

POLICY AND RESOURCES COMMITTEE

VIRTUAL MEETING NOTICE AND AGENDA

For a virtual/remote meeting to be held on Monday, 25 January 2021 at 7.30 pm

Members of the Policy and Resources Committee:-

Councillors:

Sarah Nelmes (Chair)
Stephen Cox
Stephen Giles-Medhurst
Paula Hiscocks
Chris Lloyd
Reena Ranger

Matthew Bedford (Vice-Chair)
Andrew Scarth
Roger Seabourne
Phil Williams
Steve Drury
Alex Hayward
Alison Wall

*Joanne Wagstaffe, Chief Executive
Monday, 18 January 2021*

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

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

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

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

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

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

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

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

<https://aisapps.sonicfoundry.com/AuditelScheduler/Player/Index/?id=4ea367cb-ed43-4188-9b16-48096d8f743b&presID=39948a8a5a084b20aa0cd98f97419d1a1d>

The virtual meeting protocol can be viewed below:

[protocol-for-virtual-committee-meetings-sept-2020-3](#)

1. APOLOGIES FOR ABSENCE

2. MINUTES

(Pages 5
- 14)

To confirm as a correct record the Minutes of the Policy and Resources Committee meeting held on 7 December 2020.

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. TO RECEIVE THE RECOMMENDATION FROM THE LOCAL PLAN SUB-COMMITTEE MEETING HELD ON 18 JANUARY 2021

(Pages
15 - 46)

Statement of Community Involvement.

6. DECISIONS OF THE COVID 19 RESPONSE SUB-COMMITTEE

(Pages
47 - 68)

To receive the decisions of the Covid 19 Response sub-committee held on 16 November 2020.

CRSC 25/20 – SERVICE RESTORATION GENERAL UPDATE REPORT

Agreed to recommend the General Update report to the Policy and

Resources Committee for adoption.

CRSC 26/20 – WATERSMEET REOPENING REPORT

Agreed to recommend the Watersmeet Reopening report to the Policy and Resources Committee for adoption.

- 7. COVID-19 RESTRICTIONS IMPACT ON SERVICES UPDATE REPORT** (Pages 69 - 86)

This report sets out the impact of the local Tier system, National Lockdown and current position of the Council's Services.

The Council will continue to prioritise service delivery and focus resources as set out previously in the Service Restoration Priorities Reports.

- 8. REVIEW OF STRATEGIC RISKS** (Pages 87 - 92)

This report proposes revised strategic risks, based on the priorities and objectives in the Corporate Framework 2020-2023.

Resources

- 9. FINANCIAL PLANNING 2021-2024** (Pages 93 - 96)

This report is an introduction to the three agenda items that follow.

- 10. FINANCIAL PLANNING - REVENUES SERVICES** (Pages 97 - 132)

The purpose of this report is to enable the Policy and Resources Committee to recommend to the Council the medium term revenue budgets.

- 11. FINANCIAL PLANNING - CAPITAL STRATEGY AND THE TREASURY MANAGEMENT POLICY** (Pages 133 - 164)

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 (2021-24.)

- 12. FINANCIAL PLANNING - RECOMMENDATIONS** (Pages 165 - 168)

This report enables the Committee to make its recommendations on the Council's Revenue and Capital budgets and Treasury Management Policy for the period 2021-24 (medium term) to Council on 23 February 2021.

- 13. WORK PROGRAMME** (Pages 169 - 174)

To receive the Committee's work programme.

- 14. OTHER BUSINESS - if approved under item 3 above**

- 15. EXCLUSION OF PRESS AND PUBLIC**

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

"that under Section 100A of the Local Government Act 1972

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

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

1. OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

To receive any declarations of interest.

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

POLICY AND RESOURCES COMMITTEE**MINUTES**

Of a virtual/remote meeting held on 7 December 2020 at 7.30pm to 8.21pm.

Councillors present:

Sarah Nelmes (Chair) (Local Plan)
Matthew Bedford (Vice-Chair) (Resources
and Shared Services)
Stephen Cox
Steve Drury (Infrastructure & Planning
Policy)
Alex Hayward
Stephen Giles-Medhurst (Transport and
Economic Development)

Chris Lloyd (Leisure)
Andrew Scarth (Housing)
Reena Ranger
Roger Seabourne (Community Safety and
Partnerships)
Donna Duncan (for Cllr Wall)
Phil Williams (Lead Member for
Environmental Services & Sustainability)
Paula Hiscocks

Others Councillors in attendance: -

Officers Present: Joanne Wagstaffe, Chief Executive
Geof Muggerridge, Director of Community and Environmental Services
Alison Scott, Interim Director of Finance
Vivien Holland, Interim Advisor – Shared Finance Projects Team
Sarah Haythorpe, Principal Committee Manager

PR67/20 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Alison Wall with the substitute being Councillor Donna Duncan.

PR68/20 MINUTES

The Minutes of the Policy and Resources Committee meeting held on 2 November 2020 were confirmed as a correct record by general assent and would be signed by the Chair when it was possible to do so subject to the additional word at the end of Page 10 being removed.

PR69/20 NOTICE OF OTHER BUSINESS

The Chair ruled that the following report had not been available 5 clear working days before the meeting but was of sufficient urgency to take as a late report to ensure that the Council could implement the Property Strategy for the Council.

Agenda Item 6 - Property Strategy

PR70/20 DECLARATION OF INTERESTS

None received.

PR71/20 BUSINESS RATES POOLING

The 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 2021/22.

The Interim Director of Finance said initially it was thought there would be no pooling for next year given the situation with Covid. Local Government Futures had undertaken some work which suggested that it was still worthwhile to look at pooling for Hertfordshire next year and it would be of benefit for Three Rivers to join the pool. The report asked for delegated authority for the Council to enter into the pool following the Local Government settlement. LG futures are undertaking some further work just to be absolutely clear that the risks are minimised.

Councillor Matthew Bedford moved, seconded by Councillor Alex Hayward, the recommendations as outlined in the report at Paragraph 9.1 and 9.2.

A Member said that at paragraph 3.2 of the report it stated that there would be additional benefits of £200k from being in the pool and at Paragraph 3.6 we would be no worse off. Could Members have an update after 6 months? The Interim Director of Finance said that could be done and would be included as part of the budget monitoring report.

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

RECOMMEND:

1. That Council agrees that, subject to a final review following the Local Government Settlement for 2021/22, Three Rivers District Council enters into the Hertfordshire Business Rates Pool; and
2. 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.

PR72/20 PROPERTY AND INVESTMENT STRATEGY

This report brought forward an updated property strategy for approval by Policy and Resources Committee.

The Interim Advisor – Shared Finance Projects Team advised that the updated strategy responds to a range of comments which Councillor Matthew Bedford raised and some further updates to bring the strategy up to date. The strategy particularly takes into account recent changes to borrowing.

Councillor Matthew Bedford moved the recommendation to approve the property strategy, seconded by Councillor Andrew Scarth. This strategy was a big improvement on the previous one and addressed some limitations in the previous version.

A Member said it was a very comprehensive report and many points were now included which Members would be looking for when talking about investment in property. One area of concern was the housing property policy which states “where Council invests through participation it should be within the District”. This gave the option that it could be outside the District and the Member felt

that was not good for our residents. The Council were already investing in commercial property outside the District so were not supporting local employment for residents and now potentially we could be building homes outside our District.

The Interim Director of Finance said Officers were looking for some flexibility as there maybe some specialist housing which we might want to build just on the outskirts of the District. It was not an attempt to look much wider. For example the Council work with Watford Community Housing on projects which are just outside the District but benefit residents and our financial investments. This change to the policy would allow the Council to look slightly outside the border if it is sensible to do so.

The Chair proposed the wording could be amended to “within our economic area.” Officers advised that they would be happy to change the wording. Both the proposer and seconder were happy for this too.

A Member asked if it would be possible to have the figures of our total income from our assets and total expenditure especially relating to Three Rivers House on what the income is and what the expenditure is. Who do the Property Steering Group report to? On the funding it stated that a specific budget would be made available to officers for exploring investment would there be a limit on that budget.

The Interim Director of Finance said the income from property was reported as part of budget monitoring. As for Three Rivers House officers would have to provide a written response. The budget would be limited as it would be set as part of the budget setting process and officers would not be able to spend outside that budget. The Property Steering Group was an internal group who look to better manage our capital programme and report back through budget monitoring.

The Property Steering Group and Property Investment Board are both officer groups. Officers can only work within the delegations given to them and would all be Council ratified decisions they would be working within.

A Member said some more sub categorises of the property income would be useful. It would be useful to compare what the alternative income would have been if we had stayed with our previous strategy of leaving our money on deposit in a bank and seeing what a huge difference this strategy has brought to the Council

A Member referred to the Council's asset register and specifically relating to Council land. Members had not seen a copy of the register and asked if it was freely available and what would be the smallest piece of land that would be recorded on the register. The Interim Director of Finance said that the register would record all land that the Council owned and Officers were working on putting all the details into a new database system. Members would be aware that as part of the budget Council agreed to procure a property database to store our property details instead of spreadsheets and that would encompass all our land. Officers were going out to final tender on this system and hoped to have this completed by the end of the financial year.

On being put to the Committee the recommendation with the amendment to include the wording “within our economic area” or a similar wording was declared CARRIED by the Chair the voting being by general assent

RESOLVED:

That the property strategy be approved with the amendment to the wording to include “within our economic area” or a similar form of wording.

PR73/20 EXEMPTION FROM PROCUREMENT PROCEDURE RULES – WATERSMEET EXTERNAL ROOF ACCESS

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

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

RESOLVED:

Noted the action taken.

PR74/20 EXEMPTION FROM PROCUREMENT PROCEDURE RULES – FINANCE SYSTEM

To advise Members that an exemption to the Procurement process was approved by the Chief Executive and Director of Finance under the Exceptional Circumstances exemption as permitted by the Council's Constitution. The report outlined the wish to retain our current financial system and would save the Council some money in the process.

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

RESOLVED:

Noted the action taken.

PR75/20 STRATEGIC, SERVICE AND FINANCIAL PLANNING 2021-2024

This report enabled the Committee to comment on its draft service plans and the growth bids from the Service Committees. It was noted that the year date at 7.1 of the report be amended to 2021.

Legal

A Member raised concern that the Council were not looking to outsource the service and was concerned about succession planning.

The Chief Executive advised that whilst the Council were ruling out outsourcing the Council were not ruling out working with other Local Authorities. If the Council did do something it was more likely to be along the lines of a shared service type arrangement similar to other services we currently have with other authorities which would add extra resilience. The Solicitors maybe somewhere else or possibly Three Rivers could be the host authority but the shared service would work along the same lines as the shared services for HR, IT, Revenue and Benefits and Finance.

A Member said the plan identified there had been significant difficulty in recruitment and asked if details could be provided on what those issues were. The Chief Executive advised that the availability of appropriately qualified staff at

the pay rates that we have was one of the reasons but this was also an issue with other services. A written reply would be provided with specific details.

A Member referred to the job vacancies which also was relevant to the Committee service plan. In the minutes of the last meeting of the 32 vacancies we had it was advised this was partly due to Covid and also to balance budgets. Which was correct? The Chief Executive advised that staffing falls within their remit as long as it was within the overall budget. The Council very rarely had any freezes on recruitment and would only do that in a time when we had significant pressure on our budgets. Generally if a service required particular resources we would ensure that they receive them. There was no policy at the Council to keep a post vacant for a period of time before it was filled as some other Authorities may do or have done in the past. If a service needs particular resources they will receive them.

Committee

The plan identified there had been significant difficulty in recruitment and asked if details could be provided on what those issues were.

POST MEETING NOTE:

Legal team

The Council has not seen a *large* turnover of Staff in the legal section which is in itself a small team (5.75 FTE). The Council has been fortunate that a number of well qualified and experienced members of staff have been in their respective roles for some time. Recent attempts to recruit to vacant posts for a criminal litigator and property lawyer have shown how difficult it is to get the right person in post. Our view is this is because of pay rates, competition from opportunities in London, high cost of living in the area and apparent lack of career development. Many Solicitors/Barristers are simply not attracted to work in the public sector. Particular specialisms such as planning lawyers and employment lawyers are generally accepted to be hard to find and hold on to.

Criminal Litigation role (ASB work, prosecutions across the board for a range of offences for various departments including – TPO, Planning, fly tipping, animal welfare, licensing/taxi cases and appeals including appeals to the Crown Court, advice on PACE, RIPA , Ombudsman complaints) – The previous post holder retired in June 2019. This post was then vacant between June and December 2019 and it took 3 attempts to fill the vacancy. Locums and external Solicitors had to be used in the interim at a cost and with a reduced overall level of service to the Council as a whole. The current postholder became permanent in January 2020.

The post is graded at MG2/3.

Candidates who had applied tended to be newly qualified without the relevant court and advocacy experience necessary to be the sole lawyer covering this wide ranging and challenging area of work. The Council competes with London Boroughs, the CPS, Police and other Regulatory services in attracting suitable candidates for such roles which have better pay grades and which have more opportunities for career development. The need to attend Court also means that the postholder has to be able to travel to the local Courts from home so notwithstanding the benefits of home working, the high cost of living in the area is also a factor in recruitment.

The amount of work for this postholder/role has grown considerably and it was mentioned in the service plan that consideration should be given to increasing the hours of the part time role. Especially if the Council wants to continue with the volume and variety of ASB work it undertakes.

Property role. This post was vacant for 2 years and filled by part time agency workers and a former HCC property lawyer until a successful recruitment exercise in February 2019. The postholder then left in February 2020 to join the Civil service on better pay grades with greater career prospects. It was not until August 2020 that the post was filled by a suitably qualified conveyancer. Candidates who had applied tended to be newly qualified without the relevant experience. Again the Council competes with London Boroughs, private practice and other Local Authorities in attracting suitable candidates for such roles which have better pay grades and which have more opportunities for career development.

This post actually requires and is currently filled on a 2 year contract by a qualified solicitor with significant property experience, yet it is graded only at Legal Officer level.

As stated in the service plan it may be the case that the recent downturn in the economy and the furlough scheme will mean that there are law firms who will be making staff redundant – so in the short term if we had to recruit then it may be easier to fill vacancies. Home working opportunities might attract people who cannot afford to live in the area. However this was not evident from the recent recruitment experience for the property lawyer.

The CE has stated that she wants to explore some form of sharing some legal services to ensure resilience and to provide potentially some career development opportunities

Committee

The Council has seen a small turnover of Staff in the Committee section which is in itself a small team (3.75 FTE). We currently have one member of the team on secondment to the Community Partnerships team until end of January with the post being covered by an outside agency and one member of the team covering part of the Committee Manager role on secondment from the CSC.

Recent attempts to recruit to the Committee Manager and Committee and Web Officer roles have shown how difficult it is to get the right person in post with the right experience. Our view is this is because of pay rates, competition from opportunities in London, high cost of living in the area and limited career development. Many people are also not attracted to work in the public sector or within the Committee section due to the requirement to work in the evenings and attend evening meetings. Specialist people working in Governance and Committee are generally accepted to be hard to find and hold on to. This is the case being experienced by other Local Authorities in England.

It may be the case that the recent downturn in the economy and the furlough scheme will mean that there may be more people looking for employment who specialise in Governance and Committee work. In the short term it may be easier to fill vacancies. Home working opportunities might attract people who cannot afford to live in the area.

Elections

A Member wished to thank the Electoral Registration Team even though South Oxhey had come out at the bottom of list of response rates for the annual canvass at 89.7% (not 90%) it did represent an increase.

Could Officers change the date for the adoption of the local plan as it would not be adopted by 2021? This would be same for many of the service plans.

Corporate Services

Climate Change Strategy and action plan – there was no date next to sustainable environment should a date be included. It was noted a report had been published and was presented to the Leisure, Environment and Community Committee in October. The strategy had gone out for public consultation and also presentations had been made at all of the Local Area Forum meetings.

Customer Service Centre – no comments

Finance – no comments.

Property Services – no comments.

Revenue and Benefits

A Member raised concern regarding succession planning and that the Council were buying in additional support and additional IT support. This service was so important for people who need support urgently because they are homeless or are not able to pay their bills and was an area where we need a strong core of officers ready so there are no delays and we are servicing our most vulnerable residents to the best of our ability.

The interim Director of Finance said the Council buy in services from Capita as they have experience of the system and often it is quicker and better to buy in the service than train up our own staff because of the range of activity they need to do. Recently more work had been done to bring in the skills of the Finance staff into R&B to produce some of the information that has been required for reporting. It was hoped to be able to recruit into the Team Leader post in the not too distant future but the Council would always continue to buy in some services from Capita because that was the best support for the system that we run. The Team Leader post had been advertised but we had not been able to recruit to the post. Some reorganisation work had taken place to the team and it was hoped it would make the post more attractive and we may have an internal candidate who may be suitable.

The Chair said Members should be very pleased with the way the Team coped with all the payment of the grants/support payments which had been processed by the team during the covid pandemic.

The Chief Executive advised that before the Country went into the first lockdown the benefits service was about No.3 in the country for processing benefits claims so we were exceptional at that point in time. The Council were also going to be bringing processing targets back into target this year despite the increases.

Economic Development and Sustainability

It was not possible to specify locations for staff/consultants for legal reasons.

PIDS

Councillor Matthew Bedford proposed that all three PIDs go forward as part of the budget setting process. In relation to the PID on the Corporate GIS Officer it would be helpful to have a bit more clarity about the net costs. There was some indication of the cost of employing this person but there was some suggestion of offsetting this with some savings but those were not clearly itemised. There was also some suggestion that there may be some chargeable services that might generate some revenue that could partially offset the cost. It would be helpful to have a clearer picture of the net cost situation as part of the budget setting

process. The Interim Director of Finance agreed to provide this information before we get to the budget setting process.

A Member said on the bid for the outdoor gym equipment supported the bid and was happy that we were going to be sourcing the equipment from the UK this time. This would be public equipment using public money. If we are looking at personal trainers being able to hire the equipment it has got to be available for the public. It was fine to hire out these public facilities on the basis we can make some revenue but the Member was not sure what the Council would gain from this. Could some additional information be provided to the bid? It was asked if we are going to consult with local people and speak to personal trainers on what they want and what is the role of Parish Councils in this plan would they be asked to fund of it. The PID was from the Three Rivers Leisure Team and they would always undertake consultation. There was information in the PID on the funding and it was not all There Rivers funding. A Member said the plan for this equipment was not for the Council to rent out and advertise to raise money it was that we had observed some new business operators who realised they could just turn up and use the equipment. The ability to charge was to prevent personal trainers from taking it away from the members of the public. Members asked that more clarity be provided in the PID on the hiring out of the gym equipment and the use by members of the public.

On being put to the Committee the recommendations in the report at Paragraph 7.1 and 7.2 with an amendment to the year to read 2021 was declared CARRIED by the Chair the voting being by general assent.

RESOLVED:

The Committee commented on the draft service plans attached at Appendix 1 and will receive the final service plans in March 2021 for recommendation to Council.

The Committee commented on the Service Committee growth bids contained within Appendix 2 for consideration by Council as part of the budget setting process.

PR76/20 WORK PROGRAMME

To receive the Committee's work programme.

RESOLVED:

Noted the work programme.

PR77/20 MOTIONS UNDER PROCEDURE RULE 11

The Committee considered the recommendation on the amended motion below from the Local Plan sub-committee held on 3 December 2020.

Council notes that on 30 September 2020 the Housing Secretary Robert Jenrick announced that in future all new homes delivered through Permitted Development Rights will have to meet space standards. This will mean that all new homes in England delivered through these rights will in the future have to meet the Nationally Described Space Standard.

Details of the Space Standards are contained in this document: <https://www.gov.uk/government/publications/technical-housing-standards-nationally-described-space-standard>

Council notes the poor size and living conditions of many homes constructed under permitted development, in particular the site at Shannon House, Kings Langley, for which the appeal decision was received today.

Whilst welcoming the overdue commitment to better housing, Council deplores that the Government waited until 16 November to announce that the relevant regulations would be changed for applications submitted from 6 April.

Council therefore agrees to write to the Housing Secretary, regretting the delay in introducing the regulations and requesting that they be introduced before the end of 2020.

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

RESOLVED:

Council notes that on 30 September 2020 the Housing Secretary Robert Jenrick announced that in future all new homes delivered through Permitted Development Rights will have to meet space standards. This will mean that all new homes in England delivered through these rights will in the future have to meet the Nationally Described Space Standard.

Details of the Space Standards are contained in this document: <https://www.gov.uk/government/publications/technical-housing-standards-nationally-described-space-standard>

Council notes the poor size and living conditions of many homes constructed under permitted development, in particular the site at Shannon House, Kings Langley, for which the appeal decision was received today.

Whilst welcoming the overdue commitment to better housing, Council deplores that the Government waited until 16 November to announce that the relevant regulations would be changed for applications submitted from 6 April.

Council therefore agrees to write to the Housing Secretary, regretting the delay in introducing the regulations and requesting that they be introduced before the end of 2020.

CHAIR

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LOCAL PLAN SUB COMMITTEE - 18 JANUARY 2021

PART I – NOT DELEGATED

5. LOCAL PLAN: STATEMENT OF COMMUNITY INVOLVEMENT (DCES)

1 Summary

1.1 To seek Members' approval to adopt an addendum to the Statement of Community Involvement which provides the Council with an up-to-date commitment to how it will consult on planning policy documents and individual planning applications in line with current legislation and guidance relating to the COVID-19 pandemic.

1.2 The proposed amendments in the addendum are temporary and will apply up until such a time when legislation and guidance allows the Council to safely revert back to the original Statement of Community Involvement which was adopted in June 2020.

2 Details

2.1 A Statement of Community Involvement (SCI) is required under Section 18 of the Planning and Compulsory Purchase Act (2004) and must set out how and when the local community can become involved in the preparation of Local Plan documents in consideration of planning applications. The Council must comply with its adopted SCI when preparing its Local Plan and this compliance will be tested when these are independently examined.

2.2 Due to COVID-19 related restrictions/guidance, the Council is unable to comply with some policies in the SCI (June 2020) and therefore an addendum must be prepared in order to ensure compliance between the SCI and the Council's approach to community engagement/consultation whilst such restrictions are in force.

2.3 The original adopted Statement of Community Involvement was adopted in June 2020 and is shown at Appendix 1. This should be read alongside the proposed addendum at Appendix 2.

2.4 Planning Policy

2.5 National Planning Practice Guidance (PPG) has been updated due to the COVID-19 Pandemic and recommends "Where any of the policies in the Statement of Community Involvement cannot be complied with due to current guidance to help combat the spread of coronavirus (COVID-19), the local planning authority is encouraged to undertake an immediate review and update the policies where necessary so that plan-making can continue"¹.

2.6 The Town and Country Planning (Local Planning, Development Management Procedure, Listed Buildings etc.) (England) (Coronavirus) (Amendment) Regulations 2020 have been changed to temporarily remove legal requirements to make certain development plan documents available for inspection at premises and to provide hard copies on request. The documents must, instead, be made available for inspection online. Due to the continuing uncertainty about the spread of Covid-19, these Regulations have been extended to apply until 31 December 2021.

¹ NPPG Plan-making, Paragraph: 077 Reference ID: 61-077-201200513

2.7 As both the Regulation 18 and 19 consultations on the Local Plan are scheduled to take place before 31 December 2021², it is necessary that the Statement of Community Involvement is updated to reflect changes in legislation, guidance and national social distancing measures in order to allow for plan-making to progress.

2.8 Below is a summary of continued or amended approach to each of the consultation techniques in regards to planning policy (including in the review of the Local Plan and Neighbourhood Planning duties):

- Written/email consultation: Written/email consultation can continue and will include contact details to the Planning Policy Department so that contact can be made from any person who may encounter difficulty in accessing online documents. Notifications will be sent by email in the first instance and by letter to any person/organisation who has not provided an email address previously.
- Documents available for inspection: As local libraries and Three Rivers House are not open for public visits during the pandemic and the legal requirement to make development plan documents available for inspection at certain premises has been removed, the addendum states that hard copies will no longer be made available at Three Rivers House or local libraries. Instead, a public notice will be posted at Three Rivers House and local libraries where possible which will inform the reader of the relevant document/consultation and how and where documents can be viewed on the Council's website. Contact details to the Planning Policy Department will also be included in the public notice to assist any person encountering difficulties in accessing online documents.
- Details on the Council's website: Details on the Council's website will no longer include information on when and where documents can be inspected in hard copy. All documents for public consultation and supporting information will continue to be available online.
- Details in press: Public notices will continue to be published in press in so far as they are circulating in the District.
- Meetings with Stakeholders: Whilst social distancing measures are in place, it will not be possible to hold face-to-face meetings. Meetings with stakeholders will therefore take place in a virtual setting.

2.9 The addendum states that where any person is having difficulty accessing documents online, the Planning Policy Department can be contacted for assistance in accessing documents in the first instance. If online access is unachievable, the Council will provide hard copies on request where it is deemed safe to do so.

2.10 Planning Applications

2.11 In the context of determining planning applications, PPG states that "Local planning authorities may need to consider updating their SCI to explain how they will ensure

² Local Development Scheme (November 2020) <https://www.threerivers.gov.uk/egcl-page/local-development-scheme>

local communities are consulted about planning applications, where they are unable to comply with normal requirements”³.

- 2.12** The Town and Country Planning (Local Planning, Development Management Procedure, Listed Buildings etc.) (England) (Coronavirus) (Amendment) Regulations 2020 temporarily grant local planning authorities (and in the case of certain applications for EIA development, applicants) greater flexibility in relation to the way they publicise planning applications until 30 June 2021. This relates to neighbour notification letters, site notices and notices in local newspapers.
- 2.13** The only change in respect of publicising planning applications stated in the addendum relates to site notices. The addendum states that applicants will be sent a covering letter and site notice(s) by post and the onus is on the applicant to display notices on behalf of the Council (prior to COVID-19 related restrictions/guidance, Officers displayed site notices). The applicant or agent is required to provide photographic evidence to the case officer to confirm that the site notice has been displayed. This process has been in place since 26 March 2020 and will be kept under review in light of restrictions and guidance. No changes to the use of neighbour notification letters and the publication of notices in the local press have been implemented over the course of the COVID-19 pandemic so far and are therefore not proposed in the addendum.
- 2.14** The addendum also states that face-to-face community engagement events will not be possible for consultations on pre-applications and must instead take place in a virtual setting in so far as social distancing measures are in place. Information from developers in community consultations on pre-applications should also be distributed online rather than in hard copy format.
- 2.15** In the event of changes by the Government to the requirements for preventing the spread of COVID-19, this addendum will be reviewed and either updated or suspended, as appropriate. An update or suspension to the addendum will be reported back to the Local Plan Sub Committee and the Policy and Resources Committee.

3 Options and Reasons for Recommendations

- 3.1** The Council is required under Section 18 of the Planning and Compulsory Purchase Act (2004) to produce an up to date SCI. National Planning Practice Guidance also recommends that local planning authorities review and update SCIs if existing policies in the SCI cannot be complied with due to COVID-19 guidance. Were the Council not to produce an up to date SCI or comply with the SCI in preparing the Local Plan, the Local Plan would risk failing at examination. As such, there are no alternative options.

4 Policy/Budget Reference and Implications

- 4.1** The recommendations in this report are within the Council’s agreed policy and budgets to prepare a Local Plan.

5 Financial Implications

- 5.1** The Director of Finance comments that there are no financial implications arising as a result of this report. The work to prepare the addendum to the SCI has been

³ NPPG Consultation and pre-decision matters, Paragraph: 047 Reference ID: 15-047-20200513

undertaken by Officers and the temporary changes in approach will be implemented by Officers as part of their day-to-day duties and no additional expenditure has been incurred.

6 Legal Implications

6.1 Section 18 of the Planning and Compulsory Purchase Act 2004 requires local planning authorities to produce a Statement of Community Involvement. Local Planning Authorities must comply with SCIs in the preparation of Local Plan documents and if there is non-compliance, a Local Planning Authority may be open to legal challenge at examination. Due to COVID-19 related restrictions/guidance, the Council is unable to comply with some of the statements in the SCI (June 2020). Therefore an addendum must be prepared and adopted in order to ensure compliance between the SCI and the Council's approach to community engagement/consultation whilst such restrictions are in force.

7 Equal Opportunities Implications

7.1 Relevance Test

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

8 Staffing Implications

8.1 None, the work to prepare the addendum to the SCI has been undertaken by Officers and the temporary changes in approach will be implemented by Officers as part of their day-to-day duties.

9 Environmental Implications

9.1 None specific.

10 Community Safety Implications

10.1 The CSC will be briefed to advise on whom to contact regarding the Statement of Community Involvement.

11 Public Health implications

11.1 None specific.

12 Customer Services Centre Implications

12.1 None specific.

13 Communications and Website Implications

The addendum to the SCI and supporting information will be available on the Council's website.

14 Risk and Health & Safety Implications

14.1 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.

14.2 The subject of this report is covered by the Economic and Sustainable Development service plan. 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>
Failing to adopt the addendum Statement of Community Involvement	The Local Plan could be found unsound at examination	Terminate	The risk can be avoided by adopting the addendum to the Statement of Community Involvement	Medium

14.3 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%))

14.4 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.

15 Recommendation

15.1 That the Local Plan Sub Committee note the contents of this report and recommend to the Policy and Resources Committee the adoption of the Addendum to the Statement of Community Involvement as set out in Appendix 2.

