<p>It is anticipated that there would be income generation from both the inside and outside proposed leisure facilities refurbishments as:</p> <ul style="list-style-type: none"> • Long-term lease of pavilion • Football pitch hire • Outdoor fitness zone hire (PTs) • Tennis court hire

Financial information

Please show in the table below the amount of CIL funding being sought and any other contributions that may have been allocated for this scheme

	Amount	Detail
Please indicate total cost of project	£457,000	

Please provide a detailed breakdown of the costs for the project	Denham Way Playing Fields - Phasing and cost plan		The details of the estimated costs of the proposed works have been worked on by obtaining quotes. Car parking is noted a facility that could be explored in the future, but is not costed out as part of these proposals for CIL funding as further works would need to take place with the Senior Transport Planner and further public consultation.	
	Phase Plan	Phase		Cost
	Play Area	1		£100,000
	Tennis Courts	1		£135,000
	Gym	1		£27,000
	MUGA	2		£45,000
	Walkways	2		£35,000
	Pavilion	2		£75,000
	Green Spaces/Garden	2		£10,000
	Car Parking	3		TBC
PM fees/Planning app/Operator signs etc	pre works	£30,000		

Please provide a detailed summary of the total CIL funding required, including phasing			It is anticipated that the CIL funding would be required in phase one of the project to enable the works to start, prepare more detailed plans for phase two and used as leverage to secure the funding from other partners.
	£457,000.00	Total cost of works	
	£25,000.00	Herts FA to be agreed	
	£10,000.00	LTA to be agreed	
	£75,000.00	HS2 to be agreed	
	£347,000.00	CIL requirement	

How much funding does the project currently have?	Nil
---	-----

Are there any revenue costs (i.e. day-today running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?	Within grounds maintenance budget for both current and future maintenance.	No health and wellbeing activities are being run at this site currently, but a development plan will be put in place and this is funded from the Leisure Revenue budgets.
--	--	---

Please indicate in the table below the source of additional funding that has been secured/ is being sought.

Source	Amount	Conditions Attached	Use by Date	Funding Confirmed
HS2	£75,000	None	None	No
Football Foundation	£25,000	None	None	No
LTA	£10,000	None	None	No

Does the CIL funding help secure the release of additional funding?	Yes	X
	No	

Delivery Timescales

What is the delivery timescale for the project?
 Delivery of the project is anticipated to be phased as per the below plan. It is anticipated that this project will commence works in April 2022. Pre works on planning application, obtaining a PM & PD to comply with CDM Regs, more detailed plans for the pavilion refurbishment and additional funding bids to be written.

Denham Way Playing Fields - Phasing and cost plan

Phase Plan	Phase	Cost
Play Area	1	£100,000
Tennis Courts	1	£135,000
Gym	1	£27,000
MUGA	2	£45,000
Walkways	2	£35,000
Pavilion	2	£75,000
Green Spaces/Garden	2	£10,000
Car Parking	3	TBC
PM fees/Planning app/Operator signs etc	pre works	£30,000

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Additional Information

5. Are there any additional information that may support the application?

- Local plan details
- Open Space, Sport And Recreational Facilities Assessment
- Playing Pitch Strategy and Local Football Facility Plans
- Background to works
- Consultation with members
- Contributing to biodiversity plans

Improved facilities will support the outputs of the above plans and it is planned to submit this area for Green Flag status using the improved facilities and rewilding as a basis for a much improved open space for the local community. Improved access paths around the site will increase accessibility for those who use mobility aids and provide a much need safe space for children and young people to learn to ride their bikes/scooters.

It will also offset the disruption caused to the local community from the very close HS2 South Portal site development works.

These plans will actively contribute to biodiversity plans through rewilding and planting in specific areas, significantly increasing the biodiversity net gain.

The new and enhanced facilities will also support and future proof against new developments expected in the locality.

The development includes potential provision for a community building which will greatly increase accessibility to health and wellbeing activities.

Officer Comments/Recommendation December 2021

Regulation 59 (1) of the CIL Regulations state that CIL can be spent on the provision, improvement, replacement, operation or maintenance of infrastructure/ to increase the capacity of existing infrastructure or to repair failing infrastructure if that is necessary to support development.

The Regulation 123 List (which was approved by Council following the independent examination of the CIL Charging Schedule) sets out the types of infrastructure that CIL will be spent on and includes open spaces and play areas. Although the Regulation 123 List was superseded (in 2020) by the Infrastructure Funding Statement it still provides the Council's approach.

The most up to date Open Space Sport and Recreation Study (OSSR) 2018 identifies Denham Way Play Area (which is within the Maple Cross Playing Fields) as an area that needs improving. The relevant section of the OSSR states at Table 7.2 that Denham Way play area's quality score was 61.5% which was below the quality thresholds. The low quality score can be attributed to a lack of ancillary features, equipment or improvements being required. The OSSR (2018) is part of the evidence for the Local Plan which identifies areas for improvement/provision to support development in the District.

The OSSR (2018) also identified the Maple Cross Playing Fields as being just above the low quality threshold, the playing pitches as being poor quality and the tennis courts as Good Quality (with the acknowledgement that they would likely need replacing within 5 – 10 years (so refurbishment at an early stage will prolong the life). The previous OSSR (2011) that supports the current Local Plan recommended Access improvements to existing open spaces throughout the District and therefore any improvements to accessibility would also qualify.

The Regulation 123 List (although now superseded) indicates that CIL monies can be spent on public accessible leisure facilities (which can include pavilions) as long as there is a need resulting from development in the area. It is recognised that substantial development is planned for Maple Cross/Mill End area so this also qualifies.

Recommendation:

The total cost of the project is stated as being £457,000 but includes £30,000 for PM fees/Planning app/Operator signs etc which are not eligible for CIL funding. There are other funding streams that will contribute to the overall costs and CIL monies will be required to be used as leverage, to secure the funding from other partners. The infrastructure meets the legal definition and new/improved facilities relate to the development of the area.

CIL monies of £347,000.00 can be used for the following

- New play area
- Community pavilion,
- 3 floodlight tennis courts
- Outdoor fitness zone
- Multi-use games-area (MUGA)
- Playing pitch improvements
- Access pathways around the site
- Seating around the site
- Biodiversity work including a formal garden, rewilding, tree planting

APPENDIX 2 South Oxhey Playing Fields

COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

Project Overview															
Project Title	South Oxhey Playing Fields														
Summary of the project proposal	The refurbishment of existing and installation of new facilities to South Oxhey Playing Fields to include works on Tennis Courts, Artificial Grass Pitch (AGP), Basketball Court, Skate Park/BMX track and Outdoor Gym. Additional works include enhanced pathways and improved entrances, new seating and biodiversity improvements.														
Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Tennis Courts</td> <td style="text-align: right;">75,000</td> </tr> <tr> <td>AGP</td> <td style="text-align: right;">100,000</td> </tr> <tr> <td>Basketball Court</td> <td style="text-align: right;">50,000</td> </tr> <tr> <td>Skate/BMX Park</td> <td style="text-align: right;">100,000</td> </tr> <tr> <td>Outdoor Gym</td> <td style="text-align: right;">25,000</td> </tr> <tr> <td>Pathways/Other</td> <td style="text-align: right;">25,000</td> </tr> <tr> <td colspan="2">Total project cost approx. £375,000.</td> </tr> </table>	Tennis Courts	75,000	AGP	100,000	Basketball Court	50,000	Skate/BMX Park	100,000	Outdoor Gym	25,000	Pathways/Other	25,000	Total project cost approx. £375,000.	
Tennis Courts	75,000														
AGP	100,000														
Basketball Court	50,000														
Skate/BMX Park	100,000														
Outdoor Gym	25,000														
Pathways/Other	25,000														
Total project cost approx. £375,000.															
Full address of project location	South Oxhey Playing Fields, Green Lane, South Oxhey, WD19 4LT														
Project partner (if applicable)	Partners engaged with the project include South Oxhey Ward Councillors, Lead Member for Leisure, South Oxhey Sea Scouts, Pavilion Bowls Club, South Oxhey Boxing Club, Herts FA, Football Foundation, Oxhey Jets, Lawn Tennis Association (LTA), Skateboard England, British Cycling, Basketball England														
Strategic Case															
How does the project help address the demands of development in the area. What evidence is there to support this?	<p>The South Oxhey locality has seen exceptional growth in housing over the last 5 years through the South Oxhey Regeneration Project with 659 new homes and commercial space. A pre-app for further development of up to 120 dwellings has been submitted for land adjacent to the site.</p> <p>Supporting evidence is in the 2019 Three Rivers Playing Pitch Audit and Three Rivers Local Football Facility Plan which identify the facilities as of poor standard.</p>														

<p>Do you have planning permission in place to carry out the works? If so, please provide the application number</p>	<p>No. Planning permission will be required. We expect to submit a planning application from April 2022.</p>
<p>Why is CIL funding being sought and who are the likely beneficiaries of the project?</p>	<p>The facilities in South Oxhey Playing Fields are in a state of disrepair. The sport facilities are worn down, old and unsafe to continue running leisure activities on the sites. Fencing has multiple holes in, the AGP surface has hole in it and the Tennis Court surface is crumbling making it a slip hazard. Due to the overall poor condition of facilities on the site they receive limited community use.</p> <p>Redevelopment would provide a good opportunity for informal and recreational sport for the local community and provide opportunities for recreational programming from the Three Rivers Leisure Team.</p> <p>South Oxhey scores highest on the IMD charts for Three Rivers. New and improved facilities will help address some of the Health Inequalities experienced in the area.</p> <p>Beneficiaries include local residents (population 7,946), youth and adult football clubs (playing pitch hirers), South Oxhey Sea Scouts (existing site user), Pavilion Bowls Club (existing site user).</p>
<p>Would the community support the project?</p>	<p>Local ward councillors and lead member are supportive of the project. Community consultation will take place in Jan-Mar 2022 to gather feedback, support and shape delivery.</p>
<p>Would the project lead to any income generation?</p>	<p>Yes. Income will be generated from hire of the tennis courts, AGP, MUGA and Outdoor fitness zone to sports clubs, community groups and personal trainers/group exercise instructors.</p>

Financial information

Please show in the table below the amount of CIL funding being sought and any other contributions that may have been allocated for this scheme

	Amount	Detail
Please indicate total cost of project	£375,000	
Please provide a detailed breakdown of the costs for the project	<p>Tennis Courts 75,000</p> <p>AGP 100,000</p> <p>Basketball Court 50,000</p> <p>Skate/BMX Park 100,000</p> <p>Outdoor Gym 25,000</p>	

	Pathways/Other 25,000	
Please provide a detailed summary of the total CIL funding required, including phasing	£375,000 is requested from CIL	Community consultation will take place between Jan-Mar 2022. This will inform the designs for planning permission to be submitted from April 2022. We hope work will commence on site from September 2022.
How much funding does the project currently have?	NIL	
Are there any revenue costs (i.e. day-to-day running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?	Maintenance is completed within existing grounds maintenance budgets.	

Please indicate in the table below the source of additional funding that has been secured/ is being sought.

Source	Amount	Conditions Attached	Use by Date	Funding Confirmed
N/A				
Does the CIL funding help secure the release of additional funding?	Yes			
	No	No		

Delivery Timescales

What is the delivery timescale for the project? We aim to deliver this project during the 2022/23 financial year

Additional Information

Is there any additional information that may support the application?

Improved facilities will support the management plan of South Oxhey Playing Fields and its renewed application for Green Flag status. It will also contribute to biodiversity plans at the site through rewilding and planting in specific areas, significantly increasing the biodiversity net gain. New and enhanced facilities will also support and future proof against new developments expected in the locality with a pre-app submitted for development of up to 120 dwellings on land adjacent to the site. The development includes potential provision for a community building.

Officer Comments/Recommendation

Regulation 59 (1) of the CIL Regulations state that CIL can be spent on the provision, improvement, replacement, operation or maintenance of infrastructure/ to increase the capacity of existing infrastructure or to repair failing infrastructure if that is necessary to support development.

The Regulation 123 List (which was approved by Council following the independent examination of the CIL Charging Schedule) sets out the types of infrastructure that CIL will be spent on and includes open spaces and play areas. Although the Regulation 123 List was superseded (in 2020) by the Infrastructure Funding Statement it still provides the Council's approach.

The South Oxhey Regeneration Scheme (which is the main development in the area) is accompanied by a S106 Agreement/s and not subject to CIL payments. The changes to the CIL regulations in 2019 means that S106 monies and CIL monies can be pooled to pay for infrastructure. It should also be noted that additional development is also planned for the area in the new Local Plan.

The most up to date Open Space Sport and Recreation Study (OSSR) 2018 identifies the tennis courts as of being Poor quality, the ARG pitch is classed as a small pitch so wasn't assessed in detail as part of the OSSR but the Three Rivers Local Football Facility Plan identifies the facility as of poor standard. The OSSR (2018) assessed the skateboard/basketball area as being of very poor quality so improvements to the basketball court, provision of the skate park, outdoor gym and associated pathways would also qualify for CIL funds.

Recommendation:

The total cost of the project is stated as being £375,000. The infrastructure meets the legal definition and new/improved facilities relate to the development of the area.

£375,000.00 can be used for the following

- Tennis Courts
- AGP
- Basketball Court
- Skate/BMX Park
- Outdoor Gym
- Pathways/Other

APPENDIX 3 Breakspeare School

COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

Project Overview	
Project Title	Permanent enlargement of Breakspeare School.
Summary of the project proposal	The project proposed is for the permanent enlargement of Breakspeare School, Gallows Hill Lane, Abbots Langley, WD5 0BU from 97 to 210 places, with effect from September 2023 and the relocation of the school to the former Durrants School Playing Field, Manor Way, Croxley Green, WD3 3LU. Breakspeare School is a community special school for children aged 2 years to 19 years with severe learning difficulties (SLD).
Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)	The estimated cost has been provided confidentially to the council. The final cost will be subject to tender so the current best estimate is considered commercially sensitive. We have therefore omitted it from the public form so as not to affect the public procurement exercise and ensure value for money for the public purse.
Full address of project location	Former Durrants School Playing Field, Manor Way, Croxley Green, WD3 3LU
Project partner (if applicable)	N/A
Strategic Case	
How does the project help address the demands of development in the area. What evidence is there to support this?	HCC have developed a strategy to ensure that there are sufficient local places for children with special educational needs and disabilities. The strategy can be found here: https://democracy.hertfordshire.gov.uk/documents/s24950/201214%2006a%20Appendix%201%20SEND%20Special%20School%20Place.pdf All Hertfordshire special schools are at capacity and demand for places continues to rise. Demand for special school places is forecast to rise by 364 places between January 2020 and January 2025. It is clear that new capacity must be built into the system, particularly in some sectors, to ensure that Hertfordshire can continue to meet need locally now and into the future. One of the identified priorities of the Strategy is to build capacity in the SLD/PNI sector by creating up to 300 new SLD places to meet demand. The forecast shows that 75% of the overall increase in demand across the life of the forecast is for SLD and PNI places.
Do you have planning permission in place to carry out the works? If so, please provide the application number	Following approval from HCC Cabinet to progress with the scheme, expected Feb 2022, a planning application will be submitted to HCC who will be the determining authority as it will be a Regulation 3 application. Three Rivers District Council will be a statutory consultee to the application.

<p>Why is CIL funding being sought and who are the likely beneficiaries of the project?</p>	<p>The current Breakspeare School is at full capacity and there is no further expansion potential on the site or at other SLD schools in the south west. As the increase in demand for SLD places is a national trend, a shortage of out-of-county places will result in Hertfordshire residents being unable to access any suitable school places to meet children's needs.</p> <p>The Breakspeare relocation and enlargement will provide an additional 113 SLD places and play a major part in meeting the increased demand from the west of the county. HCC are also developing proposals to provide a further 100 places in the east of the county.</p> <p>SLD schools have significant revenue costs due to the complex needs of the children and the project will provide purpose built SEND accommodation, designed to meet these needs.</p>
<p>Would the community support the project?</p>	<p>A HCC public consultation on the proposal was held between 19th October 2021 and 22nd November 2021. The outcome of the consultation will be reported to the Education, Libraries and Lifelong Learning Cabinet Panel on 9 February 2022 when officers will ask Panel whether they will recommend to HCC Cabinet later that month to support the proposal and proceed to the publication of statutory notices. Although we are unable to share details before Cabinet Panel in February, we are confident that any objections will be addressed during the full town planning process and associated consultation, which will then have full plans for residents to review.</p>
<p>Would the project lead to any income generation?</p>	<p>No</p>
<p>Please provide details of any supporting policy from the Local Plan</p>	<p>The adopted Local Plan does not directly promote the delivery of a SEND facility through policy or by the allocation of land.</p> <p>However, the emerging Local Plan, although at an early stage of its development, highlights a number of objectives at the core of the Community Strategy for Three Rivers that the Local Plan will draw on, one of which is an ambition that residents "attend, engage in and enjoy high quality education and learning experiences".</p> <p>Strategic Objective #4 of the Regulation 18 version of the emerging Local Plan (June 2021) states that "it is important that <u>all</u> residents have good access to services including health, <u>education</u>, transport and emergency services and that this is maintained or improved in the future an integrated component of new development."</p> <p>Whilst the emerging Local Plan does not give specific details regarding the provision of additional SEND school places, the Breakspeare relocation and enlargement will help to ensure that there are sufficient non-mainstream school places for residents of Three Rivers and other South-West Herts boroughs who require such educational facilities, and who are currently underprovided for.</p> <p>The Former Durrants School Playing Field site is not allocated in the adopted Local Plan and was not proposed for any other type of land use within the Regulation 18 Local Plan consultation. Hertfordshire County Council requested that the site is allocated for SEND education use in its representations to the Regulation 18 consultation.</p> <p>No allocations or proposed allocations nearby would be unduly affected by the existence of a new SEND school.</p>

Financial information

Please show in the table below the amount of CIL funding being sought and any other contributions that may have been allocated for this scheme

	Amount	Detail
<p>Please provide a detailed summary of the total CIL funding required, including phasing</p>	<p>£901,574</p>	<p>HCC is seeking a CIL contribution that is proportionate to the level of demand for places at SEND schools that will have been generated by development that has occurred in Three Rivers district.</p> <p>We have calculated the proportion of CIL funding requested using the same methodology we use when seeking S106 contributions in non-CIL authorities. This is documented in the Guide to Developer Infrastructure Contributions and is an approved methodology that was developed in consultation with the 10 Hertfordshire district/borough councils, using the Hertfordshire Demographic Model (HDM).</p> <p>The HDM applies a flat rate contribution for houses and flats for SEND education. The flat rate was multiplied by the number of houses and flats delivered in Three Rivers since April 2015 (using SMART Data), which then gave the total proportionate SEND contribution sought.</p> <p>The additional special school places will provide much needed places for children living in the west of the county, and HCC will be applying the same methodology to other Hertfordshire CIL charging authorities in the west of the county. HCC is also collecting S106 obligations from development in St Albans.</p> <p>Further detail on our methodology can be provided upon request.</p>
<p>How much funding does the project currently have?</p>	<p>£3,818,000 £1,000,000 £758,139.80</p>	<p>Department for Education grant funding Contribution from HCC School Repairs & Maintenance budget Collected S106 contributions held by HCC including £102,067.71 S106 contributions collected for education in Three Rivers District Council (subject to relevant HCC approvals).</p>
<p>Are there any revenue costs (i.e. day-today running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?</p>	<p>N/A</p>	<p>Special schools' revenue funding comes from the High Needs Fund. HCC has ensured that sufficient funding is available to support the enlargement of this school to create an additional 113 places.</p>

Please indicate in the table below the source of additional funding that has been secured/ is being sought.

Source	Amount	Conditions Attached	Use by Date	Funding Confirmed
CIL funding from CIL bids to each SW Herts CIL LPA (Including this bid)	£5,812,528	Subject to internal CIL approval procedures at Three Rivers DC, Hertsmere BC, Watford BC and Dacorum BC.	Unknown	No
Estimated future S106 obligations	£2,000,000	Unknown	S106 contributions secured by HCC tend to incorporate a 10 year period for expenditure.	No
HCC Capital Borrowing	Up to £17.9m	If required to cover remaining funding gap.	Included in the HCC Integrated Plan (Feb 2021) for expenditure between 21/22 and 24/25	Yes

Does the CIL funding help secure the release of additional funding?	Yes	
	No	No

Delivery Timescales

What is the delivery timescale for the project?
 The current timetable for completion of the project is January 2024.

Additional Information

Is there any additional information that may support the application?
 The case for the urgent need for new SLD special school places was made in the Special School Place Planning Strategy 2020-23, supported by HCC Cabinet in December 2020. It was also set out in the HCC Integrated Plan in February 2021.

Regulation 59 (1) of the CIL Regulations state that CIL can be spent on the provision, improvement, replacement, operation or maintenance of infrastructure/ to increase the capacity of existing infrastructure or to repair failing infrastructure if that is necessary to support development.

The Regulation 123 List (which was approved by Council following the independent examination of the CIL Charging Schedule) sets out the types of infrastructure that CIL will be spent on and includes education facilities. Although the Regulation 123 List was superseded (in 2020) by the Infrastructure Funding Statement it still provides the Council's approach.

CIL monies can be spent on education facilities as long as there is a need resulting from development in the area. The need for additional SEND education facilities is a direct result of development in the area and the wider SW Herts education planning area. HCC have provided details of the additional funding secured and those being sought from Dacorum, Hertsmere and Watford councils.

Recommendation:

CIL monies requested directly relate to the development in Three Rivers. The infrastructure meets the legal definition and new/improved facilities and relate to the development of the area.

CIL monies of £901,574 can be used for the Expansion and relocation of Breakespeare School.

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POLICY AND RESOURCES COMMITTEE - 24 JANUARY 2022

PART I - DELEGATED

14. EXEMPTION FROM PROCUREMENT PROCEDURE RULES – ADDITIONAL RESTRICTIONS GRANT PROJECTS (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 and the Chief Executive 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 projects being delivered under the Additional Restrictions Grant (ARG).
- 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 These projects were agreed at the 6 December 2021 Policy and Resources Committee and an exemption was given to award a number of contracts to the following providers and values:

Contract	Provider	Contract Value
ARG Grant Funding Lead Generation & Appointment Setting Campaign	Blueberry Marketing Solutions	£6,262
Smarter Society/ Sustainable X Three Rivers Sustainable Business Scheme	Smarter Society	£167,000
Sustainable X Three Rivers	Sustainable X	£35,000
Smarter Society: Three Rivers Chamber of Commerce Phase 2	Smarter Society	£40,500
Wenta: The Provision of Pre-Start-Up Support Programme for new local businesses.	Wenta	£49,475.55
Smarter Travel Planning – Green Travel Planning Initiatives	Smarter Travel Planning	£28,000

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,

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 Risk Management and Health & Safety Implications

7.1 None Specific

8 Recommendation

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

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

Data Quality

Data sources: N/A

Background Papers

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

APPENDICES / ATTACHMENTS

None

POLICY AND RESOURCES COMMITTEE - 24 JANUARY 2022

PART I - DELEGATED

13. EXEMPTION FROM PROCUREMENT PROCEDURE RULES – OPEN SPACE, PLAYING PITCH & INDOOR SPORTS SPD (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 Limited Market 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 Open Space, Playing Pitch & Indoor Sports SPD.
- 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 Knight, Kavanagh & Page (KKP) as they undertook the full Open Spaces Study (analysis and consultation) and produced the Strategy for the Council therefore having the knowledge and expertise of Three Rivers sites.
- 2.4 KKP submitted a quote as part of £8,625 for the completed study.

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,

- 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 Risk Management and Health & Safety Implications

- 7.1 None Specific

8 Recommendation

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

Report prepared by: Ryan Watson, Sports Development Officer

Data Quality

Data sources: Not applicable

Background Papers

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

APPENDICES / ATTACHMENTS

None

POLICY AND RESOURCES COMMITTEE – 24 JANUARY 2022

PART I - NOT DELEGATED

16. FINANCIAL PLANNING – REVENUE SERVICES (DoF)

1 Summary

- 1.1 The purpose of this report is to enable the Policy and Resources Committee to recommend to the Council the medium term revenue budgets.
- 1.2 The report includes the budget monitoring information for the period to November 2021. The key changes from the original budget that was set in February 2021 are once again due to COVID-19. Income levels in parking and leisure, including SLM remain affected but were beginning to rebuild before Omnicrom hit giving us some confidence for 2022/23 and beyond. As a result of the pressure arising from COVID-19, the Council has continued to work hard on finding efficiencies within budgets to offset the impact and where these are ongoing they have been reflected in the MTFP.
- 1.3 The Government has once again postponed local government finance reforms, including New Homes Bonus, the business rate reset and 'Fair Funding'. The Council is likely to lose resources as a result of these changes so the overall position has improved as a result. The growth in the council tax base has been better than forecast, however the impact of COVID-19 on future growth remains uncertain so a prudent assumption has been made.
- 1.4 However this is only part of the story and inflation continues to be a concern with the pay award for 2021/22 yet to be settled and the public sector pay freeze abandoned by the Chancellor. On a more local level there are pressures related to filling vacancies, particularly at the Depot.
- 1.6 The table below summarises the key changes in the MTFP compared to that previously agreed. The detailed changes are set out in **Appendix 3** by Service Committee.

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Budget Gap as per MTFP Approved Jan 2021	632	662	220	220
Changes in Net Expenditure:				
Previously Agreed Changes through in year Budget Monitoring	705	263	258	258
Growth PIDs		131	131	131
Efficiency savings		(207)	(216)	(216)
Contingency for Pay Award and National Living Wage		320	595	870
Additional Income from Joint Ventures and Investments		(280)	(364)	(354)
Fees and Charges Budget Uplift		(161)	(161)	(161)
Other Service Variances reported in this report	(129)	50	74	74
Total Changes in Net Expenditure:	576	116	317	602
Changes in Taxation and Grant Funding:				
Council Tax - growth in base		(55)	(57)	(294)
Business Rates		(264)	86	86
Council Tax Collection Fund Deficit		3		
New Homes Bonus		(15)		
Grant Funding		(107)	31	31
Total Changes in Taxation and Grant Funding	0	(438)	60	(177)
Revised Gap	1,209	340	596	645
Change	576	(322)	377	425

2 Details

- 2.1 Officers have prepared a three-year Medium Term Financial Plan (MTFP) base budget for 2022 – 2025 which includes a revised estimate for the current year. This is attached at **Appendix 1**.