Report prepared by: Lauren McCullagh, Planning Officer

Background Papers

Statement of Community Involvement 2020

Planning and Compulsory Purchase Act (2004)

The Town and Country Planning (Local Planning, Development Management Procedure, Listed Buildings etc.) (England) (Coronavirus) (Amendment) Regulations 2020

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

Local Development Scheme (November 2020)

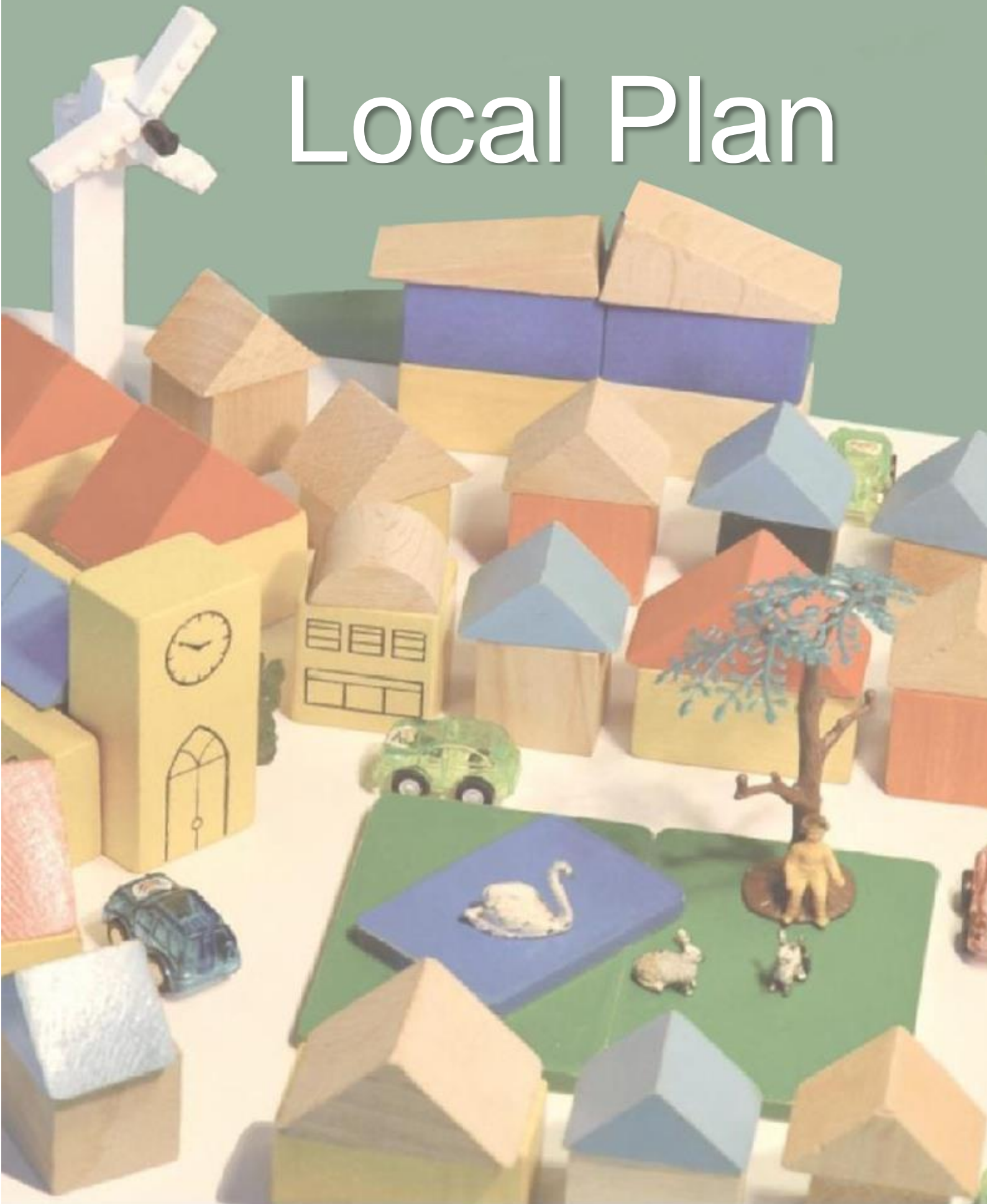
National Planning Practice Guidance

APPENDICES / ATTACHMENTS

Appendix 1 Statement of Community Involvement June 2020

Appendix 2 Proposed Addendum to the Statement of Community Involvement

Local Plan



Statement of Community Involvement

June 2020

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Three Rivers District Council
Statement of Community Involvement

Adopted, June 2020

Planning Policy & Projects
Three Rivers District Council
Three Rivers House
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Rickmansworth
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WD3 1RL

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Email: trldf@threerivers.gov.uk

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1.0 Introduction

1.1 This Statement of Community Involvement (SCI) sets out the District Council's guiding principle for the involvement of communities in relation to the planning process. Currently, this consists of the following:

- A review of the District's Local Plan;
- Consultations with regard to Neighbourhood Plans, once these have been submitted to the Council, including a referendum;
- The procedure in which the Council consults on planning applications.

1.2 The minimum consultation requirements for Local Plan making and neighbourhood planning are set out in the two separate regulations:

- The Town and Country Planning (Local Planning) (England) Regulations 2012;
- The Neighbourhood Planning (General) Regulations 2012

1.3 This SCI outlines how the Council will meet the minimum requirements that are stipulated within these regulations for Local Plan making and neighbourhood planning, along with the following:

- The Council's vision and standards for community involvement;
- Recognise and express the need for front loading (seeking consensus on essential issues early during a Local Plan review, in order to avoid late changes being made);
- Show that the authority understands how communities can be involved in a timely and accessible way;
- identify suitable involvement techniques that are appropriate to the level of planning;
- Be clear about the different stages of involvement-information, consultation, participation, feedback etc. and demonstrate that these will be done in different ways at different stages for different communities;
- Show how the results of the community involvement will be fed into a Local Plan review;
- The authority's policy for community involvement on planning applications.

1.4 For further information on this document, please contact the Council:

In writing: Economic & Sustainable Development
Three Rivers District Council
Three Rivers House
Northway
Rickmansworth
Herts WD3 1RL

By email: trldf@threerivers.gov.uk

By telephone: 01923 776611

1.5 This SCI is also publicly available via the Council's website:
<http://www.threerivers.gov.uk/eqcl-page/statement-of-community-involvement>.

2.0 Outline of Community Engagement

- 2.1 The SCI needs to show that the Council will comply with the legal requirements for community involvement in a Local Plan review making and for when dealing with planning applications. These requirements also include making documents available at local planning authority offices during set consultation periods and sending letters/emails to identified statutory bodies and organisations.

Local Plan Consultation Requirement

- 2.2 The legal requirements for consultation and public participation for Local Plan making, is currently set out in the Town and Country Planning (Local Planning) (England) Regulations 2012 (the 2012 Regulations). This sets out the requirements for community involvement including consultation on the preparation of a Local Plan (Regulation 18) and public participation on a final Publication version of the Local Plan (Regulation 19), prior to the plan's submission to the Secretary of State for independent examination. These stages are elaborated below:

- Preparation of a Local Plan (Regulation 18). The LPA must consult with specific consultation bodies, which include adjoining local authorities, bodies/organisations outlined in the Duty to Co-operate and general consultation bodies that include voluntary bodies and groups representing minority, religious, disabled and business interests in the authority's area. A Regulation 18 public consultation period typically lasts for six weeks. These requirements can also be viewed by clicking on the following weblink: <http://www.legislation.gov.uk/ukxi/2012/767/regulation/18/made>.
- Publication of a Local Plan (Regulation 19). This is the final opportunity for public participation on a Local Plan, prior to its submission to the Secretary of State. Representations are only invited on the soundness of the plan and whether it is considered to be legally compliant with the Council's Local Development Scheme (LDS), SCI and if it has been prepared in accordance with the 2012 Regulations. The LPA must consult the same specific consultation bodies that were consulted during the previous Regulation 18 consultation. A Regulation 19 public participation period typically lasts for six weeks. These requirements can also be viewed by clicking on the following weblink: <http://www.legislation.gov.uk/ukxi/2012/767/regulation/19/made>.

- 2.3 Table 1 on p.7 lists the key consultees/stakeholders that the Council intends to engage with during the regulation 18 and 19 consultation stages. The consultation techniques that will be used are also mentioned in table 1 and these are elaborated further in paragraphs 2.12-2.16.

Duty to Co-operate

- 2.4 The Council also has a legal obligation to fulfil the 'Duty to Co-operate' which was introduced under the provisions of the Localism Act 2011. The Duty to Co-operate requires early engagement during the plan making process with specific bodies/organisations that are listed in Section 4, Part 2 of the Town and Country Planning (Local Planning) (England) Regulations 2012, which are replicated in Appendix 1 of this SCI. This SCI outlines how these bodies/organisations will be engaged with.

Neighbourhood Plans

- 2.5 The Localism Act 2011 also introduced neighbourhood planning, whereby Parish/Town Councils and Neighbourhood Forums (in areas that are un-parished)

have been given the opportunity to produce a Neighbourhood Plan. Local Planning Authorities are not responsible for the production of Neighbourhood Plans, as this is the responsibility of Parish/Town Councils.

- 2.6 There is no statutory requirement for Parish/Town Councils to produce a Neighbourhood Plan, but if they choose to do so, they must follow the procedures outlined in The Neighbourhood Planning (General) Regulations 2012. The Council can provide guidance and assistance to the District's Parish Councils when formulating a Neighbourhood Plan and has done so with Croxley Green Parish Council and continues to do so with Abbots Langley, Batchworth, Chorleywood and Sarratt Parish Council who are at varying stages in their Neighbourhood Plan preparation. Initial consultation on a draft Neighbourhood Plan is the responsibility of a Parish Council and must be in accordance with The Neighbourhood Planning (General) Regulations 2012.
- 2.7 Once a Parish Council has conducted a consultation under the above regulations, it must be submitted to the Council. The Council is then responsible for publicising its submission along with conducting a six week public consultation exercise under Regulation 16. The Council is then responsible for organising an Independent Examination, once the Inspector's Report has been received and if adoption of the plan is recommended, a referendum must be held within the relevant Parish area. It is the Council's responsibility to hold a referendum.
- 2.8 This SCI only stipulates how the Council will consult on a Neighbourhood Plan under Regulation 16 once it has been submitted to us by a Parish Council. Regulation 16 is elaborated below:
- Publicising a Neighbourhood Plan (Regulation 16). The LPA must consult with specific consultation bodies, which are referred to in the Consultation Statement that has been submitted to the Council by a Parish Council. The plan must be and publicised on the Council's website A Regulation 16 public consultation period typically lasts for six weeks. These requirements can also be viewed by clicking on the following weblink:
<http://www.legislation.gov.uk/ukxi/2012/637/regulation/16/made>.
- 2.9 Once a Neighbourhood Plan is adopted by a Parish Council, it will then form part of the statutory Development Plan for the area.¹

¹ This currently consists of the District's Local Plan and minerals and waste plans produced by Hertfordshire County Council. Please see the glossary in Appendix 4 for a full list.

2.10 Table 1: Consultation Programme and Methods for the Review of a Local Plan

Town & Country Planning (Local Planning) (England) Regulations 2012	Key Consultees/ Stakeholders	Consultation Techniques
Preparation of a Local Plan (Regulation 18)	<p>The formal public consultation period lasting for six weeks will involve the following groups:</p> <ul style="list-style-type: none"> • Duty to Co-operate Bodies/Statutory Consultees • General Public • Hard to Reach Groups • Amenity/Resident/Business groups • Local Strategic Partnership 	<p>The Council will use the following consultation techniques to encourage participation with the bodies/organisations outlined in the previous column:</p> <ul style="list-style-type: none"> • Written/email consultation • Documents available for inspection • Details on the Council's website • Details in press • Meetings with stakeholders (where applicable)
Publication of a Local Plan (Regulation 19)	<p>The formal period of public participation into the 'soundness' and legal compliance of a Local Plan will involve the following groups:</p> <ul style="list-style-type: none"> • Duty to Co-operate Bodies/Statutory Consultees • General Public • Hard to Reach Groups • Amenity/Resident/Business groups • Local Strategic Partnership 	<p>The Council will use the following consultation techniques to encourage participation with the bodies/organisations outlined in the previous column:</p> <ul style="list-style-type: none"> • Written/email consultation • Documents available for inspection • Details on the Council's website • Details in press • Meetings with stakeholders (where applicable)

Consultation Techniques

- 2.11 Further information on the Consultation Techniques listed in table 1 are set out below.
- 2.12 Written/email consultation. Formal written consultation will be used as a means of consulting the Duty to Co-operate bodies that are listed in Appendix 1 and other consultees in Appendix 2 as appropriate. This will be done by means of a notification letter and or email, which will briefly outline the purpose of the public consultation, which documents are being consulted upon, how and when representations need to be submitted and how any further information can be obtained.
- 2.13 Documents available for inspection. All documents in connection with a Local Plan review including any Sustainability Appraisals will be made available at Three Rivers House and all local libraries throughout the District during opening hours. Libraries within the District are listed in Appendix 3.
- 2.14 Details on the Council's website. All documents for public consultation, including supporting information will be posted on the Council's website. This will include details of when and where documents can be inspected. It will be possible to download the documents in pdf (portable document format). Copies of documents may also be produced on CD Rom if there is a demand for this format.
- 2.15 Details in press. Formal notices giving details of documents and consultation exercises will normally be included in the 'Public Notices' section in the Watford Observer, which is a weekly newspaper serving the area, whose circulation includes Three Rivers District. The Watford Observer is published every Friday. Where possible, details of the consultation will also be issued to the Three Rivers Times, which is a magazine published by the Council and delivered to every household in the District, twice per year.
- 2.16 Meetings with Stakeholders. Meetings with stakeholders will take place where appropriate with both Duty to Co-operate bodies that are listed in Appendix 1 and representatives from other consultation bodies drawn from the groups in Appendix 2. Meetings will be held either at the Council offices or other suitable venues in the community. The Council will seek to ensure that all venues are accessible to those with mobility disabilities and to those using public transport. The timing of meetings during the day will vary according to the stakeholders involved; the Council will consult with stakeholders, where possible, to arrange the most convenient times. Further details relating to engaging with particular groups are given in Section 3.

Public Participation after Submission to the Secretary of State for Examination

- 2.17 There are no further formal stages of public consultation once a Local Plan has been submitted to the Secretary of State for examination. However, the key consultees/stakeholders who have participated in the review of a Local Plan will be formally notified (if requested) of its submission to the Secretary of State. A Programme Officer who is independent of the Council will be appointed.
- 2.18 The Programme Officer will then notify all consultees/stakeholders of the examination process and how they can either participate through written representations or by appearing during the hearing sessions. This is normally at least six weeks prior to the opening of a hearing session. Once the hearing sessions have been completed, the Programme Officer will notify all consultees/stakeholders when the final report has been published by the Inspector. Once the Council adopts a revised Local Plan, all consultees/stakeholders (if requested) will be notified.

3.0 Consultation Groups

3.1 The Council is committed to involving as many people and groups as possible during a Local Plan review and in dealing with planning applications. Any person or organisation that is interested in the planning of the District can get involved and make comments. Everyone is encouraged to do so.

3.2 In order to achieve its aim of wider involvement, the Council intends to work with its existing partners in the community and develop new partnerships where possible. In particular a Local Plan review will link to the work carried out in connection with the Community Strategy and specifically aim to involve the ‘hard to reach groups’.

3.3 In addition to the Duty to Co-operate bodies that are listed in Appendix 1, the Council has identified a number of other consultation groups which have a local connection. These are referred to in the ‘Key Consultee/Stakeholder’ column in table 1 and listed in Appendix 2. They fall into four broad categories:

1. Duty to Co-operate/Statutory Consultees
2. Hard to Reach Groups
3. Amenity/Resident/Business Groups
4. Local Strategic Partnership (LSP)

3.4 In order for consultation with these groups to be effective it is necessary to identify specific engagement techniques for each:

3.5 Table 2: Engaging Particular Groups

Group	Technique
1. <u>Duty to Co-operate</u> (Listed in Appendix 1)	<ul style="list-style-type: none"> • Meetings where necessary with representatives. • Discussion of issues at meetings at an Officer and where necessary seek co-operation on strategic cross boundary matters. • Formal written consultation during the proposed periods of public consultation.
2. <u>Hard to Reach Groups</u> Ethnic minorities and religious groups Local Disability Groups	<ul style="list-style-type: none"> • Meetings where necessary with representatives. • Formal written consultation during the proposed periods of public consultation and ensuring that documents or extracts of documents produced by the Council are available on request in different languages. • Meetings where necessary with representatives and ensuring that venues are accessible for people with mobility disabilities. • Formal written consultation during the proposed periods of public consultation and ensuring that documents or extracts

<p>Older Persons Group</p> <p>Youth Groups and Schools</p> <p>Gypsy and Traveller Group</p>	<p>of documents available in alternative formats e.g. in Braille, large print.</p> <ul style="list-style-type: none"> • Meetings where necessary with representatives (e.g. Three Rivers Pensioners' Forum). • Formal written consultation during the proposed periods of public consultation. <ul style="list-style-type: none"> • Meetings where necessary with representatives • Formal written consultation during the proposed periods of public consultation. <ul style="list-style-type: none"> • Meetings with representatives and/or other appropriate technique to be arranged with the Gypsy Liaison officer at Hertfordshire County Council.
<p>3. <u>Amenity/Resident/Business Groups</u> (Amenity, Countryside/ Conservation, Housing Interest, Local Business, Planning Agents, Health Care Groups and Local Resident Associations)</p>	<ul style="list-style-type: none"> • Targeted written consultation on matters of direct relevance to particular groups.
<p>4. <u>LSP</u> (Partnership of the Council, Police, Health and Voluntary sector representatives)</p>	<ul style="list-style-type: none"> • Formal written consultation during the proposed periods of public consultation. • Discussion of issues at meetings of the LSP at Officer and Member level where necessary.

3.6 The Council maintains a database of individuals and groups who wish to be consulted and/or kept informed during a Local Plan review. The Council continually updates this database where necessary, which contains specific organisations and groups, based on the broad types set out in Appendix 2 that have an interest in the area and who are currently known to the Council. Anyone wishing to be added to the list can contact the Council by one of the methods shown at the front of this document.

4.0 Reporting Back

- 4.1 The Council will report back on any representations that have been received during the periods of public consultation that are outlined in table 1 in Section 2. The Council will do this by preparing a statement setting out:
- Who has been consulted and by what method;
 - The number of representations that have been received;
 - A summary of the main issues raised and how they have been addressed by the Council;
 - Details of the next phase of the process and how all consultees can be involved further;
 - Make the statement publicly available on the Council's website: www.threerivers.gov.uk and in hard copy upon request.
- 4.2 The report on the representations received will be considered by the Council's Policy & Resources Committee as part of the review of the Local Plan. Subject to prior notice with the Council's Committee Services team, members of the public will be entitled to speak at the Policy & Resources Committee either in favour or against any parts of a Local Plan review. Where the Council considers it to be appropriate, the substance of the representations will be reflected in the proposed policies and proposals.
- 4.3 The Council feels it is important to demonstrate to the community how their views and comments have been taken on board during a Local Plan review. Where the Council feels that these cannot be taken forward, it will explain the reasons for not doing so. The Council hopes that through this transparent and inclusive approach, and by demonstrating that all views are valued, as many people as possible will be encouraged to take part in the consultation process.

Monitoring and Mechanisms for Review of the Statement of Community Involvement

- 4.4 The SCI will be periodically reviewed and if it is considered that any changes are needed to the SCI, this will be done through a formal amendment process which will then be incorporated into the SCI. The Council is keen to learn from experience and will seek to continuously improve the way it interacts with the community.

5.0 Planning Applications

5.1 In addition to the opportunities for community engagement as part of the Neighbourhood Plan process and a Local Plan review, the community can also express their views on planning applications determined by the Council. The Council strongly encourages applicants to discuss proposals prior to submission through the pre application process.

Pre-Application Process

5.2 Duty Officer. The Council's Planning Department provides a free duty planning service to provide general planning advice for householders in the Council's reception and on the telephone. This service operates between 10:00am-1:00pm on Mondays, Wednesdays and Thursdays. No appointment is necessary but enquiries are limited to a maximum of 15 minutes and no site visits or written responses are available from this service.

5.3 Pre-application discussions. Responding to development proposals, in the form of pre-application advice, is a service offered and encouraged by the Development Management section. Whilst there is no legal requirement for pre-application discussions, the Council will welcome such discussions with developers for all applications but particularly for 'major' applications or applications that are likely to be sensitive or controversial. Pre application discussions can provide many benefits in contributing to quality outcomes and avoiding delay, including through:

- Early identification of key issues
- Opportunity to give early guidance on policies
- Potential for better quality submissions
- Dealing with issues upfront leading to quicker and more straightforward processing of applications
- Identify proposals which are unlikely to be given planning permission and avoid subsequent appeals
- Potential to save time and money on all sides (in long run)

5.4 Local Planning Authorities do have the power to charge for services provided in the form of pre-application discussions. Although such powers are discretionary, a majority of Local Planning Authorities within Hertfordshire and elsewhere in England have introduced charges for the service. On 4 April 2011 the Development Management Section introduced charges for pre-application advice. The charges for pre-application advice have been based on the amount of time and resource involved in responding to pre-application requests. Details of the service and charges applicable are available at <http://www.threerivers.gov.uk/eqcl-page/pre-application-stage>.

5.5 Pre-application community consultation. Again whilst there is no legal requirement for pre-application consultation with the community, the Council will encourage developers to undertake this, particularly for large scale developments which are likely to have wider public interest.

5.6 Pre application community engagement events must be organised by the applicant and should be held in a suitable place near to the development site or in a neutral area, and the applicant must pay all costs. It is important that as many people as possible have the opportunity to discuss schemes, and consultation should be held at a stage in the design process where the results of discussion can influence decisions on the development proposed.

5.7 The findings of this consultation should then be summarised by the developer, setting out details of whom they have consulted, the responses received and how the consultation has informed the development scheme. This consultation summary should be submitted as part of the planning application.

5.8 Pre-application community consultation may take various forms depending on the nature of the proposal, and may include methods summarised in Table 3 including area forums or public exhibitions. It should be noted that Table 3 is an indicative summary of the consultation methods that may be applicable to broad type of applications. It will not always be necessary to carry out all the consultation methods identified for a particular type of application.

5.9 Table 3: Consultation on Planning Applications

Type of Development	Other Consultation Methods where appropriate
<p>‘Major’ Applications:</p> <ul style="list-style-type: none"> • Homes - 10 or more or more than 0.5 hectare • Offices/ research and development /light industry; heavy industry/ storage/ warehousing; retail, distribution and servicing; agricultural, leisure, clinics, parking, education (including changes of use); all where the floorspace created is 1,000 square metres or more 	<ul style="list-style-type: none"> • Engage in pre-application discussions with the Council • Prepare circular information on the intention to make an application and distribute widely • Online information of relevant information to proposals • Public meeting • Public Exhibition • Development/Planning Briefs • Workshops - Enquiry by Design/Planning for Real
<p>‘Minor’ Applications:</p> <ul style="list-style-type: none"> • Homes – fewer than 10 • Offices/ research and development /light industry; heavy industry/ storage/ warehousing; retail, distribution and servicing; agricultural, leisure, clinics, parking, education, telecommunications (including changes of use); all where the floorspace created is less than 1,000 square metres 	<ul style="list-style-type: none"> • Engage in pre application discussions with the Council • Development/Planning Briefs
<p>‘Other’ Applications:</p> <ul style="list-style-type: none"> • Minerals and waste • Demolition/Alterations/Extensions to Listed Buildings • Advertisements • Conservation Area Consent • Householder developments • Changes of Use 	<ul style="list-style-type: none"> • Engage in pre-application discussions with the Council

5.10 For the most significant or sensitive proposals where wide community interest is anticipated, it would be advisable to discuss community involvement arrangements with the community at the initial stage to invite suggestions on how involvement should best take place to meet the needs of the community.

- 5.11 For such proposals, there should be at least one interactive involvement event designed to enable all interested parties to attend, receive information, participate and feedback information on the area and its communities and views on possible development.
- 5.12 Such an event might take the form of a place check, enquiry by design event, exhibition and workshop, a planning for real exercise, public meeting or similar, facilitated interactive event. More explanation of these terms is included in the glossary.

Consultation on Planning Applications

- 5.13 The Council has a number of procedures in place to involve the community in the planning application decision process. All planning applications are normally publicised as soon as possible after receipt by methods which will depend on the nature of an application but which may include:
- Display of a site notice
 - Consultation letters to the occupiers of adjoining neighbouring properties
 - Details of planning applications placed on the Council's website
 - Publication of a notice in the local press
 - Notification sent to relevant Parish Councils and other interested parties
 - Consultation with relevant statutory consultees e.g. the Environment Agency and Hertfordshire County Council Highways; and relevant non statutory consultees.
- 5.14 The Council takes a proportionate approach to consultation and publicity arrangements to suit the application and may consider additional or different approaches to consultation where this is considered necessary. An individual or organisation does not need to be individually consulted on an application and may submit their views for consideration if they wish to do so.
- 5.15 Neighbour notification letters. All neighbours who adjoin a site will be notified of received planning applications by letter. Wider consultation will take place for large-scale development or development with potentially wide-ranging impacts. This letter will contain details of the proposals, where plans can be viewed and how to make comments on the applications. The Council will allow at least 21 days for interested parties to respond. The results of any such consultation will be reported and taken into account in decisions made by, and or on behalf of, the Council.
- 5.16 Site Notices. Some types of applications require the display of a site notice in or around the application site. This will contain information on the proposal, where the plans can be viewed and how, and by when, to comment. The Council will ensure that the notices are as visible as possible. More than one notice may be required for major applications or large sites.
- 5.17 Advertisements. Certain applications require the Council to put advertisements in a local newspaper (Watford Observer). These include applications within a conservation area, applications affecting or adjacent to a listed building and where an application is contrary to the development plan. All residential development involving 10 or more dwellings or on sites of over 0.5 hectares needs to be advertised. Smaller residential schemes having a significant impact on adjoining amenities may also need to be advertised.
- 5.18 Website. The Council will place details of all applications received on the Council's web site. You can view and comment on applications through the Planning Online service which is available at <http://www.threerivers.gov.uk/eqcl-page/search-for-a-planning->

application. Planning Online allows access to view details of applications including associated plans and documents, to submit comments electronically and to monitor progress on applications.

- 5.19 It is also possible to search and view details of historic applications, and to be notified of new applications received within an area. Further guidance on using the system is available online at <http://www.threerivers.gov.uk/egcl-page/search-for-a-planning-application>.
- 5.20 Revised submissions. On revised submissions (i.e. plans that have changed since they were originally submitted), the Council may seek to notify interested parties of amended plans, particularly if an amendment to a development scheme is considered 'material' in terms of its potential impact upon neighbouring properties. It will seek to allow at least 10 days for responses on re-submissions, although this will not always be possible due to the need to meet statutory and committee deadlines for determining some applications. Where changes made are minor and/or would reduce the impact of a proposal, the Council will not generally carry out further consultation on these amended plans.
- 5.21 Parish Councils. There are currently six Parish Councils operating within the Three Rivers area. These are Abbots Langley, Batchworth (covering Moor Park & Eastbury and Rickmansworth Town), Chorleywood, Croxley Green, Sarratt and Watford Rural (covering South Oxhey and Carpenders Park area).
- 5.22 Parish Councils are able to advise the District Council of local views on any planning application. The District Council will notify Parish Councils of planning applications received within their area and will take into account views expressed on them. The Parish Councils are also able to 'call in' applications to be determined by the Planning Committee. In unparished areas of the District the Council will consult on planning applications with representative groups such as local resident associations or amenity groups as listed in the Council's consultation database and will take into account their views.
- 5.23 Decision-making. The majority of planning applications are dealt with under delegated powers by professional officers. However the Planning Committee, which is made up of elected councillors, determines applications which in the opinion of the Council raise significant issues of public interest are 'called in' by a parish council or by members of the Committee. The Committee meets on a monthly basis; the agenda for the meetings are available to the public about a week before the meeting. A calendar of meetings is available on the Council's website. The committee meetings are held in public so that you can attend to hear the discussion. You can also register to request to speak at the meeting either in support or objection to the proposals.
- 5.24 Information for the layperson. The Council recognises that the planning application process can often be complex both for those wishing to make planning applications and those wishing to comment upon them. The Council will provide general advice to all parties through pre-application advice (5.3) and the duty officer system (5.2). In addition, through the Council's website information is available on a range of planning related issues including:
- Government guidance on planning permission, making an appeal and the planning system generally
 - Local planning policy and supplementary guidance
 - Guidance on making comments on planning applications

- Information on how to contact your local Councillor

Appendix 1: Duty to Co-operate Bodies

Section 4(1), Part 2 of The Town and Country Planning (Local Planning) (England) Regulations 2012, lists the specific bodies/organisations that must be consulted in line with the Duty to Co-operate. The Council is therefore required to engage with these bodies/organisations that are listed below:

<u>Bodies Listed under Section 4(1), Part 2 of the 2012 Regulations</u>	<u>Equivalent to Three Rivers District</u>
(a) the Environment Agency	The Environment Agency
(b) the Historic Buildings and Monuments Commission for England (known as English Heritage)	Historic England
(c) Natural England	Natural England
(d) the Mayor of London	The Greater London Authority
(e) the Civil Aviation Authority	The Civil Aviation Authority
(f) the Homes and Communities Agency	The Homes and Communities Agency
(g) each clinical commissioning group established under section 14D of the National Health Service Act 2006	Herts Valley Clinical Commissioning Group
(ga) the National Health Service Commissioning Board	NHS England
(h) the Office of Rail and Road	The Office of Rail and Road
(i) Transport for London	Transport for London
(j) each Integrated Transport Authority	Hertfordshire Highways Operations and Strategy
(k) each highway authority within the meaning of section 1 of the Highways Act 1980(6) (including the Secretary of State, where the Secretary of State is the highways authority)	Highways England
(l) The Marine Management Organisation	The Marine Management Organisation

The Council is also required to consult the following bodies under the Duty to Co-operate:

(a) each local enterprise partnership	Hertfordshire Local Enterprise Partnership
(b) each local nature partnership	Local Nature Partnership for Hertfordshire

Appendix 2: Other Consultation Bodies

The Council considers it appropriate to consult the following bodies, in addition to the Duty to Co-operate bodies that are listed in Appendix 1.

1. Local Planning Authorities

The following Local Planning Authorities are adjacent to Three Rivers District and will automatically be consulted:

Buckinghamshire: Buckinghamshire Council

Hertfordshire: Dacorum Borough Council
Hertsmere Borough Council
St Albans City & District Council
Watford Borough Council

London: London Borough of Harrow
London Borough of Hillingdon

2. Town/Parish Councils:

Within the District: Abbots Langley Parish Council, Batchworth Parish Council, Chorleywood Parish Council, Croxley Green Parish Council, Sarratt Parish Council and Watford Rural Parish Council.

Bordering the District: Denham Parish Council, Gerrards Cross Parish Council, Chalfont St Giles Parish Council, Chalfont St Peter Parish Council, Chenies Parish Council, Chipperfield Parish Council, Flaunden Parish Council, Kings Langley Parish Council, St Stephen Parish Council, St. Michael Parish Council, Nash Mills Parish Council and Bovingdon Parish Council.

3. Other Relevant Bodies:

- Hertfordshire County Council
- The Countryside Agency
- Natural England
- Utility Operators (gas and water)
- Electronic communications apparatus
- Any government agency having large land holdings in the area
- Airport operators (Heathrow, Gatwick, Stansted and Luton)
- British Waterways
- Watford & West Herts Chamber of Commerce
- The Design Council (formerly the Commission for Architecture and Built Environment)
- Network Rail
- Equal Opportunities Commission
- Environmental Groups

The Council will maintain a separate consultation database with specific details of individuals, groups or organisations that wish to be involved in the review of a Local Plan, some of whom may form focus groups. These may include:

- Three Rivers Local Strategic Partnership
- Denham Aerodrome
- Amenity Groups/ Local, Regional and National
- Countryside/Conservation Groups
- Ethnic Minority Groups
- Housing Interest Groups
- Local Businesses/Business Groups
- Local Disability Groups
- Local Residents Associations
- Older Persons Groups
- Planning Agents Groups
- Religious Groups
- Youth Groups, Schools and Colleges
- Health Care Groups
- Other Miscellaneous Groups

To be added to the database, please contact the Council.