2021/22 Forecast Position

- 2.2 The original net revenue budget for 2021/22 was **£12.759 million**. The latest approved budget is **£13.465 million** (approved by Council on 14 December 2021). The increase in budget approved to date has largely been due to the impact of COVID-19, including loss income from the Leisure Contract Management fee. The table below shows the approved changes to date and the variances reported for this period (end of November) to give a forecast outturn position of **£13.335 million**.

Net Revenue Budget 2021/22	£000
Original Net Revenue Budget	12,759
Variances Previously Reported	705
Latest Approved Budget	13,464
Service Variances Reported This Period	(129)
Forecast Outturn position	13,335

- 2.3 The position reported is based on activity to the end of November 2021. This means that the forecast does not take account of the impact of increased COVID cases during December, arising from the spread of the Omicron variant. Direct impacts on the Council's financial position include the cancellation of the pantomime at Watersmeet in late December 2021. Further information will be reported in the Period 10 Budget Management report in March.

- 2.4 At the end of November, Services show an estimated favourable variance of **(£0.129 million)**. The budget will be changed to reflect this outturn forecast if approved at Council.

2021/22 Revenue Account – General Fund Summary					
Service Area	Original Budget	Latest Budget	Net Spend to Period 8	Forecast Outturn	Variance
	£000	£000	£000	£000	£000
Leisure, Environment and Community	4,419	5,533	198	5,398	(135)
Infrastructure, Housing and Economic Development	1,504	1,782	(40)	1,755	(27)
Policy & Resources	4,790	4,053	(82)	4,086	33
Total Services	10,713	11,368	76	11,239	(129)
Corporate Costs (Interest, Parish precepts)	2,046	2,096	2,688	2,096	0
Net General Fund	12,759	13,464	2,764	13,335	(129)

- 2.5 **Appendix 2** details each service committee's net direct revenue budgets over the medium term. The table below shows the net direct expenditure budgets, actuals to date, forecast outturn and variance for each service committee.

2.6 The main items that contribute to the net favourable services variance of £0.129 million are;

		£000
1.	Salary Changes –predominantly due to vacancies	(37)
2.	Homelessness - Reduced use of nightly lets	(25)
3.	Watersmeet – Receipt of £63.5k grant funding of which a proportion has been redistributed to expenditure codes as per the eligibility criteria	(18)
4.	Income for Services provided to West Herts Crematorium under SLA	(38)
5.	Other	(11)
	Total	(129)

The details of all the service variances over the medium term are shown at **Appendix 3**

2022/23 - 2024/25 - The Medium Term Financial Plan (MTFP)

- 2.7 Looking ahead over the next three years, the MTFP has been prepared against the continued backdrop of reduced government funding, increasing pressure on services and continuing expectations from stakeholders for service provision while also factoring in the ongoing impact of COVID-19.
- 2.8 The Provisional Local Government Settlement, which provides details of central government funding to local authorities, was published on 16 December. This was a one year settlement providing detailed funding information for 2022/23 only. This means that funding beyond 2022/23 remains uncertain. Further detail is provided in section 6 below.
- 2.9 The MTFP includes a budget to provide for a 2% pay award in each financial year. This assumption mirrors the Bank of England's (BoE) target for inflation. The formal pay award has not yet been agreed for 2021/22 and future year pay awards will be subject to negotiation. There is a risk that the pay award could be higher as the increase to cost of living is well above the BoE target. However, any increase will need to balance against affordability for the sector as any pay award will need to be funded from existing budgets.
- 2.10 Services have worked hard during the budget setting process to keep budget growth to a minimum and remain within their budget limits without affecting service delivery. Unavoidable growth (statutory and contractual requirements) has been included in the base budgets
- 2.11 Appendix 3 includes the variances reported for the current period (end of November) that affect all years. The effect of the all variances on the Council's (surplus)/deficit for the year and the general fund balance over the medium term is shown in the table below.

Movement on General Fund	2021/22 Forecast Outturn £000	2022/23 Indicative Budget £000	2023/24 Indicative Budget £000	2024/25 Indicative Budget £000
Balance at 1 April	(5,210)	(4,001)	(3,662)	(3,065)
(Surplus)/deficit for year	1,209	340	596	645
Balance at 31 March	(4,001)	(3,662)	(3,065)	(2,421)

2.12 It is recommended that for contingencies a balance of at least £2.000 million should be retained in the General Fund. The Council has an additional earmarked reserve forecast to be £1.8 million at the end of March 2022 to set against future economic downturn/loss of business rates.

2.13 It should be noted that long term use of reserves to offset deficits is not sustainable or prudent. The MTFP therefore seeks to bring the MTFP back into balance. At present the MTFP assumes that taxation levels do not recover to pre-COVID levels until the very end of the MTFP period. Should these bounce back more quickly, then balance will be achieved sooner. The balance on each revenue and capital reserve at the 31 March 2022 is shown at **Appendix 7**.

3 Potential Growth

3.1 Services have submitted Project Initiation Documents (PIDS) for approval. This has resulted in an additional investment of **£391,500** over the MTFP. The scheme for prioritising discretionary growth is shown at **Appendix 4**. There are four new proposed growth items shown at **Appendix 5**.

4 Fees and Charges

4.1 The Council is required to set its fees and charges that will be in place from 1 April 2022. Where the Council has discretion over the fee or charge, the Council aims to recover the full cost of delivering the service. As such, fees will usually increase in line with cost pressures. A schedule of fees and charges is set out in **Appendix 8**.

5 COVID-19

5.1 The outlook in relation to COVID-19 remains uncertain as recovery continues to be hindered by the need to respond to new variants and a resurgence in case numbers. The Provisional Local Government Settlement did not provide any additional resources to councils specifically to address COVID-19. The impact of COVID-19 continues to pose a financial risk, particularly in relation to key income streams such as the Leisure Contract Management Fee and parking, as people continue to exercise caution.

6 Funding the Revenue Budget

6.1 The overall Council Medium Term Financial Plan (MTFP) at **Appendix 1** indicates a budget requirement (net expenditure) for 2022/23 of **£13,055,980**. This will be funded from a number of sources, which are detailed in the following paragraphs.

6.2 The Government has once again postponed implementation of changes to local government funding for a further year to 2023/24. The 'Fair Funding Review' and was originally planned for implementation in 2019/20 and includes plans for Councils to increase the percentage of business rates they keep from 50% to 75%. If implemented, the proposed changes would establish new baseline funding levels for each local authority takes account of both the needs of local authorities and the resources available to local authorities. The government has indicated that they will continue to work with the sector to look at the challenges and opportunities facing the sector before consulting on any potential changes to funding allocations. Details have not been confirmed at this stage meaning that the funding position beyond 2022/23 remains uncertain. However, it is likely that funding reform will result in a reduction to government funding and prudent estimates have been included in future years.

Business rates

6.3 Business rates are collected by the Council, and the proceeds are shared between the District and County Council, and also with central Government to fund services. There is an element of risk and reward involved in the Business Rates scheme, which is designed to incentivise Councils to promote business growth within their areas. The Council expects its share of business rates to be **£1.995 million** in 2022/23 with a further **£0.164 million** received in Section 31 grant. The business rates retention scheme is volatile and estimating the outturn is complex due to factors such as appeals, demolitions, new builds, occupation and reliefs.

6.4 Alongside the delay to the implementation of the Fair Funding Review, the Government has also postponed the planned business rate reset, originally planned for implementation in 2019/20. When implemented, this will reduce the amount of growth that can be retained in the local share and prudent estimates have been included for this in future years.

Business Rates Pooling

6.5 In 2019/20 a new business rate pool consisting of the County Council, this Council and other Hertfordshire districts/borough councils was established. This is to continue in 2022/23 with membership of this pool expecting to contribute **£0.600 million** to the Council's business rate income. This is £0.350 million higher than the previous estimate in the MTFP.

New Homes Bonus

6.6 New Homes Bonus (NHB) is a non-ring-fenced grant relating to the number of new homes delivered in a local authority area that may be used at the discretion of the Council for either capital expenditure or to support the revenue account (or combination). For 2022/23, based on the provisional settlement, the Council expects to receive **£0.220 million** of which will be split equally between revenue and capital funding. The future distribution of NHB is uncertain following a consultation on the future of NHB during 2021/22. A prudent estimate has been included in the MTFP.

Government Grant

6.7 The Government introduced the Lower Tier Support Grant for District Councils in 2021/22 to ensure that no authority experienced a reduction in core spending power in the 2021/22 settlement. This grant has been rolled forward for 2022/23 although allocations have been revised. The allocation for Three Rivers has reduced from £0.121 million in 2021/22 to **£0.089 million** for 2022/23.

6.8 For 2022/23 the government has announced a new one-off Services Grant for local authorities of £822 million. Of this, **£0.138 million** will be received by Three Rivers. This grant is not ring fenced and can be applied as general funding.

6.9 Councils have not received any specific funding to compensate for the 1.25% increase in employers national insurance contributions.

Council Tax for 2022/23

6.10 The Council needs to set a budget that gives an acceptable level of council tax, and is balanced in the medium to long term using the resources at its disposal.

6.11 A council tax increase of £5 has been assumed for 2022/23 and subsequent years. The Council expects to collect **£7.416 million** of council tax income in 2022/23. A one percentage increase in the council tax rate generates approximately a £70,000 increase in Council Tax revenue.

6.12 The Localism Act 2011 introduced a power for local electorates to approve or veto excessive council tax rises. Any authority setting a council tax increase of 2% or more or more than £5 (whichever is the greater) will be required to hold a council tax referendum.

6.13 The government assessment of core spending power assumes local authorities will increase Council Tax by the maximum amount available without triggering a referendum.

Council Tax Base

6.14 The Council Tax base for 2022/23 was set at the Council meeting on the 14 December 2021 and totalled 39,259.8 assuming a collection rate of 99%. The base shows an increase of 1.25% over 2021/22.

6.15 A further increase of 0.5% is assumed for tax base growth in 2023/24 and 2024/25 in the MTFP. This remains a prudent estimate and is lower than the assumptions for growth included prior to COVID-19. If growth continues to recover and reaches 1.5% in future years this will generate

additional Council Tax of £0.158 million by 2024/25 and would reduce the projected budget deficit to £0.049 million in that year.

- 6.16 Where amounts of Council Tax collected exceed the estimates made, the surplus is shared between the relevant major precepting authorities (Hertfordshire County Council, Three Rivers District Council and Hertfordshire Police & Crime Commissioner). To reduce risk for the Parish Councils, surpluses or deficits are not paid or charged to them.

Local Council Tax Reduction Scheme

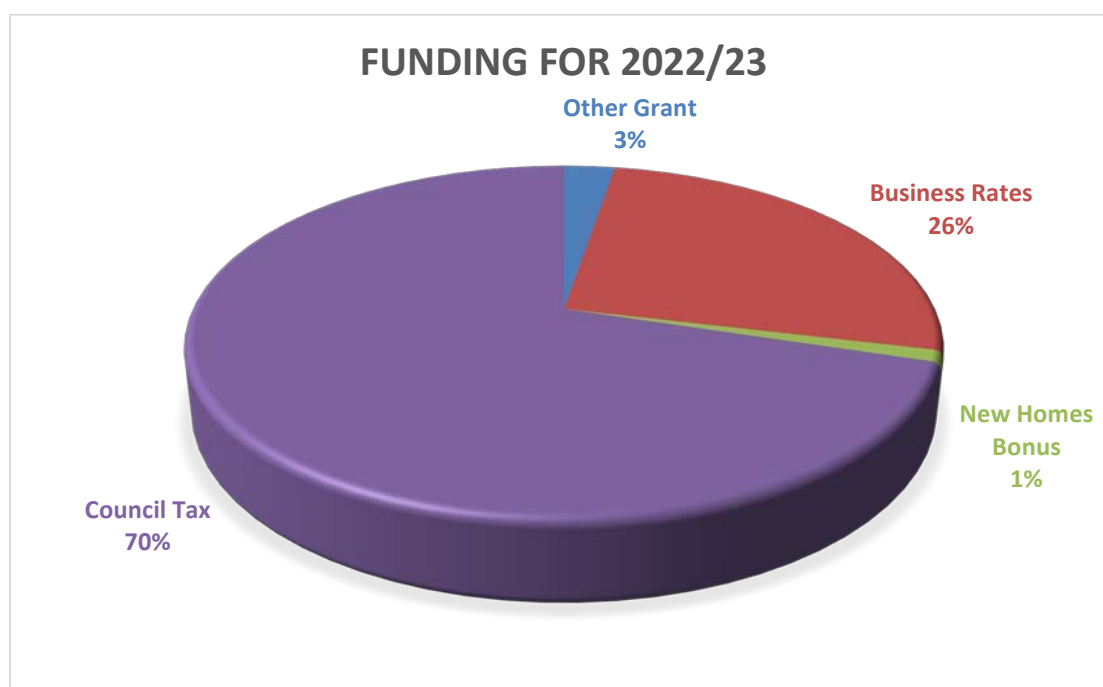
- 6.17 At the Council meeting on 14 December 2021, it was resolved to continue to apply the agreed Local Council Tax Reduction Scheme for 2022/23.

Collection Fund

- 6.18 There is a statutory requirement to account separately for Council Tax and Business Rates. The Collection Fund has been established to achieve this. The Fund records all transactions such as the yield, exemptions, discounts, provisions for bad debts, payments to major preceptors to Central Government and takes into account collection rates.

- 6.19 The Council Tax setting process requires an estimate of the surplus or deficit at 31 March 2021 on Council Tax and Business Rates. The balances are distributed to the Council as the Billing Authority, the major preceptors and Central Government.

- 6.20 The chart below show the value and proportion of each funding stream that supports the Council's revenue account for 2022/23.



7 Draft Revenue Estimates and General Fund Balance

- 7.1 The Director of Finance confirms the estimates have been correctly calculated under the assumptions used and that balances remain adequate.

- 7.2 The Council's financial exposure over a three-year medium-term period has been calculated for each of its budgetary risks. It is acknowledged that were any of the risks to occur then the impact might last longer; on the other hand actions to mitigate the risk would be taken over the three year period.

7.3 Balances can be used to support revenue expenditure, applied to capital expenditure or a combination of these. The Council should agree to retain some of the balances as 'working balances'. These should be retained at a prudent minimum to assist cash flow management, avoid the need to borrow in the short term, and cover unforeseen expenditure. The prudent minimum level of balances depends on the council's view of its financial risks and is considered further under risk management below.

7.4 The Committee is recommended to agree £2.000 million as the minimum general fund balance over the medium term.

8 Options/Reasons for Recommendation

8.1 The recommendation below enables the Committee to make recommendations to the Council on 22 February 2022 concerning the Council's budget.

9 Policy/Budget Reference and Implications

9.1 The recommendations in this report contribute to the process whereby the Council will approve and adopt its budget under Article 4 of the Council's Constitution.

10 Equal opportunities, Environmental, Community Safety, Customer Services Centre, Communications, Health & Safety & Website Implications

10.1 Dependent on budget decisions.

11 Financial Implications

11.1 Included above

12 Legal Implications

12.1 The Policy and Resources Committee must forward its recommendations on the budget to Council. The Council is required by the Local Government Finance Act 1992 to set its council tax requirement by 11 March 2022.

13 Staffing Implications

13.1 These depend on the budget set. Staff and their representatives have been kept informed of the strategic, service and financial planning process.

14 Risk Management Implications

14.1 The Council has agreed its risk management strategy. Financial and budgetary risks are shown at **Appendix 6**.

14.2 In the officers' opinion none of the risks detailed in Appendix 6, in isolation, were they to come about, would seriously prejudice the achievement of the Strategic 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.

15 Recommendation

15.1 That this report be noted.

Report prepared by: Sally Riley - Finance Manager
Hannah Doney - Head of Finance

Checked by: Alison Scott – Director of Finance

Background Papers

Reports and Minutes of the Policy and Resources Committee and Council

The recommendations contained in this report DO NOT constitute a KEY DECISION but contribute to the process whereby the Council will approve and adopt its Strategic, Service and Financial Plans under Article 4 of the Council's Constitution

Appendices

- Appendix 1 Summary Medium Term Financial Plan (2022/23 to 2024/25)
- Appendix 2 Service Committees Medium term Financial Plan (2022/23 to 2024/25)
- Appendix 3 Service Committees Variances at end of November (2022/23 to 2024/25)
- Appendix 4 Scheme for Prioritising Growth
- Appendix 5 Potential Growth
- Appendix 6 Financial and Budgetary Key Risks
- Appendix 7 Reserves
- Appendix 8 Proposed Discretionary Fees & Charges 2022/23

MEDIUM TERM FINANCIAL PLAN 2021/22 to 2024/25

Funding	2021/22			2022/2023	2023/2024	2024/25
	Original	Latest Budget	Outturn	Forecast	Forecast	Forecast
Council Tax Base (No.)	38,774.30	38,774.30	38,774.30	39,259.83	39,456.13	39,653.41
Council Tax Base Increase (%)	0.00	0.00	0.00	1.25	0.50	0.50
Band D Council Tax (£)	183.90	183.90	183.90	188.90	193.90	198.90
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	2.72	2.65	2.58
Council Tax (£)	(7,130,594)	(7,130,594)	(7,130,594)	(7,416,182)	(7,650,544)	(7,887,064)
<i>Parish Precepts (£)</i>	<i>(2,114,610)</i>	<i>(2,114,610)</i>	<i>(2,114,610)</i>	<i>(2,156,920)</i>	<i>(2,200,060)</i>	<i>(2,200,060)</i>
Total Taxation (£)	(9,245,204)	(9,245,204)	(9,245,204)	(9,573,102)	(9,850,604)	(10,087,124)
Business Rates (£)	(2,495,000)	(2,495,000)	(2,495,000)	(2,758,901)	(2,408,901)	(2,408,901)
Council Tax Collection Fund deficit (£)	0	0	0	2,843	0	0
New Homes Bonus Grant (£)	(95,407)	(95,407)	(95,407)	(110,247)	(95,000)	(95,000)
Government Funding (£)	(240,886)	(240,886)	(240,886)	(226,997)	(89,481)	(89,481)
Dividend (£)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Total Grant Funding (£)	(2,881,293)	(2,881,294)	(2,881,294)	(3,143,302)	(2,643,382)	(2,643,382)
Total Taxation & Grant Funding (£)	(12,126,497)	(12,126,498)	(12,126,498)	(12,716,404)	(12,493,986)	(12,730,506)
Financial Statement - Summary	2021/22			2022/2023	2023/24	2024/25
	Original	Latest Budget	Outturn	Latest	Latest	Proposed
	£	£	£	£	£	£
<u>Committee - Net Cost Of Services</u>						
Infrastructure, Housing & Economic Development	1,503,822	1,782,422	1,782,422	1,482,312	1,486,472	1,486,472
Leisure, Environment & Community	4,419,325	5,532,949	5,532,949	4,611,310	4,611,890	4,611,890
Policy & Resources	4,789,810	4,053,498	4,053,498	4,783,929	4,797,415	4,797,415
Budget variations	0	0	-129,618	-81,231	91,773	366,773
PIDs growth	0	0	0	130,500	130,500	130,500
Sub-Total	10,712,957	11,368,869	11,239,251	10,926,820	11,118,050	11,393,050
Other						
Parish Precepts	2,114,610	2,114,610	2,114,610	2,156,920	2,200,060	2,200,060
Net Transfer from Reserves	(59,910)	(59,910)	(59,910)	(59,910)	(59,910)	(59,910)
Interest Payable & Borrowing costs	381,220	431,220	431,220	302,150	302,150	302,150
Interest Received	(390,011)	(390,011)	(390,011)	(90,000)	(90,000)	(90,000)
Budget variations	0	0	0	-180,000	-380,000	-370,000
Sub-Total	2,045,909	2,095,909	2,095,909	2,129,160	1,972,300	1,982,300
Net Expenditure	12,758,866	13,464,778	13,335,160	13,055,980	13,090,350	13,375,350
Income from Council Tax, Government Grants & Business Rates	(12,126,497)	(12,126,498)	(12,126,498)	(12,716,404)	(12,493,986)	(12,730,506)
(Surplus)/Deficit	632,369	1,338,280	1,208,662	339,576	596,364	644,844

Movement on General Fund Balance	2021/22			2022/2023	2023/24	2024/25
	Original	Latest Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
-						
Balance Brought Forward at 1 April	(4,482,894)	(5,210,222)	(5,210,222)	(4,001,560)	(3,661,984)	(3,065,620)
Revenue Budget (Surplus)/Deficit for Year	632,369	1,338,280	1,208,662	339,576	596,364	644,844
Closing Balance at 31 March	(3,850,525)	(3,871,942)	(4,001,560)	(3,661,984)	(3,065,620)	(2,420,776)

Movement on Economic Impact ONLY	2021/22			2022/2023	2023/24	2024/25
	Original	Latest Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
-						
Balance Brought Forward at 1 April	(2,102,600)	(1,802,600)	(1,802,600)	(1,802,600)	(1,802,600)	(1,802,600)
COVID-19 Impact for Year	0	0	0	0	0	0
Closing Balance at 31 March	(2,102,600)	(1,802,600)	(1,802,600)	(1,802,600)	(1,802,600)	(1,802,600)

Total Reserves Impact	2021/22			2022/2023	2023/24	2024/25
	Original	Latest Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
-						
Balance Brought Forward at 1 April	(6,585,494)	(7,012,822)	(7,012,822)	(5,804,160)	(5,464,584)	(4,868,220)
Impact for Year	632,369	1,338,280	1,208,662	339,576	596,364	644,844
Closing Balance at 31 March	(5,953,125)	(5,674,542)	(5,804,160)	(5,464,584)	(4,868,220)	(4,223,376)

Total Reserves	(5,953,125)	(5,674,542)	(5,804,160)	(5,464,584)	(4,868,220)	(4,223,376)
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SERVICE COMMITTEES - MEDIUM TERM FINANCIAL PLAN 2021/22 to 2024/25

Leisure, Environment & Community									
Community Safety & Partnership	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Citizens Advice Bureaux	303,340	303,340	126,720	303,340	0	303,340	303,340	303,340	Accommodation costs actioned at year end
Community Development	4,500	4,500	(184,386)	4,500	0	4,500	4,500	4,500	Grants to be paid out
Community Safety	245,100	270,020	138,854	279,705	9,685	258,695	263,210	263,210	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. There are also budget savings on Legal Fees, Printing & Stationery and Software purchases
Corporate Climate Change	93,490	173,740	(1,692,475)	170,015	(3,725)	93,600	94,375	94,375	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Community Partnerships	197,340	197,340	109,773	190,250	(7,090)	198,215	204,835	204,835	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. There are also budget savings on Equipment, Furniture & Materials and Printing & Stationery
Env Health - Commercial Team	209,790	209,790	91,233	209,790	0	209,790	209,790	209,790	This service is now provided by Watford Borough Council
Licensing	(107,050)	(73,270)	(80,061)	(73,270)	0	(74,100)	(73,900)	(73,900)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. There are also budget savings on Licences
Community & Leisure Grant	80,000	80,000	26,158	80,000	0	80,000	80,000	80,000	Grants to be paid out
Total	1,026,510	1,165,460	(1,464,184)	1,164,330	(1,130)	1,074,040	1,086,150	1,086,150	

Leisure	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Abbots Langley Project	0	0	102,926	0	0	0	0	0	Budget is fully funded by the National Lottery Heritage Fund and S106 monies
Community Sports Network Csn	0	0	(4,970)	0	0	0	0	0	
Community Arts	9,910	9,910	(215)	7,920	(1,990)	10,600	10,600	10,600	£2.7k Increase in income received for Community Arts projects, slightly offset by Budget being removed of £690 for Planning Condition fees as it is not part of this cost centre
Watersmeet	56,170	115,565	(126,697)	97,781	(17,784)	64,990	47,099	47,099	Following the receipt of the Arts Council grant, the £63.5k grant has been used to realign the budgets to reduce the impact of the losses as result of the pandemic. Variances also include revised employee estimates which takes into account vacancies and changes in pay elements
Leavesden Ymca	(35,000)	(35,000)	(17,500)	(35,000)	0	(35,000)	(35,000)	(35,000)	Income is received quarterly.
Active Community Devel Fund	41,900	42,200	4,308	41,700	(500)	0	0	0	Budget saving on Hire of Rooms as not all projects running due to a vacant post, offset by reduction in income received due to the vacant post. Future years £13.5k transferred to Sports Development - Sports Projects in order to deliver commissioned physical activity projects e.g Share UP. All remaining budgets offered up as a saving as vacant post will not be filled.
Oxhey Hall	(3,000)	(3,000)	(2,250)	(3,000)	0	(3,000)	(3,000)	(3,000)	Income is received quarterly.
Trees And Landscapes	374,600	189,360	152,747	189,360	0	189,360	189,360	189,360	Budget will be fully spent
Museum	(700)	(700)	0	(700)	0	(700)	(700)	(700)	Invoice currently being raised
Playing Fields & Open Spaces	46,365	92,095	76,643	102,095	10,000	60,225	60,335	60,335	Budget moved from Croxley Green Skateboard Park for annual maintenance and income budget revised as original budget incorrect
Play Rangers	54,780	54,780	34,021	52,700	(2,080)	50,915	50,915	50,915	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Aquadrome	16,480	43,680	49,121	43,680	0	16,390	16,550	16,550	Budget will be fully spent
Sports Devel-Leisure Projects	0	0	0	0	0	0	0	0	
Leisure Venues	(605,910)	187,320	44,205	182,320	(5,000)	(737,480)	(737,480)	(737,480)	Full budget for Free Gym/Swimming no longer required. £45k provision made for Real Living wage payment for SLM from 2022/23 onwards. Negotiations are ongoing with SLM to ensure that the Council recovers its management fee over the life of the contract.
Leisure Development	255,290	472,000	242,846	417,100	(54,900)	443,960	444,050	444,050	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Future years sees the removal of the currently vacant Active Development Officer role.
Play Development - Play schemes	60,300	60,300	18,512	40,680	(19,620)	37,940	37,940	37,940	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements of £16.6k, a further £6k is being moved to Fees and Contractual services. There is also a budget saving on Room Hire due to the number of play schemes being offered
Sports Devel-Sports Projects	26,700	26,700	4,197	26,700	0	43,200	43,200	43,200	Future years £3k budget moved from Croxley Green Skateboard Park to deliver an annual Skate Jam in the Summer Holidays and £13.5k budget moved from Active Community Devel Fund to deliver commissioned physical activity projects e.g Share Up.
Croxley Green Skateboard Park	17,580	21,080	9,070	18,080	(3,000)	0	0	0	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Future years £3k budget moved to Sports Development to deliver an annual Skate Jam in the summer holidays and £9.75k budget saving due to no longer staffing the skate park during Easter and summer holidays. Premises budget of £5k moved to Playing Fields and Open Spaces for annual maintenance, all other budgets no longer required due to not staffing the skate park during Eater and summer holidays
Leisure & Community Services	133,070	133,070	84,233	131,600	(1,470)	130,120	129,820	129,820	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Supplies and Services budgets realigned for future years to cover the cost of the Chairman's Charity golf day
Total	448,535	1,409,360	671,197	1,313,016	(96,344)	271,520	253,689	253,689	