Appendix 3: List of Libraries within Three Rivers District

There are currently six libraries within Three Rivers District, which are currently managed and maintained by Hertfordshire County Council. These are listed below. The County Council's website: www.hertfordshire.gov.uk lists details of their opening times.

1. Abbots Langley Library
High Street, Abbots Langley, Herts WD5 0AP
2. Chorleywood Library
Lower Road, Chorleywood, Herts WD3 5LB
3. Croxley Green Library
Barton Way, Croxley Green, Herts WD3 3HB
4. Oxhey Library
Bridlington Road, South Oxhey, Herts WD19 7AG
5. Rickmansworth Library
High Street, Rickmansworth, Herts WD3 1EH

Appendix 4: Glossary of Terms Used

Annual Monitoring Report (AMR): A document that is produced at least annually showing progress in achieving the timetable set out in the Local Development Scheme (LDS) and setting out revisions to the LDS.

Chilterns Area of Outstanding Natural Beauty (AONB): A national designation of countryside which is of high landscape quality. Stringent controls on development apply. Three Rivers District Council is a member of the Chilterns Conservation Board which ensures implementation of the Management Plan for the AONB.

Core Strategy: Provides the overarching strategy, policies and the long-term vision for Three Rivers District. The council's Core Strategy was adopted in October 2011.

Development Management Policies Local Development Document: Sets out the policies against which planning applications will be assessed against. The council's Development Management Policies Local Development Document was adopted in July 2013.

Development Plan: These are the adopted local plans and neighbourhood plans that form the statutory plan for the area. The Development Plan currently includes the following:

- The Core Strategy, adopted in October 2011
- The Development Management Policies Local Development Document, adopted in July 2013
- The Site Allocations Local Development Document, adopted in November 2014,
- The Waste Core Strategy & Development Management Policies Development Plan Document (adopted in November 2012 by Hertfordshire County Council)
- The Waste Site Allocations Development Plan Document (adopted in July 2014 by Hertfordshire County Council)
- The Minerals Local Plan (adopted in March 2007 by Hertfordshire County Council)

Examination in Public (EiP): An examination chaired by an independent inspector into objections to the LDDs and into LDDs as a whole.

Local Development Document (LDD): The individual documents that set out planning policies for specific topics or for geographical areas.

Local Development Scheme (LDS): A project management document that sets out a timetable for the review of a Local Plan, typically over a three year period. It contains key dates when stakeholders, statutory consultees, the general public and other interested parties can expect to be consulted upon an emerging local plan. The timetable also sets out dates when the emerging local plan is expected to be submitted to the Secretary of State for examination, along with its expected adoption by the council.

Local Plan: The plan for the future development of the local area, which a local planning authority is required to produce. The Three Rivers Local Plan currently covers a 15 year plan period (2011-2026) and consists of the Core Strategy (adopted in October 2011), the Development Management Policies Local Development Document (adopted July 2013) and the Site Allocations Local Development Document (adopted November 2014).

Neighbourhood Plan: A plan prepared by a Parish Council or Neighbourhood Forum for a particular neighbourhood area.

Site Allocations Local Development Document: Allocates sites for housing, employment, retail, open space and community use. The council's Site Allocations Local Development Document was adopted in November 2014.

"Soundness of the Plan": Local Development Documents will be tested thoroughly by independent examination to ensure they have followed correct procedures, conform to national and regional policy and the Council's community strategy, and the policies they contain are coherent, consistent and effective.

Statement of Community Involvement (SCI): The document that sets out how the Local Planning Authority will involve and consult the public in the production of the LDF and on major development control matters.

Sustainability Appraisal (SA): An appraisal of the impacts of policies and proposals on economic, social and environmental issues.

Appendix 2 Proposed Addendum to the Statement of Community Involvement

ADDENDUM TO STATEMENT OF COMMUNITY INVOLVEMENT - TEMPORARY CHANGES IN RESPECT OF PUBLICITY OF PLANNING POLICY DOCUMENTS AND PLANNING APPLICATIONS DURING COVID-19 PANDEMIC (MONTH OF ADOPTION, 2021)

1 Summary

- 1.1 During the ongoing COVID-19 pandemic, the Council is unable to operate community consultation on planning policy documents and some application types in the precise way set out in the Council's adopted Statement of Community Involvement (June 2020). This addendum sets out temporary changes to the publicity of planning policy documents and planning applications in line with changes to legislation and national guidance due to COVID-19.
- 1.2 The proposed amendments in the addendum are temporary and will apply up until such a time when legislation, guidance and national social distancing measures are amended or no longer in force. When such legislation, guidance and measures are no longer in force, the Council will safely revert back to the original Statement of Community Involvement which was adopted in June 2020.
- 1.3 This addendum should be read alongside the original adopted Statement of Community Involvement (June 2020), which can be found on the Council's website at: <https://www.threerivers.gov.uk/eqcl-page/statement-of-community-involvement>

2 Planning Policy

- 2.1 National Planning Practice Guidance (PPG) has been updated due to the COVID-19 pandemic and recommends that 'where any of the policies in the Statement of Community Involvement cannot be complied with due to current guidance to help combat the spread of coronavirus (COVID-19), the local planning authority is encouraged to undertake an immediate review and update the policies where necessary so that plan-making can continue'.
- 2.2 The Town and Country Planning (Local Planning, Development Management Procedure, Listed Buildings etc.) (England) (Coronavirus) (Amendment) Regulations 2020 have been changed to temporarily remove legal requirements to make certain planning policy documents available for inspection at premises and to provide hard copies on request.
- 2.3 Tables 1 and 2 of the SCI indicate the consultation techniques the Council intends to use in the review of the Local Plan and in order to engage particular consultation groups. Paragraphs 2.12-2.16 explain these consultation techniques in detail. Temporary amendments to some of these consultation techniques are necessary to allow plan-making to progress and to ensure that effective community engagement is possible by means which are reasonably practicable.
- 2.4 Table A below sets out how each of the consultation techniques will be used or temporarily amended in light of COVID-19 related restrictions and guidance.

SCI Ref.	SCI Statement	Change in approach
Paragraph 2.12 Table 1 Table 2	<p><u>“Written/email consultation.</u> Formal written consultation will be used as a means of consulting the Duty to Co-operate bodies that are listed in Appendix 1 and other consultees in Appendix 2 as appropriate. This will be done by means of a notification letter and or email, which will briefly outline the purpose of the public consultation, which documents are being consulted upon, how and when representations need to be submitted and how any further information can be obtained.”</p>	<p>Written/email consultation will continue to be used to consult the Duty to Co-operate bodies that are listed in Appendix 1 and other consultees in Appendix 2 as well as other interested parties on the consultation database. This will explain where the documents can be inspected online and contact details to the Planning Policy Department so that contact can be made from any person who may encounter difficulty in accessing online documents. Notifications will be sent by email in the first instance and by letter to any person or body who has not provided an email address previously.</p>
Paragraph 2.13 Table 1 Table 2	<p><u>“Documents available for inspection.</u> All documents in connection with a Local Plan review including any Sustainability Appraisals will be made available at Three Rivers House and all local libraries throughout the District during opening hours.”</p>	<p>Hard copies will no longer be made available at Three Rivers House or local libraries listed at Appendix 3 of the SCI. Instead, a public notice will be posted at Three Rivers House and all local libraries listed where possible. The notices will be posted in a position that can be seen and read from the public highway or other publically accessible vantage point. The notice will inform the reader of the relevant document/consultation and how and where documents can be viewed on the Council’s website. The notice will also include contact details to the Planning Policy Department so that contact can be made from any person who may encounter difficulty in accessing online documents.</p>
Paragraph 2.14 Table 1 Table 2	<p><u>“Details on the Council’s website.</u> All documents for public consultation, including supporting information will be posted on the Council’s website. <i>This will include details of when and where documents can be inspected.</i> It will be possible to download the documents in pdf (portable document format). Copies of documents may also be produced on CD Rom if there is a demand for this format.”</p>	<p>All documents for public consultation and supporting information will continue to be available online via the Council’s website. However, details of when and where documents can be inspected in hard copy will not be included as in so far as restrictions relating to COVID-19 are in force and this addendum to the SCI is applied.</p>
Paragraph 2.15 Table 1 Table 2	<p><u>“Details in press.</u> Formal notices giving details of documents and consultation exercises will normally be included in the ‘Public Notices’ section in the Watford Observer... Where possible, details of the consultation will also be issued to the Three Rivers Times.”</p>	<p>Public notices will continue to be published in press in so far as they are circulating in the District.</p>
Paragraph 2.16 Table 1 Table 2	<p><u>“Meetings with Stakeholders.</u> Meetings with stakeholders will take place where appropriate with both Duty to Co-operate bodies that are listed in Appendix 1 and representatives from other consultation bodies drawn from the groups in Appendix 2. Meetings will be held either at the Council offices or other suitable venues in the community.”</p>	<p>Whilst social distancing measures are in place, it will not be possible to hold face-to-face meetings. Meetings with stakeholders will therefore take place in a virtual setting in so far as social distancing measures are in place.</p>

Table A

2.5 Where access to documents online cannot be achieved, the Planning Policy Department can be contacted in the first instance for assistance in accessing online documents and then to request a hard copy of the relevant document by post. If online access is unachievable, the Council will provide hard copies on request where it is deemed safe to do so. The Council will continue to ensure that upon request, documents or extracts of documents are available in alternative formats (e.g. in Braille, large print) and in different languages.

2.6 The above changes apply to consultations undertaken in the context of the Local Plan review as well as any consultations that the Local Planning Authority must undertake in relation to Neighbourhood Planning. For consultations undertaken for Neighbourhood Plans by the qualifying body (Parish Council), Three Rivers District Council will work with and advise the qualifying body on appropriate engagement methods.

3 Planning Applications

3.1 Duty Planning

3.2 Paragraph 5.2 of the SCI states that the Duty Planning Service operates from the Council's reception and telephone. The Duty Planning Service is not available for visits to the Council's reception but remains available on the telephone. The Duty Officer will be available by telephone between the hours of 10am-1pm Monday, Wednesday and Thursday.

3.3 Consultation on Pre-Applications

3.4 Paragraphs 5.5-5.12 of the SCI sets out the Council's expectations for developers' undertaking pre-application consultation with the community. Table B below highlights where a change to approach is required due to COVID-19 related restrictions and guidance.

SCI Ref.	SCI Statement	Change in approach
Paragraph 5.6	"Pre application community engagement events... should be held in a <i>suitable place near to the development site or in a neutral area</i> "	Whilst social distancing measures are in place, it will not be possible to hold face-to-face meetings. Engagement/ interactive events will therefore take place in a virtual setting in so far as social distancing measures are in place.
Paragraph 5.11-12	"For such proposals, there should be at least <i>one interactive involvement event</i> ... Such an event might take the form of a <i>place check, enquiry by design event, exhibition and workshop, a planning for real exercise, public meeting</i> or similar, facilitated interactive event"	
Table 3: 'Major' Applications	" <i>Prepare circular information on the intention to make an application and distribute widely</i> "	The circulation of information in hard copy format should be avoided by developers undertaking community consultation on pre-applications; information should alternatively be distributed online.

Table B

3.6 Consultation on Planning Applications

3.7 Paragraph 5.13 of the SCI sets out a number of methods used by the Council to publicise planning applications to the community and organisations, including the display of site notices, the posting of neighbour notification letters, the publication of notices in the local press and the use of the Council's website.

3.8 The only change in respect of publicising planning applications relates to site notices; applicants are now sent a covering letter and site notice(s) by post and the onus is on the applicant to display notices on behalf of the Council. The applicant or agent is required to provide photographic evidence to the case officer to confirm that the site notice has been displayed. This process has been in place since 26 March 2020 and will be kept under review in light of restrictions and guidance.

3.9 The use of neighbour notification letters and the publication of notices in the local press will be maintained.

In the event of changes by the Government to the requirements for preventing the spread of COVID-19, this addendum will be reviewed and either updated or suspended, as appropriate.

MONTH OF ADOPTION 2021

COVID 19 RESPONSE SUB-COMMITTEE - 16 NOVEMBER 2020

PART I – NOT DELEGATED

6. SERVICE RESTORATION PRIORITY GENERAL UPDATE REPORT (CED)

1 Summary

- 1.1 This report will give a general update with an emphasis on Service Restoration Priority Ratings 4 and 5, as well as changes as a result of the recent second lock down announced by the Government.
- 1.2 At its meeting on the 21 July 2020 the Covid-19 Response sub-committee agreed the priorities 1, 2 & 3 as those to take forward for service restoration (minute CRSC07/20 refers).
- 1.3 At the meeting on the 3 September 2020 the Covid-19 Response sub-committee agreed and recommended the report and appendix 1 Service Restoration Priorities 1 to 3 to Policy and Resources Committee for adoption (minute CRSC13/20 refers).
- 1.4 At the same meeting it agreed and recommended the report and appendix 1 Service Restoration - Resources and Target Date to be Fully Restored Document to Policy and Resources Committee for adoption (minute CRSC14/20 refers).
- 1.5 At the meeting on the 6 October 2020, the Covid-19 Response sub-committee agreed the report and appendix 1 Service Restoration Priorities 4 and 5 to Policy and Resources Committee for adoption (minute CRSC 19/20 refers).
- 1.6 At the same meeting, the amended recommendation was declared by the Chair of the meeting, the voting being unanimous. 'That external face to face meetings take place with officers and members of the public, with officers being encouraged to wear face coverings where appropriate, that face to face meetings at Three Rivers House be postponed at this time (other than CAB appointments only) and that external face to face meetings requiring home entry be postponed. All to be reviewed at the end of October' (minute CRSC 20/20 refers).

2 Executive Summary

- 2.1 The purpose of this document is to give a general update with an emphasis on Service Restoration Priority Ratings 4 and 5, as well as changes as a result of the recent second lock down announced by the Government.
- 2.2 There is a separate paper on Watersmeet.
- 2.3 **Background**
- 2.4 Following the outbreak of Covid-19, a number of the Council's services were either stopped or partially stopped as a result of the pandemic and Government advice. In preparation for returning all services to business as usual (BAU) a Service Restoration sub-group was established under the Reset strand to lead on restoring Council services.
- 2.5 The Reset sub-group have outlined how services will be restored across the Council to business as usual. In order to identify service areas that were a priority, a priority rating of 1 - 5 was created with specific criteria for each priority. The sub-group comprises of three strands namely reset, reassure and renew.

- 2.6 Heads of Service were then asked to detail all aspects of their respective service, including both aspects that had continued to operate throughout the pandemic, service aspects that were not fully operational and any new services established in response to Covid-19 such as the Food Hub. This information was then collated into one master document detailing all activity the Council carries out.
- 2.7 A way forward for all the priorities have been previously agreed and recommended by the Covid-19 Response sub-committee to Policy and Resources Committee for adoption.
- 2.8 All services would be delivered following strict government guidance with robust risk assessments in place. This would include online bookings only, hand hygiene practices, regular cleaning of any equipment and test and trace practices.

3 Objectives

- 3.1 The following objectives outline how services across the Council will restore their services to full pre-Covid-19 capacity. These will consider how services can establish and implement new and improved ways of working as well as sustaining new services over the short, medium and long term.
- 3.2 To identify, within an action plan, on the priority order and how all services will return to normal delivery over the short, medium and long term.
- 3.3 To cross reference the action plan against the other work streams.
- 3.4 To consider staff working within the office, working from home, site visits and interfacing with the public including interviews under caution and working with key stakeholders.
- 3.5 To communicate and liaise with the Lead Member and appropriate Lead Members with restoring services.
- 3.6 To communicate with customers and local residents and to update the Customer Experience Strategy to reflect new ways of working.
- 3.7 To identify resources required to enable service restoration within the action plan over the short, medium and long term.
- 3.8 To work in partnership with key stakeholders to restore services, for example CAB, MIND, Friends of Groups, YMCA and SLM.

4 Updates

- 4.1 Officers have been working on many projects over the past few months and all of these projects have been managed and monitored closely by the Recovery Leads Group including the Chief Executive, Directors and Acting Head of Community Partnerships.
- 4.2 Appendix 1, Programme Management Monitoring (PMM) outlines the work of the Covid 19 Response Team, which is the three recovery stands of Reset, Reassure and Renew. Actions and progress against the three stands, are compiled under each Strand and listed in a section called Completed or Ongoing. The Ongoing list shows those projects that are not finished at present or not due to be finished at present. Most of the ongoing projects have a start date or a completion date due in the coming months.

- 4.3 The lists of completed projects show those which are either fully completed or partly completed at the present time.
- 4.4 Arts on Prescription will continue under the Government guidance for support groups – many participants are vulnerable and need crisis support. The scheme is already running under a rigid procedure and risk assessment with no more than six people. Participants have highlighted they would not join if it reverted back to online sessions. Sessions will continue to be delivered at Leavesden HIVE, Leavesden Country Park.
- 4.5 The Leisure facilities under the operation must close under the Government restrictions Also, football pitches, MUGA, outdoor gyms and tennis courts must also close.
- 4.6 As things currently stand, play areas and skate parks will remain open, with existing Covid-19 controls in place (e.g. removal/locking up of one swing seat).
- 4.7 Countryside Management Service are suspending their county-wide volunteering programmes and Hertfordshire Health Walks. We have taken their advice as we did previously during the first lock down and are suspending volunteering and friends of working groups activities across the District through the lockdown.
- 4.8 Since the meeting in October, there have been two exceptions to the external face to face meetings including home entry.
- 4.9 Firstly, with regards to Animal Welfare visits. Presently only a couple high priority visits with the police have taken place but the process has started for the general licensing visits.
- 4.10 Secondly, issuing of plates and badges to taxi drivers/operators. A protocol has been put in place for the issuing of plates and badges after a 7 month suspension of the service. Plates and badges are made by CSC and issued by Licensing Officers in accordance with the Covid compliant protocol.
- 4.11 Face to face meetings at Three Rivers House continue to be postponed at this time (other than CAB appointments only) and that external face to face meetings requiring home entry be postponed.
- 4.12 CAB is continuing to operate during the times Three Rivers House is open.
- 4.13 Site tree inspections are continuing particularly around potential issues such as dangerous trees.
- 4.14 External site visits to properties subject to a planning application are continuing as are licensing premises visits.

5 Policy/Budget Reference and Implications

- 5.1 The recommendations in this report are within the Council's agreed policy.
- 5.2 There may be budget implications and these are being assessed and reported to Policy and Resources Committee.

6 Financial Implications

- 6.1 See paragraph 5.2 above.

7 Legal Implications

- 7.1 The Council has acted and continues to act in accordance with Covid related Legislation and guidance in the suspension and restoration of its various services.

8 Equal Opportunities Implications

8.1 Relevance Test

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

9 Staffing Implications

- 9.1 A Covid-19 Action Group has been formed in response to the second national lock down. The group comprises of Officers from Community Partnerships, Leisure, Watersmeet, Regulatory Services, Communications and the Customer Support Centre. Officers will be coordinating tasks across the different services, utilising specific skillsets of team members in response to the needs of the local community.
- 9.2 Some staff remain re-deployed within Watersmeet and Leisure Development in order to support Community Partnerships and Grounds Maintenance. Both Community Partnerships and Grounds Maintenance have plans in place to no longer need these re-deployments at the appropriate time.

10 Environmental Implications

- 10.1 None specific.

11 Community Safety Implications

- 11.1 None specific.

12 Public Health implications

- 12.1 The second lock down has put a number of restrictions in place, which means that the priority 4 and 5 activities continue to remain on hold.
- 12.2 The second lock down is likely to have a number of adverse effects on the local community, including those suffering with mental health issues, a potential rise in Domestic Abuse and those on low incomes or who may have been made redundant recently as well as a negative effect on physical health and wellbeing.
- 12.3 The Covid-19 Action Group and Designated Safeguarding Leads will work with partners to support those most in need and make any referrals into key services.
- 12.4 Arts on Prescription will continue to be delivered to support those suffering from mental health issues and the Three Rivers Leisure Website will be updated with

advice and guidance on how people can stay both mentally and physically active during the lock down period.

13 Customer Services Centre Implications

13.1 None specific.

14 Communications and Website Implications

14.1 The website and communications will take place accordingly in line with when services are restored.

15 Risk and Health & Safety Implications

15.1 The Council has agreed its risk management strategy which can be found on the website at <https://www.threerivers.gov.uk/service/risk-management>. 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.

15.2 The subject of this report is covered by the Corporate Framework. 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>
Description of the risk	What happens if the risk was to occur	List control measures that are, or could be put in place	How will the risk be dealt with *	Enter the residual risk score
Services are not fully or partially restored.	Three Rivers residents do not receive full or partial services following the covid-19 pandemic.	Priorities agreed and service restoration takes place as soon as possible.	Risk Assessments and Government guidance will be followed and services restored.	4
Negative Public Perception on Council Services	Satisfaction ratings within the Council will reduce and the number of complaints may increase	Priorities agreed and service restoration takes place as soon as possible.	Risk Assessments and Government guidance will be followed and services restored.	4

Spread of COVID-19 within services restored	Negative publicity and further spread of the illness	Risk assessments completed and procedures implemented in line with Government guidance.	Responsible officers will complete risk assessments and procedures and ensure compliance.	4
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Likelihood Very Likely ----- 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%))

16 Recommendation

16.1 That the Covid-19 Response sub-committee, agrees and recommends the General Update report to Policy and Resources Committee for adoption.

Report prepared by:

Ray Figg, Head of Community Services

Data Quality

Data checked by: Rebecca Young, Acting Head of Community Partnerships

Charlotte Gomes, Landscape and Leisure Development Manager

Data rating:

1	Poor	
2	Sufficient	✓
3	High	

Background Papers

None

APPENDICES / ATTACHMENTS

1. Programme Management Monitoring (PMM)

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Appendix 1 – Programme Management Monitoring (PMM)

Reset - Completed

Objectives	Actions required	Delivery date	Progress	Outcome
Identify the needs and develop housing pathways for customers provided with temporary accommodation as part of the Government response to the Covid-19 outbreak.	Complete a tracker for each customer in temporary accommodation placed under C19	11 June 2020	COMPLETED	COMPLETED
Ensure that sufficient temporary accommodation is provided by the Council to meet an immediate and projected longer term increase in demand on the housing advice and homelessness services.	Identify customer groups for who we can expect an increase in demand on the service (see above). Identify additional temporary accommodation if current stock is insufficient	Autumn 2020 New build due to complete in October 2020	Temporary accommodation sites at Bowling Green and Ashridge Drive (12 units) completed in October 2020. Customers currently in nightly let temporary accommodation will be moved back into district when ready to let with furniture etc. Government grant received to cover placements until end of financial year. COMPLETED	
Better understanding of rough sleeping in the district.	Rough sleeping hotspots and trends to be identified	Autumn 2020	COMPLETED. Regular monitoring is underway	
Identify the customer groups from who it is reasonable to expect an increase in demand on the housing advice and homelessness services.	Joint working with Community Partnerships, CAB, Partnership working through the Recovery Accommodation Cell	August 2020	COMPLETED	COMPLETED
Identify what resources will be needed to meet this increased in demand.	Joint working with Community Partnerships, CAB, Partnership working through the Recovery Accommodation Cell	September 2020	Recruitment underway to ensure team at full establishment COMPLETED	
To identify, within an action plan, on the priority order and how all services will return to normal delivery over the short, medium and long term	1. All HoS to identify service area priorities and rate them level 1-5 through Service Restoration Priority ratings form. 2. Priorities to be compiled into one document under sub categories: Services currently running, New services running as a result of Covid, Service not currently running and needing to be restored	TBC	Actions 1 & 2 complete. Reports went to P&R sub-committee on 5 October on face to face meetings (priorities 1 to 3) and service restoration (priorities 4 & 5) A report to Covid 19 sub-committee will cover what we have done so far, agreements of priorities 4&5, agreed some site visits (as appropriate and there is an economic and welfare imperative), Taxi Licensing. 15 th November	1. Service Priority forms completed by HoS. 2. Master document of Service priority ratings compiled 3. Covid-19 Recovery Committee on 21 July 2020 to approve service priority ratings 4. Resources and priorities allocated 5. All Services restored

	3. Senior Management and Members to agree service priority ratings 4. Senior Management to allocate Council resources and set time line for all services to be restored			
To cross reference the action plan against the other work streams	Share detail with Recovery Group Cell Leads	TBC	COMPLETED	
To consider staff working within the office, working from home, site visits and interfacing with the public including interviews under caution and working with key stakeholders	All HoS to identify aspects of service delivery that cannot be carried out from home through Service Restoration Priority ratings form		COMPLETED	1. Return to office working 2. Return to on-site visits 3. Return to public interfacing e.g. face to face interviews
To identify resources required to enable service restoration within the action plan over the short, medium and long term.	All HoS to identify resources required through Service Restoration Priority ratings form		COMPLETED A further report to bring Covid Sub Committee to update on the grant funding received by Watersmeet. The business case has been agreed at Gold and Recovery Leads	1. Service Priority forms completed by HoS. 2. Master document of Service priority ratings compiled
Identify risks associated with objectives of the Corporate Framework 2020/23	Score each risk Review Risk Scores for the Corporate Framework	1 July 2020 October 2020	COMPLETED	To be agreed by Covid-19 Sub-Committee on 21 July
Review of Council Policy and Strategy Register	Undertake review in consultation with services. Draft to be completed by September	September 2020	COMPLETED	

Reset – Ongoing

Objectives	Actions required	Delivery date	Progress	Outcome
To ensure all financial implicating are considered in the road to recovery. To review existing budgets with services to establish deletion or deferment.	Will depend on which services are restored either as BAU or partially.	Financial update on budget position regularly presented to CMT	Recommend to Council that the necessary budget adjustments are approved including on-going impact of C19	Approved by P&R on 7 September and the next Council meeting
Review Corporate Framework as a result of recovery impact work and Covid-19.	Outcomes of recovery work to be considered. Evidence from impact surveys and consultations gathered and inform revised corporate objectives and consideration on this taken by Council.	January 2021		

Reassure - Completed

Objectives	Actions required	Delivery date	Progress	Outcome
To understand the impact on the many varied community groups, organisations and charities affected by COVID19	Community Strategy LSP Impact Assessment Action Plan New- Review impact of Covid-19 on Community Groups and Voluntary sector.	01 September 20 November 2020	LSP Sub groups – Adults with Complex Needs, Community Safety Partnership, 11-19 Strategy group, Families First Partnership LSP - All done Community Strategy Impact Assessments completed and Action planning now taking place – LSP Signed off. Awaiting final results from W3RT	Community Recovery plan completed, to be finalised at October LSP meeting.
Residents have opportunities to be mentally healthy	New – Expand the Community Support Service by 1 FTE worker for 12 months New – Expand Better Choices - young people can access support on their mental wellbeing through YC Hertfordshire	September 2020 August 2020	Community Support Service – Full time worker in post since July – However there is still a waiting list as demand is increasing Better Choices - mental wellbeing open to referrals since September 2020. Capacity for 150 hours over 12 months. A few young people referred in for mental wellbeing support.	CSS and Better Choices - Completed
Identify and support vulnerable families	New - Summer provision for vulnerable families	March 2021	Summer provision complete - awaiting evaluation. Some funding remains for future – take forward to Feb half term 2021	
Residents have the life skills and access to the resources they need to live independently when unemployed	New - webpage developed, Support with money problems	June 2020	Completed DEFRA funding received from HCC	
To encourage access to services who can support with debt	New - produce leaflet with information on where to access financial support		Produced, shared with partners via Partnership Bulletin. Included within TRDC Food Hub packs, and Food Bank parcels	Complete
To support residents impacted by domestic abuse	Existing – Community Safety Partnership Action Plan. Domestic abuse services available to high risk victims, standard-medium risk victims and td-medium risk perpetrators	Ongoing	Completed	Perpetrator provision has been reduced due to a lack of referrals, service will reduce to 0.2FTE from October 2020, provision for 5 cases approx.
Ensure employees get the right Health and Wellbeing information at the right time.	Risk assessments completed; on-going assessment of health and wellbeing needs, particularly relevant if another spike occurs.	31 July 2020	On track. Discussions taking place with managers re risk assessments and plans to mitigate. Review monthly and amend plans if another lock down is imposed.	End July for risk assessments. End October for review of health and wellbeing of employees (if a 2nd spike occurs)

Link with the work being undertaken to identify those that want to come in to the office, those that are fearful, those with underlying medical conditions or living with someone with underlying	As above re risk assessments	31 July 2020	Risk assessments completed for majority of staff. HRBP's discussing action plans with managers	End July for risk assessments. End October for review of health and wellbeing of employees (if a 2nd spike occurs)
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Reassure - Ongoing

To produce, agree and implement a Communications Action Plan for the COVID-19 recovery – residents and businesses	Provide clear, relevant, accurate and timely information	Ongoing	Draft Action Plan being developed Sent out to Heads of Service. Will follow up and work directly with individuals to go through their plans.	Agree communications action plan when priorities agreed
To review and contribute to partners' communications.	Action plans will be developed as the project progresses and as required	To be agreed as the project progresses		
To communicate with customers and local residents			Transferred from Reset Strand (RF) Re: Customer Experience Strategy	
To agree internal communications methodology.	Action plans will be developed as the project progresses and as required	To be agreed as the project progresses		

Renew - Completed

Objectives	Actions required	Delivery date	Progress	Outcome
To ensure the RCG Economic Resilience Cell effectively supports Three Rivers including involvement with the Hertfordshire Local Enterprise Partnership (LEP). To understand in greater depth the impact on the Three Rivers area. To consider any locally based interventions which will support the local economy and major anchor businesses and SMEs.	New work on ONS to understand the characteristics of the employment within the borough.	September 2020	Work completed. To be picked up in greater granularity in development of Economic Strategy.	Will feed into development of Economic Strategy
	Make contact with the Herts LEP	July 2020	Contact made and being maintained.	Rickmansworth being used as a study site in work on High Streets.
	Make contact with Growth Board	July 2020	Contact made and being maintained.	Presentations made to members and officers to improve understanding and links in to work of Growth Board.
	New - Review impact of Covid-19 on the High Street and local shopping centres.	October 2020	High street and local shopping centres supported through business grants. Post lockdown positive impact of increased home working. (Note: we will need to review post second lockdown)	Support provided via business grants. Rickmansworth being used as a LEP study site in work on High Streets.