<i>Environmental Services</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Grounds Maintenance	706,590	707,735	461,671	720,015	12,280	739,995	741,735	741,735	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Refuse Domestic	(18,560)	(18,560)	(12,798)	(18,560)	0	(19,695)	(19,695)	(19,695)	Further spend to be incurred
Refuse Trade	(203,240)	(201,720)	(439,244)	(213,380)	(11,660)	(218,075)	(218,075)	(218,075)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Recycling General	(12,250)	750	(1,849)	750	0	750	750	750	
Garden Waste	(312,780)	(299,440)	(745,729)	(299,440)	0	(416,960)	(405,000)	(405,000)	Salary costs to be apportioned at year end. £5 increase in fees and charges for 2022/23 onwards
Clinical Waste	(47,110)	(41,050)	(72,743)	(47,385)	(6,335)	(44,585)	(44,585)	(44,585)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Recycling Kerbside	(90,790)	(209,401)	(213,463)	(209,401)	0	(90,790)	(90,790)	(90,790)	Budget will be fully spent
Abandoned Vehicles	250	250	135	250	0	250	250	250	Demand led service
Pest Control	75,000	76,875	38,438	76,875	0	76,922	76,922	76,922	Invoice for the first half of the year has been paid to Watford Borough Council
Environmental Maintenance	25,970	25,970	5,828	25,970	0	25,980	25,980	25,980	Budget will be fully spent
Animal Control	57,250	57,250	32,317	53,095	(4,155)	58,850	58,850	58,850	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and the Contract Hire budget not required this year
Cemeteries	(182,460)	(185,960)	(151,932)	(185,960)	0	(188,330)	(188,430)	(188,430)	Budget will be spent
Hertfordshire Fly Tipping	0	0	(8,895)	0	0	0	0	0	Ring-fenced grant monies
Environmental Protection	380,830	380,830	247,335	368,000	(12,830)	358,985	359,105	359,105	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Depot-Batchworth	28,160	28,160	31,685	34,840	6,680	34,940	35,380	35,380	Variance is due to an incorrectly loaded budget
Waste Management	2,001,010	2,098,580	1,542,978	2,129,845	31,265	2,162,160	2,158,525	2,158,525	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and an increase in diesel costs of £17k
Street Cleansing	536,410	537,860	276,947	485,280	(52,580)	545,215	547,165	547,165	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Total	2,944,280	2,958,129	990,681	2,920,794	(37,335)	3,025,612	3,038,087	3,038,087	

Total Leisure Environment & Community	4,419,325	5,532,949	197,694	5,398,140	(134,809)	4,371,172	4,377,926	4,377,926	
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Infrastructure Housing & Economic Development

<i>Housing</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Housing Services Needs	483,720	483,720	367,510	502,295	18,575	494,350	502,395	502,395	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Offset by full Licences budget no longer required
Rent Deposit Guarantee Scheme	5,110	5,110	0	5,110	0	5,110	5,110	5,110	Demand led service
Homelessness General Fund	(80,770)	(80,770)	(927,443)	(107,770)	(27,000)	(131,770)	(131,770)	(131,770)	Full budget no longer required on Premises and Income due to reduced use of nightly lets. Full budget no longer required on independent reviews. Spend to date includes ring-fenced grants
Housing Associations	(5,000)	(5,000)	(2,500)	(5,000)	0	(5,000)	(5,000)	(5,000)	Lease income for Wensum Court - charged 1/2 yearly
Refugees	0	0	(80,091)	0	0	0	0	0	Ring-fenced grant monies
Env Health - Residential Team	116,440	116,440	66,299	115,635	(805)	116,255	116,275	116,275	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Full budget no longer required on Furniture & Equipment maintenance
Total	519,500	519,500	(576,225)	510,270	(9,230)	478,945	487,010	487,010	

<i>Infrastructure & Planning Policy</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Land & Property Info Section	6,570	(930)	(6,431)	13,140	14,070	(1,950)	(1,550)	(1,550)	Budget for search fees £15k not expected to be achieved. Due to a general pattern of increase in number of Personal Searches (free) and impact of the pandemic on the housing market, this is offset by Equipment Furniture & Material and Printing & Stationery budgets no longer required.
Street Naming & Numbering	7,130	7,130	3,442	7,130	0	7,130	7,130	7,130	Budget will be fully spent
Environmental Initiatives	47,470	0	0	0	0	0	0	0	Cost Centre no longer used
Development Management	74,490	218,100	184,763	226,010	7,910	133,707	139,622	139,622	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Budget no longer required for Equipment Furniture & Material, Furniture & Equipment Maintenance and publications. Full budget no longer required for Printing & Stationery and Scanning
Director Community & Env Servs	130,650	130,650	88,733	131,380	730	130,550	130,590	130,590	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Development Plans	346,090	377,940	28,979	372,360	(5,580)	302,255	304,870	304,870	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Budget no longer required for Equipment, Furniture & Material, Miscellaneous IT Costs and Status reports
Hertfordshire Building Control	(10,147)	(10,147)	11,190	(10,147)	0	(9,487)	(9,487)	(9,487)	Q1 & Q2 invoices raised
HS2 Planning	0	0	(3,490)	0	0	0	0	0	
Total	602,253	722,743	307,186	739,873	17,130	562,205	571,175	571,175	

<i>Economic Development</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Energy Efficiency	19,500	19,500	4,978	19,500	0	19,500	19,500	19,500	New Scheme Started with Yes Energy, awaiting applications
Sustainability Projects	6,000	4,500	102	3,000	(1,500)	3,000	3,000	3,000	Demand led, no applications received to date
Decriminalised Parking Enf	50,250	182,200	25,331	182,200	0	73,640	85,860	85,860	Budget will be spent
Car Parking-Maintenance	114,460	114,460	101,373	114,460	0	115,070	96,690	96,690	Budget will be spent
Dial A Ride	40,000	40,000	(18,414)	40,000	0	40,000	40,000	40,000	Invoice is awaited from HCC for first 6 months of 21/22
Sustainable Travel Schemes	0	27,660	13,060	27,660	0	1,500	1,500	1,500	Budget will be spent
Better Buses Fund	93,359	93,359	93,359	93,359	0	93,359	93,359	93,359	Budget fully spent
Public Conveniences	4,200	4,200	3,600	4,200	0	4,200	4,200	4,200	Awaiting invoices. Full budget committed
GIS Officer	54,300	54,300	6,089	20,570	(33,730)	45,075	46,330	46,330	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Total	382,069	540,179	229,478	504,949	(35,230)	395,344	390,439	390,439	
Total Infrastructure Housing & Economic Development	1,503,822	1,782,422	(39,561)	1,755,092	(27,330)	1,436,494	1,448,624	1,448,624	

Policy & Resources									
Resources & Shared Services	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Director Of Finance	70,610	70,610	46,233	54,695	(15,915)	70,610	70,610	70,610	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Communication	124,110	174,110	77,609	149,075	(25,035)	115,670	115,790	115,790	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. £6k budget transferred to Customer Contact Programme to pay for Granicus contract and £.5 Printing & Stationery budget no longer required.
Legal Practice	372,740	372,740	267,619	394,445	21,705	395,725	397,660	397,660	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Committee Administration	175,990	198,320	64,430	197,140	(1,180)	202,475	202,650	202,650	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Office Services	240,810	208,810	101,656	188,210	(20,600)	232,810	232,810	232,810	Full cleaning budget not required due to reduced number of staff working in the office. Full Security budget not required as security is currently mainly being covered by the Facilities Team and full budget on Postage not required due to smarter working. This is slightly offset by a reduction in income as unlikely to have any external bookings this year.
Elections & Electoral Regn	129,420	129,420	114,120	163,165	33,745	129,420	129,595	129,595	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Agency staff employed.
Finance Services	456,420	456,420	423,394	480,825	24,405	457,875	440,590	440,590	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. One off increase in Software and Maintenance budget of £25k, Increase in Publications spend of £2k due to LG Chronicle subscription being managed centrally, offset by underspend of £13k in Cash in Transit and £6.5k in Professional Fees- Consultancy.
Parliamentary Elections	0	0	54,559	0	0	0	0	0	2019 General Election claim currently with Cabinet Office.
Police Commissioner Election	0	0	(60,542)	0	0	0	0	0	May 2021 Election costs to be apportioned by end of January 2022
Revs & Bens Management	38,570	38,570	35,617	38,570	0	36,250	36,250	36,250	Budget will be spent
Fraud	82,840	82,840	62,231	82,050	(790)	80,150	80,150	80,150	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Chief Executive	176,060	176,060	117,447	177,070	1,010	176,060	176,060	176,060	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.

<i>Resources & Shared Services</i>	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Performance Mgt & Scrutiny	47,770	47,770	32,908	49,030	1,260	47,520	47,520	47,520	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Debt Recovery	200,230	200,230	175,265	209,225	8,995	227,075	227,670	227,670	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Three Rivers House	366,190	388,590	279,821	381,590	(7,000)	366,000	359,260	359,260	Full budget not required for Gas £5k and Electricity £2k due to reduced opening hours
Basing House	(10,230)	(10,230)	(8,836)	(10,230)	0	(10,340)	(10,140)	(10,140)	Budget will be spent
Officers' Standby	6,140	6,140	6,140	6,140	0	6,140	6,140	6,140	Budget fully spent
Finance Client	98,350	98,350	30,802	62,346	(36,004)	115,780	115,900	115,900	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Increase in budget required for Treasury Management system licence fee. Income received for services provided to West Herts Crematorium under SLA
Business App Maintenance	226,200	226,200	206,844	226,400	200	226,400	226,400	226,400	Software Maintenance inflation increase to contract
ICT Client	751,638	835,638	350,182	837,858	2,220	755,542	757,131	757,131	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Internal Audit Client	71,460	71,460	30,108	71,460	0	71,460	71,460	71,460	Budget will be spent
Fraud Client	2,690	2,690	1,793	2,690	0	2,690	2,690	2,690	Budget will be spent
Insurances	353,220	353,220	359,727	353,220	0	353,220	353,220	353,220	Budget will be spent
Debt Recovery Client Acc	(6,140)	(6,140)	(500)	(6,140)	0	(6,140)	(6,140)	(6,140)	
HR Client	334,628	334,628	155,413	334,628	0	333,736	334,113	334,113	Budget will be spent
Corporate Management	150,680	150,680	39,099	150,680	0	150,680	150,680	150,680	
Democratic Representation	303,758	303,758	206,101	303,998	240	303,758	303,758	303,758	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Benefits & Allowances	725,010	725,010	714,092	694,270	(30,740)	666,800	667,075	667,075	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Realignment of budgets for Shared Service Printing & Stationery and Postage
Benefits Client	(549,890)	(549,890)	2,116,151	(545,210)	4,680	(545,210)	(545,210)	(545,210)	Realignment of budgets for Shared Service Printing & Stationery and Postage
Benefits New Burden	0	0	(30,919)	0	0	0	0	0	
Benefits Non Hra	1,020	1,020	(283,876)	1,020	0	1,020	1,020	1,020	
Council Tax Collection	360,940	360,940	429,738	456,664	95,724	381,209	382,114	382,114	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Realignment of budgets for Shared Service Printing & Stationery and Postage
NNDR	36,500	55,090	58,676	55,695	605	55,090	55,090	55,090	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Council Tax Client	(186,140)	(186,140)	0	(126,879)	59,261	(126,879)	(126,879)	(126,879)	Realignment of budgets for Shared Service Printing & Stationery and Postage

Resources & Shared Services	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Nndr Cost Of Collection	(107,090)	(107,090)	0	(107,090)	0	(107,090)	(107,090)	(107,090)	
Register Of Electors	36,800	36,800	4,301	36,800	0	36,800	36,800	36,800	Remaining budget will be spent
District Elections	76,320	76,320	200,198	76,320	0	76,320	76,320	76,320	May 2021 Election costs to be apportioned by end of January 2022
Customer Service Centre	947,790	925,460	508,992	786,090	(139,370)	917,340	924,795	924,795	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Staffing variances are substantial due secondments. Budget no longer required for Clothes, Uniforms & Laundry
Major Incident Planning	98,230	97,080	46,473	97,830	750	100,230	100,350	100,350	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Miscellaneous Income & Expend	59,275	(890,617)	(5,766,701)	(890,617)	0	18,003	18,003	18,003	Actuals include COVID-19 grant income
Non Distributed Costs	249,000	249,000	1,176	249,000	0	255,000	255,000	255,000	Actioned at year end
Customer Contact Programme	50,000	98,590	0	104,590	6,000	6,000	6,000	6,000	Budget transfer from Communications to pay for Granicus contract
Miscellaneous Properties	(103,920)	(85,770)	(63,867)	(68,375)	17,395	(102,180)	(102,740)	(102,740)	£18k Budget transfer from Garages & Shops for Maintenance. Full budget not required for Gas as a number of properties are no longer the responsibility of TRDC. Variance also includes employee estimates which takes into account vacancies and changes in pay elements
Asset Management - Property Services	370,810	395,810	408,749	444,770	48,960	378,545	387,305	387,305	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Agency Staff employed
Parish Elections	0	0	(8,416)	0	0	0	0	0	May 2021 Election costs to be apportioned by end of January 2022
County Elections	0	0	(97,105)	0	0	0	0	0	May 2021 Election costs to be apportioned by end of January 2022
Referendums	0	0	(28,249)	0	0	0	0	0	May 2021 Election costs to be apportioned by end of January 2022
Garages & Shops Maintenance	(1,142,850)	(1,162,850)	(737,138)	(1,180,850)	(18,000)	(1,142,960)	(1,144,030)	(1,144,030)	£18k Budget Transfer to Property services to cover maintenance costs.
Investment Properties	(1,000,000)	(1,000,000)	(472,042)	(1,000,000)	0	(1,100,000)	(1,200,000)	(1,200,000)	Increased income from investment portfolio
Kickstart	0	0	1,949	0	0	0	0	0	
Oxhey Drive	9,990	9,990	8,234	9,990	0	10,050	10,250	10,250	Budget will be spent
Vacancy Provision	(180,000)	(180,000)	0	(180,000)	0	(180,000)	(180,000)	(180,000)	Employee variances for current year has been offset against this budget
Covid19	0	0	(261,533)	0	0	0	0	0	Covid19 Hardship Fund Grant
Salary Contingency	273,860	273,860	0	273,860	0	550,000	825,000	1,100,000	A budget provision has been included in the budget to cover the cost of a potential 2% salary increase should they decide to recommend a pay increase given that local government is not bound by the Chancellor's Budget announcement.
Total Policy & Resources	4,789,809	4,053,497	(81,877)	4,086,018	32,521	4,988,654	5,161,000	5,436,000	
Total All Committees	10,712,956	11,368,868	76,256	11,239,250	(129,618)	10,796,320	10,987,550	11,262,550	

Corporate Costs	Original Budget 2021/22	Latest Budget 2021/22	Spend to Date	Forecast Outturn 2021/22	Variance @ P8	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	£	
Interest Earned	(390,011)	(390,011)	(288,971)	(390,011)	0	(270,000)	(470,000)	(460,000)	
Interest Paid	381,220	431,220	166,083	431,220	0	302,150	302,150	302,150	
Transfer to Reserves	(59,910)	(59,910)	666,136	(59,910)	0	(59,910)	(59,910)	(59,910)	
Parish Precepts	2,114,610	2,114,610	2,144,610	2,114,610	0	2,156,920	2,200,060	2,200,060	Paid half yearly in April & September
Total Corporate Costs	2,045,909	2,095,909	2,687,858	2,095,909	0	2,129,160	1,972,300	1,982,300	

Grand Total	12,758,865	13,464,777	2,764,114	13,335,159	(129,618)	12,925,480	12,959,850	13,244,850	
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Pid Bids	2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2023/24
Community Support Service	0	15,000	15,000	15,000
Grounds Maintenance	0	47,500	47,500	47,500
Community Parks and Sustainability Officer	0	61,000	61,000	61,000
Revenue impact of Capital PIDs	0	7,000	7,000	7,000
Total	0	130,500	130,500	130,500

Net Budget	13,055,980	13,090,350	13,375,350
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Funding Changes	2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Officers Comments
New Homes Bonus	0	(110,247)	(95,000)	(95,000)	Increase in allocation
Council Tax	0	(9,573,102)	(9,850,604)	(10,087,124)	Increase in Charge by £5 in 2022/23
Council Tax Collection Fund Deficit	0	2,843	0	0	Deficit on Council Tax Collection Fund
Business Rates Pooling	0	(600,000)	(250,000)	(250,000)	Increase in allocation
Business Rates	0	(2,158,901)	(2,158,901)	(2,158,901)	Decrease in Allocation
Services Grant	0	(137,516)	0	0	Additional Government Grant
Dividend	0	(50,000)	(50,000)	(50,000)	
Lower Tier Grant	0	(89,481)	(89,481)	(89,481)	Decrease in Allocation
Total Funding	0	(12,716,404)	(12,493,986)	(12,730,506)	

Surplus / Deficit	339,576	596,364	644,844
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SERVICE COMMITTEES – VARIANCES

Leisure, Environment & Community						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Community Safety	Employees	Variance includes revised employee estimates which takes into account changes in pay elements due to restructure of service	12,445	13,805	18,320	18,320
	Supplies and Services	Budget savings on Legal fees, Printing & Stationery and Software purchases	(2,760)	(1,760)	(1,760)	(1,760)
Corporate Climate Change	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(3,725)	(490)	285	285
Community Partnerships	Employees	Variance includes revised employee estimates which takes into account changes in pay elements due to restructure of service	(7,090)	1,475	6,825	6,825
	Supplies and Services	Budget savings on Equipment, Furniture & Materials and Printing & Stationery	0	(600)	(600)	(600)
Licensing	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(200)	(210)	(210)
	Supplies and Services	Budget saving on Licences	0	(2,000)	(2,000)	(2,000)
Total Community Safety & Partnership			(1,130)	10,230	20,860	20,860

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Community Arts	Income	£2.7k Increase in income received for Community Arts projects, slightly offset by Budget being removed of £690 for Planning Condition fees as it is not part of this cost centre	(1,990)	690	690	690
Watersmeet	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	6,993	9,315	374	374
	Premises	Increase in maintenance costs to fix a number of faults, including fly/rig issues - covered by grant income	10,000	0	0	0
	Supplies and Services	Budget distribution of grant of £14.5k for equipment improvement and upgrade, £16k Marketing campaign and infrastructure. Additional expenditure of £21.6k due to increased number of programmed shows, £2k due to increased supplier costs of publication and £3k for Box Office charges. slightly offset by addition income of £580 due to increased card transactions.	56,520	0	0	0
	Income	Additional income received £27k increased number of programmed shows, £4k staff recharges for elections, council and committee hosting, £900 hire booking ticket sales for confirmed shows, £800 improved uptake on "What's On" adverts, £5k return to full rental income and recovered late payments from earlier in the year. Offset by a reduction in income of £10k on bar sales.	(27,797)	0	0	0
	Grants	Additional income from round 3 of the Cultural Recovery Fund grant (note a proportion of this has been redistributed to expenditure codes as per the eligibility criteria and application)	(63,500)	0	0	0
Active Community Devel Fund	Employees	£13.5k from Future years budgets to be transferred to Sports Development - Sports Projects, to deliver commissioned physical activity projects e.g Shape Up. The remaining budget offered up as a saving as vacant post will not be filled	0	(29,000)	(29,000)	(29,000)
	Premises	Budget saving on Hire of rooms as not all project running due to vacant post. Future years budgets offered up as a saving as vacant post will not be filled	(7,500)	(9,590)	(9,590)	(9,590)
	Supplies and Services	Future years budgets offered up as a saving as vacant post will not be filled	0	(11,360)	(11,360)	(11,360)
	Income	Reduction in income received due to vacant post	7,000	7,750	7,750	7,750
Playing Fields & Open Spaces	Premises	Budget moved from Croxley Green Skateboard Park for annual maintenance	0	5,000	5,000	5,000
	Income	Increase in Fees and charges following 3% inflation uplift	0	(1,080)	(1,080)	(1,080)
	Income	Original budget incorrect	10,000	10,000	10,000	10,000

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Play Development - Play schemes	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements of £16.6k, a further £6k is being moved to Fees and Contractual services	(22,700)	(18,960)	(18,960)	(18,960)
	Premises	Budget saving on room hire due to the reduction in the number of play schemes being offered	(3,000)	(7,000)	(7,000)	(7,000)
	Supplies and Services	Budget movement from Temporary staff to Fees and Contractual Services	6,080	0	0	0
	Income	Reduction in income due to reduction in number of play schemes being offered	0	3,600	3,600	3,600
Sports Development - Sports Project	Employees	£3k Budget moved from Croxley Green Skateboard Park to deliver an annual Skate Jam in the Summer Holidays an additional £13.5k moved from Active Community Devel Fund to deliver commissioned physical activity projects e.g Shape Up	0	16,500	16,500	16,500
Croxley Green Skateboard Park	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Future years £3k budget moved to Sports Development to deliver an annual Skate Jam in the summer holidays and £9.75k budget saving due to no longer staffing the skate park during Easter and summer holidays	(3,000)	(12,750)	(12,750)	(12,750)
	Premises	Budget moved to Playing Field and Open Spaces for annual maintenance	0	(5,000)	(5,000)	(5,000)
	Supplies and Services	Budget no longer required due to not staffing the skate park during Easter and summer holidays	0	(3,330)	(3,330)	(3,330)
	Income	Budget no longer required due to not staffing the skate park during Easter and summer holidays	0	3,500	3,500	3,500
Leisure & Community Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(390)	0	(14,610)	(14,610)
	Supplies and Services	Budget savings for this financial year and realigned for future years to cover the cost of the Chairman's Charity golf day	(1,080)	0	0	0
Total Leisure			(96,344)	(178,120)	(186,071)	(186,071)

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Grounds Maintenance	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	12,280	30,915	30,915	30,915
Refuse Domestic	Income	Increase in Fees and charges following 3% inflation uplift	0	(1,135)	(1,135)	(1,135)
Refuse Trade	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(11,660)	13,505	13,505	13,505
	Income	Increase in Fees and charges following 3% inflation uplift	0	(23,100)	(23,100)	(23,100)
Garden Waste	Income	Proposed Increase in Fees and Charges	0	(121,100)	(121,100)	(121,100)
Clinical Waste	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(6,335)	0	0	0
	Income	Increase in Fees and charges following 3% inflation uplift	0	(3,475)	(3,475)	(3,475)
Pest Control	Third Party Payments	Inflationary increase in cost of Pest Control contract with Watford Borough Council	0	1,922	1,922	1,922
Animal Control	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	1,515	2,600	2,600	2,600
	Transport	Contract hire budget not required this year	(5,670)	0	0	0
	Income	Increase in Fees and charges	0	(1,000)	(1,000)	(1,000)
Cemeteries	Income	Increase in Fees and charges following 3% inflation uplift	0	(5,900)	(5,900)	(5,900)
Environmental Protection	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(12,830)	(21,875)	(24,385)	(24,385)
Batchworth Depot	Supplies and Services	Incorrect budget loaded	6,680	6,680	6,680	6,680
Waste Management	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	14,265	39,730	45,795	45,795
	Transport	Increase in budget required due to increased cost of diesel	17,000	0	0	0
Street Cleansing	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(52,580)	9,985	9,925	9,925
Total Environmental Services			(37,335)	(72,248)	(68,753)	(68,753)
Total Leisure Community & Environment Services			(134,809)	(240,138)	(233,964)	(233,964)

Infrastructure Housing & Economic Development						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Housing Services Needs	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	20,075	5,700	10,545	10,545
	Supplies and Services	Full budget not required due to reduction in number of licences required	(1,500)	(1,500)	(1,500)	(1,500)
Env Health - Residential Team	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(405)	(375)	(375)	(375)
	Supplies and Services	Full budget for Furniture & Equipment Maintenance no longer required	(400)	(500)	(500)	(500)
Homelessness General Fund	Premises	Full budget no longer required due to reduced used of nightly lets	(175,000)	(150,000)	(150,000)	(150,000)
	Supplies and Services	Full budget no longer on Independent reviews	(2,000)	(1,000)	(1,000)	(1,000)
	Income	Reduction in income due to reduced use of nightly lets	150,000	100,000	100,000	100,000
Total Housing			(9,230)	(47,675)	(42,830)	(42,830)
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Land & Property Info Section	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(650)	(370)	(370)
	Supplies and Services	Budget no longer required for Equipment Furniture & Material and Printing & Stationery. Full budget no longer required for Land searches	(930)	(5,430)	(5,430)	(5,430)
	Income	Increase in Fees and charges following 3% inflation uplift	0	(3,500)	(3,500)	(3,500)
		Budget for search fees not expected to be achieved. Due to a general pattern of increase in number of Personal Searches (free) and impact of the pandemic on the housing market	15,000	0	0	0
Development Management	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	9,560	36,805	37,230	37,230
	Supplies and Services	Budget no longer required for Equipment Furniture & Material, Furniture & Equipment Maintenance and publications. Full budget no longer required for Printing & Stationery and Scanning	(1,650)	(6,150)	(6,150)	(6,150)
	Income	Increase in Fees and charges following 3% inflation uplift	0	(2,438)	(2,438)	(2,438)
Director Community & Env Servs	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	730	0	0	0
Development Plans	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(475)	690	690
	Supplies and Services	Budget no longer required on Equipment, Furniture & Material, Miscellaneous IT Costs and Status reports	(5,580)	(5,580)	(5,580)	(5,580)
Total Infrastructure and planning policy			17,130	12,582	14,452	14,452
Sustainability Projects	Supplies and Services	Full budget no longer required on Grants & Contributions	(1,500)	(1,500)	(1,500)	(1,500)
GIS Officer	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(33,730)	(9,225)	(7,970)	(7,970)
Total Economic Development			(35,230)	(10,725)	(9,470)	(9,470)

Policy & Resources						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Customer Contact Programme	Supplies and Services	Budget transfer from Communications to pay for Granicus contract	6,000	6,000	6,000	6,000
Director Of Finance	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(15,915)	0	(1,180)	(1,180)
Communication	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(15,535)	0	0	0
	Supplies and Services	£6k budget transferred to Customer Contact Programme to pay for Granicus contract. £3.5k Printing & Stationery budget no longer required	(9,500)	(9,500)	(9,500)	(9,500)
Legal Practice	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	21,705	19,375	18,890	18,890
Committee Administration	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(1,180)	21,535	21,370	21,370
Office Services	Premises	Full cleaning budget not required due to reduced number of staff working in the office, hours required are less	(3,000)	0	0	0
	Supplies and Services	Full budget for security not required as security is currently mainly being covered by The Facilities Team - £8k. Full budget for Postage not required due to smarter working - £10k.	(18,000)	0	0	0
	Income	Reduction in income as unlikely to have any external bookings this year	400	0	0	0
Elections & Electoral Regn	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Agency staff employed.	33,745	0	(1,055)	(1,055)
Finance Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	16,805	1,595	(16,760)	(16,760)
	Supplies and Services	One off increase in Software and Maintenance budget of £25k, Increase in Publications spend of £2k due to LG Chronicle subscription being managed centrally, offset by underspend of £13k in Cash in Transit and £6.5k in Professional Fees-Consultancy.	7,600	(1,000)	(1,000)	(1,000)
Fraud	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(790)	(2,690)	(2,690)	(2,690)
Chief Executive	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	1,010	0	0	0
Performance Mgt & Scrutiny	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	1,260	(250)	(250)	(250)
Debt Recovery	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	8,995	25,465	24,690	24,690

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Three Rivers House	Premises	Full budget not required for Gas £5k and Electricity £2k due to reduced opening hours	(7,000)	0	0	0
Finance Client	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(900)	(10,630)	(10,630)	(10,630)
	Supplies and Services	Increase in Budget required to Treasury Management system licence fee	2,700	0	0	0
	Income	Income for Services provided to West Herts Crematorium under SLA	(37,804)	0	0	0
Business App Maintenance	Supplies and Services	Software Maintenance inflation increase to contract	200	200	200	200
ICT Client	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	2,220	0	0	0
Democratic Representation	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	240	0	0	0
Benefits & Allowances	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(26,060)	(58,340)	(57,055)	(57,055)
	Supplies and Services	Realignment of budgets for Shared Service Printing & Stationery and Postage	(12,000)	(12,000)	(12,000)	(12,000)
	Income	Realignment of budgets for Shared Service Printing & Stationery and Postage	7,320	7,320	7,320	7,320
Benefits Client	Supplies and Services	Realignment of budgets for Shared Service Printing & Stationery and Postage	4,680	4,680	4,680	4,680
Council Tax Collection	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Agency staff employed	154,985	78,350	75,985	75,985
	Supplies and Services	Realignment of budgets for Shared Service Printing & Stationery and Postage	(151,950)	(151,950)	(151,950)	(151,950)
	Income	Realignment of budgets for Shared Service Printing & Stationery and Postage	92,689	92,689	92,689	92,689
Council Tax Client	Supplies and Services	Realignment of budgets for Shared Service Printing & Stationery and Postage	59,261	59,261	59,261	59,261
NNDR	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	605	0	0	0

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Customer Service Centre	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Staffing variances are substantial due to a number secondments	(134,370)	(36,020)	(31,725)	(31,725)
	Supplies and Services	Budget for Clothes, Uniforms & Laundry no longer required	(5,000)	(2,000)	(2,000)	(2,000)
Major Incident Planning	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	750	(1,060)	(1,060)	(1,060)
	Supplies and Services	Increase in Emergency Planning budget due to new contract with St Albans District Council	0	3,150	3,150	3,150
Miscellaneous Properties	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	595	530	530	530
	Premises	Budget Transfer from Garages & Shops Maintenance	18,000	0	0	0
		Full budget not required for Gas as a number of properties are no longer the responsibility of TRDC	(1,200)	0	0	0
Asset Management - Property Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Agency Staff employed	48,960	(4,985)	(2,325)	(2,325)
Garages & Shops Maintenance	Premises	Budget Transfer to Miscellaneous Properties to cover maintenance costs.	(18,000)	0	0	0
Investment Properties	Income	Increased income from investment portfolio	0	(100,000)	(200,000)	(200,000)
Vacancy Provision	Employees	Employee variances for current year has been offset against this budget	0	0	0	0
Salary Contingency	Employees	A budget provision has been included in the budget to cover the cost of a potential 2% salary increase should there be a recommendation for a pay increase given that local government is not bound by the Chancellor's Budget announcement.	0	275,000	550,000	825,000
Total Policy and Resources			32,521	204,725	363,585	638,585
TOTAL Variances for Period 8 (November) 2020			(129,618)	(81,231)	91,773	366,773

Other			2021/22	2022/23	2023/24	2024/25
	Main Group Heading	Variances to Latest Approved Budget	£	£	£	£
Interest Received	Income	Income generated from Grapevine and Pre-emption sites	0	(180,000)	(380,000)	(370,000)
Total Other Variations			0	(180,000)	(380,000)	(370,000)

Funding			2021/22	2022/23	2023/24	2024/25
	Main Group Heading	Variances to Latest Approved Budget	£	£	£	£
New Homes Bonus	Income	Increase in allocation	0	(15,247)	0	0
Council Tax	Income	Increase in charge by £5 in 2022/23	0	(55,089)	(57,032)	(293,552)
Council Tax Collection Fund Deficit	Income	Deficit on Council Tax Collection Fund		2,843	0	0
Business Rates Pooling	Income	Increase in allocation	0	(350,000)	0	0
Business Rates Growth	Income	Decrease in allocation	0	86,099	86,099	86,099
Services Grant	Income	Additional Government Grant	0	(137,516)	0	0
Lower Tier Grant	Income	Decrease in allocation	0	30,519	30,519	30,519
Total Funding Variations			0	(438,391)	59,586	(176,934)

Growth PIDs			2021/22	2022/23	2023/24	2024/25
	Main Group Heading	Variances to Latest Approved Budget	£	£	£	£
	Employees	Grounds Maintenance	0	47,500	47,500	47,500
	Employees	Community Parks and Sustainability Officer	0	61,000	61,000	61,000
	Supplies & Services	Community Support Service	0	15,000	15,000	15,000
	Supplies & Services	Revenue Impact of Capital PIDS	0	7,000	7,000	7,000
Total Growth PIDs			0	130,500	130,500	130,500

SCHEME FOR PRIORITISING GROWTH

Criteria	Revenue Growth/Capital Bids		
	Score	Description	
Measure of Quality of Service	a	3	Maintaining Current Service
		6	Improved Internal Service
		9	Improved External Service
Customer Impact / Quantity of Service	b	3	Affects < 10% of residents
		6	Affects < 50% of residents
		9	Affects all residents
Links to Strategic Plan	c	2	Contributes to General Theme
		4	Contributes to General Aim
		6	Contributes to Specific Objective
Impact on Partners (as defined in the Community Strategy)	d	1	No impact on partner agencies or joint priorities
		2	Impacts on 1 partner agency / priority
		3	Impacts several partners / priorities
Partnership Funding	e	1	No Partnership Funding
		2	Partly Funded by Partners
		3	Fully Funded by Partners
Equalities	f	1	No impact on vulnerable groups
		2	Impacts on one vulnerable group
		3	Impacts several vulnerable groups
Asset Management	g	1	Not related to asset maintenance
		2	Allowing asset to continue in use
		3	Expenditure required to bring asset up to standard enabling service to continue (i.e. an element of 'backlog' repair exists)
Statutory/Discretionary Service	h	1	Entirely Discretionary
		2	Partly Statutory
		3	Entirely Statutory
Contractually Committed	i	1	No Commitment
		2	Moral Obligation (e.g. SLA)
		3	Contractually Committed

PROPOSALS FOR GROWTH (not included in base budgets)

Revenue Growth Bids					Measure of Quality of Service	Customer Impact / Quantity of Service	Links to Strategic Plan	Impact on Partners (as defined in the Community Strategy)	Partnership Funding	Equalities	Asset Management	Statutory/Discretionary Service	Contractually Committed	Financial Implications	Invest to Save	Total
Service Plan	Description	2022/23 £	2023/24 £	2024/25 £	A	B	C	D	E	F	G	H	I	J	K	
Community Partnerships	Community Support Service	15,000	15,000	15,000	9	3	4	3	2	3	1	2	2	0	4	33
Environmental Protection	Grounds Maintenance	47,500	47,500	47,500	3	6	2	2	1	1	2	2	1	0	2	22
Leisure & Landscapes	Community Parks and Sustainability Officer	61,000	61,000	61,000	3	9	6	3	1	3	1	1	1	0	0	28
Total		123,500	123,500	123,500												

Revenue Implications of Capital growth bids					A	B	C	D	E	F	G	H	I	J	K	Total
Service Plan	Description	2022/23 £	2023/24 £	2024/25 £												
Property Services	Street Lighting	5,000	5,000	5,000	3	6	6	1	1	1	3	2	1	3	0	27
Indicative cost of capital	Revenue impact of funding additions to capital programme	2,000	2,000	2,000												0
Total		7,000	7,000	7,000												

Total All Growth Bids	130,500	130,500	130,500
	Over Medium Term		391,500

FINANCIAL AND BUDGETARY KEY RISKS

APPENDIX 6

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 early 2022.	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

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income	Key income streams reported monthly to Corporate Management Team and shown in the latest Budget Monitoring reports. Due to COVID-19 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 COVID-19 for the first quarter of 2021/22.	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

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Dec-13	FIN18	Director of Finance	Budgetary	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 MTFS 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

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
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 has been paused to enable a review of the current structure. Key vacancies are being covered by interim appointments to ensure that there is sufficient capacity within the team to meet business needs.</i>	Chief Executive/ Director of Finance	Ongoing

RESERVES

Category	Opening Balance 01/04/2021 £	Net Movement in Year £	Closing Balance 31/03/2022 £	Purpose
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Revenue Reserves				
General Fund	(5,210,222)	1,208,662	(4,001,560)	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)	1,208,662	(6,499,542)	

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)	5,362,709	(15,516,549)	
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Three Rivers Fees and Charges Schedule - Discretionary

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information		
Parking	Pay & Display Charges	Long Term Tariff		Non Business	4.00	4.00	0%		
		Short Term Tariff	Up to 1 hour	Non Business	Free	Free	0%		
			Up to 2 hours	Non Business	1.00	1.00	0%		
			Up to 3 hours	Non Business	2.50	2.50	0%		
			Up to 4 hours	Non Business	4.00	4.00	0%		
	Buisness Permits	Rickmansworth		Non Business	540.00	540.00	0%		
		Chorleywood		Non Business	240.00	240.00	0%		
	Resident Permits	Zones A, A1, B, C, C1, E, BED, RG, NS, GS and NL	First Permit		Non Business	60.00	60.00	0%	
			Second Permit		Non Business	110.00	110.00	0%	
		Zones CG, D, OW, OZ and W	First Permit		Non Business	30.00	30.00	0%	
			Second Permit		Non Business	55.00	55.00	0%	
	Visitor Permits	Zones A, A1, B, C, C1, D, E, BED, RG, NS, GS, NL, OW, OZ and W		Non Business	50.00	50.00	0%	Please note that visitor permits are not available for Zones BED, CG, E and RG.	
	Visitor Vouchers	All Zones		Non Business	12.00	12.00	0%		
	Annual Pay & Display Permits	Eligible in TRDC long term car parks		Non Business	1,080.00	1,080.00	0%		
	Season Tickets	Eligible in Ferry Car park, Chorleywood and Winton Approach, Croxley Green	12 months		Non Business	750.00	750.00	0%	
			6 months		Non Business	375.00	375.00	0%	
Doctor and Health Visitor Permits	Per permit	Up to 5 permits		Non Business	25.00	25.00	0%		
		Over 5 permits		Non Business	55.00	55.00	0%		
Suspensions and Dispensations	Suspensions and Dispensations	Per bay per day	Non Business	30.00	30.00	0%			
Licencing	Drivers	New Private Hire & Hackney Carriage Driver Licence	1 year	Non Business	161.00	166.00	3%		
			2 year	Non Business	322.00	332.00	3%		
			3 year	Non Business	421.00	434.00	3%		
		Private Hire & Hackney Carriage Driver Renewal	1 year	Non Business	143.00	148.00	3%		
			2 year	Non Business	308.50	318.00	3%		
			3 year	Non Business	386.50	399.00	3%		
		Dual Driver	1 year	Non Business	188.00	194.00	3%		
			3 year	Non Business	498.00	513.00	3%		
		Dual Driver Renewal	1 year	Non Business	184.00	190.00	3%		
			3 year	Non Business	485.00	500.00	3%		
		Replacement Driver Licence			Non Business	10.00	11.00	10%	
		Replacement Badge			Non Business	20.00	21.00	5%	
		Knowledge Test - 2nd and 3rd go			Non Business	15.00	16.00	7%	

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information	
	Vehicles	Private Hire & Hackney Carriage New Vehicle Licence	Non Business	184.00	190.00	3%		
		Renewal Vehicle Licence	Non Business	153.50	159.00	4%		
		Plate Transfer	Non Business	44.00	46.00	5%		
		Transfer and Plate	Non Business	65.00	67.00	3%		
		Change of Vehicle	Non Business	65.00	67.00	3%		
		Internal Plate Holder Replacement	Non Business	1.60	2.00	25%		
		Replacement External Plate	Non Business	26.00	27.00	4%		
		Replacement Internal Plate	Non Business	15.00	16.00	7%		
		Replacement Plate and Licence	Non Business	36.00	38.00	6%		
		Replacement Paper Licence	Non Business	10.00	11.00	10%		
		Replacement Bracket	Non Business	9.00	10.00	11%		
		Door Stickers	Non Business	5.00	6.00	20%		
		Exemption	Non Business	65.00	67.00	3%		
	Private Hire Operator	1 Vehicle	5 year	Non Business	973.50	1,003.00	3%	
			1 year	Non Business	194.50	201.00	3%	
		2-4 Vehicles	5 year	Non Business	1,280.00	1,319.00	3%	
			1 year	Non Business	256.00	264.00	3%	
		5-10 Vehicles	5 year	Non Business	1,740.00	1,793.00	3%	
			1 year	Non Business	348.00	359.00	3%	
		11+ Vehicles	5 year	Non Business	1,816.50	1,871.00	3%	
			1 year	Non Business	363.00	374.00	3%	
		Private Hire Operator Replacement Licence	Non Business	10.00	11.00	10%		
		Replacement Paper Licence	Non Business	10.00	11.00	10%		
	Others	Change of Address/ Details	Non Business	25.00	26.00	4%		
		Advertising	Non Business	25.00	26.00	4%		
	Scrap Metal	Scrap Metal Licence Site 3yrs	Non Business	773.50	797.00	3%		
		Renewal of Scrap Metal Site Licence	Non Business	756.50	780.00	3%		
		Additional Site Licence	Non Business	498.50	514.00	3%		
		Scrap Metal Collectors Licence	Non Business	296.50	306.00	3%		
		Scrap Metal Collectors Renewal	Non Business	274.50	283.00	3%		
		Application to Vary Scrap Metal Licence	Non Business	160.00	165.00	3%		
		Change of Licencee Details	Non Business	15.00	16.00	7%		
		Change of Licenced Sites	Non Business	160.00	165.00	3%		
		Change of Site Manager	Non Business	15.00	16.00	7%		
		Collectors of Site Licence	Non Business	773.50	797.00	3%		
		Sexual Entertainment	Sexual Entertainment Venue	Non Business	822.50	848.00	3%	
	Fee on Grant of a Licence		Non Business	300.00	309.00	3%		
	Renewal of Sexual Entertainment Venue Licence		Non Business	818.00	843.00	3%		
	Major Variation of Sexual Entertainment Venue		Non Business	200.00	206.00	3%	At officers discretion	
	Minor Variation of Sexual Entertainment Venue		Non Business	80.00	83.00	4%	At officers discretion	
	Street Trading	Street Trading	Non Business	220.50	228.00	3%		

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information	
Leisure	Watersmeet - Hire Rates	Auditorium	Commercial	Mon-Fri (Theatre)	Standard Rated	186.50	192.30	3%
				Sat-Sun (Theatre)	Standard Rated	208.70	215.00	3%
				Mon-Fri (Cabaret)	Standard Rated	219.80	226.40	3%
			Sat-Sun (Cabaret)	Standard Rated	252.60	260.20	3%	
			Not for Profit	Mon-Fri (Theatre)	Standard Rated	106.60	109.80	3%
				Sat-Sun (Theatre)	Standard Rated	127.70	131.50	3%
		Mon-Fri (Cabaret)		Standard Rated	154.70	159.30	3%	
		Colne	Commercial	Mon-Fri	Standard Rated	43.90	45.20	3%
				Sat-Sun	Standard Rated	60.50	62.30	3%
				Not for Profit	Mon-Fri	Standard Rated	35.70	36.80
		Sat-Sun	Standard Rated		56.10	57.80	3%	
		Kitchen	Mon-Fri		Standard Rated	85.10	87.70	3%
			Sat-Sun	Standard Rated	106.90	110.10	3%	
		Watersmeet - Equipment / Staff	Microphone	Daily	Standard Rated	9.80	10.10	3%
				Weekly	Standard Rated	29.30	30.20	3%
	Radio Microphone		Daily	Standard Rated	15.00	15.50	3%	
			Weekly	Standard Rated	45.00	46.40	3%	
	Follow Spot		Daily	Standard Rated	20.60	21.20	3%	
			Weekly	Standard Rated	61.70	63.60	3%	
	Electric Piano		Daily	Standard Rated	27.10	27.90	3%	
			Weekly	Standard Rated	81.30	83.70	3%	
	Staging/Risers		Daily	Standard Rated	13.50	13.90	3%	
			Weekly	Standard Rated	40.50	41.70	3%	
	Portable Projector		Daily	Standard Rated	13.50	13.90	3%	
			Weekly	Standard Rated	40.50	41.70	3%	
	Digital Projector		Daily	Standard Rated	187.50	193.10	3%	
			Weekly	Standard Rated	562.40	579.60	3%	
	Baby Grand Piano		Daily	Standard Rated	205.10	211.30	3%	
			Weekly	Standard Rated	615.20	633.70	3%	
	Smoke Machine		Daily	Standard Rated	53.80	55.40	3%	
	Smoke Machine Fluid		Daily	Standard Rated	34.10	35.10	3%	
	Haze Machine		Daily	Standard Rated	41.00	42.20	3%	
	Haze Machine Fluid		Daily	Standard Rated	27.00	27.80	3%	
	DVD / TV		Daily	Standard Rated	33.30	34.30	3%	
	Flip Chart		Daily	Standard Rated	6.90	7.10	3%	
	Lectern		Daily	Standard Rated	6.90	7.10	3%	
Lighting/Stage Assistant	Per hour		Standard Rated	16.50	17.00	3%		
Sound Technician	Per hour	Standard Rated	24.30	25.00	3%			
Additional Stewards	Per hour	Standard Rated	10.40	12.00	15%	Increase includes impact of Real Living Wage		

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information	
	Hire of Grounds	Charity / Not for profit / School fun runs	Standard Rated	58.00	60.00	3%		
		Charity events / school fetes	Standard Rated	174.00	179.00	3%		
		Non-charity event	Standard Rated	334.00	344.00	3%		
		Damage deposit required for Charity events / School fetes and Non-charity events	Standard Rated	667.00	687.00	3%		
		Funfairs	Operational day	Standard Rated	596.00	614.00	3%	
			Any additional non-operational days	Standard Rated	149.00	153.00	3%	
		Funfair damage deposit	Standard Rated	1,192.00	1,228.00	3%		
	Filming	Up to one hour	Standard Rated	103.00	106.00	3%		
		Between 1 and 4 hours	Standard Rated	345.00	355.00	3%		
		Between 4 and 12 hours	Standard Rated	690.00	710.00	3%		
		Between 12 and 24 hours	Standard Rated	1,030.00	1,060.00	3%		
		Unit Base cost per day	Standard Rated	515.00	530.00	3%		
		Filming damage deposit for 1 hour and over	Standard Rated	1,380.00	1,421.00	3%		
	Leavesden HIVE	Community rate (including schools and charities)	Per Hour	Standard Rated	New Charge	10.00		
			Morning (9am-1pm)	Standard Rated	New Charge	30.00		
			Afternoon (1pm-5pm)	Standard Rated	New Charge	30.00		
			Evening (5pm-9pm) -	Standard Rated	New Charge	25.00		
			Weekend Morning (9am-1pm)	Standard Rated	New Charge	35.00		
			Weekend Afternoon (1pm-5pm)	Standard Rated	New Charge	35.00		
			Weekend Evening (5pm-9pm)	Standard Rated	New Charge	35.00		
		Commercial rate	Per Hour	Standard Rated	New Charge	20.00		
			Morning (9am-1pm)	Standard Rated	New Charge	50.00		
			Afternoon (1pm-5pm)	Standard Rated	New Charge	50.00		
			Evening (5pm-9pm) -	Standard Rated	New Charge	50.00		
			Weekend Morning (9am-1pm)	Standard Rated	New Charge	60.00		
			Weekend Afternoon (1pm-5pm)	Standard Rated	New Charge	60.00		
			Weekend Evening (5pm-9pm)	Standard Rated	New Charge	70.00		
Regulatory	Local Land Charges & Fees	Personal Search		N/A	N/A		No charge allowed by statute	
		LLC1	Non Business	18.21	18.76	3%		
		LLC1 Additional Parcel (each)	Non Business	7.50	7.72	3%		
		CON29 Residential	Standard Rated	60.77	62.59	3%		
		CON29 Non Residential	Standard Rated	89.09	91.76	3%		
		CON29 Additional Parcel (each)	Standard Rated	15.00	15.45	3%		
		Full combined Search Residential	Standard Rated	78.98	81.35	3%		
		Full combined Search Non Residential	Standard Rated	107.30	110.52	3%		
		Full combined Search Additional Parcel (each)	Standard Rated	22.50	23.17	3%		
		CON290 Each Enquiry (other than Question 22)	Standard Rated	15.00	15.45	3%		
		CON290 Question 21	Standard Rated	N/A	N/A		Any enquiries should be sent to Hertfordshire County Council.	
		CON290 Question 22	Standard Rated	23.48	24.18	3%		
		Solicitors Own Enquiry		N/A	N/A		No longer answered as part of a LLC Search. Please send any enquiries direct to the source department.	