<p>To support high quality neighbourhoods, including businesses and the local economy and access to good quality housing.</p> <p>To work with developers and other partners to help minimise the impact of Covid 19, facilitate the continuing development of housing and business opportunities within the district and react to market failures within specific areas and sectors.</p>	<p>Assess the Impact on Existing Developments of Delays arising from Covid-19 and Sales and rent levels in the immediate Post Covid-19 period.</p> <p>Assess the Impact on the South Oxhey Scheme.</p>	<p>July 2020</p> <p>July 2020</p>	<p>Feedback from existing developments is that prices are holding up – sales at 1-3% below market price. Bugler awarded Croxley View Phase 2. Stamp duty relief extended.</p> <p>Scheme re-started ad progressing. Some delays to s.106.</p>	<p>Subsumed into business as usual and seeking new opportunities in regard developments.</p> <p>Planning Committee met in September to resolve s.106 issue.</p>
<p>Ensure new ways of working are embedded into the values and behaviours for Three Rivers, reflected in performance appraisals and all staff are fully engaged.</p> <p>Manage the transition to the new ways of working for all staff, including those returning to the office.</p>	<p>Review of use of virtual meeting platforms – although 8x8 is the corporate platform, partners use numerous other ones such as Teams and Skype</p> <p>Working groups created to review what could not be done remotely during this time and why. Work to be linked to the Customer Experience Strategy and the required channel shift.</p> <p>Develop Vision for New Ways of Working to give clarity to the detailed development and implementation work.</p> <p>Review of staff working requirements – able to work flexibly, agile and potentially for some roles, from any location.</p> <p>Review office space requirements – to link with projects from other areas but to also include days required to be in the office (specify days or complete flexibility) and use (or not) of zones within Three Rivers House.</p>	<p>July 2020</p> <p>July 2020</p> <p>August 2020</p> <p>October 2020</p> <p>September 2020</p>	<p>Complete</p> <p>Picked up through Service Restoration Groups.</p> <p>New ways of working vision developed and shared with CMT and JLT.</p> <p>Arrangements were put in place to allow staff to work flexibly and HR policies updated accordingly</p> <p>Covid compliant arrangements in place for limited access for staff to TRH. Approval system implemented for director approval for working for operational and welfare reasons.</p>	<p>Zoom introduced for Council meeting.</p> <p>Working Groups set up to long at long term shift as part of ongoing projects.</p> <p>New Ways of Working Vision</p> <p>Staff successfully working remotely. Interim Smarter Working policy.</p> <p>TRH limited opening on Mondays, Wednesdays and Fridays for staff with prior approval.</p>

Renew - Ongoing

Objectives	Actions required	Delivery date	Progress	Outcome
<p>To ensure the RCG Economic Resilience Cell effectively supports Three Rivers including involvement with the Hertfordshire Local Enterprise Partnership (LEP).</p> <p>To understand in greater depth the impact on the Three Rivers area.</p> <p>To consider any locally based interventions which will support the local economy and major anchor businesses and SMEs.</p>	<p>Existing - Hertfordshire Growth Board to ensure that the district is adequately represented.</p> <p>New - Review impact of Covid-19 on the High Street and local shopping centres. (Annual Shop Survey September 2020 and again in June 2021) (To inform Economic Recovery Strategy)</p>	<p>Ongoing</p> <p>June 2021</p>	<p>Continuing to work with Growth Board to understand the impact of Covid and local response.</p> <p>Annual shopping survey complete and results to be analysed and final report to LEP. Final due November.</p>	<p>Improved joint working.</p> <p>Report on first survey due November</p>
<p>To support high quality neighbourhoods, including businesses and the local economy and access to good quality housing.</p> <p>To work with developers and other partners to help minimise the impact of Covid 19, facilitate the continuing development of housing and business opportunities within the district and react to market failures within specific areas and sectors.</p>	<p>Existing - Review impact of Covid-19 on local plan.</p> <p>New - Work with major developers in relation to major development sites to facilitate their continued development.</p>	<p>June 2021</p> <p>Ongoing</p>	<p>Approval for consultation now planned for June 2021. No effect on the production of the Local Plan due to Covid.</p> <p>Continuing to work with major developers through the pre-application route and continuing partnerships.</p>	<p>Consultation on Local Plan.</p> <p>New developments being planned. Potential new JV schemes in early discussions.</p>
<p>To review the council's customer experience strategy to deliver all services in the most effective way, while still enabling vulnerable groups to access services.</p> <p>To promote self-help where possible and manage the reintroduction of face to face service delivery in line with new ways of working.</p>	<p>Customer Experience Strategy:</p> <p>i) Review of all reports as to how customers are accessing services</p> <p>ii) online survey for customers regarding use of online services plus questions at end of call with CSC</p>	<p>November 2020</p> <p>January 2021</p>	<p>Current review of CSC contacts via phone & email being undertaken.</p>	
<p>Ensure new ways of working are embedded into the values and behaviours for Three Rivers, reflected</p>	<p>Review of HR Policies in relation to new ways of working.</p>	<p>March 2021</p> <p>March 2021</p>	<p>New Ways of Working (NWOW) Sub Group set up with NWOW champions.</p>	

<p>in performance appraisals and all staff are fully engaged.</p> <p>Manage the transition to the new ways of working for all staff, including those returning to the office.</p>	<p>Review of Office Accommodation Requirements in the longer term, including space required, opening hours, access etc.</p>		<p>Survey of Heads of Service in respect of NWOW requirements carried out and reported to Recovery Group</p>	
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COVID 19 RESPONSE SUB-COMMITTEE - 16 NOVEMBER 2020

PART I –NOT DELEGATED

6. WATERSMEET REOPENING REPORT (DCES)

1 Executive Summary

- 1.1 This report outlines the current plans to reopen Watersmeet following the successful award of a £175,000 grant from the Culture Recovery Fund administered by Arts Council England.
- 1.2 Watersmeet was originally planned to reopen on 12 November 2020 however following the announcement of a second national lockdown the reopening date has been postponed to 3 December 2020.
- 1.3 The revised reopening plans allow for flexibility should the current national lockdown restrictions be extended beyond 2 December 2020.

2 Background

- 2.1 On 17 March 2020, the Council took the decision to close Watersmeet from 18 March 2020 following Government guidance and the Coronavirus pandemic. Watersmeet has remained closed to the public since that date.
- 2.2 On the 4 July cinemas were allowed by Government to reopen under 'Covid Secure' guidelines.
- 2.3 On the 15 August indoor live theatre performances were allowed by Government to resume under 'Covid Secure' guidelines.
- 2.4 On 3 September 2020 the Council's Covid-19 Response sub-committee agreed Priority 1-3 activity. Watersmeet film programme and pantomime were categorised as priority 3. On 5 October 2020 the Council's Covid-19 Response sub-committee agreed Priority 4 & 5 activity. Watersmeet live theatre programme and venue hire was categorised as priority 4.
- 2.5 On 2 September the Council and Jordan Productions (the pantomime producers) agreed to postpone the Watersmeet pantomime *Cinderella* to December 2021 due to uncertainty and the significant financial risks.
- 2.6 On 12 October Arts Council England confirmed Watersmeet had been awarded £175,000 grant as part of the DCMS Culture Recovery Fund to support the resumption of a live theatre programme.
- 2.7 Watersmeet management began preparing to the reopen the venue for 12 November 2020 with a limited programme of film, live theatre screenings and live theatre performances.
- 2.8 On 31 October 2020 the Government announced a second national lockdown starting on 5 November 2020 and running until 2 December 2020. These restrictions enforce the closure of theatres and cinemas and so the reopening of Watersmeet has been postponed to 3 December 2020.

3 Detail

- 3.1 Watersmeet management have prepared a programme of live theatre and film based on availability of films, live theatre screenings and live theatre shows.
- 3.2 The live theatre programme (co-promoted shows) includes stand-up comedy, family and live music shows.
- 3.3 The cinema programme consists of a combination of available blockbusters, classic family films and a selection of live theatre screenings including musicals, NT Live plays and ballets.
- 3.4 Watersmeet will be available to hire for shows and public events providing Government guidance is strictly followed.
- 3.5 With social distancing of 1m+ Watersmeet has a capacity of 207 seats (reduced from 515).
- 3.6 The venue is being prepared to be 'Covid Secure' with a full host of measures including, reduced capacity, Perspex screens at box office, track and trace compliance include display of QR code, hand sanitise stations, seat service for drinks via a bar app, queue management systems and staff training.

4 Changes as a result of the second National Lockdown

- 4.1 Following the latest Government restrictions Watersmeet's original plan to reopen on 12 November has now been postponed to 3 December.
- 4.2 Due to the uncertainty of whether these restrictions will remain in place beyond 2 December Watersmeet's original plans to present a Christmas themed live theatre performance for a few days has been cancelled because it would not be appropriate to postpone this event beyond December if required, and the significant marketing spend required to promote the event in advance.
- 4.3 The revised programme in December will mainly consist of films and live theatre screenings (e.g. NT Live) as these offer more flexibility should the new restrictions be extended.
- 4.4 In order that we comply with the conditions of the £175,000 Culture Recovery Fund grant awarded to us the planned programme for January 2021 onwards remains the same at this time including live theatre performances. Any impact of further changes to Government restrictions will be responded to as they arise.

5 Policy/Budget Reference and Implications

- 5.1 The recommendations in this report are within the Council's agreed policy.
- 5.2 Any budget implications are being assessed and reported to Policy and Resources Committee via the Budget Monitoring cycle.

6 Financial Implications

- 6.1 This financial year, 2020/21, has had significant financial implications for Watersmeet and the Council that have been reported regularly via the Budget Monitoring cycle.
- 6.2 The successful award of the Culture Recovery Fund Grant will enable Watersmeet to reopen, cover the fixed building costs from 1 October 2020 – 31 March 2021 and support a live theatre programme. It is anticipated that there will be no additional

costs to the Council as a result of reopening Watersmeet beyond those already incurred up until 30 September 2020.

6.3 The grant must be spent from between 1 October 2020 to 31 March 2021 and will be used to cover:

6.3.1 Fixed building costs such as staff salaries, utilities and general maintenance costs between 1 October 2020 – 31 March 2021

6.3.2 'Covid Secure' set up costs such as deep cleans, Perspex screens, hand sanitising stations

6.3.3 To subsidise a live theatre programme between 3 December 2020 – 31 March 2021

6.4 The grant cannot be used to cover costs incurred before 1 October 2020 or after 31 March 2021.

7 Legal Implications

7.1 Watersmeet has acted and continues to act in accordance with Covid related Legislation and guidance in the suspension and restoration of its various activity including obligations around track and trace, the sale of alcohol and the presentation of live performances, films and hires.

8 Equal Opportunities Implications

8.1 Relevance Test

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

9 Staffing Implications

9.1 Watersmeet staff are part of the recently formed Covid-19 Action Group which consists of staff from Leisure Development, Community Partnerships, Regulatory Services, Communications and Watersmeet. This group is designed to allow the Council to respond appropriately to the communities needs as a result of the second lockdown. Tasks will be allocated to the appropriate staff with the relevant skillset.

9.2 In addition two Watersmeet staff continue to be redeployed part time, one to Community Partnerships and one to Grounds Maintenance.

10 Environmental Implications

10.1 None specific.

11 Community Safety Implications

11.1 None specific.

12 Public Health implications

- 12.1 Postponing the reopening of Watersmeet will likely have implications for residents' and Watersmeet's front of house volunteer's mental health who have been looking forward to attending their local arts and entertainment venue.

13 Customer Services Centre Implications

- 13.1 None specific.

14 Communications and Website Implications

- 14.1 Watersmeet's website and social media channels will continue to be updated with the latest information relating to Watersmeet.

15 Risk and Health & Safety Implications

- 15.1 The Council has agreed its risk management strategy which can be found on the website at <https://www.threerivers.gov.uk/service/risk-management>. 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.
- 15.2 The subject of this report is covered by the Corporate Framework. 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>
<i>Description of the risk</i>	<i>What happens if the risk was to occur</i>	<i>List control measures that are, or could be put in place</i>	<i>How will the risk be dealt with *</i>	<i>Enter the residual risk score</i>
Watersmeet is not reopened	Three Rivers residents do not have access to their local arts and entertainment venue	Watersmeet is reopening as soon as Government restrictions allow	Risk Assessments and Government guidance will be followed and services restored.	4
Negative Public Perception on Watersmeet	Satisfaction ratings within the Council will reduce and the number of	Watersmeet is reopening as soon as Government restrictions allow	Risk Assessments and Government guidance will be followed	4

	complaints may increase		and services restored.	
Spread of COVID-19 within Watersmeet	Negative publicity and further spread of the illness	Risk assessments completed and procedures implemented such as making the venue 'Covid Secure' in line with Government guidance.	Responsible officers will complete risk assessments and procedures and ensure compliance.	4

Likelihood Very Likely -----> 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%))

16 Recommendation

16.1 That the Covid-19 Response sub-committee, agrees and recommends the Watersmeet Reopening Report to Policy and Resources Committee for adoption.

Report prepared by:

Josh Sills, Watersmeet Venue Manager

Data Quality

Data checked by: Wendy Stratford, Watersmeet Operations & Events Manager

Data rating:

1	Poor	
2	Sufficient	✓
3	High	

Background Papers

None

POLICY AND RESOURCES COMMITTEE - 25 JANUARY 2021

PART I - DELEGATED

7. COVID-19 RESTRICTIONS IMPACT ON SERVICES UPDATE REPORT (CED)

1 Summary

- 1.1 This report sets out the impact of the local Tier system, National Lockdown and current position of the Council's Services.
- 1.2 The Council will continue to prioritise service delivery and focus resources as set out previously in the Service Restoration Priorities Reports.

2 Background

- 2.1 Following the outbreak of Covid-19, a number of the Council's services were either stopped or partially stopped as a result of the pandemic and Government advice. In preparation for returning all services to business as usual (BAU) a Service Restoration sub-group was established under the Reset strand to lead on restoring Council services.
- 2.2 At its meeting on the 21 July 2020 the Covid-19 sub-committee agreed the priorities 1, 2 & 3 as those to take forward for service restoration (minute CRSC07/20 refers).
- 2.3 At the meeting on the 3 September 2020 the Covid-19 sub-committee agreed and recommended the report and appendix 1 Service Restoration Priorities 1 to 3 to Policy and Resources Committee for adoption (minute CRSC13/20 refers).
- 2.4 At the same meeting it agreed and recommended the report and appendix 1 Service Restoration - Resources and Target Date to be Fully Restored Document to Policy and Resources Committee for adoption (minute CRSC14/20 refers).
- 2.5 At the meeting on the 6 October 2020, the Covid-19 sub-committee agreed and recommended the report and appendix 1 Service Restoration Priorities 4 and 5 to Policy and Resources Committee for adoption (minute CRSC 19/20 refers).
- 2.6 At the same meeting, the amended recommendation was declared by the Chair of the meeting, the voting being unanimous. 'That external face to face meetings take place with officers and members of the public, with officers being encouraged to wear face coverings where appropriate, that face to face meetings at Three Rivers House be postponed at this time (other than CAB appointments only) and that external face to face meetings requiring home entry be postponed. All to be reviewed at the end of October' (minute CRSC 20/20 refers).
- 2.7 At the meeting on 16 November 2020, the Covid-19 sub-committee agreed and recommended the Service Restoration General Update report and the Watersmeet Reopening report to Policy & Resources Committee for adaptation (minute CRSC 25/20 and minute CRCS 26/20 refers).

3 General Service Update

- 3.1 Since the last report to the 16 November Covid-19 sub-committee the Government confirmed the local restrictions Tier system. Initially following the end of the second national lockdown, on 3 December Three Rivers District entered Tier 2 local

restrictions which allowed the majority of the Council's services to operate albeit with some restrictions.

- 3.2 Following an increase in Covid cases, on the 16 December, Three Rivers was raised the Tier 3, and then, following the introduction of a new Tier 4 level, Three Rivers was raised to Tier 4 on 20 December 2020.
- 3.3 On 5 January 2021 England entered a National Lockdown, which has resulted in further impact on the Council's services.
- 3.4 Three Rivers House remains closed apart from essential attendance only, with staff working from home wherever possible.
- 3.5 The Depot remains open in order that Environmental Protection can continue to operate with appropriate Covid measures in place.
- 3.6 The impact of Covid-19 and the national and local restrictions have been reported via the Reset strand, one of the three strands (Reset, Reassure and Renew) set up as part of the Council's Covid-19 Recovery Plan, and managed and monitored by the Recovery Leads Group including the Chief Executive, Directors and Acting Head of Community Partnerships.
- 3.7 The Covid-19 Action Group was formed in response to the second national lockdown in November 2020. The group comprises of Officers from Community Partnerships, Leisure, Watersmeet, Regulatory Services, Communications and the Customer Service Centre. Officers will be coordinating tasks across the different services, utilising specific skillsets of team members in response to the needs of the local community.
- 3.8 Work continues with Hertfordshire County Council, Herts Help and Watford and Three Rivers Trust to support those most vulnerable, isolated and clinically extremely vulnerable to access food, prescriptions and wellbeing support throughout the tiers and now in lockdown.
- 3.9 Four Covid Marshals have been employed to engage with, and encourage general public compliance with Covid rules and restrictions focusing on parks, open spaces and supermarkets across the district.
- 3.10 Appendix 1 - Impact of Restrictions on Services sets out in greater detail the impact each Tier level and the latest National Lockdown have on the Council's services. Several services have no change and are listed as BAU (business as usual), with the exception that the majority of Officers are working from home.

4 Leisure & Landscapes

- 4.1 In line with current government guidance, play areas, parks and open spaces, carparks and public toilets within our parks remain open during the lockdown. However tennis courts, mutli-use games areas (MUGAS) and outdoor gyms had to close.
- 4.2 Skate parks were closed on 8 January following clarification on the government guidance.
- 4.3 Arts on Prescription can continue under current restrictions as is classified as a support group. The next programme is planned to start in March 2021.

- 4.4 All other organised leisure activities remains on hold during lockdown, with the intention of restarting these once restrictions allow.
- 4.5 Countryside Management Service have suspended their county-wide volunteering programmes and Hertfordshire Health Walks. Volunteering and friends of working groups' activities are also suspended across the district through the lockdown.
- 4.6 Site tree inspections are continuing particularly around potential issues such as dangerous trees.

5 Leisure Management Contract (SLM)

- 5.1 During Tier 2 the Leisure Centres and Golf course were open with social distancing measures in place. On entering Tier 3 on 16 December group adult activity and classes were stopped, and on entering Tier 4 the Leisure Centres were closed. Rickmansworth Golf Course remained open for '2 ball' rounds and subsequently closed on entering the National Lockdown on 5 January 2021. The Leisure Centres and Golf course intend to reopen when restrictions allow. The Council will continue to work closely with Sports and Leisure Management (SLM).

6 Watersmeet

- 6.1 During Tier 2 Watersmeet reopened on 7 December until 16 December with 'Covid Secure' measures in place and presented 2 films, 2 event cinema, one live show and one hire. Since entering Tier 3 on 16 December Watersmeet has remained closed. In line with the conditions of the Culture Recovery Fund grant, Watersmeet will reopen to the public as soon as restrictions allow. Watersmeet management will be submitting an application for a grant from the second round of the Culture Recovery Fund, which if successful will support the venue during the period 1 April-30 June 2021. Successful applicants will be notified by 31 March 2021.

7 Environmental Protection

- 7.1 On 6 January 2021 due to an increase in Covid cases within the workforce, depot sorting of litter bins was suspended and an operative moved to waste loading. A street cleanser driver has also been moved to be a waste collection driver and the number of agency waste loaders has been increased from 4 to 6. Budget implications are being reported via the Council's Budget Monitoring process.
- 7.2 Should the cases of Covid within the workforce increase further the following contingency plans are outlined below:
 - 7.2.1 Street Cleansing – we would intend to continue with the following services: Emptying all street bins, clean shop fronts and collecting textiles. The street cleansing department has two HGV drivers which could be utilised within the waste department if required.
 - 7.2.2 Grounds Maintenance – we would intend to continue with litter picking parks, emptying dog and litter bins, safety checking play equipment. The Grounds crew could collect the bulky waste collections if there is staff available.
 - 7.2.3 Waste Collection - at present we have 23 HGV drivers 2 Non HGV drivers and 34 loaders employed. To cover recycling / food, refuse / Garden waste collections we require a minimum of 20 HGV drivers, 1 non HGV driver and 30 loaders so falling below these numbers would require agency staff if available.

- 7.3 Falling below the numbers set out above would require a reduction in service. The priorities below sets out a stepped approach:
- 7.3.1 Step 1 - Stop collecting Garden waste and do alternative collections with recycling / food and refuse. Minimum Staff required: 12 HGV Drivers, 1 non HGV driver, 19 Loaders, 13 Vehicles.
- 7.3.2 Step 2 - Stop collecting Garden waste and do alternative collections with recycling and refuse with food going in to refuse. Minimum Staff required: 8 Drivers, 1 non HGV driver, 17 Loaders, 9 Vehicles.
- 7.3.3 Step 3 - All waste collected weekly as refuse using 240lt recycling bin. Minimum Staff required: 8 Drivers, 1 non HGV driver, 17 Loaders, 9 vehicles.
- 7.4 Other potential issues include vehicle maintenance, as we require 21 lorries per day. With 4 vehicle maintenance contractors, Plantec (the Council's maintenance contractor) are presently operating a two on two off rota and any loss of fitters would put a big strain on the service.
- 7.5 Consideration would need to be made to the charging of garden waste if we had to temporarily stop the service.
- 7.6 If there were staffing or vehicle maintenance issues that were limited to 1 or 2 days we would look to stop trade collections temporarily (and catch up via overtime) to assist on the main domestic rounds.
- 7.7 In Tier 4 adult football was suspended, although youth football could continue. In line with government guidance all football has been suspended during the third lockdown. The season can be extended, for a limited time only, and therefore there may be pitch fee financial implications, which would be reported via the Council's Budget Monitoring process.

8 Community Partnerships

- 8.1 Anti-Social Behaviour – whilst Three Rivers was in Tier 2, 3 and 4, doorstep visits took place as required but no indoor visits took place unless required due to high risk and accompanied by the police. Since the start of the National Lockdown on 5 January doorstep visits have stopped.
- 8.2 Family Intervention – during Tiers 2-4, visits took place in emergencies only. Since 5 January no visits taking place and utilising Zoom and Facetime for sessions. In emergencies IFST and Herts County Council will do doorstep visits. The majority of children continue to be in school as are classed as vulnerable.
- 8.3 Community Support Service/Domestic Abuse – during Tiers 2-4, support was being provided online where appropriate and face to face if necessary. During the current National Lockdown all indoor visits in centres and homes has stopped, with essential face to face contact taking place outside e.g. to deliver medication.

9 Regulatory Services

- 9.1 The majority of services continued business as usual during Tiers 2-4, with the exception of non-essential site visits which ceased when Three Rivers entered Tier 4 on 20 December 2020.

- 9.2 Since the start of the National Lockdown on 5 January 2021 only urgent and essential site visits (including priority enforcement visits) are continuing providing the site is risk assessed.
- 9.3 There is continued cessation of knowledge tests for new taxi drivers with ongoing review of the online provision.
- 9.4 Suspension of parking enforcement is continuing throughout the National lockdown.
- 9.5 Environmental Health Officers, provided by WBC on behalf of TRDC, continue to engage with businesses across the District with a current focus on supermarkets. Four Covid marshals, funded from Central Government resources, continue to cover the District (7 days a week/12 hours a day) engaging and educating the public and assisting with the monitoring of businesses. A current focus is on TRDCs parks and open spaces. Additional marshal resources are to be employed to assist in the management of the closure of the Croxley Green skate park. Funding has also been provided for Covid response Officers to support enhanced contact tracing across the County. TRDC will have 3 Officers, these are currently being recruited.

10 Housing Services

- 10.1 The majority of the service continues business as usual including rough sleeper visits. Home visits have stopped with doorstep visits taking place only when essential.

11 Electoral Services

- 11.1 The majority of Electoral Services continue business as usual, although it is currently unknown what impact the National Lockdown will have on May 2021 elections.

12 Revenues & Benefits

- 12.1 The majority of the service delivery continues business as usual, with the additional workload of processing grants.

13 Legal & Democratic Services

- 13.1 There continues to be increased legislation to interpret and courts remain open through all Tiers and the National Lockdown.

14 Finance

- 14.1 The majority of the Finance service has continued business as usual throughout. However the Fraud team are unable to conduct face to face interviews impacting on the recovery of fraudulent payments. A number of staff have continued to support the Revenue & Benefits team with grant payments.

15 Customer Services Centre, Economic & Sustainable Development, Corporate Services, Human Resources, Facilities, Property Services & ICT

- 15.1 The above services have had no additional impact on service delivery as a result of the Tier system and current National Lockdown.

16 Three Rivers House & CAB

16.1 Three Rivers House is only open for staff where the work cannot be done at home. Hours are limited to 8.30am to 4pm weekdays only. Face to face meetings are currently not taking place.

16.2 The building remains open for Police, enforcement officers, Covid Marshalls and CAB access.

16.3 Basing House is still in use by Rivertech, however the Museum remains closed.

17 Policy/Budget Reference and Implications

17.1 The recommendations in this report are within the Council's agreed policy.

17.2 There may be budget implications and these are being assessed via Budget Monitoring and reported to Policy and Resources Committee.

18 Financial Implications

18.1 (See paragraph 17.2 above).

19 Legal Implications

19.1 The Council has acted and continues to act in accordance with Covid-19 related Legislation and guidance in the suspension and restoration of its various services.

20 Equal Opportunities Implications

20.1 Relevance Test

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

21 Staffing Implications

21.1 Staff resources are being monitored regularly with several secondments and redeployments in place to support priority services. The Covid-19 Action Group (see section 3.7 above) has been set up to allocate specific tasks to individuals based on skillset as part of the Council's response to local and national restrictions.

22 Environmental Implications

22.1 None Specific

23 Community Safety Implications

23.1 None Specific

24 Public Health Implications

- 24.1 The higher Tiers restrictions and National Lockdown has put a number of restrictions in place, which means that the priority 4 and 5 activities (predominantly Leisure activities) continue to remain on hold.
- 24.2 The higher levels of the Tier system (i.e. Tiers 3 and 4) and the current National Lockdown is likely to have a number of adverse effects on the local community, including those suffering with mental health issues, a potential rise in Domestic Abuse and those on low incomes or who may have been made redundant recently as well as a negative effect on physical health and wellbeing.
- 24.3 The Covid-19 Action Group and Designated Safeguarding Leads will continue to work with partners to support those most in need and make any referrals into key services.
- 24.4 Arts on Prescription will continue to be delivered to support those suffering from mental health issues and the Three Rivers Leisure Website will be updated with advice and guidance on how people can stay both mentally and physically active during the lock down period.

25 Customer Services Centre Implications

- 25.1 None Specific

26 Communications and Website Implications

- 26.1 Website updates and communications will take place accordingly as the Council's service delivery is impacted.

27 Risk and Health & Safety Implications

- 27.1 The Council has agreed its risk management strategy which can be found on the website at <https://www.threerivers.gov.uk/service/risk-management>. 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.
- 27.2 The subject of this report is covered by the Corporate Framework. 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>
Description of the risk	What happens if the risk was to occur	List control measures that are, or could be put in place	How will the risk be dealt with *	Enter the residual risk score
Services are not fully or	Three Rivers residents do not receive full or partial	Priorities agreed and service restoration	Risk Assessments and Government	4

partially restored.	services following the covid-19 pandemic.	takes place as soon as possible.	guidance will be followed and services restored.	
Negative Public Perception on Council Services	Satisfaction ratings within the Council will reduce and the number of complaints may increase	Priorities agreed and service restoration takes place as soon as possible.	Risk Assessments and Government guidance will be followed and services restored.	4
Spread of COVID-19 within services restored	Negative publicity and further spread of the illness	Risk assessments completed and procedures implemented in line with Government guidance.	Responsible officers will complete risk assessments and procedures and ensure compliance.	4

Likelihood Very Likely ----- 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%))

28 Recommendation

28.1 That Policy & Resources Committee agrees the approach set out in the Covid-19 Restrictions Impact on Services Update Report for adoption.

Report prepared by:

Josh Sills, Watersmeet Venue Manager

Ray Figg, Head of Community Services

Rebecca Young, Acting Head of Community Partnerships

Data Quality

Data checked by: Rebecca Young, Acting Head of Community Partnerships

Data rating:

1	Poor	
2	Sufficient	✓
3	High	

Background Papers

1. *Service Restoration Report* – 21 July 2020 Covid-19 Response Sub-committee
2. *Service Restoration Priorities Report* – 3 September 2020 Covid-19 Response Sub-committee
3. *Service Restoration Priority Ratings 4 and 5 Report* – 5 October 2020 Covid-19 Response Sub-committee
4. *Service Priority General Update Report & Watersmeet Reopen Report* – 16 November 2020 Covid-19 Response Sub-committee

APPENDICES / ATTACHMENTS

1. Impact of Covid-19 Restrictions on Services

Reset Cell

Service Restoration

Impact of Local Tier Restrictions & National Lockdown on Services

Summary of impact of the Covid Tier system and National Lockdown on Three Rivers Services.