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information	
Planning	Pre Application Fees	Householder Development	Pre application advice	Standard Rated	90.00	90.00	0%	
			Meeting	Standard Rated	145.20	145.20	0%	
			Follow up enquiry	Standard Rated	50.00	50.00	0%	
		Residential Development (New builds and Conversions)	Single Dwellings including replacement	Pre application advice	Standard Rated	376.80	376.80	0%
				Meeting	Standard Rated	145.20	145.20	0%
				Follow up enquiry	Standard Rated	72.60	72.60	0%
			2 to 5 dwellings	Pre application advice	Standard Rated	618.00	618.00	0%
				Meeting	Standard Rated	224.40	224.40	0%
				Follow up enquiry	Standard Rated	112.20	112.20	0%
			6 to 10 dwellings	Pre application advice	Standard Rated	924.00	924.00	0%
				Meeting	Standard Rated	330.00	330.00	0%
				Follow up enquiry	Standard Rated	165.00	165.00	0%
			10 to 24 dwellings	Pre application advice	Standard Rated	1,848.00	1,848.00	0%
				Meeting	Standard Rated	660.00	660.00	0%
				Follow up enquiry	Standard Rated	330.00	330.00	0%
			25 to 49 dwellings	Pre application advice	Standard Rated	3,696.00	3,696.00	0%
				Meeting	Standard Rated	1,320.00	1,320.00	0%
				Follow up enquiry	Standard Rated	660.00	660.00	0%
			50 to 99 dwellings	Pre application advice	Standard Rated	6,000.00	6,000.00	0%
				Meeting	Standard Rated	1,320.00	1,320.00	0%
				Follow up enquiry	Standard Rated	660.00	660.00	0%
		100 to 199 dwellings	Pre application advice	Standard Rated	9,000.00	9,000.00	0%	
			Meeting	Standard Rated	1,320.00	1,320.00	0%	
			Follow up enquiry	Standard Rated	660.00	660.00	0%	
		200 to 499 dwellings	Pre application advice	Standard Rated	12,000.00	12,000.00	0%	
			Meeting	Standard Rated	1,320.00	1,320.00	0%	
			Follow up enquiry	Standard Rated	660.00	660.00	0%	
		500+ dwellings	Pre application advice	Standard Rated		Fees to be	Fees to be	
			Meeting	Standard Rated		negotiated on a	negotiated on a	
			Follow up enquiry	Standard Rated		case by case	case by case	
		Non-residential development (including erection, alteration of plant or machinery on non-residential premises)	0-100sqm Floorspace (GFA)	Pre application advice	Standard Rated	376.80	376.80	0%
				Meeting	Standard Rated	145.20	145.20	0%
				Follow up enquiry	Standard Rated	72.60	72.60	0%
			101 to 500 sqm Floorspace (GFA)	Pre application advice	Standard Rated	618.00	618.00	0%
				Meeting	Standard Rated	224.40	224.40	0%
				Follow up enquiry	Standard Rated	112.20	112.20	0%
			501 to 1,000 sqm	Pre application advice	Standard Rated	924.00	924.00	0%
				Meeting	Standard Rated	330.00	330.00	0%
				Follow up enquiry	Standard Rated	165.00	165.00	0%
			1,001 to 5,000 sqm	Pre application advice	Standard Rated	1,848.00	1,848.00	0%
				Meeting	Standard Rated	660.00	660.00	0%
				Follow up enquiry	Standard Rated	330.00	330.00	0%
			Over 5,000 sqm	Pre application advice	Standard Rated	3,696.00	3,696.00	0%
				Meeting	Standard Rated	1,320.00	1,320.00	0%
				Follow up enquiry	Standard Rated	660.00	660.00	0%

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information		
		Change of Use of existing buildings or land with no increase in floorspace - (If change of use involves increases in floorspace then to be considered under relevant category)	Pre application advice	Standard Rated	250.00	250.00	0%		
			Meeting	Standard Rated	132.00	132.00	0%		
			Follow up enquiry	Standard Rated	66.00	66.00	0%		
		Agriculture and Forestry buildings	465sqm and under	Pre application advice	Standard Rated	85.20	85.20	0%	
				Meeting	Standard Rated	105.60	105.60	0%	
				Follow up enquiry	Standard Rated	52.80	52.80	0%	
			466-540sqm	Pre application advice	Standard Rated	250.00	250.00	0%	
				Meeting	Standard Rated	132.00	132.00	0%	
				Follow up enquiry	Standard Rated	66.00	66.00	0%	
		541sqm and over	Pre application advice	Standard Rated	650.00	650.00	0%		
			Meeting	Standard Rated	224.40	224.40	0%		
			Follow up enquiry	Standard Rated	112.20	112.20	0%		
		Buildings and structures for equestrian purposes including stables, menage, riding schools	40sqm and under	Pre application advice	Standard Rated	85.20	85.20	0%	
				Meeting	Standard Rated	105.60	105.60	0%	
				Follow up enquiry	Standard Rated	52.80	52.80	0%	
			41sqm and over	Pre application advice	Standard Rated	202.80	202.80	0%	
				Meeting	Standard Rated	132.00	132.00	0%	
				Follow up enquiry	Standard Rated	66.00	66.00	0%	
		Erection gates, walls, fences or other means of enclosure (not householder); and the construction of car parks, service roads and other means of access to land	Pre application advice	Standard Rated	92.40	92.40	0%		
			Meeting	Standard Rated	132.00	132.00	0%		
			Follow up enquiry	Standard Rated	66.00	66.00	0%		
		Advertisements	Pre application advice	Standard Rated	92.40	92.40	0%		
			Meeting	Standard Rated	132.00	132.00	0%		
			Follow up enquiry	Standard Rated	66.00	66.00	0%		
Telecommunications Development	Pre application advice	Standard Rated	202.80	202.80	0%				
	Meeting	Standard Rated	105.60	105.60	0%				
		Follow up enquiry	Standard Rated	52.80	52.80	0%			
Economic & Sustainable Development	Right to Build Register	Part 1 Initial Registration Costs	Non Business	200.00	206.00	3%			
		Part 1 Annual Fee	Non Business	175.00	180.25	3%			
		Part 2 Initial Registration Costs	Non Business	200.00	206.00	3%			
Environmental	Garden Waste	One Bin	Discount for benefit recipients	Non Business	37.00	42.00	14%	Half of annual charge applied from 1st October	
			No discount	Non Business	45.00	50.00	11%		
		Second Bin	Non Business	80.00	85.00	6%	Half of annual charge applied from 1st October		
	Third Bin	Non Business	80.00	85.00	6%	Half of annual charge applied from 1st October			
	Trade waste and recycling	Return fee	Non Business	107.00	110.00	3%			
		Additional charge for extra collection on a different day	Non Business	54.00	56.00	4%			
		Admin charge for any changes to contract/invoicing	Non Business	32.00	33.00	3%			

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information				
	Standard Commercial waste collection	Standard Commercial waste collection	6 monthly charge	140 litre	Non Business	192.00	198.00	3%			
				240 litre	Non Business	217.00	224.00	3%			
				360 litre	Non Business	286.00	295.00	3%			
				660 litre	Non Business	380.00	391.00	3%			
				1100 litre	Non Business	506.00	521.00	3%			
			Weekly Charge	140 litre	Non Business	7.38	7.62	3%			
				240 litre	Non Business	8.35	8.62	3%			
				360 litre	Non Business	11.00	11.35	3%			
				660 litre	Non Business	14.62	15.04	3%			
				1100 litre	Non Business	19.46	20.04	3%			
			Additional/excess waste	140 litre	Non Business	13.04	13.27	2%			
				240 litre	Non Business	14.00	14.27	2%			
				360 litre	Non Business	16.65	17.00	2%			
				660 litre	Non Business	20.27	20.69	2%			
				1100 litre	Non Business	25.11	25.69	2%			
			Trade Sacks	For Customers with Access Problems	50 Sacks	Non Business	192.00	198.00	3%		
			Standard - Second and More Collections	Per container		6 monthly charge	140 litre	Non Business	180.00	185.00	3%
							240 litre	Non Business	206.00	212.00	3%
							360 litre	Non Business	273.00	281.00	3%
							660 litre	Non Business	368.00	379.00	3%
1100 litre	Non Business	492.00					507.00	3%			
Weekly Charge	140 litre	Non Business				6.92	7.12	3%			
	240 litre	Non Business				7.92	8.15	3%			
	360 litre	Non Business				10.50	10.81	3%			
	660 litre	Non Business				14.15	14.58	3%			
	1100 litre	Non Business				18.92	19.50	3%			
Recycling Containers - Mixed Recycling	Per container		6 monthly charge	140 litre	Non Business	£91.00	£94.00	3%			
				240 litre	Non Business	£103.00	£106.00	3%			
				360 litre	Non Business	£136.00	£140.00	3%			
				660 litre	Non Business	£181.00	£186.00	3%			
				1100 litre	Non Business	£240.00	£247.00	3%			
			Weekly Charge	140 litre	Non Business	3.50	3.62	3%			
				240 litre	Non Business	3.96	4.08	3%			
				360 litre	Non Business	5.23	5.38	3%			
				660 litre	Non Business	6.96	7.15	3%			
				1100 litre	Non Business	9.23	9.50	3%			
			Additional/excess waste	140 litre	Non Business	9.15	9.27	1%			
				240 litre	Non Business	9.61	9.73	1%			
				360 litre	Non Business	10.88	11.04	1%			
				660 litre	Non Business	12.61	12.81	2%			
				1100 litre	Non Business	14.88	15.15	2%			
Mixed Rec. - Second and More Collections	Per container		6 monthly charge	140 litre	Non Business	79.00	81.00	3%			
				240 litre	Non Business	91.00	94.00	3%			
				360 litre	Non Business	125.00	129.00	3%			
				660 litre	Non Business	169.00	174.00	3%			
				1100 litre	Non Business	229.00	236.00	3%			
			Weekly Charge	140 litre	Non Business	3.04	3.12	3%			
				240 litre	Non Business	3.50	3.62	3%			
				360 litre	Non Business	4.81	4.96	3%			
				660 litre	Non Business	6.50	6.69	3%			
				1100 litre	Non Business	8.81	9.08	3%			

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information				
	Pub Glass	Charge per 240 Litre Container	6 monthly charge	1 container	Non Business	103.00	106.00	3%			
				2 containers	Non Business	136.00	140.00	3%			
				3 containers	Non Business	181.00	186.00	3%			
				4 containers	Non Business	240.00	247.00	3%			
				5 containers	Non Business	240.00	247.00	3%			
				6 containers	Non Business	343.00	353.00	3%			
				7 containers	Non Business	376.00	387.00	3%			
				10 containers	Non Business	480.00	494.00	3%			
			Weekly Charge	1 container	Non Business	3.96	4.08	3%			
				2 containers	Non Business	5.23	5.38	3%			
				3 containers	Non Business	6.96	7.15	3%			
				4 containers	Non Business	9.23	9.50	3%			
				5 containers	Non Business	9.23	9.50	3%			
				6 containers	Non Business	13.19	13.58	3%			
				7 containers	Non Business	14.46	14.88	3%			
				10 containers	Non Business	18.46	19.00	3%			
			Additional/exces s waste	1 container	Non Business	9.61	9.73	1%			
				2 containers	Non Business	10.88	11.04	1%			
				3 containers	Non Business	12.61	12.81	2%			
				4 containers	Non Business	14.88	15.15	2%			
				5 containers	Non Business	14.88	15.15	2%			
				6 containers	Non Business	18.85	19.23	2%			
				7 containers	Non Business	20.11	20.54	2%			
				10 containers	Non Business	24.11	24.65	2%			
			Charity Shops & Local Authority Funded Schools	Per container		6 monthly charge	140 litre	Non Business	168.00	173.00	3%
							240 litre	Non Business	176.00	181.00	3%
							360 litre	Non Business	225.00	232.00	3%
							660 litre	Non Business	262.00	270.00	3%
	1100 litre	Non Business					269.00	277.00	3%		
	Weekly Charge	140 litre				Non Business	6.46	6.65	3%		
		240 litre				Non Business	6.77	6.96	3%		
		360 litre				Non Business	8.65	8.92	3%		
		660 litre				Non Business	10.08	10.38	3%		
		1100 litre				Non Business	10.35	10.65	3%		
	Additional/exces s waste	140 litre				Non Business	12.11	12.31	2%		
		240 litre				Non Business	12.42	12.61	2%		
		360 litre				Non Business	14.31	14.58	2%		
		660 litre				Non Business	15.73	16.04	2%		
		1100 litre				Non Business	16.00	16.31	2%		
	Second and More Collections	6 monthly charge				140 litre	Non Business	156.00	161.00	3%	
						240 litre	Non Business	164.00	169.00	3%	
						360 litre	Non Business	213.00	219.00	3%	
				660 litre	Non Business	253.00	261.00	3%			
				1100 litre	Non Business	258.00	266.00	3%			
		Weekly Charge		140 litre	Non Business	6.00	6.19	3%			
				240 litre	Non Business	6.31	6.50	3%			
				360 litre	Non Business	8.19	8.42	3%			
660 litre				Non Business	9.73	10.04	3%				
1100 litre				Non Business	9.92	10.23	3%				

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information	
	Charge for Business - Where property is used for domestic and commercial purposes	Per container	6 monthly charge	140 litre	Non Business	165.00	170.00	3%
				240 litre	Non Business	187.00	193.00	3%
				360 litre	Non Business	261.00	269.00	3%
		Weekly Charge	140 litre	Non Business	6.35	6.54	3%	
			240 litre	Non Business	7.19	7.42	3%	
			360 litre	Non Business	10.04	10.35	3%	
		Additional/excess waste	140 litre	Non Business	12.00	12.19	2%	
			240 litre	Non Business	12.85	13.08	2%	
			360 litre	Non Business	15.69	16.00	2%	
	Business - Where property is used for domestic and commercial purposes - Second and More Collections	Per container	6 monthly charge	140 litre	Non Business	151.00	156.00	3%
				240 litre	Non Business	176.00	181.00	3%
				360 litre	Non Business	216.00	222.00	3%
		Weekly Charge	140 litre	Non Business	5.81	6.00	3%	
			240 litre	Non Business	6.77	6.96	3%	
			360 litre	Non Business	8.31	8.54	3%	
	Charities/ school fairs (one off events)	Delivery and Collection Charge			Non Business	48.00	49.00	2%
		Per container	Charities	140 litre	Non Business	6.46	6.65	3%
				240 litre	Non Business	6.77	6.96	3%
				360 litre	Non Business	8.65	8.92	3%
				660 litre	Non Business	10.08	10.38	3%
				1100 litre	Non Business	10.35	10.65	3%
			Commercial	140 litre	Non Business	7.38	7.62	3%
				240 litre	Non Business	8.35	8.62	3%
		360 litre		Non Business	11.00	11.35	3%	
			660 litre	Non Business	14.62	15.04	3%	
			1100 litre	Non Business	19.46	20.04	3%	
			One off Recycling collection			Non Business	No Charge	No Charge
Clinical Waste		Annual Charge	Monthly Collection	Doctors	Non Business	N/A	N/A	
	Dentists			Non Business	252.00	260.00	3%	
	Funeral Directors			Non Business	350.00	361.00	3%	
	Nursing Homes			Non Business	N/A	N/A		
	Nurseries			Non Business	N/A	N/A		
	Tatooist / Chiropodist / Acupuncturist			Non Business	216.00	222.00	3%	
	Veterinary Surgeries			Non Business	N/A	N/A		
	Fortnightly Collection		Doctors	Non Business	701.00	722.00	3%	
			Dentists	Non Business	518.00	534.00	3%	
			Funeral Directors	Non Business	701.00	722.00	3%	
			Nursing Homes	Non Business	1,073.00	1,105.00	3%	
			Nurseries	Non Business	792.00	816.00	3%	
			Tatooist / Chiropodist / Acupuncturist	Non Business	431.00	444.00	3%	
			Veterinary Surgeries	Non Business	1,376.00	1,417.00	3%	

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information			
		Weekly Collection	Doctors	Non Business	1,398.00	1,440.00	3%			
			Dentists	Non Business	1,029.00	1,060.00	3%			
			Funeral Directors	Non Business	1,398.00	1,440.00	3%			
			Nursing Homes	Non Business	1,789.00	1,843.00	3%			
			Nurseries	Non Business	1,584.00	1,632.00	3%			
			Tattooist / Chiropracist / Acupuncturist	Non Business	861.00	887.00	3%			
			Veterinary Surgeries	Non Business	2,754.00	2,837.00	3%			
			Pest Control	Rats	Business	Charge per Hour	Standard Rated		71.00	73.00
	Domestic	Standard Charge			Standard Rated	23.00	24.00	4%		
		Income Support, Pension Credit, Employment and Support Allowance			Standard Rated	No Charge	No Charge			
		Job Seeker's Allowance, Housing Benefit/Council Tax Support			Standard Rated	14.00	15.00	7%		
	Mice	Business			Charge per Hour	Standard Rated	71.00	73.00	3%	
		Domestic			Standard Charge	Standard Rated	23.00	24.00	4%	
	Wasps/bees/hornets	Business		Charge per Hour	Standard Rated	66.00	68.00	3%		
				Domestic	Standard Charge	Standard Rated	56.00	58.00		4%
					Income Support, Pension Credit, Employment and Support Allowance	Standard Rated	No Charge	No Charge		
		Domestic		Job Seeker's Allowance, Housing Benefit/Council Tax Support	Standard Rated	29.00	30.00	3%		

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information	
	Squirrels/glis glis	Business	Charge per Hour	Standard Rated	84.00	87.00	4%	Each additional visit £20, up to 4 visits (was £19)
		Domestic	Standard Charge	Standard Rated	70.00	72.00	3%	
			Income Support, Pension Credit, Employment and Support Allowance	Standard Rated	No Charge	No Charge		
			Job Seeker's Allowance, Housing Benefit/Council Tax Support	Standard Rated	34.00	35.00	3%	
	Insects	Business	Charge per Hour	Standard Rated	71.00	73.00	3%	Maximum of three visits within a six week period, if required
		Domestic	Standard Charge	Standard Rated	193.00	199.00	3%	
			Income Support, Pension Credit, Employment and Support Allowance	Standard Rated	No Charge	No Charge	0%	
			Job Seeker's Allowance, Housing Benefit/Council Tax Support	Standard Rated	96.00	99.00	3%	
	Contaminated bin from flats	240 litre		Non Business	44.00	45.00	2%	
		660 litre		Non Business	82.00	84.00	2%	
1100 litre			Non Business	110.00	113.00	3%		
Return Fee			Non Business	55.00	57.00	4%		
Special Collections	1 to 3 Items		Non Business	49.00	50.00	2%	50% concessionary fee charged for residents on the following benefits - Income Support, ESA, Council Tax	
	Additional items		Non Business	18.00	19.00	6%		
	Televisions, cookers, washing machines, tumble dryers, fridge/freezers		Non Business	49.00	50.00	2%		
	Above 10 items and house clearances		Non Business	See Comments	See Comments			Quote, no concessions
	Pianos		Non Business	150.00	150.00	0%		Outside only, no concessions
Animal Control	Stray dog	Handling	Non Business	100.00	103.00	3%	Per full or part day	
		Kennel fee	Non Business	20.00	21.00	5%		
		Transportation	Non Business	50.00	51.50	3%		
	Dangerous wild animals		Non Business	400.00	412.00	3%		
Animal welfare licensing fees	New Applicant	Home Board	Non Business	255.00	286.00	12%		
		Dog Day Care - Commercial	Non Business	295.00	331.00	12%		
		Exhibit 1-5 species	Non Business	523.00	587.00	12%		
		Exhibit 6 or more species	Non Business	743.00	834.00	12%		
		Breeding - residential	Non Business	264.00	296.00	12%	plus vets fees	
		Breeding - commercial	Non Business	344.00	385.00	12%	plus vets fees	
		Kennels	Non Business	315.00	353.00	12%		
		Cattery	Non Business	315.00	353.00	12%		
		Hiring Horses	Non Business	201.00	225.00	12%	plus inspector costs at hourly rate & vet fees	
		Selling Pets (retail)	Non Business	315.00	353.00	12%		
		Selling Pets (small)	Non Business	275.00	309.00	12%		
		Combination Kennel & Cattery	Non Business	409.00	459.00	12%		
		Franchises (home boarding)	Non Business	84.00	93.00	11%		
		Grant per host	Non Business	173.00	195.00	13%		

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information		
		Renewal application	Home Board	Non Business	177.00	198.00	12%		
			Dog Day Care - Commercial	Non Business	197.00	221.00	12%		
			Exhibit 1-5 species	Non Business	443.00	497.00	12%		
			Exhibit 6 or more species	Non Business	623.00	699.00	12%		
			Breeding - residential	Non Business	217.00	243.00	12%	plus vets fees	
			Breeding- commercial	Non Business	237.00	266.00	12%	plus vets fees	
			Kennels	Non Business	197.00	221.00	12%		
			Cattery	Non Business	197.00	221.00	12%		
			Hiring horses	Non Business	197.00	221.00	12%	plus inspector costs at hourly rate & vet fees	
			Selling Pets (retail unit)	Non Business	237.00	266.00	12%		
			Selling Pets (small unit)	Non Business	197.00	221.00	12%		
			Combination Kennel & Cattery	Non Business	354.00	397.00	12%		
			Franchises (home boarding)	Non Business	84.00	93.00	11%		
			Grant per host	Non Business	133.00	150.00	13%		
		2 year licence	Home Board	Non Business	310.00	348.00	12%		
			Dog Day Care - Commercial	Non Business	390.00	438.00	12%		
			Breeding - residential	Non Business	358.00	402.00	12%	plus vets fees	
			Breeding - commercial	Non Business	478.00	537.00	12%	plus vets fees	
			Kennels	Non Business	410.00	460.00	12%		
			Cattery	Non Business	410.00	460.00	12%		
			Hiring Horses	Non Business	315.00	354.00	12%	plus inspector costs at hourly rate & vet fees	
			Selling Pets (retail unit)	Non Business	450.00	505.00	12%		
			Selling Pets (small unit)	Non Business	350.00	393.00	12%		
			Combination Kennel & Cattery	Non Business	609.00	685.00	12%		
			Franchises (home boarding)	Non Business	84.00	93.00	11%		
			Grant per host	Non Business	196.00	221.00	13%		
			3 year licence	Home Board	Non Business	443.00	497.00	12%	
				Dog Day Care - Commercial	Non Business	583.00	654.00	12%	
		Breeding - residential		Non Business	499.00	561.00	12%	plus vets fees	
		Breeding - commercial		Non Business	719.00	808.00	12%	plus vets fees	
		Kennels		Non Business	623.00	699.00	12%		
		Cattery		Non Business	623.00	699.00	12%		
		Hiring Horses		Non Business	434.00	487.00	12%	plus inspector costs at hourly rate & vet fees	
		Selling Pets (retail unit)		Non Business	663.00	744.00	12%		
		Selling Pets (small unit)		Non Business	503.00	565.00	12%		
		Combination Kennel & Cattery		Non Business	865.00	972.00	12%		
		Franchises (home boarding)		Non Business	84.00	93.00	11%		
		Grant per host		Non Business	259.00	291.00	12%		
		Other fees		Variation and transfer fee - no inspection	Non Business	20.00	23.00	15%	
				Variation and transfer fee - with	Non Business	100.00	113.00	13%	
			Re-inspection - per hour	Non Business	40.00	45.00	13%	Increase due to officers post be regraded	

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information	
	Removal of Dead Animals	Removal of dead animals (non-domestic)	Non Business	55.00	57.00	4%		
	Removal of Graffiti	Removal of graffiti from commercial premises	Hourly Rate	60.00	62.00	3%	Minimum charge 2hrs plus materials	
	Football pitch hire	Equipment package; 2 nets, net pins, 4 corner flags	Standard Rated	130.00	134.00	3%		
	Football pitch hire	30 Week Hire	Adult	Standard Rated	1,866.00	1,922.00	3%	Club provide set up
	Football pitch hire		Under 18s	Standard Rated	876.00	902.00	3%	
	Football pitch hire		Under 12s	Standard Rated	408.00	420.00	3%	
	Football pitch hire	15 week hire	Adult	Standard Rated	989.00	1,019.00	3%	
	Football pitch hire		Under 18s	Standard Rated	472.00	486.00	3%	
	Football pitch hire		Under 12s	Standard Rated	217.00	224.00	3%	
	Football pitch hire	Occasional	Adult	Standard Rated	72.00	74.00	3%	
	Football pitch hire		Under 18s	Standard Rated	49.00	50.00	2%	
	Football pitch hire		Under 12s	Standard Rated	19.00	20.00	5%	
	Football pitch hire	Tournament - Day Rate	Standard Rated	408.00	420.00	3%	Any site	
	Cemeteries	TRDC Resident	Purchase full plot	Exempt	1,010.00	1,040.00	3%	
			Purchase full plot for cremated remains	Exempt	1,010.00	1,040.00	3%	
			Purchase half plot	Exempt	506.00	521.00	3%	
			Purchase full plot Woodland	Exempt	551.00	568.00	3%	
			Purchase half plot Woodland	Exempt	275.00	283.00	3%	
			Stillborn Child interment	Exempt	No Charge	No Charge		
			Child under 18 interment	Exempt	No Charge	No Charge		
			Single Depth interment	Exempt	733.00	755.00	3%	
			Double Depth interment	Exempt	894.00	921.00	3%	
			Treble Depth interment	Exempt	1,700.00	1,751.00	3%	
			Ashes interment	Exempt	313.00	322.00	3%	
			Weekend interment rate	Exempt	1,085.00	1,118.00	3%	
			Woodland Single Depth interment	Exempt	733.00	755.00	3%	
			Woodland Ashes interment	Exempt	313.00	322.00	3%	
			Tree & Bulb Contribution	Exempt	115.00	118.00	3%	
			Permit for new memorial	Exempt	249.00	256.00	3%	
			Permit to amend memorial	Exempt	85.00	88.00	4%	
			Permit to add kerbing	Exempt	173.00	178.00	3%	
			Memorial Plaque in Memorial Garden	Exempt	250.00	257.50	3%	
			Transfer title on Deed	Exempt	71.00	73.00	3%	
		TRDC Non-resident	Purchase full plot	Exempt	3,030.00	3,120.00	3%	
			Purchase full plot for cremated remains	Exempt	3,030.00	3,120.00	3%	
			Purchase half plot	Exempt	1,518.00	1,563.00	3%	
			Purchase full plot Woodland	Exempt	1,653.00	1,704.00	3%	
			Purchase half plot Woodland	Exempt	825.00	849.00	3%	
			Stillborn Child interment	Exempt	No Charge	No Charge		
			Child under 18 interment	Exempt	No Charge	No Charge		
			Single Depth interment	Exempt	2,199.00	2,265.00	3%	
			Double Depth interment	Exempt	2,682.00	2,763.00	3%	
			Treble Depth interment	Exempt	5,100.00	5,253.00	3%	
			Ashes interment	Exempt	939.00	966.00	3%	
			Woodland Single Depth interment	Exempt	2,199.00	2,265.00	3%	
			Woodland Ashes interment	Exempt	939.00	966.00	3%	
	Nappy sacks	Price per sack	Standard Rated	0.40	0.45	13%		
		Price per roll	Standard Rated	10.00	11.25	13%		
		Postage	Non Business	3.00	3.00	0%		

Service Area	Name of Fee or Charge	Description of Fee or Charge	VAT	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Proposed Increase %	Additional Description / Information	
	Bins at new developments	Per item	1110 litre	Non Business	225.00	231.00	3%	
			660 litre	Non Business	220.00	227.00	3%	
			360 litre	Non Business	35.00	36.00	3%	
			240 litre	Non Business	19.00	20.00	5%	
			140 litre	Non Business	16.00	17.00	6%	
			23 litre food pod	Non Business	4.00	5.00	25%	
			7 litre food caddy	Non Business	2.00	3.00	50%	
			Delivery of bins	Non Business	0.00	50.00	New Charge	
	Memorial Bench		Modern Bench	Exempt	2,500.00	2,575.00	3%	
			Green Metal Bench - Include Arm Rests	Exempt	1,000.00	1,030.00	3%	
			Wooden/Metal Mix Bench	Exempt	1,400.00	1,442.00	3%	
			Plaques for benches	Exempt	250.00	257.70	3%	
	Memorial Benches elsewhere		Plastic/Resin Bench	Exempt	1,000.00	1,030.00	3%	
			Green Metal Bench - Include Arm Rests	Exempt	1,000.00	1,030.00	3%	
Wooden/Metal Mix Bench			Exempt	1,400.00	1,440.00	3%		
Memorial Trees		Memorial Tree and Plaque	Exempt	1,500.00	1,545.00	3%		
Bench - Chorleywood House Grounds		Wooden bench, with arm supports and a back rest	Exempt	0.00	959.00	New Charge		

POLICY AND RESOURCES COMMITTEE – 24 JANUARY 2022

PART I - NOT DELEGATED

17. FINANCIAL PLANNING – CAPITAL STRATEGY AND THE TREASURY MANAGEMENT POLICY

(DoF)

1. Summary

- 1.1 The purpose of this report is to enable the Policy and Resources Committee to recommend to the Council its capital strategy and treasury management policy over the medium term (2022/23 to 2024/25). This report is the second of three that is covered under the recommendations report at **Item 18** on this agenda.