- Information correct as of **2pm 14 January 2021**.
- BAU = Business as Usual

Service / Department	Service Aspect / Activity	Tier 1 Impact	Tier 2 Impact	Tier 3 Impact	Tier 4 Impact	National Lockdown Impact	Comments
Community Services / Leisure & Landscapes	Watersmeet (hires, shows, films, events)	Venue can reopen with socially distanced audience and Covid Secure measures	Venue can reopen with socially distanced audience and Covid Secure measures No alcohol to be served Clarification: alcohol can be served in cinemas and theatres	Venue closed to the public	Venue closed to the public	Venue closed to the public	02/12/20 - Reopening to proceed as planned from 3 December 14/12/20 – Watersmeet to close on Wednesday and website updated 5/1/21 – Current programme being postponed due to lockdown, refunds and exchanges being processed up to end of Feb 2021
	Leisure Venues : William Penn Leisure Centre, South Oxhey Leisure Centre and Rickmansworth Golf Course	Venues will be open with covid secure measures in place Ten pin bowling, sauna and steam rooms, birthday parties and crèches will remain closed in all tiers	Venues will be open with covid secure measures in place Ten pin bowling, sauna and steam rooms, birthday parties and crèches will remain closed in all tiers Basketball, Climbing, Dance (adults), Dodgeball, Football (Indoors) Ice Skating, Ice Hockey, Netball, Swimming Clubs and Volleyball to be closed Racquet Sports can only be played with a member of the same household or bubble if you are playing doubles	Venues will be open with covid secure measures in place Adult indoor club sessions will stop Adult Swimming Lessons will stop All Group Fitness classes will stop OPEN: <ul style="list-style-type: none"> • Indoor Athletics • Indoor Bowls • Climbing (1:1) • Indoor Cricket • Gym Sessions • GP Referral Consultation (1:1) • Golf Courses • Holiday/Afterschool Clubs • Racquet Sports/Courts • Outdoor Skiing • Spa Treatments 	William Penn Leisure Centre closed including the 3G astro turf South Oxhey Leisure Centre closed including the MUGA at Sir James Altham Rickmansworth Golf Course remains open but only two players are allowed out at a time – bookings taken in advance via the website and app	William Penn Leisure Centre closed including the 3G astro turf South Oxhey Leisure Centre closed including the MUGA at Sir James Altham Rickmansworth Golf course closed from 5 January 2021	

				<ul style="list-style-type: none"> Swimming & Diving (lane, public, school, under 18 lessons) Swimming & Diving Lessons (1:1) <p>CLOSED:</p> <ul style="list-style-type: none"> Basketball Climbing (adult lessons) Dodgeball Adult Group Fitness (include aqua and GP referral group session) Indoor Football Adult Gymnastics & Trampolining Ice-skating/Adult Ice hockey Indoor Netball Adult Indoor Tennis lessons Roller-skating/Roller derby Soft play Adult Swimming & Diving Lessons Volleyball 			
Outdoor Leisure Facilities	All venues can open – restricted to groups of 6	All venues can open – restricted to groups of 6	All venues can open – restricted to groups of 6	All venues can open – restricted to groups of 6	All venues can open – restricted to household, support bubble or 2 people from separate households	Tennis Courts, Outdoor Gyms and MUGAs to close. Parks and Open Spaces and Play Areas remain open as do Skate Parks (as of 05/01/21)	05/01/21 – Leisure website has been updated with the latest guidance.
Leisure Development Activities	<p>Take part in organised sport/physical activity outdoors with any number of people.</p> <p>Organised sport indoors can only take place with up to 6 people.</p> <p>Exceptions: disability sport, sport as part of curriculum, supervised sport/physical activity for under 18s</p> <p>Social sport outdoors: groups of up to 6 people</p>	<p>Take part in organised sport/physical activity outdoors with any number of people.</p> <p>Organised sport indoors can only take place with people you live with or who are in your support bubble</p> <p>Exceptions: disability sport, sport as part of curriculum, supervised sport/physical activity for under 18s</p>	<p>In line with guidance from sporting national governing bodies, you can take part in organised sport and physical activity outdoors with any number of people. However, you should avoid contact in training and, for some sports, avoid contact in all activities.</p> <p>You can continue to do unlimited exercise alone, or in an outdoor public place in groups up to 6</p> <p>Exceptions: disability sport, sport as part of curriculum,</p>	<p>Skate parks, play areas, outdoor gyms, tennis courts, parks and open spaces, the Aquadrome and Leavesden Country Park remain open</p> <p>Exercise and recreation People can exercise outdoors or visit some public outdoor places, such as parks, the countryside accessible to the public, public gardens or outdoor sports facilities. You can continue to do unlimited exercise alone, or in a public outdoor place with your</p>	<p>See Above</p> <p>Exercise and recreation People can exercise once a day and can do so independently, with one person from another household or as part of a support bubble.</p>	<p>02/12/20 - All activities are currently on hold</p> <p>21/12/20 – Leisure website updated with latest guidance</p> <p>21/12/20 – Friends/volunteer groups can continue to meet under Tiers 1-3 but are suspended under Tier 4</p> <p>Arts on Prescription has its last session on 17.12.20 but will continue as a support group</p> <p>05/01/21 - Leisure website has been updated with the latest guidance.</p> <p>05/01/21 - Friends/volunteer groups currently on hold</p>	

		<p>Supervised activities provided for young people – including wraparound care, childrens’ groups and activities, and children’s playgroups</p> <p>Indoor sessions - support groups of up to 15 participants – formally organised groups to provide mutual aid, therapy or any other form of support, where it is necessary for these to take place in person.</p> <p>Other activities, such as hobby groups, organised indoor sport, physical activity and exercise classes can continue to take place, in line with social gatherings limits (the rule of 6).</p>	<p>Social sport outdoors: groups of up to 6 people</p> <p>Supervised activities provided for young people – including wraparound care, childrens’ groups and activities, and children’s playgroups</p> <p>No mixing of people indoors</p> <p>Indoor sessions - support groups of up to 15 participants – formally organised groups to provide mutual aid, therapy or any other form of support, where it is necessary for these to take place in person.</p> <p>Other activities, such as hobby groups, organised indoor sport, physical activity and exercise classes can continue to take place, provided that different households or support bubbles do not mix. Where it is likely that groups will mix, these activities should not go ahead.</p>	<p>supervised sport/physical activity for under 18s</p> <p>Supervised activities provided for young people – including wraparound care, childrens’ groups and activities, and children’s playgroups</p> <p>Indoor sessions - support groups of up to 15 participants – formally organised groups to provide mutual aid, therapy or any other form of support, where it is necessary for these to take place in person.</p>	<p>household, support bubble, or one other person.</p> <p>Meeting others safely In general, people must not meet with another person socially or undertake any activities with another person. However, you can exercise or meet in a public outdoor place with people you live with, your support bubble (or as part of a childcare bubble), or with one other person.</p> <p>Children under 5, and up to two carers for a person with a disability who needs continuous care are not counted towards the outdoors gatherings limit.</p> <p>Meeting others and care You can leave home to visit people in your support bubble, or to provide informal childcare for children aged 13 and under as part of a childcare bubble, to provide care for vulnerable people, to provide emergency assistance, attend a support group (of up to 15 people), or for respite care where that care is being provided to a vulnerable person or a person with a disability, or is a short break in respect of a looked after child.</p> <p>Education and childcare You can leave home for education related to the formal curriculum or training, registered childcare, under-18 sport and physical activity, and supervised activities for children that are necessary to allow parents/carers to</p>	<p>Friends of / volunteer groups are no longer meeting in person.</p> <p>Meeting others and care You can leave home to visit people in your support bubble, or to provide informal childcare for children aged 13 and under as part of a childcare bubble, to provide care for vulnerable people, to provide emergency assistance, attend a support group (of up to 15 people), or for respite care where that care is being provided to a vulnerable person or a person with a disability, or is a short break in respect of a looked after child.</p>	
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					work, seek work, or undertake education or training. Parents can still take their children to school, and people can continue existing arrangements for contact between parents and children where they live apart. This includes childcare bubbles .		
Community Services / Environmental Protection	Environmental Protection (All)	BAU	BAU	Adult football affected due to travel restrictions across tiers. However play within tier 3 with participants from tier 3 still allowed. (Youth football unaffected)	Adult football suspended. U18s can continue (within Tier 4 areas only – players cannot move in or out of Tier 4 areas) Some trade premises will close and adjust/suspend their trade waste and recycling services. Funerals can be attended by a maximum of 30 people. Linked religious, belief-based or commemorative events, such as stone settings and ash scatterings can also continue with up to 6 people in attendance. Anyone working is not counted in these limits. Social distancing should be maintained between people who do not live together or share a support bubble.	All football suspended. Some trade premises will close and adjust/suspend their trade waste and recycling services. Outdoor gyms, MUGAs, tennis courts to close. Play areas can remain open. Funerals can be attended by a maximum of 30 people. Linked religious, belief-based or commemorative events, such as stone settings and ash scatterings can also continue with up to 6 people in attendance. Anyone working is not counted in these limits. Social distancing should be maintained between people who do not live together or share a support bubble.	02/12/20 - Potential for parents to watch children's sports which can continue. 21/12/20 - No U18s football scheduled over xmas period. 21/12/20 - Adjustments to trade bills resulting in extra admin and loss of income. 5/1/21 – extension to football season to be considered, although depending on length of lockdown may need to consider refunds/credit again for next season instead. 5/1/21 Decision on skate parks pending. 6/1/21 - Suspended Depot sorting of litter bins and using operative for loading 6/1/21 - Transferring a Street cleanser to waste who holds a HGV license 6/1/21 - Increase agency loaders from 4 to 6
Housing Services	Housing (All)	BAU for majority of services, return to face-to-face appointments and home visits. Any visits by staff will be authorised by manager. Rough sleeper visits still required. Temporary accommodation and private rented sign ups completed as mandatory.	BAU for majority of services but no home visits. Only doorstep visits when absolutely necessary to temporary accommodation sites. Any visits by staff will be authorised by manager. Rough sleeper visits still required. Temporary accommodation and private rented sign ups completed as mandatory.	BAU for majority of services but no home visits. Only doorstep visits when absolutely necessary to temporary accommodation sites. Any visits by staff will be authorised by manager. Rough sleeper visits still required. Temporary accommodation and private rented sign ups completed as mandatory.	BAU for majority of services but no home visits. Only doorstep visits when absolutely necessary to temporary accommodation sites. Any visits by staff will be authorised by manager. Rough sleeper visits still required. Temporary accommodation and private rented sign ups completed as mandatory.	BAU for majority of services but no home visits. Only doorstep visits when absolutely necessary to temporary accommodation sites. Any visits by staff will be authorised by manager. Rough sleeper visits still required. Temporary accommodation and private rented sign ups completed as mandatory.	5/1/21 – No Impact from National Lockdown

<p>Regulatory Services</p>	<p>Regulatory Services (All)</p>	<p>BAU</p>	<p>BAU</p>	<p>BAU</p>	<p>BAU for the majority of services but cessation of all service site visits unless essential.</p> <p>Continuation of licensing services (issue of new plates) due to public safety.</p>	<p>BAU for the majority of services but cessation of all service site visits unless essential. Where essential site needs to be risk assessed.</p> <p>This also applies to enforcement site visits – only urgent and essential site visits will be made.</p> <p>05/01/21 – Cllrs agreed suspension of parking enforcement continues whilst current restrictions are in place.</p> <p>Continue cessation of knowledge tests for new taxi drivers – ongoing review of online provision.</p>	<p>02/12/20 - All previously agreed and risk assessed, and relevant protocols in place, we would now carry on as BAU. Maybe some impact on parking (ie more people at home – decision would need to be taken re how we enforce) and obviously priorities of EH would change but these are 'externally' provided.</p> <p>21/12/20 – it is considered sensible to revert back to site visit via applicant photograph where considered appropriate.</p> <p>21/12/20 - Essential site visits where needed to assist assessment or because of particular site-specific complexities can continue in line with the site visit protocol.</p> <p>21/12/20 - Issuing of plates to drivers/operators in licensing will continue as this is a public safety measure.</p> <p>05/01/20 - Licensed premises to cease selling of take away alcohol but take away food service can continue.</p> <p>7/1/21 - Planning application numbers remain consistently high and whilst Officers will make every effort to determine applications efficiently it is recognised that with the current procedures in place and combined with work fatigue/burnout starting to set in amongst Officers the PIs for DM (and other teams) may slip this quarter.</p> <p>12/1/21 - Environmental Health Officers, provided by WBC on behalf of TRDC, continue to engage with businesses across the District with a current focus on supermarkets. Four Covid marshals, funded from Central Government resources, continue to cover the District (7 days a week/12 hours a day) engaging and educating the public and assisting with the monitoring of businesses. A current focus is on TRDCs parks and open spaces. Additional marshal resources are to be employed to assist in the management of the closure of the Croxley Green skate park. Funding has also been provided for Covid response Officers to support enhanced contract tracing across the County. TRDC will</p>
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							have 3 Officers, these are currently being recruited.
Community Partnerships	ASB	May return to more visits if appropriate if return to tier 1 but previously limited visits indoors took place unless high risk and with the Police.	No visits indoors to take place unless high risk and with the Police.	No visits indoors to take place unless high risk and with the Police.	No visits indoors to take place unless high risk and with the Police.	As Tier 4, but also no door step visits to take place either.	
	Family Intervention	BAU. Social distance measures in place /PPE	BAU. Social distance measures in place. Emergency only. But have needed to take ppl shopping, using excuse to not go to school – increased work to get ppl to school. DV group continued. Masks in Otley way	Emergency only. But have needed to take ppl shopping, using excuse to not go to school – increased work to get ppl to school. DV group continued. Masks in Otley way. Working from home where possible.	Emergency only. But have needed to take ppl shopping, using excuse to not go to school – increased work to get ppl to school. DV group continued. Masks in Otley way. Working from home where possible.	No visits being undertaken as self-isolating. In emergency IFST and HCC will do door step visits. Trying to avoid these during national lockdown and undertake more zoom/facetime calls. Majority of children are in school as vulnerable. Working from Home.	
	Community Support Service/Domestic Abuse	Online Support where appropriate. BAU otherwise. Increased Face to face meetings.	Online Support where appropriate. BAU otherwise. Meetings when appropriate.	Online Support where appropriate. BAU otherwise and some visits if necessary.	Online Support where appropriate. BAU otherwise and some visits if necessary.	Remote working and seeing clients who need it for outreach outdoors only (such as a walk or to drop medication etc). All indoor visits in centres and homes have stopped until mid Feb when the government does the next review (or until vaccinated)	
Electoral Services	Voter registration	BAU	BAU	BAU	BAU	BAU (currently)	02/12/20 - Whilst TRH remains closed to the public we are still unable to see visitors in person requiring assistance, in particular inspections of the electoral register (statutory) or verification of residents identity and stamping of official foreign pensions forms (discretionary). 5/1/21 – currently BAU but unsure what impact on May elections will be
Revenues & Benefits	Revenues & Benefits	BAU	BAU	BAU	BAU	BAU	22/12/20 – Additional workload of processing Grants
Legal & Democratic Services	Legal & Democratic Services	BAU	BAU	BAU	BAU	BAU	14/12/20 – No Impact moving to Tier 3 5/1/21 – More regulations to interpret and courts remain open 14/1/21 - Committee team continue to run the virtual Council and committee meetings

							as allowed by the Regulations and other than increased number of meetings there is no change, assuming the Regulations are extended beyond 5 May 2021
Finance	Finance	BAU	BAU	BAU	BAU	BAU	5/1/21 – No Impact from National Lockdown
	Fraud Team	The team is unable to function normally if they cannot carry out face to face interviews. This will impact on the levels of recovery of fraudulent payments.	Less and less effective recovery work can be undertaken as we move upwards into higher tiers as face to face interviews need to take place within given timeframes and these cannot happen. So we lose the chance to proceed with the recovery process.	As we move upwards into higher tiers less and less recovery work can be done and the team has been doing work for other teams to support them, particularly with trying to help Revs & Bens with the COVID grant payments	As Tier 3	As Tier 3	5/1/21 - The Fraud team have been helping Revs & Bens to process COVID grants to individuals and businesses and supporting other teams as they are unable to carry out their recovery work.
ICT	ICT	BAU	BAU	BAU	BAU	BAU	14/12/20 - No Impact moving to Tier 3 6/1/21 – No impact moving to Tier 4 and National Lockdown
Human Resources (HR)	HR	BAU	BAU	BAU	BAU	BAU	14/12/20 - Moving to tier 3 will not impact HR and the service we deliver. We will continue working from home on BAU and any urgent requirements coming out of tier 3 restrictions. 5/1/21 – No Impact from National Lockdown
Corporate Services	Corporate Services	BAU	BAU	BAU	BAU	BAU	5/1/21 – No Impact from National Lockdown
Facilities	Facilities	BAU	BAU	BAU	BAU	BAU	5/1/21 – No Impact from National Lockdown
Property	Property	BAU	BAU	Various tenants sought rent payment holiday. Income reduced.	Rent payment holiday monitored.	As Tier 4	13/01/21 Continue to monitor rent receipts.
Customer Services Centre (CSC)	CSC	BAU	BAU	BAU	BAU	BAU	14/12/20 - No Impact moving to Tier 3 5/1/21 – No Impact from National Lockdown
Economic & Sustainable Development	Economic & Sustainable Development	BAU	BAU	BAU	BAU	BAU	29/12/20 – No Impact moving to Tier 4 5/1/21 – No Impact from National Lockdown

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POLICY AND RESOURCES COMMITTEE - 25 JANUARY 2021

PART I - DELEGATED

8. REVIEW OF STRATEGIC RISKS (CED)

1 Summary

- 1.1 This report proposes revised strategic risks, based on the priorities and objectives in the Corporate Framework 2020-2023.

2 Details

- 2.1 The Council's Risk Management Strategy was last approved by the Policy and Resources Committee at its meeting on 5 November 2018 and was last reviewed by the Audit Committee at its meeting on 24 September 2020. In accordance with the Strategy, the Policy and Resources Committee determines which of the Council's risks are 'strategic' and receives progress reports on their treatment. A strategic risk is defined as one that would seriously prejudice the achievement of the objectives of the Corporate Framework.

- 2.2 There are currently 8 risks on the Strategic Risk Register

1.	Failure to achieve improvements to services
2.	Failure to tell residents about improvements
3.	Failure to make progress on the sustainability action plan
4.	Failure to engage the community in the Strategic Plan
5.	Failure to achieve Community Safety targets
6.	Failure to achieve the priorities of the community strategy through the LSP
7.	Failure to deliver the South Oxhey Initiative project to desired outcomes and objectives
8.	The medium term financial position worsens

- 2.3 The Corporate Framework 2020-2023 has the following themes and objectives:

- **Housing and thriving communities**
 - We will work on a local plan to deliver sufficient housing and adopt that plan by 2021
 - Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district
 - We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey
 - We will seek to increase the number of Green Flag accredited parks and open spaces
 - We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles
 - We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions
- **Sustainable Environment**
 - We will produce and deliver a Climate Change Strategy and action plan
 - We will continue to improve the energy efficiency of the Council's buildings

- We will deliver and implement a Cycling and Walking Strategy
 - We will seek to maintain our position as the highest recycling authority in Hertfordshire
- **Successful Economy**
 - We will undertake a review of the Council's role in relation to the economy and agree an economic strategy
 - We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy
 - Three Rivers will be recognised as a great place to do business
 - We will continue to improve our relationship with the local business community
 - We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios
 - **High Performing, Financially Independent Council**
 - We will generate enough income to continue to provide services for the district
 - We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy
 - We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated
 - We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives

2.4 The officer Risk Management Group has reviewed the above themes and objectives and propose that the following are considered as strategic risks:

Theme	Objective	Risk
Housing and Thriving Communities	We will work on a local plan to deliver sufficient housing and adopt that plan by 2023	Failure to achieve the target of nett additional homes
Housing and Thriving Communities	We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions	Failure to achieve community safety targets
Sustainable Environment	We will produce and deliver a Climate Change Strategy and action plan	Failure to make progress on the Climate Change Strategy and action plan
Successful Economy	We will undertake a review of the Council's role in relation to the economy and agree an economic strategy	Failure to make progress on the development of an Economic Strategy
Successful Economy	We will continue to participate in the Hertfordshire Growth Board and South West	Failure to make progress on infrastructure investment by

	Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy	Hertfordshire Growth Board
High Performing, Financially Independent Council	We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy	Failure to deliver the Property Investment Strategy

2.5 The risk of not achieving the remaining objectives are considered to be operational risks and will therefore be included in the relevant service risk registers.

2.6 The revised strategic risk register is attached at appendix 1.

3 Options and Reasons for Recommendations

3.1 The Policy and Resources Committee is responsible for monitoring the treatment of strategic risks.

4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are within the Council's agreed policy and budgets. The relevant policy is entitled Risk Management Strategy and was agreed on 5 November 2018.

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 Recommendation

6.1 That the Policy and Resources Committee note the updated Strategic Risk Register.

Report prepared by: Phil King, Emergency Planning and Risk Manager

Data Quality

Data sources:

Corporate Framework 2020-23, Strategic Risk Register

Data checked by:

Phil King, Emergency Planning and Risk Manager

Data rating:

1	Poor	
2	Sufficient	✓

3	High	
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Background Papers

Corporate Framework 2020-23, Strategic Risk Register

APPENDICES / ATTACHMENTS

Strategic Risk Register

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	Comments on last risk review
Jan-21	ST01	Head of Planning Policy	Strategic	Failure to achieve the target of nett additional homes		4	3	12	Local Development Scheme. Local Plan Sub-Committee. To get the Local Plan adopted in 2023	Head of Planning Policy	3	3	9	NEW	Local Plan Sub-Committee, Policy and Resources Committee and full Council have to agree Regulation 18, 19 and submission of the Local Plan in accordance with the Local Development Scheme	Head of Planning Policy	Dec-23	
Apr-08	ST02	Head of Community Partnerships	Strategic	Failure to achieve Community Safety targets		3	2	6	Quarterly performance reports to Community Safety Board and Co-ordination Group; 6 monthly reports to Members via MIB; Briefings with Leader and Lead Member; Participation in Families First, Adults with Complex Needs, Offender Management Group, South West Herts Youth Action Panel, Domestic Abuse Partnership Board and ASB Action Group; Equality impact monitored; Strategy overall is on target; Where individual targets not met new action plans have been put in place and targets revised annually.	Head of Community Partnerships	1	2	2	⇒	Continue to develop joint funding bids for projects and bid to PCC funds for larger projects once a year; Community Safety Board to review funding position of successful project and alternative funding strategies to be explored. Review funding of Families First Going forward.	Head of Community Partnerships	Ongoing	Impact and likelihood scores have not changed since last review
Jan-21	ST03	Head of Community Partnerships	Strategic	Failure to make progress on the Climate Change Strategy and action plan		4	3	12	Redeployment of staff for 6 months approved to increase capacity to develop strategy, attend partnership meetings and start action plan and delivery	Head of Community Partnerships	2	2	4	NEW	Produce strategy and action plan	Head of Community Partnerships	Ongoing	
Jan-21	ST04	Head of Planning Policy	Strategic	Failure to make progress on the development of an Economic Strategy		4	3	12	2 x Economic Development Officer posts agreed	Head of Planning Policy	3	2	6	NEW	Appointment of Economic Development Officers	Head of Planning Policy	Apr-21	
Jan-21	ST05	Head of Planning Policy	Strategic	Failure to make progress on infrastructure investment by Hertfordshire Growth Board (Accelerated housing provision)		3	3	9	Hertfordshire Growth Board prepare consolidated bid for the whole county	Head of Planning Policy	2	3	9	NEW	Accelerating housing delivery project - assessing list of potential sites	Head of Planning Policy	Mar-21	
Jan-21	ST06	Director of Community and Environmental Services	Strategic	Failure to deliver the Property Investment Strategy		3	3	9	Property Investment Board. Property Strategy approved.	Head of Property	2	3	6	NEW	Continue with PIB meetings	Head of Property	Ongoing	
Jul-14	ST07	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. The financial impact of COVID-19 will place a burden on the Council's Revenue account through loss of income and additional expenditure	4	4	16	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; Early identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process; Audited Statement of Accounts, including Annual Governance Statement.	Head of Finance	3	3	9	⇒	More regular budget monitoring reports to be taken to P&R. Work on budget strategy to be commenced in the summer. Impact on collection fund to be identified. Government financial support is crucial to the Council achieving a sustainable budget	Head of Finance	Ongoing	Impact and likelihood scores have not changed since last review

Risk Management scoring matrix

		LIKELIHOOD			
IMPACT		1 Remote (≤5%)	2 Unlikely (6-20%)	3 Likely (21-79%)	4 Very Likely (≥80%)
4 Catastrophic	4 LOW	8 HIGH	12 VERY HIGH	16 VERY HIGH	
3 Critical	3 LOW	6 MEDIUM	9 HIGH	12 VERY HIGH	
2 Significant	2 LOW	4 LOW	6 MEDIUM	8 HIGH	
1 Marginal	1 LOW	2 LOW	3 LOW	4 LOW	

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Impact Classification	Service disruption	Financial loss	Reputation	Failure to meet legal obligation	People
4 Catastrophic Impact	Total loss of service	>£500k	Adverse national media coverage / many complaints	Litigation, claim or fine >£500k	Fatality of one or more clients or staff
3 Critical Impact	Significant service disruption	£100k - £500k	Adverse local media coverage / several complaints	Litigation, claim or fine £100k - £500k	Serious injury, permanent disablement of one or more clients or staff
2 Significant Impact	Service disruption	£25k - £100k	Local public interest / some complaints	Litigation, claim or fine £25k - £100k	Major injury to an individual
1 Marginal Impact	Minor service disruption	<£25k	Isolated complaints	Litigation, claim or fine <£25k	Minor injury to less than 5 people

POLICY AND RESOURCES COMMITTEE – 25 JANUARY 2021

PART I - NOT DELEGATED

9. FINANCIAL PLANNING 2021-2024 (DoF)

1. Summary

1.1 This report is an introduction to the three agenda items that follow.

2. Details

2.1 At its meeting on 7 September 2020 (Minute PR47/20 refers) this Committee agreed the strategic, service and financial planning process for 2021-2024. This complies with the Council's *Budget and Policy Framework Procedure Rules* and means that the Council can demonstrate clear links between its Corporate Framework, its Service Plans and the allocation of resources to achieve the outputs and outcomes contained in them.

2.2 The final Council Corporate framework (2021-2024) will be presented to this Committee at its meeting **in March 2021 for consideration and recommendation to Council**.

2.3 Finalised service plans will be presented to their relevant service committee in the March 2021 cycle of meetings.

2.4 Following on from this item are 3 reports:-

Item	Title
10	Financial Planning – Revenue Services
11	Financial Planning – Capital Strategy and Treasury Management Policy
12	Financial Planning – Recommendations

Financial Planning – Revenue Services

2.5 The Council's expenditure on **revenue activities** (the day to day costs of its services) are funded from a combination of council tax, retained business rates, government grant and fees & charges and rents.

2.6 The purpose of this report is to allow the Policy and Resources Committee to recommend to the Council the medium term revenue budget.

Financial Planning – Capital Strategy and Treasury Management Policy

2.7 The Council's expenditure on its capital programme (used to create assets benefitting the community over the longer term) is funded from a combination of capital receipts, grants and reserves.

2.8 The purpose of this report is to allow the Policy and Resources Committee to recommend to the Council its capital strategy and treasury management policy.

Financial Planning – Recommendations

2.9 This report enables the Policy and Resources Committee to make its recommendations on the Council's revenue and capital budgets and treasury management policy for the period 2021-2024 (medium term) to the Council on 23 February 2021.

2.10 Under the Council's Constitution, only Council can approve or adopt the budget (Article 4). The Budget and Policy Framework Procedure Rules (Part 4 Rules of Procedure) set out the process for developing the budget.

3. Options/Reasons for Recommendation

3.1 The recommendation below is to note this report.

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 Included in the reports that follow where appropriate.

6. Financial Implications

6.1 Members are welcome to raise questions on the budget prior to any discussion at the meeting. Indeed, it would be helpful if questions could be notified in advance to ensure that comprehensive responses are available. Any queries should be addressed to Head of Finance Tina.Stankley@threerivers.gov.uk.

7. Legal Implications

7.1 The Council is required to set its budget before 11 March 2021 although it is intended that it should do this on 23 February 2021.

7.2 The Localism Act 2011 abolished capping in England and instead introduced a power for local electorates to approve or veto excessive council tax rises. Any authority setting a council tax increase which exceeds principles endorsed by the House of Commons (i.e. if it is "excessive") will be required to hold a council tax referendum. For 2021/22, district councils are permitted to apply increases of less than 2% or up to and including £5 (whichever is higher) above the authority's basic amount of council tax for 2020/21 without triggering a referendum.

7.3 The Council's Chief Finance Officer (Director of Finance) has a statutory duty to report to the Council if it is likely to incur expenditure that is unlawful or likely to exceed its resources. Section 25 of the Local Government Act 2003 places a duty on the Chief Finance Officer to report on the robustness of the estimates and the adequacy of the financial reserves.

8. Risk Management and Implications

8.1 There are no risks to the Council in agreeing the recommendation in this report.

9. Recommendation

9.1 That this report be noted.

Report prepared by: Temi Opeyemi- Finance Manager
Tina Stankley- Interim Head of Finance

Checked by Alison Scott: Director of Finance

Background Papers

None

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POLICY AND RESOURCES COMMITTEE – 25 JANUARY 2021

PART I - NOT DELEGATED

10. 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.

2 Details

2.1 Officers have prepared a three-year Medium Term Financial Plan (MTFP) base budget for 2021 – 2024 which includes a revised estimate for the current year. This is attached at **Appendix 1**.

2.2 2020/21

The original net revenue budget for 2020/21 was **£12.771million**. The latest approved budget is **£13.534 million** (approved by Council on 8 December 2020); 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 **£13.203 million**.

Net Revenue Budget 2020/21	£ million
Original Net Revenue Budget	12.771
Variances Previously Reported including Covid 19 impact	0.763
Latest Approved Budget	13.534
Service Variances Reported This Period	(0.331)
Forecast Outturn position	13.203

2.3 At the end of November, Services show an estimated favourable variance of **(£0.331 million)**. The budget will be changed to reflect this outturn forecast if approved at Council.

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.

2020/21 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	4,585	6,167	2,489	6,098	(69)
Infrastructure, Housing and Economic Development	1,437	1,999	298	1,867	(132)
Policy & Resources	4,826	3,420	(701)	3,290	(130)
Total Services	10,848	11,586	2,086	11,255	(331)
Corporate Costs (Interest, Parish precepts)	1,923	1,948	2,838	1,948	0
Net General Fund	12,771	13,534	4,924	13,203	(331)

2.4 The main items that contribute to the net favourable services variance of £0.331 million are;

	£'000
1. Salary Changes –predominantly due to vacancies	(121,900)
2. Reduction in homelessness due to less evictions	(62,400)
3. Communication- reduction in supplies and services budgets including printing and stationary	(19,000)
4. Office Services- reduced spend on postage and contract security services.	(39,400)
5. Revised income budget as the predicted loss of income due to the first lockdown has not materialised	(82,900)
6. Recycling Kerbside-	
Revised AFM projected received from Hertfordshire County Council.	(42,750)
Increased recycling costs due to higher prices and increased demand for service	75,500
7. Development Management- Projected increased income in pre- application advice income and a further £5k saving on scanning costs	(15,000)
8. Other	(23,558)
Total	(331,408)

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

2021/22 - 2023/24 - The Medium Term Financial Plan (MTFP)

- 2.5 Looking ahead over the next three years, the MTFP has been prepared against the continued backdrop of reduction in government funding, increasing pressure on services and continuing expectations from stakeholders for service provision while also factoring in the impact of Covid 19.
- 2.6 A salary saving is expected over the next three years. This is due to the Government’s announcement of a pay freeze across some areas of public sector which Local Government is expected to follow. Furthermore there has been restructures in teams across the Council leading to this saving in employee related costs. However given that at this stage we do not know the Local Government Employers reaction to the public sector pay freeze, a 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.
- 2.7 HCC have commenced the removal of £1.5million from the total distributable pot Alternative Financial Model (AFM) that rewards each Hertfordshire authority for its recycling rates and waste reduction initiatives. This discretionary payment is calculated determined on the size of the authority and their relative average cost to the Waste Disposal Authority (HCC) and the ‘in-year performance’ which calculates the actual savings or costs generated by each of the Hertfordshire authorities. The potential reduction in AFM for future years has been built into the base budget.
- 2.8 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

- 2.9 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	2020/21 Forecast Outturn £000	2021/22 Indicative Budget £000	2022/23 Indicative Budget £000	2023/24 Indicative Budget £000
Balance at 1 April	(5,048,286)	(4,482,894)	(3,850,524)	(3,188,764)
(Surplus)/deficit for year	565,392	632,370	661,760	219,724
Balance at 31 March	(4,482,894)	(3,850,524)	(3,188,764)	(2,969,040)

- 2.10 It is recommended that for contingencies a balance of at least £2 million should be retained in the General Fund. The Council has an additional earmarked reserve forecast to be £1.7 million at the end of March 2021 to set against future economic downturn/loss of business rates.
- 2.11 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 2021 is shown at **Appendix 8**.

3 Additional efficiency savings

- 3.1 Services have carried out a significant review to identify non-staffing related savings over the next two years. It is anticipated that a saving of (£0.270 million) will be made. This has been included in the period 8 variances.

4 Potential Growth

- 4.1 Services have submitted Project Initiation Documents (PIDS) to their relevant service Committees for approval. This has resulted in an increase in growth of **£94,300** over the MTFP. The scheme for prioritising discretionary growth is shown at **Appendix 4**. There are two new proposed growth items shown at **Appendix 5**.

5 Fees and Charges

- 5.1 Details of the proposed fees and charges were presented to service Committees in November and December and have been included as part of the variances reported in this report. The latest budgets for fees and charges are shown at **Appendix 6**.

6 Covid 19

- 6.1 Covid 19 has added further pressures to the Councils finances particularly in 2020/21. The impact has been reported in budget monitoring reports. Looking ahead, Service Managers have been encouraged to find savings on budgets which will have no impact on service provision.
- 6.2 The Government has announced a grant allocation of £0.389 million for Three Rivers as part of its emergency funding for Covid-19 for 2021/22. In addition to this, it has confirmed that the Income Guarantee Scheme will continue in to the first quarter of next year.

7 Funding the Revenue Budget

7.1 The overall Council Medium Term Financial Plan (MTFP) at Appendix 1 indicates a budget requirement (net expenditure) for 2021/22 of **£12,749,346**. This will be funded from a number of sources, which are detailed in the following paragraphs.

7.2 Business rates

7.2.1 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 2021/22. 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.

7.2.2 It should be noted that the Government has postponed implementation of changes to local government funding to 2022/23. This includes plans for Councils to increase the percentage of business rates they keep from 50% to 75%. The proposed changes will establish new baseline funding levels and business rates baselines for each local authority. Details have not been confirmed at this stage, however it is likely to be a reduction and prudent estimates have been included in future years.

7.3 Business Rates Pooling

7.3.1 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 2021/22 with membership of this pool expecting to contribute **£400,000** to the Council's business rate income. This is already included in the base budget.

7.4 New Homes Bonus

7.4.1 New Homes Bonus 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 2021/22, based on the provisional settlement, the Council expects to receive **£0.190 million** of which will be split equally between revenue and capital funding. This funding stream will be part of the fair funding review, therefore estimates for future years are hard to predict, and therefore a prudent estimate has been included in the MTFP.

7.5 Government Grant

7.5.1 The Government has introduced a new grant for District Councils for 2021/22 to ensure that no authority experienced a reduction in core spending power in the 2021/22 settlement. Three Rivers will receive £0.121M. In addition funding has been made available to reflect the loss in council tax base due to an increase in Council Tax Reduction Scheme (CTRS). Three rivers will receive £0.119M for this for 2021/22.

7.6 Council Tax for 2021/22

7.6.1 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.

7.6.2 A council tax increase of £5 has been assumed for 2021/22 and subsequent years. The Council expects to collect **£7.130 million** of council tax income in 2021/22. A one percentage increase in the council tax rate generates approximately a £70,000 increase in Council Tax revenue.

7.6.3 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.

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

7.7 Council Tax Base

7.7.1 The Council Tax base for 2021/22 was set at the Council meeting on the 08 December 2020 and totalled 38,774.3 assuming a collection rate of 99%. The base shows a decrease of 1.1% over 2020/21. This is largely due to an increase in Council tax discounts, both Council Tax Reduction Scheme and single person discounts, and a reduction in projected additions between now and March.

7.7.2 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.

7.8 Local Council Tax Reduction Scheme

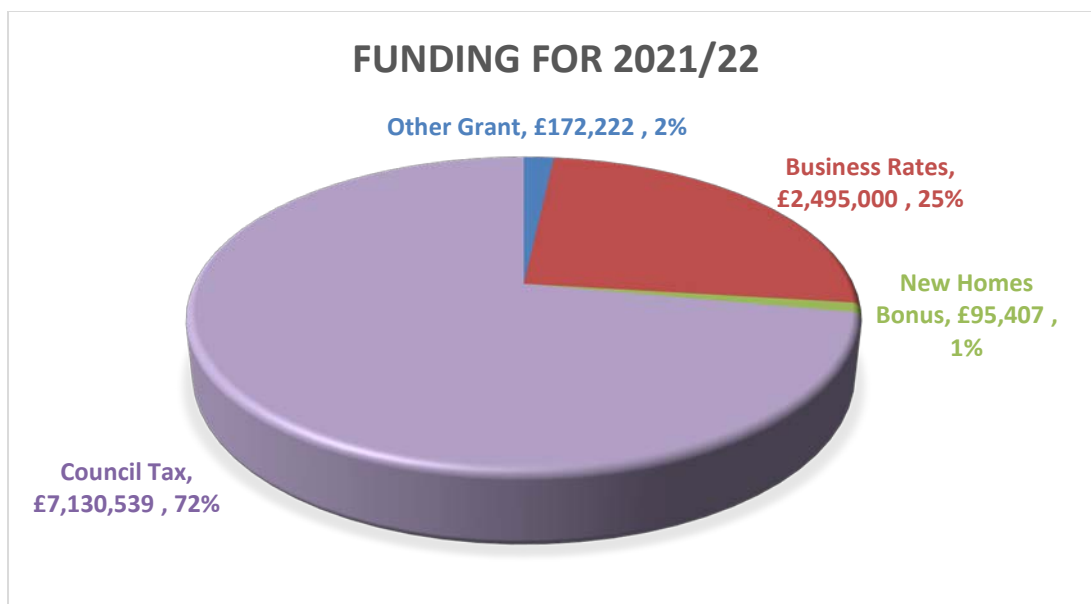
7.8.1 At the Council meeting on 08 December 2020, it was resolved to continue to apply the agreed Local Council Tax Reduction Scheme for 2021/22.

7.9 Collection Fund

7.9.1 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.

7.9.2 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.

7.10 The chart below show the value and proportion of each funding stream that supports the Council's revenue account for 2021/22.



8 Budget Consultation

8.1 The Council will consult on budget proposals for the period 2021/22, via an on-line document. Customers, stakeholders, businesses and partner agencies will be invited to read the proposals and respond with their opinions. The consultation will be completed in early February.

9 Draft Revenue Estimates and General Fund Balance

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

9.2 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.

9.3 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.

9.4 The Committee is recommended to agree £2.0 million as the minimum general fund balance over the medium term.

10 Options/Reasons for Recommendation

10.1 The recommendation below enables the Committee to make recommendations to the Council on 23 February 2021 concerning the Council's budget.

11 Policy/Budget Reference and Implications

11.1 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.

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

12.1 Dependent on budget decisions.

13 Financial Implications

13.1 Included above

14 Legal Implications

14.1 The Policy and Resources Committee must forward its recommendations on the budget to Council. The Council must set its 2021/22 budget by 11 March 2021.

15 Staffing Implications

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

16 Risk Management Implications

16.1 The Council has agreed its risk management strategy. Financial and budgetary risks are shown at **Appendix 7**.

16.2 In the officers' opinion none of the risks detailed in Appendix 7, 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.

17 Recommendation

17.1 That this report be noted.

Report prepared by: Temi Opeyemi- Finance Manager
Tina Stankley- Interim 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 (2020-2024)
- Appendix 2 Service Committees Medium term Financial Plan (2020/2024)
- Appendix 3 Service Committees Variances at end of November (2020-2024)
- Appendix 4 Scheme for Prioritising Growth
- Appendix 5 Potential Growth
- Appendix 6 Proposed Fees & Charges
- Appendix 7 Financial and Budgetary Key Risks
- Appendix 8 Reserves

MEDIUM TERM FINANCIAL PLAN 2020-2024

Medium Term Financial Plan - Consolidated Revenue Account (General Fund)						
Funding	2020/2021			2021/2022	2022/2023	2023/2024
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Draft	Draft	Draft
Council Tax Base (No.)	39,212.60	39,212.60	39,212.60	38,774.30	38,968.17	39,162.00
Council Tax Base Increase (%)	0.00	0.00	0.00	0.50	0.50	0.50
Band D Council Tax (£)	178.90	178.90	178.90	183.90	188.90	193.90
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	2.79	2.72	2.65
Council Tax (£)	(7,015,134)	(7,015,134)	(7,015,134)	(7,130,594)	(7,361,088)	(7,593,512)
Parish Precepts (£)	(2,063,812)	(2,063,812)	(2,063,812)	(2,105,090)	(2,147,210)	(2,147,210)
Total Taxation (£)	(9,078,946)	(9,078,946)	(9,078,946)	(9,235,684)	(9,508,298)	(9,740,722)
Business Rates (£)	(2,895,000)	(2,895,000)	(2,895,000)	(2,495,000)	(2,495,000)	(2,495,000)
Collection fund deficit	0	0	0	0	0	0
New Homes Bonus Grant	(310,257)	(310,257)	(310,257)	(95,407)	(95,000)	(95,000)
Government Funding	0	0	0	(240,886)	(120,000)	(120,000)
Dividend (£)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Total Grant Funding (£)	(3,255,257)	(3,255,258)	(3,255,258)	(2,881,293)	(2,760,000)	(2,760,000)
Total Taxation & Grant Funding (£)	(12,334,203)	(12,334,204)	(12,334,204)	(12,116,976)	(12,268,298)	(12,500,722)
Financial Statement - Summary	2020/2021			2021/2022	2022/2023	2023/24
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
Committee - Net Cost Of Services						
Infrastructure, Housing & Economic Development	1,437,150	1,999,446	1,999,446	1,523,399	1,567,749	1,567,749
Leisure, Environment & Community	4,585,173	6,167,387	6,167,387	4,448,208	4,433,503	4,433,503
Policy & Resources	4,826,093	3,419,106	3,419,106	4,869,424	5,056,984	5,056,984
Period 8 Variances			(331,408)	(222,374)	(471,928)	(681,540)
GROWTH- Pids				94,300	94,300	94,300
Sub-Total	10,848,416	11,585,939	11,254,531	10,712,957	10,680,608	10,470,996
Other						
Parish Precepts	2,063,812	2,063,812	2,063,812	2,105,090	2,147,210	2,147,210
Net Transfer from Reserves	(59,910)	(59,910)	(59,910)	(59,910)	(59,910)	(59,910)
Interest Payable & Borrowing costs	450,150	475,150	475,150	381,220	252,150	252,150
Interest Received	(530,634)	(530,632)	(530,634)	(390,011)	(90,000)	(90,000)
Sub-Total	1,923,418	1,948,420	1,948,418	2,036,389	2,249,450	2,249,450
Net Expenditure	12,771,834	13,534,359	13,202,949	12,749,346	12,930,058	12,720,446
Income from Council Tax, Government Grants & Business Rates	(12,334,203)	(12,334,204)	(12,334,204)	(12,116,976)	(12,268,298)	(12,500,722)
(Surplus)/Deficit	437,631	1,200,155	868,745	632,370	661,760	219,724

Movement on General Fund Balance	2020/2021			2021/2022	2022/2023	2023/24
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
Balance Brought Forward at 1 April	(4,418,871)	(5,048,286)	(5,048,286)	(4,482,894)	(3,850,524)	(3,188,764)
Revenue Budget (Surplus)/Deficit for Year	437,631	721,450	565,392	632,370	661,760	219,724
Closing Balance at 31 March	(3,981,240)	(4,326,836)	(4,482,894)	(3,850,524)	(3,188,764)	(2,969,040)
Movement on Economic Impact ONLY	2020/2021			2021/2022	2022/2023	2023/24
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
Balance Brought Forward at 1 April	(2,100,000)	(2,103,000)	(2,103,000)	(1,799,646)	(1,799,646)	(1,799,646)
Covid 19 Impact for Year	0	478,704	303,354	0	0	0
Closing Balance at 31 March	(2,100,000)	(1,624,296)	(1,799,646)	(1,799,646)	(1,799,646)	(1,799,646)
Total Reserves Impact	2020/2021			2021/2022	2022/2023	2023/24
	Original	Latest Budget inc C/Fs & C19 impact	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£
Balance Brought Forward at 1 April	(6,518,871)	(7,151,286)	(7,151,286)	(6,282,540)	(5,650,170)	(4,988,410)
Impact for Year	437,631	1,200,154	868,746	632,370	661,760	219,724
Closing Balance at 31 March	(6,081,240)	(5,951,132)	(6,282,540)	(5,650,170)	(4,988,410)	(4,768,686)
Total Reserves	(6,081,240)	(5,951,132)	(6,282,540)	(5,650,170)	(4,988,410)	(4,768,686)

SERVICE COMMITTEES - MEDIUM TERM FINANCIAL PLAN 2020 - 2024

Leisure, Environment & Community									
Community Safety & Partnership	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P8	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Citizens Advice Bureaux	303,340	295,950	203,963	295,950	0	303,340	303,340	303,340	Accommodation costs actioned at year end
Community Development	4,500	4,500	0	4,500	0	4,500	4,500	4,500	Grants to be paid out
Community Safety	235,830	265,080	290,480	313,470	48,390	245,100	246,650	246,650	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. There are additional costs for staff overtime due to the robust response to Covid 19 pandemic.
Corporate Climate Change	80,000	96,660	4,808	96,660	0	93,490	94,090	94,090	The new strategy is due to be approved at the March Leisure Committee, however, projects to support this and tackle climate change are on going so the budget would be utilised.
Community Partnerships	195,530	288,720	177,960	316,520	27,800	197,340	197,340	198,610	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. The variance is due to staff secondments as a result of increased workload due to Covid19 and staff departure.
Env Health - Commercial Team	207,990	207,990	89,881	207,990	0	209,790	209,790	209,790	This service is now provided by Watford Borough Council
Licensing	(110,540)	(95,310)	(95,098)	(95,310)	0	(107,050)	(105,680)	(105,470)	
Community & Leisure Grant	40,000	40,000	11,299	40,000	0	40,000	40,000	40,000	Grants to be paid out
Total	956,650	1,103,590	676,889	1,179,780	76,190	986,510	990,030	991,510	

Leisure	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Abbots Langley Project	42,650	455	0	455	0	0	0	0	Budget is fully funded by the National Lottery Heritage Fund and S106 monies
Community Arts	11,910	4,481	0	4,261	(220)	9,910	9,910	9,910	Variance is due to projected reduced cost on temporary staffing
Watersmeet	34,015	202,446	7,233	202,446	0	56,170	55,675	46,725	Following the receipt of the Arts Council grant, the £175k grant has been used to realign the budgets to reduce the impact of the losses as result of the pandemic.
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	43,400	14,634	4,494	14,634	0	41,900	41,900	41,900	This budget will be fully spent
Oxhey Hall	(3,000)	(3,000)	(2,250)	(3,000)	0	(3,000)	(3,000)	(3,000)	Income is received quarterly.
Trees And Landscapes	432,110	430,141	183,039	327,361	(102,780)	374,600	376,410	378,170	Following a team reorganisation, the variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Museum	(700)	(700)	(700)	(700)	0	(700)	(700)	(700)	
Playing Fields & Open Spaces	47,475	61,825	(12,008)	61,788	(37)	46,365	46,305	46,415	Revised budgets for the NNDR for Council owned properties. Spend on repairs and maintenance and water rates is lower than expected.
Play Rangers	54,110	52,585	39,746	57,375	4,790	54,780	54,780	54,080	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Aquadrome	16,670	37,870	25,034	30,570	(7,300)	16,480	16,390	16,550	Revised budgets for the NNDR for Council owned properties
Leisure Venues	(315,500)	529,714	202,943	529,714	0	(605,910)	(777,480)	(777,480)	The Council will not receive any income from SLM in 2020/21 due to the impact of the Covid 19 pandemic.
Leisure Development	287,470	277,470	181,662	259,560	(17,910)	255,290	255,980	256,410	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Play Development - Play schemes	65,450	9,145	14,780	27,485	18,340	60,300	60,300	60,300	Variance includes increased costs for temporary staffing to enable following the easing of lockdown.
Sports Devel-Sports Projects	29,200	12,860	1,418	12,910	50	26,700	26,700	26,700	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Croxley Green Skateboard Park	16,830	3,000	195	3,000	0	17,580	17,580	17,580	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Leisure & Community Services	155,190	134,490	85,952	109,920	(24,570)	133,070	132,840	147,150	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. This is mainly due to staff secondment and transfer of responsibility to other areas.
Grounds Maintenance	707,170	707,640	454,109	727,690	20,050	706,590	709,080	710,820	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Total	1,589,450	2,440,056	1,163,177	2,330,469	(109,587)	1,155,125	987,670	996,530	

<i>Environmental Services</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Refuse Domestic	(17,520)	(13,480)	(15,139)	(13,480)	0	(18,560)	(18,560)	(18,560)	Further spend to be incurred
Refuse Trade	(191,387)	(4,034)	(476,707)	(86,324)	(82,290)	(203,240)	(197,470)	(197,470)	Current year budget surpassed due to more income than predicted during/after the first lockdown. The impact of second lockdown being closely monitored and any further changes will be reported via budget monitoring process. Future year budgets includes an Increase in Fees and Charges following a 3% inflation uplift. Income invoices have been raised till the end of March, also awaiting further invoices for Q2 and Q3 waste disposal charges from Hertfordshire County Council.
Recycling General	(12,250)	3,660	673	3,660	0	(12,250)	(12,250)	(12,250)	
Garden Waste	(210,310)	(227,260)	(536,547)	(227,260)	0	(312,780)	(306,870)	(294,910)	Future years variance includes revised employee estimates which takes into account vacancies and changes in pay elements. A £5 increase in charges has been proposed and this has been included in future years estimates. Awaiting further spend on employee and other running costs such as diesel.
Clinical Waste	(43,550)	(2,000)	(65,953)	(14,960)	(12,960)	(47,110)	(47,110)	(47,110)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. £2.5k previously allocated budget for Covid no longer required. Increase in Fees and Charges following 3% inflation uplift
Recycling Kerbside	(365,990)	(77,540)	63,674	(44,790)	32,750	(90,790)	(90,790)	(90,790)	There is an increase in tonnage of recycling as more people continue to spend more time at home as a result of the Pandemic. This is further exacerbated by a decline in markets provision and higher prices. Any further changes to this budget will be reported via budget monitoring. This is offset by Latest AFM estimated projection from HCC, impact of Covid reduced from first projection- this has improved the position by £43k. The budget for the next year two years has been reduced by £280k each to reflect the impact of the reduction from County. Q3 recycling credit payment from County is yet to be received.
Abandoned Vehicles	750	250	90	250	0	250	250	250	
Pest Control	75,000	75,000	37,500	75,000	0	75,000	75,000	75,000	Invoice for the first half of the year has been paid to Watford Borough Council
Environmental Maintenance	26,450	25,970	8,260	25,970	0	25,970	25,980	25,980	
Animal Control	51,160	49,720	34,525	54,620	4,900	57,250	57,250	57,250	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Cemeteries	(177,830)	(182,170)	(149,745)	(182,170)	0	(182,460)	(182,430)	(182,530)	Revised budgets for the NNDR for Council owned properties. Increase in Fees and Charges following 3% inflation uplift
Environmental Protection	382,580	378,720	249,328	370,800	(7,920)	380,830	380,860	383,490	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Depot-Batchworth	31,780	31,780	28,355	27,659	(4,121)	28,160	28,260	28,700	Reduction in Electricity costs and Water Rates. Revised budgets for the NNDR for Council owned properties
Waste Management	1,968,950	2,043,285	1,350,764	2,055,525	12,240	2,001,010	1,991,430	1,981,730	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Environmental Maint Contractor	521,240	521,840	336,666	543,400	21,560	536,410	535,230	537,240	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Road fund licence budget not required this year
Total	2,039,073	2,623,741	857,797	2,587,900	(35,841)	2,237,690	2,238,780	2,246,020	
Total Leisure Environment & Community	4,585,173	6,167,387	2,697,863	6,098,149	(69,238)	4,379,325	4,216,480	4,234,060	

Infrastructure Housing & Economic Development									
Housing	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Housing Services Needs	464,970	504,620	380,125	496,120	(8,500)	483,720	490,150	493,350	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in travelling due to Covid 19. £8k expenditure on software system saving as system costs was less than expected.
Rent Deposit Guarantee Scheme	5,110	5,110	0	3,110	(2,000)	5,110	5,110	5,110	Savings on Rent Deposit Scheme budget as evictions reduced due to Covid 19
Homelessness General Fund	(37,530)	(12,830)	(662,774)	(74,900)	(62,070)	(80,770)	(80,770)	(80,770)	Due to the Government's eviction ban, the service has received less approaches from people in the private rented sector as people could not be evicted. Printing/Stationery and Subscription budgets no longer required. *Actuals include flexible homeless support grant and prevent homelessness grant.
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
Env Health - Residential Team	120,620	117,120	90,930	114,530	(2,590)	116,440	117,130	117,150	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in staff travel costs due to Covid 19. Equipment/Furniture/Materials budgets no longer required.
Total	569,170	609,020	(274,195)	533,860	(75,160)	519,500	526,620	529,840	

<i>Infrastructure & Planning Policy</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Land & Property Info Section	1,020	27,400	7,837	24,900	(2,500)	6,570	7,630	7,750	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduced number of searches sent to HCC for information. Increase in Fees and Charges following 3% inflation.
Street Naming & Numbering	7,130	7,130	2,572	7,130	0	7,130	7,130	7,130	
Environmental Initiatives	47,470	47,470	3,632	47,470	0	47,470	47,470	47,470	Budget is expected to be fully spent
Development Management	71,700	207,913	94,473	174,933	(32,980)	74,490	83,560	89,050	Reduced spend on scanning costs 2020/21 of £5k. Increase income of £10k on pre-application number being received and expected to be maintained, no change to future years at current time as we await the Local plan process. An Increase of 3% for pre application in Fees and Charges of following 3% inflation uplift. Future years variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Director Community & Env Servs	130,870	129,870	88,237	123,280	(6,590)	130,650	130,550	130,590	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Development Plans	309,530	369,399	126,246	359,309	(10,090)	346,090	308,310	309,760	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Budget no longer required for Licences/Subsistence/Hospitality. Full budgets no longer required for Miscellaneous IT costs and Advertising.
Hertfordshire Building Control	(1,080)	(16,350)	(44,058)	(22,120)	(5,770)	(10,147)	(9,487)	(9,487)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. £5k savings on fees and contractual services and lower audit fees in 2020/21. Reduction in income of £3.7k due to reduced standard service costs to LA1. This meant a reduced workload as a result of Covid 19.
Total	566,640	772,832	278,386	714,902	(57,930)	602,253	575,163	582,263	

<i>Economic Development</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P8	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Energy Efficiency	19,500	15,000	0	15,000	0	19,500	19,500	19,500	New Scheme Started with Yes Energy, awaiting applications
Sustainability Projects	24,080	3,300	0	3,300	0	6,000	6,000	6,000	Demand led, no applications received to date
Car Parking	35,040	298,427	48,486	299,117	690	50,250	50,250	50,250	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Car Parking-Maintenance	91,950	124,950	126,256	124,950	0	114,460	115,070	96,690	Revised budgets for the NNDR for Council owned properties
Dial A Ride	40,000	35,000	977	35,000	0	40,000	40,000	40,000	Awaiting invoices. Full budget committed
Cycling Strategy	0	43,358	41,743	43,358	0	0	0	0	
Better Buses Fund	86,570	93,359	93,359	93,359	0	93,359	93,359	93,359	
Public Conveniences	4,200	4,200	1,800	4,200	0	4,200	4,200	4,200	Awaiting invoices. Full budget committed
Total	301,340	617,594	312,622	618,284	690	327,769	328,379	309,999	
Total Infrastructure Housing & Economic Development	1,437,150	1,999,446	316,813	1,867,046	(132,400)	1,449,522	1,430,162	1,422,102	

Policy & Resources									
Resources & Shared Services	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Director Of Finance	72,000	72,000	93,359	50,970	(21,030)	70,610	70,610	71,790	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in budgets no longer required for Equipment/Publications/Hospitality and Advertising.
Communication	129,060	129,060	103,531	125,030	(4,030)	124,110	125,170	125,290	£18k Budget savings on Materials and Printing & Stationery. This is offset by additional spend on temporary staffing.
Legal Practice	370,740	364,190	237,753	368,150	3,960	372,740	376,350	378,770	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Full budgets for Printing & Stationery and Equipment no longer required
Committee Administration	165,290	169,630	119,951	175,400	5,770	175,990	180,940	181,280	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Office Services	90	280,210	183,269	240,720	(39,490)	240,810	240,810	240,810	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Use of the Courier service has reduced. There are further savings of £6k on Print, stationery & Copying as a result of staff working remotely. £10k savings on security due to reduced need as a result of the lockdown. £22k saving on Garden Waste renewal letters as they will now be sent electronically.
Elections & Electoral Regn	130,250	129,400	91,023	130,100	700	129,420	129,420	130,650	Additional subscription costs to Schofield Election Law Publications.
Finance Services	460,990	459,550	186,807	426,990	(32,560)	456,420	457,280	458,350	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Parliamentary Elections	0	0	54,584	0	0	0	0	0	2019 General Election claim currently with Cabinet Office.
European Elections	0	0	15,105	0	0	0	0	0	2019 European Election claim currently with Cabinet Office.
Police Commissioner Election	0	0	2,232	0	0	0	0	0	Costs to be covered by PCC awaiting claim to be authorised.
Revs & Bens Management	37,620	37,620	23,832	39,310	1,690	38,570	36,250	36,250	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Fraud	104,480	100,150	10,117	80,460	(19,690)	82,840	82,840	82,840	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Chief Executive	177,640	175,290	113,743	171,100	(4,190)	176,060	176,060	176,060	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Budgets for Hospitality, Publications and Equipment have been offered up as a saving.

<i>Resources & Shared Services</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Democratic Representation	309,790	302,403	202,986	296,363	(6,040)	303,758	303,758	303,758	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in staff travel costs due to Covid 19. Various budget savings and budget no longer required due to remote working
Benefits & Allowances	726,410	771,480	416,025	708,490	(62,990)	725,010	729,820	728,810	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Professional fees budget no longer required. Full budget no longer required for advertising
Benefits Client	(549,890)	(549,890)	1,284,465	(549,890)	0	(549,890)	(549,890)	(549,890)	
Council Tax Collection	355,040	347,810	183,431	346,810	(1,000)	360,940	362,120	365,390	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduced travelling expenses.
NNDR	35,130	32,540	157,086	32,540	0	36,500	36,500	36,500	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	(186,140)	(186,140)	
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	19,008	36,800	0	36,800	36,800	36,800	Remaining budget will be spent
District Elections	76,320	6,320	3,344	4,350	(1,970)	76,320	76,320	76,320	Budget not required as elections cancelled in 2020/21
Customer Service Centre	920,770	916,580	488,432	794,300	(122,280)	947,790	955,360	958,520	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Budgets for staff travel/Printing/Stationery/Equipment no longer required. Full budget for uniforms not required.
Major Incident Planning	95,310	92,660	46,502	85,360	(7,300)	98,230	99,290	99,410	Current year budget reduced by £7k due to Covid 19, future years cost of Emergency Planning bill from HCC will increase. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Miscellaneous Income & Expend	268,033	(1,383,650)	(5,688,348)	(1,383,650)	0	168,015	168,003	168,003	Actuals include Covid 19 grant income
Non Distributed Costs	242,000	242,000	1,176	242,000	0	249,000	255,000	255,000	
Customer Contact Programme	50,000	50,000	0	50,000	0	50,000	0	0	Review of system requirements delayed due to Covid 19. Full impact not yet known
Miscellaneous Properties	(103,870)	(78,380)	(111,603)	(53,900)	24,480	(103,920)	(103,860)	(104,420)	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. £20k Budget transfer from Garages & Shops Maintenance. Revised budgets for the NNDR for Council owned properties. Reduced income of £4k due to lack of hall hire as a result of lockdown restrictions

<i>Resources & Shared Services</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Performance Mgt & Scrutiny	53,320	50,570	36,512	52,970	2,400	47,770	47,770	47,770	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Debt Recovery	202,100	199,370	36,318	182,570	(16,800)	200,230	201,610	202,980	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. There is also a saving of £2.3k on printing & stationery budgets
Three Rivers House	347,640	333,540	243,412	328,540	(5,000)	366,190	366,000	359,260	Reduction in Gas and Electricity costs as the building remained empty due to the Pandemic. Future years budgets includes adjustments for the NNDR for Council owned properties
Basing House	(10,290)	(12,290)	(13,278)	(13,290)	(1,000)	(10,230)	(10,340)	(10,140)	Reduced Electricity costs as the building have remained unoccupied. Future years budgets includes adjustments for the NNDR for Council owned properties
Officers' Standby	6,140	6,140	6,140	6,140	0	6,140	6,140	6,140	
Finance Client	92,750	92,750	58,028	29,110	(63,640)	98,350	126,410	126,530	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.
Business App Maintenance	221,200	221,200	217,788	221,200	0	226,200	226,200	226,200	Budget increased by £5k to reflect new contract costs from 2021/22 Onwards
ICT Client	639,920	814,250	419,908	815,950	1,700	751,638	755,542	757,131	Increased in future years budget is related to increases in the procurement of the IT services contract. This is a 4 year contract, likely to be extended for a further year beyond that. This is split with Watford Borough Council. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements
Internal Audit Client	71,460	63,460	43,524	63,460	0	71,460	71,460	71,460	
Fraud Client	(2,910)	2,090	1,121	2,690	600	2,690	2,690	2,690	Writing off court costs income budget which are no longer received
Insurances	353,220	343,220	316,584	343,220	0	353,220	353,220	353,220	
Debt Recovery Client Acc	(6,140)	(6,140)	(650)	(6,140)	0	(6,140)	(6,140)	(6,140)	
HR Client	339,250	411,900	279,572	419,300	7,400	334,628	333,736	334,113	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Shared service HR Costs Budget variations
Corporate Management	154,280	150,680	37,144	150,680	0	150,680	150,680	150,680	
Democratic Representation	309,790	302,403	202,986	296,363	(6,040)	303,758	303,758	303,758	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduction in staff travel costs due to Covid 19. Various budget savings and budget no longer required due to remote working
Benefits & Allowances	726,410	771,480	416,025	708,490	(62,990)	725,010	729,820	728,810	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Professional fees budget no longer required. Full budget no longer required for advertising
Benefits Client	(549,890)	(549,890)	1,284,465	(549,890)	0	(549,890)	(549,890)	(549,890)	
Council Tax Collection	355,040	347,810	183,431	346,810	(1,000)	360,940	362,120	365,390	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Reduced travelling expenses.
NNDR	35,130	32,540	28,198	32,540	0	36,500	36,500	36,500	
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	(186,140)	(186,140)	