2. Details

- 2.1 The capital strategy (the Strategy) is designed to give a clear and concise view of how the council determines its priorities for capital investment, decides how much it can afford to borrow and sets its risk appetite. It is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

- 2.2 The framework the government uses to control how much councils can afford to spend on capital investment is known as the Prudential Framework. The objectives of the Prudential Code, which sets out how this framework is to be applied, are to ensure that local authorities' capital investment plans are:

- affordable, prudent and sustainable;
- that treasury management decisions are taken in accordance with good professional practice; and
- that local strategic planning, asset management planning and proper option appraisal are supported.

- 2.3 This capital strategy sets out how the Council will achieve the objectives set out above.

Capital Investment Programme - Expenditure

- 2.4 Capital Investment is the term used to cover all expenditure by the council that can be classified as capital under legislation and proper accounting practice. This includes expenditure on:

- property, plant and equipment
- heritage assets, and
- investment properties.

- 2.5 Property, plant and equipment includes assets that have physical substance and are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes. They are expected to be used during more than one financial year. Expenditure on the acquisition, creation or enhancement of these assets is capitalised on an accruals basis, provided that the Council is likely to benefit from the future economic benefits or service potential and the cost of the item can be measured reliably. Expenditure on repairs and maintenance is charged to the revenue account when it is incurred.

- 2.6 Heritage Assets are held with the objective of increasing knowledge, understanding and the appreciation of the Council's history and local area.

- 2.7 Investment properties are those that are used solely to earn rentals and/or for increases in value. The definition is not met if the property is used in any way for the delivery of services or production of goods or is held for sale.
- 2.8 Detailed accounting policies in relation to assets and capital expenditure may be found in the annual statement of accounts.
- 2.9 **Appendix 1** shows the 2021/22 revised capital budget and draft capital budgets for the period 2022/23 to 2024/25. The appendix contains the title, description and officers comments relating to the progress of the 2021/22 schemes.
- 2.10 The 2021/22 programme has increased from the latest approved budget by **£9,252,676**. This includes re-phasing of schemes to 2022/23, budget savings and the inclusion of the purchase of sites for housing development from Hertfordshire County Council. Some of the larger schemes that contribute to this consist of the following:
- Pre-emption sites – as per report to Council 17 March 2012 - £10,200,000
 - Rephasing of Waste Services Depot budget - £300,000
 - Rephasing of Highways Enhancement budget- £194,384
 - Rephasing of ICT budgets - £165,000
 - Rephasing of Garage Improvements budget - £90,000
- 2.11 Variances to the medium term capital programme which have been identified up to the end of November and are shown in detail at **Appendix 2**.
- 2.12 Following the re-phasing, the capital programme for 2021/22 now totals **£15.399 million**. The services capital programme included in MTFP shows schemes totalling **£5.974 million** in 2022/23; **£3.051 million** in 2023/24 and **£3.564 million** in 2024/25 including proposed growth as set out in **Appendix 3**.
- 2.13 The larger capital schemes over the next three financial years include:
- Disabled Facility Grants - £1.758 million
 - Waste and Recycling Vehicles - £3.577 million
 - Replacement Grounds Maintenance Vehicles – £1.000 million
 - Garage Improvements - £0.630 million
- 2.14 There are proposals for two new schemes and one enhanced programme for 2022/23 as follows:
- Watersmeet electrical fixed wiring replacement,
 - Energy efficient street lighting replacement, and
 - Additional investment in improving play areas.

Project Initiation Documents (PIDs) have been prepared to support these proposals. **Appendix 3** shows the score for the PIDs using the scoring matrix shown in agenda item 10, 'Financial Planning – Revenue Services' report (Appendix 4). An increase in current budgets for improving play areas is also proposed to reflect the increased costs of equipment. The bids total £185,000 in 2022/23, £15,000 in 2023/24 and a further £20,000 in 2024/25. There are associated revenue implications of £7,000.

Capital Investment Programme - Funding

- 2.15 The Capital Investment Programme can be funded from the following sources:
- 2.16 Government Grants & Other Contributions: These are grants for specific purposes which may be available from the Government, e.g. Disabled Facility Grants. The Council can also attract partnership funding from other local authorities and agencies

e.g. Local Enterprise Partnership (LEP). The Council has also benefited in the past from other funding such as lottery grants.

- 2.17 Section 106 Contributions: These are contributions from developers to the public services and amenities required for the development. These have been in part replaced by the Community Infrastructure Levy. Current Section 106 monies are guaranteed.
- 2.18 Capital Receipts Reserve: Capital receipts are derived when selling assets such as land. The main receipt relates to the arrangements made when the Council sold its housing stock to Thrive Homes Ltd in 2008; the Transfer Agreement included a Right to Buy (RTB) Sharing Agreement whereby the Council is entitled to a share of the post-transfer receipts from RTB sales and a 'VAT Shelter Agreement' whereby the Council benefits from the recovery of VAT on continuing works carried out by Thrive. The current MTFP forecasts that this reserve will be fully utilised to support the capital programme.
- 2.19 Revenue Contributions: Revenue balances from the General Fund may be used to support capital expenditure.
- 2.20 Future Capital Expenditure Reserve: The Council has a general reserve which it has put aside for future capital expenditure. It has the ability, should it wish, to re-designate this reserve for revenue use.
- 2.21 New Homes Bonus Reserve: New Homes Bonus is a grant relating to the number of new homes delivered in a local authority area. There are no government restrictions on whether this is capital or revenue, nor is there any ring-fence imposed. It is anticipated that there would be a reduction in the amount received from 2021/22 onwards.
- 2.22 Borrowing: The Council is allowed to borrow to support its capital expenditure as long as this is prudent, sustainable, and affordable. Presently, the Council has borrowed to support the new leisure centre provision in South Oxhey, and the costs of this are covered in the income received from the leisure contractor.
- 2.23 The capital programme includes an assessment of likely available resources to finance capital expenditure and includes assumptions regarding capital receipts, which have been estimated at £1.100 million in 2022/23 and future years.
- 2.24 **Appendix 4** shows the sources of capital funding proposed over the period 2021-2025, including the funding generated in each year and balances carried forward at the end of each year.
- 2.25 **Appendix 5** shows details of all Section 106 contributions currently received and available to use.

Future Investment

- 2.26 Future Investment Schemes will be assessed on the basis of a full business case which will include full resourcing for the project and an assessment of affordability. Priority areas for future capital investment are:
- Schemes that generate a financial surplus for the Council; and in particular those that increase the supply of housing locally (for example through the joint ventures with Watford Community Housing and Thrive).
 - Schemes that generate revenue budget savings for the Council.

- Schemes that allow the Council to benefit from future economic regeneration potential within the local area; especially those that attract additional investment into the local area from regional or national agencies.
- Schemes that provide additional or improved services to the Council's residents, in line with the Council's Strategic Plan.

3. Treasury Management

3.1 The Council is required to operate a balanced budget over the medium term which, after allowing for contributions to and from reserves, broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing the requisite liquidity before considering investment return.

3.2 The Treasury Management Policy Statement (shown at **Appendix 6**) details the policies, practices, objectives and approaches to risk management of its treasury management activities, which is to be monitored by the Audit Committee. The Council's investment strategy's primary objectives are safeguarding the repayment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective. The strategy allows the Director of Finance, in consultation with the Lead Member, the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than one year and also to invest in other investment instruments i.e Government bonds, Gilts and investment property with a view of maximising the Council's returns without significantly increasing risk.

The Council's Borrowing Need - The Capital Financing Requirement (CFR)

3.3 The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure, which has not immediately been paid for, will increase the CFR. An increase in the CFR does not necessarily mean that the council will borrow externally to fund the increase. The Council manages its cash balances as a whole and may choose to use internal cash (generated by holding reserves and through timing differences between income and expenditure).

3.4 The table below shows the estimated CFR over the medium term.

	2021/22 Forecast £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Total Proposed Capital Expenditure	15.400	5.974	3.052	3.564
Capital Financing :				
Grants	(0.652)	(0.586)	(0.586)	(0.586)
Reserves	(3.179)	(1.385)	(0.095)	(0.095)
Capital Receipts	(1.100)	(1.100)	(1.000)	(1.000)
Section 106 and CIL	0.000	0.000	0.000	0.000
Total Funding	(4.931)	(3.071)	(1.681)	(1.681)
Gap	10.469	2.903	1.371	1.883
Repayment of Borrowing – South Oxhey Initiative	(9.828)	0.000	0.000	0.000

MRP	(0.134)	(0.134)	(0.134)	(0.134)
Opening CFR	21.446	31.781	34.550	35.787
Closing CFR	31.781	34.550	35.787	37.536

Minimum Revenue Provision (MRP) Strategy and Policy Statement

3.5 The Minimum Revenue Provision (MRP) is designed to pay off an element of the capital spend which has not already been financed from existing revenue or capital resources. The Council is required to make prudent provision, by way of a charge to the revenue account, which means that the repayment of debt is enabled over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.

3.6 The Council is also able to increase the rate it reduces its CFR by undertaking additional voluntary payments (voluntary revenue provision - VRP) in addition to any MRP; this is not currently the Council's policy.

3.7 Government Regulations require the Council to approve a MRP Statement in advance of each year. The following is the Council's MRP statement:

For all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3)

This option provides for a reduction in the borrowing need over the asset's estimated life. Repayments of PFI or Finance Leases are allowable to use as a proxy for the above methods.

3.8 The Council's process is to produce for approval by the Director of Finance, in consultation with the Lead Member for Resources, a business case for each scheme intended to be unfunded from other resources. This will clearly show the level of MRP which is proposed to ensure that the repayment of any debt can be made in a period commensurate with the period over which the expenditure provides benefits or makes returns.

3.9 No MRP provision is made in respect of investments or payments to the joint ventures as such investments are intended to be time-limited and allow for the repayment of debt. For finance leases the council will charge MRP to its General Fund each year dependant on the life of the underlying asset.

Revenue Cost of Borrowing

3.10 Where the council decides to borrow to fund capital expenditure the annual cost of borrowing is included within the revenue budget.

Prudential Indicators

3.11 There are two limits on external debt: the 'Operational Boundary' and the 'Authorised Limit'. Both are consistent with existing plans and the proposals in the budget report for capital expenditure and financing, and with approved treasury management policy statement and practices.

3.12 The first key control over the treasury activity is a Performance Indicator (PI) to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term,

exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2021/22 and next two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

It should be noted that the two financial investments do not increase net debt as any additional borrowing is offset by the value of the financial investment.

Treasury Management Indicator - The Operational Boundary

- 3.13 This is the limit beyond which external borrowing is not normally expected to exceed. In most cases this would link directly to the authority's plans for capital expenditure, its estimates for CFR and its estimate of cashflow requirements for the year for all purposes. The Council may need to borrow, this limit represents a contingency should the need arise.

Operational Boundary	2021/22 £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Borrowing	35.000	37.000	38.000	40.000

Treasury Management Indicator - The Authorised Limit for External Borrowing

- 3.14 This PI, which is required to be set and revised by Members, controls the overall level of borrowing and represents the limit beyond which external long and short term borrowing is prohibited, and this limit needs to be set or revised by the Council. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (2) of the Local Government Act 2003

Authorised Limit	2021/22 £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Borrowing	37.000	39.000	40.000	42.000

4. Future Investments

- 4.1 The Council will continue to seek opportunities to work in partnership with others to promote economic development and the provision of housing within Three Rivers wider economic area. Current partners include Countrywide Properties for the South Oxhey scheme, along with Watford Community Homes and Thrive Homes as the two major local registered social providers.
- 4.2 The Council has established Three Rivers Commercial Services to allow it to work more closely with providers and exploit future commercial opportunities. The Council currently has two joint ventures with Watford Community Housing, Three Rivers Development LLP and Three Rivers Homes Ltd. The Council is currently in the process of setting up a similar structure with Thrive Homes to allow future joint schemes to be considered.

5. Skills and Knowledge and Professional Advice

- 5.1 The Council has a shared service with Watford Borough Council for the provision of the finance function allowing access to a greater range of professional skills than would otherwise be available if each council had a separate team. The council uses external advisers on all major projects.

5.2 The Council contracts with Link Asset Services for the provision of Treasury advice. Link Asset Services provide non-regulated advice on the management of the council's cash flows, investments and borrowings and a markets information service. The Council's VAT advisers are PSTax.

6. Risk

6.1 Financial risks are closely monitored as a separately identifiable part of the corporate risk management framework. The Council's risk appetite is evolving as it becomes involved in a wider range of major property lead investments both within its economic area linked to regeneration and more widely for income generation purposes.

6.2 The Council takes advice from its professional advisers to both identify and mitigate the key risks it faces and ensures that all decisions are made with an understanding of the risks involved.

6.3 The council currently has an income target of £1.000 million pa from its commercial investment activities. This is equivalent to 4.1% of its total gross income (excluding housing benefit reimbursements from central government). The Council does not receive RSG and is entirely dependent upon locally raised taxes and locally generated income to fund services. The general fund balance as at 1 April 2021 was £5.210 million.

6.4 Whilst recognising the importance of generating income to support services, the Council will ensure that its external income is actively managed to safeguard the future financial sustainability of the council. In this respect it will continue to seek to balance income from its commercial investment activities against its overall level of risk and the amount of reserves available to mitigate this risk.

6.5 In assessing the risk of its commercial investments the Council will consider the level of risk inherent in the income stream, the security held, its ability to realise assets or other security should the need arise and the level of income received from commercial investments compared to the total income of the council.

7. Options/Reasons for Recommendation

7.1 The recommendations at agenda Item 11 enable the Committee to make recommendations to the Council on 22 February 2022 concerning the Council's budget.

8. Policy/Budget Reference and Implications

8.1 The recommendations in this report contribute to the process whereby the Council will approve and adopt its strategic, service and financial plans under Article 4 of the Council's Constitution.

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

9.1 None specific.

10. Financial Implications

10.1 As contained in the body of the report.

11. Risk Management Implications

11.1 There are no risks to the Council in agreeing the recommendation below.

12. Recommendation

12.1 That the report is noted.

Report prepared by: Sally Riley- Finance Manager
Report Checked by: Hannah Doney - Head of Finance

Background Papers

Reports and Minutes of;

- The Policy and Resources Committee
- Council

Appendices

1. Capital Investment Programme 2021/22 to 2024/25 - Expenditure
2. Capital Investment Programme 2021/22 to 2024/2- Variances
3. Capital Investment Programme 2021/22 to 2024/2- Growth
4. Capital Investment Programme 2021/22 to 2024/2- Funding
5. Section 106 Balances 2021/22
6. Treasury Management Policy

The recommendations contained in this report DO NOT constitute a KEY DECISION but contribute to the process whereby the Council will approve and adopt its Strategic, Service and Financial Plans under Article 4 of the Council's Constitution

CAPITAL INVESTMENT PROGRAMME 2021/22 to 2024/25 - EXPENDITURE

Leisure, Environment & Community									
<i>Community Safety & Partnership</i>	Original Budget 2021/22 £	Latest Budget 2021/22 £	P8 Spend To Date £	Forecast Outturn 2021/22 £	Variance £	Proposed 2022/23 £	Draft 2023/24 £	Draft 2024/25 £	Comments
ASB Casework Management System	18,750	18,750	0	0	(18,750)	0	0	0	Budget no longer required as project will not be going ahead due to the free use of Herts Police system.
Capital Grants & Loans	20,000	3,631	0	3,631	0	0	0	20,000	Budget will be spent
Community CCTV	6,000	12,000	0	12,000	0	6,000	6,000	6,000	Budget will be spent
Total	44,750	34,381	0	15,631	(18,750)	6,000	6,000	26,000	
<i>Leisure</i>	Original Budget 2021/22 £	Latest Budget 2021/22 £	P8 Spend To Date £	Forecast Outturn 2021/22 £	Variance £	Proposed 2022/23 £	Draft 2023/24 £	Draft 2024/25 £	Comments
Heritage & Tourism Initiative	0	0	1,640	0	0	0	0	0	Budget is funded entirely from the National Lottery Heritage Fund and S106 monies
Countryside Management	10,000	10,000	0	10,000	0	0	0	0	Budget has been fully spent
Aquadrome	21,000	23,831	16,748	23,831	0	22,500	22,500	22,500	Budget will be spent
Scotsbridge-Chess Habitat	11,390	11,390	0	3,200	(8,190)	8,190	0	0	Project is being led by the Environment Agency. Remaining budget rephased to 2022/23
Watersmeet External Roof Access	0	27,253	21,667	27,253	0	0	0	0	Budget will be spent
Watersmeet Electrical						40,000			Growth PID (see appendix 3)
Leisure Facilities Improvement	10,000	12,046	1,007	12,046	0	10,000	0	0	This budget is due to be spent within financial year and includes upgrade of floodlights on MUGA at Sir James Altham site
Open Space Access Improvements	50,000	77,506	4,739	77,506	0	60,000	60,000	60,000	Budget will be fully spent on pathway repairs within the Aquadrome
Improve Play Area-Future Schemes	158,250	230,280	128,509	230,280	0	115,000	115,000	120,000	2021/22 Budget will be spent - projects funded from Abbots Langley Parish Council, S106 and Veolia. 2022/23 includes Growth PID (see appendix 3)

<i>Leisure</i>	Original Budget 2021/22 £	Latest Budget 2021/22 £	P8 Spend To Date £	Forecast Outturn 2021/22 £	Variance £	Proposed 2022/23 £	Draft 2023/24 £	Draft 2024/25 £	Comments
Aquadrome-Whole Life Costing	10,000	10,000	9,202	10,000	0	11,000	11,000	11,000	Budget will be fully spent
Watersmeet-Whole Life Costing	15,000	30,799	18,744	30,799	0	20,000	20,000	20,000	Budget will be fully spent
Pavilions-Whole Life Costing	10,000	20,968	20,754	20,968	0	11,000	11,000	11,000	Budget will be fully spent
Outdoor Fitness Zones	54,400	54,400	0	54,400	0	54,400	27,200	0	Project Manager and Principal Designer have been procured, tender for the project will commence in early 2022
Total	350,040	508,473	223,010	500,283	(8,190)	352,090	266,700	244,500	

<i>Environmental Services</i>	Original Budget 2021/22 £	Latest Budget 2021/22 £	P8 Spend To Date £	Forecast Outturn 2021/22 £	Variance £	Proposed 2022/23 £	Draft 2023/24 £	Draft 2024/25 £	Comments
Waste Plant & Equipment	40,030	40,030	9,431	40,030	0	25,000	25,000	25,000	Budget will be spent by year end
Waste Services Depot	1,300,000	1,300,000	565,197	1,000,000	(300,000)	300,000	0	0	£300k repensed into 2022/23 as programme has slipped due to issues with the piling design. Project will be completed summer 2022
Bulk Domestic Waste	30,500	55,994	38,016	55,994	0	115,000	115,000	115,000	Budget will be fully spent.
Waste & Recycling Vehicles	0	0	0	0	0	1,887,000	645,000	800,000	
Street Furnishings	15,000	15,000	0	15,000	0	0	0	0	Budget will be fully spent.
Paladin Bins	40,000	53,201	29,390	53,201	0	0	0	0	Budget will be fully spent.
Energy Performance Certificate	2,000	6,185	4,330	6,185	0	2,000	2,000	2,000	Programme of works in place
Cemetery-Whole Life Costing	5,000	5,000	851	5,000	0	5,000	5,000	5,000	Budget will be fully spent.
Replacement Ground Maintenance Vehicles	120,000	158,458	40,535	158,458	0	280,000	180,000	540,000	on-going tendering and demos underway
Total	1,552,530	1,633,868	687,750	1,333,868	(300,000)	2,614,000	972,000	1,487,000	

Total Leisure, Environment & Community	1,947,320	2,176,722	910,760	1,849,782	(326,940)	2,972,090	1,244,700	1,757,500	
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Infrastructure Housing & Economic Development									
<i>Economic Development</i>	Original Budget 2021/22 £	Latest Budget 2021/22 £	P8 Spend To Date £	Forecast Outturn 2021/22 £	Variance £	Proposed 2022/23 £	Draft 2023/24 £	Draft 2024/25 £	Comments
Cycle Schemes	64,583	40,000	0	15,000	(25,000)	74,583	25,000	25,000	£25k rephased into 2022/23 for ongoing projects. Feasibility study to be undertaken on a project this year.
Disabled Parking Bays	2,500	2,500	774	2,500	0	2,500	2,500	2,500	Budget will be fully spent
Controlled Parking	164,425	94,425	10,830	47,425	(47,000)	167,000	50,000	50,000	£47k rephased into 2022/23. Two year work programme progressing, parking consultations due early 2022.
Princes Trust-Business Start-up	10,000	10,000	0	10,000	0	10,000	10,000	10,000	A Service Level Agreement is in place, the budget will be spent by year end.
Listed Building Grants	2,500	2,500	0	2,500	0	2,500	2,500	2,500	This is a demand led service, no applications have been received so far.
South Oxhey Initiative	0	27,690	3,049	27,690	0	0	0	0	Full budget expected to be spent this year.
Parking Bay & Verge Protection	301,473	191,473	28,130	191,473	0	150,000	40,000	40,000	Schemes to be progressed this financial year (Mullion Walk, Falkirk Gardens and Pinchfield).
Highways Enhancement	194,384	194,384	0	0	(194,384)	244,384	50,000	50,000	Budget rephased into 2022/23. Monies identified to support parking and sustainable travel schemes which continue to progress.
Bus Shelters	9,000	9,000	0	0	(9,000)	18,000	9,000	9,000	£9k rephased into 2022/23. Next Programme being investigated. Monies may contribute towards the bus infrastructure project for Real Time information (RTPI).
Retail Parades	188,000	194,849	34,504	194,849	0	30,000	30,000	30,000	Identifying new retail refurbishment schemes, update to be given at P10. In addition, EVCP procurement progressing.
Carbon Neutral Council	0	4,000	0	4,000	0	0	0	0	
Rickmansworth Work Hub	39,000	39,000	4,270	39,000	0	0	0	0	Survey has been undertaken to ascertain works required and will be progressed this financial year, there maybe a delay due to procurement so will review at P10
Car Park Restoration	10,000	10,000	0	10,000	0	35,000	35,000	35,000	Inspection underway to identify requirements
Estates, Paths & Roads	20,000	28,843	17,259	23,843	(5,000)	25,000	20,000	20,000	£5k rephased to 2022/23 as planned works at The Swillett access road scheduled for March unlikely to be completed by year end
TRDC Footpaths & Alleyways	40,000	56,350	27,878	41,350	(15,000)	40,000	25,000	25,000	£15k rephased into 2022/23 as planned works around the Aquadrome in March will not be completed before year end
Integration of Firmstep to uniform Licensing applications	0	19,000	12,850	19,000	0	0	0	0	Ongoing project
Total	1,045,865	924,014	139,544	628,630	(295,384)	798,967	299,000	299,000	

<i>Housing</i>	Original Budget 2021/22 £	Latest Budget 2021/22 £	P8 Spend To Date £	Forecast Outturn 2021/22 £	Variance £	Proposed 2022/23 £	Draft 2023/24 £	Draft 2024/25 £	Comments
Disabled Facilities Grant	500,000	652,000	231,647	652,000	0	586,000	586,000	586,000	An additional £263k of adaptations have been approved and have commenced.
Home Repairs Assistance	10,000	10,000	0	10,000	0	10,000	10,000	10,000	Demand led service, no applications received to date.
Total	510,000	662,000	231,647	662,000	0	596,000	596,000	596,000	
Total Infrastructure Housing & Economic Development	1,555,865	1,586,014	371,191	1,290,630	(295,384)	1,394,967	895,000	895,000	

Policy & Resources									
Resources & Shared Services	Original Budget 2021/22 £	Latest Budget 2021/22 £	P8 Spend To Date £	Forecast Outturn 2021/22 £	Variance £	Proposed 2022/23 £	Draft 2023/24 £	Draft 2024/25 £	Comments
Professional Fees-Internal	157,590	157,590	0	157,590	0	157,590	157,590	157,590	This is for internal staff support on capital schemes and is actioned at the end of the financial year.
Election Equipment	6,000	9,000	0	9,000	0	6,000	6,000	6,000	Budget will be spent
Members' IT Equipment	46,690	46,690	0	46,690	0	16,260	16,260	16,260	New equipment to be purchased in January 2022
ICT-Managed Project Costs	120,000	120,000	0	0	(120,000)	180,000	60,000	60,000	Budget rephased into 2022/23 - used to fund ICT project resources.
Hardware Replace Prog	40,000	160,416	0	205,416	45,000	55,000	40,000	40,000	£45K budget moved from ICT hardware replacement to fund ICT project resources. £15k budget rephased from 2021/22 into 2022/23 from Business Application Upgrade to cover application upgrades fro Operating System for TRDC 2012 to 2016 to 2019
Garage Improvements	325,000	505,000	250,597	415,000	(90,000)	240,000	150,000	150,000	£90k rephased into 2022/23. Phase 7 planned works almost completed, then a full review and condition survey will be undertaken of all remaining garage stock.
ICT Licence Costs	100,000	106,155	72,843	76,155	(30,000)	130,000	100,000	100,000	£30K to be rephased into 2022/23 for Cloud O365 licences
Customer Contact Programme	0	21,573	20,442	21,573	0	0	0	0	Budget will be spent
ICT Website Development	0	14,870	0	14,870	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	17,000	Budget will be spent
ICT Hardware Replacement Prog	45,000	64,241	2,468	19,241	(45,000)	45,000	45,000	45,000	£45K moved to shared service resources for ICT projects: Office 365, server OS upgrades, core network replacement.
TRH Whole Life Costing	250,000	250,000	21,782	180,000	(70,000)	240,000	170,000	170,000	£70k rephased into 2022/23. Currently out to tender for replacement of CCTV, replacement of Air Conditioning in the server room and IT suite. These works will be circa £100K and will be completed this financial year. Works to replace the fuse boards is also programmed in. There is an application for some grant funding to replace the boilers, however if the is not successful the rephased amount will be used to support this next year
Basing House-Whole Life Costing	30,000	30,000	21,506	30,000	0	60,000	60,000	60,000	Budget will be fully spent
Business Application Upgrade	109,500	19,500	0	4,500	(15,000)	180,000	90,000	90,000	Rephase £15K to 22/23 to Shared services resources and hardware to cover application upgrades for Operating system upgrades for TRDC - 2012 to 2016 to 2019
Street Lighting Replacement						130,000			Growth PID (see appendix 3)
Three Rivers House Transformation	270,000	120,785	26,837	120,785	0	150,000	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.
Property Information System	0	50,000	0	50,000	0	0	0	0	Project underway timetable will be known by P10
Total	1,516,780	1,699,521	431,847	1,374,521	(325,000)	1,606,850	911,850	911,850	