<i>Resources & Shared Services</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	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	19,008	36,800	0	36,800	36,800	36,800	Remaining budget will be spent
District Elections	76,320	6,320	3,344	4,350	(1,970)	76,320	76,320	76,320	Budget not required as elections cancelled in 2020/21
Customer Service Centre	920,770	916,580	488,432	794,300	(122,280)	947,790	955,360	958,520	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Staffing variances are substantial due secondments. Further savings reported on travel, Printing & Stationery as well as Equipment.
Major Incident Planning	95,310	92,660	46,502	85,360	(7,300)	98,230	99,290	99,410	Current year budget reduced by £7k due to Covid 19, future years cost of Emergency Planning bill from HCC will increase.
Miscellaneous Income & Expend	268,033	(1,383,650)	(5,688,348)	(1,383,650)	0	168,015	168,003	168,003	Actuals include Covid 19 grant income
Non Distributed Costs	242,000	242,000	1,176	242,000	0	249,000	255,000	255,000	Actioned at year end
Customer Contact Programme	50,000	50,000	0	50,000	0	50,000	0	0	Review of system requirements delayed due to Covid 19. Full impact not yet known
Miscellaneous Properties	(103,870)	(78,380)	(111,603)	(53,900)	24,480	(103,920)	(103,860)	(104,420)	£20k Budget transfer from Garages & Shops for Maintenance. Reduced income of £4k due to lack of hall hire as a result of lockdown restrictions
Asset Management - Property Services	775,740	564,900	580,636	530,440	(34,460)	370,810	383,530	389,630	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements following the deletion of 2 posts. £5.3k further costs on electricity for empty units in South Oxhey due to the delay in hand over to Countryside. £1k reduction in publications budget as it is now online.
Garages & Shops Maintenance	(1,059,200)	(1,032,917)	(750,187)	(1,027,917)	5,000	(1,142,850)	(1,142,960)	(1,144,030)	£20k Budget Transfer to Property services to cover maintenance costs. Variances also includes removal of £25k income target for 2020/21 for South Oxhey shops. Future years budgets includes adjustments for the NNDR for Council owned properties
Investment Properties	(1,000,000)	(945,000)	(442,003)	(945,000)	0	(1,000,000)	(1,000,000)	(1,000,000)	
Oxhey Drive	9,820	9,820	8,234	9,820	0	9,990	10,050	10,250	Future years budgets includes adjustments for the NNDR for Council owned properties
Vacancy Provision	(180,000)	(260,000)	0	0	260,000	(180,000)	(180,000)	(180,000)	Employee variances for current year has been offset against this budget
Salary Contingency	0	0	0	0	0	273,860	275,000	275,000	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	4,826,093	3,419,106	(1,539,078)	3,289,336	(129,770)	4,898,549	4,923,339	4,936,825	
					0				
Total All Committees	10,848,416	11,585,939	1,475,598	11,254,531	(331,408)	10,727,396	10,569,981	10,592,987	

Corporate Costs	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Interest Earned	(530,632)	(480,632)	(12,071)	(480,632)	0	(390,011)	(90,000)	(90,000)	
Interest Paid	450,150	425,150	208,210	425,150	0	381,220	252,150	252,150	
Transfer to Reserves	(59,910)	(59,910)	578,237	(59,910)	0	(59,910)	(59,910)	(59,910)	
Parish Precepts	2,063,812	2,063,812	2,063,812	2,063,812	0	2,105,090	2,147,210	2,147,210	Paid half yearly in April & September
Total Corporate Costs	1,923,420	1,948,420	2,838,188	1,948,420	0	2,036,389	2,249,450	2,249,450	
Grand Total	12,771,836	13,534,359	4,313,786	13,202,951	(331,408)	12,763,785	12,819,431	12,842,437	
				Pid Bids	2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	
				GIS Officer	0	54,300	54,300	54,300	
				CVS Infrastructure Support	0	40,000	40,000	40,000	
				Total	0	94,300	94,300	94,300	
				Funding Changes	2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officers Comments
				New Homes Bonus	0	15,433	15,840	15,840	Decrease in allocation
				Council Tax	0	116,714	120,487	(112,131)	Change due to lower council tax base than expected, with an increase in the charge by £5 for 2021/22
				Lower Tier Grant	0	(240,886)	(120,000)	(120,000)	Additional Government Grant
				Total Funding Changes	0	(108,739)	16,327	(216,291)	
				Total		12,749,346	12,930,058	12,720,446	

SERVICE COMMITTEES – VARIANCES

Explanation of Revenue Variances Reported Period 8 (November)						
Leisure, Environment & Community						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Community Safety	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	48,390	2,890	680	680
Corporate Climate Change			0	(1,090)	(490)	(490)
Community Partnerships			27,800	(6,350)	(12,070)	(10,800)
Licensing			0	550	(1,100)	(890)
Total Community Safety & Partnership			76,190	(4,000)	(12,980)	(11,500)

Infrastructure Housing & Economic Development						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Housing Services Needs	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(14,260)	(28,890)	(25,690)
	Transport	Reduction in travelling due to Covid 19	(300)	(100)	(100)	(100)
	Supplies and Services	Full budget not required Including £8k expenditure on software system was less than anticipated	(8,200)	(10,600)	(10,600)	(10,600)
Rent Deposit Guarantee Scheme	Premises	Savings on Rent Deposit Scheme budget as evictions reduced due to Covid 19	(2,000)	0	0	0
Homelessness General Fund	Premises	Due to the Government's eviction ban, the service has received less requests from those seeking temporary accommodation	(61,690)	0	0	0
	Supplies and Services	Printing & Stationery and Subscriptions Budgets no longer required	(380)	(380)	(380)	(380)
Total Housing			(72,570)	(25,340)	(39,970)	(36,770)

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Community Arts	Employees	Variance is due to projected reduced cost on temporary staffing	(220)	(2,000)	(2,000)	(2,000)
Watersmeet	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(22,000)	28,980	29,660	30,930
	Premises		11,458	31,790	34,340	24,120
	Transport		0	1,750	1,750	1,750
	Supplies and Services		(180,952)	153,500	178,000	178,000
	Income		191,494	(216,630)	(252,430)	(252,430)
Active Community Devel Fund	Supplies and Services	Budget saving on advertising costs	0	(1,500)	(1,500)	(1,500)
Trees And Landscapes	Employees	Following a team reorganisation, the variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(102,780)	(68,140)	(79,400)	(77,640)
	Income	Increase in Fees and charges following 3% inflation uplift	0	(190)	(190)	(190)
Playing Fields & Open Spaces	Premises	Revised budgets for the NNDR for Council owned properties	(37)	(40)	(100)	10
Play Rangers	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	4,790	(2,050)	(2,920)	(3,620)
Aquadrome	Employees	Variance is due to a reduction in spend on agency staff	(7,250)	0	0	0
	Premises	Revised budgets for the NNDR for Council owned properties	(50)	(50)	(140)	20
Leisure Development	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(17,910)	(39,930)	(47,240)	(46,810)
Play Development - Play schemes	Employees	Variance includes increased costs for temporary staffing to enable following the easing of lockdown.	18,340	2,850	2,850	2,850
	Premises	Full budget not required.	0	(2,000)	(2,000)	(2,000)
	Supplies and Services	Full budget not required.	0	(6,000)	(6,000)	(6,000)
Sports Devel-Sports Projects	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	50	(2,500)	(2,500)	(2,500)
Croxley Green Skateboard Park	Employees		0	750	750	750
Leisure & Community Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. This is mainly due to staff secondment and transfer of responsibility to other areas.	(24,570)	(26,380)	(30,990)	(16,680)
Grounds Maintenance	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	20,050	(19,780)	(36,280)	(34,540)
Total Leisure			(109,587)	(167,570)	(216,340)	(207,480)

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Refuse Domestic	Income	Increase in Fees and charges following 3% inflation uplift	0	(1,040)	(1,040)	(1,040)
Refuse Trade	Income	Increase in Fees and charges following 3% inflation uplift	0	(22,473)	(22,473)	(22,473)
		Current year budget has been due to more income than predicted during/after the first lockdown. The impact of further lockdowns is being closely monitored and any further changes will be reported via budget monitoring process .	(82,290)	0	0	0
Garden Waste	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(3,440)	(12,580)	(620)
	Income	Proposed Increase in Fees and Charges	0	(119,500)	(119,500)	(119,500)
Clinical Waste	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(10,460)	(1,110)	(2,060)	(2,060)
	Supplies and Services	Previously allocated Covid budget not required	(2,500)	0	0	0
	Income	Increase in Fees and charges following 3% inflation uplift	0	(3,370)	(3,370)	(3,370)
Recycling Kerbside	Supplies and Services	There is an increase in tonnage of recycling as more people continue to spend more time at home as a result of the Pandemic. This is further exacerbated by a decline in markets provision and higher prices. Any further changes to this budget will be reported via budget monitoring.	75,500	0	0	0
	Income	Latest AFM estimated projection from HCC, impact of Covid reduced from first projection- this has improved the position by £43k. The budget for the next year two years has been reduced by £280k each to reflect the impact of the reduction from County.	(42,750)	279,600	279,600	279,600
Animal Control	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	4,900	4,900	3,680	3,680
Cemeteries	Premises	Revised budgets for the NNDR for Council owned properties	0	260	130	30
	Income	Increase in Fees and charges following 3% inflation uplift	0	(5,710)	(5,710)	(5,710)
Environmental Protection	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(3,720)	(10,210)	(23,150)	(20,520)
	Transport	Budget savings on transport costs	(4,200)	(4,200)	(4,200)	(4,200)
Depot-Batchworth	Premises	Reduction in Electricity costs and Water Rates	(4,000)	(4,000)	(4,000)	(4,000)
		Revised budgets for the NNDR for Council owned properties	(121)	(30)	(350)	90
Waste Management	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	12,240	(7,900)	(59,070)	(68,770)
Street Cleansing	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	22,820	910	(13,610)	(11,600)
	Transport	Road fund licence budget not required for this year	(1,260)	0	0	0
Total Environmental Services			(35,841)	102,687	12,297	19,537
Total Leisure Community & Environment Services			(69,238)	(68,883)	(217,023)	(199,443)

Infrastructure Housing & Economic Development						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Housing Services Needs	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(14,260)	(28,890)	(25,690)
	Transport	Reduction in travelling due to Covid 19	(300)	(100)	(100)	(100)
	Supplies and Services	Full budget not required Including £8k expenditure on software system was less than anticipated	(8,200)	(10,600)	(10,600)	(10,600)
Rent Deposit Guarantee Scheme	Premises	Savings on Rent Deposit Scheme budget as evictions reduced due to Covid 19	(2,000)	0	0	0
Homelessness General Fund	Premises	Due to the Government's eviction ban, the service has received less requests from those seeking temporary accommodation	(61,690)	0	0	0
	Supplies and Services	Printing & Stationery and Subscriptions Budgets no longer required	(380)	(380)	(380)	(380)
Total Housing			(72,570)	(25,340)	(39,970)	(36,770)
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Env Health - Residential Team	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(490)	(5,230)	(9,570)	(9,550)
	Transport	Reduction in staff travel costs due to Covid 19	(700)	0	0	0
	Supplies and Services	Equipment/Furniture/Materials Budgets no longer required. Full Budgets for consultants not required.	(1,400)	(1,400)	(1,400)	(1,400)
Land & Property Info Section	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(1,500)	(4,270)	(8,090)	(7,970)
	Supplies and Services	Reduced number of searches sent to Hertfordshire County Council for information	(1,000)	0	0	0
	Income	Increase in Fees and charges following 3% inflation uplift	0	(3,830)	(3,830)	(3,830)
Development Management	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(17,980)	(22,310)	(45,680)	(40,190)
	Supplies and Services	Reduced spend on scanning costs in 2020/21 only	(5,000)	0	0	0
	Income	Increased pre application numbers being received and expected to be maintained, no change to future years at current time as we await the Local plan process. Increase in Fees and charges following 3% inflation uplift	(10,000)	0	0	0
Director Community & Env Servs	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(6,590)	(3,980)	(7,480)	(7,440)
Development Plans	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(6,530)	(9,810)	(17,820)	(16,370)
	Supplies and Services	Savings on licences, subsistence & hospitality. Full budgets no longer required for Miscellaneous IT costs and Advertising.	(3,560)	(2,560)	(2,560)	(2,560)
Hertfordshire Building Control	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(3,140)	(5,907)	(7,837)	(7,837)
	Transport	Full Budget allocation not required	(600)	(600)	(600)	(600)
	Supplies and Services	Savings on fees and contractual services plus lower audit fees is expected in 2020/21	(5,800)	(5,000)	(5,000)	(5,000)
	Income	Reduction in income due to reduced standard service costs to LA1 . This meant a reduced workload as a result of Covid 19.	3,770	0	0	0
Total Infrastructure and planning policy			(60,520)	(67,267)	(112,237)	(105,117)
Car Parking	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	690	(1,670)	(4,230)	(4,230)
Car Parking-Maintenance	Premises	Revised budgets for the NNDR for Council owned properties	0	20,400	18,850	470
Total Economic Development			690	18,730	14,620	(3,760)
Total Infrastructure, Housing & Economic Development			(132,400)	(73,877)	(137,587)	(145,647)

Policy & Resources						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Director Of Finance	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(20,070)	(4,310)	(8,310)	(7,130)
	Supplies and Services	Budgets saving on equipment, publications & hospitality as well as advertising	(960)	(960)	(960)	(960)
Communication	Employees	Increased spend on temporary staffing.	14,920	(3,820)	(7,250)	(7,130)
	Premises	Full Budget for fix & fit notice boards no longer required	(3,500)	(1,750)	(1,750)	(1,750)
	Supplies and Services	Full budgets for Materials and Advertising no longer required due to historical underspends. £11.3K Budget for Digital Three Rivers Times not required this year as not expected to go ahead in 2020/21.	(15,450)	(2,650)	(2,650)	(2,650)
Legal Practice	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	4,240	(15,180)	(26,670)	(24,250)
	Supplies and Services	Full budgets for Printing & Stationery and Equipment no longer required	(280)	(830)	(830)	(830)
Committee Administration	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	6,020	1,640	270	610
	Supplies and Services	Full Printing and Stationery budget no longer required	(250)	(790)	(790)	(790)
Office Services	Employees	Reduction in staff travel costs due to Covid 19	(90)	0	0	0
	Transport	Budget saving due to reduced use of the courier service.	(1,400)	(1,400)	(1,400)	(1,400)
	Supplies and Services	There are further savings of £6k on Print, stationery & Copying as a result of staff working remotely. £10k savings on security due to reduced need as a result of the lockdown. £22k saving on Garden Waste renewal letters as they will now be sent electronically.	(38,000)	(38,000)	(38,000)	(38,000)
Elections & Electoral Regn	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	(4,670)	(8,770)	(7,590)
	Supplies and Services	Additional Subscriptions costs to Schofield Election Law Publications	700	700	700	750
Finance Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(32,560)	(17,200)	(30,660)	(29,590)
	Supplies and Services	Reduction in Printing and stationary costs	0	(1,500)	(1,500)	(1,500)
Revs & Bens Management	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	1,690	(190)	(3,690)	(3,690)
Fraud	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements.	(19,490)	(24,080)	(26,790)	(26,790)
	Supplies and Services	Advertising Budget no longer required	(200)	(200)	(200)	(200)
Chief Executive	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(3,510)	(6,330)	(11,660)	(11,660)
	Supplies and Services	Full budget for Hospitality/Publications and Equipment no longer required	(680)	(430)	(430)	(430)
Performance Mgt & Scrutiny	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	2,400	(7,010)	(3,180)	(3,180)
Debt Recovery	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(14,500)	(6,060)	(22,670)	(21,300)
	Supplies and Services	Printing & stationary budget no longer required	(2,300)	(2,300)	(2,300)	(2,300)

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Three Rivers House	Premises	Revised budgets for the NNDR for Council owned properties	0	13,430	7,900	1,160
		Reduction in Gas and Electricity costs as the building remained empty due to the Pandemic	(5,000)	0	0	0
Basing House		Reduced costs for electricity as the buildings have remained unoccupied	(1,000)	0	0	0
		Revised budgets for the NNDR for Council owned properties	0	(70)	(180)	20
Finance Client	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(63,640)	(440)	(6,130)	(6,010)
Business App Maintenance	Supplies and Services	Budget increased by £5k to reflect new contract costs from 2021/22 Onwards	0	5,000	5,000	5,000
ICT Client	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	1,700	(2,130)	(4,120)	(4,120)
	Third Party Payments	Increased in future years budget is related to increases in the procurement of the IT services contract. This is a 4 year contract, likely to be extended for a further year beyond that. This is split with Watford Borough Council.	0	54,668	50,122	51,711
Fraud Client	Income	Income budget which are no longer received	600	600	600	600
HR Client	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	7,400	0	0	0
	Third Party Payments	Shared Service HR Costs Budget variations	0	802	(4,142)	(3,765)
Democratic Representation	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(1,290)	(2,540)	(2,540)	(2,540)
	Transport	Reduction in staff travel costs due to Covid 19	0	(1,500)	(1,500)	(1,500)
	Supplies and Services	Various budget savings and budgets no longer required due to remote working	(4,750)	(3,525)	(3,525)	(3,525)
Benefits & Allowances	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(60,490)	(18,460)	(56,480)	(57,490)
	Supplies and Services	Professional fees budget no longer required, full budget no longer required for advertising	(2,500)	(2,500)	(2,500)	(2,500)
Council Tax Collection	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	2,300	(5,000)	(3,980)
	Transport	Reduced Travelling expenses	0	(1,500)	(1,500)	0
	Supplies and Services	Full budget on Equipment not required	(1,000)	(750)	(750)	0
NNDR	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	0	350	(710)	(710)

Policy & Resources						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
District Elections	Employees	Budget saving as elections have been cancelled in 2020/21	(1,000)	0	0	0
	Premises		(970)	0	0	0
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	(122,020)	(12,380)	(32,010)	(28,850)
	Transport	Budget no longer required as staff do not travel	0	(150)	(150)	(150)
	Supplies and Services	Budget for Printing/Stationery/Equipment no longer required. Full Budget for Uniforms not required.	(260)	(2,760)	(5,760)	(5,760)
Major Incident Planning	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(150)	(2,390)	(4,620)	(4,500)
	Supplies and Services	Current year budget reduced due to Covid 19, future years cost of Emergency Planning bill from HCC will increase.	(7,150)	3,200	3,200	3,200
Miscellaneous Properties	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	480	(1,150)	(1,150)	(1,150)
	Premises	Budget Transfer from Garages & Shops Maintenance	20,000	0	0	0
		Revised budgets for the NNDR for Council owned properties	0	820	620	60
	Income	Reduced income due to lack of hall hire as result of lockdown restrictions	4,000	0	0	0
Asset Management - Property Services	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements	(38,760)	(136,530)	(143,770)	(138,670)
	Premises	£5.3k further costs on electricity for empty units in South Oxhey due to the delay in hand over to Countryside	5,300	0	0	0
	Supplies and Services	Reduction in publications budget as it is now online	(1,000)	(1,000)	(1,000)	0
Garages & Shops Maintenance	Premises	£20k Budget Transfer to Property services to cover maintenance costs.	(20,000)	0	0	0
		Revised budgets for the NNDR for Council owned properties	0	1,210	1,100	30
	Income	Variances also includes removal of £25k income target for 2020/21 for South Oxhey shops.	25,000	0	0	0
Oxhey Drive	Premises	Revised budgets for the NNDR for Council owned properties	0	(20)	(160)	40
Vacancy Provision	Employees	Employee variances for current year has been offset against this budget	260,000	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	273,860	275,000	275,000
Total Policy and Resources			(129,770)	29,125	(133,645)	(120,159)
TOTAL Variances for Period 8 (November) 2020			(331,408)	(113,635)	(488,255)	(465,249)

Funding						
	Main Group Heading	Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
New Homes Bonus	Income	Decrease in grant allocation expected	0	15,433	15,840	15,840
Council Tax	Income	Change due to lower council tax base than expected, with an increase in the charge by £5 for 2021/22	0	116,714	120,487	(112,131)
Lower Tier Grant	Income	The Government introduced a new grant for District Councils in 2021/22 to ensure that no authority experienced a reduction in core spending power in the 2021/22 settlement	0	(240,886)	(120,000)	(120,000)
Total Funding			0	(108,739)	16,327	(216,291)
		Total	(331,408)	(222,374)	(471,928)	(681,540)
Pid Bids						
	Main Group Heading	Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £
	Employees	GIS Officer	0	54,300	54,300	54,300
	Supplies & Services	CVS Infrastructure Support	0	40,000	40,000	40,000
		Total	0	94,300	94,300	94,300

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)

The growth items below were submitted as PIDs to the relevant service Committee in the November/ December cycle of meetings.

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	2021/22 £	2022/23 £	2023/24 £	A	B	C	D	E	F	G	H	I	J	K	
Regulatory Services	GIS Officer	54,300	54,300	54,300	6	9	2	3	1	1	3	2	1	0	4	32
Community Partnerships	W3RT CVS Infrastructure Support	40,000	40,000	40,000	9	6	6	3	1	3	1	1	2	0	4	36
																0
																0
																0
	Total	94,300	94,300	94,300												

PROPOSED FEES & CHARGES (included in base budgets)

Service	Description of income	2021/22	2022/23	2023/24
		£	£	£
Garages & Shops Maintenance	Rent-Garages	(976,830)	(976,830)	(976,830)
Land & Property Information Section	Search Fees	(128,550)	(128,550)	(128,550)
	Property Naming	(3,130)	(3,130)	(3,130)
Decriminalised Parking	On Street Parking PCN	(115,000)	(115,000)	(115,000)
	Off Street Pay & Display	(220,000)	(220,000)	(220,000)
	Permits	(91,000)	(91,000)	(91,000)
	On Street Pay & Display	(13,860)	(13,860)	(13,860)
	Parking Fees	(15,500)	(15,500)	(15,500)
Refuse Domestic	Fees-Special Commercial	(35,680)	(35,680)	(35,680)
Refuse Trade	Fees-Trade Refuse	(600,890)	(600,890)	(600,890)
	Fees-Bulky Domestic	(77,240)	(77,240)	(77,240)
	Fees-Collect Glass/Paper/Card	(93,530)	(93,530)	(93,530)
Garden Waste	Garden Waste Charge	(1,102,100)	(1,102,100)	(1,102,100)
Clinical Waste	Fees-Clinical Waste Collection	(115,850)	(115,850)	(115,850)
Animal Control	Fees-Other Licences	(3,920)	(3,920)	(3,920)
	Vets' Fees	(2,740)	(2,740)	(2,740)
Licences Taxis & Markets	Drivers Lic-Private Hire	(73,300)	(73,300)	(73,300)
	Vehicle Licences-Private Hire	(80,480)	(80,480)	(80,480)
	Operator Licences-Private Hir	(13,420)	(13,420)	(13,420)
	Fees-Other Licences	(71,650)	(71,650)	(71,650)
Cemeteries	Burial Fees	(101,270)	(101,270)	(101,270)
	Burial Rights Fees	(83,080)	(83,080)	(83,080)
	Memorial Fees	(11,680)	(11,680)	(11,680)
Watersmeet	Lettings & Hall Hire	(141,010)	(141,010)	(141,010)
	Catering	(35,020)	(35,020)	(35,020)
Trees And Landscapes	Hire Of Grounds	(6,570)	(6,570)	(6,570)
Playing Fields & Open Spaces	Football	(36,120)	(36,120)	(36,120)
Development Management	Pre-Application Advice	(81,260)	(81,260)	(81,260)
	Planning Application Fees	(717,310)	(717,310)	(717,310)
	TOTAL	(5,047,990)	(5,047,990)	(5,047,990)

FINANCIAL AND BUDGETARY KEY RISKS

APPENDIX 7

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
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. The financial impact of COVID 19 will place a burden on the Councils Revenue account through loss of income and additional expenditure.	4	4	16	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; Early identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process; Audited Statement of Accounts, including Annual Governance Statement.	Head of Finance	3	3	9	→	More regular budget monitoring reports to be taken to P&R. Work on budget strategy to be commenced in the summer. Impact on collection fund to be identified. Government financial support is crucial to the Council achieving a sustainable budget	Heads of Service/ Head of Finance
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. Unions have submitted a pay claim in excess of this amount	3	3	9	Maintain reserves to guard against risk. Early identification of new pressures. Budget Monitoring	Head of Finance	2	1	2	↓	Agreed 2020/21 pay award of £2.75% against a budget of 3%	Head of Finance
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. Inflation currently running below assumptions.	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	Head of Finance
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. The PIB strategy has diversified investment income to provide a more certain rate of return.	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. Monitoring stepped up in the light of Covid 19 - bulk of income from High St banks.Reduced income from short term investments due to lower bank base rate	PIB

Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income	See Key Budget Indicators shown in the latest Budget Monitoring report. Green Waste and Parking charges monitored by Management Board at each meeting. MTFP agreed for next 3 years	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/Head of Finance	2	2	4	➡	Fees and Charges to be monitored as part of budget monitoring. Review to ensure full cost recovery. Govt announced an income guarantee scheme to support Councils of 70% of loss of income on fees & charges due to C19	Service Heads	ongoing
Apr-06	FIN12	Director of Finance	Budgetary	Revenue balances insufficient to meet loss of partial exemption for VAT	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vatable expenditure, then the Council may lose its ability to recover VAT on all of its exempt inputs. This is mitigated by close monitoring of exempt supplies and prudent VAT planning. The Council elects to tax on development schemes.	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	➡	Partial Exemption Review commissioned. Continue to opt to tax.	Head of Finance	ongoing
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains are not achieved	Savings identified and included in the budget will be monitored as part of the budget monitoring process. Property income target of £1m will be achieved once recent acquisitions are completed. See fees and charges above. MTFS agreed for next 3 years.	2	3	6	Service Heads to take responsibility for achieving savings. Budget monitoring to highlight any issues to allow corrective action to be taken.	Service Heads/Head of Finance	2	2	4	➡	Budget process to clearly identify savings to be achieved and ensure clarity over responsibility over delivery. Savings to be challenged.	Head of Finance	ongoing
Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks	The Council has no outstanding litigation cases.	2	3	6	Council procedures are adhered to	Solicitor to the Council	1	3	3	➡	Adherence to council procedures to be monitored and procedures maintained.	Solicitor to the Council	ongoing
Dec-13	FIN18	Director of Finance	Budgetary	Fluctuations in Business Rates Retention	From April 2020 the system was due to be subject to reset and increase to 75% retention. This was originally postpone to 2021/22 and has been further postponed. Impact of Covid 19 on collection fund will impact in 2021/22	3	4	12	Membership of the Hertfordshire pool for 2020/21. 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-20
Mar-16	FIN19	Head of Property Services	Budgetary	Failure to deliver the South Oxhey Initiative to desired outcomes and objectives	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. Work was temporarily suspended but remains broadly on track.	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 Council set up a Property Investment Board in 2017 to manage its property portfolio in order to secure additional income of £1 million to support its general fund. Risk moving forward relates to ongoing income.	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. Loss of income for 20/21 is £50K due to a sub tenant having an approved reduced rent	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 which has been met.	3	2	6	Oversight mechanisms to be put in place to ensure oversight by PIB or similar mechanism. Council to determine approach to risk and level of income dependency within budget.	Head of Finance	2	2	4	→	Monitor new developments	Head of Property Services	Continuous
Nov-19	FIN 24	Director of Finance	Service	Loss of Key Personnel	As the Council becomes more complex in its financial arrangements, key skills become more important. Director of Finance and Head of Finance currently interim appointments.	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	3	3	9	→	Permanent appointment to Director of Finance role to be made. Review of ongoing need for additional capacity.	Chief Executive/ Director of Finance	Feb-21

RESERVES (Still needs updating on Capital)

Category	Opening Balance 01/04/2020 £	Net Movement in Year £	Closing Balance 31/03/2021 £	Purpose
Revenue Reserves				
General Fund	(5,048,286)	565,392	(4,482,894)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(2,103,000)	303,354	(1,799,646)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Building Control	(177,514)	0	(177,514)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
HB Equalisation	(173,511)	0	(173,511)	To provide against future deficits on the Housing Benefit account
Total Revenue	(7,502,311)	868,746	(6,633,565)	
Capital Reserves				
Capital Receipts	0	0	0	Generated from sale of Council assets
New Homes Bonus	(4,930,516)	0	(4,930,516)	Government grant set aside for supporting capital expenditure
Section 106	(581,286)	0	(581,286)	Developers contributions towards facilities
Grants & Contributions	(814,461)	0	(814,461)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	(2,610,155)	0	(2,610,155)	Reserve set aside for supporting capital expenditure
Total Capital	(8,936,418)	0	(8,936,418)	
Other Earmarked Reserves				
Leavesden Hospital Open Space	(1,165,350)	0	(1,165,350)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(4,714,594)	0	(4,714,594)	Developers contributions towards maintenance of site
Community Infrastructure Levy (CIL)	(3,324,407)	0	(3,324,407)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,357)	0	(123,357)	Reserve to fund expenditure on plant & machinery
Total Other	(9,327,708)	0	(9,327,708)	
Total All	(25,766,437)	868,746	(24,897,691)	

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POLICY AND RESOURCES COMMITTEE – 25 JANUARY 2021

PART I - NOT DELEGATED

11. 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 (2021-24). This report is the second of three that is covered under the recommendations report at **Item 12** 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 2020/21 revised capital budget and draft capital budgets for the period 2021 to 2023/24. The appendix contains the title, description and officers comments relating to the progress of the 2020/21 schemes.
- 2.10 The 2020/21 programme has decreased from the latest approved budget by **£415,994** due to re-phasing of schemes to 2021/22 and budget savings. Some of the larger schemes that contribute to this consist of the following:
- Rephasing of garage Improvements budget - £175,000
 - Budget saving on Leisure Facility- South Oxhey- £105,990
 - Rephasing of Retail Parades budget - £120,000
- 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 2020/21 now totals **£8,959 million**. The services capital programme included in MTFP shows schemes totalling **£4.353 million** in 2021/22; **£4.381 million** in 2022/23 and **£2.784 million** in 2023/24.
- 2.13 The larger capital schemes over the next three financial years include:
- Disabled Facility Grants (£1.672 million)
 - Waste and Recycling Vehicles (£2.287 million)
 - Waste Services Depot – (£0.670 million)
 - Garage Improvements- (£0.625 million)
- 2.14 The Committee should note that for 2021/22 there are proposals for one new scheme which is for the refurbishment and installation of outdoor gym. A Project Initiation Document (PID) has been prepared and presented to the relevant service Committee at the November/December meetings. **Appendix 3** shows the score for the bid using the scoring matrix shown in agenda item 10, 'Financial Planning – Revenue Services' report (Appendix 4). The bid totals £34,400 in 2021/22 and £34,400 in 2022/23 and a further £7,200 in 2023/24. There are no revenue implications.

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 2021/22 and future years.
- 2.24 **Appendix 4** shows the sources of capital funding proposed over the period 2020-2024, 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.