<i>Major Projects</i>	Original Budget 2021/22 £	Latest Budget 2021/22 £	P8 Spend To Date £	Forecast Outturn 2021/22 £	Variance £	Proposed 2022/23 £	Draft 2023/24 £	Draft 2024/25 £	Comments
Leisure Facility - South Oxhey	226,823	268,473	0	268,473	0	0	0	0	Retention monies due to be released in January 2022
South Oxhey Initiative	0	12,103	9,992	12,103	0	0	0	0	Budget will be fully spent
Property Investment Board	0	312,360	41,371	10,512,360	10,200,000	0	0	0	Funds required for the delivery of PIB initiatives
Temporary Accommodation	0	91,825	0	91,825	0	0	0	0	The projects have been completed, remaining budget is for retention monies
Total	226,823	684,761	51,363	10,884,761	10,200,000	0	0	0	
Total Policy & Resources	1,743,603	2,384,282	483,210	12,259,282	9,875,000	1,606,850	911,850	911,850	
Total Capital Programme	5,246,788	6,147,018	1,765,161	15,399,694	9,252,676	5,973,907	3,051,550	3,564,350	

CAPITAL INVESTMENT PROGRAMME 2021/22 to 2024/25 VARIANCES

Leisure, Environment & Community				
Description	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Waste Services Depot	£300k rephased into 2022/23 as programme has slipped due to issues with the piling design. Project will be completed summer 2022	(300,000)	300,000	0
Bulk Domestic Waste	Future years Budgets from Street Furnishings £15k and Paladin Bins £60k being merged into this cost centre	0	75,000	75,000
Street Furnishing	Future years Budgets being merged into Bulk Domestic Waste	0	(15,000)	(15,000)
Paladin Bins	Future years Budgets being merged into this Bulk Domestic Waste	0	(60,000)	(60,000)
Waste & Recycling Vehicles	Rolling programme for waste vehicles, allowing for a trade/bulk food vehicle	0	0	245,000
Countryside Management	Future Years budget moved to Open Space Access Improvements	0	(10,000)	(10,000)
Open Space Access Improvements	Budget moved from Countryside Management for future years	0	10,000	10,000
Scotsbridge-Chess Habitat Rest	Project is being led by the Environment Agency. Remaining budget rephased to 2022/23	(8,190)	8,190	0
ASB Casework Management System	Budget no longer required as project will not be going ahead due to the free use of Herts Police system.	(18,750)	0	0
	TOTAL	(326,940)	308,190	245,000

Infrastructure, Housing & Economic Development

Description	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Cycle Schemes	£25k rephased into 2022/23 for ongoing projects. Feasibility study to be undertaken on a project this year.	(25,000)	25,000	0
Controlled Parking	£47k rephased into 2022/23. Two year work programme progressing, parking consultations due early 2022.	(47,000)	47,000	0
Highways Enhancements	Budget rephased into 2022/23. Monies identified to support parking and sustainable travel schemes which continue to progress.	(194,384)	194,384	0
Bus Shelters	£9k rephased into 2022/23. Next Programme being investigated. Monies may contribute towards the bus infrastructure project for Real Time information (RTPI).	(9,000)	9,000	0
Estates, Paths & Roads	£5k rephased to 2022/23 as planned works at The Swillet access road scheduled for March unlikely to be completed by year end	(5,000)	5,000	0
TRDC Footpaths & Alleyways	£15k rephased into 2022/23 as planned works around the Aquadrome in March will not be completed before year end	(15,000)	15,000	0
	TOTAL	(295,384)	295,384	0

Policy & Resources

Description	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Garage Improvements	£90k rephased into 2022/23. Phase 7 planned works almost completed, then a full review and condition survey will be undertaken of all remaining garage stock.	(90,000)	90,000	0
TRH Whole Life Costing	£70k rephased into 2022/23. Currently out to tender for replacement of CCTV, replacement of Air Conditioning in the server room and IT suite. These works will be circa £100K and will be completed this financial year. Works to replace the fuse boards is also programmed in. There is an application for some grant funding to replace the boilers, however if the is not successful the rephased amount will be used to support this next year	(70,000)	70,000	0
ICT-Managed Serv-Project Costs	Budget rephased into 2022/23 - used to fund ICT project resources.	(120,000)	120,000	0
ShS-Hardware Replace Prog	£45K budget moved from ICT hardware replacement to fund ICT project resources. £15k budget rephased from 2021/22 into 2022/23 from Business Application Upgrade to cover application upgrades fro Operating System for TRDC 2012 to 2016 to 2019	45,000	15,000	0
ICT-TRDC-Licence Costs	£30K to be rephased into 2022/23 for Cloud O365 licences	(30,000)	30,000	0
ICT Hardware Replacement Prog	£45K moved to shared service resources for ICT projects: Office 365, server OS upgrades, core network replacement.	(45,000)	0	0
Business Application Upgrade	rephase £15K to 22/23 to Shared services resources and hardware to cover application upgrades for Operating system upgrades for TRDC - 2012 to 2016 to 2019	(15,000)	0	0
	TOTAL	(325,000)	325,000	0

Major Projects				
Description	Details of Outturn Variances to Latest Approved Budget	2021/22 £	2022/23 £	2023/24 £
Property Investment Board	Pre-emption sites – purchase of sites for residential development from Hertfordshire County Council as per paper to Council 17 March 2021	10,200,000	0	0
	TOTAL	10,200,000	0	0
Total Variances for Period 8 (November) 2021.		9,252,676	928,574	245,000

CAPITAL INVESTMENT PROGRAMME 2022/23 to 2024/25 – PROPOSED GROWTH

Capital Growth Bids					Measure of Quality of Service	Customer Impact / Quantity of Service	Links to Strategic Plan	Impact on Partners (as defined in the Community Strategy)	Partnership Funding	Equalities	Asset Management	Statutory/Discretionary Service	Contractually Committed	Financial Implications	Invest to Save	Total
Service Plan	Description	2022/23 £	2023/24 £	2024/25 £	A	B	C	D	E	F	G	H	I	J	K	
Leisure & Landscapes	Improve Play Areas - Future Schemes	15,000	15,000	20,000	9	6	4	2	1	1	3	2	1	2	0	31
	Watersmeet Electrical	40,000	0	0	3	3	4	2	1	1	3	1	2	2	0	22
Property Services	Street Lighting	130,000	0	0	3	6	6	1	1	1	3	2	1	3	0	27
	Total	185,000	15,000	20,000												

Total All Growth Bids	185,000	15,000	20,000
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CAPITAL INVESTMENT PROGRAMME 2021/22 to 2024/25 FUNDING

Capital Programme	2021/22	2021/22	2021/22	2022/23	2023/24	2024/25
	Original Budget	Latest Budget	Outturn Forecast at P8	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(808,468)	(808,468)	(821,732)	(834,996)	(834,996)	(834,996)
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	(631,636)	(631,636)	(631,636)	(1,225,078)	(1,225,078)	(1,225,078)
Capital Receipts Reserve	0	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(4,373,973)	(4,373,973)	(4,373,973)	(1,290,159)	0	0
Total Funding Brought Forward	(5,814,077)	(5,814,077)	(5,827,341)	(3,350,233)	(2,060,074)	(2,060,074)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(500,000)	(665,264)	(665,264)	(586,000)	(586,000)	(586,000)
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	0	(593,442)	(593,442)	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)	(1,000,000)
Future Capital Expenditure Reserve		0	0	0	0	0
New Homes Bonus Reserve	(95,407)	(95,407)	(95,407)	(110,247)	(95,000)	(95,000)
Total Generated	(1,695,407)	(2,454,113)	(2,454,113)	(1,796,247)	(1,681,000)	(1,681,000)
Use of Funding						
Govt Grants: Disabled Facility Grants	500,000	652,000	652,000	586,000	586,000	586,000
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	1,100,000	1,100,000	1,100,000	1,100,000	1,000,000	1,000,000
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	3,419,965	4,126,545	3,179,221	1,400,406	95,000	95,000
Borrowing	0	0	10,200,000	2,887,501	1,370,550	1,883,350
Total Use of Funding	5,019,965	5,878,545	15,131,221	5,973,907	3,051,550	3,564,350
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(808,468)	(821,732)	(834,996)	(834,996)	(834,996)	(834,996)
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	(631,636)	(1,225,078)	(1,225,078)	(1,225,078)	(1,225,078)	(1,225,078)
Capital Receipts Reserve	0	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(1,049,415)	(342,835)	(1,290,159)	0	0	0
Total Funding Carried Forward	(2,489,519)	(2,389,645)	(3,350,233)	(2,060,074)	(2,060,074)	(2,060,074)
South Oxhey Initiative						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,502,792)	(9,828,445)	(9,828,445)	0	0	0
Repayment of Borrowing	6,502,792	9,828,445	9,828,445	0	0	0
Total	0	0	0	0	0	0
South Oxhey Leisure Facility						
Balance Brought Forward	0	0	0	0	0	0
Expenditure	226,823	268,473	268,473	0	0	0
Borrowing	(226,823)	(268,473)	(268,473)	0	0	0
Total	0	0	0	0	0	0
Total Expenditure Capital Investment Programme	5,246,788	6,147,018	15,399,694	5,973,907	3,051,550	3,564,350

SECTION 106 BALANCES 2021/22

Section 106	Balance at 1 April 2021	Movement In year		Balance at 31 March
		Contribution FROM	Contribution TO	
0155 - Resv-S106-Ecology-Abbotswd Pk	(66,802.35)	0.00	0.00	(66,802.35)
0159 - Resv-S106-Maint-Crox Common Mr	(12,435.24)	0.00	0.00	(12,435.24)
0166 - Resv-Env Maint Commuted Sums	(31,965.42)	0.00	0.00	(31,965.42)
0171 - Resv-S106 Huntonbury Village	(68,448.43)	0.00	0.00	(68,448.43)
0173 - Resv-S106 Green Lane	(19,832.04)	0.00	0.00	(19,832.04)
0177 - Resv-S106 Tanners Hill Amenity	(59,890.25)	0.00	0.00	(59,890.25)
0183 - Resv-S106 St'wt C/Mg Av(Trees)	(11,002.53)	0.00	0.00	(11,002.53)
0184 - Resv-S106 College Road (Trees)	(24,064.87)	0.00	0.00	(24,064.87)
0185 - Resv-S106 Leavesden (Trees)	(6,788.66)	0.00	0.00	(6,788.66)
0187 - Resv- S106 Redwing Gve (Trees)	(26,233.58)	0.00	0.00	(26,233.58)
0190 - Resv-S106 Oxhey Nu Oaklands Av	(43,632.41)	0.00	0.00	(43,632.41)
0191 - Resv-S106 49 Bucknalls Lane	(2,121.22)	0.00	0.00	(2,121.22)
0193 - Resv-S106 Horsefield - Abbots Langley (Op SP)	(1,166,516.10)	0.00	0.00	(1,166,516.10)
0196 - Resv-S106-Traffic Reg Orders	(19,459.85)	(4,000.00)	0.00	(23,459.85)
0197 - Resv-S106-Happy Man Berry Lane	(6,151.61)	0.00	0.00	(6,151.61)
0198 - Resv-S106-Gade View	(28,444.60)	0.00	0.00	(28,444.60)
0199 - Resv-S106-Abbots Works	(15,544.04)	0.00	0.00	(15,544.04)
0201 - S106-Abbotswood Pk-10/2230/OUT	(21,676.67)	0.00	0.00	(21,676.67)
0202 - S106-Chorleywd Working Mans Cl	(13,818.69)	0.00	0.00	(13,818.69)
0203 - S106-Open Space-8 Chiltern Dr	(1,437.54)	0.00	0.00	(1,437.54)
0210 - S106 1 Oakfield,MIEnd (Op Sp)	(1,419.22)	0.00	0.00	(1,419.22)
0216 - S106 The Coach House (Op Sp)	(7,784.36)	0.00	0.00	(7,784.36)
0219 - S106 Parrotts,Crox Grn(Op Sp)	(1,592.57)	0.00	0.00	(1,592.57)
0221 - S106 17 Muirfield Grn (Op Sp)	(4,942.73)	0.00	0.00	(4,942.73)
0223 - S106 18-26 Ebury Road (Op Sp)	(4,989.60)	0.00	0.00	(4,989.60)
0227 - S106 Long Island Ex'ge (TRO)	(2,042.89)	0.00	0.00	(2,042.89)
0230 - S106 Leav'den Stud,Warner Dr	(27,476.29)	0.00	0.00	(27,476.29)
0232 - S106 132 Gosforth Ln (Op Sp)	(1,665.70)	0.00	0.00	(1,665.70)
0238 - S106 Leavesden Country Park	(0.65)	0.00	0.00	(0.65)
0246 - S106 Hayling & Holmside Rise (Op Sp)	(14,105.09)	0.00	0.00	(14,105.09)
0252 - S106 2 Hornhill Road (AH)	(27,603.07)	0.00	0.00	(27,603.07)
0253 - S106 - 89 Northwick Road (AH)	(21,261.64)	0.00	0.00	(21,261.64)
0254 - S106 - Oxhey Hall Barnes (AH)	(22,752.15)	0.00	0.00	(22,752.15)
0255 - S106 - High View Caravan Park, Toms Lane, KL (AH)	(14,250.38)	0.00	0.00	(14,250.38)
0257 - S106 - 55 Penrose Road (AH)	0.00	(20,486.25)	0.00	(20,486.25)
0258 - S106 - 373 Prestwick Road (AH)	0.00	(22,586.88)	0.00	(22,586.88)
0259 - S106 - Swan House, Homestead Road (AH)	0.00	(100,338.88)	0.00	(100,338.88)
0260- S106 - Former Pocklington House site, Eastbury Avenue (AH)	0.00	(446,030.20)	0.00	(446,030.20)
Total	(1,798,152.43)	(593,442.21)	0.00	(2,391,594.64)



Treasury Management Policy 2022/23

1. Summary

- 1.1. This document sets out the Council's Treasury Management Policy.
- 1.2. The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as: "the management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".
- 1.3. The Treasury Management Policy supports the delivery of the Council's Capital Strategy and provides additional detail on how the Council manages its Treasury Management Activity.
- 1.4. The Treasury Management Policy details the policies, practices, objectives and approaches to risk management of its treasury management activities, which is to be monitored by the Audit Committee. The primary objectives are of the Treasury Management Policy are:
 - Security - Safeguard the repayment of the principal and interest of its investments on time
 - Liquidity - Ensure adequate liquidity to meet obligations as they fall due
 - Yield - Investment return is the final objective and is considered after security and liquidity requirement have been satisfied.
- 1.5. This policy is reviewed and approved annually by Council alongside the Council's budget, Medium Term Financial Plan (MTFP) and Capital Strategy.
- 1.6. The Director of Finance in consultation with the Lead Member for Resources and Shared Services has delegated authority to approve any variation to the Treasury Management Policy

during the year with the objective of maximising the Council's returns without significantly increasing risk.

2. Risks

- 2.1. The key Treasury Management risks are set out in the CIPFA Treasury Management Code of Practice ("the TM Code"). The following paragraphs set out these risks and how they are managed:

Liquidity Risk

That the Council may not have the cash it needs on a day to day basis to pay its bills.

This risk is managed through forecasting and the retention by the Council of an adequate working capital balance. In addition, through the Public Works Loan Board and other organisations, the Council is able to access short term borrowing, usually within 24 hours.

Interest Rate Risk

That the costs and benefits expected do not materialise due to changes in interest rates.

This risk is managed through the placing of different types and maturities of investments, the forecasting and monitoring of the interest budget (with assistance from the Council's retained advisors).

Exchange Rate Risk

That losses or gains are made due to fluctuations in the prices of currency.

The Council does not engage in any significant non-sterling transactions.

Credit and Counterparty Risk

That the entity holding Council funds is unable to repay them when due. This risk is managed through the maintenance of a list of authorised counterparties, with separate limits to ensure that the exposure to this risk is limited

Refinancing Risk

That the loans taken by the Council will become due for repayment and need replacing at a time when there is limited finance available or interest rates are significantly higher.

The timing of loan maturities is monitored along with interest rate forecasts. Officers ensure that due dates are monitored and seek advice from the Council's advisors about when to raise any finance needed.

Legal and Regulatory Risk

That the Council operates outside its legal powers.

This risk is managed through the Council's training and development of Officers involved in Treasury Management, the independent oversight of Internal and External Audit, and the

advice (for example on the contents of this strategy) taken from the Council's Treasury advisors.

Fraud, Error and Corruption

The risk that losses will be caused by impropriety or incompetence.

This risk is managed through the controls in the Council's financial procedures. For example, the segregation of duties between those making investment decisions and those transferring funds.

Market Risk

That the price of investments held fluctuates, principally in secondary markets.

The majority of the Council's investments are not traded, but where they are (e.g. Property investment portfolio) the main investments' value comes from the income they generate which is generally long term and secure.

3. Prudential Indicators: Limits to Borrowing Activity

- 3.1. There are two limits on external debt: the 'Operational Boundary' and the 'Authorised Limit'. Both are consistent with existing plans and the proposals in the budget report for capital expenditure and financing, and with approved treasury management policy statement and practices.
- 3.2. The key difference is that the Authorised Limit cannot be breached without prior approval of the Council. The Operational Boundary is a more realistic indicator of the likely position. The difference between the authorised limit and operational boundary for borrowing is that the authorised limit includes a head room for borrowing for future known capital needs now. The Authorised Limit represents the limit beyond which borrowing is prohibited, and needs to be revised if necessary by members.
- 3.3. These indicators are set out in the Capital Strategy.

4. Borrowing Strategy

- 4.1. The Council's treasury team maintains a cashflow forecast and works its liquidity requirements within this forecast; it may, on rare occasions, be necessary to borrow short-term for cashflow purposes. This will be in the form of short term debt or overdraft facilities and is normally for small amounts for minimum durations. As this is based on need and has a defined repayment period it is not normally included within the limits set above.
- 4.2. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated (ie: the cost of holding does not outweigh the benefits of early borrowing) and that the Council can ensure the security of such funds. Any associated risks will be approved and reported through the standard reporting method.

5. Investment Policy

- 5.1. The Council's investment policy has regard to the statutory Guidance on Local Government Investments and TM Code. The Council's investment priorities are security first, liquidity second, then yield.
- 5.2. Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set

through the Council's Treasury Management Practices Schedules and are detailed at Annex A.

- 5.3. As part of its diversification of investments, the Council has invested some of its core funds (ie: funds not immediately required for cashflow reasons) in longer-term investment property instruments. These are in the form of individual assets directly owned by the council. Although the Council has no current investments or plans to invest in pooled property funds, these are an option that could be considered in the future. All property investments are controlled through the Property Investment Board (PIB) and each investment is subject to its own business case and appraisal before a decision to invest is taken and before any Council funds are committed.
- 5.4. During 2020/21 the Council has made a small Money Market Fund investment with Royal London Asset Management to diversify placement of some longer term cash.

6. Creditworthiness policy

6.1. The Council will ensure:

- It maintains a policy covering both the categories of investment types it will invest in and the criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the Specified and Non-Specified investment sections below.
 - It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
- 6.2. The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary and will provide an overall pool of counterparties considered high quality.
 - 6.3. Credit rating information is supplied by our treasury consultants on all active counterparties that comply with the Council's criteria. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.

7. Counterparty Categories

7.1. The Council uses the following criteria in choosing the categories of institutions in which to invest:

- **Banks 1 - Good Credit Quality**

The Council will only use UK banks or foreign banks trading in the UK in sterling denomination and which meet the Rating criteria.

- **Banks 2 – The Council's Own Banker**

For transactional purposes, if the bank falls below the above criteria, it will be included, although in this case balances will be minimised as far as possible in both monetary size and time within operational constraints.

- **Bank Subsidiary and Treasury Operations**

The Council will use these where the parent bank has the necessary ratings outlined above and the parent has provided an indemnity guarantee.

- **Building Societies**

The Council will use all Societies which meet the ratings for banks outlined above.

- **Specific Public Bodies**

The Council may lend to Public Bodies other than Local Authorities. The criterion for lending to these bodies is that the loan has been approved by Council.

- **Money Market Funds AAA Rated**

The Council may lend to Money Market Funds in order to spread its investment risk.

- **Local Authorities**

A limit of £5m per authority will be applied.

- **Debt Management Deposit Account Facility**

A Government body which accepts local authority deposits.

- **Council Subsidiaries (non-specified)**

The Council will lend to its subsidiaries subject to approval of a business case by the Portfolio Holder, in consultation with the Director of Finance. Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.

7.2. For details of Specified and Non-Specified Investments see below.

8. Use of Additional Information Other Than Credit Ratings

8.1. Additional requirements under the Code of Practice require the Council to supplement credit rating information. Whilst the above criteria rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

9. Time and Monetary Limits Applying to Investments

9.1. The time and monetary limits for institutions on the Council's Counterparty List summarised in the table below, are driven by the above criteria. These limits will cover both Specified and Non-Specified Investments.

10. Exceptional Circumstances

10.1. The criteria for choosing counterparties set out above provide a sound approach to investment in "normal" market circumstances. Whilst Members are asked to approve this base criteria above, under the exceptional current market conditions Director of Finance may temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out for approval. These restrictions will remain in place until the banking system returns to "normal" conditions. Similarly, the time periods for investments will be restricted.

10.2. Examples of these restrictions would be the greater use of the Debt Management Deposit Account Facility (DMO) – a Government body which accepts local authority deposits, money Market Funds, and strongly rated institutions. The credit criteria have been amended to reflect these facilities.

Negative Interest Rates

10.3. The Bank of England base rate is an historic low level of 0.10%. This low base rate has resulted in very low returns on short-term investments, and at the time of writing negative rates were in force with the DMADF. There remains a possibility that the Bank could move to set an interest rate below 0% as a measure to provide further economic stimulus in the face of the ongoing COVID-19 pandemic, which would likely feed through to negative rates on all low-risk short-term investment options.

10.4. In this event, security would be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

11. Investment Strategy

11.1. In-House Funds - investments will be made with reference to the core balance and cashflow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

11.2. Investment Treasury Indicator and Limit - total principal funds invested for greater than one year. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

Treasury Indicator & Limit	2020/21	2021/22	2022/23	2023/24
Maximum Principal Sums invested for greater than one year (excluding property investment and loans to Council subsidiaries).	£10m	£10m	£10m	£10m

12. Investment Risk & Security Benchmarking

12.1. These benchmarks are simple guides to maximum risk and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmarks is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual Report. The benchmarks are as follows:

Security:

Security of the investments is measured by credit ratings, which is supplied by the three main credit rating agencies (Fitch, Moodys and Standard & Poors). Where investments are made to Council subsidiaries (non-listed), the security is measured through a business case with independent viability assessment.

Liquidity:

The Council set liquidity facilities/benchmarks to maintain:

- Authorised bank overdraft - nil.
- Liquid short term deposits of at least £0.5m available with a week's notice.

The Council has the benefit of instant access to its funds on the general account with Lloyds.

Yield:

The Council benchmarks the yield on its operational cash against SONIA (the Sterling Overnight Index Average). This is a measure of market rates for actual returns on overnight cash deposits. Performance against this indicator will be reported in the reports produced at mid-year and year-end.

13. Reporting Requirements

- 13.1. The Audit Committee has the responsibility for the scrutiny of Treasury Management policies and practices and receives the Treasury Management Policy for review prior to approval by Council.
- 13.2. An annual report on the performance of the Treasury Management function, including the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's treasury management policy is considered by Council following the end of the financial year
- 13.3. Council also receives a Mid-Year Treasury Management Report setting out activity to 30 September.

14. Policy on the Use of External Service Providers

- 14.1. Link Asset Services are the appointed external advisors. The Council recognises that responsibility for treasury management decisions remains with the Council at all times and will ensure that undue reliance is not placed upon our external service providers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.
- 14.2. The Council will also, from time to time, procure specialist advice for ad-hoc pieces of work; this will be procured in accordance with the Council's normal procedure rules.

15. Member and Officer Training

- 15.1 In order to ensure that Members and Officers are sufficiently trained and qualified to monitor and manage the Council's Treasury Management activity, the following measures are in place:

- Ensuring that officers attend suitable courses and seminars to keep their technical knowledge up to date;
- Keeping up to date with CIPFA publications on Treasury Management;
- Regular briefings both by email and face to face with the Council's Treasury advisors;
- Reports and briefing sessions to Members on major changes to Treasury policies and strategies.

16. Annual Investment Strategy

16.1 The investment policy for the Council is:

Strategy Guidelines – the main strategy guidelines are contained in the body of the Capital Strategy and Treasury Management Policy

Specified Investments – these investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments with:

- The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
- A local authority, parish council or community council.
- A body that is considered of a high credit quality (such as a bank or building society) with a minimum short term rating of F-1 (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies or a Building Society with assets over £1,000m. Non rated Building Societies are non-specified investments.
- Money Market Funds (triple AAA rated only).

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are defined in the Treasury Management Strategy.

The ratings criteria and exposure limits are detailed at Schedule 1 within Annex A.

Non-Specified Investments – non-specified investments are any other type of investment (i.e. not defined as Specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out in Annex A.

Non Specified Investment Category	Limit (£ or %)
<p>Any bank or building society that has a minimum long term credit rating of A (or equivalent), for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).</p>	£5m
<p>The Council's own banker if it fails to meet the basic credit criteria.</p>	In this instance balances will be minimised as much as possible
<p>Building Societies not meeting the basic security requirements under the specified investments.</p> <p>The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies which were originally considered Eligible Institutions and have a minimum asset size of £5,000m, but will restrict these types of investments to £2m for up to six months.</p>	£2m
<p>Specific Public Bodies</p> <p>The Council can seek Member approval to make loans to other public bodies for periods of more than one year.</p>	£10m
<p>Loans to Council Subsidiaries</p> <p>The Council will lend to its subsidiaries subject to approval of a business case by the Portfolio Holder, in consultation with the Director of Finance. Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.</p>	£10m limit for any single loan
<p>Other unspecified investments</p> <p>The strategy allows the Portfolio Holder, in consultation with the Director of Finance, in consultation with the Lead Member, the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than one year and also to invest in other investment instruments i.e Government bonds, Gilts and investment property with a view of to maximising the Council's returns without significantly increasing risk. This allows the addition of further unspecified investments, subject to conditions which will be generally similar to (e).</p>	£10m

The Council will also consider investment in property in accordance with its Property Investment Strategy. All property investments will be dependent on a standalone business case being proven.

The Monitoring of Investment Counterparties

The credit rating of counterparties is monitored regularly. The main rating agencies (Fitch, Moody's and Standard & Poor's) provide credit ratings for financial institutions. The Council receives credit

rating information (changes, rating watches and rating outlooks) from Capita Asset Services Treasury Solutions as and when ratings change, and counterparties are checked promptly.

The Council considers minimum short term ratings as key criteria in the choice of creditworthy investment counterparties; F1+, P-1 and A-1+ are the highest short term credit ratings of Fitch, Moody's and Standard & Poor's respectively. Minimum Short Term Ratings, where given, must be met for all categories.

On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Finance, and if required new counterparties which meet the criteria will be added to the list.

For non-specified investments (e.g. e-f above) the progress of the entity against the approved, independently verified business case will be monitored by the Director of Finance.

Institution Type	Minimum Short Term Ratings			Schedule 1 (A) – UK Banks & Building Societies			
	Fitch	Moody's	S&P				
The Council's own Bankers	F1m	P-1	A-1	If Council's own bankers fall below the minimum long term criteria for UK banks, cash balances will be managed within operational liquidity constraints and balances will be minimised as much as possible.			
Wholly Owned Subsidiaries of UK Clearing Banks - Parent Ratings	F1	P-1	A-1	Long Term Credit Rating: AA(F), Aa2(M), AA(S&P)	Long Term Credit Rating: Single A (All agencies)	Long Term Credit Rating: Lower than A (All agencies)	Long Term Credit Rating: Lower than A
Partially Owned Subsidiaries of UK Clearing Banks - Parent Ratings	F1	P-1	A-1				
UK Building Societies (Credit Rated)	F1	P-1	A-1				
UK Building Societies (Unrated)				Assets over £15bn	Assets over £5bn	Assets of £2.5bn	Assets of £1bn
				£10m 364 Days	£10m 6 Months	£10m 3 Months	£10m 1 Month

Schedule 1 (B) – Other Entities

Specific Public Bodies	As approved by Members – up to £10m for up to 10 years
Debt Management Deposit Facility (UK Government)	Unlimited – this is the Council's Safe-Haven Deposit facility with the UK Government
Money Market Funds (AAA Rated)	£5m per fund
Municipal Bond Agency	As approved by Members
UK Local Authorities	<p>A Maximum of £5m applies per Authority.</p> <p>The Council can invest in all UK Local Authorities whether rated or not.</p> <p>The Council will not lend to an authority which is subject to a s.114 notice without member approval.</p>

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Notes:-

1. F1+, P-1 and A-1+ are the highest short term credit ratings of Fitch, Moody's and Standard and Poor's respectively.
2. Minimum Short Term Ratings - Where given, these must be met, for all categories (except RBS Group).
3. Building Societies - A Building Society has to meet either the ratings criteria or the assets criterion to be included in the category, not both.
4. Maximum amount is the maximum, in total, over all investments, with any one institution (with the exception of RBS Group).

POLICY AND RESOURCES COMMITTEE – 24 JANUARY 2022

PART I - NOT DELEGATED

18. FINANCIAL PLANNING - RECOMMENDATIONS

(DoF)

1. Summary

1.1 This report enables the Committee to make its recommendations on the Council's Revenue and Capital budgets and Treasury Management Policy for the period 2022/23 to 2024/25 (medium term) to Council on 22 February 2022.

2. Details

Context

2.1 The Committee is reminded that each report on this agenda needs to be considered before the recommendations on this report are agreed.

Revenue Budget

2.2 The Committee should agree the revenue budget as amended for any growth or additional savings it proposes to add.

Capital Strategy and Investment Programme

2.3 The Committee should agree the level of capital investment for 2022/23 to 2024/25 having regard to any balances it wishes to see carried forward.

3. Options/Reasons for Recommendation

3.1 The recommendation below enables the Committee to make recommendations to the Council on 22 February 2022 concerning the Council's corporate framework, service and financial plans.

4. Policy/Budget Reference and Implications

4.1 The recommendations in this report contribute to the process whereby the Council will approve and adopt its strategic, service and financial plans under Article 4 of the Council's Constitution.

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

5.1 Dependant on budget decisions.

6. Financial Implications

6.1 The key financial implications for the Council are:-

- Officers recommend a minimum prudent revenue balance of **£2,000,000** in the light of the financial and budgetary risks.
- The general fund balance at 31 March 2025 is **£2,420,776**.
- A **£5 increase** in its Council Tax charge for 2022/23 and beyond.
- Capital balance is estimated to be **£2,060,074** at 31 March 2025.

7. Legal Implications

7.1 The Policy and Resources Committee must forward its recommendations on the budget to Council. The Council must set its 2022/23 budget by 11 March 2022.

8. Risk Management Implications

8.1 The Committee should recommend that the financial and budgetary risks identified be incorporated into service plans as appropriate.

9. Recommendations

Either

9.1 To Council:-

- (a) That the 2021/22 revised estimates for the revenue account be agreed giving a balance at 31 March 2022 of **£4,001,560**. (*Agenda Item 9 Appendix 1 refers*).
- (b) That the draft revenue estimates in respect of the revenue account for the period 1 April 2022 to 31 March 2025, subject to the changes agreed, be approved (*Agenda Item 9 refers*).
- (c) That it be noted that **£2,000,000** be considered as a prudent minimum balance for the general fund.
- (d) That the financial and budgetary risks be agreed and their management monitored by the Audit Committee. (*Agenda Item 9 refers*).
- (e) That the total capital strategy and investment programme for 2022/23 be agreed at **£5,973,907**. (*Agenda Item 10 Appendix 1 refers*).
- (f) That the arrangements for funding the 2022/25 capital strategy and investment programme resulting in an estimated balance of capital resources at 31 March 2025 of **£2,060,074** be agreed. (*Agenda Item 10 Appendix 4 refers*).
- (g) That the Council notes the capital funding available and approves the Policy and Resources Committee's allocation of funds for the period from 1 April 2022 to 31 March 2025 (*Agenda Item 10 refers*).
- (h) That the Treasury Management Policy 2022/23 be approved. (*Agenda Item 10 Appendix 6 refers*) and
- (i) That the Council notes the Director of Finance's advice on the robustness of the estimates and the adequacy of the financial reserves.

Or

9.2 That the Policy and Resources Committee notes that the Administration will publish its final recommendations on Financial Planning 2022/23 to 2024/2025 five working days prior to the Council meeting on 22 February 2022 and present them at this meeting.

Report prepared by:

Sally Riley - Finance Manager

Hannah Doney - Head of Finance

Alison Scott – Director of Finance

Background Papers:

2021/22 Budget Monitoring Reports

Fees & Charges Reports to Committees

2021-25 Financial Planning Report

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POLICY AND RESOURCES COMMITTEE – 24 JANUARY 2022

PART I - NOT DELEGATED

19. OMNICROM DISCRETIONARY GRANT SCHEME (DoF)

1. Summary

1.1 This report enables the Committee to make its recommendations on the Council's Policy on Grants to Business to recognise loss of income as a result of the Omnicrom variant of Covid-19.

2. Details

Context

2.1 The Omicron Hospitality and Leisure Grant provides local councils with one-off grant funding to support to hospitality, leisure and accommodation businesses, in recognition that the rise of the Omicron variant means that some businesses are likely to struggle. The aim of the Omicron Hospitality and Leisure Grant scheme is to support businesses:

- that offer in-person services
- in the hospitality, leisure and accommodation sectors

2.2 There is a national statutory scheme, aimed at business rate payers, that is subject to a separate policy and grant funding and a discretionary scheme for which the Council has received £228k. This additional grant funding has to be used to provide direct grants to businesses and councils are encouraged to top up this funding with previous ARG funding. Three Rivers has approximately £0.3M in ARG funding that is yet to be allocated to specific schemes.

2.3 The Government has specified that businesses must make new applications for funding under the Omnicrom grant scheme and has specified certain information that must be provided. The Council, therefore, is not able to make additional payments to businesses that have previously received support but instead will need to open a new application window. For the statutory scheme applications will end on the 25th of February to allow grants to be processed and pre-application checks to be carried out before the 28th deadline.

2.3 For the discretionary grant this will be from the 25th of January to the 15th of February, a period of three weeks. All grants have to be awarded by the 28th of February and the amount of the discretionary award can only be finalised once the application window is closed as the policy allows grants to be scaled back, or up, should demand exceed the funding available.

2.4 A right of appeal to the Head of Revenues and Benefits has been to provide a more structured process for those unhappy with any decision in the light of previous experience. In order to maintain an independent review, the Revenues Manager (or Benefits Manager in her absence) will make any determination required by staff processing the applications.

2.4 Appendix 1 contains the proposed principles for the discretionary scheme and Appendix 2 the policy for the Statutory Scheme.

3. Options/Reasons for Recommendation

3.1 The recommendation below enables the Committee to implement schemes for Omicrom grants to businesses.

4. Policy/Budget Reference and Implications

4.1 The recommendations are seeking the approval of the Committee to the principles for distribution of the discretionary Omnicrom business grants to allow officers to produce the detailed grant policy and make payments of grants to businesses before the deadline of 28 February 2022. It also seeks formal approval for the policy for the statutory scheme which implements the national scheme.

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

5.1 The decision will allow the payment of support to businesses meeting the grant requirements to assist them with the financial impact of the Omnicrom variant.

6. Financial Implications

6.1 The recommendations allow the Council to distribute the additional grant funding of £228k it has received in respect of Omnicrom for direct grants to businesses and provides for the allocation of further funding from the Council's remaining unallocated ARG pot.

6.2 All statutory grants made in line with the policy will be funded directly by Government.

7. Legal Implications

7.1 Following the approval of the Omicrom Grants – Additional Restrictions Grant (Discretionary) principles, the Council will produce a formal policy for distribution of the grant funding.

8. Risk Management Implications

8.1 Risks will be managed through the formal grant policy.

9. Recommendations

That Committee

- (a) Approve the principles for distribution of the grant set out at Appendix 1
- (b) Delegate to the Director of Finance approval of the final grant policy and allocation of the residual ARG funding.
- (c) Approve the statutory grant policy set out at Appendix 2 to implement the national scheme.

Report prepared by:

Alison Scott – Director of Finance

Background Papers:

None

Appendices:

Appendix 1 - Proposed principles for the discretionary scheme

Appendix 2 - The policy for the Statutory Scheme

Omicron Grants –Additional Restrictions Grant (Discretionary)

The types of business this scheme is intended to help, are those working from commercial premises but who do not pay rates, and businesses based from home or alternative locations within Three Rivers. We will support smaller businesses and those operating in the supply chain to the larger businesses in the hospitality, leisure and accommodation sectors. Examples of businesses include, but are not limited to:

- hospitality, accommodation & leisure
- personal care
- the travel and tourism sector, including group travel, travel agents and tour operators, coach operators
- wedding industries
- nightclubs
- theatres
- events industries
- wholesalers
- English language schools
- breweries
- freelance and mobile businesses (including caterers, music and events, hair, beauty and wedding related businesses)
- gyms, and other businesses that have not received other grant funding
- taxi drivers holding a Three Rivers license and resident in Three Rivers.

We will pay grants for businesses renting premises but not directly paying business rates in line with the statutory grant scheme:

£1,500 for businesses whose rent is below £15,000 per year

£2,000 for businesses whose rent is between £15,000 and £51,000 per year, and

£3,000 for businesses whose rent is above £51,000 per year.

For home based businesses we will give a grant of £500.

The scheme is open to all businesses with an income of at least £5,000 per annum prior to the pandemic which should be evidenced via copies of accounts submitted to Companies House or tax returns.

All businesses are required to evidence a direct loss of income resulting from the current Covid-19 situation to qualify for the grant, for example this could include copies of bank statements, evidence of cancellations of events/orders or company accounts.

For businesses claiming a higher grant based on annual rents, you will need to provide evidence of the rent payable otherwise you will be paid as if a home-based business.

Applications can be submitted online from the 17th January to the 7th February after which time grants will be paid. Should the total value of approved applications be more than the funding available, the Council reserves the right to reduce the level of individual grants payable. Alternatively if the total value of applications is less than the funding available, the Council reserves the right to increase the level of grant. Any changes could be applied across the board or only relation to an individual category of business at the council's discretion.

Any businesses refused the grant have the right of appeal to the Head of Revenues and Benefits whose decision will be final. Any appeals should be submitted within 5 working days of the receipt of the notification that you have been refused the grant to allow the Council to meet the Government's deadlines for payment of the grant. Details of how to appeal will be set out in the notification.



Three Rivers District Council
Omicron Hospitality and Leisure Grant
Scheme
December 2021

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Definitions

The following definitions are used within this document:

'COVID-19' (coronavirus); means the infectious disease caused by the most recently discovered coronavirus;

'Department for Business, Energy & Industrial Strategy (BEIS)'; means the Government department responsible for the scheme and guidance;

'Effective date'; means, for eligibility of the grant. For the purpose of this scheme, the date cannot be before 30th December 2021;

'Hereditament(s); means the assessment defined within Section 64 of the Local Government Finance Act 1988;

'Hospitality, Leisure and Accommodation'; as defined within this scheme;

'In-person services' means services which are wholly or mainly provided by the business to their customers face to face and which **cannot** be provided by other means such as online or remotely by telephone, email, video link, or written communication;

'Local lockdown'; means the same as **'Local restrictions';**

'Local rating list'; means the list as defined by Section 41 of the Local Government Finance Act 1988

'Local restrictions'; and **'Localised restrictions'** means legally binding restrictions imposed on specific Local Authority areas or multiple Local Authority areas, where the Secretary of State for Health and Social Care requires the closure of businesses in a local area under regulations made using powers in Part 2A of the Public Health (Control of Disease) Act 1984 in response to the threat posed by coronavirus and commonly as part of a wider set of measures;

'Rateable value'; means the rateable value for the hereditament shown in the Council's local rating list at the date of the local restrictions;

'Ratepayer'; means the person who will receive the grant will be the person who, according to the Council's records, was the ratepayer liable for occupied rates in respect of the hereditament at the date of the local restrictions;

'State Aid Framework'; means the Temporary Framework for State aid measures to support the economy in the current COVID-19 outbreak published on 19 March 2020;

'Subsidies'; means the Government's replacement scheme for the previous state aid framework; and

'Temporary Framework for State aid'; means the same as the **'State Aid Framework'**.

1.0 Purpose of the Scheme, background, and funding

- 1.1 The purpose of this document is to determine eligibility for a payment under the Council's Omicron Hospitality and Leisure grant scheme. The scheme is effective from 30th December 2021 and is not retrospective.
- 1.2 The grant scheme has been developed by the Council in response to an announcement made by Government on 21st December 2021 which introduced additional grant support for hospitality and leisure businesses in England.
- 1.3 The scheme provides support to hospitality, leisure, and accommodation businesses, in recognition that the rise of the Omicron variant means that some businesses are likely to struggle over the coming weeks.
- 1.4 Whilst the awarding of grants will be the Council's responsibility, the Department for Business, Energy & Industrial Strategy (BEIS) has set down criteria which **must** be met by each business making an application. The Department has also indicated the types of business which should be given the grant.
- 1.5 This support will take the form of a one-off grant funding scheme. Funding is available for the 2021/22 financial year only and is to be administered by the Council as the Billing Authority.
- 1.6 No grant shall be paid for any period prior to 30th December 2021.

2.0 Eligibility criteria

- 2.1 Government, whilst wanting Councils to exercise their local knowledge and discretion, has set national criteria for the these funds. In all cases, the Council will only consider businesses for grants where **all** of the criteria are met.
- 2.2 Businesses that are eligible are those that:
 - (a) are liable for local non-domestic rating (business rates) and have premises (hereditaments) on the Council's local rating list on 30th December 2021;
 - (b) the hereditament must be occupied on 30th December 2021;
 - (c) the business must be trading on 30th December 2021; and
 - (d) the business must fall into scope as hospitality, leisure and accommodation as defined within this section.
- 2.3 Businesses will only be eligible where their main service falls within hospitality, leisure, or accommodation. If a business operates services that could be considered hospitality or leisure, and falls into another category, the Council has decided the main service can be determined by assessing which category constitutes 50% or more of their overall income. The main service principle will determine whether a business receives funding.

- 2.4 For the purposes of this grant scheme, a business is considered to be trading if it is engaged in business activity. This should be interpreted as carrying on a trade or profession or buying and selling goods or services in order to generate turnover.
- 2.5 Fully constituted businesses in liquidation, dissolved, struck off or subject to a striking-off notice are not eligible under these conditions.

Hospitality

- 2.6 For the purposes of this scheme, a hospitality business is defined as a business whose main function is to provide a venue for the consumption and sale of food and drink.
- 2.7 The Council will use the following criteria to assess whether a business is eligible for a grant under this threshold:
- Businesses offering in-person food and drink services to the general public; and
 - Businesses that provide food and/or drink to be consumed on the premises, including outdoors.
- 2.8 For these purposes, the definition of a hospitality business excludes food kiosks and businesses whose main service (generating 50% or more of income) is a takeaway.
- 2.9 This is not applicable to those businesses that have adapted to offer takeaways during periods of restrictions, in alignment with previous COVID-19 business grant schemes.

Leisure

- 2.10 For the purposes of this scheme, a leisure business is defined as a business that provides opportunities, experiences, and facilities, in particular for culture, recreation, entertainment, celebratory events and days and nights out. BEIS has also indicated that gyms and sports businesses are excluded from the definition of leisure.
- 2.11 The Council has decided that for these purposes, the definition of a leisure business excludes all retail businesses, coach tour operators, and tour operators.

Accommodation

- 2.12 For the purposes of this scheme, an accommodation business can be defined as a business whose main lodging provision is used for holiday, travel and other purposes. The Council will take into account the following when making its decision:
- Does the business provide accommodation for 'away from home' stays for work or leisure purposes? and
 - Does the business provide accommodation for short-term leisure and holiday purposes?
- 2.13 The Council has decided that the definition of an accommodation business will **exclude**:
- private dwellings;

- education accommodation;
- residential homes and care homes; and
- residential family centres.

3.0 Awards

3.1 The Omicron Hospitality and Leisure grant is a one-off grant as follows:

- Businesses occupying hereditaments appearing on the local rating list with a **rateable value of exactly £15,000 or under** on 30 December 2021 will receive a payment of **£2,667**;
- Businesses occupying hereditaments appearing on the local rating list with a **rateable value over £15,000 and less than £51,000** on 30 December 2021 will receive a payment of **£4,000**;
- Businesses occupying hereditaments appearing on the local rating list with a **rateable value of exactly £51,000 or over** on 30 December 2021 will receive a payment of **£6,000**

3.2 Any business failing to meet the criteria will not be awarded a grant. However, subject to subsidy allowance conditions, businesses will be entitled to receive a grant for each eligible hereditament.

4.0 Excluded businesses – general exclusions

4.1 The following businesses will **not** be eligible for an award:

- (a) Businesses that are not within the rating system;
- (b) Businesses that have already received grant payments that equal the maximum permitted subsidy allowances will not be eligible to receive funding; and
- (c) Businesses that are in administration, insolvent or where a striking-off notice has been made, are not eligible for funding under this scheme.

5.0 The Effective Date

5.1 The effective date for eligibility is determined as the 30th December 2021

The hereditament

5.2 In **all** cases, the following must have existed at the effective date:

- The hereditament **MUST** be shown in the local rating list;
- Any changes to the local rating List (Rateable Value or to the hereditament) after the effective date, including changes which have been backdated to this date, will be ignored for the purposes of eligibility;
- The Council is not required to adjust, pay or recover grants where the local rating list is subsequently amended retrospectively to the effective date;

- In cases where it was factually clear to the Council that, at the effective date, the local rating List was inaccurate on that date, the Council *may* withhold the grant and/or award the grant based on their view of who would have been entitled to the grant had the list been accurate. (The Department for Business, Energy and Industrial Strategy (BEIS) has stated that this provision is entirely at the discretion of the Council and is **only** intended to prevent manifest errors. It is not intended for ratepayers who subsequently challenge their Rateable Value); and
- Where a hereditament is exempt from rating as at the effective date, no grant shall be payable.

The Ratepayer

5.3 In **all** cases the following shall apply:

- The person who will receive the grant will be the person who, according to the Council's records, was the ratepayer in respect of the hereditament at the effective date;
- The ratepayer must be liable to occupied property rates at that date. It should be noted that grants will not be awarded where the hereditament is unoccupied;
- Where the Council has reason to believe that the information it holds about the ratepayer at the effective date is inaccurate, it may withhold or recover the grant and take reasonable steps to identify the correct ratepayer;
- Where, it is subsequently determined that the records held are incorrect, the Council reserves the right to recover any grant incorrectly paid; and
- Where any ratepayer misrepresents information or contrives to take advantage of the scheme, the Council will look to recover any grant paid and take appropriate legal action. Likewise, if any ratepayer is found to have falsified records in order to obtain a grant.

6.0 How will grants be provided to Businesses?

6.1 The Council is fully aware of the importance of these grants to assist businesses and support the local community and economy. The Omicron Hospitality and Leisure grant scheme together with the Council's Additional Restrictions Grant (ARG) scheme will offer a lifeline to businesses who are struggling to survive during to the COVID-19 crisis.

6.2 Details of how to obtain grants are available on the Council's website:
<https://www.threerivers.gov.uk/egcl-page/coronavirus-business-support>

6.3 The closing date for applications is 28th February 2022 and **no** payments can be made by the Council after 31st March 2022.

6.4 In all cases, businesses will be required to confirm that they are eligible to receive the grant. Businesses are under an obligation to notify the Council should they no longer meet the eligibility criteria for any additional grants.

- 6.5 The Council reserves the right to request a further application or any supplementary information from businesses, and they should look to provide this, where requested, as soon as possible.
- 6.6 An application for an Omicron Hospitality and Leisure grant is deemed to have been made when a duly completed application form is received via the Council's online procedure.
- 6.6 Businesses should be aware that the Council will undertake extensive pre and post payment checks to prevent and detect fraud whether actual or attempted

7.0 Subsidies and EU State Aid

- 7.1 The EU State aid rules no longer apply to subsidies granted in the UK following the end of the transition period.
- 7.2 The United Kingdom, however, remains bound by its international commitments, including subsidy obligations set out in the Trade and Cooperation Agreement (TCA) with the EU.
- 7.3 The Council can still pay out subsidies under previously approved schemes and this includes subsidies related to COVID-19 that have previously been given under the EU State aid Temporary Framework.
- 7.4 Businesses should make themselves aware of their obligations under Government's subsidies arrangements available on via the following link:

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

8.0 Scheme of Delegation

- 8.1 The Council has approved this scheme.
- 8.2 Officers of the Council will administer the scheme and the Section 151 Officer is authorised to make technical scheme amendments to ensure it meets the criteria set by the Council and, in line with Government guidance.

9.0 Notification of Decisions

- 9.1 Applications will be considered on behalf of the Council by the Revenues and Benefits Service.
- 9.2 All decisions made by the Council shall be notified to the applicant either in writing or by email. A decision shall be made as soon as practicable after an application is received.

10.0 Reviews of Decisions

- 10.1 The Council will operate an internal review process and will accept an applicant's request for a review of its decision.
- 10.2 All such, requests must be made in writing to the Council within 14 days of the Council's decision and should state the reasons why the applicant is aggrieved with the decision of the Council. New information may be submitted at this stage to support the applicant's appeal.
- 10.3 The application will be reconsidered by a senior officer, as soon as practicable and the applicant informed in writing or by email of the decision.

11.0 Complaints

- 11.1 The Council's 'Complaints Procedure' (available on the Council's website) will be applied in the event of any complaint received about this scheme.

12.0 Taxation and the provision of information to Her Majesty's Revenues and Customs (HMRC)

- 12.1 The Council has been informed by Government that all payments under the scheme are taxable.
- 12.2 The Council does not accept any responsibility in relation to an applicant's tax liabilities and all applicants should make their own enquiries to establish any tax position.
- 12.3 All applicants should note that the Council is required to inform Her Majesty's Revenue and Customs (HMRC) of all payments made to businesses.

13.0 Managing the risk of fraud

- 13.1 Neither the Council, nor Government will accept deliberate manipulation of the schemes or fraud. Any applicant caught falsifying information to gain grant money or failing to declare entitlement to any of the specified grants will face prosecution and any funding issued will be recovered from them.
- 13.2 For the avoidance of doubt, the Council is required to undertake pre- payment checks and post-payment checks for all Omicron Hospitality and Leisure grant payments. This is a stricter position than that taken for previous COVID-19 business support grant schemes. This will include access to and cross-checking with Government data as well as data already held by the Council.

14.0 Recovery of amounts incorrectly paid

14.1 If it is established that **any** award has been made incorrectly due to error, misrepresentation or incorrect information provided to the Council by an applicant or their representative(s), the Council will look to recover the amount in full.

15.0 Data Protection and use of data

15.1 All information and data provided by applicants shall be dealt with in accordance with the Council's Data Protection policy and Privacy Notices which are available on the Council's website.

POLICY AND RESOURCES COMMITTEE – 24 JANUARY 2022

PART I - DELEGATED

20. 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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