	2020/21 Forecast	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£000	£000	£000	£000
Total Proposed Capex	8,959	4,353	4,381	2,784
<u>Capital Financing</u>				
Grants	500	500	500	500
Reserves	3,256	2,526	2,152	31
Capital Receipts	1,100	1,100	1,100	1,000
s.106 and CIL	0	0	510	71
Funding	4,856	4,126	4,262	1,603
Gap	4,103	227	119	1,181
Opening CFR	21,445	25,548	25,785	25,785
Closing CFR	25,548	25,785	25,785	26,866

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 I 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 2019/20 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	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Borrowing	£26m	£26m	£20m	£22m

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	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Borrowing	£29m	£29m	£23m	£25m

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 Councils 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 £1.0M pa from its commercial investment activities. This is equivalent to 4.2% 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 1st April 2020 was £3.9M.
- 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 12 enable the Committee to make recommendations to the Council on 23 February 2021 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:
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Rob Thurlow- Finance Manager
Alison Scott - Director of Finance

Background Papers

Reports and Minutes of;

- The Policy and Resources Committee
- Council

Appendices

1. Capital Investment Programme 2020-2024- Expenditure
2. Capital Investment Programme 2020-2024- Variances
3. Capital Investment Programme 2020-2024- Growth
4. Capital Investment Programme 2020-24- Funding
5. Section 106 Balances 2020/21
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 2020 – 2024 - EXPENDITURE

Leisure, Environment & Community									
<i>Community Safety & Partnership</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P8 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
ASB Casework Management System	18,750	0	0	0	0	18,750	0	0	ASB Casework Management System rephased to 2021-22. There is potential for a saving if Police system is viable for longer - pending Procurement work by HCC & Herts Constabulary.
Capital Grants & Loans	20,000	3,793	0	3,793	0	20,000	20,000	20,000	Budget will be spent
Community CCTV	6,000	6,000	0	6,000	0	6,000	6,000	6,000	Budget will be spent
Total	44,750	9,793	0	9,793	0	44,750	26,000	26,000	
<i>Leisure</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P8 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Countryside Management	10,000	10,000	10,000	10,000	0	10,000	10,000	10,000	Budget has been fully spent
Aquadrome	21,000	21,000	17,423	21,000	0	21,000	22,500	22,500	Budget will be spent
Allotments	5,000	3,000	1,889	3,000	0	0	0	0	All planned works have been completed - some additional work will be completed in the autumn. Budget not required for future years
Scotsbridge-Chess Habitat	0	11,390	0	0	(11,390)	11,390	0	0	Re-phase capital budget to 2021/22. Budget is TRDC's contribution to an Environmental Agency (EA) led project, which requires further funding from other sources. Funding applications are due to be submitted by the EA in 2021/22
Watersmeet External Roof Access	55,750	55,750	0	55,750	0	0	0	0	Procurement process has commenced . Full budget is expected to be spent.
Watersmeet Stg Light Replace	64,000	112,000	54,019	112,000	0	0	0	0	Project has commenced.
South Oxhey Leisure Centre	6,000	9,155	4,018	6,155	(3,000)	0	0	0	A fraction of the residual budget no longer required. Womble Bond Dickinson (External Legal Advisers finalising warranties paperwork).
Leisure Facilities Improvement	25,000	30,985	0	10,985	(20,000)	10,000	10,000	0	The budget is being used for the decommissioning of Sir James Altham Pool until the lease is handed back to Hertfordshire County Council in July 2025. It will also be used for any upgrades to the MUGA at SJA. £10k to be rephased to 2021/22 and £10k to 2022/23.
Open Space Access Improvements	50,000	123,000	34,387	123,000	0	50,000	50,000	50,000	Budget will be spent by the end of 2020/21. Works to include improved access at The Swillet, Leavesden Country Park and South Oxhey Playing Fields. Capital works at Rickmansworth Aquadrome, including a feasibility study on the causeway and signage development for the entire site.
Improve Play Area-Future Schemes	50,000	60,980	0	52,730	(8,250)	158,250	100,000	100,000	This project on hold due to Officer secondment supporting the pandemic response elsewhere. This budget is to be rephased to 2021/22.

<i>Leisure</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P8 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Aquadrome-Whole Life Costing	10,000	27,354	0	27,354	0	10,000	11,000	11,000	Budget will be spent on improvements to utility services by the end of the financial year.
Watersmeet-Whole Life Costing	15,000	23,000	0	23,000	0	15,000	20,000	20,000	£15k of commitments currently and remaining full budget to be spent by end of financial year
Pavilions-Whole Life Costing	10,000	12,316	0	12,316	0	10,000	11,000	11,000	A review of usage of the Pavilions is underway. Future use to be reviewed by the end of 2020
Watersmeet - Hot Water pipework replacement	0	1,898	1,810	1,898	0	0	0	0	Retention monies to be paid this year. Full budget to be spent.
The Swilket - Play area Refurbishment	18,880	26,221	5,090	26,221	0	0	0	0	6 months inspection due to take place, will then process the outstanding retention fee.
Cassiobridge Play Area Refurbishment	4,030	5,653	0	5,653	0	0	0	0	6 months defects inspection has taken place - awaiting invoice to process the retention fee.
Total	344,660	533,702	128,741	491,062	(42,640)	295,640	234,500	224,500	
Environmental Services									
<i>Environmental Services</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P8 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Waste Plant & Equipment	25,000	29,996	13,855	29,996	0	25,000	25,000	25,000	This budget will be spent by March 21 on upgrading works equipment & Plant.
Waste Services Depot	1,000,000	665,672	7,899	665,672	0	670,000	0	0	To avoid the busy season for the Depot works are planned to commence on 11th January. This will be the first phase so mainly rewiring and utility works. The building will be manufactured off site with a view to delivery February/March. The new building will be completed and groundworks carried out to the first phase on the site. These will be completed April/May. When the new building is complete the team will decamp from the old building into the new one. The old building will be demolished and further groundworks carried out. Project due for completion July 2021.
Bulk Domestic Waste	20,000	31,528	22,300	31,528	0	35,000	40,000	40,000	Budget will be fully spent.
Waste & Recycling Vehicles	500,000	164,110	163,122	164,110	0	0	1,887,000	400,000	We will be tendering to replace seven recycling vehicles in 21/22 so will not receive the vehicles until 22/23 £1.487m to be rephased into 22/23.
Street Furnishings	10,000	10,000	10,009	10,000	0	15,000	15,000	15,000	Budget will be fully spent.
Paladin Bins	25,000	39,121	25,920	39,121	0	40,000	60,000	60,000	Budget will be spent by the end of the financial year on replacement bins.
Energy Performance Certificate	2,000	5,000	590	5,000	0	2,000	2,000	2,000	A programme of works has been started on all TRDC assets.
Cemetery-Whole Life Costing	5,000	6,697	1,814	6,697	0	5,000	5,000	5,000	Repair works to be carried out on Cemetery house in Feb 21
Replacement Ground Maintenance Vehicles	93,000	390,590	208,115	390,590	0	120,000	280,000	180,000	Awaiting two vehicles which are delayed due to COVID, Tendering for a replacement Box van ongoing. Budget will be spent by March 2021.
Total	1,680,000	1,342,714	453,624	1,342,714	0	912,000	2,314,000	727,000	
Total Leisure, Environment & Community	2,069,410	1,886,209	582,365	1,843,569	(42,640)	1,252,390	2,574,500	977,500	

Infrastructure Housing & Economic Development									
<i>Economic Development</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P8 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Cycle Schemes	25,000	39,583	3,900	9,583	(30,000)	55,000	25,000	25,000	Works rephased to 2021/22
Disabled Parking Bays	2,500	1,000	0	1,000	0	2,500	2,500	2,500	Expected underspend, small number of requests in first part of the financial year for advisory disabled parking bays
Controlled Parking	50,000	97,585	0	33,160	(64,425)	164,425	50,000	50,000	One scheme to be delivered this financial year, other monies rephased to 2021/22.
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	5,000	3,000	0	3,000	0	2,500	2,500	2,500	This is a demand led service, no applications have been received so far. Full budget not required for future years.
South Oxhey Initiative	0	109,223	71,343	109,223	0	0	0	0	Ongoing project management to ensure the project is delivered fulfilling the Councils objectives. It provides for both internal resource retained for this purpose as well as the wider consultancy team for contract and legal advice. Full budget expected to be spent this year.
Parking Bay & Verge Protection	254,240	100,000	18	100,000	0	214,240	40,000	40,000	2 schemes to be delivered this financial year.
Highways Enhancement	147,620	47,620	0	47,620	0	150,000	50,000	50,000	Schemes identified and progressing.
Bus Shelters	9,000	19,580	0	19,580	0	9,000	9,000	9,000	2 bus shelters pending implementation.
Retail Parades	135,780	168,115	0	48,115	(120,000)	150,000	30,000	30,000	Delta Gain refurbishment - awaiting legal consents. £120k to be rephased into 2021/22.
Carbon Neutral Council	0	4,000	0	4,000	0	0	0	0	
Rickmansworth Work Hub	39,000	0	0	0	0	39,000	0	0	
Car Park Restoration	10,000	10,000	0	10,000	0	10,000	35,000	35,000	Car park Inspection due to take place which will identify required works
Estates, Paths & Roads	20,000	20,000	2,507	20,000	0	20,000	20,000	20,000	Planned works South Oxhey Playing Fields
TRDC Footpaths & Alleyways	20,000	40,850	2,950	20,850	(20,000)	40,000	25,000	25,000	Delay in procurement rephase £20K to 2021/22
Integration of Firmstep to uniform Licensing applications	0	19,000	0	19,000	0	0	0	0	Ongoing project
Total	728,140	689,556	80,718	455,131	(234,425)	866,665	299,000	299,000	
Housing									
	Original Budget 2020/21 £	Latest Budget 2020/21 £	P8 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Disabled Facilities Grant	500,000	474,108	51,648	474,108	0	500,000	586,000	586,000	£176k of adaptations have been approved and have commenced. However it is unlikely that the full budget will be spent in the year as for the first 3 months of this year adaptations were unable to take place due to Covid19.
Home Repairs Assistance	10,000	8,000	0	5,000	(3,000)	10,000	10,000	10,000	Demand led service, no applications received to date.
Total	510,000	482,108	51,648	479,108	(3,000)	510,000	596,000	596,000	
Total Infrastructure Housing & Economic Development	1,238,140	1,171,664	132,366	934,239	(237,425)	1,376,665	895,000	895,000	

Policy & Resources									
Resources & Shared Services	Original Budget 2020/21 £	Latest Budget 2020/21 £	P8 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	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	3,000	0	3,000	0	6,000	6,000	6,000	No elections to take place until May 2021 – review of equipment required for next May elections will take place in January 2021.
Members' IT Equipment	16,260	0	0	0	0	46,690	16,260	16,260	
Mod.Gov Com Mgmt System	15,000	15,000	0	15,000	0	0	0	0	Contracts imminent, Budget will be spent.
ICT-Managed Project Costs	60,000	0	0	0	0	120,000	60,000	60,000	
Hardware Replace Prog	40,000	267,002	0	267,002	0	40,000	40,000	40,000	Shared services charges actioned at year end
Garage Improvements	355,000	355,000	0	180,000	(175,000)	325,000	150,000	150,000	Phase 7 of the refurbishment programme has been out to tender and bids will be evaluated shortly. Works will be scheduled to start early January with completion July. Estimated half the budget will be used next year
ICT Licence Costs	100,000	99,072	92,917	99,072	0	100,000	100,000	100,000	Budget will be spent
Customer Contact Programme	0	39,449	35,751	39,449	0	0	0	0	Budget will be spent
ICT Website Development	0	14,870	0	14,870	0	0	0	0	Project delayed due to Covid19
ICT Elections	17,000	21,170	14,933	21,170	0	17,000	17,000	17,000	Remaining budget to be spent on postal vote opening equipment upgrades.
ICT Hardware Replacement Prog	45,000	27,897	9,101	27,897	0	45,000	45,000	45,000	This code is used to fund shared resources for the following networks, project management, infrastructure for the following projects: Core infrastructure, O365, PCI compliance, UC phase 3 etc.
TRH Whole Life Costing	135,000	76,968	26,846	56,968	(20,000)	250,000	170,000	170,000	Planned works on server renewal will be dependant on delivery times currently at 6 months
Basing House-Whole Life Costing	6,000	0	0	0	0	30,000	60,000	60,000	Budget has been rephased into 2020/21
Investment Prop-Shops	0	11,900	0	11,900	0	0	0	0	
Business Application Upgrade	90,000	27,500	0	27,500	0	90,000	90,000	90,000	This is used to fund shared project management, network and infrastructure engineering resources for the following: Core infrastructure, O365, UC phase 3, PCI Compliance
Three Rivers House Transformation	244,470	56,944	3,902	6,944	(50,000)	270,000	0	0	No planned works due to the closure of the building as a result of Covid 19. Budget to be rephased into 2021/22
Property Information System	50,000	50,000	0	50,000	0	0	0	0	Joint Procurement with Watford. Procurement process is ongoing, implementation scheduled for January 2021.
Total	1,337,320	1,223,362	183,450	978,362	(245,000)	1,497,280	911,850	911,850	

<i>Major Projects</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P8 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Leisure Facility - South Oxhey	1,527,943	2,983,381	2,567,702	2,877,391	(105,990)	226,823	0	0	SLM confirmed that this contingency for Capital Works is no longer required for South Oxhey Leisure Centre and a saving of £106K has been made
South Oxhey Initiative	0	678,146	893,207	893,207	215,061	0	0	0	Additional Compulsory Purchase Order costs arising from South Oxhey Initiative, related to the intensification of Phase 3.
Local Property -Income Gen Op	2,295,000	0	0	0	0	0	0	0	
Property Investment Board	0	312,360	0	312,360	0	0	0	0	Funds required for the delivery of PIB initiatives
Temporary Accommodation	1,156,000	1,120,128	992,033	1,120,128	0	0	0	0	The projects have been completed, awaiting final invoice and remaining budget is for retention monies
Total	4,978,943	5,094,015	4,452,942	5,203,086	109,071	226,823	0	0	
Total Policy & Resources	6,316,263	6,317,377	4,636,392	6,181,448	(135,929)	1,724,103	911,850	911,850	
Total Capital Programme	9,623,813	9,375,250	5,351,123	8,959,256	(415,994)	4,353,158	4,381,350	2,784,350	

CAPITAL INVESTMENT PROGRAMME 2020 – 2024 VARIANCES

Leisure, Environment & Community				
Description	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £
Scotsbridge-Chess Habitat	Budget is TRDC's contribution to an Environmental Agency (EA) led project, which requires further funding from other sources. Funding applications are due to be submitted by the EA in 2021/22. This budget is to be rephased.	(11,390)	11,390	0
South Oxhey Leisure Centre	A fraction of the residual budget no longer required. Womble Bond Dickinson (External Legal Advisers finalising warranties paperwork).	(3,000)	0	0
Leisure Facilities Improvement	The budget is being used for the decommissioning of Sir James Altham Pool until the lease is handed back to Hertfordshire County Council in July 2025. It will also be used for any upgrades to the MUGA at SJA. £10k to be rephased to 2021/22 and £10k to 2022/23.	(20,000)	10,000	10,000
Improve Play Area-Future Schemes	This project on hold due to Officer secondment supporting the pandemic response elsewhere. This budget is to be rephased to 2021/22.	(8,250)	8,250	0
Allotments	All planned works have been completed - some additional work will be completed in the autumn. Budget not required for future years.	0	(5,000)	(5,000)
Waste & Recycling Vehicles	We will be tendering to replace seven recycling vehicles in 21/22 so will not receive the vehicles until 22/23 £1.487m to be rephased into 22/23.	0	(1,487,000)	1,487,000
	TOTAL	(42,640)	(1,462,360)	1,492,000
Infrastructure, Housing & Economic Development				
Description	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £
Cycle Schemes	Budget to be rephased to 2021/22 when the work will be completed.	(30,000)	30,000	0
Controlled Parking	One scheme to be delivered this financial year, other monies rephased to 2021/22.	(64,425)	64,425	0
Listed Building Grants	This is a demand led service, no applications have been received so far. Full budget not required for future years.	0	(2,500)	(2,500)
Retail Parades	This budget is for delta gain refurbishment - awaiting legal consents. £120k to be rephased into 2021/22.	(120,000)	120,000	0
TRDC Footpaths & Alleyways	Delay in procurement process rephase £20K to 2021/22	(20,000)	20,000	0
Home Repairs Assistance	Demand led service, no applications received to date.	(3,000)	0	0
	TOTAL	(237,425)	231,925	(2,500)

Policy & Resources				
Description	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £	2022/23 £
Garage Improvements	Phase 7 of the refurbishment programme has been out to tender and bids will be evaluated shortly. Works will be scheduled to start early January with completion July. Estimated half the budget will be used next year, the remaining budget is to be rephased.	(175,000)	175,000	0
TRH Whole Life Costing	Planned works on server renewal will be dependant on delivery times currently at 6 months	(20,000)	20,000	0
Three Rivers House Transformation	No planned works due to the closure of the building as a result of Covid 19. Budget to be rephased into 2021/22	(50,000)	50,000	0
Leisure Facility - South Oxhey	SLM confirmed that this contingency for Capital Works is no longer required for South Oxhey Leisure Centre and a saving of £106K has been made	(105,990)	0	0
South Oxhey Initiative	Additional Compulsory Purchase Order costs arising from South Oxhey Initiative, related to the intensification of Phase 3.	215,061	0	0
	TOTAL	(135,929)	245,000	0
Total Variances for Period 8 (November) 2020.		(415,994)	(985,435)	1,489,500

CAPITAL INVESTMENT PROGRAMME 2020 – 2023 – 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	2021/22 £	2022/23 £	2023/24 £	A	B	C	D	E	F	G	H	I	J	K	
Leisure & Landscape	Outdoor Fitness Zones	54,400	54,400	27,200	3	3	6	3	1	3	3	1	1	1	2	27
																0
	Total	54,400	54,400	27,200												
	Funding from Capital Health & Wellbeing Fund	(20,000)	(20,000)	(20,000)												
	Total All Growth Bids	34,400	34,400	7,200												

CAPITAL INVESTMENT PROGRAMME 2020 – 2024 FUNDING

CAPITAL INVESTMENT PROGRAMME 2020-2024 - FUNDING						
Capital Programme	2020/21	2020/21	2020/21	2021/22	2022/23	2023/24
	Original Budget	Latest Budget	Outturn Forecast at P8	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(421,908)	(722,153)	(722,153)	(808,468)	(808,468)	(808,468)
Other Contributions: Other external Sources	0	(92,308)	(92,308)	0	0	0
Section 106 Contributions	(2,637,699)	(581,286)	(581,286)	(581,286)	(581,286)	(71,435)
Capital Receipts Reserve	0	0	0	0	0	0
Future Capital Expenditure Reserve	(2,610,155)	(2,610,166)	(2,610,166)	0	0	0
New Homes Bonus Reserve	(939,748)	(4,930,516)	(4,930,516)	(4,488,083)	(2,057,155)	0
Borrowing	0	0	0	0	0	0
Total Funding Brought Forward	(6,609,510)	(8,936,429)	(8,936,429)	(5,877,837)	(3,446,909)	(879,903)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(500,000)	(586,315)	(586,315)	(500,000)	(500,000)	(500,000)
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	(2,500,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(110,840)	(110,840)	(110,840)	(95,407)	(95,000)	(95,000)
Borrowing	0	0	0	0	0	0
Total Generated	(3,110,840)	(1,797,155)	(1,797,155)	(1,695,407)	(1,695,000)	(1,595,000)
Use of Funding						
Govt Grants: Disabled Facility Grants	500,000	500,000	500,000	500,000	500,000	500,000
Other Contributions: Other external Sources	0	92,308	92,308	0	0	0
Section 106 Contributions	1,500,000	0	0	0	509,851	71,435
Capital Receipts Reserve	2,441,370	1,100,000	1,100,000	1,100,000	1,100,000	1,000,000
Future Capital Expenditure Reserve	0	2,610,166	2,610,166	0	0	0
New Homes Bonus Reserve	203,500	969,267	553,273	2,526,335	2,152,155	31,840
Borrowing	0	0	0	0	119,344	1,181,075
Total Use of Funding	4,644,870	5,271,741	4,855,747	4,126,335	4,381,350	2,784,350
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(421,908)	(808,468)	(808,468)	(808,468)	(808,468)	(808,468)
Other Contributions: Other external Sources	0	0	0	0	0	0
Section 106 Contributions	(1,137,699)	(581,286)	(581,286)	(581,286)	(71,435)	0
Capital Receipts Reserve	(58,630)	0	0	0	0	0
Future Capital Expenditure Reserve	(2,610,155)	0	0	0	0	0
New Homes Bonus Reserve	(847,088)	(4,072,089)	(4,488,083)	(2,057,155)	0	(63,160)
Total Funding Carried Forward	(5,075,480)	(5,461,843)	(5,877,837)	(3,446,909)	(879,903)	(871,628)
South Oxhey Initiative						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,502,792)	(6,502,792)	(6,502,792)	(6,502,792)	0	0
Use of Funding (Spend)	0	0	0	0	0	0
Borrowing	6,502,792	6,502,792	6,502,792	6,502,792	0	0
Total	0	0	0	0	0	0
South Oxhey Leisure Facility						
Balance Brought Forward	0	0	0	0	0	0
Use of Funding (Spend)	1,527,943	2,983,381	2,983,381	226,823	0	0
Contractor Funded Borrowing	(1,527,943)	(2,983,381)	(2,983,381)	(226,823)	0	0
Total	0	0	0	0	0	0
Property Investment						
Balance Brought Forward	0	0	0	0	0	0
Use of Funding (Spend)	2,295,000	0	0	0	0	0
Borrowing	(2,295,000)	0	0	0	0	0
Total	0	0	0	0	0	0
Temporary Accommodation						
Balance Brought Forward	0	0	0	0	0	0
Use of Funding (Spend)	1,156,000	1,120,128	1,120,128	0	0	0
Borrowing	(1,156,000)	(1,120,128)	(1,120,128)	0	0	0
Total	0	0	0	0	0	0
Total Expenditure Capital Investment Programme	9,623,813	9,375,250	8,959,256	4,353,158	4,381,350	2,784,350

SECTION 106 BALANCES 2020/21

Section 106	Balance at 1 April 2020	Movement In year		Balance at 31 March 2021
		Contribution FROM	Contribution TO	
0155 - Resv-S106-Ecology-Abbotswd Pk	(66,735.61)	0.00	0.00	(66,735.61)
0159 - Resv-S106-Maint-Crox Common Mr	(12,422.82)	0.00	0.00	(12,422.82)
0166 - Resv-Env Maint Commuted Sums	(31,933.49)	0.00	0.00	(31,933.49)
0171 - Resv-S106 Huntonbury Village	(68,380.05)	0.00	0.00	(68,380.05)
0173 - Resv-S106 Green Lane	(19,812.23)	0.00	0.00	(19,812.23)
0177 - Resv-S106 Tanners Hill Amenity	(59,830.42)	0.00	0.00	(59,830.42)
0183 - Resv-S106 St'wt C/Mg Av(Trees)	(10,991.54)	0.00	0.00	(10,991.54)
0184 - Resv-S106 College Road (Trees)	(24,040.83)	0.00	0.00	(24,040.83)
0185 - Resv-S106 Leavesden (Trees)	(6,781.88)	0.00	0.00	(6,781.88)
0187 - Resv- S106 Redwing Gve (Trees)	(26,207.37)	0.00	0.00	(26,207.37)
0190 - Resv-S106 Oxhey Nu Oaklands Av	(43,588.82)	0.00	0.00	(43,588.82)
0191 - Resv-S106 49 Bucknalls Lane	(2,119.10)	0.00	0.00	(2,119.10)
0193 - Resv-S106 Horsefield - Abbots Langley (Op SP)	(1,165,350.75)	0.00	0.00	(1,165,350.75)
0196 - Resv-S106-Traffic Reg Orders	(13,440.41)	0.00	0.00	(13,440.41)
0197 - Resv-S106-Happy Man Berry Lane	(6,145.46)	0.00	0.00	(6,145.46)
0198 - Resv-S106-Gade View	(28,416.18)	0.00	0.00	(28,416.18)
0199 - Resv-S106-Abbots Works	(15,528.51)	0.00	0.00	(15,528.51)
0201 - S106-Abbotswood Pk-10/2230/OUT	(63,718.01)	0.00	0.00	(63,718.01)
0202 - S106-Chorleywd Working Mans Cl	(13,804.89)	0.00	0.00	(13,804.89)
0203 - S106-Open Space-8 Chiltern Dr	(1,436.10)	0.00	0.00	(1,436.10)
0210 - S106 1 Oakfield,MIEnd (Op Sp)	(1,417.80)	0.00	0.00	(1,417.80)
0216 - S106 The Coach House (Op Sp)	(7,776.58)	0.00	0.00	(7,776.58)
0219 - S106 Parrots,Crox Grn(Op Sp)	(1,590.98)	0.00	0.00	(1,590.98)
0221 - S106 17 Muirfield Grn (Op Sp)	(4,937.79)	0.00	0.00	(4,937.79)
0223 - S106 18-26 Ebury Road (Op Sp)	(4,984.62)	0.00	0.00	(4,984.62)
0227 - S106 Long Island Ex'ge (TRO)	(2,040.85)	0.00	0.00	(2,040.85)
0230 - S106 Leav'den Stud,Warner Dr	(27,448.84)	0.00	0.00	(27,448.84)
0232 - S106 132 Gosforth Ln (Op Sp)	(1,664.04)	0.00	0.00	(1,664.04)
0238 - S106 Leavesden Country Park	(0.65)	0.00	0.00	(0.65)
0246 - S106 Hayling & Holmside Rise (Op Sp)	(14,091.00)	0.00	0.00	(14,091.00)
0252 - S106 2 Hornhill Road (AH)	0	(51,830.67)	0.00	(51,830.67)
Total	(1,746,637.62)	(51,830.67)	0	(1,798,468.29)



Treasury Management Policy

2021/22

1. Summary

- 1.1. The purpose of this report is to set 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. This report supports 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 Council's investment policy'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 policy allows the Portfolio Holder, in consultation with the Director of Finance, the 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 strategy details the approach taken to management of Treasury Risk. This is principally through ensuring that the main Treasury risks are managed. These risks are:

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 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 DCLG's Guidance on Local Government Investments and the CIPFA Treasury Management in Public Services Code of Practice and Cross

Sectoral Guidance Notes (“the CIPFA 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. In line with the Treasury Management Strategy, the Council has managed to invest with those institutions who offered the best rate and the investment portfolio is above the overall benchmark during the year to date.

Security

- 12.2. 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

- 12.3. 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.

- 12.4. The Council has the benefit of instant access to its funds on the general account with Lloyds.

Yield

- 12.5. The Council benchmarks the yield on its operational cash against SONIA (the **S**terling **O**vernight **I**ndex **A**verage). 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. End of Year Investment Report - the Council will report on its investment activity for the financial year completed as part of its Annual Treasury Management Report after the end of the financial year.
- 13.2. Mid-year Investment Report – the Council will report on its investment activity for that financial year as part of its Mid-Year Treasury Management Report at the end of September of that financial year.
- 13.3. Capital Strategy – the Council will produce the Strategy for the next three financial years towards the end of the current financial year.

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. The increased Member consideration of treasury management matters and the need to ensure officers dealing with treasury management are trained and kept up to date requires a suitable training process for Members and officers. This Council has addressed this important issue by:

- 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

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.

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 below. Non specified investments would include any sterling investments with:

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
	Maximum Amount / Duration:						

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>

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 – 25 JANUARY 2021

PART I - NOT DELEGATED

12. 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 (2021-24)

(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 2020-24 (medium term) to Council on 23 February 2021

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 2021/22 to 2023/24 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 23 February 2021 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 2024 is **£2,969,040**

- A **£5 increase** in its Council Tax charge for 2021/22 and beyond.
- Capital balance is estimated to be **£871,628** at 31 March 2024.

7. Legal Implications

7.1 The Policy and Resources Committee must forward its recommendations on the budget to Council. The Council must set its 2021/22 budget by 11 March 2021.

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 2020/21 revised estimates for the revenue account be agreed giving a balance at 31 March 2021 of **£4,482,894**. (*Agenda Item 9 Appendix 1 refers*).
- (b) That the draft revenue estimates in respect of the revenue account for the period 1 April 2021 to 31 March 2024, subject to the changes agreed, be approved (*Agenda Item 9 refers*).
- (c) That it be noted that **£2.0 million** 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 2020/21 be agreed at **£8,959,256**. (*Agenda Item 10 Appendix 1 refers*).
- (f) That the arrangements for funding the 2020/21 capital strategy and investment programme resulting in an estimated balance of capital resources at 31 March 2024 of **£871,628** 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 2021 to 31 March 2024 (*Agenda Item 10 refers*).
- (h) That the Treasury Management Policy 2021/22 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 2021-2024 five working days prior to the Council meeting on 23 February 2021 and present them at this meeting.

Report prepared by:

Temí Opeyemi- Finance Manager

Tina Stankley–Interim Head of Finance

Alison Scott – Director of Finance

Background Papers:

2020/21 Budget Monitoring Reports

Fees & Charges Reports to Committees

2020-24 Financial Planning Report

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POLICY AND RESOURCES COMMITTEE – 25 JANUARY 2021

PART I - DELEGATED

13. **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.

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.

Report prepared by Sarah Haythorpe, Principal Committee Manager

Background Papers

Policy and Resources Committee Minutes

APPENDICES / ATTACHMENTS

Appendix A - Committee Work Programme

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**POLICY AND RESOURCES COMMITTEE
WORK PROGRAMME**

No.	Item to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
1.	Performance Report		Reported via MIB	Performance report update	Written Report	Performance and Projects Manager	Report to note, this will be reported via the Members' Information Bulletin
2.	Appoint to the Sub-Committees of P&R		14 June 2021	To receive a report	Written Report	Principal Committee Manager	To consider the recommendations
3.	Budget Outturn report 2020/21		14 June 2021	To receive a report	Written Report	Head of Finance	To consider the recommendations
4.	Member Training		19 July 2021	To receive a report	Written report	Principal Committee Manager	To consider any recommendations
5.	Calendar of meetings 2023/24		13 September 2021	To receive a report	Written report	Principal Committee Manager	To recommend the calendar to Council
6.	Draft Corporate Framework and Financial planning 2022-2025		13 September 2021	To receive a report	Written Report	Director of Finance/Head of Community Partnerships	To consider the recommendations
7.	Draft Corporate Framework, Draft Service Plans and Growth Bids 2022-2025		6 December 2021	To receive a report	Written Report	Director of Finance/Head of Community Partnerships	To receive a report

APPENDIX A

No.	Item to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
8.	Business Rate Pooling 2022/23		6 December 2021	To seek approval to enter into a business rates pool with Hertfordshire County Council (HCC) and a number of other districts within the County for 2020/21.	Written Report	DoF	To recommend to Council.
9.	Review of Strategic Risks		6 December 2021	To receive a report	Written Report	Emergency Planning and Risks Manager	To consider the recommendations
10.	Financial Planning 2021-2024 to include Fees and charges		24 January 2022	To receive a report	Written Report	DoF and Service Heads	To recommend the budget to Council
11.	Community Infrastructure Levy (CIL) once the Government have reviewed CIL		Future meeting	To receive a report	Written report	DCES	To consider any recommendations
12.	Three Rivers Community Interest Company		Future meeting	To receive a report	Written report	Acting Head of Community Partnerships	To consider the recommendations
13.	Trees and Landscape Strategy		To be determined	To receive a report	Written report	Head of Community Partnerships/ Head of Community Services	To consider the recommendations

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